



## Barbara C. Ruby

Partner

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Barbara concentrates her practice in the areas of business representation, taxation, employee benefits, estate planning and estate administration.

Barbara has extensive experience with mergers and acquisitions involving both publicly traded and closely held businesses. Barbara's work includes structuring transactions to meet tax objectives, identifying and dealing with due diligence issues, drafting transaction documents and helping her clients achieve their business goals. She has handled numerous acquisitions of eye care-related entities and served on multidisciplinary teams representing health care clients in major mergers and acquisitions. Barbara has also directed the strategy, negotiated and prepared acquisition and sale documents in transactions involving multiple facility long-term care and pharmacy companies.

She also works extensively with ERISA and employee benefit issues. Her employee benefit work includes drafting qualified retirement plans and qualifying them before the IRS, structuring and drafting executive deferred compensation plans, including for health care leaders, and assisting employers with regulatory compliance issues, including audits and remedial issues with the IRS and U.S. Department of Labor.

Her estate planning practice includes counseling the owners of closely held businesses about methods of transitioning ownership and control.

### Services

- Corporate
- Mergers & Acquisitions
- Taxation & Wealth Planning
- Employee Benefits & Compensation
- Business Taxation
- Trust & Estate Law & Administration
- Labor & Employment
- Health Law
- Business Succession Planning
- Private Companies

### Before Fox Rothschild

Barbara was a partner at Smith Moore Leatherwood LLP, which combined with Fox Rothschild in 2018.

## Beyond Fox Rothschild

Barbara has been active in civic and community service and currently serves as a board member and officer of the North Carolina Folk Festival. She is a past board member of several organizations, including ArtsGreensboro, Hospice and Palliative Care of Greensboro, Senior Resources of Greensboro and Greensboro Urban Ministries.

## Bar Admissions

- North Carolina

## Court Admissions

- U.S. Tax Court

## Education

- Duke University (B.A., 1971)
- University of North Carolina School of Law (J.D., *with honors*, 1976)

## Board of Directors

- ArtsGreensboro, board member
- Hospice and Palliative Care of Greensboro, board member

## Honors & Awards

- Selected by *Law & Politics Magazine* for inclusion in North Carolina *Super Lawyers*, Business/Corporate, 2007, 2008
- Selected to the "Best Lawyers in America" list for Corporate Law (2013-2024) and Tax Law (2005-2024) in Greensboro, NC by *Best Lawyers*
- Rated AV Preeminent™ by Martindale-Hubbell®