

# Creating Meaningful Connections '22





Bridges – in their many and various forms - serve as important connectors for people and ideas. Designed to function reliably for long periods of time, the support and connections they provide enable many other activities to take place, and their most important support mechanisms are often unseen by users. A bridge metaphor seems especially apt to describe CPR's role in ADR in 2022, as we tried to maintain, build and support connections between our many and varied constituents and ideas.

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## Less Conflict. More Purpose.

**CPR seeks to help others manage conflict so that they might better pursue their purpose and lessen the costs, financial and otherwise, of disputes. Our mission is to prevent and resolve business and employment-related disputes.**

### **We Do This By:**

- Convening a community of members through the CPR Institute to generate innovative and best practice resources to prevent and resolve disputes.
- Promoting a global culture of dispute prevention and resolution.
- Resolving conflicts through an array of dispute resolution services and a Panel of Distinguished Neutrals at CPR Dispute Resolution.

### **The Values Which Animate Our Operations Are:**

**Quality** We strive for excellence in all that we do.

**Accountability** We are responsive to the needs of each other, our members, our customers and to the broader community in which we work; we are responsible for addressing those needs efficiently and with integrity.

**Collaboration** We seek to understand each other and to help find common ground and effective solutions.

## A Letter from Allen Waxman President & CEO

It has been another strong year for CPR and our community. Our members continued to build bridges with one another and the broader ADR community. They came together in thoughtful and productive ways, sharing their expertise and creating valuable materials that generate concepts and practices to prevent, manage and resolve disputes.

### **Here are just some of the highlights:**

- 37 committee, regional, national, and international events and trainings reached nearly 1,800 people; these programs featured thought-leadership on best practices and innovative tools to improve dispute management.
- Transformative work by Task Forces on important issues for dispute management including workplace dispute management programs, best practices in arbitrating life science disputes, new procedures for Dispute Management Boards, refining model clauses for dispute prevention mechanisms to be embedded in parties' arrangements, and updating the procedures for mediation practice.
- Far-reaching contributions with an exciting International Mediation Competition and new Global Conference (both held remotely) and a return to in-person meetings with the European Advisory Board. The Brazilian Advisory Board produced a manual that provides resources for approaching the opportunities and challenges involved in Brazil arbitration proceedings.
- 98 articles published in our award-winning journal, *Alternatives*, and on our blog, *CPR Speaks*, spanning the latest trends and scholarship in the dispute management field.

We also are fortunate again to be able to recognize ADR professionals and entities for their exceptional contributions to alternative conflict resolution. Notably, Sarah Rudolph Cole of Ohio State University's Moritz College of Law was a winner in two categories. And we created a new award to recognize achievement in the field of dispute prevention, honoring James P. Groton, who designed and implemented many of the approaches now in use.

Improving the selection of diverse neutrals to serve on matters remains a pillar of our Diversity, Equity, and Inclusion efforts. We strengthened our accountability and transparency by signing the Ray Corollary Initiative (RCI) pledge, which calls for all slates of neutrals nominated for arbitration and mediation to be at least 30% diverse to increase the chances of a diverse selection. In addition, in all of its matters except one, CPR met its pledge to the RCI in fiscal year 2022.

We created a new subsidiary, CPR Dispute Resolution Services LLC, to formally separate the arbitral provider side of the organization from the think-tank membership work. We aim to expand the use of the Panel of Distinguished Neutrals and the use of the think-tanks tools and resources for dispute management. We believe that this separation will optimize each part of the organization and further underscore the neutrality of the Dispute Resolution Services staff.

As a small organization, we are only able to have this impact because of the investment of our many members, neutrals, and other constituents, who are committed to our mission of preventing disputes and resolving them more efficiently and effectively when they arise. We are both grateful for your energy and inspired by your ideas and practices. Let's continue on together, constantly striving to provide new approaches, tools and mechanisms that can manage conflict and better connect people and organizations so that they can more fully pursue their purpose.



*Allen Waxman*

Allen Waxman  
President & CEO

“As a litigator you’re always told you need to be a zealous advocate for your clients. And as misguided as I was, I always felt that meant that I had to win at all costs for my clients. But I didn’t realize then that winning sometimes isn’t winning the fight. Sometimes it is avoiding the fight.”

**Hossein Nowbar** Microsoft Corporation

In his keynote address to the 2022 CPR Annual Meeting

## A Letter from the Board Chair and Vice Chair

We write to you on the eve of a CPR tradition, its Annual Meeting. This event showcases the breadth, diversity and wisdom of the dispute management community. It is a tribute to CPR's founder, Jim Henry, who passed away this past year, and who would have relished the vibrancy of our community. We celebrate his legacy.

President and CEO Allen Waxman and CPR's staff continue to expand the reach of our work. They recently have invested in new technology platforms – a membership management system and a digital dispute management platform – to broaden CPR's capacity and to enhance the experience of those who interact with CPR, be they members or dispute resolution users. This past year we actually separated those two parts of the organization, the membership and think tank from the dispute resolution services provider, into a parent-subsidary relationship with separate boards of directors. We believe this will bring greater focus to each in an effort to optimize both.

We remain grateful to the vital investments in CPR by the dispute management community. They join together from across industries and continents to design new guidelines, protocols, and mechanisms. And they are lifelong students, constantly learning and searching for new ways to resolve disputes and notably in this past year, prevent them altogether. CPR is the bridge that connects and supports these different facets of their professional lives.

We thank the entire CPR community for the consistent support that allows all of these connections to stay strong and true year after year. Your participation on committees and task forces that develop new thought-leadership, your presentations and questions at webinars and events that share knowledge, and your contributions – financial and in-kind – are the core foundation of CPR that propel it into the future so that it can continue to fulfill its mission to help others reduce conflict so that they may pursue their chosen purpose.



A handwritten signature in black ink that reads "Craig B. Glidden".

Craig Glidden  
Chair, CPR Board of Directors



A handwritten signature in black ink that reads "Laura H. Robertson".

Laura Robertson  
Vice Chair, CPR Board of Directors



## **CPR Institute...**

drives a global prevention and dispute resolution culture through the thought leadership of its diverse membership of top companies, leading mediators and arbitrators, law firms, lawyers, and academics. It convenes committees to share best practices and develop innovative tools and resources, and hosts global and regional events to connect thought leaders on dispute prevention and resolution. The Institute publishes a newsletter on related topics and advocates for supporting and expanding the capacity for dispute prevention and resolution globally.



## Committees Provide Core Connections

**The CPR Institute** core support structures are the member-run committees and task forces that bring people together to analyze, assess, and discuss dispute-related issues and developments in a variety of industries and practices. In 2022 they shared knowledge and best practices, spanning generations and industries.

We are grateful to the members that participate in the work of our committees and task forces for their contributions of time, energy, thought-leadership, and idea generation.

Their accomplishments include:

- The **Healthcare and Life Sciences Committee** completed a new manual titled “Mitigating Risk in Life Sciences Transactions” slated for publication in early 2023.
- The **Dispute Prevention Committee** held a beta training and certification program for dispute prevention neutrals in November. Participants are now certified as Relationship Facilitators, ready to serve as Standing Neutrals.
- The **Arbitration Committee** held committee meetings with programs focused on new trends in energy transition disputes (in collaboration with the CPR Energy, Oil, and Gas Committee) and the role of artificial intelligence in international arbitration.
- The **Employment Disputes Committee** released an update to the Employment-Related Mass Claims protocol. It held committee meetings featuring panel discussions and interviews with ombuds and corporate and law firm counsel related to building workplace ombuds programs, Supreme Court employment-related decisions, proposed national legislation relating to forced arbitration of sexual assault and sexual harassment, and the development of the Employment-Related Mass Claims Protocol.
- The **Energy Oil & Gas Committee** hosted the 5th annual Houston Regional Meeting and Networking Event in January, featuring a panel of in-house counsel discussing the critical issues facing the sector and how ADR can be used to prevent and resolve disputes.
- The **Insurance Committee** held a panel in April devoted to opioid insurance coverage issues.
- In June the **Mediation Committee** hosted a presentation on “Candor, Truthfulness, and Conflicts of Interest: Ethics in Negotiation”.

## BEST PRACTICES COMMITTEES

### Arbitration Co-Chairs

Jennifer Glasser, Chair  
*White & Case LLP*

Viren Mascarenhas, Vice-Chair  
*Milbank LLP*

### Dispute Prevention Co-Chairs

Gregory Gallopoulos  
*General Dynamics Corporation*

Noah J. Hanft  
*AcumenADR LLC*

### Employment Disputes Co-Chairs

Christopher Murray  
*Ogletree, Deakins, Nash,  
Smoak & Stewart, P.C.*

Bridget Lankford  
*GlaxoSmithKline*

### Mediation Co-Chairs

Marjorie Berman  
*Krantz & Berman LLP*

Steven Bierman  
*Bierman ADR LLC*

### Technology Advisory Co-Chairs

Cynthia Randall  
*Microsoft Corporation*

Apoorv Agarwal, Ph.D  
*Text IQ*

Thomas Walsh  
*Freshfields Bruckhaus  
Deringer LLP*

## INDUSTRY COMMITTEES

### Banking & Financial Services Chair

Deborah Reperowitz  
*Stradley Ronon Stevens  
& Young LLP*

### Construction Advisory Chair

Sarah Biser  
*Fox Rothschild LLP*

### Energy, Oil & Gas Co-Chairs

Karl Stern  
*Quinn Emanuel Urquhart  
& Sullivan LLP*

Alberto Ravell  
*ConocoPhillips*

Andy Moody, Vice-Chair  
*Baker McKenzie*

### Healthcare & Life Sciences Co-Chairs

Connie Matteo  
*Pfizer Inc.*

Jonathan Wasserman  
*Hogan Lovells*

### Insurance Co-Chairs

Peter Loughlin  
*Assurant, Inc.*

Jeffrey Bowen  
*Lindemann Miller LLP*

## STANDING TASK FORCES

### Government & ADR Chair

Pete Swanson  
*Federal Mediation and  
Conciliation Service*

### Diversity in ADR Co-Chairs

Honorable Timothy Lewis {Ret.}  
*Schnader, Harrison, Segal &  
Lewis LLP*

Honorable Shira Scheindlin {Ret.}  
*Stroock & Stroock & Lavan LLP*

## Connecting with New Generations

**CPR's Young Leader in Alternative Dispute Resolution (Y-ADR)** program educates the next generation of leaders on the full spectrum of dispute prevention and resolution mechanisms and offers unique networking and professional development benefits to participants. It is led by the Y-ADR Steering Committee, a global group composed of young in-house counsel, practitioners at law firms, and neutrals.

Y-ADR members participate in and make valuable contributions to many CPR initiatives throughout the year. Here are some of their accomplishments in 2022:

- Presented on "The Role of Artificial Intelligence in International Arbitration" to the Arbitration Committee
- Served as moderators and panelists for the "Arbitration Advocacy Skills Training Program"
- Attended and participated as panelists in the Annual Meeting
- Hosted the Global Conference and held a panel on "Early Mediation of Disputes: When, Why and How?"

## Preventing Before Pacts Fail

**From the beginning of its history**, CPR has advanced innovative, groundbreaking concepts in dispute resolution. Starting with resolving disputes outside of litigation, which is now a widely accepted practice, CPR continues to push the edge of the dispute resolution continuum to now include dispute prevention.

Our initiatives on dispute prevention in 2022 included:

- CPR Institute rolled out the Dispute Prevention Library of Resources, compiling in one place writings on mechanisms for dispute prevention, including CPR's dispute prevention and resolution model provisions, case studies and cutting-edge articles, as well as the Dispute Prevention Pledge for Business Relationships.
- The Dispute Prevention Committee held a beta training in November, "Enhanced Skills Training for Business Relationship Facilitators," for neutrals on CPR Panel of Distinguished Neutrals that are on the dispute prevention specialty panel. Participants are now certified as Relationship Facilitators to serve as Standing Neutrals.
- CPR partnered with the University of Tennessee Haslam College of Business to create and disseminate a survey to explore the business community's familiarity with and assessment of dispute prevention mechanisms and the degree to which they are incorporated into business relationships.
- CPR created an award to recognize leadership in dispute prevention with James P. (Jim) Groton named as the recipient on the basis of his early, innovative and groundbreaking work in this field, as well as his ongoing writings and speaking engagements. We renamed this award The James P. Groton Award for Outstanding Leadership in Dispute Prevention and plan to bestow it to leaders in the field of dispute prevention.

“That experience has been life changing for me in so many ways.”

**Rafael Alves**

MAMG Advogados, on his experience with the CPR Dispute Prevention Pledge Task Force.

# Spanning the Globe

## International Advisory Boards

The **European Advisory Board (EAB)** held an in-person meeting in Paris in June. The meeting was well-attended with lively substantive discussions and engaging social events. The EAB has active working groups to review use of an Early Case Assessment toolkit and to follow the progress of the Singapore Convention, which is now an international task force open to all CPR members.

The **Brazilian Advisory Board (BAB)**, completed *The CPR Corporate Counsel Practical Guide for Arbitration in Brazil* to provide corporate counsel involved in related transactions and disputes with resources to navigate the opportunities and challenges involved in Brazil arbitration proceedings. The publication was celebrated in São Paulo with a book launch party and BAB meeting in November.

## 2022 CPR International Mediation Competition

This event, held remotely in 2022, convenes students and distinguished ADR professionals from around the globe, providing a unique opportunity for students to learn and practice mediation and negotiation skills, along with exceptional networking opportunities.

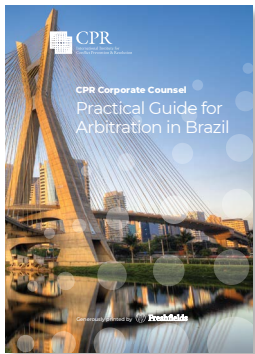
Students role-played a mediation problem developed by a team of highly-regarded mediators and practitioners and involved an international business dispute mediated pursuant to the **CPR International Mediation Procedure**. Thank you to the 34 neutrals from CPR's Panel of Distinguished Neutrals who served as judges in the competition.

Congratulations to all our competitors and the top winners of each category:

- **Mediation:** Tomás Garcia, University of São Paulo (Brazil)
- **Negotiation:** Georgetown University Law Center (U.S.)
- **Written Statement:** National Law Institute University (India)
- **Client:** Georgetown University Law Center (U.S.)
- **Counsel:** Brooklyn Law School (U.S.)
- **Teamwork:** Jindal Global Law School (India)

## Global Conference

The CPR 2022 Global Conference was held on December 7 via Zoom. With the theme of "Mediating Business Disputes Here, There, and Everywhere" this unique event was hosted by CPR's Young Leaders in Alternative Dispute Resolution program (Y-ADR) and featured panels organized by Y-ADR and CPR's International Advisory Boards.



## Reporting On All Aspects

**CPR's newsletter *Alternatives to the High Cost of Litigation*** this year published broad pieces on ADR scholarship that covered:

- London attorney-mediator Rhys Clift's examination of how legal technology changes combined with the world health crisis have affected global alternative dispute resolution processes, especially mediation.
- University of California-Davis School of Law Prof. Donna Shestowsky's data and analysis on managing clients' expectations in litigation matters.
- Educator/author Susan Podziba's expansive interview on the history and continuing vitality of the legislative process known as "negotiated rulemaking," a subject for conciliation in political processes *Alternatives* has followed since it was first deployed broadly in the early 1990s.
- Data by four University of Nebraska researchers who explained their research into what litigants know about ADR, and where they need more explanation—that is, the ethical obligations of their advocates and the neutrals running those processes.
- Scholar John Lande's review of his decades' long history of work in early dispute resolution research and design in a two-part article.

- Lawrence Susskind of MIT/Harvard Law/Consensus Building Institute offering of new negotiation trainings now available from Harvard's Program on Negotiation, suitable for use by law firm or law department advocacy training.

Other features included reporting on installing quantitative analysis for mediation cases, special masters, and an extensive federal government ADR use analysis by the Administrative Conference of the United States.

Key coverage areas include neutrals, mediation, arbitration, international ADR, and commentary.

CPR Institute members receive the newsletter as a benefit of membership at [www.cpradr.org/news-publications/alternatives](http://www.cpradr.org/news-publications/alternatives). Publisher John Wiley & Sons offers the newsletter by subscription or individual article at [altnewsletter.com](http://altnewsletter.com).



# Engineering New Pathways



**Despite somewhat of an improvement** in pandemic conditions, the rise of new variants in the winter of 2021-2022 led us to hold the 2022 Annual Meeting virtually. “Innovations, Options and Opportunities: Technology and Dispute Management” featured over 50 prestigious speakers, eight substantive panel discussions, a Corporate Counsel Roundtable, five additional events and an evening program with discussion devoted to the implications of #BLM on diversity, equity and inclusion efforts in dispute management. Attendees celebrated the achievements of five 2021 CPR Annual Awards honorees along with five additional award honorees.

Keynote speaker Hossein Nowbar, General Counsel, Corporate Legal Affairs and Corporate Secretary at Microsoft, discussed the lessons learned from his family’s journey from Iran to the United States when he was a child, how experience affected his understanding of the concept of winning, and the questions technology raises for corporations’ role in society.

We are very grateful to our generous sponsors whose strong support made this event possible at minimum cost to attendees. Thank you to the Advisory Committee, which was co-chaired by Cynthia Randall, Associate General Counsel of Microsoft, and Bruce Byrd, Executive Vice President and General Counsel of Palo Alto Networks.

At every annual meeting, **we honor those** who exemplify the potential and purpose of alternative dispute resolution and dispute management in various categories.



**Sarah Rudolph Cole**

OUTSTANDING PROFESSIONAL ARTICLE

“Arbitrator Diversity: Can it be Achieved?”

*Washington University Law Review, Vol. 98, Issue 3 (2021)*



**Dr. Kabir Duggal, Esq.**



**Dr. Crina Baltag**



**Rekha Rangachari, Esq.**

OUTSTANDING CONTRIBUTION TO DIVERSITY IN ADR

REAL – Racial Equality for Arbitration Lawyers and its co-founders



**Daniel L. Shapiro**

OUTSTANDING SHORT ARTICLE

“The Power of the Civic Mindset: A Conceptual Framework for Overcoming Political Polarization”

*Connecticut Law Review, Vol. 52, No. 3 (February 2021)*



**Sarah Rudolph**



**Cole Art Hinshaw**



**Andrea Kupfer Schneider**

OUTSTANDING BOOK IN THE FIELD OF ADR

*Discussions in Dispute Resolution: The Foundational Articles* (Oxford 2021)



**Daniel Abowd**

JOSEPH T. MCLAUGHLIN ORIGINAL STUDENT ARTICLE

“Imagine: Could Mediation Systems Fix Songwriter Split Disputes?” (2021)



**Connie A. Matteo**

CPR PARTNER  
OF THE YEAR



**James P. (Jim) Groton**

OUTSTANDING CONTRIBUTION  
TO DISPUTE PREVENTION

## Pushing for Constructive Progress

**CPR's resolve to encourage diversity, equity and inclusion** in dispute resolution remains strong and solid and we continue to invite CPR members and the broader ADR community to join us on our journey. We are particularly focused on improving the number of diverse neutrals selected to mediate or arbitrate disputes, knowing that perceptions of a lack of fairness can undermine the acceptance of alternative dispute resolution outcomes.

In July, we expanded and strengthened the 2020 Diversity Commitment by incorporating the core metric found in the pledge of the Ray Corollary Initiative (RCI). The RCI seeks to increase diversity, equity, and inclusion in the selection of arbitrators, mediators, and other neutrals – a goal shared by CPR.

CPR's refined **Diversity Commitment** now asks that each signatory to the pledge from the corporate and law firm communities aim to ensure at least 30% of each list from which neutrals (arbitrators or mediators) will be selected is comprised of diverse neutrals. The 30% metric stems from the RCI's finding that reaching this threshold meaningfully increases the likelihood that a diverse neutral will be selected. Pointing to social science research, the RCI noted that the odds that a diverse candidate would be selected from a list of mixed diverse and non-diverse candidates jumped disproportionately when the 30% metric was met.

In addition to abiding by the 30% diversity metric when considering or proposing lists from which the mediators or arbitrators in a given matter are selected, signatories from the corporate, law firm and CPR communities agree to track the percentage of diverse neutrals proposed and/or appointed in matters in which they are parties, counsel or the administering dispute resolution entity.

CPR committees continue to work on these issues as well. In March, the Mediation Committee held a program, "Implicit Bias in ADR: Principles and Practical Guidance." The Diversity in ADR Task Force hosted a presentation of the ACC Foundation's new Diversity, Equity and Inclusion Maturity Model, which is a tool designed for use by legal departments to benchmark the maturity of their efforts regarding diversity, equity, and inclusion (DEI) across a wide range of functional areas that have been proven relevant for optimization of DEI impact and results.

CPR Distinguished Neutral and co-chair of the Diversity in ADR Task Force Honorable Shira Scheindlin (Ret.) spoke on behalf of CPR at the New York Law School Symposium on ADR and Diversity in January. Vice President Ellen Waldman was a panelist at the American Bar Association's "How Attorneys Can Join ADR Providers in Prioritizing Diversity" in September.



## Amgen Honored at 2022 Corporate Leadership Award Dinner

Each year, CPR presents the **Corporate Leadership Award** (CLA) to a corporation and its general counsel for demonstrating leadership in the field of conflict management and institutionalizing ADR into their legal structure and corporate culture. Attended by general counsel of Fortune 100 corporations, partners from leading law firms, and industry experts and scholars, the CLA Dinner is a critical fundraiser for CPR's advocacy, educational and research initiatives, as well as our international programs. Past honorees include General Motors, CVS Health, Johnson & Johnson, Pfizer, ConocoPhillips, Royal Dutch Shell and DuPont, among others.

We were grateful to gather in-person for this annual black-tie-optional dinner on June 8, 2022 to honor Amgen and Jonathan Graham, Executive Vice President, General Counsel, and Secretary.

Amgen is a longtime supporter of CPR's work. Amgen signed onto CPR's original pledge to be open to alternatives to litigation, the *CPR Corporate Policy Statement on Alternatives to Litigation*, in 1994. With Graham's leadership, Amgen continually seeks better ways to resolve legal disputes and adopts ADR tools that allow its business leaders to focus on growth and innovation.



**DINNER COMMITTEE**

Charles R. Morgan – Chairman  
The Morgan Group

Francis J. Aquila  
Sullivan & Cromwell LLP

Barry Berke  
Kramer Levin Naftalis &  
Frankel LLP

Raymond A. Bonner  
Sidley Austin LLP

Mark S. Brown  
King & Spalding

Bruce Byrd  
Palo Alto Networks

Mary Beth Cantrell  
Amgen Inc.

Lauren Colton  
Hogan Lovells

Benjamin Correa  
Sidley Austin LLP

Drew Crousore  
Baker McKenzie LLP

Brackett B. Denniston  
Goodwin

Brian Ellis  
Danaher Corporation

Craig B. Glidden  
General Motors

Nicholas Groombridge  
Paul, Weiss, Rifkind, Wharton  
& Garrison LLP

Siegmund Y. Gutman  
Proskauer Rose LLP

Keith Hummel  
Cravath, Swaine & Moore LLP

Jason Klingensmith  
General Motors

John Labbé  
Marshall, Gerstein & Borun LLP

Jonathan Landy  
Williams & Connolly LLP

Douglas Lankler  
Pfizer Inc.

Raj Madan  
Skadden, Arps, Slate, Meagher  
-& Flom LLP

Michael Manfredi  
Consilio

Timothy M. McCrystal  
Ropes & Gray LLP

Colleen McIntosh  
CVS Health

Dana McSherry  
McDermott Will & Emery LLP

John D. Murnane  
Venable LLP

Amie Nolan-Needham  
General Motors

George F. Pappas  
Covington & Burling LLP

Lisa Pensabene  
O'Melveny & Myers LLP

Joseph G. Petrosinelli  
Williams & Connolly LLP

James D. Pike  
Fluor Corporation

Michael Pontrelli  
Consilio

John Seungjoo Rah  
DLA Piper

David S. Rosenbloom  
Baxter International

Charles K. Ruck  
Latham & Watkins LLP

Robin Snasdell  
Consilio

John W. Spiegel  
Munger, Tolles & Olson LLP

Alice Valder Curran  
Hogan Lovells

F. Joseph Warin  
Gibson, Dunn & Crutcher LLP

Seth P. Waxman  
WilmerHale

Fritha Wheeler-Ozanne  
Fluor Corporation





# CPR Dispute Resolution..

provides leading edge ADR services —mediation, arbitration, early neutral evaluation, dispute review boards and others as well as training and education on these services. It is uniquely positioned to resolve disputes by leveraging the resources generated by the ADR leaders who participate in the CPR Institute.



## DISPUTE RESOLUTION SERVICES BY SUBJECT MATTER

July 1, 2021 – June 30, 2022

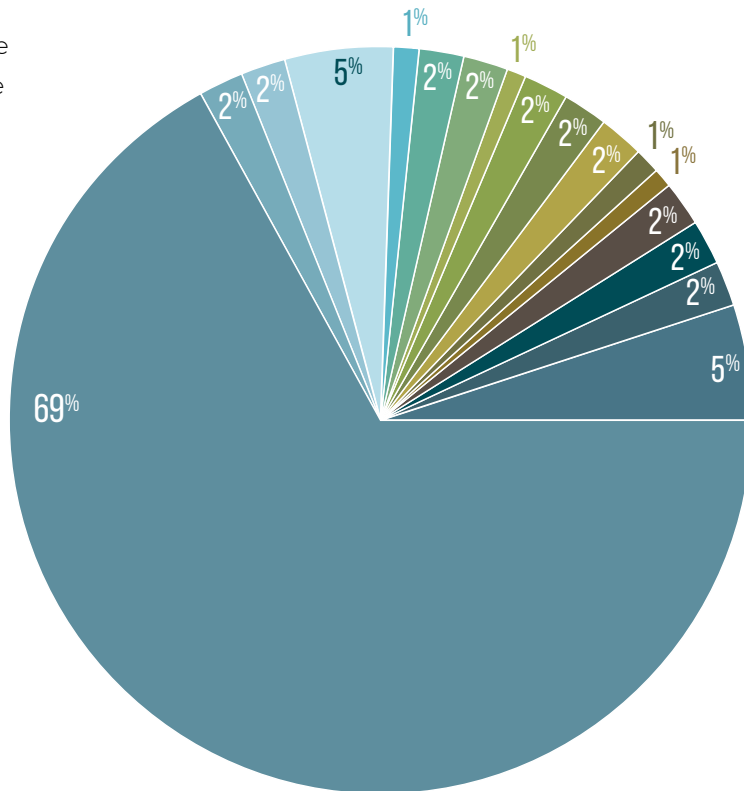
- Employment
- Contracts
- Energy and Utilities
- Healthcare and Life Sciences
- Aviation
- Mergers and Acquisitions
- Corporate Governance
- Franchise
- Partnership Disputes
- Accounting and Finance
- Technology and Science
- Intellectual Property and Trademark
- Insurance
- Leasing/ Real Estate
- Other
- Challenge Protocol
- Fundholding

**58% GROWTH**

Over Fiscal Year 2021

**118% GROWTH**

Over Fiscal Year 2017



**In July 2022**, CPR Dispute Resolution Services LLC became a subsidiary of the International Institute for Conflict Prevention & Resolution.

CPR Dispute Resolution is unique among arbitral providers around the world. It provides boutique-style leading-edge dispute management services.

- Case managers are experienced and knowledgeable ADR professionals.
- Parties receive personalized and nimble one-on-one service.
- Services are available for the full spectrum of ADR
- Rules and protocols are developed by CPR Institute think-tank research and experts.
- Neutrals are leaders in their fields with deep industry-specific knowledge.
- Fees are straightforward, transparent at the start of matters, and competitive.
- Slates provided are increasingly diverse and reflect the goals of the Ray Corollary Initiative.



# Panel of Distinguished Neutrals

The arbitrators, mediators and other dispute management professionals selected to join the Panel of Distinguished Neutrals are a diverse group of prominent, experienced subject matter professionals who meet our high standards.

## DISTINGUISHED NEUTRALS FAST FACTS

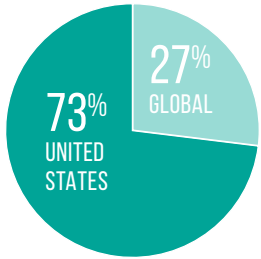
**643 TOTAL**  
as of June 30, 2022

**544 TOTAL**  
as of June 30, 2017

**35 COUNTRIES REPRESENTED**

## 30 SPECIALTY PANELS

- Arbitration Appeals
- Banking, Accounting and Financial Services
- Biotech
- Certified Public Accountants
- China Business Mediation
- Construction
- Cross Border Disputes
- Cyber
- Dispute Prevention
- E-Discovery
- Employment
- Employment-Related
- Mass Claims
- Energy, Oil and Gas
- Entertainment
- Environment
- Franchise
- General Counsel
- Global
- Healthcare and Life Sciences
- Hedge Funds
- Insurance
- Insurer-Policy Holder Coverage
- Judicial
- Municipal Bankruptcy
- National
- Real Estate
- Sports Law
- Taxation
- Technology and IP
- Trademark

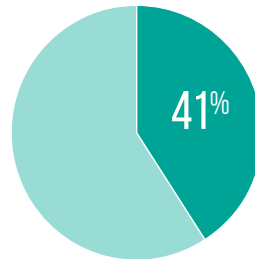


The goal of CPR Dispute Resolution, which is based on the Ray Corollary Initiative™, is that 30% of neutrals on any slate for selection will be diverse. In fiscal year 2022, CPR achieved this goal in all but one nomination slates.

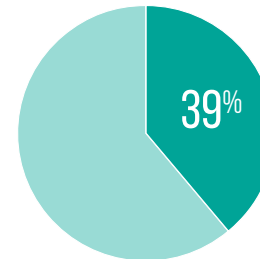
## PANEL OF DISTINGUISHED NEUTRALS

People who self-identify as women, persons of color, members of the LGBTQ community, persons living with disabilities, or other under-represented groups made up:

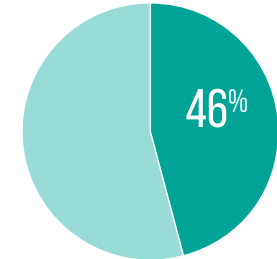
**Neutrals**  
June 30, 2022



**New Neutrals**  
July 1, 2021 - June 30, 2022



**Selections Provided to Parties**  
July 1, 2021 - June 30, 2022



## Building Foundations

In late May, we launched a new service as a pilot program, **B2B Dispute Resolution Planning**. Parties will work with a neutral, the process design facilitator, to create an alternative dispute resolution process uniquely suited to the parties' needs, interests and the nature of the dispute. During the pilot phase, parties can sign up for four hours free of charge with the process design facilitator, who can be deployed at anytime during the dispute, whenever the parties want to consider options.

We created and released a tool, **Domestic Commercial Arbitration Rules**, to compare the key provisions in the domestic commercial arbitration rules of CPR, American Arbitration Association, and JAMS. This simplified guide is intended to provide an overview of the similarities and differences among these institutions' domestic commercial arbitration rules. It is available as a free download on [drs.cpradr.org](https://drs.cpradr.org).

In the Spring, we held a 5-session training series for counsel in arbitration. The **"Arbitration Advocacy Skills Training Program"** studied the arbitration process from start to finish, with each session covering one stage of the process and examining how this era of videoconferencing and hybrid proceedings has created new obstacles and opportunities. Members of our Young Leaders in Alternative Dispute Resolution (Y-ADR) program Steering Committee were key to planning and executing this series, which is now available as videos on [drs.cpradr.org](https://drs.cpradr.org).

CPR Dispute Resolution continues to offer a training program, **"Innovations in Dispute Prevention and Resolution Tools from CPR,"** which discusses the latest developments in dispute prevention and resolution along with best practices, the latest offerings, and Rules and Protocols from CPR. This program reviews the options available to advocates when drafting ADR into their agreements and proceeding through the dispute management and resolution process, as well as the recent CPR initiatives to assist them through this process. It is available to both in-house and law firm counsel at no charge.

## Shaping New Approaches

**CPR Dispute Resolution Services** {DRS} benefits from the thought leadership of the CPR Institute, which convenes frontline, hands-on practitioners on committees and task forces that study new and/or ongoing issues in alternative dispute resolution. These groups then collaboratively develop innovative protocols, rules, and best practice guidelines. Thus, DRS is consistently equipped with up-to-date procedures to use in administering matters for parties to business disputes.

In 2022, CPR released revisions to two procedures:

- **Employment-Related Mass Claims Protocol** — changes relate to payments under the Protocol as well as additional clarifications on timing and the opportunity to mediate cases outside the mediation process.
- **CCA-NYC Bar-CPR Protocol on Cybersecurity in International Arbitration** - changes reflect that the cybersecurity and data protection environment in which the Protocol operates has matured in the nearly three years since the Protocol was launched, but the general principles remain the same.



## **CPR Institute Membership...**

For over 45 years, the CPR Institute has been the community where Fortune 500 corporation general counsel, law firms, neutrals and academics come together to learn, share, study, and grow professionally.

Our committees, task forces, meetings and other members-only events connect members in a collegial and collaborative atmosphere where they are exposed to, and indeed often create, the latest developments in dispute prevention, management and resolution practices.



## SOME OF CPR'S CORPORATE MEMBERS:



## CPR Membership Connects ADR Leaders

CPR supports members by connecting them with innovative dispute management ideas and practical tools, facilitating networking and professional learning, and paving the way for leadership development.

### CPR Membership is Foundational

All attorneys in member organizations receive these benefits:

- Membership on members-only committees and task forces, providing opportunities to network within industries and special interest areas.
- Training and Development programs with CLE credits.
- Discounted attendance for our Annual Meeting.
- Complimentary digital subscriptions to *Alternatives*, CPR's newsletter.
- Opportunities to speak on panels at CPR meetings and events.
- Invitations to regional events attended by a variety of ADR leaders.
- Support for CPR's mission to help others manage conflict so that they might better pursue their purpose and lessen the costs, financial and otherwise, of disputes.

Visit [cpradr.org/member-benefits](https://cpradr.org/member-benefits) for the full list of membership benefits.

The CPR Institute has membership levels for corporations, law firms, neutrals, individual attorneys and panelists on the CPR Panel of Distinguished neutrals. If you are not already a member, let CPR connect you with other like-minded professionals and dispute management resources. **Join CPR today.**

Email [membership@cpradr.org](mailto:membership@cpradr.org) today to begin the process.

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# Leadership



# A Letter from the Chairman of CPR's Finance Budget & Audit Committee

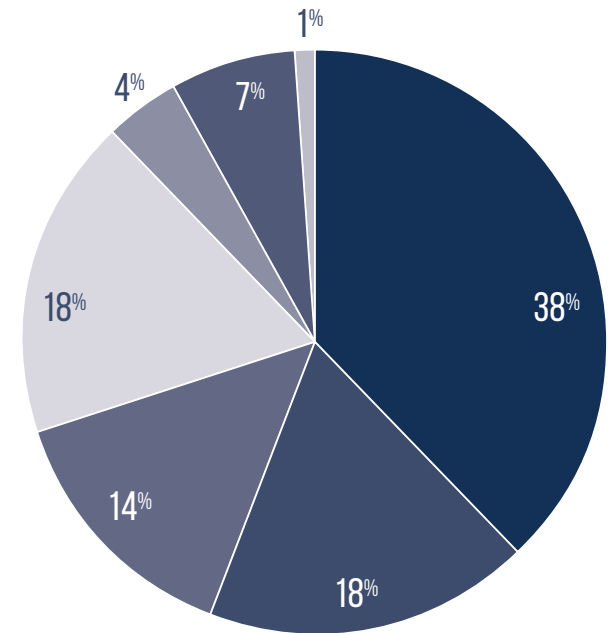
**Fiscal year 2022** was our second full fiscal year since the beginning of the pandemic. It was marked by both a continuation of pandemic-restrictions and the beginning of a return to a sense of normalcy. The annual meeting in February, co-hosted by Microsoft and Palo Alto Networks, centered around the use of technology and was again conducted via Zoom. In June we were able to gather as a community at the annual Corporate Leadership Award Dinner honoring Amgen and its General Counsel Jonathan Graham. It was a smashing success.

With all the challenges we faced, I am pleased to report that CPR remains financially strong. While revenues were consistent with the prior year, we were able to manage our expenses well and finished the year with a healthy cash position.

The employment arbitration arena continued to be an area of strength for both the CPR Institute and Dispute Resolution Services (DRS), reflecting the unique ability of the organization to bring together thought-leaders to develop innovative product and to then implement it in the marketplace. In September 2021, the Employment-Related Mass Claims Task Force produced a comprehensive update to the Employment Related Mass Claims Protocol, Version 2.0, and an update in September 2022, Version 2.1. Employment disputes were again a significant share of the cases for DRS in fiscal year 2022.

As the chair of the Finance, Budget & Audit Committee, I am grateful to the Committee members for their wise guidance and stewardship of CPR's finances.

On behalf of the Board of Directors, I thank you for your support of CPR. Your continued financial contributions, leadership and service will sustain our growth and result in even greater impact as we move forward together.



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The **CPR Speaks** blog provides timely news, commentary and analysis for the ADR community. It serves as the outlet for breaking conflict resolution news as well as the source for the release of new CPR tools, reports and rules innovations. CPR Speaks published 45 posts, totaling more than 55,300 words, in 2022.





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