



RAISING THE BAR

2010/2011 Annual Report



INTERNATIONAL INSTITUTE FOR CONFLICT PREVENTION & RESOLUTION

CPR RAISES THE BAR

CPR has defined the field of ADR for more than 30 years. It was the first to bring together Corporate Counsel and their law firms to find ways of mitigating the risks, costs and delays associated with litigation. CPR was also the first to develop an ADR Pledge®, which obliges subscribing companies and law firms to explore alternative dispute resolution options before pursuing full-scale litigation.

But, that was only the beginning.

Since that time, CPR has staked its claim as the only independent think tank in the field and has become the go-to resource for leading practitioners seeking objective analysis, insight and innovation in commercial dispute resolution. The organization harnesses the expertise of leading minds to benchmark best practices and combines theory with practical application to produce the gold standard for ADR methodology, tools and services. Never content to rest on its laurels, CPR also advances innovation in the field as the initiator of the most cutting-edge thinking in commercial conflict resolution today.

By setting the standard for excellence, CPR remains the ADR resource of choice for the world's most influential corporations and their outside counsel. More importantly, its work has continued to 'raise the bar' for every organization that has followed in its footsteps.

ABOUT THE CPR INSTITUTE

The CPR Institute (CPR) serves as an independent, objective resource for the avoidance, management, and resolution of complex business-related disputes. No other organization has equal influence, range of intellectual property, or breadth of programs focused exclusively on commercial conflict management. By harnessing the collective expertise of leading legal minds and benchmarking best practices, it is the leading ADR resource for multinational corporations with billions of dollars at risk. CPR is also a top online destination for lawyers seeking superior arbitrators and mediators, as well as cutting-edge ADR tools, resources and training. CPR's membership comprises an elite group of ADR trailblazers, including executives and legal counsel from the most successful companies in the world, partners from global law firms, government officials, retired judges, highly-experienced neutrals, and leading academics. Learn more at www.cpradr.org.

A Letter from CPR's President and Chief Executive Officer



This has been a productive year for CPR. Early on, we embarked on a rigorous strategic planning process to assess our accomplishments, analyze challenges and identify opportunities for growth. I am happy to report that this process confirmed that CPR's mission – to be the leading independent resource to resolve complex commercial disputes cost-effectively and efficiently – remains vital to global businesses and their lawyers.

We learned that our members highly value the credential that comes from CPR's thorough neutral review and selection process, and that CPR's objective monitoring of neutral performance ensures a level of excellence unmatched in the field. This year, CPR increased its depth in this area by expanding our Distinguished Panels of Neutrals, re-launching our prestigious National Panel and offering a new tool to aid in neutral selection.

We learned that practitioners look to CPR as a trusted resource for practical guidance regarding their most critical, and sometimes controversial, disputes. By delving deeply into these issues, CPR provides the independent analysis that only comes from more than three decades of leadership. This year, CPR continued in this tradition with an Annual Meeting keynote address by Rupert Bondy from BP and by hosting a workshop on a mass claims issue – an oil spill – led by Deborah Greenspan, former Deputy Special Master for the September 11 Victims' Compensation Fund Program. This was closely followed by the release of CPR's definitive *Master Guide to Mass Claims Resolution Facilities*.

We learned that leading is what CPR does best. This year was no exception. We led in providing extensive coverage and analysis of the U.S. Supreme Court arbitration decisions, as well as mediation developments in Europe. We also delivered a guide on determining damages in arbitrations – the first of its kind – and took a leadership role in conducting ADR usage surveys in the U.S. and Asia. CPR also continued to bring ADR to the next generation of leaders via our popular International Dispute Negotiation podcast series and our Y-ADR events, which introduce young attorneys to international corporate ADR practices.

Most notably, we learned that CPR delivers on its promise to provide ground-breaking ADR solutions for the most challenging business issues. With the sustained support of colleagues – like you – CPR will continue to 'raise the bar' in ADR innovation and practice.

Sincerely,

A handwritten signature in black ink that reads "Kathleen Bryan" with a horizontal line extending to the right.

Kathleen A. Bryan

RAISING THE BAR THROUGH

ENGAGEMENT



Jay W. Waks

Partner, Complex
Commercial Litigation
& Chair, Employment &
Labor Law Practice

Kaye Scholer LLP

“As the Kaye Scholer Partner responsible for three decades of CPR membership, I have participated in the formulation of CPR’s Law Firm Pledge; contributed to the work of CPR’s Committees; encouraged colleagues and clients to take advantage of the considerable products and services of CPR’s membership; and received the client recognition that has come from a quarter century of service as Chair of the CPR Employment Committee. Always productive, our Committee meetings and publications provide a unique platform for analyzing the latest developments, both legal and practical, in all manner of employment dispute resolution. The balanced interests of our CPR Committee members have led to the candid and fruitful exchange of experiences in conflict resolution and served as the basis to discuss applications of ADR to the ever-changing landscape of federal and state

“In the pursuit of conflict resolution, CPR provides scholarship and imaginative leadership.”

employment laws, as well as the importance of involving diverse neutrals in the resolution of employment disputes. In short, our ongoing dialogue and collaborative efforts have led to a better application of conflict resolution as a substitute for full-scale litigation.”



Francis J. Aquila (Sullivan & Cromwell LLP)



Anastasia Kelly (DLA Piper)



Stephen F. Gates (Mayer Brown LLP) and Beth Cook (FMC Technologies)

CPR'S COMMITTEES, TASK FORCES AND COMMISSIONS

CPR believes that the field of ADR can be advanced only by exploring and analyzing the latest developments in commercial conflict management and dispute avoidance processes. Therefore, we invite our members, academics and neutrals to join industry and practice-specific committees to study current challenges, make recommendations for best practices and publish materials on issues at the forefront of legal debate. These committees meet regularly to draft rules and propose industry protocols for use by attorneys and business executives around the world. By engaging practitioners in meaningful collaboration, CPR provides a platform for the sophisticated analysis of ADR theory and the most practical take-away learning in the field.

Arbitration Committee

The Arbitration Committee, CPR's largest, is a resource for corporate counsel, lawyers, academics, and practitioners seeking rigorous analysis of issues related to improving the quality of domestic and international arbitration. The Committee recently produced a *Protocol on the Determination of Damages in Arbitration* which is now available on the CPR website and in hard copy. The Committee is currently finalizing its *Guidelines on Early Disposition of Issues in Arbitration*, which is expected to be released in early 2012, and is presently working on a *Draft Protocol on Preparation of Arbitral Awards*. The

Chair of this Committee is Lawrence Newman of Baker & McKenzie LLP. The Vice-Chair of the Committee is Ank Santens of White & Case LLP.

Asia-Pacific Advisory Council

The Asia-Pacific Advisory Council was formed in 2009 to address issues in international dispute resolution within the Asia-Pacific region. The first of two projects of the Council is the dissemination of a *Barriers to Entry Survey*, which is collecting data from businesses in the region as to their use of ADR. The Council will then draft a white paper with recommendations for overcoming the barriers identified in the survey and, if necessary,



Thomas L. Sager (DuPont)



Jonathan P. Graham (Danaher Corporation), Lisa Ferri (Mayer Brown LLP), a colleague, and James M. Zimmerman (Sheppard Mullin Richter & Hampton LLP)



Robert C. Weber (IBM Corporation)

will conduct training for or offer outreach to the business community. The second project of the Council is to develop a reliable panel of neutrals in the Asia-Pacific region and to identify any necessary ADR training. The Chair of the Asia-Pacific Council is Prof. David Sandborg of the City University of Hong Kong.

Banking and Financial Services Committee

The Banking and Financial Services Committee meets periodically to consider possibilities for the use of alternative dispute resolution to resolve anticipated disputes among financial institutions. It has sponsored presentations on Bilateral Investment Treaties, the 'mediation window,' the Economical Litigation Agreement, the subprime market, and the role of ADR in private party litigation involving hedge funds. At the request of the Committee, CPR has developed a Panel of Distinguished Neutrals specialized in resolving complex hedge fund disputes. The Committee is chaired by Pamela Corrie of GE Capital, Americas and José Morán of Baker & McKenzie LLP.

Construction Advisory Committee and Energy, Oil & Gas Committee

This year, these Committees joined together to explore the use of ADR in the construction of international energy projects. Their work culminated in a seminar held in the Washington, D.C. office of Morgan, Lewis & Bockius LLP in October. The event featured many CPR neutrals and law firm members, including attorneys from Crowell & Moring LLP, Nixon Peabody LLP and McCarter & English, LLP. Corporate and institutional panelists included representatives from AES Construction Worldwide, 1492 Americas, Navigant Consulting, Inc., the Dispute Resolution Board Foundation, Chartered Institute of Arbitrators, and Northeast Utilities. In addition, both committees met to review applicants to their respective neutrals panels. The Chair of the Construction Committee is Robert A. Rubin of McCarter & English, LLP. The Chair of the Energy Committee is Duncan MacKay of Northeast Utilities.



By drawing top attorneys and leading corporate counsel, the networking at CPR's Corporate Leadership Award Dinner is unparalleled in the field.



Thomas J. Sabatino, Jr. (Walgreen Company)



Jeffrey W. Carr (FMC Technologies, Inc.), center, greets colleagues at CPR's Corporate Leadership Award Dinner.

Employment Disputes Committee

This Committee includes corporate representatives, arbitrators, management lawyers, employee representatives, former judges, human resources professionals, mediators, and professors who are interested in improving the management and resolution of employment disputes. In 2010-11, the Committee analyzed model principles for employment arbitrations, the CPR-Cornell-Pepperdine Survey on ADR and new developments in the field, including recent relevant U.S. Supreme Court jurisprudence. The Chair of this Committee is Jay Waks of Kaye Scholer LLP.

European Advisory Committee

This Committee, which was established in 2000 and led by Hans Peter Frick, the General Counsel of Nestlé, until his retirement this year, comprises representatives of CPR's membership who are located in Europe. Over the past year, it has been instrumental in increasing the number of Europe-based neutrals on the CPR Global Panel of Neutrals. In an effort to more effectively serve the needs of its members in Europe, CPR has created

a European Executive Board (EEB), which is chaired by Jean-Claude Najjar of General Electric. This small leadership team, composed of some of CPR's most prominent corporate members in Europe, will help determine CPR's strategic direction and prioritize its activities in the region for the future. It is anticipated that this group will meet twice a year to decide on projects and explore issues of interest.

Franchise Mediation Program

CPR has administered the Franchise Mediation Program, which is led by a Steering Committee of franchisors, franchisees and other influential participants in the franchise community, since 1994. The mission of the Program is to encourage the mediation or other non-judicial management of disputes arising between franchisors and franchisees. The Co-Chairs of the Steering Committee are William Hall, a Dairy Queen franchisee, and John Kujawa of McDonalds USA LLP.



Steven O. Kramer (Sheppard, Mullin, Richter & Hampton LLP) with a colleague at CPR's Corporate Leadership Award Dinner.



David H. Burt (DuPont)



Edna Sussman (SussmanADR LLC)

Healthcare and Life Sciences Committee

With the healthcare and life sciences industries poised for reform, CPR responded by forming this Committee in late 2008. It comprises leading practitioners, corporate counsel and academics with experience in the resolution of disputes among healthcare and life sciences corporations, institutions and parties involving issues specifically related to these entities and the complex regulatory framework in which they operate. In 2010-11, the Committee met several times to add to its industry-specific panel of neutrals expert in pharmaceutical, healthcare- and life sciences-related disputes. The Chair of this Committee is Katherine Benesch of Benesch & Associates LLC.

Insurance Committee

This Committee includes representatives of property casualty insurance companies who monitor the activities of the Mass Claims Commission and other CPR initiatives that have implications for the insurance industry. The

Committee has been less active as a result of the recession, but is expected to resume activity in the coming year. The Co-Chairs of this Committee are Patrick Hoey of Chubb & Son, Inc. and Deborah Masucci of Chartis Inc.

Mediation Committee

This Committee focuses on issues related to improving the quality of mediation practice, both domestic and international. The Committee consists of CPR members throughout the world, and is currently exploring projects related to enhancing the effectiveness of corporate mediation practice. In addition, the Committee is working to identify qualified neutrals to serve on CPR's Panels of Distinguished Neutrals. The Co-Chairs of this Committee are David Burt of DuPont and A. Stephens Clay of Kilpatrick Townsend & Stockton LLP.

Patent Mediation Task Force

CPR recently formed a new Task Force focused on improving patent mediation. This Task Force will explore the benefits and barriers to



CPR Board Member Mary Beth Cantrell (Amgen Inc.) with David McLean (Latham & Watkins LLP), a colleague and Judith Korchin (Holland & Knight LLP).



Prof. Thomas E. Carbonneau (Pennsylvania State University Dickinson School of Law)



Julian Brew (Kaye Scholer LLP)

effective use of mediation in patent disputes and will build upon the work of CPR’s previous International Commission on Patent Disputes and the Information Technology Conflict Management Committee. The Chair of this Committee is Manny Schecter of IBM Corporation.

Product Liability Committee

This Committee comprises a group of representatives of manufacturers, claimants, insurers, and representatives from all interested parties, such as indemnitors’ and claimants’ attorneys. The Committee is actively exploring the process of product liability litigation in the hopes of generating a guide to the efficient and just resolution of such claims. The resulting product, a *Protocol for Early Case Resolution of Product Liability Cases*, will be delivered in early 2012. The Chair of this Committee is Dale Matschullat of Schiff Hardin LLP (former General Counsel of Newell Rubbermaid).

Sports Law Committee

In early 2011, CPR launched a new Committee focused on the area of disputes related to the sports industry. This group will be specifically working to enhance CPR’s Sports Law Panel of Neutrals. The Chair of this Committee is Jeffrey Mishkin of Skadden, Arps, Slate, Meagher & Flom LLP. Jeffrey Kessler of Dewey & LeBoeuf LLP is Vice Chair.

Technology Neutrals Review Subcommittee

This Subcommittee of CPR’s International Commission on Patent Disputes meets periodically to review the scientific and IP backgrounds of applicants to CPR’s Technology Panel. This Panel features neutrals with backgrounds in biology, biotechnology, biochemistry, chemistry, and various engineering fields. The Chair of this Subcommittee is Harrie Samaras of the ADR and Law Office of Harrie Samaras.

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COLLABORATION



Alexander J. Oddy
Partner
Herbert Smith LLP

“Herbert Smith LLP has been a CPR member for more than a decade and I, personally, have had an active role in CPR’s activities since 2004. For both the firm and me, the benefits of our participation are tangible. CPR’s continued commitment to convening in-house counsel to share their experiences and devise practical tools to manage conflict more effectively provides a law firm, such as ours, with a real understanding of what truly motivates the sophisticated decision-makers with whom we work. Our participation in CPR’s work has allowed us to contribute to the ADR debate through our energy and our insight, and to offer cultural perspectives from the jurisdictions in which we practice across Europe and Asia. This opportunity to bring our own thought

“Without exception, CPR’s meetings provide unparalleled insight into innovative thinking and practice in the field of ADR.”

leadership to the CPR community has strengthened Herbert Smith’s reputation as a leading dispute resolution firm and ADR advocate. The firm is proud to be a two-time recipient of CPR’s Law Firm Award for Excellence in Alternative Dispute Resolution.”



Michael D. Carr (Law Offices of Michael D. Carr), Mark Wolf (FMC Technologies, Inc.), and Robert Pool (FMC Technologies, Inc.)



Andrew Heaton (Ernst & Young LLP)



Maureen Weston (Pepperdine University School of Law) joins a fellow attendee at CPR's Corporate Leadership Award Dinner.

CPR'S MEETINGS AND SEMINARS

We believe in the value of exchanging best practices in the avoidance, management, and resolution of complex commercial disputes. As a result, CPR has devoted substantial resources to convening our member corporations and law firms, professors, judges, neutrals, agency representatives, and others to analyze and refine conflict resolution techniques, procedures and systems. By providing executive-level networking, the highest quality analysis and the most practical take-away learning in the field of ADR, CPR's events provide a unique venue for the presentation and critical examination of trends and processes that advance innovation in the field. Through these activities, CPR unites thoughtful research with practical application.

2011 CPR Annual Meeting

Theme – Global Problem Solving: New Tools & Solutions

The economic downturn, rising litigation costs and increased corporate challenges confirmed that dispute prevention and management are essential elements in every successful business plan. Held in New York on January 13-14, the 2011 Annual Meeting examined the opportunities presented by these new business realities and offered expertise on an array of relevant topics. In his Day One keynote address, BP's Group General Counsel, Rupert Bondy, discussed the

challenges faced by general counsel addressing mass claims issues and shared his personal experiences managing a large-scale dispute. Day Two's keynote speaker, game theorist and author, Prof. Bruce Bueno de Mesquita, shared his insights on what the future holds for the legal industry and how to best predict and plan for possible outcomes. The program also featured an interactive workshop on a controversial mass claims issue – an oil spill in a southern U.S. city – led by Deborah Greenspan, former Deputy Special Master for the September 11 Victims' Compensation Fund Program. Other highlights included legal arguments on economical litigation



Hon. Charles B. Renfrew (Law Offices of Charles B. Renfrew) retires as Chairman of CPR's Board of Directors after more than 20 years of distinguished service.



CPR Board Members PD Villareal (GlaxoSmithKline) and Barbara E. Daniele (GE Capital, Americas)



Jeff Kichaven (Jeff Kichaven, Mediator)

agreements and third-party financing before a tribunal of former judges, a discussion regarding the future of international investment disputes and an ethics panel that addressed issues related to disclosure in mediation.

Y-ADR Group

CPR's Y-ADR Group engages practicing lawyers, 45 years old and younger or with less than eight years of professional experience, in the international ADR practice area. Through periodic seminars and networking events, participants gain an insider's look at the role of ADR systems in corporations and multinational organizations. They also have an opportunity to meet with in-house counsel and experts in the ADR field in order to improve their understanding of commercial conflict resolution techniques, processes and systems. CPR has set a calendar of Y-ADR events that will bring the program to numerous U.S. cities and to Europe through 2012. Some Y-ADR seminars are also offered as audio podcasts for CLE accreditation via CPR's partnership with West LegalEdcenter.

Recent Y-ADR events include:

OCTOBER 26, 2010 – LONDON, UK

The Future of International Dispute Resolution: What Do We Want and How Do We Get There?

Drawing CPR's highest attendance to date, this popular event was hosted by the London offices of Allen & Overy LLP. The program was moderated by the firm's senior associate, Angeline Welsh, and the panelists included:

- Karl Hennesse, Head of Litigation and Regulatory Affairs, Airbus
- Sapfo Constantatos, Group Legal Counsel, Standard Chartered
- Remy Gerbay, Deputy Registrar, LCIA

JUNE 28, 2011 – WASHINGTON, DC

Early Case Assessment: How Corporations Decide What Dispute Resolution Mechanism is Right for Them

This seminar was moderated by Michael D. Nolan, Partner, of Milbank Tweed, Hadley & McCloy LLP, with welcome remarks provided by Hon. William H. Webster, CPR's Chairman of the Board.



Ramona Romero (U.S. Department of Agriculture), Julie S. Mazza (DuPont), and Laurel Pyke Malson (Crowell & Moring LLP)



Board Member Dale L. Matschullat (Schiff Hardin LLP) participates in CPR's mock mass claims exercise at the CPR Annual Meeting.



Robert Cary (Williams & Connolly LLP) joins in conversation with colleagues at CPR's Corporate Leadership Award Dinner.

Panelists included:

- Michael C. Bisignano, Vice President, Legal and Deputy General Counsel, Blackboard Inc.
- David H. Burt, Corporate Counsel, DuPont
- Stephen A. Chernow, Associate General Counsel, Intelsat
- Pamela Corrie, General Counsel and Chief Risk Counsel, GE Capital, Americas
- Brennan J. Torregrossa, Assistant General Counsel, GlaxoSmithKline

Partnerships and Alliances

In October 2010, CPR participated in the College of Commercial Arbitrators' National Summit on Business-to-Business Arbitration. A document reflecting the insights and recommendations generated by the Summit, "The College of Commercial Arbitrators Protocols for Expedious, Cost-Effective Commercial Arbitration: Key Action Steps for Business Users, Counsel, Arbitrators & Arbitration Provider Institutions," was later

published and made available on CPR's website. In December 2010, CPR again joined with the College to produce an online ethics session, which utilized conclusions provided by these Protocols to analyze current legal and ethical requirements placed on arbitrators and the concurrent responsibility of parties and their counsel.

In March 2011, CPR partnered with the New York offices of White & Case LLP to host "For and From Inside Counsel: The New IBA Guidelines for Drafting International Arbitration Clauses." The well-attended event analyzed two recent developments in international arbitration: the IBA Guidelines for Drafting International Arbitration Clauses and the Queen Mary, University of London, Survey of Corporate Choices in International Arbitration.

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RESOLUTION



Janet Langford Kelly
Senior Vice President,
Legal General Counsel &
Corporate Secretary
ConocoPhillips

“For more than ten years, CPR has provided my colleagues and me with invaluable tools and information on effectively resolving potential disputes and managing the costs and time associated with pending litigation. In fact, we have implemented many of CPR’s recommendations into our Litigation Management Process, which focuses on early evaluation of our disputes and, whenever possible, early resolution. I encourage the attorneys in the ConocoPhillips Legal Department to utilize CPR’s resources to help find innovative solutions to resolving disputes. In particular, I often recommend that we consider using CPR’s mediation and arbitration rules, because they are self-administered and can be customized to suit a particular complex business dispute. In such disputes, we also consider CPR’s Panel of Distinguished Neutrals for mediator or arbitrator appointments.”

“CPR’s resources have played an integral role in ConocoPhillips’ success in effectively managing disputes to reduce litigation time and costs.”

Over the years, CPR has provided me with invaluable resources to make my company’s conflict resolution practices more effective. Moreover, through participation in CPR events and seminars, I have made key business and personal connections, which have been helpful to me in my role as General Counsel.”



Attendees at CPR's Annual Meeting take part in an interactive workshop that challenged them to find real world solutions for a hypothetical mass claims issue.



CPR's Board Chairman Hon. William H. Webster (Milbank, Tweed, Hadley & McCloy LLP), David McLean (Latham & Watkins LLP), and Brien O'Connor (Ropes & Gray)



David T. Austern (Claims Resolution Management Corporation)

CPR'S NEUTRALS AND DISPUTE RESOLUTION SERVICES

With disputes on the rise, consensual processes offer a low-risk, low-cost, and high-return option. As an advocate for self-administered arbitration and mediation processes, CPR believes in empowering and equipping our constituents to address and resolve complex business disputes. CPR's multi-faceted approach features a broad spectrum of ADR-related services, resources, and tools designed to streamline and elevate the practice of law. We also maintain Panels of Distinguished Neutrals comprised of prominent attorneys, former judges, academics, and other neutrals uniquely qualified to resolve complex business disputes. Focusing in more than 20 specialized practice areas, CPR's arbitrators and mediators have provided resolutions in thousands of cases, with billions of dollars at issue, worldwide.

Panels of Distinguished Neutrals

Reaching resolution is most likely to be achieved if the parties and their attorneys select highly skilled neutrals who strike an appropriate balance between achieving efficiency and fairness, while actively managing a complex process. As the only independent proponent of self-administered ADR processes, CPR provides access to the most elite roster of neutrals in the field. This year, CPR continued to identify highly-qualified neutrals for these specialized and industry-specific panels – resulting in 42 additions to CPR's Panel of Distinguished Neutrals.

In late 2010, CPR unveiled an enhanced web-based tool that enables its members to search neutrals' bios by multiple criteria, including

name, specialty panel, region, city, state, country, keyword, and language. This enhancement has already resulted in a 92% increase in panelist searches on CPR's website.

In May 2011, the organization re-launched its National Panel of Distinguished Neutrals. Arbitrators and mediators named to the National Panel have been recognized by CPR's users as possessing superior qualifications in their field. This highly-skilled group is distinguished in the area of complex commercial disputes and offers diverse backgrounds and notable qualifications. The recent re-launch was the result of an extensive vetting process by a review committee comprising members of CPR's Board of Directors and its Executive Advisory Committee, as well as CPR members from such varied organizations as General Electric, Chartis Inc., Harvard University, Debevoise & Plimpton LLP, Milbank, Tweed,



Thomas H. Hill (General Electric Company)



2011 Annual Meeting Keynote Speaker Prof. Bruce Bueno de Mesquita (New York University)



David McLean (Latham & Watkins LLP) and John G. Bickerman (Bickerman Dispute Resolution, PLLC) reach consensus at CPR's 2012 Annual Meeting.

Hadley & McCloy LLP, Northeast Utilities, Jenner & Block LLP, Paul, Hastings, Janofsky & Walker LLP, and WilmerHale.

CPR also replaced its International Panel with two newly-constituted Panels: the Cross-Border Panel, comprising North American-based neutrals with international dispute experience, and the Global Panel, comprising neutrals based outside of North America with similar experience. Both Panels are reviewed by committees of CPR members and neutrals in the U.S. and abroad, including attorneys from Baker & McKenzie LLP, Shearman & Sterling LLP, Kelly Drye & Warren LLP, and ConocoPhillips.

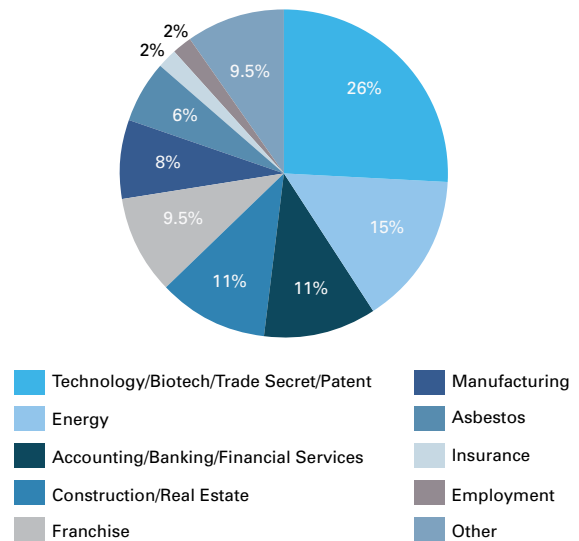
Dispute Resolution Services

CPR's independently administered processes allow parties to conduct an arbitration or mediation without the help – and the added cost – of an administering body. However, CPR offers a number of consultative services related to the prevention and resolution of disputes, including assisting companies and industry groups in crafting internal ADR systems and drafting model pre-dispute ADR clauses and post-dispute ADR agreements. For those needing assistance with the challenging task of neutral selection, CPR also offers skilled attorneys who

can assist in establishing the proper selection criteria, compile a solid slate of candidates matched to parties' needs and provide only those neutrals identified as conflict-free, available and willing to serve. These comprehensive services are unique in the industry and save parties both time and money.

For the period 7/1/10 to 6/30/11, CPR assisted parties with the selection of neutrals in a wide variety of case matters as shown below:

CPR Dispute Resolution Services Cases by Subject Matter



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EXPERTISE



Harrie Samaras
Arbitrator/Mediator
ADR & Law Office of
Harrie Samaras

“CPR has provided me with exceptional opportunities to work with others who share my interests in ADR, and access to tools that have enriched my roles as neutral, educator and trainer. In addition to inspiring creativity, CPR supports it. In 2010, I approached the organization with an idea for developing a tool to enhance the selection of mediators and arbitrators. The result was the “Due Diligence Evaluation Tool for Selecting Arbitrators and Mediators.” This tool provides a grouped listing of potential questions designed to facilitate a more informed evaluation of potential arbitrator and mediator candidates from others who have had experience with them. Through CPR, this tool benefited from the vetting it received by experts with a myriad of experience.”

“As a thought leader, CPR inspires creativity for improving and expanding the use of ADR.”

CPR tackles projects, like mine, by assembling top practitioners, corporate counsel, judges and neutrals with in-depth knowledge and experience in the relevant issues. In so doing, CPR commits itself to initiatives that ensure thoughts will turn into actions – and actions will turn into results.”



Dr. Bernardo M. Cremades (B. Cremades y Asociados)



Katherine Benesch (Benesch and Associates, LLC)



Christopher P. Bogart (Burford Group)

CPR'S PUBLICATIONS AND ADR RESOURCE MATERIALS

CPR is committed to assisting practitioners in becoming better problem solvers, lowering litigation costs and gaining better, more efficient results from using ADR methods. As a result, we regularly draft and publish executive-level ADR resources, books and business tools for the corporate, academic and legal worlds. CPR also brings together leading industry experts to craft detailed ADR clauses, rules, codes, and procedures for business agreements and proceedings. In addition, our members have exclusive access to CPR's research and drafting assistance, including help with matters involving ADR law, advocacy and ADR application in specific practice areas. By providing access to this wealth of intellectual property and published material, CPR connects practitioners to valuable expertise in conflict management.

Alternatives

Alternatives, CPR's award-winning newsletter, focused extensive coverage this year on the battle over arbitration before the U.S. Supreme Court. Principal focus was given to the April 2011 *AT&T Mobility v. Concepcion* decision. CPR's web analysis on the case was a source for *Scotusblog* and the *National Law Journal*, and spread by numerous conflict resolution blogs and social networking sites.

International coverage and ADR skills development remain at *Alternatives'* core, and appear in each monthly issue. This year, cutting-edge practice articles provided expert views on ADR in China and arbitration tribunal management techniques. Other features examined ADR under federal health care legislation, advocated for preserving best

practices in mediation to grow its commercial use, and detailed a revolutionary pre-dispute settlement counsel process that incorporates early neutral evaluation, mediation and arbitration. The *Worldly Perspectives* columnists analyzed ADR in Europe with articles about Romania, Latvia, Poland, and Italy.

For readers seeking content from decades of past issues, publisher John Wiley launched a new archival database containing every article published since *Alternatives'* 1983 establishment. A first-time sponsorship program also brought monthly image-ad appearances for CPR members to the newsletter's pages.

This year, *Alternatives* received its second consecutive – and fourth overall – Apex Business Communications Award of Excellence for News Writing.



Michael Nolan (Milbank, Tweed, Hadley & McCloy LLP)



Prof. Nancy Hardin Rogers (Ohio State University, Moritz College of Law) and Prof. Eric D. Green (Boston University School of Law)



Andrew Boczkowski (GlaxoSmithKline PLC)

New Publications

In April, CPR's Mass Claims Commission delivered a **Master Guide to Mass Claims Resolution Facilities**. This unique business tool addresses the issues involving post-settlement stages of mass claims and covers all areas of claims resolution facilities, including initial due diligence in estimating claims, costs and assets, extent of delegation to the facility, design of facilities, establishment of claim criteria, notice, procedures, communication, and appeals. It also examines decisional law, statutory bases and provides various examples of facilities. The publication was officially launched at an April 2011 event hosted by the Washington, DC, offices of Dickstein Shapiro LLP. Featured guests included Deborah Greenspan of Dickstein Shapiro LLP, David Austern of Claims Resolution Management Corporation, Kenneth R. Feinberg of Feinberg Rozen, LLP, and Thomas H. Hill of General Electric Company.

CPR's new **Protocol on Determination of Damages in Arbitration** was developed over a two-year period by CPR's Arbitration Committee. The Protocol provides guidance to arbitrators, counsel and their clients on the efficient and fair development and presentation of damages evidence in arbitration proceedings. It is also designed to ensure that presentations concerning the calculation of damages communicate theories, methodology and conclusions clearly.

CPR's **Due Diligence Evaluation Tool for Selecting Arbitrators and Mediators** was developed by Harrie Samaras, a member of CPR's Executive Advisory Committee. The tool provides a grouped listing of potential questions designed to facilitate a more informed evaluation of potential arbitrator and mediator candidates. The questions explore topics such as the nature and complexity of the prior arbitrations and mediations in which the neutral has served, as well as the neutral's prior performance.

CPR has compiled a suite of **Prevention Practice Materials**, which outline the wide variety of available processes for prevention, control and early resolution of disputes, and provide useful practice information on how these processes can best be deployed to advantage in the negotiation and drafting of business agreements and corporate governance protocols.

CPR also crafted **A Guide to Self-Administered ADR and CPR's Dispute Resolution Services**, which details CPR's self-administered approach to arbitration and mediation and describes how to best employ CPR's conflict resolution services and resources, including its Panels of Distinguished Neutrals and ADR assistive services. This piece complements CPR's new **Continuum of ADR Best Practices** brochure, which lists the organization's broad spectrum of services, resources and tools offered at each stage of the ADR process.

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INNOVATION



Jeffrey D. Paquin
Divisional Vice President &
Chief Operations Counsel
Abbott Laboratories

"I have been a member of CPR since 1986. During this time, I have benefited greatly from CPR's innovative meetings, networking opportunities, training programs, committees, educational materials, and other resources. I frequently recommend membership in CPR to my colleagues and associates because I am very much aware of the incredible value provided by CPR. The practical tools and services provided by CPR have enhanced my ability to manage disputes more effectively and to dramatically reduce the costs associated with resolving conflict. When I have been involved with a mediation or arbitration utilizing a neutral selected from CPR's distinguished panels, the quality of the neutral and the dispute resolution processes have been outstanding. CPR neutrals have vast subject matter expertise, and were

"CPR's contributions to the field of dispute resolution have been nothing short of remarkable."

always focused on creatively and cost-effectively managing the proceeding. CPR is unrivalled in its ability to provide sophisticated, yet practical, ADR resources that are focused on the specific needs of in-house counsel."



Pamela Corrie (GE Capital, Americas), Barbara E. Daniele (GE Capital, Americas), and Victoria Pynchon (ADR Services, Inc.)



Duncan MacKay (Northeast Utilities)



Charles Platto (Law Offices of Charles Platto), George Shipley (Shipley Snell Montgomery LLP), and Karl Stern (Vinson & Elkins L.L.P.)

CPR'S SPECIAL PROJECTS

The culture and practice of how businesses settle disputes needs vast revision in order to untie the bonds of lengthy and expensive litigation. As a result, every opportunity to promote the appropriate use of mediation, arbitration, and other strategies must continue to be explored. We believe that CPR has a critical role in promulgating these changes. For more than 30 years, CPR has maintained a leadership role in providing objective education, research, tools, and services to improve conflict management efforts. We work tirelessly to help domestic and international policymakers install ADR soundly in the public sector, academia and legal practice. By spearheading innovation, CPR connects practitioners to advancements in the field of ADR.

2011 Georgetown/CPR International Arbitration Writing Contest

This year, CPR launched its inaugural Georgetown/CPR International Arbitration Writing Contest. Open to students currently enrolled in a Georgetown University Law Center program and recent Georgetown University Law School graduates, the contest recognizes individuals for elevating the scholarship, discourse and application of international arbitration and its principles.

The 2011 winner was **Solomon Ebere** for his article: "Summary Adjudication in Arbitration Proceedings: Is it Time for Arbitrators to Step Up and Start Hearing and Granting Dispositive

Motions in Appropriate Circumstances?" Three awards for honorable mention were also awarded to Felipe Suescun de Roa, "Comments on the ICSID Award Saipem v. Bangladesh: Would its Rationale Be Applicable in Future Cases?"; Jean-Baptiste Pessey, "When to Grant Security for Costs in International Commercial Arbitration: The Complex Quest for a Uniform Test"; and Thor G. Imsdahl, "Quo Vadis? A Shifting Standard of Impartiality and Independence."

Fortune 1000 ADR Survey

In conjunction with Cornell University's Scheinman Institute on Conflict Resolution and Pepperdine University's Straus Institute for Dispute Resolution, CPR is co-sponsor of a follow-up survey of Fortune 1000 companies regarding their use of ADR. The original survey, "The



Barnes & Thornburg LLP's William McElean and Clifford Shapiro chat with a colleague at CPR's Annual Meeting cocktail reception.



CPR's Board Vice Chairman John S. Kiernan (Debevoise & Plimpton LLP)



Dickstein Shapiro LLP's Deborah E. Greenspan, Fredric M. Brooks, and Jordana Feldman

Appropriate Resolution of Corporate Disputes: A Report on the Growing Use of ADR by U.S. Corporations," was distributed a decade ago and the follow-up to this survey will explore current ADR use by the Fortune 1000 and identify changes in practices that these companies have introduced in recent years. The results will be released in early 2012.

CPR's Website

CPR's website, www.cpradr.org, is the leading source for objective best practices, tools and research in the area of alternative dispute resolution. The site provides easy access to CPR's rich archives of industry-specific contract clauses, rules, protocols, and procedures for the avoidance, management and resolution of commercial conflict. In December 2010, CPR delivered an extensive rebuild of its website, which featured a best practices approach to design, navigation, technology integration, and content management. The site optimizes the user experience by combining CPR's extensive library of ADR resources with social amplification,

commenting and rating tools, news feeds, and other social networking platforms. The result is a robust web portal where CPR's members, law firms, corporations, government entities, and the ADR community can engage in a collaborative online community. Preliminary analysis shows increases in traffic to the site and in views of CPR's high-value pages, as well as longer visitation to the site overall. In the coming year, CPR will leverage the work of its committees by harvesting and posting additional user-generated content of interest to ADR practitioners and by creating industry-specific listservs.

Other Public Policy Projects

In addition to the projects and initiatives described above, CPR also participates in annual Mediation Settlement Day programs and provides educational and descriptive materials, at a nominal charge, to universities, courts, law associations, and ADR organizations in less-developed countries. Twelve law school and college interns worked at CPR during the fiscal year on a wide variety of important projects.

RAISING THE BAR THROUGH EDUCATION



Prof. Lela Porter Love
Director, Kukin Program
for Conflict Resolution
Director, Cardozo
Mediation Clinic
Benjamin N. Cardozo
School of Law

“CPR has raised the bar for educational and training programs for individuals and companies wanting to expand their skills and resources in the area of commercial dispute resolution. Both through its own training and educational programs – staffed by leading practitioners – and through the excellent materials offered on its website, CPR is on the cutting edge of innovation in conflict resolution. CPR excels not only because of its excellence in the field, but more so because of the status and contributions of the individuals and members affiliated with CPR.”

CPR has inspired a new generation of law students and legal practitioners to see the practical relevance of pursuing more innovative and efficient means of addressing conflict. As an educator who teaches around the world and

“CPR has provided a remarkable benefit to the legal and business worlds.”

one who also teaches international students, I point to CPR as the preeminent thought leader and think tank for ADR in commercial disputes.”



Annabelle James (CPR Intern)



James Deaver (Wilson, Elser, Moskowitz, Edelman & Dicker LLP), Kathleen A. Bryan (CPR's President and CEO), and Lillian Stenfeldt (Sedgwick LLP)



Julia Roig (Partners for Democratic Change) and William Nissen (Sidley Austin LLP)

CPR'S EDUCATIONAL AND TRAINING PROGRAMS

CPR believes that, in an increasingly litigious society, every effort to promote the use of mediation, arbitration and other strategies must continue to be explored and shared. Therefore, CPR's educational and training programs are specifically designed to elevate and improve the ADR and legal skills of professional practitioners. They are led by acknowledged subject-matter experts who share valuable information, tools and techniques and provide a practical understanding and application of ADR tactics to foster problem solving. CPR's educational programs connect practitioners to the skills needed to navigate the field of conflict management and achieve more satisfying and lasting results.

Continuing Legal Education Webcasts

As a content provider for Thomson Reuter's West LegalEdcenter.com, CPR has more than 40 on-demand, continuing legal education courses available online for attorneys seeking educational programs related to commercial ADR. Twenty-six of the sessions are currently available as podcasts for CLE on-the-go. CPR members automatically get a 25% discount when they register at the West LegalEdcenter site. Webcasts added this year include:

- *Is This the Arbitrator I Want? Using a Potential Arbitrator's Disclosures to Test Partiality and Competence*, a webcast produced with the College of Commercial Arbitrators

- *Disclosure and Other Ethical Issues in Mediation*
- *New Strategies for Resolving Disputes*
- *General Counsel Roundtable: New Tools and Solutions*
- *The Potential of the Brazilian Market for Mediation*
- *The Cassel Case: New Guidance on Mediation Confidentiality, Privilege, and Legal Malpractice*
- *Master Guide to Mass Claims Resolution Facilities*
- *Ethics for Real World Interaction*
- *Early Case Assessment: How Corporations Decide What Dispute Resolution Mechanism is Right for Them*



Thomas W. Ladd (McCarter & English, LLP), Sondra Hemeryck (Schiff Hardin LLP), and Lanny S. Kurzweil (McCarter & English, LLP)



C. Mark Baker (Fulbright & Jaworski LLP)



Steve Comen (Goodwin Procter LLP) and Prof. Dwight Golann (Suffolk University Law School)

International Dispute Negotiation Podcast Series

By analyzing how professionals from different countries and backgrounds approach commercial dispute resolution on a global stage, the *International Dispute Negotiation (IDN)* podcast series remains one of CPR’s most popular offerings. Further demonstrating the popularity of this series, *IDN’s* podcasts currently represent nearly half of the top 50 *arbitration* podcasts and more than 20% of the top 100 *negotiation* podcasts on iTunes.

These award-winning podcasts highlight a wide variety of transnational ADR practices and provide insight on issues of interest to the international business community. Recent podcasts included interviews related to the role of technology in managing legal disputes, expressions and emotions in negotiations, the use of e-discovery in international arbitration, and making the case for an arbitration pledge. New episodes are posted on CPR’s website and free broadcast feeds are available via RSS and iTunes. *IDN’s* host and producer is Michael McIlwraith of GE – Oil & Gas in Florence, Italy.

Training

CPR continued its commitment to providing expert training to its constituents and the broad legal community by hosting numerous educational programs this year.

- On January 12-13, 2011, in conjunction with the 2011 Annual Meeting, CPR offered Advanced Mediator Skills Training at CPR’s offices in New York. The trainers were Linda R. Singer and Michael K. Lewis from ADR Partners/CDS.
- As part of its Regional CLE Series, CPR sponsored a seminar on “Topics in Mediation and Arbitration” at the Chicago offices of Shesky & Froelich Ltd. on April 14, 2011. Topics included disclosure and other ethical dilemmas, e-discovery cost and containment and handling dispositive motions.
- On May 17, 2011 CPR held an Advanced Arbitrator Training in the New York offices of Dewey & LeBoeuf LLP. The training explored disclosures, preliminary hearings, evidence, dispositive motions, addressing damages, and cross-examination in mixed civil-common law contexts.

RAISING THE BAR THROUGH

RECOGNITION



Karl S. Stern
Co-Head of Litigation
Department
Vinson & Elkins LLP

“For more than a decade, I have turned to CPR for assistance in the selection of neutrals and for model clauses, practical resources and ADR tools. I also served on a number of committees, where I have seen, first-hand, how prospective neutrals are expertly vetted by leading practitioners via CPR’s thorough and extremely selective review process. As a satisfied consumer of these services, I began attending CPR’s meetings and programs. These world-class events focus on emerging trends in dispute resolution and attract general counsel and in-house litigators from major corporations, top neutrals, and leading advocates in ADR. As a result, CPR’s meetings provide a unique opportunity to exchange ideas with leaders from all sides of the ADR process.”

“CPR provides best-in-class services and access to the collective wisdom of leading dispute resolution experts.”

By providing excellent ADR education, a high quality and diverse array of neutrals, cutting-edge tools for increasing the efficiency and effectiveness of dispute resolution, and opportunities to collaborate with leaders in the profession, CPR has enhanced my practice innumerable ways.”



David Scott (Amgen Inc.) and Jeffrey W. Carr (FMC Technologies, Inc.) accept the 2010 Corporate Leadership Award for outstanding leadership and commitment to corporate ADR.



Deborah Masucci (Chartis Inc.) accepts a CPR professional article award on behalf of Prof. Richard Birke (Mediation and Conflict Management Services).



Joseph T. McLaughlin (Office of Joseph T. McLaughlin) was the Master of Ceremonies for CPR's Annual Awards Presentation.

CPR'S AWARDS PROGRAM

As ADR becomes more sophisticated, the search for effective dispute resolution approaches and best practices helps move CPR's mission forward. Many times, it is the work of our colleagues, peers, and members which inspires our own activities and we believe in celebrating these advancements and contributions to the field. Therefore, each year, CPR recognizes corporations, law firms, academic entities, and individuals for leadership in the field of ADR and for their commitment to conflict management and resolution. By recognizing best practices in the field, CPR establishes an enduring benchmark against which excellence can be measured.

Corporate Leadership Award

Through the annual Corporate Leadership Award, CPR honors a company that has demonstrated leadership and commitment to the principles of conflict management and resolution and has institutionalized these principles into its corporate culture. Past honorees have included Johnson & Johnson, General Electric, Ernst & Young, ConocoPhillips, Microsoft, DuPont, and Pfizer.

On October 20, 2010, David Scott, Senior Vice President, General Counsel and Secretary of Amgen Inc., and Jeffrey W. Carr, Senior Vice President, General Counsel and Secretary of FMC Technologies Inc., were recognized, along with their companies, for their dedication to the field of ADR.

Amgen has been an ADR advocate throughout its history, first using arbitration clauses in its early

1980s licensing agreements. Today, ADR clauses are incorporated into Amgen's contracts, and it is committed to supporting the development of the highest quality ADR neutrals. Under David Scott's leadership, ADR has become a strategic imperative for outside firms doing business with Amgen, and one that allows the corporation's best interests to be served.

FMC Technologies is internationally known for their design of and dedication to alternative billing practices, which reward outside counsel for achieving swifter and more comprehensive resolutions, while lowering costs for the company and fostering continuous improvement. Under Jeff Carr's direction, FMC Technologies' legal department has made it their mission to incorporate ADR into their best practices and to encourage and promote its use throughout the legal and business communities.



The James F. Henry Award was presented to Prof. Eric D. Green (Boston University School of Law) by CPR Founder James F. Henry and CPR President & CEO Kathleen A. Bryan.



John Opperman accepts the CPR Student Article Award.



Prof. Nadja Alexander (City University of Hong Kong) accepts a CPR award for her book, *International and Comparative Mediation*.

Both companies have been loyal sponsors of CPR’s public policy projects and of CPR’s international work in Europe and China. FMC signed the *CPR Corporate Policy Statement on Alternatives to Litigation®* in 1985, and Amgen signed in 1994.

education and for its focus on dispute resolution practices. The firm makes training in ADR available to their lawyers, encourages their lawyers to advance their knowledge in ADR and boasts an international library devoted to ADR.

Law Firm Award for Excellence in ADR

James F. Henry Award

Having recognized the unique difference in practices among large and small firms, CPR presented the organization’s “Law Firm Award for Excellence in Alternative Dispute Resolution” to two firms in January 2011.

The James F. Henry Award was presented at the 2011 Annual Meeting to **Prof. Eric D. Green** for his notable contributions to the ADR field. As a mediator, he has demonstrated the successful resolution of many high-stakes disputes, including multiparty class action disputes. These included the *United States v. Microsoft* antitrust case, the MasterCard/Visa Merchants’ Class Action antitrust case, the Monsanto PCB cases in Alabama, and the cancer cases in Toms River, New Jersey. Prof. Green teaches negotiation, mediation and complex ADR processes at Boston University School of Law and is co-founder of Judicial Arbitration and Mediation Services, Inc./Endispute.

The Large Firm Award was awarded to London-based **Herbert Smith LLP** for expanding the profile of ADR throughout its international network of offices, including within the Middle East and Asia. With regard to industry sectors, the firm has focused on addressing clients’ needs by crafting educational materials and best practices which promote the use of ADR in all of its forms. The firm has also expanded the reach of its integrated training program for university and high school students considering a career in the law.

Named for CPR’s founder, the award recognizes individuals for their commitment to the principles of ADR and for outstanding achievement and contributions to the field of commercial conflict resolution. Previous honorees include Sen. George J. Mitchell, Hon. Janet Reno, the Right Honourable Lord Woolf of Barnes, and Kenneth R. Feinberg.

The Small Firm Award was given to **Goldman Sloan Nash & Haber LLP**, a Toronto-based law firm, for its commitment to ADR practice and



Harvard's Robert Bordone and Toby Berkman accept the CPR Award for Problem Solving in the Law School Curriculum.



Louise Barrington (ArbitalWomen) accepts CPR's Award for Outstanding Contribution to Diversity in ADR.



Alexander Oddy (Herbert Smith LLP) and David I. Bristow (Goldman Sloan Nash & Haber LLP) accept their firms' awards for Law Firm Excellence in ADR.

CPR Annual Awards Program

Each year, CPR promotes excellence in scholarship and practical achievement through its Awards Program. In 2011, CPR Awards were presented for:

Practical Achievement

College of Commercial Arbitrators for its "Protocols for Expeditious, Cost-Effective Commercial Arbitration"

Original Professional Article

Richard Birke, "Neuroscience and Settlement: An Examination of Scientific Innovations and Practical Applications"

Student Article

Maria Banda and John Oppermann, "Building a Latin American Coalition on Forests: Negotiation Barriers and Opportunities"

Kathleen Claussen, "Transjurisdictional Ethics in International Commercial Arbitration"

Book

Nadja Alexander, *International and Comparative Mediation: Legal Perspectives*

Problem Solving in the Law School Curriculum

Harvard Negotiation & Mediation Clinical Program

Award for Outstanding Contribution to Diversity in ADR

CPR presented the organization's "Award for Outstanding Contribution to Diversity in Alternative Dispute Resolution" to Louise Barrington, the founder of ArbitralWomen, for her initiative, leadership and commitment to diversity in the legal profession, particularly in the field of international dispute resolution. ArbitralWomen is a group of professional women from around the globe who are active in international dispute resolution. Today, it boasts members from all continents and from more than 40 countries.

Ms. Barrington was also instrumental in creating the Vis Moot East, which fosters the study of international commercial law and arbitration for resolution of international business disputes. By drawing individuals from around the world, the Vis Moot East trains law leaders of tomorrow in methods of alternative dispute resolution.

RAISING THE BAR THROUGH

GLOBALIZATION



David H. Burt
Corporate Counsel
DuPont

“Today’s in-house lawyers are challenged by evolving business practices and the need to find efficient solutions to complex commercial conflicts. Although everyone likes to ‘win,’ what we really want is to put our problem in the past and get back to business. Even with the huge outside resources available to a firm like DuPont, CPR has become my source for insight into markets where the rule of law is insecure and for new ideas that can turn adversity around. CPR is the ideal forum for inside counsel, private practitioners and sage neutrals to exchange wisdom and share new ideas. There is no other organization that combines one-on-one networking – via CPR’s committees and events – with the solid guidance that comes from industry best practices, such as CPR’s rules and industry protocols, training and access to the highest-

“CPR members have a sincere commitment to corporate peacemaking, favor sophisticated, but pragmatic, deal-making, and welcome a cost-effective resolution process.”

credentialed neutrals in the world. So, if you are a ‘recovering litigator’ seeking better resolution methods and a chance to innovate, this is your era – and CPR is your destination.”



Hon. Timothy K. Lewis (Schnader Harrison Segal & Lewis LLP) and Hon. Charles B. Renfrew (Law Offices of Charles B. Renfrew) confer during CPR's Annual Meeting mock tribunal.



2011 Annual Meeting Keynote Speaker Rupert Bondy (BP)



Hon. Fern M. Smith (JAMS)

CPR AROUND THE WORLD

Most of CPR's core constituents boast global operations. Therefore, the organization has dedicated significant resources to extending its reach across industries and geographic areas to become an international leader in promoting innovation in commercial dispute resolution. With the assistance, support and guidance of its leading global members, CPR has undertaken a multi-branched initiative to promote commercial mediation and other methods of consensual conflict management in regions outside the U.S. By remaining focused on instilling an enduring commitment to dispute prevention, management, and resolution among businesses, institutions, and citizens, CPR leads the way in providing expertise and insight to expand ADR use across borders and cultures.

Online Dispute Resolution

Online Dispute Resolution (ODR) is widely viewed as the logical evolution of ADR. CPR is playing an active role assisting the U.S. delegation to the UNCITRAL Working Group III, which is developing rules and procedures for an ODR platform for cross-border, e-commerce transactions. As part of this activity, CPR attended the May 2011 week-long session of UNCITRAL Working Group III at the United Nations. During this session, key principles governing the proposed rules were discussed, certain changes in the proposed rules were agreed to and the framework for continued work at the November meeting of UNCITRAL Working Group III in Vienna, Austria, was established. That discussion provided an unparalleled opportunity to hear the differing national and cultural approaches to ADR and

to be involved in a process that seeks to bridge differences with the creation of a cross-border framework that not only meets current needs, but also has the flexibility to evolve over time. CPR's involvement in this important and exciting new endeavor will continue in the coming year.

Focus on Asia-Pacific

Working in conjunction with CPR's Asia-Pacific Advisory Council, and with support from General Electric, CPR has disseminated a **Survey on the Use of Mediation in the Asia-Pacific Region** to gather information about the use of mediation to resolve business disputes, to identify barriers to the use of mediation and, ultimately, to make recommendations as to how to overcome these barriers. The survey results and recommendations



Linda L. Addison (Fulbright & Jaworski LLP)



Daniel Winslow (Proskauer Rose LLP)



Young attorneys gather in Washington, D.C. for one of CPR's popular Y-ADR events.

will be widely published in 2012 so that CPR and other organizations can more thoughtfully tailor efforts to grow mediation in these important emerging economies.

In May 2011, the survey was distributed broadly to members of CPR's Executive Advisory Committee and Board of Directors, local law firms, local corporations, and CPR members with presence in the Asia-Pacific region. To date, responses have been received from lawyers in more than 12 countries, including China, India, Japan, Malaysia, Philippines, Singapore, South Korea, Thailand, Taiwan, Vietnam, Australia, and New Zealand. CPR will continue to collect responses until there is sufficient data to support sound conclusions.

Focus on Brazil

CPR is working with Partners for Democratic Change to promote mediation as the dispute resolution technique of choice. As part of this effort, in October 2010, CPR kicked off its Brazil initiatives with visits to Rio de Janeiro and São Paulo, meeting with CPR member companies and law firms, law schools and ADR institutions, to exchange information and to explore how CPR might assist its members with the promulgation of information about mediation and potential training programs for neutrals. CPR made formal presentations at various organizations, including the Federation of Industries of Rio de Janeiro,

Fundação Getlio Vargas São Paulo (Law School), National Council of Mediation and Arbitration Institutions, and the Brazil-Canada Chamber of Commerce.

On June 16, 2011, CPR hosted a seminar entitled "Mediation in Brazil: Trends and Strategies," with featured guest Gabriela Asmar, Executive Director, Parceiros Brasil – Centro de Processos Colaborativos. The event was held at the New York City offices of Proskauer Rose LLP.

Focus on Europe

This year, through committee convening efforts and numerous international speaking engagements, CPR has continued to promote the art and practice of commercial conflict resolution around the globe. In Europe, partnerships and event co-sponsorships have offered the best platform for CPR to reach a broad international audience.

In September 2010, CPR partnered with the International Mediation Institute for a one-day event in Geneva, Switzerland, where corporate in-house counsel brainstormed about how to grow mediation successfully in Europe, and how to best meet the needs of the ADR users. That same week, CPR also participated in an International Mediation Interest Group Conference at WIPO, which focused primarily on corporate



CPR's popular Y-ADR seminars provide an insider's look at the role of ADR systems and practices in corporations and multi-national organizations.



John Welsh (JAMS)



Lawrence Schaner (Jenner & Block LLP)

constituents. CPR partnered, for a second year in a row, with IBC Legal for the 2010 Cross Border Arbitration & Dispute Resolution Conference, held in London on November 15-16, 2010. CPR was also the official conference partner and presenter at the ICC's 2nd Annual International Mediation Conference. The event, "Win-Win Strategies: Tools for Corporate Dispute Management Conference," was held in Paris on February 10, 2011, and focused on in-house dispute management, clause drafting, dispute prevention, and the future of the field.

CPR remains committed to collaborating with Europe-based corporate counsel and their law firms regarding ADR best practices. In October 2010, CPR member Herbert Smith LLP hosted a focus group for corporate counsel in London to solicit their input as to how mediation was working and how it could be improved. This focus group is the first in a series of such groups planned for Europe. CPR has also created a new European Executive Board which will help determine CPR's strategic direction and prioritize its future activities in Europe.

Virtual Press Clippings

CPR has long emphasized interactive, participatory online offerings as a key component of its public service mission. As a result, CPR maintains multiple Facebook, Twitter and LinkedIn accounts that offer frequent updates regarding breaking ADR news, information about new tools and resources, details regarding events, products and services, and access to CPR's exclusive online content. CPR's social networking participation has driven thousands of people to its website and heightened awareness of CPR's work.

This year, CPR posted and disseminated a number of web articles on the new UNCITRAL rules, the Elena Kagan hearings and numerous rulings from the U.S. Supreme Court, including the *Rent-A-Center* and *Granite Rock* rulings. Notably, CPR drafted a number of online articles on the landmark *AT&T Mobility v. Concepcion* case, including separate articles on the majority opinion, the controversial Clarence Thomas concurrence, the dissent, and a roundup of opinions, coverage and post-case legislative proposals.

CPR's staff also served as subject matter experts for several legal publications. Its print media coverage included feature articles in the ACC Docket – "The Alternative to Alternative Dispute Resolution" – and in Metropolitan Corporate Counsel – "CPR: Innovator of New Strategies."



Alexander Oddy (Herbert Smith LLP)



Andrea J. Menaker (White & Case) and Laura M. Robertson (ConocoPhillips)



William G. Goldsmith (American International Group, Inc.)

On the Podium

In addition to participating in monthly meetings of the Committee on International Arbitration and ADR of the International Law Section of the New York State Bar Association, the New York City Bar Arbitration Committee and the New York International Arbitration Club, CPR's staff continued to spread the word about commercial ADR through speaking engagements, workshops and trainings around the world. Among the forums in which CPR participated this fiscal year are:

- Canadian Bar Association – Niagara, Ontario
- National Bar Association 85th Annual Convention – New Orleans, LA
- 2nd Annual Civil Collaborative Symposium – Dallas, TX
- PLI: Ethics in Arbitration 2010 Program – New York, NY
- The International Mediation Interest Group Program (WIPO) – Geneva, Switzerland
- U.S.-Asia Law Institute at New York University – New York, NY
- DC Bar International Section/American Society of International Law Program on International Law Careers – Washington, DC
- 2nd Annual Litigation Summit – New York, NY
- AIPLA Annual Meeting – Washington, DC
- International Law Weekend Program – New York, NY
- Women Lawyers Association of Los Angeles – Los Angeles, CA
- Annual ICC/AAA/ICSID Triple Colloquium – Paris, France
- FT Chartis Emerging Risks for Cross-Border Business: Strategies for Evolving Multinational Liabilities – New York, NY
- USCIB Seminar: Choosing a Place of Arbitration – New York, NY
- The Straus Council of Distinguished Advisors Annual Meeting at Pepperdine University – Malibu, CA
- DRI Business Litigation and Intellectual Property Seminar: Winning Strategies for Hard Cases – Chicago, IL
- ABA Risk Management Annual Forum – Denver, CO
- ABA Section on International Law and Practice/LACBA joint conference on International Arbitration in the 21st Century – Los Angeles, CA
- Cross-Examination in International Arbitration presented by Juris Conferences – New York, NY
- 22nd Annual Institute for Transnational Arbitration Workshop – Dallas, TX
- 6th Annual Dallas Roundtable presented by the Institute for Transnational Arbitration – Dallas, TX

A Letter From CPR's Board Chairman



For more than three decades and through numerous business cycles, CPR has delivered on its promise of devising efficient, cost-effective solutions for resolving business conflicts. In myriad ways, CPR has set the standard by which ADR is practiced and judged by business leaders and their counsel.

Throughout this time, the Board of Directors has played an integral role in guiding CPR's mission and its work. This year was no different. In 2010/2011, CPR's Board expanded its involvement in membership, development and sponsorship. Board members personally reached out to CPR's membership to encourage continued and enhanced participation. Their individual efforts resulted in the recruitment of new members, the cultivation of new relationships and, most notably, achieving additional support for CPR's vital programs and services.

This year, we were also pleased to welcome three additions to CPR's Board. Our new Board members – Mary Beth Cantrell from Amgen Inc., Carlos M. Hernandez from Fluor Corporation and Maura Abeln Smith from PepsiCo, Inc. – are highly successful ADR leaders and staunch supporters of CPR and its programs. They have brought exciting ideas and enthusiasm to our Board and are sure to add value to the organization for years to come.

Upon becoming Chairman, I succeeded the Hon. Charles B. Renfrew following his illustrious 20-year tenure at the helm of CPR's Board of Directors. Under his leadership, CPR grew in influence and stature as its mission evolved from bringing ADR into the mainstream to initiating and advancing innovation in the field. My fellow Board members and I will continue to honor his legacy by ushering in a new phase in CPR's growth and development.

The CPR Institute is the most innovative ADR organization in the world and I am privileged to be a part of its dynamic future.

Sincerely,

A handwritten signature in black ink that reads "William H. Webster". The signature is written in a cursive style with a long horizontal flourish extending to the right.

Hon. William H. Webster

CPR Board of Directors (As of December 15, 2011)



**Hon. William H. Webster
(Chairman)**
*Former Director, CIA and FBI,
U.S. Court of Appeals and
U.S. District Judge*
Milbank, Tweed,
Hadley & McCloy LLP



**John S. Kiernan
(Vice Chairman)**
Debevoise & Plimpton LLP



Linda L. Addison
Fulbright & Jaworski LLP



Peter C. Harvey
Patterson Belknap Webb &
Tyler LLP



Charles R. Morgan
*Former General Counsel, BellSouth
Managing Director &
Special Counsel*
FTI Consulting



Francis J. Aquila
Sullivan & Cromwell LLP



Carlos M. Hernandez
*Chief Legal Officer
and Secretary*
Fluor Corporation



Robert Ruyak
Partner
Winston & Strawn LLP



Kathleen A. Bryan
*President & Chief
Executive Officer*
International Institute for
Conflict Prevention & Resolution



Anastasia Kelly
*Former General Counsel,
American International
Group, Inc.*
DLA Piper



Thomas L. Sager
*Senior Vice President &
General Counsel*
DuPont



Mary Beth Cantrell
Vice President – Law
Amgen Inc.



Janet S. Kloenhamer
*Executive Administrator
for Governance*
Hawaii Pacific University



Maura Abeln Smith
General Counsel
PepsiCo, Inc.



Barbara E. Daniele
*Senior Vice President &
General Counsel*
GE Capital, Americas



Hon. Timothy K. Lewis
*Former U.S. Court of
Appeals Judge*
Schnader Harrison Segal &
Lewis LLP



PD Villarreal
*Senior Vice President
Global Litigation*
GlaxoSmithKline



Sven Dumoulin
*General Counsel and Director
of Legal Affairs*
Akzo Nobel N.V.



Dale L. Matschullat
*Former Senior Vice President
& General Counsel,
Newell Rubbermaid Inc.*
Schiff Hardin LLP



Robert C. Weber
*Senior Vice President,
Legal & Regulatory Affairs,
& General Counsel*
IBM Corporation



Stephen F. Gates
*Former Senior Vice President
& General Counsel,
ConocoPhillips Company*
Special Counsel,
Mayer Brown LLP



Joseph T. McLaughlin
Office of Joseph McLaughlin



Peter D. Zeughauser
Zeughauser Group



Jonathan P. Graham
*Senior Vice President &
General Counsel*
Danaher Corporation



Prof. Robert H. Mnookin
Chair, Program on Negotiation
Harvard Law School



James M. Zimmerman
Sheppard Mullin Richter &
Hampton LLP

CPR Executive Advisory Committee (As of December 15, 2011)

CO-CHAIRS

Jeffrey Paquin
Abbott Laboratories

Stephen P. Younger
Patterson Belknap Webb & Tyler LLP

Steve Aeschbacher
Microsoft Corporation

C. Mark Baker
Fulbright & Jaworski LLP

Harold S. Barron
Barron ADR

David H. Bernstein
Debevoise & Plimpton LLP

John G. Bickerman
Bickerman Dispute Resolution, PLLC

Ross B. Bricker
Jenner & Block LLP

Jamie Broder
Paul, Hastings, Janofsky & Walker LLP

Michelle H. Browdy
IBM Corporation

Paul A. Bruno
Fluor Corporation

David H. Burt
DuPont

Jeffrey W. Carr
FMC Technologies, Inc.

Evan R. Chesler
Cravath, Swaine & Moore LLP

Louis A. Craco, Esq.

John J. Curtin, Jr.
Bingham McCutchen LLP

Patrick Deane
Nestlé

James Deaver
Wilson, Elser, Moskowitz, Edelman &
Dicker LLP

Charles W. Douglas
Sidley Austin LLP

Douglas S. Eakeley
Lowenstein Sandler PC

Kenneth R. Feinberg
Feinberg Rozen, LLP

Roger S. Fine
Johnson & Johnson

Laura Flippin
DLA Piper

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CPR brings together a sophisticated global community of business leaders, general counsel, senior lawyers, and ADR practitioners – all of whom are dedicated to advancing ADR in their particular industries. Membership in CPR is institutional, giving all attorneys at a member organization equal access to benefits. As a result, CPR’s membership actually represents thousands of individual supporters worldwide.

Growing membership, both organically and through traditional outreach methods, directly benefits CPR’s members by increasing access to global industry best practices and by expanding their network of business contacts. To this end, CPR recently established a goal of acquiring 50 new members between January 1, 2010 and June 30, 2011. We are pleased to report that CPR surpassed its goal by welcoming 52 new members during this period. This positive trend is expected to continue in the coming year with the launch of various member acquisition initiatives, including the continuation of CPR’s “Member-Get-A-Member” campaign.

CPR’s membership efforts also include visits to current and prospective members in various regions worldwide in order to advocate the use of mediation, arbitration and other alternatives to litigating business disputes, and to provide insight on the latest developments, techniques and best practices in commercial conflict resolution. These visits have proven to be a successful undertaking and have been instrumental in securing new members and getting current members and neutrals more involved in CPR’s work. During this fiscal year, CPR made U.S. visits to Boston, Chicago, Dallas, Houston, Los Angeles, New Orleans, New York, North Carolina, St. Louis, and Washington, DC. International visits were made to Brazil, Geneva, London, Paris, and Toronto.

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



Since its founding, CPR has remained steadfastly an organization supported by and dedicated to serving its members. Therefore, it is my pleasure to report that, during this fiscal year, CPR celebrated its first surplus in revenues since the recession. This is a testament to the dedicated members and donors who have consistently supported CPR during the recent economic instability.

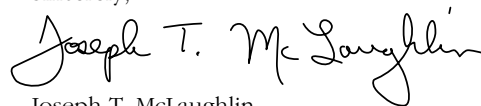
Membership contributions still represent the single largest source of CPR's income at 37%. As the result of its membership campaign, CPR recently welcomed more than 50 new members, resulting in a 13% increase over FY10. This is an important indicator of CPR's strength, especially at a time when many membership organizations are experiencing declines.

The second largest revenue source for CPR is the Corporate Leadership Award Dinner, which represents 23% of overall revenue and realized an increase in revenue of 9% this year. Also significant was an increase in in-kind donations from 6% to 14%. In addition to pro-bono operational support, CPR was fortunate to receive a significant contribution toward its Mass Claims project, which culminated in a new Master Guide publication.

Program-related fees remain a stable source of revenue for CPR, combining to represent 25% of total revenues. Of note is an investment in fundraising as CPR builds its capacity to fund special projects for the future, particularly in the international dispute resolution arena. CPR has also made a significant investment in technology, including a website upgrade and a new CRM database, which will allow management to serve more effectively its membership.

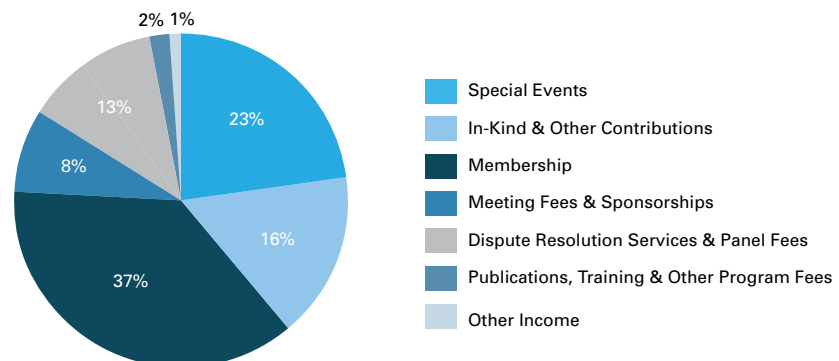
We greatly appreciate the contributions of financial resources, leadership and services from our members and donors. With your continued support, we look forward to sustained growth in 2012 and beyond.

Sincerely,



Joseph T. McLaughlin

CPR Institute FY2010 Gross Revenue Sources



2010/2011 Donor List

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The CPR staff is in a unique position to witness the many unsung, yet crucial, acts of support that our members and supporters display on a continuing basis. These are special individuals who donated their time to new projects; who provided extraordinary fund raising and financial support; who contributed their talents to our committees and, then, went above and beyond what was expected; and, finally, our members and colleagues who offered help, advice, encouragement, and support at just the time it was needed most.

We cannot issue this reporting of CPR's accomplishments without acknowledging the critical role that these individuals have played in making it happen.

Thank You!

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