

Mark C. Morril
Experience Overview

Mark C. Morril is an independent arbitrator and mediator based in New York City who focuses on complex commercial disputes. He is ranked as a Band One Arbitrator in the Chambers and Partners Guide to International Arbitrators (USA rankings). He is a Fellow of the Chartered Institute of Arbitrators and of the College of Commercial Arbitrators. He is a Certified Mediator of the International Mediation Institute. He is on the roster of leading alternative dispute organizations in the United States and other countries.

Mr. Morril has been appointed as sole arbitrator, co-arbitrator and chair in more than fifty arbitrations involving, among other subjects, complex commercial contracts, patents, insurance, telecom, oil and gas equipment, construction, mergers and acquisitions, commodities, partnerships, joint ventures, copyrights, trademarks, media and entertainment, Internet and Internet domain names and new technologies. He has presided over numerous hearings and authored full reasoned awards in many of his arbitrations. Mr. Morril also has served as an emergency arbitrator and has mediated numerous large commercial disputes.

Users and peers have described Mr. Morril as a "knowledgeable and enthusiastic arbitrator" who "is able to listen closely because he is so well-prepared." (Chambers) As mediator, he has been described as a "candidate of first resort" for his "very impressive and high-end legal work - combined with a high level of economic and psychological as well as tactical know-how." (IMI Feedback Digest)

Prior to launching his practice as a full-time neutral in 2012, Mr. Morril served for ten years (1989-1998) as General Counsel of Simon & Schuster, then the largest English language publisher in the world, and for thirteen years (1999-2012) as Deputy General Counsel of the global media company ViacomCBS. ViacomCBS's businesses comprise Paramount Pictures and 170 cable TV channels and multiplatform properties (including MTV, VH1, Nickelodeon, Comedy Central and BET), CBS Broadcasting, Showtime, Simon & Schuster, the discontinued industrial operations of Westinghouse, Gulf+Western and Charter Oil, and formerly included radio, advertising, education publishing and retail home video businesses.

At ViacomCBS, Mr. Morril was the company's senior litigator, responsible for the enterprise-wide disputed matters docket. Mr. Morril's focus on case management resulted in significant efficiencies while achieving positive results in the company's disputed matters. He has spoken extensively on case management techniques and effective collaboration between business clients and outside counsel, to audiences of law firm leaders, clients and judges.

Mr. Morril also has extensive experience in complex transactions, general commercial matters, legal issues relating to new technologies and the Internet and in numerous other areas of substantive law. He had extensive business experience as a senior manager at ViacomCBS, as a member of the Executive Committee of Simon & Schuster and as manager of ViacomCBS's large worldwide law department and its outside counsel relationships.

Mark C. Morril
Qualifications and Professional Experience Details

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MorrilADR.com

MorrilADR LLC

2012-present

Independent arbitrator and mediator focused on complex commercial and international disputes. Has worked as sole arbitrator, panel chair, co-arbitrator and emergency arbitrator, through the hearing and final award stages in multiple domestic and international cases.

Experience in numerous large and complex disputes relating to commercial contracts, joint ventures, partnerships, construction, IP (patents, copyrights and trademarks); telecom, Internet and domain names, distribution and licensing agreements, good faith and fair dealing, insurance coverage, real estate, motion picture and television financing and production, favored nations pricing, fraud, mergers and acquisitions including post-closing adjustments, accounting, energy and power generation, defamation, and executive employment.

Representative cases described at MorrilADR.com.

ADR Panel Affiliations:

American Arbitration Association

- Commercial Panel (including Large and Complex Commercial Disputes, M&A specialty panels)
- Mediation Panel

International Center for Dispute Resolution (ICDR)

CPR (International Institute for Conflict Prevention and Resolution)

- Panel of Distinguished Neutrals (including General Counsel and Deal Facilitation Panels)

U.S. Council for International Business (USCIB) for ICC International Court of Arbitration

London Court of International Arbitration

New York City Bar, Association Sponsored Mediation and Arbitration Among Lawyers
FINRA (formerly NASD and NYSE)

Special Master and Court Panels:

NYS Supreme Court, Appellate Division, First Department, Special Master

NYS Supreme Court, NY County, Commercial Division ADR Program

United States District Court, Southern and Eastern Districts of New York

ViacomCBS Inc.

1999-2012

Senior Vice President and Deputy General Counsel

Broad legal responsibilities with a focus on complex litigation and dispute resolution, intellectual property and content protection, risk management, employment and compliance. Substantial responsibilities for corporate transactions, corporate governance, complex licensing transactions and joint ventures. Experience with all aspects of program distribution, including agreements relating to cable, satellite, telecom and Internet distribution and satellite uplink. Day-to-day manager of 270-lawyer enterprise-wide department. Businesses included Media Networks (170 cable TV channels and multiplatform properties, including MTV, VH1, Nickelodeon, COMEDY CENTRAL and BET) and Paramount Pictures, CBS Broadcasting, CBS Radio, ViacomCBS Outdoor, Showtime, Simon & Schuster and the discontinued industrial operations of ViacomCBS's predecessor companies Westinghouse Electric Corporation and Gulf+Western Corporation.

Responsibilities included management of company-wide dispute resolution docket, with significant involvement in litigation, arbitration and mediation matters.

- ViacomCBS global docket of litigation matters included complex general commercial and corporate issues, employment, securities, antitrust, copyright, trademark, patent, First Amendment, insurance and regulatory dockets
- Arbitration and mediations relating to post-closing adjustments disputes, IP, complex commercial, insurance and employment matters
- Claims relating to seven U.S. EPA Superfund sites arising from Gulf+Western operations and related environmental insurance coverage disputes in the U.S. and the U.K.
- Litigation, settlement and policy aspects of Westinghouse asbestos liabilities, including 138,000 asbestos cases

Simon & Schuster Inc.

1989-1998

Senior Vice President and General Counsel

Responsible for 22-lawyer department of Simon & Schuster, then the world's largest English-language publisher in consumer, school, higher education, business and reference publishing, including Simon & Schuster, Pocket Books, Scribner, Macmillan and Prentice Hall. Member of Executive Committee and active participant in general management, including corporate development, business unit operating and strategic reviews, corporate communications and government affairs. (Joined parent company ViacomCBS Inc. upon partial divestiture.)

Private Legal Practice

1977-1989

Initially an associate with Paul Weiss Rifkind Wharton & Garrison and ultimately a partner in Kay Collyer & Boose (subsequently merged with Davis Wright Tremaine), a boutique firm concentrating in general commercial and intellectual property litigation

Policy Work

1973-1977

Staff Attorney at the Legal Action Center, a government and foundation-supported organization focused on reentry issues for persons with drug abuse and criminal conviction histories

Judicial Clerkship

1972-73

Law Clerk to Honorable Jack B. Weinstein, United States District Court for the Eastern District of New York

Education

Columbia Law School, JD 1972

Columbia Law Review

James Kent Scholar (highest honors)

Tufts University, BA Magna Cum Laude 1969

Mark C. Morril
Select Neutral Appointments

1. Sole arbitrator in an ICC Case involving hydraulic fracturing technology and electrical power generation
2. Emergency arbitrator in an ICC case involving construction of a power generation plant in Latin America
3. Co-Arbitrator in an ICC case involving a transaction-related post-closing purchase price adjustment and the operation of a business in the contingent post-closing period
4. Co-Arbitrator in an ICC case involving a complex international raw materials output and supply agreement
5. Chair in an ICDR case involving a contract dispute in a commodity processing business
6. Co-arbitrator in an ICDR case involving a limited partnership agreement in a consumer products business
7. Co-arbitrator in an AAA case involving a land acquisition and joint ownership arrangement
8. Chair in an ICC case involving a patent licensing agreement in the electronics industry
9. Co-arbitrator in an ICDR case involving a shareholder agreement in the oil and gas industry
10. Sole arbitrator in a CPR non-administered case involving an executive employment agreement and related equity compensation agreements
11. Co-arbitrator in an ICDR case involving domain name procedures administered by the Internet Corporation for Names and Numbers (ICANN)
12. Emergency arbitrator in an ICDR case involving a proposed ICANN auction of an intellectual property asset
13. Sole arbitrator in an AAA case involving a corporate indemnification agreement
14. Chair in an ICDR case involving patent validity and a patent licensing agreement in the wireless telecommunications business
15. Co-Arbitrator in a non-administered CPR case involving the licensing of a patented medical device
16. Mediator in a favored nations pricing dispute relating to a series of complex distribution agreements and related indemnification issues

17. Co-arbitrator in an AAA case involving trademark licensing in the fashion industry
18. Sole arbitrator in an ICDR case involving the licensing of international stage rights to a famous motion picture property
19. Sole arbitrator in an ICDR case involving motion picture financing agreements
20. Chair in a CPR non-administered case involving a professional services joint venture
21. Chair in an ICDR case involving a transaction-related purchase price adjustment and indemnification obligations in the aviation services industry
22. Sole arbitrator in an *ad hoc* arbitration arising from a large law firm partnership dispute
23. Chair in an ICDR case involving alleged fraud and misappropriation in relation to an international intellectual property licensing business
24. Chair in the first ICDR case brought under new “Final Review Procedures” relating to “string confusion objections” in the ICANN domain name process
25. Co-arbitrator in an AAA case involving claims of fraud, accounting malpractice and breach of fiduciary duty relating to entities that owned and invested in commercial real estate
26. Mediator in a matter involving the failure of large-scale consumer transaction processing systems
27. Chair of an AAA case involving claims of breach of contract, fraud and legal malpractice in relation to a patented technology
28. Sole arbitrator in an AAA case involving aircraft charter agreements
29. Co-arbitrator in an AAA case involving an international licensing, distribution and brand management business
30. Chair in an AAA case involving a software services agreement
31. Co-Arbitrator in an AAA case involving an output purchase agreement in the environmental services and waste processing industry
32. Chair in an ICDR case involving a merger transaction and related representations and warranties insurance coverage
33. Sole arbitrator in an ICDR case involving an international telecommunications carrier services agreement
34. Mediator in an international dispute between an automobile manufacturer and a component supplier

35. Mediator in a securities class action opt-out claim
36. Mediator in a dispute regarding management and governance of a church
37. Mediator in a dispute between a performer and a manager
38. Co-arbitrator in an AAA case involving an LLC agreement in the motion picture industry
39. Co-arbitrator in an ICC case involving an aviation equipment purchase agreement
40. Co-arbitrator in an AAA case involving alleged breach of a non-disclosure agreement in a corporate transaction

Mark C. Morril
Alternative Dispute Resolution-Related Activities

International Chamber of Commerce

- U.S. Representative to ICC Commission on Arbitration and ADR
- Task Force on Emergency Arbitrator Proceedings
- Consultative Task Force on the Role of In-House Counsel in Dispute Resolution

United States Council for International Business

- Co-Chair, Corporate Counsel Subcommittee of Arbitration Committee

American Arbitration Association

- AAA Roster Ambassador for the AAA-ICDR Foundation

New York City Bar Association

Committee on Arbitration (2107-current)

Committee on International Commercial Disputes (2014-current)

Working Group on Litigation Funding (current)

International Council for Commercial Arbitration (ICCA) - NYC Bar - International Institute for Conflict Prevention and Resolution (CPR): Working Group on Cybersecurity in Arbitration (current)

Arbitration Club New York

U.S. District Court, Southern District of New York: Mediation Advisory Committee

U.S. District Court, Eastern District of New York: Mediation Advisory Committee

Mark C. Morril
Publications

[*A Call to Cyberarms: The International Arbitrator's Duty to Avoid Digital Intrusion*](#), 40 Fordham Int'l LJ 981 (2016) (with Stephanie Cohen), re-published as *A Call to Cyberarms: The International Arbitrator's Duty to Avoid Digital Intrusion by Taking Reasonable Cybersecurity Measures*, TDM ISSN 1875-4120 (Oct. 2017),

[Protocol on Cybersecurity in International Arbitration](#) (2020 Edition) (contributing author)

Task Force on New Lawyers in a Changing Profession (Task Force Chair)

Report: [Developing Legal Careers and Delivering Justice in the 21st Century](#) (2013)

Mark C. Morril
ADR Speaking Engagements

Guest Lectures

Fordham Law School – International Business Transactions class (2017, 2019)
George Washington Law School – International Arbitration class (2019)
Fletcher School of Law & Diplomacy LLM program – Looking Forward: The Legal Profession (2017)

Launch of Cybersecurity Protocol for International Arbitration

(November 2019)

New York Arbitration Week, NYIAC

Miami Tech/IP Arbitration Seminar

Silicon Valley Arbitration and Mediation Center

Miami International Arbitration Society

Florida International University Law School

Cybersecurity Panel (November 2019)

Clicking Confidential: Practical Guidance to Protect Cybersecurity and

Ensure Cross-Border Data Privacy Compliance in Arbitration

(April 2019)

ABA Dispute Resolution Section

Cybersecurity and Arbitration: Arbitrating B2B Data

Breaches and Protecting the Arbitral Process

(December 2018)

American Arbitration Association/International Centre for Dispute Resolution

Consultation Workshop on Cybersecurity Protocol

(November 2018)

ICC Miami Conference on International Arbitration

Cybersecurity and Data Protection

in International Arbitration

(October 2018)

Practicing Law Institute

Mediation Choices for Effective

Representation and Advocacy

(October 2018 and 2019)

New York State Bar Association Dispute Resolution Section

Drafting and Negotiating International Contracts

(June 2018 and 2019)

ICC USA, ICC Italia and Confindustria Toscana Sud

CPR-FTI Consulting - Cybersecurity in ADR Training Program

(June 2019)

Developing Your ADR Career

(February 2018)

New York State Bar Association
Commercial and Federal Litigation Section
Arbitration and ADR Committee

Arbitration Technopolis (Co-Chair)

(November 2017)

New York International Arbitration Center
Chartered Institute of Arbitrators
Debevoise & Plimpton
New York City Bar Association
New York State Bar Association
Transnational Dispute Management (TDM.com)
Silicon Valley Arbitration & Mediation Center

New Bottles for Old Wine: Innovation in the Dispute Resolution World (Moderator)

(October 2017)

New York State Bar Association, Dispute Resolution Section

A Duty to Protect and Secure: Safeguarding Confidential Information in a Digital World

(September 2017)

ICC New York Conference

Making International Arbitration Great Again

(September 2017)

GAR Live NYC (Global Arbitration Review)

Emergency Proceedings and Interim Awards

Conference on International Arbitration: Choices for Corporate Counsel

(London, March 2017)

Association of Corporate Counsel Europe
Corporate Counsel International Arbitration Group
Association Suisse de l'Arbitrage
Center for the Prevention and Resolution of Disputes (CPR)

Mediating International Commercial and Investment

Disputes

(October 2016)

Atlanta International Arbitration Center

Panel on Arbitration Goes Digital

(October 2016)

Fordham International Arbitration Conference

Red Flag Alert: Data Security in Arbitration

(May 2016)

Debevoise, NYIAC, CI Arb

Panel on Why I 'Hate' Arbitration: Addressing the Reasons Parties and Counsel Avoid Using Dispute Resolution

(February 2016)

Center for Prevent and Resolution of Disputes Annual Meeting (CPR)

Cost Decisions: An Effective Case Management Tool for Parties and Tribunals?

(January 2016)

ICC and United States Council for International Business

Panel on Effective Dispute Management for Better Business

(Paris, November 2015)

ICC Annual ADR Conference

The Award, Remedies and Post Award Process

(Moderator, 2015, 2016, 2018)

ABA Arbitration Webinar Series

Panel on The Corporate World and International Dispute Resolution

(Moderator, November 2014)

31st Annual Joint Colloquium of the AAA/ICDR, ICC and ICSID:

Program Faculty, International Commercial Arbitration Summer Seminar

(July 2014)

University of Florence and the ICC International Court of Arbitration

Corporate Counsel Roundtable on the State of International Arbitration in Asia and North America

(Seoul, May 2014)

Fourth Annual ICC Asia-Pacific Conference

Practical Ways to Promote Efficiency and Contain Costs

(December 2013)

ICC/Mayer Brown International Arbitration Seminar

Practice and Strategy in the Final Stages of Arbitration

(September 2013)

Americas Workshop of the Institute for Transnational Arbitration, Brazilian Arbitration Committee and the Arbitration and Mediation Center of the Brazil-Canada Chamber of Commerce

Corporate Counsel Panel

(July 2013)

ICC International Court of Arbitration and Università Degli Studi Firenze Arbitration Summer Seminar

Panel on Institutional Arbitration in the Asia-Pacific Region - The Corporate Counsel Perspective

(March 2012)

Third Annual ICC Asia-Pacific Conference

Panel on *Myth Busting: Arbitration Perceptions, Realities and Ramifications*
(April 2012)

ABA Dispute Resolution Section

Myth Busting Panel

(August 2012)

ABA Annual Meeting

Panel on *Corporate Counsel and Arbitrator Perspectives* (moderator)

Invitational Discussion Forum (co-moderator)

(June 2012)

Institute for Transnational Arbitration (ITA)

Mark C. Morril
Select Matters as Corporate Counsel

I. Transactional Matters

1. Sale of Simon & Schuster to Pearson PLC
2. Merger of Viacom Inc. and CBS Corporation
3. Acquisition of Blockbuster Inc. by ViacomCBS Inc.
4. IPO of Blockbuster Inc.
5. Split-off of Blockbuster Inc.
6. Infinity Radio going private transaction
7. Acquisition of Sportsline Inc.
8. Acquisition of Harmonix Inc.
9. Separation of Viacom Inc. and CBS Corporation into two publicly-traded companies
10. Sale of Famous Music (music publishing) and Famous Players (movie theaters) businesses
11. Negotiation of risk management portfolio over multiple policy years, including directors and officers, general liability, errors and omissions and cyber-liability coverages
12. Negotiation of music performance licenses under the ASCAP and BMI Consent Decrees

II. Litigations

1. Antitrust matters
 - a. Independent video rental stores' lawsuits against Blockbuster and major motion picture studios
 - b. European Union investigation of first pay TV licensing window
 - c. European Union review of territorial licensing of audio-visual content
 - d. Consumer class action and distributor action challenging bundled licensing of cable network programming to distributors
 - e. FTC Robinson-Patman investigation of the publishing industry
 - f. International claim (as plaintiff's internal counsel) relating to anti-competitive pricing conduct
2. Commercial cases
 - a. Various disputes arising from commercial joint ventures and business development contracts, including claims of breach of implied covenant of good faith and fair dealing; validity of extension/renewal options
 - b. Securities and ERISA cases arising from drop in Blockbuster stock price
 - c. Enforcement of indemnity provision in corporate divestiture agreement
 - d. Defense of bankruptcy trustee claims regarding alleged preferences, performance of JV and business development contracts
 - e. Defense of attempted injunction of ViacomCBS's acquisition of CBS
 - f. Consumer class actions regarding cable distribution, various advertising and promotional issues

- g. Workouts of various failed investments, including “ad for equity” transactions
 - h. Executive compensation derivative action
 - i. Mediation of favored nations clause in distribution contract
 - j. Litigation regarding real estate lease and purchase option
 - k. Securities litigations relating to motion picture slate investments
3. Insurance matters
 - a. Enforcement of pollution, toxic tort liability coverage in relation to former operations of Gulf+Western and Westinghouse
 - b. Business interruption claims in relation to events of 9/11 and weather storms
 - c. D&O coverage claims
 - d. Media liability claims
 - e. General liability claims
 4. Music Performance Rights under ASCAP and BMI consent decrees
 5. Copyright enforcement cases
 - a. ViacomCBS vs. Google & YouTube
 - b. Various industry cases relating to unauthorized distribution of motion picture and TV content, including cases involving RealDVD, Zediva, Kaleidescape
 - c. Industry enforcement action against pirate sites including The Pirate Bay, RapidShare, MegaUpload
 - d. Cablevision “remote DVR” litigation
 6. Patent cases
 - a. Defense of patent claim for damages and injunction in relation to major hit video game
 - b. Defense of patent and trademark claims in relation to video game peripheral equipment
 - c. Defense of various confidential patent infringement claims
 7. Asbestos litigation (management and defense of 138,000 cases nationwide)
 8. Environmental litigation – defense of CERCLA actions in PA and IL
 9. Regulatory
 - a. Media Ownership litigation - Station owner challenges to FCC TV station ownership limits
 - b. FCC broadcast decency regulations; 2004 Super Bowl Janet Jackson “wardrobe malfunction” incident
 10. Media cases
 - a. First Amendment challenge to NY’s “Son of Sam” law
 - b. Defamation cases relating to various Simon & Schuster books
 - c. Dispute regarding scope of motion picture rights clauses in publishing agreements
 - d. Various motion picture, cable/broadcast TV talent disputes regarding scope of rights and accounting issues

- e. Various disputes relating to options in TV and motion picture agreements and claimed breaches of implied covenants of good faith and fair dealing
- f. Idea origination claims involving major motion pictures
- g. Copyright infringement claims relating to music, photographic clearances
- h. Matters relating to motion picture and television distribution and financing arrangements
- i. Disputes with major cable distributors regarding scope of cable programming distribution agreements, including in respect to rights to iPad distribution and other new technology platforms
- j. Prosecution of trademark (and related business tort) claims
- k. Personal injury claims arising from production accidents relating to book title
- l. Defense of trademark (and related business tort) claim relating to TV channel brand

11. Employment cases

- a. Enforcement of restrictive covenants in executive employment agreements
- b. Claims of race, age, gender, sexual orientation discrimination
- c. Wage and hour, FLSA claims
- d. Executive employment contract disputes
- e. ERISA claim relating to health insurance coverage of a medical procedure

III. Arbitrations as Corporate Counsel and Outside Counsel

- 1. Purchase price adjustment arbitrations in relation to large merger and acquisition transactions
- 2. Insurance coverage disputes relating to pollution coverage liability
- 3. Contract, patent and trademark claims relating to a major IP product
- 4. Franchise dispute between major international bank and a franchisee

IV. Mediations as Corporate Counsel and Outside Counsel

- 1. Antitrust claim of independent video stores against Blockbuster Inc. and major motion picture studios
- 2. Executive compensation action
- 3. Music performance rights licensing disputes with ASCAP and BMI (two mediations)
- 4. Video games patent litigation (two mediations)
- 5. Contract dispute regarding environmental cleanup indemnity
- 6. TV network international licensing and distribution agreement
- 7. Executive employment contract disputes (several mediations)
- 8. Defamation claims (several mediations)
- 9. Program distribution agreement disputes

Mark C. Morril
ADR Training and Other Activities

ADR Training

International Centre for Dispute Resolution: International Symposium in Advanced Case Management Issues

Harvard Negotiation Institute (Harvard Law School) Program on Mediating Disputes

ICC Institute: Master Class for Arbitrators

New York State Bar Dispute Resolution Section: Commercial Arbitration Training

ABA Section of Dispute Resolution (regular attendee)

Practicing Law Institute: International Arbitration Training

London Court of International Arbitration: European Users' Council Symposia (regular attendee at special sessions and Tylney Hall program)

Institute for Transnational Arbitration (ITA), Annual Workshops (regular attendee)

American Arbitration Association

- Essential Mediation Skills
- Arbitration Fundamentals and Best Practices
- Advanced Arbitration Training
- ICDR Advanced Case Management Issues
- American Bar Association, Advanced Mediation and Advocacy Skills Institute

Litigation and Case Management Speaking Engagements

New York County Lawyers Association: Panel on The Client's Perspective of Business Litigation (May 2012)

New York State Bar Association Corporate Counsel Institute: Panel on Litigation Management (October 2011)

Sandpiper Partners Leading Law Departments Summit: Panel on Techniques for Saving Money, Improving Efficiency and Adding Value (February 2011)

New York State Bar Association Commercial and Federal Litigation Section Annual Meeting: Panel on How Inside and Outside Litigation Counsel Can Add Value and Reduce Costs for Corporate Clients (January 2011)

Sandpiper Partners Leading Law Firms Conference

Panel on Resetting the Agenda with Corporate Clients (October 2011)

Panel on Making The Short List in 2011 and Staying on It (November 2010)

AmLaw Litigation Summit: Panel on Data Driven Triage for Painful Lawsuits: Insights for Corporate Legal Departments on Risk, Predictability and Cost Control (October 2010)

New York State Commercial Division Judges: In-House Counsel Panel (June 2010)

Conference of Chief Judges – Mid-Atlantic Conference on Business Courts: Panel on Qualifications and Training Business Court Judges” (October 2008)

Other Professional and Community Activities

New York City Bar Association (23,000 members)

Vice President (2012-14)

Chairman of the Executive Committee 2011-12

Chair, Council on the Profession (2014-2017)

The Fletcher School of Law & Diplomacy (Tufts University) – Advisory Council of LL.M. Program (current)

Columbia Law School – Kernochan Center for Law, Media and the Arts – Board of Advisors
Court Square Law Project - Executive Committee (current)

Chief Litigation Counsel Association – 2012 Chairman

United States Chamber of Commerce

National Chamber Litigation Center – Strategic Litigation Committee (2008-12)

Washington Legal Foundation - Legal Policy Advisory Board (2008-12)

The Educational Alliance – Trustee, Vice President and Secretary (current)

Legal Action Center – Director (current)