

Awards and achievements

- 2012 Received the DRI Davis Carr Outstanding Committee Chair Award.
 - 2015 Received the DRI Richard H. Krochock Award (for exemplary leadership to the DRI Young Lawyers Committee).
 - 2015 Recognized by the University of Iowa College of Law as a top 150 alumni for the College of Law's 150th Anniversary.
 - 2015, Featured in the University of Iowa College of Law's "First Iowa, then Anywhere" recruiting video.
 - 2018, Featured by the DRI WITL Committee "WITL Champions" column in the May 30, 2018 edition of the WITL newsletter.
 - 2018, Selected to author an FTD article addressing topics/issues and challenges young lawyers face.
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Areas of practice - Product liability, trucking/transportation law, premises liability, construction law

Years as a defense attorney - 24 years

Employment history: Quaker Oats Company, Cedar Rapids, Iowa (1987-1990); Shuttleworth and Ingersoll, P.C., Cedar Rapids, Iowa (1994-1997); Woodbury County Attorney's Office, Sioux City, Iowa (Sept. 1997 – March 2000); City Attorney's Office, Macon, Georgia (April 2000 – Sept. 2001); Drew Eckl & Farnham, LLP, (Sept. 2001 – present)

Noteworthy defense work --- *Taylor v. Americas Mart* – first chair jury trial (defense verdict); *Nix v. Cravens* – first chair jury trial (defense verdict); *Bah v. Miles Properties* – 2nd chair bench trial and subsequent settlement; *Wilson v. J&L Melton, Inc.*, -- successful motion for summary judgment and appeal (whether a party can recover emotional distress damages for fear of contracting HIV/AIDS after consuming food that may have been tainted with blood); *Saunders v. Industrial Metals* – successful motion for summary judgment and appeal (where plaintiff became paralyzed after falling through the skylight of a commercial building); *Dowdell v. Krystal Company* – successful motion for summary judgment and appeal (employee used racial and homophobic slurs, and became involved in a physical confrontation with a customer).

Professional affiliations --- (1) DRI; (2) Georgia Defense Lawyers Association; (3) Iowa Defense Counsel Association; (4) IADC; (5) FDCC; (6) ADTA; (7) National Bar Association; (8) Atlanta Bar Association; (9) American Bar Association; (10) Minority Corporate Counsel Association; (11) National Institute of Trial Advocacy (NITA)

DRI member since --- 2006

Please describe your previous involvement in DRI, including but not limited to, leadership positions held. Projects contributed to, Committee memberships, presentations given, and written materials authored. Special accomplishments should also be noted.

Executive Summary

Since becoming a member of the DRI Board of Directors and the Executive Committee, I have had a significant and lasting impact on this organization on multiple levels which, I believe, has had a direct bearing on the strategic plan and, quite frankly, the future health, growth and progress of this organization. The areas I have impacted are:

- Diversity & Inclusion
- Young Lawyers
- Membership
- Women in The Law
- Finances
- Growth Strategies: Alternative Revenue Sources
- Native Nations Task Force
- Public Utilities Task Force

I also have a firm grasp and deep understanding of the critical issues currently confronting this organization and, of the critical issues DRI will face in the near future. I believe that my unique blend of knowledge from my M.B.A., the leadership opportunities I have had with DRI, my management experience from my time working for the Quaker Oats Company before I went to law school, along with my professionalism, demeanor and the trust relationships I have developed with the DRI Membership, the DRI Board, the Executive Committee and DRI Staff has allowed me to positively impact DRI and to excel in the many different assignments I have had the pleasure to work on. In fact, one of the highest compliments I have received during my tenure as a DRI leader came this year from DRI Deputy Executive Director Tyler Howes, the staff person in charge of exploring, developing and implementing new and alternative revenue sources, when he told me that I think differently when it comes to revenue generation. A full outline of my DRI involvement is more fully set forth below:

DRI – SECRETARY-TREASURER 2017 - 2018

During the 2017–2018 year, besides performing all of the duties I performed as Secretary-Treasurer in 2016–2017 as set forth below, I was asked by DRI President, John Kuppens, about what I thought I could do to expand my role as Secretary-Treasurer to have a greater impact on DRI. As indicted above, besides my law degree, I have an M.B.A., which I believe provides me a strategic advantage in terms of thinking about DRI in a dual capacity: as a professional services organization, but also as a business. This thought process allows me the flexibility to focus on creating and/or helping to expand new revenue ideas and opportunities, including developing alternative sources of revenue.

During 2017–2018, I have spearheaded potential new growth opportunities for DRI that align with the strategic plan. These growth opportunities include:

- Native Nations Law Task Force;
- Public Utilities Task Force;

- Design and help implement DRI's Path to Partnership On Demand Programing series which includes six (6) webinars geared toward helping mid-level associates, senior associates and young partner's progress in their careers. This programing should be complete by the end of 2018;
- I am also in the early stages of developing a catalog of Career Strategies programing geared toward DRI's Corporate Counsel Committee members to provide value based programing to help enhance their careers.

I also helped coordinate DRI's Diversity and Inclusion efforts with the Canadian Defense Lawyers Association, including recommending that the DRI Diversity & Inclusion Committee add a CDL representative on its Steering Committee as the Canadian/Cross Border Liaison. Canada is beginning its efforts to increase diversity & Inclusion in its law firms. Thus, by adding a CDL representative on the DRI D&I Steering Committee, both groups can benefit through the exchange of ideas and information.

DRI SECRETARY-TREASURER **2016 – 2017**

- Responsible for reviewing and reporting DRI monthly financial statements and investments to the Executive Committee. Responsible for reporting to the DRI Board of Directors, at Board meetings, the finances and investments; Chair the DRI Finance Committee during the Annual Audit and present the audit results to the DRI Executive Committee and Board of Directors; participate in the yearly budget meeting and present the proposed yearly budget to the DRI Board of Directors; attend and participate in Executive Committee meetings; attend and participate in DRI meetings, including the Leadership Conference, Corporate Counsel Roundtable, Insurance Roundtable, various DRI seminars, various committee fly-in meetings; SLDO Regional Meetings, SLDO Annual Meetings, etc., and participate in various Executive Committee assignments.

DRI NATIONAL DIRECTOR **2015 – 2016**

- **Chair Committee Engagement Committee:**
The purpose of the Committee Engagement Committee is to work with DRI Substantive Law Committees to help improve the efficiency of the services they are providing to DRI and Committee members; and to help connect affinity group members, such as Young Lawyers, Women in Law and Diversity and Inclusion with the leadership of the Substantive Law Committees. In 2015/2016, the Committee Engagement Committee has primarily focused on the following initiatives:

- **Develop Best Practices Guide For Committee Chairs and Vice Chairs**

Spearheaded the effort to create a best practices guide to help committee chairs and vice chairs effectively and uniformly lead their respective committees. The best practices guide includes recommendations to assist committee chairs and vice chairs in the following areas: member engagement, identifying and developing future leaders, spotlighting and praising outstanding committee members, and building bridges with other DRI committees and with state and local defense organizations.

- **Implement Strategy to Help Committees Who Desire A More Diverse Membership To Identify Women and Diverse Attorneys**

When requested by committee leadership, help identify women and diverse attorneys who can effectively serve in leadership and/or identify women and diverse speakers who can present at committee seminars or submit articles for publication.

- **Member Board Liaison Training Committee**

The Board Liaison Training Committee is designed help train board members to more effectively serve as board liaisons to Substantive Law Committees. As a member of this committee, I provided insight concerning the skills necessary to serve as a successful board liaison.

- **Board Liaison to the Commercial Litigation Committee**

Attended and participated on steering committee calls, the Commercial Litigation Fly-In Meeting and Seminar. Provide guidance to the committee leadership to help the leadership maximize their vision for the committee.

- **Attend the Mid-Atlantic/Southeast/Southern Regional Meeting**

Attended and exchanged ideas with state and local defense organization leaders from these regions.

- **Presentation At The Annual DRI Leadership Conference**

Co-Developed a program and presented at the Diversity/Women in Law Workshop for state and local defense organization and substantive law committee leaders at the DRI Leadership meeting.

- **Miscellaneous – helped John Kouris and Tyler Howes give a presentation to a Georgia-Based Law Firm About How DRI Can Help With The Firm’s Marketing Efforts.**

Provided insight about how information obtained from DRI can assist individual attorney and law firm marketing efforts and strategy.

DRI NATIONAL DIRECTOR

2014 – 2015

- **Chair DRI Membership Committee**

Oversaw twelve (12) special subcommittees designed to retain and increase DRI membership. Provide support and guidance to Substantive Law Committees and State Representatives to help them achieve their new member recruitment goals. Oversaw membership postings on the DRI blog; lead and participate in State Representative and Substantive Law Committee membership calls; created the **DRI Membership: It’s Personal** theme; initiate the DRI Membership: It’s Personal articles that are featured each month in For The Defense Magazine. This theme and monthly articles have continued to be featured in For The Defense Magazine.

- **Board Liaison to Young Lawyers Committee**
Attended the Young Lawyers Fly-In Meeting and Young Lawyers Seminar. Provide guidance the committee leadership to help the leadership maximize their vision for the committee. In accordance with the DRI strategic plan, encourage the committee leadership to submit a proposal to the DRI Executive Committee to introduce new initiatives to the Young Lawyers Committee, including an initiative to implement technology, such as podcasts, to help educate the DRI membership.
- **Attended the Mid-Atlantic/Southeast/Southern Regional Meeting**
Attended and exchange ideas with state and local defense organization leaders from these regions.

DRI NATIONAL DIRECTOR 2013-2014

- **Vice Chair, DRI Membership Committee**
 - Helped Substantive Law Committees achieve 94% of their new member recruitment goals.
 - Helped State Representatives achieve 78% of their new member recruitment goals.
 - Led and participated in substantive law committee and state representative membership calls.
- **Board Liaison to Young Lawyers Committee**
Attended the Young Lawyers Committee Seminar. In accordance with the DRI strategic plan, encouraged the YLC leadership to submit a proposal to the DRI Executive Committee to introduce new initiatives to the Young Lawyers Committee, including an initiative to help young lawyers, who are transitioning out of the Young Lawyers Committee, to maintain their engagement and participation in DRI by finding them leadership positions in other substantive law or standing committees.
- **Attended the Mid-Atlantic/Southeast/Southern Regional Meeting**
Attended and exchanged ideas with state and local defense organization leaders from these regions.
- **Presentation At The Annual DRI Leadership Conference**
Presented DRI's Diversity & Inclusion initiatives to state and local defense organization, and substantive law committee leaders.

DRI COMMITTEE INVOLVEMENT

Overview:

Chair, DRI Diversity Committee (2011-2013); Vice-Chair, DRI Diversity Committee (2009-2011); Member, DRI Membership Committee (2009-2011); Membership Chair – DRI Diversity Committee (2007-2009); Presenter at DRI Diversity Seminar, Chicago, IL. (2008); Author (Considerations and Strategies for Women and Minorities: Navigating the Minefield of Law Firm Politics - For The Defense, February 2009); Member DRI Construction Law Committee; Member DRI Product Liability Committee; Member DRI Trial Tactics Committee.

I was one of the original DRI Diversity & Inclusion Steering Committee members when the Diversity & Inclusion committee became a substantive law committee in 2007, serving as the committee's Membership Chair. I was responsible for recruiting new members and, under my tenure, I personally recruited to the committee several dynamic lawyers who have made significant contributions to DRI, including, William Sherman who served on the DRI Commercial Litigation Steering Committee and Member of DRI's In-House Counsel Roundtable Steering Committee; John Chavis, who served as the 2011 DRI Diversity Seminar Program Chair; Rosevelie Marquez Morales, the current DRI Diversity & Inclusion Chair and the 2012 DRI Diversity Program Chair; and others.

When I became the Vice-Chair of the Committee in October 2009, then Committee Chair Toyja Kelley, then Board Liaison, John Cuttino, and I were charged by the DRI Executive Committee with the task of accelerating the growth and contributions of the Diversity Committee to DRI and its members. Toyja, John and I conducted a comprehensive assessment of the committee and came to some significant conclusions. We determined that since the committee emerged from the success of the first DRI Diversity Seminar which was held in 2006, that most of our Steering Committee Members were participating in a dual capacity, as steering committee chairs and members of the Seminar Planning Committee. We felt that this dual capacity was inhibiting our Steering Committee members from growing their respective subcommittees and limiting the overall impact of our committee as a whole. Thus, we instituted a policy that Steering Committee members could no longer participate in the planning of the seminar. Once we instituted this policy, we provided the Steering Committee members with defined roles and goals they could achieve. As a result, the DRI Diversity & Inclusion Committee became a high-functioning committee which has and is developing future DRI leaders and speakers.

When I became Chair of the committee in 2011, then vice-chair and current DRI National Director, Pam Carter, and I continued to follow the blue-print laid out by Toyja Kelley, John Cuttino and myself, and built on that foundation. Listed below are some of committee's noteworthy accomplishments during my service:

Diversity & Inclusion Committee's Leadership Development

One of the missions of DRI's Diversity Committee is to identify and develop leaders that can ultimately have an impact within DRI's substantive law, standing committees, SLDO's, Board and Executive Committee. During my service, Rosevelie Marquez Morales, Rosary Hernandez, Stacy Douglas, Allison Ashe-Card, and Mary Peyton were featured in the leader spotlight of *The Voice*; Allison Ashe-Card was nominated and received the DRI lifetime community service award at the 2012 annual meeting; and the following committee members spoke at DRI seminars: Eileen Buholtz (2013 "Retail and Hospitality"), William Sherman (2013 "Trial Tactics"), Rosary Hernandez (2013 "Construction Law"), Ricardo Woods (2013 "Toxic Torts"), Tanya Lawson (2013 "Diversity Seminar"), and Toni Anders (2012 "Diversity Seminar").

In 2013 we collaborated with the commercial litigation committee to help it increase the number of diverse attorneys on its steering committee. We asked DRI staff to identify diverse attorneys who belonged to both committees before identifying four (4) of our

high-performing members to be considered for the commercial litigation steering committee.

In 2013, Diversity Committee leader, Melanie Lockett, has also accepted positions with the Insurance Law Committee as the co-chair of new member recruitment and on the Insurance Coverage and Claims Institute Steering Committee.

Diversity & Inclusion Committee's Collaboration with Other DRI Committees

In 2012 and 2013, we worked with the DRI trial tactics seminar planning committee to help bring a diversity component to their seminar. We helped the planning committee develop diverse topics and recommended diverse speakers that had not previously spoken at DRI seminars. The main topic we proposed was titled "When and Why to Diversify your Trial Team." After the seminar, then trial tactics chair, John Pierce, stated that the presentation "was a big success in my opinion. You all ought to can that presentation and offer it at other conferences." We also sent an e-mail blast to diversity committee members encouraging them to attend the trial tactics seminar in order to help boost the seminar attendance.

In 2013, the Diversity & Inclusion committee was approached by the leadership of the commercial litigation committee to assist it in its plan to invite members of over 19 diverse bar organizations to attend a reception during their 2013 seminar, which was held in Chicago. The goal of the commercial litigation committee was to obtain increased exposure to DRI and the commercial litigation committee for diverse attorneys in Chicago with the hope of increasing the number of diverse attorneys that participated in the committee. This outreach effort was a worthwhile attempt to increase participation and to enhance DRI's brand.

Diversity & Inclusion Committee's Collaboration with SLDOs

While I served as committee chair, the Diversity & Inclusion committee developed an outreach program to the SLDOs. We put together a compendium of diversity-related articles and a list of speakers for the SLDOs to utilize in regard to their own diversity efforts. We found that many SLDOs either did not have diversity committees or were in the process of formulating diversity committees and programs and needed assistance doing so. We believe our efforts substantially impacted the relationship between DRI and the SLDO's. This impact is shown below:

In 2013, we were asked to recommend a speaker to the Arizona SLDO to speak on a diversity topic during its annual retreat. In 2012, we helped the North Carolina Defense Lawyers Association develop a diversity committee, and two of our steering committee members helped it plan its first diversity seminar. We also helped the South Carolina Defense Trial Attorney Association develop a diversity committee and consulted with the Massachusetts SLDO when it was developing a diversity seminar. Finally, in 2013, we were asked to help the Georgia Defense Lawyers Association form a diversity committee.

Diversity & Inclusion Committee Seminars

Our 2012 and 2013 diversity seminars received great reviews. The success of the 2013 seminar is reflected in the fact that Elizabeth Fitch, co-creator of Ladder Down, an innovative year-long program designed to empower women attorneys by giving them direct training in three key areas of career development: leadership, rainmaking, and mentoring, brought many of her program participants to DRI's diversity seminar. The Ladder Down program outline of events stated, "The DRI Diversity Conference is one of the best connecting points to develop business because the organizers outwardly encourage networking, structure the conference to facilitate networking, and invite industry decision-makers who expect to be approached for work. The conference includes the corporate expo where industry-decision makers interview lawyers for work. Participants will be able to practice all the skills they have been acquiring over the past five months." After the seminar, Elizabeth Fitch commented, "All of the Ladder Down participants were buzzing about what a great conference. It was a perfect fit for the program to practice what we have been preaching."

A managing partner with a large national firm also commented, "I wish to thank DRI on behalf of myself and my partners for allowing us to be a part of the Chicago DRI Diversity Seminar. It was superb. The enthusiasm of the attendees was contagious. The spirit of sharing permeated the whole day. DRI leadership was welcoming to those of us who are new to DRI. I will not soon forget DRI's approach to inclusiveness of newcomers."

After the 2012 seminar, a high-profile veteran of diversity-related initiatives contacted John Kouris, thanked DRI for the opportunity to participate in the Diversity for Success Seminar, and complimented John, the planning committee and DRI staff for an outstanding experience. This participant elaborated that she "has attended many diversity-focus conferences and programs that are offered by bar associations, law firms, corporations, and CLE providers all over the country, and that the DRI seminar was far and away one of the best that [she] has ever experienced." She further elaborated that she was amazed by the substance of the programming and the caliber of the speakers, and told John Kouris that before the seminar she looked at the agenda and wondered if it would be very good. She left the seminar "impressed beyond belief" and stated "I am not an easy person to impress." She concluded "it is so gratifying to see an organization like DRI taking a leadership role in addressing the lack of diversity within the legal profession. Other diversity-related organizations had best take care because I think DRI's diversity for success seminar is offering depth and breadth in quality that surpass much of what they are offering in their diversity arena."

In addition to the quality of the programming, the diversity seminar introduced many diverse attorneys to DRI and some of those diverse attorneys have become involved with DRI's Diversity & Inclusion committee.

Diversity & Inclusion Committee's Outreach Efforts

During my service with DRI's Diversity & Inclusion committee, the committee became known as the acknowledged leader among bar and other diversity-focused organizations. As a result, on March 26, 2013, DRI hosted a meeting at DRI headquarters with leaders of the National Bar Association ("NBA"), The Minority

Corporate Counsel Association (“MCCA”), the American Bar Association (“ABA”), the National Association of Minority and Women on Law Firms (“NAMWOLF”), the Institute for Inclusion in the Legal Profession (“IILP”), Hispanic National Bar Association (“HNBA”), National Asian Pacific American Bar Association (“NAPABA”), and other diverse bar associations to discuss how these organizations could work together on diversity-related issues. By all accounts, this meeting was a resounding success and the parties asked that we meet again to continue our dialog. During the meeting, all participating organizations acknowledged and expressed their excitement and appreciation that DRI was leading the effort to have this dialog. They also acknowledged that this was the first time leaders of the various organizations came together to discuss common goals and they recognized the significance of DRI making it happen.

Since this meeting DRI strengthened its partnership with some of these organizations and continues to be known as the leader among bar and diversity focused organizations.

Miscellaneous

In 2013, the Diversity & Inclusion committee completed an upgrade to DRI’s Diversity Retention Manual. This was significant because many law firms’ diversity efforts had stagnated. This updated diversity retention manual became a resource that DRI members and their firms could utilize to enhance their diversity efforts.

DRI PRESENTATIONS

- 2018 Panel presenter on the Diversity and Inclusion Panel at the Canadian Defense Lawyers Annual Meeting.
- 2018 Presenter on the Future Practice of Law at the Texas Association of Defense Counsel Spring Meeting.
- 2017 Presenter at the Mid-Atlantic/Southeast/Southern Regional Meeting on the 95/5 Rule of Attorney Marketing
- **2013 DRI Annual Meeting Moderator**
Selected by John Parker Sweeny to moderate the main stage presentation at the DRI Annual Meeting. The presentation was given by John Rizzo, the former chief legal officer for the CIA.
- **2011 DRI Annual Meeting Moderator**
I was selected to moderate a generational diversity presentation at the DRI Annual Meeting.
- **2009 DRI Recognition**
Featured in DRI’s March 18, 2009, edition of the Voice in the Leader Spotlight Section.
- **2008 DRI Seminar Speaker**
Speaker at the 2008 DRI Diversity Seminar. Topic: Considerations and Strategies for Women and Minorities Navigating the Minefield of Law Firm Politics.

STATE AND LOCAL DEFENSE ORGANIZATION INVOLVEMENT:

Georgia Defense Lawyers Association (GDLA)

Member since 2006.

Serve as faculty for the Georgia Defense Lawyer Associations' Trial & Mediation Academy from 2010 through 2016.

Chair GDLA Trial & Mediation Academy – 2014 & 2015.

Vice Chair GDLA Trial & Mediation Academy – 2013.

Attend and participate in GDLA Winter Board Meetings - 2013 - 2017.

Attend and participate in GDLA 50th Annual Meeting 2017.

Attend and participate in GDLA 51st Annual Meeting 2018.

Iowa Defense Counsel Association (IDCA)

Member since 2013.

Presenter at the 2014 IDCA Annual Meeting.

List any leadership roles in other defense organizations.

Faculty, Georgia Defense Lawyers Mediation and Trial Academy (2011 – 2016). Vice-Chair (2013); Chair (2014 and 2015); Faculty National Institute of Trial Advocacy (NITA Deposition Skills Program – 2011-2014).

Describe your goals if you are elected to the above position.

My overall goal is to follow the objectives and initiatives set forth in the DRI strategic plan. In addition, I will continue to advocate that the executive committee consider the following:

1. Continue to identify and develop alternative sources of revenue for DRI. Alternative Revenue Sources are important to help strength the mission of DRI during a time when the legal profession is rapidly changing. New sources of revenue are especially important to help sustain DRI during the time period when baby boomers are retiring and younger lawyers are determining which of the many organizations they chose to join. Alternative revenue sources will also help sustain DRI as the legal community transitions to more online CLE offerings. Alternative sources of revenue are, and can continue to be, realized by partnering with SLDO's, developing new committees to increase DRI membership and capitalizing on evolving online/on demand offerings.
2. Focus on increasing DRI membership, including introducing, involving and retaining more young lawyers, women and diverse attorneys to DRI, DRI's substantive law committees, and SLDO's. I began my DRI leadership as the membership chair for the Diversity & Inclusion committee. I subsequently served on DRI's membership committee when John Cuttino was the chair of the committee, before ultimately serving as the chair of DRI's membership committee in 2014-2015. My long term involvement with DRI's membership efforts has provided me with an understanding and appreciation of the fact that active membership is central to any organization, particularly DRI. Moreover, with volunteer organizations like DRI, it is imperative to stress the personal benefits members receive from their involvement with DRI. That is why I instituted the DRI Membership: It's Personal articles that were featured in For The Defense magazine. My belief is that our

involvement in DRI is personal to us, yet we share similar experiences with other DRI members so it is important to DRI's membership efforts to explain how involvement in DRI benefits all members and non-members. My knowledge of membership and how to develop a thriving committee has been instrumental in my helping to shepherd the Native Nations and Public Utilities Task Forces from concepts to active participation in DRI.

3. Promote collaborative efforts between DRI's substantive law committees, SLDO's and other organizations: Whenever substantive law committees work with each other, SLDO's and other organizations, DRI benefits. I experienced this as chair of the Diversity & Inclusion committee when it collaborated with other committees. I further experienced this as the board liaison to the young lawyers committee when it partnered with the Tennessee Defense Lawyers Association and other SLDO's when the young lawyer's seminar was held in Nashville; and when DRI has partnered with the sister (ADTA, FDCC, IADC) and other organizations. Through collaborative efforts, DRI is a stronger organization.
4. Promote DRI's Brand: It is extremely important for DRI to continue to grow DRI's brand. DRI must continue to focus on introducing new people to DRI, including business leaders, attorneys, bar organization members and others. It has been my observation that when people experience the DRI way, they are favorably impressed and want to work with and/or join DRI.

What do you believe is the most important issue confronting the defense bar?

I believe the most important issue confronting the defense bar is the continuing efforts to change the practice of law from a profession practiced by trained and skilled professionals to a business model where non-lawyers have the authority to make decisions that can impact the quality of legal representation being provided, and where lawyers are viewed as fungible commodities. This effort has manifest itself from the ABA proposal for non-lawyers to own law firms, to third-party litigation funding where cases are viewed through the prism of an investor's return on investment as opposed to the impact the non-lawyer investor has on case decision making because profitability is more important than justice. When non-lawyers focus on profit motive outcomes, the cost of defending litigation will negatively impact our clients and potentially make it prohibitive for our clients to defend their interest. However, I do acknowledge that litigation funding could be beneficial for some of our clients when it comes to commercial and other types of litigation so my position is somewhat flexible in certain circumstances. Overall, though, I am against third-party litigation funding in the context of personal injury cases.

Define the appropriate role for DRI as the national defense bar organization.

I believe that DRI should continue to focus on providing tangible services to its membership, while also introducing DRI to nonmembers by continuing to be a leader in the legal profession when it comes to the formation of impactful initiatives through the center for law and public policy, Diversity & Inclusion efforts, influencing judicial decisions by filing amicus briefs, educating the judiciary through the NFJE, by collaborating with the sister organizations (ADTA, FDCC, and IADC), other bar organizations, and by focusing on and helping the membership learn about and adapt to future changes in the legal profession. In terms of providing tangible benefits to the members, DRI should continue to focus on educating its members on cutting-edge topics affecting the defense bar, by promoting business development skills and

opportunities, and serving as a beacon for the membership through DRI For Life initiatives. DRI has an established record of providing these services, but needs to continue to aggressively promote these opportunities to increase member involvement.

Hobbies and/or interests

Watching college and professional football, playing chess and watching old movies.

Family – Spouse: Lori Johnson; **Children:** James and Isabella
