



Declaration of Candidacy

Candidates for election as Second Vice President, Secretary-Treasurer, or Director Elected Nationally must complete this form and submit it to the Chief Executive Officer at the principal headquarters of DRI by 5:00 PM (CDT) on July 1st of the year in which the election is held.

National Director Requirements - Directors Elected Nationally or by Region must be Individual Members of the Corporation admitted to the practice of law. Each such director must meet the following qualifications at the time of election: (a) The candidate shall have been a DRI member for a total of at least five (5) years, and (b) The candidate shall have been a member of at least one DRI substantive law committee for at least three (3) years, and (c) The candidate must have registered for and attended at least one (1) DRI Annual Meeting within the previous three (3) years, and, within the three (3) years prior to the final day of the Annual Meeting, the candidate must have 1) registered for and attended at least two (2) DRI seminars, or 2) registered for and attended one (1) DRI seminar and one (1) DRI Regional Meeting.

Please also see the DRI Board of Director and Officer Competencies, attached.

Position sought:

Second Vice President* Secretary- Treasurer National Director

*If you have declared your candidacy for Second Vice President and are not the successful candidate, will you consider the Secretary - Treasurer Officer position?

Yes No

Name Jill Cranston Rice

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How long have you been a member of DRI? 22 years

Areas of practice:

Commercial Litigation, Government Relations and Lobbying, Health Care

I have practiced for nearly 26 years, primarily in West Virginia but am involved in matters across the Midwest. I have represented small and large companies, ranging from small, family-owned businesses to large Fortune 10 companies. I have tried cases to verdict, handled countless contested administrative hearings, and have appeared before appellate courts. I also represent clients, including associations, before all three branches of government, meaning that in addition to my trial and litigation practice, I also seek solutions for them legislatively and administratively through public policy change and frequently file briefs as *amicus curiae*.

Please provide your employment history in chronological order beginning with the current position.

Dinsmore & Shohl LLP – 2007 to Present
Spilman Thomas & Battle, PLLC – 1997 to 2007

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.

Since joining DRI in December 2001, I have contributed to an array of projects that touch a broad range of DRI's activities. I have highlighted several of them in more detail below.

- Member, Board of Directors, Central Region Director, 2020-Present
 - Chair, SLC Engagement Committee
 - Board Liaison, Diversity and Inclusion Committee
- West Virginia State Representative, 2017-2020
- Special Advisor, Center for Law and Public Policy Management Council, 2021-22
- Member, Center for Law and Public Policy Management Council, 2019-22
- Member, Center for Law and Public Policy, 2012-22
- Chair, Center for Law and Public Policy Issues & Advocacy Committee, 2013-2021
- Member, Executive Director Search Committee, 2019
- DRI Representative to Sisters' Working Group on Civil Rules Amendments, 2014-16
- Chair, Asset Freeze Task Force, 2014
- Center Liaison, TRIA Committee, 2013-14
- Annual Meeting Steering Committee, 2010, 2011, 2021, 2022
- Trial Tactics Committee, Steering Committee, Seminar Planning Committee, 2011-12
- DRI Insurance Roundtable Steering Committee, 2007-09
- Member, DRI Annual Meeting Marketing Committee, 2004

- Young Lawyers Steering Committee, 2003-2007
 - State Representative to the Young Lawyer Committee, 2003-04
 - Chair, Young Lawyer United States Supreme Court Swearing-In Committee, 2005-2007

Board of Directors, Central Region Director, 2020-23

In this role, working closely with SNLDO leaders, Regional Directors, and DRI leadership, I have focused on growing the partnership between DRI and our state, local, and national defense organizations. Through these efforts, I have worked to help SNLDO members see the benefit of DRI's vast resources, as well as the benefits of networking and involvement in civil defense organizations more generally.

As an example, when asked to speak at a Pennsylvania Defense Institute meeting, I encouraged several of my Pennsylvania colleagues to attend, join, and get involved. They did and, as expected, have reaped the benefits of their involvement. I was thrilled when one of these colleagues, Jeff Stacko, was named the PDI Young Lawyer of the Year in 2022. It just took some encouragement for someone such as Jeff to discover and take advantage of the benefits that a civil defense organization can provide. Imagine if we all did this.

During my tenure as the Central Region Director, I have worked closely with a team of Regional Directors to host three super-regional meetings for SNLDO leaders. In early 2021, the pandemic forced us to host the meeting remotely, challenging us to develop a program that would engage and inspire while still providing ample idea-sharing opportunities across the three regions and 14 states that participated. Ultimately, we had full and active participation and sent packets to homes or offices so people could participate in a single, cohesive, interactive networking event. We even hosted a friendly competition to raise money for DRI Cares. In 2022, five regions hosted a Super-Regional Meeting in Denver, consisting of 14 states, plus Canada. These Regional Directors collaborated over many months to plan and host an engaging and fun two-and-half day meeting. In 2023, we collaborated with our Canadian colleagues to co-host our regional meeting, again soliciting topics relating to membership challenges, budgeting tensions, and succession and leadership planning.

In each instance, we solicited program ideas from participants before planning and finalizing the program in order to ensure we would deliver the content our SNLDO partners were seeking. We talked with other regional directors during monthly calls to determine what works and what doesn't, with a resulting program that participants found worthwhile.

As an SLDO Officer (see below), I have been attending regional meetings for many years, including when DRI and SLDOs expanded attendance to include SLDO board members beyond its current immediate leaders. They are invaluable sources of information and training for our state partners, just as seminars are for legal education and training. DRI performs an important role in ensuring the vitality of state, local, and national defense bar organizations, and in my role as a Regional Director, I have been as actively committed to the programs and membership of these bar organizations as I have been to DRI. They go hand-in-hand and are mutually reinforcing.

As the Regional Director, I work closely with the state representatives for Michigan, Ohio, and West Virginia. During my tenure, one state had a vacancy in its State Representative. This is an important role because the State Representative should be engaged with the SLDO, but also intimately familiar with DRI as the SLDO's chief ambassador. We delicately navigated identifying and securing a State Representative for the state in question, while balancing the desire of that state to select its own State Representative with honoring DRI's Bylaws. That State Representative will now become a Regional Director, having been a former member of the board of the SLDO, involved as an SLC leader, and having held key leadership positions in The Center for Law and Public Policy.

As a board member, I also assume responsibility for supporting DRI in many other ways. I am not a board member who just shows up. I recruit members. I do not limit my involvement to making my annual contribution to the NFJE, I also send letters to our state's appellate judges and then reach out personally to encourage their attendance at the annual Symposium. In fact, when in Michigan at the MDTC annual meeting in 2022, I approached an appellate judge after he presented. I pitched the NFJE Symposium to him that was to occur just several weeks later, then followed up with the necessary information, and he cleared his calendar and attended as a result.

I do not just attend seminars, but I actively engage our members and serve as an ambassador for DRI. I solicit feedback, and if I see something that isn't going right, I try to problem solve and resolve the issue – all to promote (and protect) DRI and our brand.

Finally, in this role, I have ensured that we work closely with Second Vice-Presidents Jeff Lowe, Anne Talcott, and Pat Sweeney. We collaborate with other regional directors not only during monthly regional meetings or planning the regional meetings, but outside those times when we also routinely idea-share. We host monthly calls with our regions, liaise with our respective SNLDO leaders and State Representatives, and participate in each state's annual meeting. For the duration of my service as a Regional Director, I have enjoyed and benefitted from the regional directors' collaboration and commitment to DRI and our respective SNLDOs, as well as our friendships.

Chair, SLC Engagement Committee, 2021-Present

When this Committee was reinstated in 2021, our general charge was to engage with and provide resources to our 29 Substantive Law Committees. Starting with just 4 members in 2021-22, we undertook to identify particular issues or concerns that the SLCs may have that we could address. We identified a need to share common information and with the guidance of Pat Sweeney, began to focus and streamline monthly SLC Leadership calls into idea-sharing and information sessions. We also sought ways to highlight leaders and provide networking opportunities for SLC chairs and vice-chairs.

In this first year, we created the SLC Toolkit Subcommittee, pulling in members from the Corporate Counsel and Young Lawyers Committee to collaborate on creating the SLC Toolkit, designed to serve as a resource for SLC Leaders, now and in the future. We recognize members are volunteers, so we created a guide where SLCs can go for information, reference, "Best

Practices”, and resources so they do not have to “reinvent the wheel.” It is a living, online tool that changes, and we can supplement easily.

In 2022-23, we asked to grow the Committee and requested the appointment of a Vice-Chair to ensure the Committee’s longevity. Over the last several months, the SLC Engagement Committee hosted individual meetings with all 29 SLCs’ leaders, hosted a series of meetings to share and distill the information, and developed a list of action items as well as a comprehensive report setting forth general recommendations for all SLCs, best practices for SLCs, and themes common across SLCs. Our objective is to use this process and report as a launching pad to help address concerns, enhance member engagement in SLCs (and by extension, DRI), and to identify best practices transferable among SLCs.

In both of these capacities, I assisted Officers Pat Sweeney and Anne Talcott with the development and planning of the 2022 Leadership Conference.

Board Liaison, Diversity & Inclusion Committee

This has been an extremely rewarding committee in which to be involved, and I have attempted to be engaged and contribute by fully committing and participating in the Committee’s activities and initiatives, including by participating in Fly-in meetings, Steering Committee meetings, assisting with seminar planning and soliciting speakers and sponsors, marketing the seminar, and helping to navigate or triage questions. Diversity, equity, inclusion, and belonging are core to my values, so when I joined the board in 2020, I expressed my preference to serve as this committee’s liaison. This committee has taught me much more than I have offered to it.

The Center for Law and Public Policy, Management Council Member (2019-22), Special Advisor (2021-22), Chair of the Issues and Advocacy Committee (2013-21), DRI Representative to Sisters Working Group on Amendments to Federal Rules (2014-16), Chair, Asset Freeze Task Force (2014); Center Liaison to TRIA Committee (2013-14); Member (2012-22)

President Henry Sneath appointed me to serve on The Center for Law and Public Policy when it was formed. I have had the pleasure and honor of watching and ultimately playing a role in the evolution from idea to reality of DRI’s goal to give meaning to the phrase “*The Voice of the Civil Defense Bar.*”

Over a 10-year period, my roles with The Center evolved, from monitoring states’ activities to partnering with SLDOs to provide guidance and resources to defeat (or pass) legislation affecting members and/or the civil justice system to serving as DRI’s representative with the Sisters’ Working Group as the Federal Rules of Civil Procedure were being amended. We thereafter sought to educate our members and state partners on issues like proportionality through articles and presentations.

As The Center’s activities expanded, The Center’s organizational structure evolved. As Chair of the Issues and Advocacy Committee (recently changed to the Public Policy Committee), a number of task forces and working groups undertook several significant issues, all to anticipate issues affecting DRI’s members and the practice of law. During my tenure with the Issues and

Advocacy Committee and the Management Council, our team of invested Center leaders researched and published white papers on emerging topics such as *Nonlawyer Investment in the Legal Economy (2022)*; *Artificial Intelligence and Legal Practice: Management and Ethics (2020)*; *No Independence, No Justice: Challenges to the American Judicial System (2019)*; and *Third Party Litigation Funding: Civil Justice and the Need for Transparency (2018)*, including model legislation to be a resource for states.

I have spoken at two Super Regional meetings, one in 2022 and one in 2023, about the value of The Center to SNLDOs. Even if not an agenda speaker, I *always* have been an active ambassador for The Center in various venues, whether DRI-related or not.

DRI State Representative for West Virginia

As an active DRI member, my responsibility to promote DRI among West Virginia civil defense bar members has been easy. The DTCWV (SLDO) Bylaws require that the State Representative serve as an ex-officio member of the DTCWV's Board of Governors, so I continued my strong commitment to DTCWV during this 3-year term and believe both organizations benefitted from that mutual engagement. I was a regular speaker at DTCWV's annual meetings, participated in DRI's leadership and regional trainings and meetings, and continued to promote and recruit members – all of which have enhanced my knowledge of DRI and history of commitment to the organization and its mission.

In 2020, DRI awarded me with the Kevin Driskill Award as the Outstanding State Representative.

Insurance Roundtable

In 2007-2009, I served on the Insurance Roundtable, a small steering committee that was a flagship program designed to bring together in-house and outside insurance lawyers to discuss emerging issues affecting the insurance and legal communities. In 2008, I spoke at the Roundtable about West Virginia's then-recent insurance reforms and the effect of public policy change on insurers more broadly.

Annual Meeting Steering Committees (2010, 2011, 2021, 2022)

During the 2022 Annual Meeting, Allen Estes and I undertook the primary task of planning and coordinating the SNLDO program. We solicited feedback from regional directors and SNLDO leaders, hosted an engaging lunch and sought to develop a compatible program with the Leadership Conference that would follow on Saturday so the two programs would complement, rather than compete with each other.

We also leveraged the Annual Meeting as an opportunity to highlight the recent activities of The Center for Law and Public Policy, both on the mainstage, where we highlighted the work and White Paper of the Economics of Justice Working Group, as well as The Center's Legislation and Rules Committee through a conversation with LCJ and DRI Center leaders. I moderated both discussions.

During the 2010 and 2011 Annual Meetings, I assisted with sponsorships and helped more generally as a member of the Steering Committee with other components of the meeting.

For the 2015 Annual Meeting, I took responsibility for coordinating The Center's mainstage presentation relating to the amendments to the Federal Rules. I worked closely with the LCJ to develop the discussion on "FRCP Amendments: Fresh Approaches to Scope, Sanctions, and More?" and coordinated the panelists' written submission and appearances.

Finally, in addition to these speaking engagements, I am included on DRI's Speaker List and, as such, routinely speak on various topics at SLDO meetings and have also spoken at DRI events, including as follows:

- 2022 Annual Meeting CLE (Ethics) – moderator (See above)
- 2017 Annual Meeting – Executive Director Program - co-presented with Kit Hornback
- 2015 DRI Webinar on Amendments to Federal Rules - co-presenter with Steve Puiszis
- 2013 Trial Tactics Seminar – panelist
- Wisconsin Defense Counsel – DRI Speaker (2022)
- Defense Lawyers Association of Wyoming – DRI Speaker (2021)
- Pennsylvania Defense Institute Annual Meeting – DRI Speaker – co-presented with jury consultant, Jill Huntley-Taylor (2021)
- South Dakota Defense Lawyers Association Annual Meeting (2018) – DRI Speaker

I currently am slated to speak as the DRI Speaker at the Pennsylvanian Defense Institute Annual Meeting in July 2023, to co-present at Defense Lawyers Association of Wyoming Annual Meeting in August 2023, and to speak at the Idaho Association of Defense Counsel Annual Meeting in September 2023 as the DRI Speaker.

Young Lawyers Committee. My first involvement in DRI was with the Young Lawyers Committee. While I worked on membership initiatives and helped promote the Annual Meeting while on this Steering Committee, I served two terms as the Chair of the Supreme Court Swearing-In Committee. During that timeframe, we coordinated a Swearing-In Ceremony, dinner and reception for young lawyers at the United States Supreme Court. This is where I started attending seminars, making friends, and discovering DRI.

List any significant leadership commitment and involvement within the legal field other than DRI, including but not limited to other legal organizations.

Defense Trial Counsel of West Virginia (DTCWV)

I have a history of not just participating in the Defense Trial Counsel of West Virginia, but of active involvement, even after I rolled off the Board of Governors.

- President (officers' rotation from Secretary through Past President, 2013-18)

- Member, Board of Governors (2001-20)
- Co-founder and Co-chair, Women in the Law Committee (2020-Present)
- Young Lawyer Representative to Board of Governors (2001-2007)
- Annual meeting chair (3 years)
- Annual meeting notebook chair (2 years)
- Nominating Committee (3 years, including Chair)
- Recognized as *2022 Lawyer of the Year*
- Inducted as *Diplomate* in 2021

DTCWV was my first introduction to civil defense bar organizations and pivotal in my professional and personal life. It introduced me to DRI and the extraordinary network of lawyers and friendships, as well as the professional growth available through DTCWV and DRI. The DTCWV was an opportunity for me as a young lawyer to learn from more experienced lawyers in my state, become visible, and ultimately establish my reputation as a lawyer. I developed my credibility more broadly among not only the defense bar, but also among the plaintiffs' bar and the judiciary in our state. Involvement and leadership in the DTCWV has been critical to my success as a lawyer. Importantly, it introduced me to DRI.

During my several years on the Executive Committee, our team created the annual awards program, developed a process for an emergency action plan to protect the organization's information and created policies for access, and hosted a strategic planning session with DRI Past President Mike Weston to develop short and long-term plans for the organization. We also hosted an inaugural Law Firm Leaders seminar to help educate firm leaders on the benefits of DTCWV while also providing a useful law firm management CLE by DRI Past President John Trimble.

Even today, I enjoy working with a small steering committee of friends and colleagues to spearhead the Women in the Law Committee that we launched in 2020, based on the DRI WITL Toolkit. To date, the DTCWV WITL has held two successful in-person seminars, exceeding the organization's expectations, and its activities have attracted new members to the organization.

Trial Tactics (now Litigation Skills) Committee

I served on the planning committee for this seminar in 2012-13 and was a panelist during a presentation that addressed tips and pitfalls of the national-local counsel working relationship.

Association of Defense Trial Attorneys (ADTA)

Recently, at the request of ADTA President Jim Craig, I agreed to serve as Co-Vice-Chair of the ADTA's National Legal Issues Committee for 2023-24.

In addition to the ADTA, I also have been nominated and selected for membership in DRI's sister organizations, FDCC and IADC.

Dinsmore & Shohl LLP Board of Directors

I am in my third year of a three-year term on our firm's Board of Directors. Elected on a firmwide ballot by all equity partners, I am mindful of the fiduciary duties our 21-member board has to our partners every day, whether they relate to conflicts of interest that may be against my interest, managing A/R, addressing associate development, discussing growth strategies, establishing firm policy, or setting compensation. This role is one that demands the leadership quality that is sometimes difficult but required: making tough decisions when necessary.

Like DRI, the Firm's Executive Committee largely handles many issues that require more frequent attention, and the day-to-day firm operations are handled by our professional executive team. As a member of our firm's leadership team, however, I chair the Committee that addresses engagement and retention of our nearly 750 business professionals across the firm's footprint. We oversee the annual evaluation process and identify strategies for recruitment and retention. We have subcommittees. Some of our work is handled by our executive professionals. We do not micro-manage, yet we balance this with our need plan for the future and our fiduciary duties to our partners.

Why do you wish to join the board of directors or become an officer and what skills, abilities and attributes identified in the Board of Director/Officer Competencies can you bring to the role?

DRI has transformed my professional and personal life. I want to help create the same transformation in other peoples' lives that DRI has delivered to me.

In my various roles across DRI, I have gained deep perspectives about the various roles that DRI plays and *can play* for our members. I am confident that I can help integrate the perspectives I have gained from these roles to help realize DRI's potential to positively impact the lives of our members while helping DRI grow into the next phase of its development.

DRI is at an inflection point. We have undergone change, both structurally and as a necessary result of the pandemic, and DRI is now moving forward successfully and with renewed optimism. Now that positive forward momentum is being achieved, we want to take DRI's renewed platform and help drive the opportunities this creates to further enhance DRI and the benefits it provides to our members in a meaningful way. I believe we can think big when we consider how DRI can positively impact the careers and personal aspirations of our members and how we can deliver a return on their investment in our organization.

Vision. I have a vision, and I am committed to making a meaningful contribution. I believe that in 5 years, DRI can:

- be in the public conversation about every significant issue affecting the civil justice system, ensuring The Center for Law and Public Policy is the Voice of the Civil Defense Bar

- be the go-to organization for anyone looking for an opinion and meaningful input on federal and state issues
- achieve its goal of 30,000 members
- be the go-to, primary center for legal education for civil defense lawyers
- be a pre-eminent forum in which experienced lawyers can be confident their associates can learn and be trained, not just about the law, but also the soft skills essential to the practice of law
- be the host of the premier, not-to-miss seminars for social and networking opportunities
- be the organization that corporate partners expect their outside counsel to join
- have members join and engage for their entire careers
- make objectively measurable progress in the numbers of diverse lawyers and professionals working in our industry through its focus on diversity and inclusion
- integrate young lawyers and diverse lawyers across all aspects of DRI's operations
- energize young lawyers, building on the excellent work of our Young Lawyers Committee

Collaboration.

I have enjoyed and been honored to serve DRI in various capacities for more than 20 years. My Board service during the last three years, coupled with my diverse experiences in the organization, have helped me to understand where DRI is right now and what it needs. It is an exciting yet pivotal time for DRI as it transitions into a time of comfort with CEO Dean Martinez and the CEO-structure, with changes that are making DRI more member-focused and more fiscally-responsible, while thinking much bigger about what DRI can be. This is exciting, and I would like to serve in a meaningful and expanded role to continue the good work that this team has begun.

I can be a thoughtful, inclusive, balanced, forward-thinking leadership voice on the Executive Committee. I have good, transparent working relationships with members of the current Executive Committee and believe that I, too, can complement the current leadership of DRI in an innovative, open way.

I bring broad experience in the organization and a set of skills, gained through various professional and civic roles that have kicked my tires and provided me a level of leadership maturity to handle any number of scenarios in a collaborative and innovative way.

In short, there is more that I want to do, and I would like to be part of this leadership team in an expanded role to help DRI grow and to help our members reap all benefits DRI has to offer.

Passion. I am passionate about what DRI has done for me, and I want to pay it forward. I am naturally a positive-thinking person, so the opportunity to potentially expand my role with DRI to ultimately increase value to members is exciting. I would love to share my passion for DRI with others on an elevated platform.

What suggestions would you make to move the organization forward?

DRI is moving in the right direction. We have crossed the Covid-hump and are returning to a time of normalcy and engagement. In order to achieve the strategic objectives identified above, there are a few suggestions to explore.

Regularly listen to our membership.

Currently, DRI conducts surveys. We should continue to do this and explore enhanced opportunities to reach out to those members who are not engaged. We should be identifying committee members who are not attending seminars or volunteering for Steering Committee roles to determine what value they are seeking from DRI. If a member does not register for any seminar, on-line program, request information on an expert, or log on to the DRI website for a certain period of time (e.g., six months), we should explore what value he or she is seeking from DRI.

Evaluate who we are.

DRI is an organization of lawyers representing business. We need to grow DRI's membership by numbers and diversity. We also want to grow DRI's network and expand its reach to help our members individually and collectively. As we encourage our corporate clients and our law firms to join DRI, we should explore how we define our membership criteria. There are many clients and firm lawyers who could provide meaningful value to DRI and, in turn, reap the benefits of membership in DRI. These individuals may not be "civil defense litigators" but they would be capable of contributing to the Corporate Counsel Committee, the Diversity and Inclusion Committee, Women in the Law Committee, Ethics and Professionalism Committee, and Law Practice Management Committee, among others. Indeed, there are lawyers exclusively representing business, who are not eligible to join DRI today.

While we do not want to change the fabric of DRI's identity, there are opportunities to grow DRI through natural, mutually-beneficial relationships among "lawyers representing business." Similarly, many members represent "insureds" or other individuals in a non-plaintiff setting that do not squarely fall within the term "business." These are issues the Membership Committee could examine as we seek to grow.

Leverage the Law Practice Management Committee.

DRI's affinity-group SLCs address issues that law firms could and should be addressing. Law firm leaders are critical to these conversations. As a result, DRI can call on the Law Practice Management Committee and the Corporate Counsel Committee, which both could potentially be helpful in leveraging firm leaders' participation. We should explore opportunities to collaborate on programs and teaching/learning opportunities. By working together, we may be able to have impactful conversations to invoke meaningful change in our industry.

Continue to Promote the DRI Brand.

DRI could be the best economic investment law firms can make – in CLE, in associate training and development, in its DEI initiatives, in creating platforms and networking

opportunities, in connecting DRI's members with clients, and being on the frontlines of issues affecting law firms, lawyers and their practices.

DRI's membership team is aggressively promoting firm membership, and its marketing team is making significant progress in improving its brand and social media presence, including through members' posts, which helps expand DRI's presence. We should continue to aggressively encourage our members to utilize all of the various messages that DRI brings to us as professionals and people to promote the benefits and return on any investment made in DRI.

Describe one transformational/defining experience in your professional life you have been involved with and what you learned from that experience.

In 2004, the Board of Directors of the West Virginia Insurance Federation (the "Federation") appointed me as its president. The Federation is the state trade association for property and casualty insurance companies doing business in West Virginia. In this role, I serve as its lead lobbyist and run the association, serving as its executive director. Members are dues-paying insurance companies that write more than 80% of the auto, homeowners, and workers comp policies in our state.

This appointment was transformational because it increased my visibility as a lawyer and lobbyist at age 32, while also providing me invaluable professional life experiences and training, many of which relate directly to the Officer Competencies.

First, when I assumed the role, our state was in the midst of a significant insurance crisis. The state desperately needed reform, including the repeal of the third party bad faith cause of action. This was still permitted in our state and was a bread and butter cause of action for plaintiffs' lawyers. I spearheaded the effort to tackle the issue. We met, strategized, and collaborated with various stakeholders. Ultimately, we raised (a lot) of money, developed a grassroots and media campaign, lobbied the new governor (then-Governor Joe Manchin), traveled the state to meet with media outlets, drafted a bill, lobbied the legislature, and passed significant insurance reform in 2005. This ultimately returned more than \$500 million to policyholders in the form of lower premiums over the next three years.

Achieving this insurance reform required a vision, strategic planning, collaboration with competitors and stakeholders, influence at many levels, reputational respect, accountability over nearly a year of work, the ability to communicate in various situations, the ability to work as a team, innovation, and leadership.

Additionally, in this role, as the public spokesperson for our lobbying clients, I have been professionally media-trained, and I routinely speak to media and others, including testifying at legislative and other hearings. When advocating for the insurance reform, I regularly met with media and was on television and radio, including two separate radio shows where I answered live call-in questions, some of which were hostile. This helped me to understand the importance of developing a strong brand and articulating and staying on message.

As the Federation's President, the responsibility for maintaining the organization's fiscal and operational health falls on me. While we have a Board of Directors, it is advisory. We meet regularly, but our team (like DRI staff, although on a much smaller scale) schedules meetings of our insurance company member representatives, invoices and collects dues, budgets, handles all communications, guides discussions and agendas, and ensures appropriate insurances and filings are in order, etc. I know first-hand how non-profit organizations work.

Since 2004, I have developed a keen ability to effectively facilitate and lead a collective group of individuals, including these competitors, to productive outcomes, while actively participating in discussions. We intentionally have worked social activities into our meetings and develop our legislative agendas in a particular format so no single company (with a greater market share, for example) leverages that as authority over other members. We are fiduciaries to the interests of the association above a single member and ourselves.

Describe the greatest challenges and opportunities that lie ahead for DRI over the next five+ years.

Every challenge presents an opportunity.

Re-discover In-Person Seminars. The post-Covid environment has affected people's desire to join organizations and attend seminars. DRI has leaned-in to online learning, and several SLCs have leveraged this to create regular online learning sessions, giving members speaking and learning opportunities. DRI, however, needs to explore ways to encourage lawyers to re-discover the value of DRI's in-person networking opportunities because there is no substitution for in-person connection, dine-arounds, and getting to know someone and building a friendship through DRI.

For those of us who know and have reaped the benefits of DRI over the years, it is easy to demonstrate DRI's relevance to lawyers, both educationally and socially. However, while it seems that more and more people are disconnecting from in-person events, we need to identify ways to encourage lawyers to return to in-person events by highlighting the relationship, referral, and networking benefits of involvement.

Meanwhile, the costs of in-person events have continued to climb at exorbitant rates. A laser-focus on driving attendance by not just committee members, but also by our SNLDO, clients, and to the broader legal community, before, during, and after the seminar, will help grow the strong DRI seminar brand and drive attendance to realize some of the cost efficiencies created by a critical mass of attendees.

DRI's Relevance.

On a related topic, because people generally are not "joining" organizations at historical rates, DRI must ensure it is relevant to members and prospective members, which is directly linked to the value it provides. Because it is different for each person, DRI needs to meet

members where they are. Some members may want top-notch education. Others may want DRI to be engaged in policy initiatives, while others may seek training and opportunities, or networking and a referral network. While DRI provides all of these, the benefits largely depend on the level of a member's engagement. Thus, it is important to promote the 360-degree value that DRI provides to *everyone*.

DRI surveys members, and we need to continue to be responsive to this feedback. Increasing participation at in-person seminars and events is just one part of the global organizational picture. Members also include those who do not regularly attend seminars, or who may miss one year and then disconnect for an entire 2-year cycle. We should ensure these members attend the annual meeting or have another opportunity to reap DRI's value. Members also include SNLDOs, and they should continue to be able to rely on DRI to educate them on emerging issues affecting members, to give organizational resources and best practices in the form of a Toolkit similar to the SLCs', to connect them with their sister SNLDOs, and for assistance in training their rotating officers.

Similarly, DRI's engagement in issues of national and state importance also provides membership value. When states like New York and West Virginia, for example, faced challenges, The Center weighed in to support SLDOs' efforts. SLDOs appreciated DRI's influential voice, thus providing meaningful value to members.

Confidence in the Judiciary.

A September 2022 Gallup poll indicated that Americans' trust in the federal judicial branch was at its lowest point in Gallop's 50 year history. Regardless of any reason, it is imperative that we – lawyers, leaders, and officers of our courts – serve as ambassadors of a fair and balanced court system. DRI and The Center provide us the ability to do that, serving as thought leaders on issues relating to judicial independence, encouraging members, including our SNLDO partners, to reach out through regular meetings and reporting for assistance, and through the filing of briefs as *amicus curiae*. It is incumbent on DRI, through The Center as *The Voice of the Civil Defense Bar*, to undertake efforts, through scholarship, speaking, and using DRI's vast platform, to educate members and the public on the need for an independent judiciary. This also is an opportunity to work across the proverbial "v" to collaborate on efforts to restore confidence in our judicial system, as The Center's 2019 White Paper suggested. As a member of the West Virginia State Bar's Commission on Judicial Independence, we work with members across the bar because this is an issue that affects all practitioners.

DRI's continued support of the National Foundation for Judicial Excellence is imperative, and the Center should continue to be proactive in its efforts to educate and reach out to members to be ambassadors of an independent judiciary.

Decline of Jury Trials and In-Person Proceedings.

There are a number of reasons for the decline in jury trials, including the increasing costs of litigation and the fear of nuclear verdicts (another significant issue under examination by The Center's Social Inflation Task Force), but Covid exacerbated the issue by moving many in-person proceedings to a virtual forum. There are at least two clear consequences: (1) cases are being

resolved based on discovery, not merit, and (2) lawyers are not being trained on these hard skills required to try cases.

First, The Center can continue to be a leading voice on issues such as the preservation of jury trials, social inflation, third-party litigation funding, and nuclear verdicts—all of which contribute in some measure to the risk assessments our clients face. DRI also can meaningfully help provide skills training to young lawyers. Our members include the most successful civil defense lawyers in the country who would be willing to teach and pass along their skills. The Young Lawyers Committee has held two successful “add-on” skills-based sessions at the end of their seminars in 2022 and 2023. We should evaluate how to expand these sessions.

Artificial Intelligence.

DRI will have to be a leader in this conversation as AI continues to emerge. There already has been significant progress since The Center for Law and Public Policy published its 2020 white paper, but now more than ever, we are seeing the need for The Center to engage on behalf of the civil defense bar to address whether and what regulation is appropriate. Firms and our clients are already utilizing AI-driven tools for legal processes and management solutions. While daunting given the seemingly-fast emergence of these algorithm-based tools, this is an opportunity for DRI and The Center to be a thought leader and voice on this issue. Both should consider and address issues affecting our members’ practices, from an ethical, economic, productivity, efficiency, competence, innovation, privacy, governance, human, and social justice standpoint.

Lawyer Wellness.

Mental health, addiction, and wellbeing will continue to be a challenge for our industry as demands continue to increase. The DRI Foundation and, specifically DRI for Life, is remarkably in tune with these issues and proactive at education and hosting a robust set of activities and programs for members. DRI for Life can be a national leader in the lawyer wellness space. It should continue its good work by seeking out additional ways to partner with the sister and other legal organizations, corporate partners, and our SNLDO partners to continue to educate the profession on tools and resources. As the Foundation’s activities continue to grow in depth and breadth, DRI may need to commit more resources to the Foundation, particularly if DRI can assist members with the profession’s increasing behavioral health, addiction, wellness needs.

DRI strives to be governed by a diverse board of directors—in terms of race, ethnicity, age, gender, religion, sexual orientation, disability, location, and/or professional level, and other facts that enhance diversity and inclusion --- who can and will help advance DRI’s goals through the power of collaboration. In what ways have you demonstrated a commitment to Diversity, Equity and Inclusion in your work, and how will your DE&I experience inform your contributions as a Board member?

Understanding and learning about others’ perspectives and experiences have been fundamental to my life experience and how I view the world. I am the daughter of school

teachers who pushed me to proactively immerse myself in activities that would provide opportunities for me to learn and grow.

I am an active member of our Firm's Diversity, Equity, and Inclusion Committee, including "In Law & Equity", the firm's LGBTQ+ Affinity Group. I also have served as an LCLD Mentor to help minority law students navigate law school and improve opportunity pathways. When I joined the DRI Board of Directors, I reached out to DRI President Emily Coughlin to express my preference for the Diversity & Inclusion Committee, based on my commitment to and passion for DEI issues.

In 2014, West Virginia's Legislature switched to Republican control for the first time in 83 years. As a result, a caucus of the new legislature introduced a number of bills that would have had a discriminatory effect. As a lobbyist representing business, I was approached by a historically social-issues organization to lobby for it to oppose legislation. It wanted to give a business voice to these issues, recognizing that its narrative would need to change given the make-up of the new Legislature. I did that, and over the next year, led an effort to pull together and create a nonpartisan coalition of business and industry stakeholders to oppose legislation that purported to address interstate commerce and the religious rights of employees when that was not the case. Instead, these bills would have invalidated nondiscrimination ordinances, eroded employer/employee relationships, and exposed employers to additional litigation claims and costs.

These stakeholders included communication companies, energy companies, insurance companies, and utilities and manufacturing companies, among others. We based the coalition on similar coalitions formed in Indiana and Georgia to oppose specific bills. We developed a name, mission, bylaws, and a board to create *Opportunity West Virginia* in 2015, the first 501(c)(4) organization of its kind in the country.

We created this team of stakeholders because there was not a unified voice for business speaking out against discriminatory policies in our state. Given that 97% of Fortune 500 companies have non-discrimination policies, and West Virginia works hard to grow its economy and its population, this was a voice that we needed to insert into the legislative conversation. Opportunity West Virginia opposes discriminatory legislation, and I am its founder, president, and spokesperson.

This experience—from identifying the need, developing the seed of an idea, to stakeholder invitations, meetings in our office conference room, drafting formation documents, and developing a mission statement, bylaws, and a logo and branding—has given me perspective in my various leadership roles. The development of this coalition involved vision, strategy, collaboration, leadership, innovation, promotion, governance, management, marketing, and branding.

More importantly, it continues to challenge me. I frequently am the sole business voice at a committee or public hearing to testify against a bill that has strong legislative support.

Is there anything else you would like to add that has not already been previously stated?

For the last four years, I have chaired the Board of Directors of Highland-Clarksburg Hospital, a 115-bed, private, non-profit behavioral health hospital located North Central, West Virginia, which serves our state and region. It provides acute, comprehensive psychiatric and substance abuse services to youth, adults and the adult forensic population. During my tenure, we have experienced significant challenges, including overcoming significant financial distress. Having joined the board just a year before my election as chair, I assumed the leadership of this advisory board in a transitional period. I had chaired the search committee for a new CEO, transitioned her and the executive team into leadership roles, and over the last four years, strategically planned a difficult yet necessary, multi-faceted plan to “right the ship.” The hospital had experienced significant losses and was behind on numerous vendor payments, so the Board and executive team immediately undertook various tactical steps to address the urgent problems.

Maintaining the hospital’s commitment to patient care, we also had to ensure the short and long-term viability of the hospital, including through the unforeseen challenges of the Covid pandemic and during times we were not sure we would make payroll. We made tough decisions, including realigning the organization to create efficiencies. Because the hospital has long-term, residential patients, state regulators approached our facility as a long-term care hospital during the pandemic, heightening demands and regulations on our teams.

Over the last quarter, the hospital has stabilized its operations and *excluding* Covid relief money, it has paid off debt and now is posting positive cash flow. We plan to re-open a unit, enabling the hospital to expand the care it provides.

I understand the fiduciary and advisory role of non-profit boards of directors. This role underscores my ability to manage and lead a complex organization, to understand nonprofit organizations and their governance (I chaired the Bylaws Committee), to influence, communicate, manage conflict, collaborate with the board and the hospital’s executive team, seek out solutions in the face of significant challenges, and be strategic. It also evidences my understanding of the role of a fiduciary. We had to make very difficult decisions while putting the hospital and patient care first.

Finally, I satisfy all requirements for this position and am willing and eager to serve as a fiduciary of DRI. I am committed to the duties of loyalty, care, diligence, collegiality, and independence of conflict. I understand the role and responsibilities of an officer and member of the Board, as set forth in the DRI Board of Director Competencies, dated June 1, 2023. Thank you for your consideration.