



Formstack Submission For: 2026 DRI Declaration of Candidacy

Position Sought: 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?:

Name: Larry Ebner

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How long, in years, have you been a member of DRI?: 15

Areas of Practice:

Appellate Litigation — I handle appeals and file amicus briefs in the U.S. Supreme Court and federal courts of appeals, and occasionally in state appellate courts. My focus is on cases that involve federal constitutional, statutory, or regulatory issues.

- Capital Appellate Advocacy PLLC (2016 – present) — Founder of a national, solo-practice appellate litigation boutique based in Washington, D.C.

- Atlantic Legal Foundation (2020 – present) — Executive Vice President & General Counsel of a nonprofit, nonpartisan, public-interest law firm that advocates for free enterprise, sound science in judicial & regulatory proceedings, protection of property rights, limited & responsible government, individual liberty, and effective education

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

- Dentons US LLP (2015 – 2016) — Partner & Appellate Practice Leader in the U.S. division of global law firm

- McKenna Long & Aldridge LLP (and Washington, D.C. predecessor firms) (1974 – 2015) — Partner & Appellate Practice Leader; D.C. Office Managing Partner [Dentons acquired McKenna, Long & Aldridge in 2015]

- U.S. Department of Justice (1972 – 1974) — Honors Program Trial Attorney in the Civil Division at Main Justice

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.:

DRI Awards

- Tom Segalla Excellence in Education Award (October 2024)
- DRI Leadership Award (October 2024)

DRI Center for Law & Public Policy

- Chair (2023-2024); Vice Chair (2021-2022)
 - Led the Center Management Council
 - Helped steer The Center and guide its Public Policy, Legislation & Rules, and Amicus Committees
 - Promoted The Center both within and outside of DRI
 - Worked closely with Jay Ludlam and Sean Dolan on Center task force and working group activities
 - As immediate past chair, served as the Center Management Council's liaison to the Center Advisory Council
 - Recruited Exxon Mobil Corporation, Bayer Corporation, and Hollingsworth LLP as members of the Center Advisory Council

DRI Amicus Committee

- Chair (2017-2018); Vice Chair (2015-2016); Emeritus Member (2025 – present); Member (since 2013)
 - Panelist, "Strategic Use of Amicus Support: When to Seek It, How to Get It, and Tips for Working with Amicus Counsel," Lunch & Learn Webinar for DRI
- Corporate Counsel Committee (June 2026)
 - Authored approximately 10 Supreme Court amicus briefs on behalf of DRI
 - Authored or co-authored additional amicus briefs submitted jointly by DRI & the Atlantic Legal Foundation
 - As chair & vice chair, recommended and vetted Amicus Committee appointments; reviewed and commented on amicus support requests; implemented quality control

case-manager system for amicus brief authors; developed amicus support request form

* As discussed below, this past year I have been teaming with John Parker Sweeney to develop strategies for enhancing DRI's appellate advocacy profile and expanding DRI's appellate attorney membership, including by increasing the number of DRI amicus briefs and amicus brief authors.

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

DRI Appellate Advocacy Committee

- Vice Chair (2026 – present); Publications Chair (2014 - 2019); Publications Vice Chair (2012-2013)

— As vice chair, developing strategies to revitalize the Appellate Advocacy Committee, including by increasing its focus on appellate litigation skills development and increasing coordination with the DRI Amicus Committee

— Organized & moderated Appellate Advocacy Seminar panels in 2012, 2014, 2017, 2018, 2019 & 2021

— As publications chair, produced Certworthy newsletter and solicited/edited articles for The Voice, For The Defense, and In-House Defense Quarterly

— Recorded DRI on-demand webinar about amicus brief strategy, preparation, and procedures

National Foundation for Judicial Excellence

- Member, Board of Directors (2011-2014)

— Helped plan NFJE's 2012, 2013, & 2014 Symposia

— Participated in panel presentation on federal preemption of tort claims at 2009 NFJE Symposium

Author of Numerous Articles for DRI
Publications

- What I've Learned About Solo Practice, The Voice, 2026
- I Lost the Election, But Feel Like a Winner, The Voice, 2025
- Five Myths About Appellate Lawyers, For The Defense, 2025
- Moving Forward With DRI's Center for Law and Public Policy, For The Defense, 2023
- Welcome News! The Supreme Court Proposes to Ditch the Amicus Brief Consent Requirement, The Brief Case, 2022
- How Appellate Lawyers Can Use LinkedIn to Promote Their Practices, Certworthy, 2020 (co-author)
- Email Do's & Don'ts for Lawyers, The Voice, 2020
- Flat-Fee Legal Billing Can Liberate Attorneys, For The Defense, 2020
- Newest Justices' Dueling Opinions Sparkle, For The Defense, 2019
- A Broader View of the U.S. Supreme Court Bar, Law360 (republished in For The Defense), 2019
- Justice Kavanaugh's Debut Supreme Court Opinion, The Voice, 2019
- Why I Like Practicing Solo, The Voice, 2018
- Collaborate Collegially on Legal Writing, For The Defense, 2018
- In-House Counsel "Multi-Purpose" Communications Shielded from FTC Probe, In-House Defense Quarterly, 2018
- Thinking Amicus, For The Defense, 2018
- Learning The High Art Of Amicus Brief Writing, For The Defense, 2017
- Update: DRI Amicus Committee, For The Defense, 2017
- Tips For Conducting Attorney-Client Privileged Internal Investigations, In-House Defense Quarterly, 2016

- How Technology Has Improved Legal Writing, For The Defense, 2015
- Amicus Brief FAQs, In-House Defense Quarterly, 2015
- Making Strategic Use of Amicus Briefs, For The Defense, 2015
- How To Choose & Hire An Appellate Attorney, In-House Defense Quarterly, 2015
- Can FIFRA Preemption Be Revived?, For The Defense, 2015
- Untangling a “Little Snag” At the Supreme Court, Certworthy, 2015
- A Federal District Court’s Inverted View of Litigation Holds, For The Defense, 2015
- Protecting Privileged Internal Investigation Communications, In-House Defense Quarterly, 2014
- Supreme Court Still Divided Over How To Interpret Express Preemption Provisions, DRI Today, 2014
- Defending Battlefield Contractors, For The Defense, DRI, 2013
- How To Oppose A Cert Petition, For The Defense, 2012
- The United States As Amicus Curiae: Making Uncle Sam Your New Best Friend, Certworthy, 2011

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?:

My desire to join the Board has only grown stronger since my candidacy last year. Although I was not selected by the Nominating Committee, the election process itself was very rewarding. As I described in the post-election article that I wrote for The Voice, I Lost the Election but Feel Like a Winner, the dozens of conversations that I initiated with board members, candidates, past presidents, and other DRI leaders were deeply insightful, especially about DRI’s ongoing challenges and priorities. Those discussions reinforced my enthusiasm for contributing to DRI at the Board level.

During the past 15 years, I have been privileged to serve DRI in a progression of leadership roles. These experiences have given me a comprehensive understanding of DRI's structure and objectives, and the needs of its members. Joining the Board would enable me to build on that foundation and continue contributing to this special organization, which I believe plays a vital role in the American legal community.

I continue to work full-time in my appellate practice and remain fully engaged in DRI leadership activities.

As those who know me can attest, I interact with other attorneys in a respectful and collegial manner, even when we disagree. I would bring this same collaborative attribute to the Board along with my tireless work ethic and ability to "get things done" in a timely and efficient manner. I believe that these are the types of leadership qualities that enable a Board member to add value to DRI and advance its mission.

I also believe that the Board would benefit from the perspective, experience, and skills that I bring as a seasoned, Washington, D.C.-based appellate litigator. As a member of the Board, I would work to help DRI expand its appellate-litigator membership and further strengthen the organization's national appellate-advocacy voice. My work with the Atlantic Legal Foundation—directing its top-ranked amicus program and writing most of its amicus briefs—enables me to stay on top of current and emerging judicial developments that are critical to the civil defense bar. These include, for example,

the plaintiff bar's efforts to forum-shop mass tort litigation by circumventing personal-jurisdiction principles and to present junk science to juries. My long involvement with DRI's Center for Law & Public Policy has further deepened my understanding of important civil defense bar issues such as third-party litigation funding and juror-pool bias.

As a member of the Board, I would continue contributing to the Amicus Committee, and also hope to serve as liaison to, and possibly progress to chair of, the Appellate Advocacy Committee. Given my professional knowledge and experience, I also believe that I could add value as a Board liaison to the Drug & Medical Device, Product Liability, and Toxic Torts & Environmental SLCs.

What suggestions would you make to move the organization forward?:

DRI has a significant opportunity to expand its membership among appellate litigators and to enhance its role as an influential appellate advocate for the civil defense bar.

With the support of the Executive Committee, I have been collaborating with John Parker Sweeney since the 2025 Annual Meeting on strategies to better attract and serve attorneys who engage in appellate litigation. This includes not only attorneys who are, or aspire to be, appellate specialists, but also trial-level practitioners who occasionally handle appeals.

John and I also have devoted substantial time to exploring ways for DRI to elevate its profile as a filer of high-quality amicus briefs in the Supreme Court, federal courts of appeals, and state supreme courts on issues of exceptional importance to the civil

defense bar.

In considering potential strategies, we have consulted with members of the Executive Committee, the Center for Law & Public Policy, and leaders of the Appellate Advocacy and Amicus Committees.

From these discussions, two core goals have emerged:

- Attracting and engaging more members—particularly younger and mid-career attorneys—through enhanced appellate-skills training offered by the Appellate Advocacy and Amicus Committees.
- Strengthening DRI's amicus program and positioning the organization once again as the nation's leading appellate advocate for the civil defense bar. As a member of the Board, I would welcome the opportunity to present these objectives for discussion and to work with DRI leadership on specific strategies for achieving them.

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

The most transformational and defining experience of my professional life was my decision, after more than four decades at a continually expanding, now global, law firm, to step away in 2016 and launch my own solo-practice appellate boutique. As I explained in my June 2026 essay in *The Voice*, *What I've Learned About Solo Practice*, the move has reshaped both my professional self-identity and external profile as an appellate lawyer, broadened my national network, and opened doors to opportunities that would not have been possible within a large-firm environment.

These are some of the key lessons I have learned as a solo practitioner:

- Solo practice is not isolating. I continually interact with a wide range of law firms and attorneys—on cases, through DRI, and in other organizations.
- Solo practice is professionally satisfying. For example, my work for the Atlantic Legal Foundation earns widespread recognition for my appellate analytical and brief-writing skills. I also am one of relatively few solo practitioners to have been selected as a Washington, D.C. appellate “Super Lawyer” (now nine consecutive years).
- Solo practice is genuinely enjoyable. I engage in extensive professional writing and speaking, and keeping my own website and social media presence current is both professionally and personally rewarding.
- Solo practice has no age limit. There are no arbitrary retirement expectations, and I can continue to put my professional skills to good use for as long as I choose.
- Solo practice offers professional autonomy. I value the ability to chart my own course, including devoting substantial time to DRI.

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

Expanding and maintaining membership, especially among younger attorneys, will continue to be one of DRI’s greatest challenges, as well as a significant opportunity.

As I discussed above, I believe that attracting and engaging more appellate attorneys presents an important opportunity for DRI. For example, in Washington, D.C., DRI is significantly under-represented among the many large-firm Supreme Court and appellate practices. The practice leaders in these firms often do not recognize the benefits and value of DRI membership.

Yet the attorneys in these firms represent a substantial pool of new members and increased revenue for DRI. Through my work for the Atlantic Legal Foundation, I interact with many Washington, D.C.-based large-firm appellate attorneys at all career levels, and as a Board member, would be well positioned to help recruit them to DRI.

The growing availability of online CLE content is another challenge because it can reduce attendance at DRI's live seminars. Although DRI has expanded its online offerings, it will need to continue demonstrating the unique value of its in-person programming, both for professional development and networking. I believe that providing additional in-person skills training for aspiring appellate attorneys would be attractive to both existing and prospective members.

As the national association of lawyers who defend business, DRI also will need to remain faithful to its core purpose by developing strategies to counter the plaintiff bar's continually evolving tactics. The Center for Law and Public Policy, in conjunction with the SLCs and SLDOs, is well positioned to lead this effort and to ensure that DRI remains the foremost advocate for the civil defense bar.

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

I strongly believe in diversity and inclusion, and in equal opportunity for all individuals based on merit. If elected, I will work as a National Director to support DRI's efforts to expand leadership and membership opportunities for lawyers from a wide range of backgrounds.

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?:

I always have enjoyed mentoring younger lawyers. Earlier this year I volunteered to serve as a mentor in DRI's Diversity Professional and Business Development Mentoring Program, and was disappointed to learn that all of the mentoring slots already had been filled. I plan to volunteer again.

I also have demonstrated a commitment to diversity outside of DRI. For example, to broaden the Atlantic Legal Foundation's leadership team, I recruited one of the nation's relatively few Cuban-American corporate CEOs to join the Foundation's Board of Directors. And I have served for more than 30 years as an informal mentor to a Black entrepreneur in Washington, D.C.

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

I satisfy each of the National Director eligibility requirements. Thank you for conducting such an open, well-planned election process and giving thorough consideration to each candidate.

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