**Richard F. Ziegler**

**Independent Arbitrator and Mediator**

Richard F. Ziegler

AcumenADR LLC

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Overview:

Richard F. Ziegler is an experienced arbitrator in international and domestic matters and an accredited mediator, including for international matters. As a former general counsel of a major multi-national company (3M Company, 2003-2007) and a former outside litigation counsel (Cleary, Gottlieb, Steen & Hamilton, 1984-2002, and Jenner & Block, 2007-2019) with extensive experience over four decades in financial, technology-intensive and regulatory matters, Mr. Ziegler is well equipped to manage and fairly arbitrate or mediate complex disputes.

In recent years Mr. Ziegler has served as arbitrator in more than 90 proceedings. His assignments have been roughly evenly divided between international and domestic matters. He has served as chair, sole arbitrator and co-arbitrator in cases administered by the ICC, ICDR, HKIAC, CPR and AAA and in *ad hoc* panels.

Mr. Ziegler’s proficiency and comfort with the use of technology in dispute resolution proceedings is illustrated by his dabbling (with party consent) with the Artificial Intelligence-related “ClearBrief” application promoted by the AAA-ICDR, for which he has received a “Clearbrief AI Academy Badge,” as well as his work as Chair of the Task Force on Remote Video Arbitration Proceedings convened by the International Institute for Conflict Prevention & Resolution (“CPR”) in April, 2020 to respond to the increased need for remote proceedings caused by the COVID-19 pandemic. CPR published the Task Force’s “Annotated Model Procedural Order for Remote Video Arbitration Proceedings” on April 21, 2020 and issued an updated version in August, 2021.

Mr. Ziegler is a Fellow of the Chartered Institute of Arbitrators, the College of Commercial Arbitrators and the National Academy of Distinguished Neutrals. He is a member of the panels of arbitrators maintained by the International Centre for Dispute Resolution ("ICDR"), the American Arbitration Association (Large Complex Case Panel and Aerospace, Aviation and National Security Panel), the Silicon Valley Arbitration and Mediation Center (Tech List) and CPR (National Panel of Distinguished Neutrals; General Counsel Panel; Technology (patent) Panel; Financial Services Panel; Cross-Border Panel).

Mr. Ziegler is ranked in *Chambers Global* and *Chambers USA* (Band 1) for international arbitrators based in the United States.

The commercial disputes Mr. Ziegler has handled span numerous industries, including financial services, pharmaceuticals, medical devices, biotech, oil & gas, renewable energy, chemicals, manufacturing, software, professional services, insurance and alcoholic beverages. The amounts at issue have ranged from the low millions to more than $1.5 billion. The controversies have arisen from supply contracts, joint venture agreements, merger & acquisition agreements, collaboration agreements, manufacturing agreements, financial instruments, investment management contracts, research & development and marketing agreements, distributorship agreements, recruiting and employment agreements, intellectual property licenses and restrictive covenants. In addition to breach of contract, he has adjudicated claims for alleged breaches of fiduciary duties, fraud, unfair competition, IP infringement, tortious interference with contract, other business torts and assorted statutory violations.

The various merits hearings in which he participated in recent years have included an ICDR-administered dispute involving a $400+ million claim for breach of an investment agreement (co-arbitrator); an ICDR-administered dispute involving a $1.6 billion claim for breach of a long-term terminal use agreement in the energy sector (chair); an ICC-administered dispute concerning claims for breaches of fiduciary duty and an executive compensation agreement totaling more than $100 million (sole arbitrator); an HKIAC-administered dispute over a financial instrument involving more than $130 million (chair); an ad hoc proceeding over a claimed $35 million breach of a biotech collaboration agreement (chair); a CPR-administered dispute between two pharma companies concerning a distribution agreement (co-arbitrator); an ICDR-administered dispute involving a hearing for emergency interim relief concerning the breakdown of a joint venture (co-arbitrator); and an AAA-administered dispute over a claimed pandemic-related breach of an asset purchase agreement involving $1 million (sole).

Mr. Ziegler is committed to helping achieve arbitration’s potential for prompt, cost-efficient and fair dispute resolution. In two recent matters in which the parties jointly sought expedited proceedings, he succeeded in conducting evidentiary hearings and issuing final, reasoned awards within 90 days of his appointment.

Mr. Ziegler also acts as mediator in complex business disputes. He is certified as a mediator in international matters by London’s Centre for Effective Dispute Resolution. His recent experience as mediator includes successful outcomes in mediating a disagreement between joint venture partners located in New Jersey and South Korea; a fee dispute between lawyer and client; a “business divorce” between co-owners of an investment firm; a claim for misappropriation of trade secrets in the context of a terminating joint venture; and a dispute between a law firm and a former partner.

Before he began accepting assignments as an ADR neutral several years ago, Mr. Ziegler enjoyed a multi-faceted career that prepared him to perform ADR roles effectively:

* In-House/Senior Executive: Mr. Ziegler was the Senior Vice President and General Counsel of the 3M Company (the diversified blue-chip global manufacturing and technology company in St. Paul, Mn. whose businesses spanned pharmaceuticals, chemicals, electronics, filtration, software and other sectors in addition to consumer products), where he led a department of more than 150 lawyers in 24 countries for nearly five years
  + He had direct responsibility for material litigations (including class actions) involving patent, environmental, antitrust, product liability, insurance coverage, employment and advertising issues
  + He counseled the Board and senior management on compliance, governance and other matters
  + He had responsibility for material acquisitions and divestitures, licensing agreements and securities filings
  + He was a member of the senior management Operations Committee, the Pre-Acquisition Review Committee, and chaired the company’s Business Conduct Committee
  + He was one of three directors of the 3M Investment Management Company, which supervised the Company’s multi-billion dollar pension plan
* Private Practice: Mr. Ziegler was a civil litigator in New York for decades
  + His practice focused on complex civil litigation, including securities, financial and M&A matters, commercial disputes involving technology issues, patents, business torts, and compliance and corporate governance issues . He was first chair in numerous bench and jury trials, and won important decisions in the 2d Circuit (*Ceres v. Gel Partners*, changing the limitations period in SEC Rule 10b5 actions), 8th Circuit (*Luthi v. Tonka*, determining the criteria forvicarious liability in civil RICO actions); Federal Circuit, *en banc* (*Honeywell v. Hamilton Sundstrand*, narrowing the scope of patent infringement under the doctrine of equivalents), the Delaware Supreme Court, *en banc* (*Arnold v. Society for Savings*, clarifying the scope of director protection from monetary damages for disclosure violations) and the New York Court of Appeals (*NBT Bancorp v. Fleet/Norstar*, clarifying the law of tortious interference in the merger context).
* He was lead counsel in numerous domestic and international arbitrations seated in Seoul, London, Geneva, Oslo, and New York and elsewhere governed by the laws of Korea, Norway, Thailand and elsewhere, involving supply and distributorship agreements and complex technological issues. He has also served as an expert witness on New York law.
* Public Service: Early in his career Mr. Ziegler served in all three branches of the federal government, as a legislative assistant to a US Congressman; as a law clerk to federal judge Milton Pollack in the Southern District of New York (“SDNY”); and as an Assistant United States Attorney for the SDNY, where he also served as Deputy Appellate Attorney. He also served as Chair of the Committee on Professional Ethics of the New York State Bar Association.

Work History:

* Independent Arbitrator and Mediator, co-founder of AcumenADR LLC, 2019 –
* Partner, Jenner & Block LLP, 2007-19
  + Co-Chair, International Arbitration Practice, 2008-19
  + Co-Chair, Complex Commercial Litigation Practice, 2007-08
  + Managing Partner, NY Office, 2008-15
  + Member of firm’s Policy Committee (elected position)
* Senior Vice President, Legal Affairs, & General Counsel, 3M Company, 2003-07
  + Member, senior management Operations Committee
  + Director, 3M Investment Company (responsible for pension plan assets)
  + Chair, Business Conduct Committee
  + Member, Pre-Acquisition Review Committee
* Partner, Cleary, Gottlieb, Steen & Hamilton, 1984-2002
  + Coordinator, New York Litigation Practice, 2000-02
  + Member of firm’s global Executive Committee (elected position)
  + Associate, 1980-83
* Assistant United States Attorney, U.S. Attorney’s Office, SDNY, 1977-80
  + Deputy Chief Appellate Attorney, 1980
* Associate, Paul, Weiss, Rifkind, Wharton & Garrison, 1976-77
* Law Clerk, U.S. District Judge Milton Pollack, SDNY, 1975-76
* Legislative Assistant, U.S. Congressman Alphonzo E. Bell, Jr., 27th C.D. Cal., 1972-73

Education:

Harvard Law School, J.D., 1975; *magna cum laude*; Member, Board of Editors, *Harvard Law Review*

Yale University, B.A., 1971; *summa cum laude*; Phi Beta Kappa

Recognition and Awards:

* Recognized in *Chambers Global* and *Chambers USA,* 2020-25 as an international arbitrator based in the United States:
  + Chambers Global 2025 and USA 2024 (Band 1):

*"Richard Ziegler is a phenomenal commercial arbitrator."*

*"I would appoint him in a heartbeat. He was just brilliant, he came incredibly prepared and asked the hardest questions." "Mr. Ziegler is an outstanding choice as a neutral arbitrator in complex commercial disputes, including in the life sciences industry." "He has been a real pleasure to work with, he is a really good writer and editor, and is willing to reconsider his views when presented with different arguments, which is admirable. He is truly independent.”*

* + Chambers USA 2025 (Band 1):

*“Richard is everything you want in a commercial arbitrator - he is sophisticated commercially, smart and thorough. He always asks the right questions and is prompt.”*

*“I have been impressed by Richard's drafting and his analytical skills. He has really shown an ability to cut through things and get to the essence of the disagreement between the parties.”*

*“Ziegler is incredibly incisive and asks extraordinarily good questions. He really can do an examination with the skill and expertise.”*

* + Chambers Global 2024 (Band 1) and Chambers USA 2023 (Band 1): “Richard Ziegler is regarded as a go-to arbitrator for international commercial disputes. *‘He’s more often than not the smartest person in the room. He is excellent, he’s diligent and he digs down deep into the issues and asks relevant, probing questions at the appropriate time.’ ‘He’s really smart and thoughtful, but doesn’t get lost in the weeds and gets the critical points.’ ‘He has an openness to everyone’s views, being open to his own unconscious biases, and he comes into it very prepared and reads everything….he wants to get to the right outcomes and is not arrogant or is insistent on getting his way. He's committed to doing the best.’ ‘He’s intellectually gifted and has superb negotiation skills.’”*
* Chambers Global 2023 (Band 1) and Chambers USA 2022 (Band 1): “Richard Ziegler is regarded as a go-to arbitrator for international commercial disputes. ‘*Richard is an excellent arbitrator. He’s always well prepared, thoughtful, and asks very tough questions of counsel that go to the heart of the case.’ ‘He is a fabulous chair – he’s insightful, knows the law, very carefully examines the evidence, asks probing questions and produces very clearly written awards.’ ‘Richard is an excellent writer. He’s also calm, measured, collegial, very patient and persuasive.’*”
* Received the Best Lawyers® 2025 “Lawyer of the Year” award for Arbitration in New York City
* Shortlisted by Global Arbitration Review for “Best Prepared/Most Responsive Arbitrator” award 2022
* Recognized as “Thought Leaders USA 2026” in the Lexology Index (Arbitration) and previously recommended in *Who’s Who Legal: Arbitration* 2023-24
* Selected as “Client Service All Star,” an unsolicited award by BTI Consulting based on identification by clients of outside counsel with unusual legal talent and business acumen, 2010
* Elected to the Executive Committee of the Association of General Counsel by AGC members, comprised of about half of the chief legal officers of the Fortune 150 companies, 2006
* Elected to the governing bodies of both Cleary, Gottlieb and Jenner & Block by the partners of those firms
* Recognized in *Chambers USA,* 2010-19, and *Chambers Global,* 2013-19,as counsel in international arbitration, describing him as "an extraordinarily gifted advocate"
* Selected as a “SuperLawyer” in New York City for business litigation, alternative dispute resolution and/or corporate governance and compliance, 2010-25
* Recognized in *Best Lawyers in America*, *Legal 500* and *Lawdragon Magazine’s* “3000 Leading Lawyers in America”

Professional Affiliations and Activities*:*

* Fellow, Chartered Institute of Arbitrators
  + Co-Director, “Comprehensive Course in International Arbitration,” sponsored jointly by CIArb and Columbia Law School, 2019 - 2021
  + Co-Director, “Accelerated Route to Fellowship Program” (“ARF”), New York Branch, 2018-19; Tutor, ARF, 2017-18
* Fellow, College of Commercial Arbitrators, 2020 – present
  + Member, Board of Directors, 2024-present
  + Member, CCA Ethics and International Arbitration Committees
* Member, Board of Directors, International Institute for Conflict Prevention & Resolution (“CPR”), 2016 – 2022
  + Chair, CPR Task Force on Remote Video Arbitration Proceedings, 2020-21
  + Member, CPR Arbitration Committee
  + Previously, member of CPR Executive Advisory Committee
  + Member, CPR Task Force on Arbitrator Disclosures, 2023-24
* Member, Board of Directors, CPR Dispute Resolution Services, 2022 - 2025
* Member of roster of arbitrators of the American Arbitration Association
  + Large Complex Case Panel
  + Aerospace, Aviation and National Security Panel
* Member of “Tech List” of arbitrators of the Silicon Valley Arbitration & Mediation Center
* Member of CPR’s panels of Distinguished Neutrals (National, General Counsel, Financial Services, Technology, and Cross-Border Panels)
* Member, International Arbitration Club of New York and Juror, IACNY’s Smidt-Lowenfeld prize
* Member, USCIB/ICC USA Task Force on Disability Inclusion in International Arbitration, 2022-23
* Member, New York International Arbitration Center
* Member, Arbitration Committee, United States Council on International Business
* Member, International Council for Commercial Arbitration
* Member, North American Users Group, London Court of International Arbitration
* Member, American Bar Association, Dispute Resolution and International Law Sections
* Member, National Academy of Distinguished Neutrals, 2021-
* Member, New York City Bar Association (Member, Arbitration Committee, 2019-21; Adjunct Member, International Commercial Disputes Committee, 2022-
* Task Force on BQE Project, Brooklyn Heights Association, 2018-19
* Emeritus member, Association of General Counsel
  + Member, Executive Committee, 2006
* Member, Board of Trustees, William Mitchell College of Law (now Mitchell Hamline College of Law), St. Paul, MN, 2005-08
  + Chair, Audit & Finance Committee, 2006-07
* Lecturer-in-Law, Columbia Law School, 1997-2000 (taught seminar “Ethics and Complex Litigation”)
* Chair, Committee on Professional Ethics, New York State Bar Association, 1995-98
* Member, Board of Directors, Legal Aid Society (New York), 1993-95

Speaking and Teaching Engagements*:*

Drawing on his experience as in-house and outside counsel, Mr. Ziegler has been a frequent author and speaker on alternative dispute resolution, as well as on compliance and governance matters.

Mr. Ziegler has chaired the Education Committee of the New York Branch of the Chartered Institute of Arbitrators; he was Co-Director of the New York Branch’s “Accelerated Route to Fellowship” program in New York in 2019 and was Co-Director of the “Comprehensive Course on International Arbitration” jointly sponsored by Columbia Law School and the CIArb-NY held annually from 2019-21. He is a member of the course’s faculty for the session in September, 2024.

A former chair of the Committee on Professional Ethics of the New York State Bar Association, Mr. Ziegler taught a seminar on ethics and complex litigation at Columbia Law School for three semesters (1997-2000) and was a member of the faculty of the winter trial advocacy program at Cardozo Law School for many years.

His speaking engagements include:

* Moderator, “Future of Patent Disputes: Embracing Arbitration,” GAR Live: Technology Disputes, New York, February, 2025
* Speaker, “Arbitrator Disclosure Issues and Conflicts of Interests,” CCA Webinar, January, 2025
* Speaker, “Arbitration Unlocked: Cracking the Code” AAA/ICDR Pre-Recorded Arbitration Advocacy Practice Tips Series, “Motions” segment, first available May, 2024
* Faculty, CIArb-NY/Columbia Law School “Comprehensive Course on International Arbitration,” September, 2024;
* Lecturer, "Choice-of-Law in International Arbitration," CIArb-NY Accelerated Route to Fellowship Program, New York, December 2023;
* Panelist, College of Commercial Arbitrators Webinar, "Ethical Issues in Commercial Arbitration," December, 2023;
* Panelist, College of Commercial Arbitrators Annual Meeting, "Learning From One Another: Potential Issues During the Arbitration Hearing and Deliberations Phases," Washington, D.C., October 2023;
* Panelist, “Disclosures and Other Ethical Considerations,” AAA-ICDR Panel Conference, Rancho Mirage, California, March 2023
* Panelist, “SVAMC Panelists Debate: Proposed Procedures for Changing the Allocation of Power Between Parties and Tribunals in High Tech Arbitrations,” New York Arbitration Week 2022, Nov. 17, 2022
* Panelist, “Award Writing,” NYSBA Comprehensive Commercial Arbitration Training Program, annually 2021-2023
* Moderator, “Getting it Right: Should the *Functus Officio* Doctrine Be Reformed?”, New York Arbitration Week 2021, Nov. 17, 2021 (NYIAC-CIArb-NY sponsors)
* Panelist, Non-Party Witness Summonses for Remote Video Testimony in Arbitrations, CIArb-NY-IACNY joint program, Oct. 27, 2021
* Panelist, “New Ethical Issues that Arise in an Online Arbitration Environment,” ABA 2021 Dispute Resolution Section Spring Conference, April 15, 2021
* Moderator, “CPR’s Annotated Model Procedural Order for Remote Video Arbitration Proceedings,” CPR, webinar, May, 2020
* Panelist, “Conducting a Virtual Hearing in Arbitration,” NYSBA Sections of Dispute Resolution and Commercial & Federal Litigation, webinar, May, 2020
* Panelist, “Arbitration: A Comparison of Ad Hoc and Institutional,” ABA Section of Dispute Resolution, webinar, May, 2020
* Panelist, “Transparency in Commercial Arbitration,” CPR Annual Meeting, St. Petersburg, February, 2020
* Moderator, “Arbitrating AANS Disputes,” AAA–ICDR’s Conference on Arbitrating Aerospace, Aviation and National Security Disputes, Washington, D.C., April, 2018
* Panelist, “The View from the Top of the Ladder: Ethics and the Role of the CLO,” Association of Corporate Counsel/Fordham Law School, 2018 Ethics Marathon, April, 2018
* Moderator, “Ethics & ADR – Telling Tales Out of School: What Can You Say and What Really Happens,” CPR 2018 Annual Meeting, Atlanta, March, 2018
* Panelist, “Ethics Issues in Mediation,” Practical Law/CPR/Jenner live and webinar program, February, 2018
* Panelist, “How Corporate Counsel Can Maximize Results in Arbitrating Commercial (B2B) Disputes,” American Bar Association Business Law Section Annual Meeting, Chicago, September, 2017
* Panelist, “Recent Developments Concerning Arbitrator Conflicts – Disclosure and Challenges,” CPR Annual Meeting, Coral Gables, March, 2017
* Panelist, “Ethics Issues in International Arbitration,” Practical Law/CPR live and webinar program, October, 2016
* Moderator, “Ethics in Mediation/Arbitration,” 2016 CPR Annual Meeting, New Orleans, February, 2016
* Panelist, "Business Mediation Challenges and Multiparty Techniques,” ABA/CPR webinar, October, 2015
* Panelist, "Winning Settlement Strategies in Litigation" (Mediation), New York City Bar Association, July, 2015
* Moderator, “’You Say Tomato / I Say Tom*ah*to’: Jurisdictional Differences in Key Issues in ADR-III: Industry Perspectives,” 2014 CPR Annual Meeting, Charleston, February, 2014
* Panelist, "International Dispute Resolution," Northwestern School of Law's 51st Annual Corporate Counsel Institute, Chicago, October, 2012
* Moderator, “The Value of Enterprise Risk Management Programs,” Corporate Counsel Institute 2012, Practising Law Institute, New York, October, 2012
* Moderator, "It’s A Shrinking World: Acceleration & Evolution In ADR," 2012 CPR Annual Meeting, New York, January, 2012
* Panelist, “Class Action Strategies 2011” and “Ethics,” Practising Law Institute, New York, July, 2011
* Panelist, “Ethics of Witness Preparation,” Federal Bar Council 2011 Winter Bench and Bar Conference, Los Cabos, Mexico, February, 2011
* Panelist, *The American Lawyer*, *The National Law Journal* and *Corporate Counsel Magazine* 2nd Annual Litigation Summit, October, 2010
* Moderator, “Enterprise Risk Management: What, Why and How,” Practising Law Institute Corporate Counsel Institute 2010, New York, September, 2010
* Chair, Corporate Compliance and Ethics Institute 2010, and panelist, “The Role of the Board," Practising Law Institute, New York, June, 2010
* Panelist, "The Aftermath: The Proper Role of Civil and Criminal Enforcement in the Wake of the Financial Crisis," Northwestern Law AGEP Inaugural Public Policy Conference, Northwestern University School of Law, Chicago, April, 2009

Publications*:*

Mr. Ziegler has published numerous articles in the *National Law Journal, Business Lawyer* and other publications on various litigation-related topics, including the importance of civility in litigation practice. His more recent articles have focused largely on topics related to alternative dispute resolution. His publications include:

* Member, CPR Arbitrator Disclosure Task Force, CPR’s “Guidelines for Arbitrator Disclosure,” May, 2024
* Co-Chair, Drafting Subcommittee, “The *Functus Officio* Problem in Modern Arbitration and a Proposed Solution,” NY City Bar Arbitration Committee, April 2021
* Task Force Chair, “CPR’s Annotated Model Procedural Order for Remote Video Arbitration Proceedings,” CPR, April 21, 2020 and updated edition, August 26, 2021
* Author, “Draft Procedural Order to Govern Virtual Arbitration Proceedings,” Transnat’l Disp. Mgt. (2020), cited in G. Born, International Commercial Arbitration (3d Ed.), Vol. II, n.878
* Co-Author, “Commercial Arbitration: United States,” *Global Arbitration Review*, 2018 and 2019
* Co-Author, Guide on Enforcement of Foreign Arbitral Awards and Court Judgments in the United States (Initial and 2d eds.), Jenner & Block, 2017 and 2018
* Co-Author, “Challenges to Arbitral Awards Based on Arbitrator Bias,” *New York Law Journal*, February 8, 2017
* Author, “Where Are the Risks? An Assessment of Recent Developments in Mediation Confidentiality,” *Alternatives*, December, 2016
* Interviewee, “Q&A With Jenner & Block’s Richard Ziegler,” Law360, April 22, 2016
* Co-Author, “The Complications of Attaching Assets in the US in Aid of an Arbitral Award,” *Dispute Resolution International*, April, 2016
* Contributor, *Practicing Under the U.S. Anti-Corruption Laws*, Aspen Book Publishers, 2013
* Author, "New Obstacles in Setting the Tone at the Top...and Some Solutions," *Bloomberg Corporate Law Journal*, Fall 2008
* Co-Author, "'Forthright Negotiator' Is Not an Oxymoron in Delaware," *New York Law Journal*, April 21, 2008

Bar Admissions:

New York, 1976 - present

Minnesota, 2003-2015