

# The Ray Corollary Initiative, Inc.



RAY COROLLARY INITIATIVE

*Utilizing All of the Available Talent  
in Alternative Dispute Resolution*

2025 ANNUAL REPORT

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# CEO's Report



Dear Respected Stakeholders,

Over the past year, we have seen significant shifts in federal government interpretation of regulations governing how organizations develop and implement policies intended to prevent discrimination.

Navigating this shifting terrain is a delicate task, but one which is more important now than ever before. As the Ray Corollary Initiative, Inc. moves steadily and intentionally forward in its work we are immeasurably indebted to those of you who stand with us in support of our commitment to ensuring that all available talent is utilized in driving the selection of skilled arbitrators and mediators who have been historically underutilized in the alternative dispute resolution field. This work creates opportunity, expands choice, and enhances credibility and trust in the alternative dispute resolution process.

I am proud to share this report of the organization's success and accomplishments in 2025, and to confirm our solid financial health and good-standing.

**J. Christopher Heagarty, Esq.**

CEO - Ray Corollary Initiative, Inc.

# Organizational Information - 2025

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## Date of Incorporation:

September 28, 2021  
State of Maryland

## Corporate Address:

5305 Village Center Drive  
Suite 296  
Columbia, MD 21044

## Officers & Executive Committee

Homer C. La Rue, *Chair*  
Haydeé Rosario, *Vice Chair*  
David Allen Larson, *Secretary*  
Alan A. Symonette, *Treasurer*  
Sasha A. Carbone, *At-Large*

## Board of Directors

Sasha A. Carbone, *AAA Representative*  
Rebekah Ratliff  
Sarah Miller Espinosa  
Haydeé Rosario  
Michael J. Gan  
Joanne Saint Louis, *JAMS Representative*  
Prof. Homer C. La Rue  
Alan A. Symonette  
Prof. David Allen Larson  
Ellen A. Waldman  
Christopher M. Kwok  
Keisha Williams



## Retiring Directors

Andrea Gansen  
Allen Waxman

# Mission & Vision



## Mission

The mission of the Ray Corollary Initiative, Inc. (RCI) is to encourage ADR providers and selectors to increase the utilization of neutrals with wide-ranging work and life experiences, while maintaining the parties' autonomy to make the selection decision.

## Vision

It will do this by urging selectors and/or parties to choose their proposed panels of neutrals, and providers to create slates, to include at least 30% of historically underutilized neutrals. This vision enhances the credibility of the ADR profession and processes.

# Event Highlights



## January

New CEO J. Christopher Heagarty is hired by the Board of Directors as RCI, Inc.'s first full-time Chief Executive Officer, starting on January 15, 2025.



## January

RCI Chair Homer La Rue and RCI Board Member Joanne Saint Louis are featured speakers at the ABA Forum on Construction Law, addressing diversity and representation in the arbitration profession.



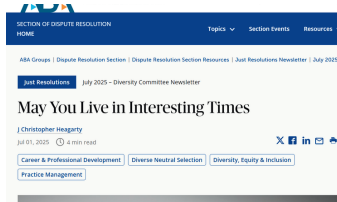
## February

RCI Board Members develop and approve a new RCI Pledge to reflect evolving federal guidance on anti-discrimination protections.



## April - May - June

RCI Board Members lead panel discussions about representation in arbitration at annual meetings for some of the nation's premier legal and dispute resolution organizations, including the National Academy of Arbitrators and the American Bar Association (ABA).



## June

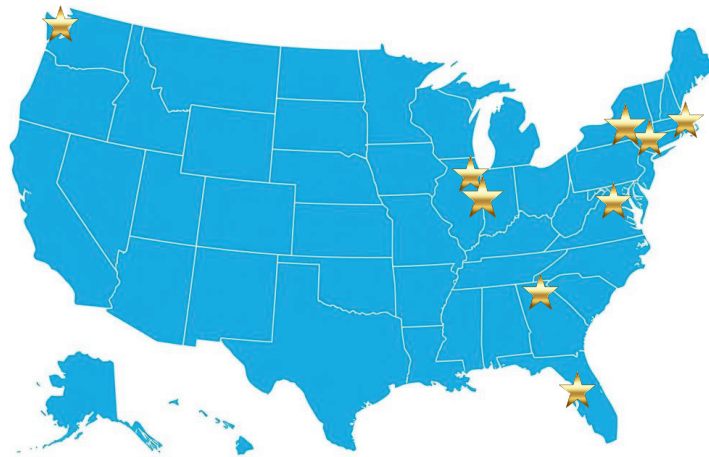
Articles authored by RCI Chair Homer La Rue and RCI CEO Chris Heagarty addressing representation and inclusion in the field of arbitration, as well as advertisements for the RCI, appear in multiple ABA publications, reaching over 10,000 dispute resolution professionals.



## September

In partnership with Airlines for America, and its member affiliated unions, RCI hosts a Meet the Neutrals speed-networking event connecting dozens of selectors and advocates to previously under utilized arbitrators.

# RCI: Around the Country



RCI staff and Board Members traveled the country to participate in live, in-person conferences, programs, panels, and seminars about the importance of representation in arbitration and mediation, and many more virtual programs hosted by legal and professional organizations interested in alternative dispute resolution.



- ABA Forum on Construction Law (Tampa)
- ABA Dispute Resolution Section (Chicago)
- Association of Conflict Resolution (New York)
- Atlanta Bar Association
- Harvard Law School (Cambridge)
- Howard University Law School (Washington, DC)
- National Academy of Arbitrators (Seattle)
- New York Law School
- RCI / Airlines for America Event (Chicago)

# A History of the RCI

The Ray Corollary Initiative, Inc., often called RCI, was created to address long standing imbalances in the field of alternative dispute resolution (ADR); particularly in the selection of neutrals. The individuals - mediators and arbitrators - hold the power to bridge divides, to resolve disputes with finality, and to foster understanding among parties.

However, many citizens new to ADR are unfamiliar and wary of the process. How we select neutrals to resolve disputes ultimately shapes public faith and confidence in the fairness and impartiality of our justice system. Yet, for far too long, the field has struggled with a lack of diversity and representation, particularly in the selection of neutrals for high-stakes disputes.

Professor Homer C. La Rue recognized this disparity and decided to take action. La Rue co-authored a groundbreaking article with Alan Symonette, "The Ray Corollary Initiative: How To Achieve Diversity and Inclusion In Arbitrator Selection." Howard Law Journal in 2020, and brought national attention to the urgent need for greater diversity and inclusion in the selection of neutrals.

Named in honor of Charlotte Ray, the first Black female lawyer in the United States and the first woman, in 1872, to graduate from the Howard Law School.



Inspired by the Rooney Rule in professional football and the Mansfield Rule in "Big Law," the Ray Corollary calls for a demonstrable commitment from the ADR community to ensure that every slate of candidates for arbitration or mediation includes at least 30 percent people of color, both male and female. By providing both empirical data and personal insights, La Rue and Symonette's article laid the intellectual foundation for the RCI.

To bring the RCI to life and to ensure its ongoing impact, its mission was formally embedded in 2021 within a not-for-profit corporation, the Ray Corollary Initiative, Inc.

With representative voices from the largest ADR service providers like the American Arbitration Association, JAMS, and the International Institute for Conflict Prevention and Resolution, along with academics and leading ADR practitioners, a Board of Directors was formed of leaders who share a commitment to the RCI mission.

A watershed moment for the RCI was the commitment of joint funding by the AAA-ICDR and JAMS Foundations.

## JAMS<sup>®</sup> Foundation



As the two foremost private dispute resolution entities in the US, their endorsement and financial support not only validated the RCI's vision but also amplified its reach and legitimacy, signaling to the entire profession that diversity is both a moral imperative and a practical necessity. This historic partnership ensures that the bold goals of the RCI will continue to inspire action, innovation, and lasting progress throughout the industry.

The RCI has already made significant strides in reshaping the landscape of ADR. The National Academy of Arbitrators has adopted the initiative as

a part of the Academy's commitment to diversity and inclusion, marking a major milestone in the effort to create a more inclusive and representative field. The nation's largest ADR providers have signed the RCI pledge to work toward achieving representative selection pools. Even many large consumers of ADR services, such as the management and labor representatives in collective bargaining disputes, have agreed to work toward the RCI's measurable and inclusive goals.

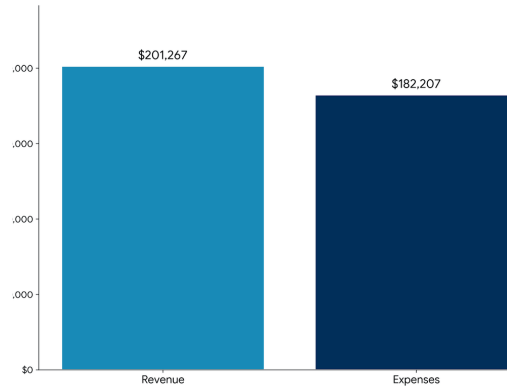
In 2025, the Board conducted an extensive national search for a Chief Executive Officer, which led to the selection of J. Christopher Heagarty. A veteran leader of not-for-profit organizations, Heagarty has built broad-based coalitions among diverse partners and has advanced innovative reforms in the legal sector by promoting concepts and values readily understandable and relatable to all audiences.

The 2025 Board of Directors of the RCI, Homer C. La Rue, Haydeé Rosario, David Allen Larson, Alan A. Symonette, Sasha Carbone, Sarah Espinosa, Michael J. Gan, Christopher M. Kwok, Rebekah Ratliff, Joanne Saint Louis, Ellen Waldman, and Keisha Williams, remain strong and committed to the mission and vision of the organization. Despite challenges and backlash against those that work to fight discrimination and promote inclusion, Prof. La Rue and the Board of the RCI will continue to inspire and empower future generations of neutrals to embrace diversity and work toward a more just and equitable world.

# Financial Highlights

In 2025, RCI’s income outpaced its expenses, with a modest fund balance carried over into FY 2026. Additionally, restricted grant funds received in 2025 (not included in these income figures) will be utilized in 2026, providing a secure financial footing for the organization in the coming year. ★

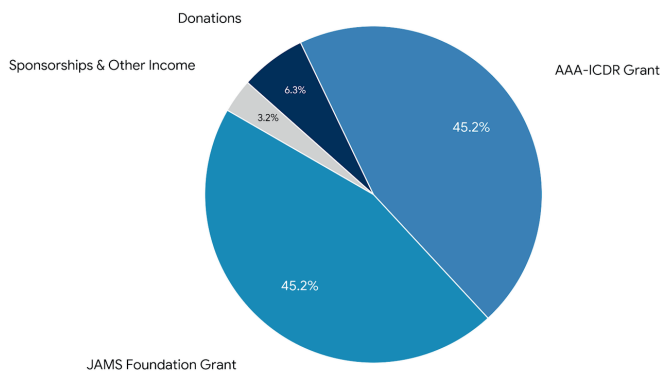
**RCI Revenues vs. Expenses**



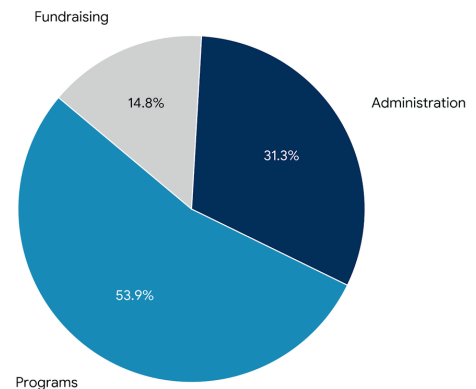
RCI continued to grow its fundraising base, increasing private donations and sponsorships as well as raising funds from fees charged from certain programs. However, just over 90% of RCI’s grant funding comes from grants from the AAA-ICDR and the JAMS Foundations. Grant funds are restricted in use and a portion of the grant funds received in 2025 are for use in FY 2026.

Over half of RCI’s expenses in 2025 were used for programming after an initial investment in administrative costs associated with hiring staff and opening an office.

**RCI Revenues**



**RCI Expenses**



★ RCI 2025 revenues do not include \$ 192,973 in restricted grant funds for use in FY 2026.

# Donor Information

**GRANTOR / DONOR**

**Amount**

## Foundation Grantors

AAA-ICDR FOUNDATION	\$ 187, 500
JAMS FOUNDATION	\$ 187, 500

## Top Corporate / Organizational Donors

AIRLINES FOR AMERICA	\$ 3,000+
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## Top Individual Donors

Homer C. La Rue	\$ 2,000+
Sarah Espinosa	\$ 2,000+
Sasha Carbone	\$ 1,000+
Michael Gan	\$ 1,000+
Chris Kwok	\$ 1,000+
Alan Symonette	\$ 1,000+
Ellen Waldman	\$ 500+
Haydeé Rosario	\$ 500+
David Larson	\$ 500+
Andrea Gansen	\$ 500+
Numerous	\$ 100 - 499

# The RCI Pledge

*“In furtherance of our commitment to increase fairness, access, and representation in the selection of arbitrators, mediators, and other ADR neutrals, and as a component of the criteria we voluntarily select as autonomous parties, we pledge to set as a goal to include at least 30% of historically underutilized candidates as candidates on any list (three or more) from which the neutrals for a given matter are ultimately selected, in which we are a party.”*

*To further drive accountability, we will track the percentage of historically underutilized neutral candidates proposed and/or appointed in any matters where we are a party, and to the extent possible, track the percentage of underutilized neutrals that are proposed and/or appointed in matters in which we are a party.”*

Revised 2025



## Ray Corollary Initiative, Inc.

Donations to support this work may be made through this QR Code.



[secure.qgiv.com/for/raycorollaryinitiative/](https://secure.qgiv.com/for/raycorollaryinitiative/)

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