



## KAREN P. LAYNG

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### WORK EXPERIENCE

**M.A.I.T. Co.** Riverside, Illinois (February 2018 to present)

*CEO*

- M.A.I.T. Co. is a national strategic advisor in the construction, engineering, and energy space. The company consults on corporate governance, strategic planning, best practices in enterprise risk management and ethical leadership compliance reviews, crisis management, and corporate reorganization. This ERM and ESG work includes assisting clients to develop ethics compliance programs and training boards and senior executives on their responsibilities to implement and support ethical and inclusive leadership cultures.
- **Chicago Transit Authority RPM Project** - Chair of the Dispute Resolution Panel.
- **New York City Queens Correctional Center** - Chair of Dispute Resolution Board Panel.
- **Arbitrator, Mediator, and DRB Member** - American Arbitration Association Member of the Construction Mega Project Panel which is comprised of the top construction arbitrators as rated by counsel on construction mega projects (in excess of \$80M in claims); AAA Arbitrator and Dispute Resolution Board Member on commercial, DARB, as well as energy disputes; and AAA Mediator Panel. DBRF Member and completed Dispute Board Administration & Practice Training.
- **2024 Construction Woman Lawyer of the Year Award** - Construction Lawyers Society of America (presented at the 2024 CLSA International Conference & Induction of Fellows, September 2024).
- Named to **Crain's 2022 Notable Nonprofit Board Leaders**.
- **University of Illinois** - College of Law Strategic Leadership Project Advisory Board member; awarded University's Homecoming Alumni Achievement Comeback Award; and College of Economics Social Impact Alumni Award Recipient.

**Northwestern University** Evanston, Illinois (March 2018 to present)

*Member Industry Advisory Board and Adjunct Professor, College of Engineering: Engineering Masters in Design and Construction ("EMDC") program*

- Courses: *Ethics; Due Diligence Considerations in Engineering and Construction; and Alternative Dispute Resolution* and lecturer in MPM program on *Ethics and Cyber Security*.

**Scheck Industries** Westmont, Illinois (October 2013 to February 2018)

*Chief Strategic Officer, General Counsel and Secretary*

- C-Suite executive in national mechanical and process piping and design build contractor.
- In charge of driving transformational projects to yield improvements in effectiveness and efficiencies across all customer facing functions in marketing, sales and support including governance, finance and banking, enterprise and cyber risk management and security, the Company's Captive insurance program, human resources, contracting and E.S.I.
- Led corporate strategy, restructuring and M&A activities including due diligence, negotiating and drafting all energy EPC contracts, joint ventures, teaming agreements and alliance partnership agreements, conducting best practices audits and implementation including promulgating the RFP for investment advisory services for the Company's 401(k) Plan and thereafter supervising the fiduciary committee. Supervised all legal and ethics functions and outside law firms, and served as Corporate Secretary to the Boards of all four operating companies.

## **KAREN P. LAYNG**

**Vedder Price, P.C.** Chicago, Illinois (February 1990 to October 2013)

*Shareholder*

- Successfully represented clients in complex business and financial matters ranging in the 100's of millions of dollars in commercial disputes. These include cases involving accounting malfeasance, computer theft, fraud and corporate misappropriation claims in federal and state courts, arbitrations and mediations;
- Counseled corporations in all areas of construction from formation and acquisitions to corporate finance and internal investigations. Drafted and negotiated loan facilities, distribution, and other contracts across the industry, including EPC, joint venture, teaming and other alliance agreements, subcontract, supplier, and professional services agreements;
- Served as outside general counsel and Board secretary for construction clients including Kenny Construction Company and as a member of the B. of A. of Scheck prior to joining;
- Senior member of the Vedder Price Management Committee Board of Directors and team leader responsible for chairing the Firm's Compensation Committee (3 terms) and the Litigation Practice Area, as well as forming, and then building, the Firm's Construction Law Group (from 2/1990 to 10/2013), to a national leading practice recognized by Chambers and Legal 500;
- Led Firm strategy in cost cutting including audits of the library research resources and technology support. Led technology audit and implemented electronic discovery policies and procedures;
- Reorganized and expanded the depth and breadth of Litigation practice area, through recruiting efforts, organic as well as external marketing and business development efforts and training; and
- Chaired the Firm's Hiring and Summer Programs (5) years. Developed and implemented plans to attract and retain top legal talent at the shareholder and associate level. As a Diversity Committee member, mentored women and diverse attorneys and caused the Firm to be an original signatory to the Chicago Bar Association's Women's Alliance "Call to Action."

**Chadwell & Kayser, Ltd.** Chicago, Illinois (May 1987 to February 1990)

*Associate*

- Responsible for all facets of commercial and construction trial preparations; successfully second-chaired defense of antitrust criminal trial against the DOJ's charges of violations of the Sherman Act to a NG verdict; and tried construction breach of contract, defect and delay cases.

## **EDUCATION AND LICENSES**

**University of Illinois, Urbana-Champaign**

*Juris Doctor* (May 1987) and *BA in International Economics and Minors in French Commercial Studies and Political Science* (May 1984)

**University of Dijon, Dijon, France** (Fall Semester 1982)

**Bar Admissions:** including Illinois (1987), U.S. District Court, Northern District of Illinois (1987 and Trial Bar 1991) and U.S. District Court, District of Columbia (1989)

## **BOARD LEADERSHIP AND SPEAKING EXPERIENCE**

- National President of the Girl Scouts of the USA (2020-2023) and Board Member (2017-2023);
- President of the Seventh Circuit Bar Association (first woman president);
- Chair of the American Arbitration Association Board of Directors (2025-2026) (and Chair of Strategic Governance Committees and former Co-Chair of the the National Construction Dispute Resolution Committee);
- Board Member of the AAA International Centre of Dispute Resolution Foundation;
- ABA Construction Forum 2026 Midwinter Conference Advisory Panel Member;
- Member of the Association of Certified Fraud Examiners;
- Member of the Economic Club of Chicago and former Executive Advisor to the Chicago Metropolitan Planning Council;
- University of Illinois: awarded Loyalty and Distinguished Service Awards; AA University Board of Directors Member; President Alumni Council; and President of the AA Board of the College of LAS;

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- Past Board Chair of the Girl Scout Council of Greater Chicago and NW Indiana; and
- Frequent speaker and writer on ADR, ethics, and construction business topics. Examples include:

**Panelist Construction Super Conferences:** (12/2025) on *CSI: Construction Site Intel-Tracking Down ESI Without Blowing the Budget*; (12/2024) on *Navigating New Frontiers in Construction Dispute Resolution and Technology: Ethical Perspectives*; (12/2023) on *Consequential Challenges in Arbitration Clauses*; (12/2018) on *SCOTUS Swings the Pendulum Back in Favor of Arbitration: Ensure That Your Next Arbitration Clause Is Effective and Enforceable*; (12/2017) on *How Effective Preliminary Hearings Ensure Efficiency and Economy* and also on panel entitled *Streamlining Your Arbitration: How to Avoid Reliving the Construction Project "Brick by Brick;"* (12/2016) on *Modern Challenges and Ethical Dilemmas at Arbitration*; (12/2015) on *Ethics in Arbitration*; (12/2014) on *Ethical Pitfalls of Electronic Communications* and (12/2013) on *Ethical Lapses and Criminality in Construction Procurement and Staffing*; and

**Other Representative Speaking Engagements:** (09/2025): 2025 CLSA International Conference (Charleston, S.C.): panelist on *Taking the Mystery out of Dispute Resolution Boards*; (06//2025): 2025 AAA Construction Conference: panel member on *AI Ethics Issues Arising in ADR*; (5/2024): moderator of the panel session *Disputes Under Progressive Design-Build Project Delivery* at the DRBF's 23rd Annual International Conference (Washington, D.C.); (4/2024): panelist at 2024 Annual ABA Forum on the Construction Industry Conference (Plenary 4-*The Art of Cross Examination*); (3/2024) CBA International Women's panelist on *Breaking Boundaries, Building Futures: Inspiring Tales of Women Arbitrators* program (virtual); (3/2024) panelist at the 2024 American Arbitration Association Construction Conference on *Keeping up with the Jones-Are You Meeting Your Ethical Obligations to Stay Abreast of New and Emerging Technologies?* (Miami, Florida); (6/2023) Panelist at the 2023 AAA Construction Conference: *Ethics Issues with Virtual Hearings and Document Productions* (Santa Monica, CA); (5/2023) panelist for Webinar GA Bar Association Construction Section: *Mediation of Construction Disputes*; panelist for the Alternative Dispute Resolution AAA-ICDR and Chicago Bar Association Program: *Advancing Social Justice Initiatives* (2/2023); Panelist at the AAA Annual Construction Conference: *Arbitrators' Impartiality: The Starting Point for Ethical Requirements* (6/2022); opening plenary panelist at ABA Annual Meeting: *The relationship between the C-Suite and the General Counsel* (4/2022); speaker at the National Fireproofing Contractors Association's hybrid conference: *Liability mitigation ideas for fireproofing contractors* (10/2021); panelist at AAA Construction Program: *Charting Your Path to an ADR Practice: Practical Advice to Help You Prepare to Serve as a Construction Arbitrator or Mediator* (7/2021); panelist on 2021 AAA Virtual Construction Conference, *Ethical Issues Arising in Multi-Party Mediations and Arbitrations* (6/2021); panelist on ABA/ CLC and Ankura Consulting Webinar: *"Foreign Corrupt Practices Act"* (6/2021); panelist AAA-2020 AAA Construction Webinar Series: *How to Effectively Deal With the 300 Change Order Dispute – Who Controls the Process?* (10/2020); speaker at the NFCA Fireproofing Educational (Virtual) Conference: *Potential Liability and How to Protect your Business*" (9/2020) and the NFCA Fireproofing Webinar: *Liability Arising Out of Construction Documentation*" (10/2020); speaker at the FCIA Annual meeting on *Firestopping 20 Years in the Making: What do We Know About Potential Sources of Liability?* (4/2019) and at the annual FCIA meeting: *Liability Arising out of Firestopping* (11/2019) Miami, FL; panelist on ABA Dispute Resolution Spring Conference Educational Program: *I Know You Want to "Beat the Heck Out of Them" and that "Money Doesn't Matter"–How to Save Parties from Themselves in Construction Arbitration* (4/2019) Minneapolis, MN; panelist on ABA's 2019 Insurance Coverage CLE Seminar: *Workers Compensation: Disruption is the Only Cure to Saving a Broken System* (2/2019) Tucson, AZ.; opening plenary speaker at the 2018 ABA Forum on Construction Annual meeting (April 2018) in NOLA on the *Economics of Construction and Obtaining Your Mini MBA*; and panelist on AAA Webinar: *What Advocates Can Learn From Walking in an Arbitrator's Shoes* (12/2016).

## **LEGAL ORGANIZATIONS**

- Member of the Seventh Circuit Jury Instructions Committee;
- Past Co-Chair of the Construction Litigation Committee of the ABA; and
- Faculty member of all the ABA Forum on the Construction's Trial Academies (2012-2025)