

# The Institute for Transnational Arbitration

A Division of  
The Center for American and International Law

Volume 41

Second and Third Quarter 2025

Number 2

## 37TH ANNUAL ITA WORKSHOP AND ANNUAL MEETING

**Conference Report by Robert Dyke (Vinson & Elkins LLP, Houston)**

The 37th Workshop and Annual Meeting, organized by the Institute for Transnational Arbitration ("ITA"), focused on the theme of *Innovation in International Arbitration: Practical Solutions for Real-World Challenges*. Across two days of panel discussions, demonstrations, and interactive sessions, the workshop explored how innovative tools and technologies are reshaping the practice of international arbitration. A new feature of this year's workshop was the introduction of breakout sessions, designed to provide attendees with the opportunity to discuss, critically assess, and develop innovative tools for use in their own practices.

### I. Innovating Beyond Efficiency: Shaping Depth and Clarify

**Moderator:** Matteo Angelini (WilmerHale, London)

**Panelists:** Stephanie Cohen (Independent Arbitrator, New York); Catalina Echeverri Gallego (Wordstone Dispute Resolution AARPI, Paris); and Meredith Craven (Chevron U.S.A., Houston)



Meredith Craven (Chevron U.S.A., Houston),  
Stephanie Cohen (Independent Arbitrator, New York),  
Catalina Echeverri Gallego (Wordstone Dispute Resolution AARPI, Paris), and Matteo Angelini (WilmerHale, London)

The first panel began with a discussion on generative AI and AI agents. Panelists noted that these tools, particularly when used for case analysis, hold promise for enhancing arbitration, particularly by clarifying complex records and identifying relationships between

facts. Their use by arbitrators, however, has been constrained by parties' expectations around decision-making delegation and disclosure requirements, drawing parallels to the use of tribunal secretaries.

The panelists also examined how growing use of AI could influence advocacy strategy. One panelist noted that if arbitrators use AI tools, parties may need to adapt their written submissions, employing prompt-friendly techniques such as repetition, clarity, and avoiding figurative language or rhetorical questions. This could result in a split advocacy approach, with counsel employing clear, direct language in written submissions and more traditional, persuasive techniques during hearings.

On the topic of AI-driven case management platforms, the panel was in broad agreement on benefits and limitations. The panelists highlighted how junior lawyers already rely on AI for information processing, noting that different tools serve different functions such as translation, document classification, and legal research. The panel cautioned, however, that case management tools should be evaluated for their design quality, actual cost-effectiveness, and data security before adoption.

Finally, the panel explored innovative mechanisms such as mind-mapping, decision trees, skeleton arguments, and witness conferencing. The panelists discussed the benefits of mind mapping, emphasizing how it could help arbitrators distill complex fact patterns and visualize interrelated issues. The panelists agreed that tools such as skeleton arguments and decision trees can help advocates cut through rhetoric and clarify key issues. On witness conferencing, the panelists noted its value in clarifying technical disputes, while also cautioning about losing control of the process. The panel added that more flexible mechanisms, such as back-to-back expert testimony or early tutorials, are becoming more common and can significantly enhance tribunal understanding, especially in technically complex cases.

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Correspondence regarding ITA should be addressed to ITA Director at The Center for American and International Law, 5201 Democracy Drive, Plano, Texas 75024; dwinn@caillaw.org.

## II. Innovation from the Perspective of Experts

**Moderator:** Rob Landicho (Vinson & Elkins LLP, Houston, Dubai)

**Panelists:** Casey Ballard (Stout, Houston); Dr. Anamaria Popescu (Ankura, Denver, Houston); and Tim D. Rooney (Baker & O'Brien, Dallas)



*Rob Landicho (Vinson & Elkins LLP, Houston, Dubai), Dr. Anamaria Popescu (Ankura, Denver, Houston), Tim D. Rooney (Baker & O'Brien, Dallas) and Casey Ballard (Stout, Houston)*

This panel offered a view on approaches to preparation and presentation of expert evidence. The discussion, moderated by Rob Landicho, featured Casey Ballard, an expert in finance and forensic analysis, Dr. Anamaria Popescu, an expert in construction disputes and delay analysis, and Tim D. Rooney, expert in energy disputes. The panel shared their experiences and insights in innovations in substantive methods, methodological tools, and procedural innovations relating to their work.

Each expert focused on one of three themes: managing large volumes of data; addressing technical knowledge gaps in tribunals; and improving the accessibility of quantum models. To manage massive datasets, the experts discussed how they leverage technology to filter information and identify correlations to understand the causes of delay. They discussed how experts increasingly use these tools to streamline their processes and share outputs with tribunals in an accessible way.

The experts also examined methods for enabling tribunals to better understand technical material. Strategies included methods such as “teach-ins” or early tutorials to educate tribunals, even before hearings begin, and sometimes without counsel being present. Experts also described using adjustable quantum models—interactive tools that allow tribunals to vary key assumptions while preserving methodological integrity.

The experts explained how they are adapting their methods to better assist tribunals and provide more accessible, structured insights to support decision-making. The panel underscored how these innovations have enhanced their work, and how it is essential for experts, counsel, and tribunals to understand this technology to make international arbitration more efficient.

### III. GenAI for Kluwer Arbitration: Smarter & Faster Research

**Presenter:** Kiran Nasir Gore (Wolters Kluwer & Law Offices of Kiran N Gore PLLC, Washington, D.C.)



Attendees focus on presentation by Kiran Nasir Gore (Wolters Kluwer & Law Offices of Kiran N Gore PLLC, Washington, D.C.)

The workshop featured a live demonstration of Kluwer Arbitration's new AI-powered research tool, the AI Arbitration Assistant, designed specifically for legal research in arbitration. This tool allows users to ask natural-language questions and receive clear, citation-backed answers drawn from a closed database of arbitration resources. The platform's interface supports complex queries, provides document-level references, and includes helpful features such as feedback tools, Q&A chat history downloads, and translation support for non-English documents.

During the demonstration, questions related to consolidation, arbitrator challenges, and procedural rules were answered with links to key legal authorities. A core strength of the tool is that it operates within a closed system to minimize hallucinations and protect confidentiality. The tool aims to significantly reduce the time and effort required to locate relevant information while ensuring a secure and reliable environment for legal research.

### IV. Counsel-Driven Innovations in Advocacy

**Moderator:** Sophie J. Lamb, KC (Latham & Watkins LLP, London)

**Panelists:** Dr. Christopher Boog (Schellenberg Wittmer Ltd, Zürich); Isaiah Bozimo, SAN (Broderick Bozimo & Company, Abuja); and Dharshini Prasad (Willkie Farr & Gallagher LLP, London)



Dharshini Prasad (Willkie Farr & Gallagher LLP, London),  
Isaiah Bozimo, SAN (Broderick Bozimo & Company, Abuja),  
Dr. Christopher Boog (Schellenberg Wittmer Ltd, Zürich), and  
Sophie J. Lamb, KC (Latham & Watkins LLP, London)

This session addressed how counsel are rethinking the way arbitration is conducted, focusing on techniques to streamline process, improve clarity, and promote procedural fairness.

The panel framed its discussion around practical, experience-driven innovations. Drawing on their own practices, panelists highlighted tools and techniques and explored innovations inspired by domestic litigation that counsel could use to improve the effectiveness of their advocacy while also reducing time and cost.

One focus was the underuse of decision trees, which are typically introduced late in proceedings. Panelists advocated using them earlier as roadmaps for identifying key issues, planning argumentation, and engaging with decision-making frameworks from the outset.

Panelists also proposed other strategic innovations, such as "pre-mortem" assessments to analyze which aspects of the case may be challenging or drafting closing statements before other work product, to focus counsel throughout the arbitration.

On pleadings, the panel observed that arbitrators benefit from concise submissions with clear logic. Narrative-heavy pleadings can result in parties talking past each other, while fact-driven, issue-based pleadings may promote more meaningful engagement. The panel also discussed whether civil law-style, fact-first pleadings might offer more efficiency.

Disclosure also came under scrutiny. Rather than using separate Redfern schedules, some panelists supported including document requests directly in initial pleadings to make the connection between requests and claims explicit. Other innovations included evidence-in-context sheets summarizing key evidence and its interpretation by both sides. Panelists also discussed domestic litigation practices, such as more frequent case management conferences and meet-and-confers, to reduce procedural friction.

### V. Tribunal-Driven Innovations in Case Management

**Moderator:** Fernando Mantilla-Serrano (Latham & Watkins LLP, Paris)

**Panelists:** Chiann Bao (Independent Arbitrator, Singapore); Valeria Galíndez (Galíndez Arb, São Paulo); and Prof. Doug Jones, AO (Sydney Arbitration Chambers, Sydney)



Valeria Galíndez (Galíndez Arb, São Paulo),  
Prof. Doug Jones, AO (Sydney Arbitration Chambers, Sydney),  
Chiann Bao (Independent Arbitrator, Singapore), and  
Fernando Mantilla-Serrano (Latham & Watkins LLP, Paris)

This panel explored how arbitrators can proactively reshape procedure to improve fairness, focus, and cost-efficiency. Panelists discussed having tribunals prepare early summary tables or outlines of issues to clarify expectations and guide hearings. Some also supported receiving cross-examination documents in advance, enabling tribunals to better follow examinations in real time.

Disclosure practices drew criticism, particularly overbroad requests and demanding nonexistent documents where the burden of proof lies on the party that is the subject of the request. Panelists urged tribunals to be more assertive in promoting proportionality and discouraging unnecessary procedural escalation.

Innovative ideas included having parties submit confidential hearing outlines for tribunal use only, describing themes or tactics planned during cross-examination. Another proposal was for party-drafted awards—a post-hearing brief format where each party submits a proposed draft of the award it would like to receive.

Award drafting also came under discussion. One panelist argued against lengthy, overly detailed awards, urging a return to restraint. Others proposed pre-issuance “skeleton awards” to align expectations and prevent post-award disappointment.

## VI. Technology-Driven Innovations and the Use of AI in Arbitration

**Moderator:** Klaus Reichert, SC (Brick Court Chambers, London)

**Panelists:** Christopher M. Campbell (Baker Hughes, Florence); Hugh Carlson (Three Crowns LLP, Washington, D.C.); Whitney Stekfo (Ford Motor Company, Scottsdale); and Ayse Yazir (Bench Walk Advisors, London)



Whitney Stekfo (Ford Motor Company, Scottsdale),  
Ayse Yazir (Bench Walk Advisors, London),  
Hugh Carlson (Three Crowns LLP, Washington, D.C.),  
Christopher M. Campbell (Baker Hughes, Florence), and  
Klaus Reichert, SC (Brick Court Chambers, London)

This session featured a discussion among in-house counsel, external counsel, and litigation finance, of how technology is transforming international arbitration workflows.

Corporate legal departments are already using AI for routine tasks, such as drafting non-disclosure agreements (“NDAs”), reviewing standard clauses, and identifying litigation risks. One speaker emphasized that these tools are no longer experimental: they are now operationalized and affecting expectations of outside counsel.

Looking ahead, panelists anticipated that in-house teams could use AI to draft initial pleadings in investor-state arbitration, drawing on the growing availability of public precedents. Other possibilities

included “shadow cloning” an opposing party—using AI to predict how the other side might interpret documents or evidence.

Despite the enthusiasm, panelists warned against over-reliance. Some AI models have hallucination rates as high as 88% when ungrounded. Panelists emphasized that verification, accuracy, and ethical standards remain essential. Tools that operate in closed databases with curated content were preferred.

From a funder’s perspective, AI is already improving due diligence and damages modeling, enabling faster decision-making.

Panelists also raised ethical questions: should arbitrators disclose their use of AI in award drafting or deliberation support? The panel agreed that transparency will become increasingly important.

## VII. Workshop Luncheon: A Conversation with Lucinda A. Low

**Moderator:** Meg Kinnear (Low & Kinnear Dispute Resolution LLC, Washington, D.C.)

**Presenter:** Lucinda A. Low (Low & Kinnear Dispute Resolution LLC, Washington, D.C.)



Meg Kinnear (Low & Kinnear Dispute Resolution LLC, Washington, D.C.) and Lucinda A. Low (Low & Kinnear Dispute Resolution LLC, Washington, D.C.)

In conversation with Meg Kinnear, a prominent arbitration figure and former Secretary-General of ICSID, Lucinda A. Low, shared personal insights from her career. Ms. Low reflected on her early interest in international law, sparked by formative experiences abroad, and shared how she navigated a path through law firm life and in international arbitration.

Ms. Low described memorable moments, including advocacy as a young attorney before the Iran-U.S. Claims Tribunal and the challenges of balancing firm life with work on matters of global significance. The discussion covered career planning, the legitimacy of investor-state dispute settlement, and the evolving landscape of institutional reform.

The conversation ended with advice to young practitioners: don’t fear detours. A successful career may be nonlinear, but adaptability, courage, and learning from each step are the keys to long-term fulfillment.

### **VIII. Working Groups A & B: Counsel-Driven Innovations in Advocacy**

**Facilitators:** Tafadzwa Pasipanodya (Foley Hoag LLP, Washington, D.C.); Alex Yanos (Alston & Bird, New York); Noradèle Radjai (LALIVE, Geneva); and Kevin O'Gorman (Norton Rose Fulbright, Houston)



*Participants engage in a working group facilitated by Tafadzwa Pasipanodya (Foley Hoag LLP, Washington, D.C.), Alex Yanos (Alston & Bird, New York), Noradèle Radjai (LALIVE, Geneva), and Kevin O'Gorman (Norton Rose Fulbright, Houston)*

These interactive breakout sessions focused on tools such as decision trees, chronologies, and evidence-in-context sheets, discussed in earlier panels, to assess their practical utility and develop further thinking on how they could be deployed to make arbitration more efficient.

On decision trees, participants debated their usefulness and potential bias. Some saw them as overly simplistic; others felt they improved internal preparation even if not submitted. Most agreed that even non-joint decision trees can help tribunals frame issues.

On chronologies, participants agreed that timelines proved difficult in practice due to disagreement on fact framing. Proposed solutions included adding claimant and respondent interpretation columns or submitting separate versions. Even non-agreed chronologies, if neutral and well-structured, were seen as beneficial.

On evidence-in-context sheets, participants largely welcomed the tool. Although many had not encountered evidence-in-context sheets in their practice, they agreed that they could offer value, especially if used with a party's submissions or at the request of the tribunal after a hearing.

Other suggestions included having parties draft preferred awards, submitting bullet-pointed tables of contents summarizing key arguments, and integrating disclosure directly into briefs. Two innovations gained broad support: mid-stream case management conferences and expert teach-ins—both were seen as low-risk, high-impact tools to improve clarity.

### **IX. Working Groups C & D: Tribunal-Driven Innovations in Case Management**

**Facilitators:** Prof. Janet Walker, CM (Atkin Chambers, Toronto) and Isabelle Michou (Quinn Emanuel Urquhart & Sullivan, LLP, Paris)

This session convened senior arbitrators for a discussion on how to structure deliberations and foster collegial decision-making.

On timing, participants debated whether deliberations should begin before, during, or after the hearing. While early discussions can focus the tribunal, they risk cognitive bias. Some favored deliberation outlines or issue memos as tools to guide but not prejudge.

Discussion turned to speaking order among tribunal members. To avoid conformity bias, some suggested junior arbitrators speak first. Others emphasized the chair's role in moderating discussion tone and pacing.

The second half of the session focused on managing dissent and maintaining collegiality. Participants emphasized surfacing disagreement early and using structured communication to avoid surprise dissents. Whether dissent should be anonymous or attributed remained open for debate.

The session closed with the insight that while no single method works for all tribunals, structure, mutual respect, and interpersonal awareness are critical to effective deliberation.

### **X. Practical Workshop on Technology / AI**

**Facilitator:** Bridget McCormack (American Arbitration Association-International Centre for Dispute Resolution, New York)

**Presenter:** Stacy Guillou (Decisioncraft ADR, Denver)



*Bridget McCormack (American Arbitration Association-International Centre for Dispute Resolution, New York) and Stacy Guillou (Decisioncraft ADR, Denver)*

This workshop was structured in two segments. The first featured a practical demonstration of how practitioners can leverage AI tools across various tasks. Panelists illustrated how, with the right technology, practitioners can efficiently summarize documents or refine arguments to enhance their persuasiveness. They also showcased AI-powered legal research tools that operate in closed environments, minimizing the risk of hallucinations.

Other applications highlighted included tools for analyzing and comparing documents, particularly useful for evaluating expert reports, and AI assistants that support the creative process through interactive brainstorming and argument development. The demonstration underscored that, when used collaboratively, AI can significantly boost practitioners' efficiency, improve the quality of advocacy, and reduce both time and costs.

The second segment of the workshop focused on building a "maturity map" in collaboration with the audience. This framework was designed to guide lawyers, law firms, and organizations in adopting AI tools more effectively and integrating them progressively into their workflows, potentially reshaping those workflows altogether. Participants examined which tools they might implement, while also identifying key enablers and potential risks associated with AI adoption.

The maturity map exercise emphasized that although AI raises important ethical and practical concerns, such as confidentiality and data protection, its permanence in the profession is inevitable. The demands of efficiency and cost-effectiveness are driving the legal field toward a thoughtful, responsible integration of AI into practice.

## INSTITUTE FOR TRANSNATIONAL ARBITRATION EXPERTS...IN THE NEWS UPDATES



**Dr. Anamaria Popescu, PE** of **Ankura** has joined ITA as an Associate Member.



Supporting Member **Analysis Group, Inc.** has designated **Carletta Wong** as a member of the Advisory Board.

**Vasuda Sinha** of **McCarthy Tetrault LLP** has joined ITA as an Associate Member.



Sustaining Member **White & Case LLP** has designated **Konstantine Kopaliani** as an Advisory Board representative under 40.



Sustaining Member **White & Case LLP** has designated **Kirsten Odynski** as a member of the Advisory Board.



Arbitral Institution Member **London Court of International Arbitration ("LCIA")** has designated **Kevin Nash** as their Advisory Board representative.

**Ming Sum "Sam" Wong** of **Han Kun Law Offices LLP** has joined ITA as an Associate Member.



**Sebastián Green** of **Uría Menéndez Abogados, S.L.P.** has joined ITA as an Associate Member.



Supporting Member **EisnerAmper** has designated **Wayne Wilson** as a member of the Advisory Board.



**Fabio Núñez del Prado** of **Rebaza, Alcázar & De Las Casas** has joined ITA as an Associate Member.

Supporting Member **EisnerAmper** has designated **Randall S. Lemer** as a member of the Advisory Board.



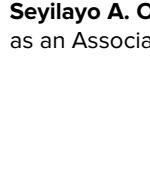
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Supporting Member **EisnerAmper** has designated **Austin Ainsworth** as an Advisory Board representative under 40.



**Emily Sherkey** of **Torys LLP** has joined ITA as an Associate Member.



**Seyilayo A. Ojo** of **S. O. & C. Legal** has joined ITA as an Associate Member.



**Dr. Mark Konstantinidis** of the **University of Luxembourg** has joined ITA as an Academic / Government / Non-profit Member.





**Katherine Schroeder** has joined ITA as an Academic / Government / Non-profit Member.

**Bernard Hanotiau's** firm merged with another boutique law firm specialized in international arbitration and business law, Tossens Goldman Gonne, and became **Hanotiau Tossens Goldman**. Mr. Hanotiau's professional email address has changed to [bernard.hanotiau@htgo.be](mailto:bernard.hanotiau@htgo.be). The address of his firm in Brussels remains unchanged: 480 Avenue Louise, Box 11, 1050 Brussels. The address of his Singapore office also remains unchanged: # 4-15 Maxwell Chambers Suites – 28 Maxwell Road, Singapore 069120.



**Glenn Hendrix** has left Arnall Golden Gregory LLP, his home for the past four decades, to launch an independent arbitrator practice. His new solo firm – **Hendrix ADR** – can be found on the web at [www.HendrixADR.com](http://www.HendrixADR.com). Glenn was also just recognized by Best Lawyers in America as Atlanta “Lawyer of the Year” for international commercial arbitration, his fifth time receiving “lawyer of the year” recognition.

**Marcus Salvato Quintanilla** has been honored to serve as a TechCred Ambassador and Senior Discussion Leader for the **ABA International Law Section's credential program on digital dispute resolution**. Topics covered will include AI, smart contracts, crypto disputes, cybersecurity, and digital privacy. Provided under the auspices of New York Law School, TechCred aims to prepare arbitrators and counsel for the future of arbitration. The first cohort participated online on September 25, 26, and October 16, 2025.



**Dr. Mahdi Rezaee** has recently published scholarly works on comparative family law, including **Rights and Obligations of Spouses Against Each Other According to the Law Approved in Iran & U.S.** (available on SSRN: <https://ssrn.com/abstract=5181043>) and **Comparative Perspectives on Divorce Law: Legal Traditions of Iran and the United States** in the Private Law Studies Research Paper Series. He continues his legal practice in Tehran with a focus on international arbitration and cross-border contracts.

**Sylvia Tonova** was awarded **Energy & Natural Resources Mining Lawyer of the Year** at the **Lexology European Awards 2025**, a recognition that reflects her exceptional contributions to the field. Her selection was based on Lexology's rigorous methodology, which combines data from the Lexology Index (formerly Who's Who Legal), Client Choice, and extensive independent research. This process includes thousands of nominations and qualitative assessments from clients, peers, and referees, evaluating criteria such as legal expertise, commercial insight, communication skills, and leadership. Sylvia stood out among a competitive field of nominees for her strategic excellence in international arbitration and investor-state disputes within the mining and energy sectors.



**Ksenya Zemskoff** has joined **Eytan Liraz & Co.** as a partner. Ms. Zemskoff brings nearly a decade of experience in litigation and international arbitration, including managing complex proceedings in the leading arbitral institutes, enforcing arbitration awards and foreign judgments, and handling interim requests. She is also an accomplished writer and in international law and a co-founder of the **Israel VYAP** forum for young arbitration lawyers.

**Ahmad Abdulkarim Al-Khawaldeh** is pursuing a Master's degree in International Commercial Law at the **University of Sunderland**. He is a member of the Chartered Institute of Arbitrators (CIArb) and ICCA Young, and a Parliamentary Fellow in Jordan. He has also earned certificates in Contract Law from Harvard University as well as in AI and Law from Lund University.



**Mathew Kolawole Olusegun**, a final-year Law student at the **University of Ibadan**, Nigeria, has deepened his engagement in international law and dispute resolution. He serves as a Research Assistant at Starlight Legal Practitioners, focusing on comparative research in arbitration and cross-border dispute mechanisms. In addition, Mathew is a member of the International Law Association and the Alternative Dispute Resolution Society, University of Ibadan, where he contributes to initiatives promoting awareness and scholarship in arbitration and mediation. His academic and professional work explores the intersection of technology, law, and transnational arbitration.



**Cássio Igor De Paula Salineiro** qualified as a solicitor of England and Wales in June 2025 and is accordingly dual qualified in Brazil as well as England and Wales.

**Jana Almani** completed a five-month training program at the **Ministry of Commerce of the Kingdom of Saudi Arabia** (January 5 – May 8, 2025) and will continue studying at **King Saud University**. Jana remains committed to developing skills and expertise in international arbitration and commercial law.



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Co-sponsored by ICC Paraguay and Centro de Arbitraje y Mediación Paraguay (“CAMP”) Asunción, Paraguay – June 4, 2025

### ITA Americas Initiative Luncheon: Houston as a Seat of Arbitration: A Regional Anchor in Uncertain Times

Co-sponsored by JAMS, Inc., FloresRueda Abogados, and Curtis, Mallet-Prevost, Colt & Mosle LLP

Houston, Texas – June 11, 2025

### Lunch “Meeting with State Attorneys” within the Framework of the XV Edition of the Latin American Arbitration Conference (CLA 2025)

Co-presented by the Office of the Attorney General of the Republic, Latin American Association of State Attorneys and Procurators (“ALAP”), Centro de Estudios de Derecho, Economía y Política (“CEDEP”), and Conferencia Latinoamericana de Arbitraje (“CLA”)

Asunción, Paraguay – September 26, 2025

## ITA PROGRAMS 2025

### Current Trends in International Construction Arbitration

Hosted by Schellenberg Wittmer Zürich, Switzerland – June 5, 2025

### ITA Arbitration Institutions Series: Finland Arbitration Institute (“FAI”)

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### 37th Annual ITA Workshop and Annual Meeting

Houston, Texas – June 11-13, 2025

### La Serie de Instituciones Arbitrales de ITA: AmCham Perú

Supported by Wolters Kluwer Virtual – June 20, 2025

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# 2026

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The schedule of upcoming Young ITA programs designed for practitioners under 40, can be viewed at the [Young ITA webpage](#). The schedule of upcoming Americas Initiative programs, often presented in Spanish, can be viewed at the [Americas Initiative webpage](#).

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