

EDUCATION

HARVARD LAW SCHOOL, Cambridge, Massachusetts
J.D. *cum laude*, 1995

MICHIGAN STATE UNIVERSITY, East Lansing, Michigan
B.A. *with highest honors*, American Public Affairs, 1992

National Honors: * Harry S. Truman Scholar
 * Named One of the Top Ten College Women in the
 United States in the Areas of Politics and National
 Affairs by CONDE NAST, 1991

PROFESSIONAL EXPERIENCE – HIGHER EDUCATION

CITY UNIVERSITY OF NEW YORK (CUNY), New York, New York

CUNY is the nation's largest urban public university and fourth largest university system with 235,000 students enrolled in degree programs and 219,000 in non-degree credentials. A transformative engine of social mobility, CUNY has 25 colleges across New York City, including community colleges, senior colleges, and professional schools. 77% of CUNY students identify as students of color, and 16 of its institutions are recognized as Hispanic Serving Institutions (HSIs).

Executive Vice Chancellor and University Provost, June 2022 - present

Responsibilities as CUNY's Chief Academic Officer include oversight of every aspect of the student and faculty experience, including academic programs and policies; strategic planning and innovation; student success and inclusion initiatives; faculty and student affairs; research programs; institutional effectiveness; K-16 initiatives; enrollment; workforce development; and union-management engagement.

Key Accomplishments:

- Drafted 2023-2030 system-wide strategic plan and seven-year academic implementation plan in collaboration with administration, faculty, and staff across all colleges;
- Designed and implemented plan to accelerate the growth of CUNY Online, increasing the number of high-quality, fully online marketed programs by 198% in first two years (from 63 to 198 programs);

- Developed and initiated innovative system-wide transfer plan in partnership with faculty leaders to allow students for the first time to transition seamlessly within the same major between community and senior colleges;
- Led the development of a comprehensive enrollment strategy that increased enrollment of first-time freshman by 5 percent in Fall 23, reversing four-year trend of significant decline;
- Worked closely with the Board of Trustees and represented CUNY in numerous public hearings and meetings with state and local government, community members, and philanthropic constituents;
- Testified successfully with Chancellor's team before New York City Council regarding FY 24 and FY 25 preliminary budgets, resulting in restoration of \$56M and \$87M respectively to CUNY's final city allocation;
- Exercised strategic influence over \$4.8B system budget and direct control over \$355M+ budget in the Office of Academic Affairs, navigating several significant directed and system-wide budget cuts;
- Collaborated with NYC Jobs CEO Council, New York City, and key employers to embed in-demand skills within the curriculum, develop programs aligned with emerging areas of workforce demand, and create new public-private partnerships;
- Created and launched Philanthropic Roundtable series to engage CUNY's high-level funders in supporting system initiatives;
- Significantly reorganized Office of Academic Affairs (600 full-time staff) to create systemic collaboration and cross-functional teams aligned to the strategic plan;
- Completed listening tour that included meetings with faculty, staff, and students and a town-hall open to the community at each of CUNY's 25 campuses.

GEORGIA STATE UNIVERSITY, Atlanta, Georgia

Georgia State University is an urban R-1 public research institution that serves more than 53,000 students and has six campus locations. For several years, it has been ranked by U.S. News as one of the most innovative universities in the country and best in undergraduate teaching among public universities for its work in eliminating student achievement gaps based on race, gender, and socioeconomic status.

Administrative Appointments

Senior Advisor to the President on Strategic Initiatives, January 1, 2022-May 2022

Responsibilities included facilitating the development and execution of strategic initiatives established by the President; providing guidance for campus strategic planning process; and supporting the transition of the interim provost.

Provost and Senior Vice President for Academic Affairs, October 2019-December 31, 2021; Interim Provost, July 2019-September 2019

Responsibilities included oversight of all academic programming and curriculum; supervision of deans and associate provosts; allocation of university funding consistent with university priorities; development of faculty training and mentorship programs; creation and development of strategic plan for online programming; and creation and support of university-wide initiatives in diversity, equity, and inclusion.

Key Accomplishments:

- Led the development and execution of multi-semester university academic plans in response to the COVID-19 pandemic, including shift to all online instruction for nearly 11,000 classes within a two-week period;
- Served as a key member of Presidential leadership team for decision making relating to budget, athletics, housing, student services, testing, contact tracing, safety measures, and facilities;
- Initiated and developed the first comprehensive strategy for growing online programming, increasing the number of high quality, fully online programs by 45% in under two years;
- Implemented quality improvements throughout curriculum, including expansion of student success interventions and provision of a four-week training course in online teaching to more than 2800 faculty in less than five months;
- Led the implementation of a comprehensive university plan to increase faculty diversity and create the next generation of diverse leadership, expanding the use of analytics and metrics to track progress;
- Established a Task Force on Racial Equality made up of faculty, staff, and students in response to social unrest around the United States and developed and implemented a comprehensive Action Plan to create a more diverse, equitable, and inclusive campus environment;
- Led the efforts that resulted in the university's first ever "Higher Educational Excellence in Diversity Award" from Insight into Diversity;

- Worked closely with the Vice President for Research and Economic Development to support research initiatives and hiring of critical faculty to reach record for sponsored research in FY 20, \$22M more than the previous year;
- Emphasized strategic allocation and innovation in oversight of \$40M+ budget;
- Worked closely with Office of Development to support high-level donors, industry leaders, GSU Foundation Board, and alumni groups.

Dean of the College of Law, October 2017-June 2019; Interim Dean, July 2017-October 2017

Responsibilities included engaging in strategic development of academic programming and curriculum; allocating budget and resources; developing donor relationships and fundraising; leading administrative offices and departments of the college; and engaging with university leadership and constituencies across professional community.

Key Accomplishments:

- Launched innovative Legal Analytics joint degree program in conjunction with the Robinson College of Business, one of the first in the nation;
- Expanded use of analytics and data-driven evidence to improve efficiency across programs and increase bar passage rates;
- Implemented new recruitment and admissions practices to increase yield of J.D. and LLM students, raising percentage of deposits at first deadline by 60% in one year;
- Initiated a new national strategy for fundraising with key donors and alumni, increasing the number of endowed scholarships by 130% over 4 years;
- Reconfigured Board of Visitors to increase participation, engagement, and gift levels;
- Engaged routinely with industry leaders and government officials to develop programmatic opportunities and advance mission.

Associate Dean for Research and Faculty Development, College of Law, May 2012 – June 2017

Responsibilities included leading major faculty initiatives; creating and supporting faculty mentoring program; facilitating and marketing faculty scholarship; engaging in all aspects of promotion and tenure process; strengthening interdisciplinary research across university; and increasing sponsored funding.

Key Accomplishments:

- Inaugurated position;
- Created a comprehensive system of faculty development, research support and mentorship from orientation through post-tenure;
- Chaired the development of the College of Law's seven-year Strategic Plan;
- Supported dean in networking and fundraising with key donors;
- Maintained an active publication and speaking schedule throughout appointment.

Faculty Appointments

Professor, August 2011-May 2022

Associate Professor, August 2006 – July 2011

Assistant Professor, August 2003 – July 2006

Visiting Professor, August 2002 – July 2003

Instructor, August 1999 – May 2002

OTHER PROFESSIONAL EXPERIENCE

ALSTON & BIRD LLP, Atlanta, Georgia

Associate, August 1996 to May 1999; **Summer Associate**, 1994 & 1995

Engaged in law practice focusing on labor and employment counseling and litigation matters for national client base; developed and revised contracts and workplace policies; handled all aspects of litigation, arbitration, and alternative dispute resolution proceedings.

U.S. DISTRICT JUDGE ORINDA D. EVANS, Atlanta, Georgia

Judicial Clerk, August 1995 to July 1996

Assisted with the disposition of civil and criminal matters pending before the court, including trials and hearings; engaged in extensive legal research and writing; drafted memoranda and judicial opinions.

UNITED STATES SUPREME COURT, Washington, D.C.

Intern to the Administrative Assistant to the Chief Justice, August 1991 to December 1991

Coordinated efforts to assist newly emerging Eastern European judicial systems; developed and implemented court administrative policies; assisted with the investiture of Justice Clarence Thomas.

HARVARD LAW SCHOOL, Cambridge, Massachusetts

Teaching Assistant, *Legal Research and Writing, Ames Moot Court*, 1993-1994

PROFESSIONAL AND COMMUNITY SERVICE

Vice President of Board of Directors, Integrate Advisors (formerly Asperger Syndrome Training & Employment Partnership); New York, New York; 2015–present

Board of Directors, United Way of Greater Atlanta; Atlanta, Georgia; June 2020–June 2022

Board of Directors, Cumberland Academy of Georgia; Atlanta, Georgia; July 2017-August 2020; Advisory Board Member, August 2020-May 2022

Board of Directors, Parent to Parent of Georgia; Atlanta, Georgia; August 2016-2019; Advisory Board Member, 2015-July 2016

Review Panel, National Commission for Academic Accreditation & Assessment; Riyadh, Saudi Arabia (by invitation); 2016

Executive Committee, Disability Law Section, the Association of American Law Schools; 2006–2008

Board of Directors, Coralwood Foundation; Atlanta, Georgia; 2006-2008

Member, Advocates for Students with Disabilities Committee; Young Lawyer's Division, State Bar of Georgia; 2004-2008

Consultant, Georgia Hospital Association; 1998-99

HONORS AND AWARDS

Fellow of the American Bar Association Foundation; appointed 2019

Patricia T. Morgan Faculty Award for Outstanding Scholarship; April 2010

LEADERSHIP TRAINING

Georgia State University Academic Leadership Development Series; 2016-2017

Higher Education Resource Services; Next Stages, Next Steps; April 2017

RESEARCH AND TEACHING INTERESTS

Disability Law; Education Law; Employment Discrimination Law; Public Health Law; Tort Law

PUBLICATIONS

Squaring State Child Vaccine Policy with Individual Rights Under the Individuals with Disabilities Education Act: Questions Raised in California, 132 PUBLIC HEALTH REPORTS 593 (August 2017) (with Ross Silverman).

People with Autism Spectrum Disorder in the Workplace: An Expanding Legal Frontier, 52 HARVARD CIVIL RIGHTS – CIVIL LIBERTIES LAW REVIEW 73 (2017).

The Limits of Federal Disability Law: State Educational Voucher Programs, 44 JOURNAL OF LAW & EDUCATION 199 (2015).

The Impact of Disability: A Comparative Approach to Medical Resource Allocation in Public Health Emergencies (with Katie Hanschke and Leslie Wolf); 8 ST. LOUIS JOURNAL OF HEALTH LAW & POLICY 259 (2015).

Recent Developments in Voucher Programs for Students with Disabilities, 59 LOYOLA LAW REVIEW 323 (2013).

Playing God: The Legality of Plans Denying People with Disabilities Scarce Resources in Public Health Emergencies, 63 FLORIDA LAW REVIEW 719 (2011) (with Leslie Wolf).

Valuing Lives: Allocating Scarce Medical Resources During a Public Health Emergency and the Americans with Disabilities Act (Perspective); PLoS Currents: Disasters. 2011 Aug 4 [revised 2011 Oct 25] (with Leslie Wolf).

Private School Vouchers for Students with Disabilities: The Future of Special Education?, 39 JOURNAL OF LAW & EDUCATION 291 (2010).

Rights Resurgence: The Impact of the ADA Amendments Act on Schools and Universities, 25 GEORGIA STATE LAW REVIEW 641 (2009) (special disability law volume).

The Disability Dilemma: A Skeptical Bench & Bar, 69 UNIVERSITY OF PITTSBURGH LAW REVIEW 637 (2008).

Sharing the Short Bus: Eligibility and Identity Under the IDEA, 58 HASTINGS LAW JOURNAL 1147 (2007).

Bridging the Physical-Mental Gap: An Empirical Assessment of the Impact of Mental Illness Stigma on ADA Outcomes, 73 TENNESSEE LAW REVIEW 47 (2005) (with Gregory Todd Jones).

The Disabling Impact of Wrongful Birth and Wrongful Life Actions, 40 HARVARD CIVIL RIGHTS-CIVIL LIBERTIES LAW REVIEW 141 (2005).

Interacting With Others: A Major Life Activity Under the Americans with Disabilities Act?, 2002 WISCONSIN LAW REVIEW 1139 (December 2002).

Wrongful Discharge, 6 INTERNATIONAL LEGAL STRATEGY 4 (1997) (with J. Cletus McGinty).

COLLECTED WORKS

Students with Disabilities and School Choice (with Rob Garda and Paul O'Neil), THE OXFORD HANDBOOK OF U.S. EDUCATION LAW (Kristi Bowman, ed.) (Oxford University Press) (2021).

The Legal Foundations of Special Education, SPECIAL EDUCATION FOR ALL TEACHERS (with Colleen M. O'Rourke) (Ronald P. Colarusso & Colleen M. O'Rourke, eds.) (Kendall Hunt Publishing Company) (2016).

The Case for Inclusive Eligibility Under the IDEA, RIGHTING EDUCATIONAL WRONGS: DISABILITY STUDIES IN LAW & EDUCATION (Arlene Kanter, ed.) (Syracuse University Press) (2013).

The Disability Dilemma: A Skeptical Bench & Bar, RIGHTS OF THE DISABLED (Sonia Katoch, ed.) (ICFAI University Press) (2010).

A Call to Action for the Legal Academy; CONFERENCE PROCEEDINGS OF THE AMERICAN BAR ASSOCIATION'S SECOND NATIONAL CONFERENCE ON THE EMPLOYMENT OF LAWYERS WITH DISABILITIES (2009).

Vouchers for Students with Disabilities, SIXTH COMMONWEALTH EDUCATION LAW CONFERENCE -- CRITICAL ISSUES IN EDUCATION LAW AND POLICY 137 (LexisNexis 2008).

NON-ACADEMIC PUBLICATIONS

Hospitals Rationing Drugs Behind Closed Doors: A Civil Rights Issue, THE CONVERSATION, February 22, 2016 (with Leslie Wolf), *reprinted* in U.S. NEWS AND WORLD REPORT (February 23, 2016).

Ebola Virus Tests Civil Rights Laws, ATLANTA JOURNAL-CONSTITUTION, November 21, 2014, at A10.

Upgrades to ADA Product of Bipartisan Cooperation, ATLANTA JOURNAL-CONSTITUTION, October 6, 2008, at A8.

Voucher Bill Ignores System Abuse, Costs, ATLANTA JOURNAL-CONSTITUTION, January 31, 2007, at A19.

SELECTED SCHOLARLY PRESENTATIONS

Autism Spectrum Disorder in the Workplace; Autism Conference and Expo of Georgia 2017; Atlanta, Georgia; May 4, 2017.

Autism Spectrum Disorder at Work: A New Legal Frontier; 18th International Conference on Autism, Intellectual Disability, and Developmental Disabilities; Clearwater, Florida; January 19, 2017.

Autism Spectrum Disorder in the Workplace; United States Department of Agriculture, National Agricultural Statistics Service; Athens, Georgia; November 16, 2016.

Rationing Care for People with Disabilities in Public Health Emergencies: U.S. and International Approaches; National Association of County and City Officials National Preparedness Conference; Dallas, Texas; April 21, 2016.

The Limits of Federal Disability Law; Education Law Association Annual Conference; Cleveland, Ohio; November 6, 2015.

Rationing Care for People with Disabilities in Public Health Emergencies: U.S. and International Approaches; Southwest Conference on Disability; Albuquerque, New Mexico; October 8, 2015.

Developing Learning Outcome Measures: The Experience of GSU College of Law; AALS Workshop on Measuring Learning Gains; Orlando, Florida; June 26, 2015.

The Limits of Federal Disability Law: State Educational Voucher Programs; Hawaii International Conference on Education; Honolulu, Hawaii; January 5, 2015.

Assessing the Exit Option: Vouchers for Students with Disabilities as an Alternative to Mediation; Symposium on Dispute Resolution in Special Education, Ohio State University Moritz College of Law; February 27, 2014.

Vouchers 2.0: An Update, Education Law Association Annual Conference; Denver, Colorado; November 21, 2013.

Recent Developments in Vouchers for Students with Disabilities; Special Education in An Era of Reform; Loyola University New Orleans; New Orleans, Louisiana; March 1, 2013.

Playing God: The Legality of Plans Restricting People with Disabilities from Scarce Resources in Public Health Emergencies; Disability Studies: Every Body In, University of Otago; Dunedin, New Zealand; November 29, 2011.

Special Education Vouchers: The Promise and Peril for Students with Disabilities; Exploring Difference: Disability and Diversity in Education, Law, and Society; Chapman University College of Educational Studies and School of Law; Orange, California; September 24, 2011.

Playing God: The Legality of Plans Restricting People with Disabilities from Scarce Resources in Public Health Emergencies; 34th Annual Health Law Professor's Conference; American Society of Law, Medicine & Ethics; Chicago, Illinois; June 9, 2011.

Disability Discrimination Twenty Years After the Americans with Disabilities Act; Georgia Higher Education Compliance Assistance Program; American Association of Affirmative Action – Region IV; Atlanta, Georgia; March 3, 2011.

The Progression of Legal Education; Harvard Law School's Celebration of the 100th Anniversary of the Board of Student Advisors; Cambridge, Massachusetts; October 9, 2010.

Playing God: The Legality of Plans Restricting People with Disabilities from Scarce Resources in Public Health Emergencies; International Disability Studies Conference; Lancaster University; Lancaster, England; September 7, 2010.

Playing God: The Legality of Plans Restricting People with Disabilities from Scarce Resources in Public Health Emergencies; Society for the Study of Social Problems Annual Meeting; Atlanta, Georgia; August 13, 2010.

Playing God: The Legality of Plans Restricting People with Disabilities from Scarce Resources in Public Health Emergencies; Law and Society Annual Meeting; Chicago, Illinois; May 30, 2010.

Keynote: Implications of the ADA Amendments for Disability Services; Accommodating Students with Low(er) Intelligence: An ADA Mandate?; Annual Meeting of Disability Services Coordinators for the University System of Georgia; Macon, Georgia; November 11, 2009.

Olmstead: The Long Road Home (Moderator & Co-Organizer); Perspectives on *Olmstead v. L.C.* Ten Years Later (Symposium); Atlanta, Georgia; October 23, 2009.

Current Issues in Disability Law and Policy; Southeastern Association of Law Schools Annual Conference; Palm Beach, Florida; August 3, 2009.

The Transition from Law Student to Lawyer: Reasonable Accommodations in Law

School and at Work; American Bar Association's Second National Conference on the Employment of Lawyers with Disabilities; Washington, D.C.; June 16, 2009.

The Dilemma of Private School Vouchers for Students with Disabilities; 9th Annual Conference on Disability Studies in Education; Syracuse College of Law; Syracuse, New York; May 3, 2009.

Rights Resurgence: The Impact of the ADA Amendments Act on Schools and Universities; The Center for Research on Atypical Learning and Development; Georgia State University; Atlanta, Georgia; April 17, 2009.

Keynote: The Impact of the ADA Amendments on Education Law; Schools and College Law Section Annual Meeting, Georgia State Bar; Atlanta, Georgia; January 8, 2009.

Relevance and Reform: Private School Vouchers for Students with Disabilities; 54th Annual Education Law Association Conference; San Antonio, Texas; November 20, 2008.

Private School Vouchers for Students with Disabilities: The Future of Special Education?; 15th Annual Education Law Conference; Portland, Maine; July 30, 2008.

Private School Vouchers: Positive or Negative Trend?; 6th Commonwealth Education Law Conference; Richmond, Virginia; April 25, 2008.

National Trends in Special Education and Juvenile Justice; Council for Children with Behavioral Disorders; Dallas, Texas; October 6, 2007.

The Disability Dilemma: A Skeptical Bench and Bar; Emory Law School's Lawyers and Disabilities Symposium; Atlanta, Georgia; September 6, 2007.

Eligibility and Identity Under the IDEA; John Marshall Law School; Atlanta, Georgia; March 28, 2007.

Sharing the Short Bus: Challenges to IDEA Eligibility; The Center for Research on Atypical Learning and Development; Georgia State University; Atlanta, Georgia; February 16, 2007.

Eligibility and Identity Under the IDEA; Hastings Law Journal's National Disability Law Symposium; San Francisco, California; February 3, 2007.

Rethinking Wrongful Life from a Therapeutic Jurisprudence Approach; Southeastern Association of American Law Schools Conference; Hilton Head, North Carolina; August 2004.