

CURRICULUM VITAE

Stacy Hawkins, Esq.
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ACADEMIC EXPERIENCE

Rutgers Law School

Vice Dean (July 2021 – Present)

Professor I (July 2018 – Present)

Associate Professor (July 2015 – June 2018)

Assistant Professor (June 2012 – June 2015)

Visiting Assistant Professor (June 2010 – May 2012)

Adjunct Professor (January 2010 – May 2010)

Courses Taught

- ◆ Constitutional Law
- ◆ Employment Law
- ◆ Diversity and the Law (*original seminar*)
- ◆ Constitutional Law in Contemporary Society (*undergraduate course*)
- ◆ South African Constitutional Law (*with study abroad trip to South Africa*)

Awards/Honors

- ◆ Chancellor's Award for Diversity, Equity, and Inclusion Leadership (2023)
- ◆ BLSA Champion of Social Justice (2022)
- ◆ Rutgers University – Camden Remarkable 31 (2019)
- ◆ Co-Professor of the Year (2018)
- ◆ AALS Minority Groups Section Derrick A. Bell Award (2018)
- ◆ Mid-Atlantic People of Color Conference Banks-Haddon Junior Faculty Award (2017)
- ◆ New Full-time Faculty of the Year (2013, 2011)

Faculty Affiliations

- ◆ Rutgers University Equity & Inclusion (*Special Assistant for Academic Equity*)
- ◆ Rutgers Institute for the Study of Global Racial Justice (*Senior Faculty Fellow*)
- ◆ Rutgers Center for Corporate Law and Governance (*Affiliated Faculty*)
- ◆ Rutgers Center for Security, Race and Rights (*Affiliated Faculty*)

Scholarship

- ◆ *Reviving the Role Model Theory (work-in-progress)*
- ◆ *All Law Students Matter: A Reply to Mismatch & Bar Passage*, ____ J. LEGAL EDUC. ____ (forthcoming 2023)
- ◆ *Finding Common Ground: A Response to Asian Americans, Racial Stereotypes, and Elite University Admissions*, 103 B. U. L. REV. ONLINE 131 (2023)
- ◆ *Reverse Integration: Centering HBCUs in the Fight for Educational Equality*, 24 U. PENN. J. L. & SOC. CHANGE 241 (2021)
- ◆ *Trump's Dangerous Judicial Legacy*, 67 UCLA L. REV. DISC. 20 (2019)
- ◆ *What the Supreme Court's Diversity Doctrine Means for Workplace Diversity Efforts*, 33 A.B.A. J. LAB. & EMP. L. 139 (Winter 2018)
- ◆ *Batson for Judges, Police and Teachers: Lessons in Democracy from the Jury Box*, 23 MICH. J. RACE & L. 1 (2018)
- ◆ *Race-conscious Admissions Plans: An Antidote to Educational Opportunity Hoarding?*, 43 J.C. & U. L. 151 (2018)
- ◆ *Focus on the "How" (Not the "Why") of the Commitment to Diversity in the Legal Profession*, IILP REV. (Spring 2017)
- ◆ *The Long Arc of Diversity Bends Towards Workplace Equality: Deconstructing the Progressive Critique of Workplace Diversity Efforts*, 17 U. MD. L. J. RACE, RELIG. GENDER & CLASS 61 (2017)
- ◆ *How Diversity Can Redeem the McDonnell Douglas Standard: Mounting An Effective Title VII Defense of the Commitment to Diversity in the Legal Profession*, 83 FORDHAM L. REV. 101 (2015)
- ◆ *Mismatched Or Counted Out? What's Missing From Mismatch Theory And Why It Matters*, 17 U. PA. J. CONST. L. 869 (2015)
- ◆ *A Conversation on the Nature, Effects, and Future of Affirmative Action in Higher Education Admissions*, 17 U. PA. J. CONST. L. 683 (2015) (with Peter Arcidiacono, Thomas Espenshade, and Richard Sander)
- ◆ *Diversity, Democracy & Pluralism: Confronting the Reality of Our Inequality*, 66 MERCER L. REV. 577 (2015)
- ◆ *Selling Diversity Short: An Essay Responding to Nancy Leong's 'Racial Capitalism,'* 126 HARV. L. REV. 2151 (2013), 40 RUTGERS L. REC. 68 (2012-2013)
- ◆ *A Deliberative Defense of Diversity: Moving Beyond the Affirmative Action Debate to Embrace a 21st Century View of Equality*, 2 COLUM. J. RACE & L. 75 (2012)

Government Submissions

- ◆ *Affirmative Action Law & Policy in the United States: Past, Present, and Future*, White Paper for the Government of Canada, Employment Equity Act Review Secretariat (August 31, 2022)
- ◆ *The Importance of Diversity in the Federal Judiciary*, Written Testimony to the United States House of Representatives, Judiciary Committee, Subcommittee on Courts, Intellectual Property and the Internet (March 25, 2021)
- ◆ *Reply Comments of Professor Stacy Hawkins*, Submitted to the FCC, In the Matter of 2010 Quadrennial Regulatory Review, Review of the Commission's Broadcast Ownership Rules and Other Rules Adopted Pursuant to Section 202 of the Telecommunications Act of 1996, MB Docket No. 09-182, Promoting Diversification of Ownership in the Broadcasting Services, MB Docket No. 07-294 (April 2, 2012) (cited at 47 CFR Part 73)

Scholarly Presentations

- ◆ *The Economics of Reversing DE&I Initiatives*, Protecting Diversity, Equity, and Inclusion in Higher Education and the Workforce: A Workshop, The National Academies of Sciences, Engineering & Medicine (*moderator*, Virtual, May 2, 2023)
- ◆ *#RepresentationMatters: Reviving the Role Model Theory*, Conference on Scholarship in Employment and Labor Law (COSELL) (*works-in-progress presenter*, Virtual, hosted by Vanderbilt Law School, October 2021)
- ◆ *Building An Anti-Racist Curriculum and Law School: Race in the Curriculum*, Rutgers Race and the Law Review Symposium (*moderator*, Virtual, April 14, 2021)
- ◆ *How Trump's Divisive & Derogatory Rhetoric Has Affected Anti-Discrimination Law Enforcement*, AALS Section on Employment Discrimination Annual Meeting Program (*moderator*, Virtual, January 7, 2021)
- ◆ *Leading From Behind: What HBCUs Can Teach Us About Educational Equality*, Drexel Faculty Colloquium (*invited speaker*, Philadelphia, PA, January 9, 2020)
- ◆ *Equality, Equity and Adequacy in Education: Critiquing Federal and State Definitions*, SEALS 2019 Annual Meeting (*invited panelist*, Boca Raton, FL, July 29, 2019)
- ◆ *Scholarship, Research, and Best Practices in Diversity & Inclusion: Exploring Current Findings and Pursuing New Pathways*, 4th Annual Rutgers University Diversity & Inclusion Symposium, Rutgers University (*invited speaker*, New Brunswick, NJ, April 4, 2019)
- ◆ *Democracy, Voting Rights, and the Courts*, 4th National People of Color Legal Scholarship Conference, American University Washington College of Law (*invited panelist*, Washington, D.C., March 2019)
- ◆ *Guidelines and Best Practices Addressing Chronic Failure to Diversify Leadership Positions in the Practice of Law*, Duke Law School Center for Judicial Studies (*invited panelist/moderator*, Denver, CO, June 2018)
- ◆ *The Legal Framework for Diversity and Inclusion: Where Are We Now and Where We May Be Headed?*, Framing the Value of Diversity in Higher Education: Setting the Research Agenda, (*invited panelist*, New Brunswick, NJ, October, 2017)
- ◆ *Critical Perspectives on Work Law*, LatCrit XXI Biennial Conference (*invited panelist*, Orlando, FL, September, 2017)
- ◆ *Increasing the Number of Women and Minority Lawyers Appointed to Leadership Positions in Class Actions and MDLs*, Duke Law School Center for Judicial Studies (*invited panelist/co-moderator*, Atlanta, GA, April, 2017)
- ◆ *Batson for Judges, Police and Teachers*, 22nd Annual Mid-Atlantic People of Color Conference, The George Washington University Law School (*works-in-progress presenter*, Washington, D.C., January, 2017)
- ◆ *Responding to Fisher v. Texas*, AALS Annual Meeting, Employment Discrimination Section (*invited panelist*, San Francisco, CA, January, 2017)
- ◆ *Diversity, Legitimacy & the Federal Courts*, Federal Judicial Center (*featured speaker*, Washington, D.C., October 2016)
- ◆ *Fisher v. Texas, Implications for Labor & Employment Law*, SEALS Annual Conference (*invited roundtable discussant*, Amelia Island, FL, August 2016)
- ◆ *Batson for Judges, Police and Teachers*, SEALS New and Emerging Voices in Labor & Employment Law Session (*invited presenter*, Amelia Island, FL, August 2016)
- ◆ *The Long Arc of Diversity Bends Towards Equality: Deconstructing the Progressive Critique of Workplace Diversity Efforts*, Yale Critical Race Theory Conference, Emerging Scholars Workshop (*invited presenter*, New Haven, CT, April 2016)

- ◆ *The Long Arc of Diversity Bends Towards Equality: Deconstructing the Progressive Critique of Workplace Diversity Efforts*, AALS New and Emerging Voices in Workplace Law Session (invited presenter, New York, NY, January 2016)
- ◆ *Anti-Discrimination Law: A New Vision for Anti-Discrimination Law*, The Present and Future of Civil Rights Movements: Race and Reform in 21st Century America (invited panelist, Duke Law School, November 2015)
- ◆ *The Long Arc of Diversity Bends Towards Equality: Deconstructing the Progressive Critique of Workplace Diversity Efforts*, LatCrit Annual Conference (works-in-progress presenter, Anaheim, CA, October 2015)
- ◆ *The Long Arc of Diversity Bends Towards Equality: Deconstructing the Progressive Critique of Workplace Diversity Efforts*, Conference on Scholarship in Employment and Labor Law (COSELL) (works-in-progress presenter, Indiana University Maurer School of Law, September 2015)
- ◆ *The Long Arc of Diversity Bends Towards Equality: Deconstructing the Progressive Critique of Workplace Diversity Efforts*, Lutie Lytle Faculty Writing Workshop (works-in-progress presenter, Vanderbilt Law School, July 2015)
- ◆ *Diversity, Democracy & Pluralism*, Fifth Annual Constitutional Law Colloquium (works-in-progress presenter, Loyola University Chicago School of Law, November 2014)
- ◆ *How Diversity Can Redeem the McDonnell Douglas Standard*, Colloquium: The Challenge of Equity and Inclusion in the Legal Profession: An International and Comparative Perspective (invited panelist, Fordham Law School, October 2014)
- ◆ *Diversity, Democracy & Pluralism*, Law and Society Annual Meeting (works-in-progress presenter, Minneapolis, MN, May 2014)
- ◆ *Racial Preferences, Mismatch, and the Racial Pipeline*, Colloquium: Educational Equality and the Constitution in the Twenty-First Century (invited panelist, University of Pennsylvania School of Law, January 2014)
- ◆ *Deconstructing the Liberal Critique of Workplace Diversity Efforts*, Widener Journal of Law Economics and Race Diversity in the Legal Profession CLE Symposium (invited panelist Widener University School of Law, April 2013)
- ◆ *Grutter's Promise: Bridging the Gap Between Rhetorical Colorblind Equality and Real Racial Inequality*, Mid-Atlantic Law and Society Association Conference, (works-in-progress presenter, Drexel University Earle Mack School of Law, October 2012)
- ◆ *Taking Our Pulse: Racial & Ethnic Diversity in the Legal Academy*, Southeast/Southwest People of Color Scholarship Conference (invited panelist, Samford University Cumberland School of Law, March 2012)
- ◆ *Beyond Affirmative Action: A 21st Century View of Equality*, The Delaware Valley, Pennsylvania, Ohio, and West Virginia Feminist Law Teachers Nineteenth Annual CLE Conference (invited panelist, Drexel University Earle Mack School of Law, January 2012)
- ◆ *A Lesson in Constitutional Law from the Front Lines of Corporate Diversity Practice*, Joint Meeting of the Southeast/Southwest and Midwest People of Color Scholarship Conference (works-in-progress presenter, Fort Lauderdale, FL, March 2011)

Media Interviews/Apearances

- ◆ “States Where Unemployment Claims Are Increasing the Most: Ask the Experts,” *WalletHub* (January 19, 2023)
- ◆ “Ending Affirmative Action Will Be An ‘Earthquake’ for Colleges, Companies,” *Newsweek* (November 16, 2022)
- ◆ “Diversity Hindered by Race-Neutral Admissions,” *Banfield/NewsNation* (November 1, 2022)
- ◆ “Supreme Court Arguments Begin in Affirmative Action Cases,” *ABC7News* (November 1, 2022)
- ◆ “Supreme Court Affirmative Action Cases Could Affect Workplace Next,” *USA Today* (September 21, 2022)
- ◆ “Pfizer Accused of Running A Fellowship Program That Discriminates On Racial Grounds,” *The Boston Globe STAT News* (September 19, 2022)
- ◆ “2022 Labor Day Facts,” *WalletHub* (August 31, 2022)
- ◆ “How Does Overturning Roe v. Wade Impact Women in Pennsylvania, New Jersey and Delaware?,” *6ABC Action News* (June 24, 2022)
- ◆ “Space X Fires Employees Involved in Letter Critical of Elon Musk, Company,” *The Wall Street Journal* (June 17, 2022)
- ◆ “Local Law Experts Weigh In on What’s Next In Masking Debate,” *CBS Philly* (April 19, 2022)
- ◆ “The Many Joys of Ketanji Brown Jackson’s Historic Confirmation,” *CNN* (April 7, 2022)
- ◆ “Ketanji Brown Jackson’s Nomination Brings Renewed Attention to Lack of Black Judges on the Federal Bench,” *CNN Politics* (April 3, 2022)
- ◆ “Brian Flores’ Lawsuit Could Devastate the NFL Even If He Loses,” *Slate* (February 3, 2022)
- ◆ “Could Supreme Court Decision Eliminate Diversity As a Factor in College Admissions?” *KYW News Radio* (January 24, 2022)
- ◆ “As Businesses Struggle to Hire, Here’s Why these Three Women Say They Can’t Go Back to Work,” *NJ Star Ledger* (October 3, 2021)
- ◆ “How Biden is Reshaping the Federal Bench’s Demographics,” *Modern Lawyer* (October 1, 2021)
- ◆ “4,600 Businesses Await Specifics of Biden’s Vaccine Mandate,” *New Jersey Monitor* (September 22, 2021)
- ◆ “Biden’s Vaccine Mandate: Expert Would be ‘Surprised’ to See Legal Challenges Prevail,” *Yahoo!Finance* (September 14, 2021)
- ◆ “How a Laborer for a Montgomery County Firm Won \$600,000 for Racial Discrimination,” *The Philadelphia Inquirer* (July 26, 2021)
- ◆ “An Unmarried Catholic Schoolteacher Got Pregnant. She Was Fired,” *The New York Times* (June 28, 2021)
- ◆ “Biden Nominated As Many Minority Women to be Judges in Four Months as Trump Had Confirmed in Four Years,” *The Washington Post* (June 14, 2021)
- ◆ “Central Park ‘Karen’ Firing Case Tests How Far Employers Can Go,” *Bloomberg Law* (May 27, 2021)
- ◆ “Coca-Cola is at the Center of a Debate on Corporate Social Justice with an Anti-Affirmative Action Activist Threatening to Sue Over its Supplier Diversity Program,” *Business Insider* (May 8, 2021)
- ◆ “‘Own Your Behavior and the Consequences:’ A Reckoning on Sexual Harassment,” *Courier Post* (March 9, 2021)

- ◆ “The Rise of Black Women,” *Flashpoint*, KYW Radio (February 4, 2021)
- ◆ “The Needle is Moving’: Another MDL Judge Cites Diversity in Lead Counsel Appointments,” *Reuters* (January 25, 2021)
- ◆ “Can Rioters, Protesters Be Fired?,” *Good Day Philadelphia*, Fox 29 News (January 17, 2021)
- ◆ “Can School Districts Require Teachers to be Vaccinated?,” *NJ Spotlight News* (January 13, 2021)
- ◆ “Can NJ Schools Require COVID-19 Vaccines for Teachers?,” *Star-Ledger* (January 7, 2021)
- ◆ “I Don’t Feel Safe Returning to Work During the Pandemic. What Should I Do?,” *TIME* (December 22, 2020)
- ◆ “End of the Year Round-up,” *Flashpoint*, KYW Radio (December 21, 2020)
- ◆ “Trump Considering Pardons for Children, Giuliani,” *Yahoo!Finance* (December 2, 2020)
- ◆ “Van Drew Suggests NJ Rule Is Unconstitutional; Experts Disagree,” *Patch.com* (November 18, 2020)
- ◆ “Will the Courts Decide Presidential Election? Biden Leads, Trump Files Voter Fraud Suit,” *NJ Spotlight News* (November 5, 2020)
- ◆ “Trump Could Win 2020 Election Through Court,” *Yahoo!Finance* (November 5, 2020)
- ◆ “Remembering RBG,” *CBS Sunday Morning* (September 20, 2020)
- ◆ “Can You Be Fired for Bad Behavior Outside of Work,” *The Wall Street Journal* (July 25, 2020)
- ◆ “NJ Supreme Court Knows Justice System Has a Problem, Plans Changes Within a Year,” *South Jersey Times* (July 19, 2020)
- ◆ “More Judges Are Demanding Diversity Among Class Counsel,” *Law360* (July 16, 2020)
- ◆ “What Workers Need to Know about Protests - On and Off the Job,” *The Wall Street Journal* (June 26, 2020)
- ◆ “How Employers Could be Spying on You While Working from Home,” *CNBC* (June 19, 2020)
- ◆ “Black Lives Matter: Do We Need More Affirmative Action?,” *Roundtable*, TRTWorld (June 18, 2020)
- ◆ “Institutionalized Racism – Invisible Systems of Oppression,” *Flashpoint*, KYW radio (June 14, 2020)
- ◆ “Law Firms Call for Social Justice, Despite Own Diversity Issues,” *Bloomberg Law* (June 4, 2020)
- ◆ “Virus Crisis Could Be Big Test of Law Firms’ Diversity Efforts,” *Bloomberg Law* (April 27, 2020)
- ◆ “Bosses Panic-Buy Software to Keep Tabs on Remote Workers,” *Bloomberg News* (March 27, 2020)
- ◆ “Diversity and Inclusion,” *FlashPoint*, KYW radio (February 2, 2020)
- ◆ “Byron Allen versus Comcast,” *FlashPoint*, KYW radio (November 17, 2019)
- ◆ “2019 Labor Day by the Numbers,” *WalletHub.com* (August 27, 2019)
- ◆ “Stacy Hawkins Takes on the Tough Questions at Rutgers-Camden Law,” *Front Runner New Jersey* (August 13, 2019)
- ◆ “Women’s Dress Codes,” *Global Business*, CGTNAmerica (June 14, 2019)
- ◆ “Trump’s Plan to End Birthright Citizenship Called ‘Unconstitutional,’” *North Jersey Record* (October 31, 2018)
- ◆ “Kavanaugh’s ‘Hostile’ Defence Won Over Trump But Likely Put His Supreme Court Hopes at Greater Risk,” *CBC News* (September 28, 2018)

- ◆ “How Newly Revealed Sexual-misconduct Accusations Could Change Calculus of Brett Kavanaugh Hearings,” *CBC News* (September 26, 2018)
- ◆ “Viral Videos Alleging Racial Profiling Show What People of Color Have ‘Endured for Generations,’” *The Philadelphia Inquirer* (August 8, 2018)
- ◆ “Larry Krasner’s \$160,000-A-Year Senior Advisor Was Also His Creditor,” *The Philadelphia Inquirer* (July 27, 2018)
- ◆ “Trump Supreme Court Pick Could Have ‘Seismic Impact’,” *Metro* (July 9, 2018)
- ◆ “Should Starbucks Fire the Manager Who Called the Cops on Two Black Patrons?,” *Philadelphia Magazine* (April 16, 2018)
- ◆ “Dr. Martin Luther King’s Legacy 50 Years On,” *The Heat* (CGTN-America, April 4, 2018)
- ◆ “Remembering A Civil Rights Icon,” *CTV Nightly News* (CTV News Channel, April 4, 2018)
- ◆ “Debating Affirmative Action,” *The Heat* (CGTN-America, August 18, 2017)
- ◆ “Why a Gay Law Professor is Trying to Shut Down Women-Only Wonder Woman Screenings,” *The Washington Post* (June 1, 2017)
- ◆ “N.J. Female Physicians Make Less Than Their Male Counterparts, Study Shows,” *The Press of Atlantic City* (May 6, 2017)
- ◆ “Companies Use Diversity Data to Hold Law Firms Accountable,” *Bloomberg Law* (April 3, 2017)
- ◆ “Parking Authority Brass Padded Salaries with Comp Time,” *The Philadelphia Inquirer* (February 6, 2017)
- ◆ “Comcast Has a Point on Pay Equity Bill,” *Philadelphia Magazine* (January 13, 2017)
- ◆ “Why Law is the Least Diverse Profession,” *Law360* (May 17, 2016)
- ◆ “Growing Diversity Creates Struggles, Opportunities in South Jersey,” *The Courier Post* (November 1, 2014)
- ◆ “A Fuller Melting Pot: SJ Must Prepare for Population Shift Already Taking Place,” *The Courier Post* (October 26, 2014)
- ◆ “Sikh Job Applicant’s Bias Suit Over No-Beard Policy Prompts Reforms,” *New Jersey Law Journal* (December 4, 2013)

Service

- ◆ AALS Section on Employment Discrimination Law, *Chair* (2020-2021), *Executive Board* (2017-present)
- ◆ Rutgers Law School –Admissions Committee, *Co-Chair* (2019 – present), *Member* (2012 – 2013, 2016 – present)
- ◆ Rutgers University Committee on Diversity, Race and Gender, *Appointed Member* (2019 – present)
- ◆ Rutgers University Office of Employment Equity Advisory Group, *Appointed Member* (2018 – present)
- ◆ NJ Supreme Court Committee on Diversity, Inclusion & Community Engagement, *Appointed Member* (appointed term September 2019 – present)
- ◆ Rutgers University – Camden, Chancellor’s Committee on Institutional Equity & Diversity, *Co-Chair* (2015–2018), *Member* (2011– 2015, 2019 – present)
- ◆ Rutgers Law School – Diversity Task Force, *Member* (2018 – 2019, 2021– present)
- ◆ Rutgers Leadership Academy, *Camden Fellow* (2017 – 2019)
- ◆ Rutgers University – Camden, Diversity & Inclusion Council, *Member* (2016 – 2019, 2022 – present)
- ◆ Rutgers School of Law – Camden, Bar Passage Task Force, *Member* (2011 – 2012)

PROFESSIONAL AFFILIATIONS

- ◆ Journal of College and University Law, *Editorial Board Member* (September 2020 – present)
- ◆ University of Virginia Ridley Scholarship Funds, *Board Member* (June 2020 – present)
- ◆ American Bar Foundation, *Fellow* (July 2017 – present)
- ◆ Public Interest Law Center of Philadelphia, *Advisory Board* (June 2014 – Present), *Board Member* (January 2008 – June 2014)
- ◆ Pennsylvania Bar Association, *Diversity Team Member* (June 2011 – May 2016)
- ◆ Pennsylvania Bar Association Commission on Women in the Profession, *Diversity Committee Co-Chair* (June 2008 – May 2011 and June 2014 – May 2016)
- ◆ School District of Cheltenham Township, *Board of School Directors* (July 2014 – December 2015)
- ◆ Philadelphia Diversity Law Group, *Board Member* (September 2006 – June 2014)
- ◆ ABA Presidential Diversity Initiative, *Report & Recommendations Practitioner Working Group* (January – February 2010)
- ◆ NALP Diversity Recruiting Task Force, *Member* (March 2008 – April 2009)
- ◆ Pennsylvania and Philadelphia Trial Lawyers Association Diversity Committee, *Advisory Board Member* (September 2007)
- ◆ Association of Law Firm Diversity Professionals, *Member* (October 2006 – November 2007)
- ◆ Diversity Best Practices, *Board Member* (2004 – 2006)

DIVERSITY EXPERIENCE

Stacy Hawkins, Esq.

Diversity & Employment Practices Consultant (November 2007 – Present)

Ballard Spahr Andrews & Ingersoll, LLP

Director of Diversity (September 2006 – November 2007)

Holland & Knight, LLP

Special Diversity Counsel (July 2004 – August 2006)

Senior Associate and Co-Chair, Corporate Diversity Counseling Group (March 2002 – August 2006)

Little Mendelson, PC

Associate (March 2000 – March 2002)

Major accomplishments:

- ◆ Develop and deliver standard or customized workplace diversity, cultural competence, implicit bias, and harassment and discrimination training for clients ranging in size from several dozen to several thousand employees.
- ◆ Consult with clients across a wide range of industries on the development and implementation of legally-defensible, programmatic, and comprehensive workplace diversity plans
- ◆ Conduct enterprise-wide diversity assessments; draft comprehensive assessment reports detailing quantitative and qualitative findings and recommending a strategic action plan to improve diversity performance; provide ongoing implementation assistance
- ◆ Co-chaired the Holland & Knight Corporate Diversity Counseling Group beginning in 2005; served as Team Lead on multiple diversity assessment projects, including management of work plans and budgets.
- ◆ Led industry-wide diversity assessment of approximately 15,000 architects, interns, and students on behalf of the American Institute of Architects.

- ◆ Rebranded and redesigned a firm's diversity communications, including development of a diversity brochure and redesign of the firm's diversity newsletter and external diversity webpage.

Industries Serviced:

- ◆ Legal/Professional Services
- ◆ Manufacturing/Automotive
- ◆ Consumer Products/Retail
- ◆ Waste Management
- ◆ Technology
- ◆ Financial Services
- ◆ Higher Education
- ◆ Government/Non-Profit
- ◆ Telecommunications

EMPLOYMENT LAW EXPERIENCE

Holland & Knight, LLP

Senior Associate (March 2002 – August 2006)

Little Mendelson, P.C.

Associate (March 2000 – March 2002)

Major accomplishments:

- ◆ Designed an internal EEO/Diversity complaint, investigation, resolution, and tracking system for a large quasi-government agency.
- ◆ Designed a system-wide Title IX and Title VI compliant university EO complaint intake, tracking, and resolution system for a private university, including assistance with training and implementation.
- ◆ Assisted in negotiation and confidential settlement of three major civil rights lawsuits with high profile plaintiffs' counsel.
- ◆ Defended employers in a wide range of employment law matters arising under Title VII, NLRA, FMLA, ERISA, FLSA, and state and local employment and labor laws.
- ◆ Counseled employers regarding their duties and responsibilities under prevailing employment law, including but not limited to drafting employee handbooks, negotiating severance and release agreements, affirmative action compliance audits, worker classification audits, anti-discrimination and anti-harassment complaint investigation and resolution, and advising on workers' compensation, unemployment compensation and disability insurance claims.

Other Professional Publications

- ◆ "Sometimes Diversity Trumps Academic Freedom," *The Chronicle of Higher Education* (February 28, 2023)
- ◆ "What Does Equal Educational Opportunity for All Students Really Mean?," *Diverse: Issues in Higher Education* (October 10, 2018)
- ◆ "Eliminating Inequalities Needs Affirmative Action," *The Conversation* (June 24, 2016)
- ◆ "Commentary: Zimmerman Verdict Reveals Justice is Not (Color)Blind," *The Legal Intelligencer* (July 17, 2013)
- ◆ "Are We Unconsciously Undermining Our Diversity Commitment?," *The Legal Intelligencer* (August 8, 2011)
- ◆ "What Change Lies Ahead, What Legacy Left Behind?," *The Legal Intelligencer* (October 26, 2009)
- ◆ "Qualifying the 'Qualified' Minority Attorney," *Diversity A Special Supplement to The Legal Intelligencer and Pennsylvania Law Weekly* (April 2009)

- ◆ Diversity in a Downturn: Staying the Course,” *The Legal Intelligencer* (February 27, 2009)
- ◆ “Leaders Called to Spearhead Diversity Initiatives,” *The Legal Intelligencer* (April 25, 2008)
- ◆ “How Long Will We Stand for Diversity Practice Without Diversity Progress?,” *The Legal Intelligencer* (January 21, 2008)
- ◆ “What Works & What’s Legal: How to Improve Diversity Without Violating Title VII,” *Diversity Supplement to The Legal Intelligencer and Pennsylvania Law Weekly* (May 2007)

Other Professional Presentations

- ◆ *Employment Litigation and Unconscious Bias*, New Jersey Institute for Continuing Legal Education (Virtual, May 3, 2023)
- ◆ *Unwritten: A Primer on Implied Constitutional Rights*, Burlington County Bar Association Committee on Women in the Profession (Virtual, December 7, 2022)
- ◆ *Beyond Basic DEI: How to do More than Check the Box*, ABA 16th Annual Labor & Employment Law Conference (Washington, D.C., November 10, 2022)
- ◆ *The Constitution and the Fragility of Democracy*, Honorable Marie White Bell Inn of Court (Virtual, September 28, 2022)
- ◆ *11th Annual Supreme Court Roundup*, Pennsylvania Bar Institute (Virtual, July 25, 2022)
- ◆ *Affirmative Action Law & Policy in the United States: Past, Present, and Future*, Government of Canada, Employment Equity Act Review Secretariat (Virtual, June 17, 2022)
- ◆ *Diversity in the Classroom: How Will the Courts Rule?*, Burlington County Bar Association Law Day (Virtual, May 5, 2022)
- ◆ *Post-Pandemic Crisis of Women Exiting the Workforce*, ABA Employment Rights & Responsibilities Mid-Winter Meeting (Puerto Vallarta, Mexico, March 16, 2022)
- ◆ *10th Annual Supreme Court Roundup*, Pennsylvania Bar Institute (Virtual, July 21, 2021)
- ◆ *When Free Speech and Inclusion Collide – Legal and Practical Considerations for Campuses Caught in the Crossfire*, NACUA Higher Education Discrimination Law Opening Plenary (Virtual, April 14, 2021)
- ◆ *The Importance of Diversity in the Federal Judiciary*, United States House of Representatives, Judiciary Committee, Subcommittee on Courts, Intellectual Property and the Internet (March 25, 2021)
- ◆ *Diversity and Leadership HR Issues*, PA Chamber of Commerce HR Conference Keynote Address (Virtual, November 20, 2020)
- ◆ *9th Annual Supreme Court Roundup*, Pennsylvania Bar Institute (Virtual, July 20, 2020)
- ◆ *Affirmative Action in Higher Education and the Implications of the Harvard Case*, New Jersey Bar Association Annual Meeting (Via WebEx, May 14, 2020)
- ◆ *Implicit Bias in the Courtroom*, Pennsylvania Bar Association Public Interest Law Day (Philadelphia, PA, December 2019)
- ◆ *8th Annual Supreme Court Roundup*, Pennsylvania Bar Institute (Philadelphia, PA, July 22, 2019)
- ◆ *Diversity & Inclusion in Law Practice*, Practicing Law Institute (New York, NY, April 2019)
- ◆ *Talent and Diversity Forum*, Bloomberg Law (Washington, DC, November 2018)
- ◆ *Symposium on the State of Diversity in the Legal Profession*, IILP (Chicago, IL, October 2018)
- ◆ *7th Annual Supreme Court Roundup*, Pennsylvania Bar Institute (Philadelphia, PA, August 2018)
- ◆ *6th Annual Supreme Court Roundup*, Pennsylvania Bar Institute (Philadelphia, PA, August 2017)

- ◆ *5th Annual Supreme Court Roundup*, Pennsylvania Bar Institute (Philadelphia, PA, August 2016)
- ◆ *2016 Diversity Summit*, New Jersey State Bar Association (New Brunswick, NJ, February 10, 2016)
- ◆ *2nd Annual Conversation on Race in America*, South Burlington County NAACP (Mt. Laurel, NJ, September, 2013)
- ◆ *Conversation on Race in America*, South Burlington County NAACP (Mt. Laurel, NJ, September 2012)
- ◆ *Perspectives on Diversity Initiatives in Law Firms*, WALRAA/PDC Joint Meeting (Washington, D.C., June 2011)
- ◆ *Tiptoeing Around Landmines: Diversity-Related Employment Law*, NALP Annual Education Conference (Palm Springs, CA, April 2011)
- ◆ *Do Racial Preferences Backfire? The Racial Paradox of Law Firms*, DRI Diversity for Success Seminar (Chicago, IL, June 2009)
- ◆ *Diversity – Focus on Progress*, DRI Annual Meeting (New Orleans, LA, October 2008)
- ◆ *Hiring Practices of Law Firms & Corporate Legal Departments*, Pennsylvania Bar Association Minority Attorney Conference (Philadelphia, PA, April 2008)
- ◆ *Legal Issues in Diversity: The Real Truth*, NALP Annual Education Conference (Toronto, Canada, April 2008)
- ◆ *Diversity and the Law*, NALP Diversity Summit (Philadelphia, PA, March 2008)
- ◆ *Should Clients Require Their Law Firms to Promote Diversity?*, The Federalist Society CLE Program (Philadelphia, PA, September 2007)
- ◆ *Diversity and the Law: Advising Your Company on the Issues That Arise From Diversity Initiatives*, Association of Corporate Counsel, Washington Metropolitan Chapter (McLean, VA, February 2006)

EDUCATION

Georgetown University Law Center

Juris Doctor (1997)

Dean's List

Frederick Douglass Moot Court Team (*National Champion, Regional Best Advocate*)

University of Virginia

Bachelor of Arts, Rhetoric & Communication Studies (1993)

Dean's List

BAR ADMISSIONS

United States District Court for the District of Columbia (*December 2001*)

District of Columbia Court of Appeals (*October 1999*)

New York, Appellate Division, Second Judicial Department (*May 1998*)