

BARBARA A. LEE

Distinguished Professor of Human Resource Management and University Professor
Rutgers, The State University of New Jersey
7 College Avenue
New Brunswick, NJ 08901

Earned Degrees

Ph.D., The Ohio State University, 1977--Higher Education Administration. Graduate Research Assistant. Ramseyer Award for top higher education administration graduate student

J.D., *cum laude*, Georgetown University Law Center, 1982. John F. Kennedy Labor Law Award

M.A., The Ohio State University, 1972--English. Teaching assistantship

B.A., *summa cum laude*, The University of Vermont, 1971--English (with departmental honors) and French. Phi Beta Kappa, 1970. Corse Fellowship for graduate study, 1971

Professional Experience

2020- University Professor

2015-2020 Senior Vice President for Academic Affairs and Distinguished Professor

1994-2015 Professor, Department of Human Resource Management, School of Management and Labor Relations, Rutgers University

2000-2006 Dean, School of Management and Labor Relations, Rutgers University

1997-2002 Director, Center for Women and Work, SMLR, Rutgers University

1997-2000 Chair, Department of Human Resource Management, School of Management and
2014-15 Labor Relations, Rutgers University

Spring 1997 Acting Dean, School of Management and Labor Relations, Rutgers University

1995-1996 Associate Provost for Academic Affairs, Rutgers University

1988-1994 Associate Professor, Department of Human Resource Management, School of Management and Labor Relations, Rutgers University.

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Professional Experience (continued)

- 1982-1988 Assistant Professor, Department of Industrial Relations and Human Resources, School of Management and Labor Relations, Rutgers University.
- 1982-1984 Assistant Professor, Department of Educational Administration, Supervision, and Adult Education, Graduate School of Education, Rutgers University.
- 1980-1982 Director, Data Trends Analysis, The Carnegie Foundation for the Advancement of Teaching.
- 1978-1980 Policy Analyst, Office of Postsecondary Education, U.S. Department of Education.
- 1977-1978 Legal Researcher and Editor, Comptroller of the Currency, Washington, D.C.
- 1976-1977 Assistant to the Dean, College of Education, Ohio State University.
- 1975-1976 Graduate Assistant, University Council for Educational Administration, Columbus, Ohio.
- 1974-1975 Instructor, Franklin University, Columbus, Ohio.

Honors and Awards

Distinguished Service Award, National Association of College & University Attorneys, 2020.

Alice Paul Equality Award from the Alice Paul Institute for my work on behalf of women in the workforce, 2011.

Elected to membership in the American Law Institute, 2010.

William A. Kaplin Award for Excellence in Higher Education Law and Policy Scholarship, Stetson University College of Law, 2010.

Daniel Gorenstein Award, 2009, Rutgers University, in recognition of excellence in scholarship and service to Rutgers University over a sustained period of time.

Fellow, National Association of College & University Attorneys, 1995, in recognition of my scholarship in higher education law.

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Honors and Awards (continued)

University of Vermont, Award from Legal Issues in Higher Education Conference, which recognizes “outstanding professional achievement and contributions to the fields of higher education and the law,” 2003.

Books and Monographs

W.A. Kaplin, B.A. Lee, N.H. Hutchens, and J.H. Rooksby. *The Law of Higher Education: Essentials for Legal and Administrative Practice*. Jossey-Bass, in press; publication Summer 2024.

W.A. Kaplin, B.A. Lee, N. H. Hutchens, and J.H. Rooksby. *The Law of Higher Education, 6th ed., Student Version*. Jossey-Bass, 2020.

W. A. Kaplin, B. A. Lee, N. H. Hutchens, and J. H. Rooksby. *The Law of Higher Education, 6th ed.* Jossey-Bass, 2019.

W.A. Kaplin and B.A. Lee. *Cases, Problems & Materials for Use with The Law of Higher Education, 5th Ed., Student Version*. Washington, DC: National Association of College & University Attorneys, 2014, 2020.

W.A. Kaplin and B. A. Lee. *The Law of Higher Education, Student Version*. Jossey-Bass, 2014.

W.A. Kaplin and B.A. Lee. *The Law of Higher Education, 5th ed.* Jossey-Bass Publishers, 2013.

W.A. Kaplin and B.A. Lee. *Legal Guide for Student Affairs Professionals, 2d ed: 2011 Supplement*. Jossey-Bass Publishers, 2011.

W.A. Kaplin and B.A. Lee. *The Law of Higher Education, Student Version: 2009 Supplement*. Washington, DC: National Association of College and University Attorneys, 2009.

W.A. Kaplin and B.A. Lee. *The Law of Higher Education: 2009 Supplement*. Washington, DC: National Association of College and University Administrators, 2009.

W.A. Kaplin and B.A. Lee. *Legal Guide for Student Affairs Professionals, 2d ed.* San Francisco: Jossey-Bass Publishers, 2009.

W.A. Kaplin and B.A. Lee. *The Law of Higher Education, 4th ed.: Student Version*. San Francisco: Jossey-Bass Publishers, 2007.

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Books and Monographs (continued)

W. A. Kaplin and B.A. Lee. *The Law of Higher Education*, 4th edition. San Francisco: Jossey-Bass Publishers, 2006.

W.A. Kaplin and B.A. Lee. *Cases, Problems, & Materials for Use with The Law of Higher Education*, 4th ed. Washington, DC: National Association of College & University Attorneys, 2006.

W. A. Kaplin and B.A. Lee. *The Law of Higher Education: 2000 Supplement*. Washington, DC: National Association of College and University Attorneys, 2000.

W.A. Kaplin and B.A. Lee. *The Law of Higher Education: 1997 Supplement*. Washington, DC: National Association of College and University Attorneys, 1997.

W. A. Kaplin and B. A. Lee. *Legal Guide for Student Affairs Professionals: Adapted from The Law of Higher Education, 3d Edition*. San Francisco: Jossey-Bass Publishers, 1997.

W. A. Kaplin and B.A. Lee. *The Law of Higher Education*, 3d edition. San Francisco: Jossey-Bass Publishers, 1995.

W. A. Kaplin and B.A. Lee. *The Law of Higher Education: 1985-90 Update*. Washington, D.C.: National Association of College and University Attorneys, 1991.

G. R. LaNoue and B. A. Lee. *Academics in Court: The Consequences of Faculty Discrimination Litigation*. (Ann Arbor: University of Michigan Press, 1987).

S. G. Olswang and B. A. Lee. *Faculty Freedoms and Institutional Accountability: Interactions and Conflicts*. ASHE-ERIC Higher Education Research Report No. 5. (Washington, DC: Association for the Study of Higher Education, 1984).

R. M. Hendrickson and B. A. Lee. *Academic Employment and Retrenchment: Judicial Implications and Administrative Action*. ASHE-ERIC Higher Education Research Report No. 8. (Washington, D.C.: Association for the Study of Higher Education, 1983).

B. A. Lee. *Collective Bargaining in Four-Year Colleges: Impact on Institutional Practice*. AAHE-ERIC Higher Education Research Report No. 5 (Washington, D.C.: American Association of Higher Education, 1978).

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Articles in Refereed Journals

B.A. Lee, “Judicial Deference to Academic Decisions: Evolution of a Controversial Doctrine,” *Journal of College & University Law*, Vol. 47 (1), 2022, pp. 92-139.

E.M. Babbitt and B.A. Lee. “Accommodating Students with Disabilities in Clinical and Professional Programs: New Challenges, New Strategies.” *Journal of College & University Law*, Vol. 42 (1), 2016, pp. 121-158.

E.M. Babbitt, A.H. Franke, and B.A. Lee. “‘Shared Governance’: New Pressure Points in the Faculty/Institutional Relationship.” *Journal of College & University Law*, Vol. 41 (1), 2015, pp. 93-115.

B.A. Lee. “Dealing with Students with Psychiatric Disorders on Campus: Legal Compliance and Prevention Strategies.” *Journal of College & University Law*, Vol. 40 (3), 2014, pp. 425-441.

B.A. Lee and M.R. Davies. “No More ‘Business as Usual’ in Higher Education: Implications for U.S. and U.K. Faculty.” *Journal of College & University Law*, Vol. 40 (3), 2014, pp. 499-542.

B.A. Lee. “Student-Faculty Academic Conflicts: Emerging Legal Theories and Judicial Review.” *Mississippi Law Journal*, vol. 83 (4), 2014, pp. 837-861.

B.A. Lee. “Judicial Review of Student Challenges to Academic Misconduct Sanctions.” *Journal of College and University Law*, Vol. 39 ((3), 2013, pp. 511-540.

B.A. Lee and K. A. Rinehart. “Dealing with Troublesome College Faculty and Staff: Legal and Policy Issues.” *Journal of College and University Law*, Vol. 37 (2), 2011, pp. 359-402.

B.A. Lee. “Fifty Years of Higher Education Law: Turning the Kaleidoscope.” *Journal of College and University Law*, Vol. 36 (3) (2010), pp. 649-690.

M.R. Davies and B.A. Lee. “The Legal Implications of Student Use of Social Networking Sites in the UK and US: Current Concerns and Lessons for the Future.” *Education and the Law* (UK), Vol. 20 (2008), pp. 259-288.

M.R. Davies and B.A. Lee. “Student Disability Claims in the U.K. and the U.S.: Does the Jurisprudence Converge?” *Education and the Law* (U.K), Vol. 20, 2008, pp. 107-150.

B.A. Lee and G.E. Abbey. “College Students with Mental Disabilities: Legal and Policy Issues.” *Journal of College and University Law*, Vol. 34, 2008, pp. 349-391.

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Articles in Refereed Journals (continued)

B. A. Lee, "Who Are You? Fraudulent Credentials and Background Checks in Academe." *Journal of College and University Law*, Vol. 32, 2006, pp. 655-680.

D. R. Euben and B.A. Lee, "Faculty Discipline: Legal and Policy Issues in Dealing with Faculty Misconduct." *Journal of College and University Law*, Vol. 32, 2006, pp. 241-308.

B. A. Lee, "A Decade of the Americans With Disabilities Act: Judicial Outcomes and Unresolved Problems." *Industrial Relations*, Vol. 42, 2003, pp. 11-30.

B. A. Lee. "The Implications of ADA Litigation for Employers: A Review of Federal Appellate Court Decisions." *Human Resource Management*, Vol. 40, 2001, pp. 35-50.

B. A. Lee. "Employment Discrimination in Higher Education: A Review of the 1998 Judicial Decisions." *Journal of College and University Law*, Vol. 26, 1999, pp. 291-305.

B. A. Lee. "Employment Discrimination in Higher Education: A Review of the 1997 Judicial Decisions." *Journal of College and University Law*, Vol. 25, 1998, pp. 313-330.

B. A. Lee. "Discrimination Against Students in Higher Education: A Review of the 1996 Judicial Decisions." *Journal of College and University Law*, Vol. 24, 1998, pp. 691-637.

B. A. Lee. "Employment Discrimination in Higher Education: A Review of the 1996 Judicial Decisions." *Journal of College and University Law*, Vol. 24, 1997, pp. 225-242.

B. A. Lee. "Legal Requirements and Employer Responses to Accommodating Employees with Disabilities." *Human Resource Management Review*, Vol. 6 (4), 1996, pp. 231-251.

B.A. Lee. "Legal Pitfalls of Downsizing." *Human Resource Management Review*, Vol. 5 (1), 1995, pp. 1-23.

B. A. Lee. "The Effect of the European Community's Social Dimension on Human Resource Management in U.S. Multinationals: Perspectives from the United Kingdom and France." *Human Resource Management Review*, vol. 4 (4), 1995, pp. 333-361.

B. A. Lee and K. Newman. "Employer Responses to Disability: Preliminary Evidence and a Research Agenda." *Employee Responsibilities and Rights Journal*, Vol. 8 (3), 1995, pp. 209-229.

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Articles in Refereed Journals (continued)

B. A. Lee. "Reasonable Accommodation under the Americans With Disabilities Act: Limitations of Rehabilitation Act Precedent." *Berkeley Journal of Employment and Labor Law* (formerly *Industrial Relations Law Journal*), vol. 14 (2), 1993. pp. 201-250.

B. A. Lee. "Reasonable Accommodation and the Unionized Employer: Reassignment of Workers With Disabilities." *Human Resource Management Review* 2 (3), 1992, pp. 183-193.

R.M. Hendrickson, B.A. Lee, F.D. Loomis, and S.D. Olswang. "The Impact of the Civil Rights Restoration Act on Higher Education." *Education Law Reporter*, 60 (1990), pp. 671-690.

B.A. Lee. "Sex Discrimination and the Supreme Court: Implications for Women Faculty." *Women's Studies Quarterly*, 18 (1990), pp. 155-173.

B. A. Lee and J. R. Chelius. "Government Regulation of Labor-Management Corruption: The Casino Industry Experience in New Jersey." *Industrial and Labor Relations Review*, 42, 1989, pp. 536-548.

B. A. Lee. "Qualifications for Tenure: The Legal Definitions." *Employee Responsibilities and Rights Journal*, 1 (4), 1988, pp. 263-272.

B. A. Lee. "The Qualified Academic Freedom Privilege: A Closer Look at EEOC v. University of Notre Dame." *Education Law Reporter*, 41 (1987), pp. 1209-1216.

B. A. Lee, D. Leslie, and S. G. Olswang, "Implications of Comparable Worth for Academe," *Journal of Higher Education*, 58 (1987), pp. 609-628.

B. A. Lee and J. Parker. "Supervisory Participation in Professional Associations: Implications of North Shore University Hospital." *Industrial and Labor Relations Review*, 40 (April 1987), pp. 364-381.

J. P. Begin and B. A. Lee. "NLRA Exclusion Criteria and Professional Work." *Industrial Relations*, 26 (April 1987), pp. 83-95.

B. A. Lee. "Threshold Qualifications in Academic Discrimination Litigation: How Onerous is the Burden?" *Education Law Reporter*, 30 (1) (1986), pp. 1-9.

B. A. Lee. "Federal Court Involvement in Academic Personnel Decisions: Impact on Peer Review." *Journal of Higher Education*, 56 (1985), pp. 38-54.

J. P. Begin and B. A. Lee, "Collective Bargaining in Higher Education: A Look Ahead." *Journal of the College and University Personnel Association*, 36 (1985), pp. 6-14.

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Articles in Refereed Journals (continued)

B. A. Lee. "Raising the Hurdles: Judicial Response to Heightened Standards for Promotion and Tenure." *Education Law Reporter*, 20 (1984), pp. 357-364.

S. G. Olswang and B. A. Lee. "Scientific Misconduct: Institutional Procedures and Due Process Considerations." *Journal of College and University Law*, 11 (1984), pp. 51-61.

B. A. Lee and J. P. Begin. "Criteria for Evaluating the Managerial Status of College Faculty: Applications of Yeshiva University by the NLRB." *Journal of College and University Law*, 10 (1983-84), pp. 515-539.

B. A. Lee. "Balancing Confidentiality and Disclosure in Faculty Peer Review: Impact of Title VII Litigation." *Journal of College and University Law*, 9 (1982-83), pp. 279-314.

B. A. Lee. "Contractually-Protected Governance Systems at Unionized Colleges." *Review of Higher Education*, 5 (Winter, 1982), pp. 69-85.

B. A. Lee. "Faculty Role in Academic Governance and the Managerial Exclusion: Impact of the Yeshiva University Decision." *Journal of College and University Law*, 7 (1981), pp. 222-266.

B. A. Lee. "Governance at Unionized Four-Year Colleges: Effect on Decision-Making Structures." *Journal of Higher Education*, 50 (1979), pp. 565-585.

B. A. Lee. "College Faculty as 'Managerial Employees': Implications of the Yeshiva University Decision for Faculty Unionization." *Review of Higher Education*, 2 (Spring, 1979), pp. 11-20.

Chapters

B.A. Lee. "Reflections from Three Sides," in Daniel J. Julius, ed., *Collective Bargaining in Higher Education: Best Practices for Promoting Collaboration, Equity, and Measurable Outcomes*. New York: Routledge, 2022, pp. 355-358.

B.A. Lee. "Religion in the Classroom: Legal Issues," in Miriam R. Diamond, ed., *Encountering Faith in the College Classroom*. Sterling, VA: Stylus Publishing LLC, 2008, pp. 105-115.

H. J. Bernardin and B. A. Lee. "Mental Health and Disabilities, the Employer, and the Law," in Jay C. Thomas and Michel Hersen, eds., *Handbook of Mental Health in the Workplace*. Beverly Hills: Sage Publications, 2002, pp. 15-29.

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Chapters (continued)

B. A. Lee. "Legal Aspects of Scholarship Misconduct," in John M. Braxton, ed., *Perspectives on Scholarly Misconduct in the Sciences*. Columbus, Ohio: Ohio State University Press, 1999, pp. 189-210.

B.A. Lee and R.J. Thompson. "Reducing the Consequences of Disability: Policies to Reduce Discrimination Against Disabled Workers." In T. Thomason, D. Hyatt and J. F. Burton, Jr., eds., *New Approaches to Disability in the Workplace*. Madison, WI: Industrial Relations Research Association, 1998, pp. 155-182.

B. A. Lee. "Sexual Harassment," in *New Jersey Workplace Law*. New Brunswick, NJ: Institute for Continuing Legal Education, 1998, pp. 3-21 - 3-34.

B. A. Lee and D. R. Sockell. "Regulation of the HRM Function," in *The Human Resource Management Handbook*, ed. by J.B. Mitchell, M.A. Zaidi, and D. Lewin. Greenwich, CT: JAI Press, 1997, pp. 199-232.

B. A. Lee. "Managing Faculty Employment Decisions: Making the System Accountable." In D. Julius, Ed., *Managing the Industrial Relations Process in Higher Education*. Washington, D.C.: College and University Personnel Association, 1993, pp. 103-109.

B.A. Lee. "The Legal and Political Realities for Women Managers: The Barriers, the Opportunities, and the Horizon Ahead." In E. Fagenson, ed., *Women and Work*. Beverly Hills: Sage Publications, 1993, pp. 246-273.

H. J. Bernardin and B.A. Lee. "Equal Employment Opportunity." In H.J. Bernardin and J.E.A. Russell, *Human Resource Management: An Experiential Approach*. New York: McGraw-Hill, 1992, pp. 60-100.

B. A. Lee. "Campus Leaders and Campus Senates." In R. Birnbaum, ed. *Faculty in Governance: The Role of Senates and Joint Committees in Academic Decision Making*. New Directions for Higher Education no. 75. San Francisco: Jossey-Bass, 1991, pp. 41-61.

B. A. Lee and J.R. Chelius. "Organized Crime and Unions: An Examination of the Freedom of Association Conflict." In D. Sockell, ed., *Advances in Industrial and Labor Relations*, vol. 5. Greenwood, CT: JAI Press, 1991, pp. 291-317.

M. E. Gordon and B. A. Lee. "Property Rights in Jobs: Workforce, Behavioral, and Legal Perspectives." In G. Ferris and K. Rowland, eds. *Research in Personnel and Human Resources Management*, vol. 8. Greenwich, Ct: JAI Press, Inc., 1990, pp. 303-348.

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Chapters (continued)

B. A. Lee. "Emerging Employee Rights and Employer Responsibilities in New Jersey." In J. Chelius, ed., *The New Jersey Economy*, Vol. II. New Brunswick, NJ: Scarecrow Press, 1989, pp. 27-39.

B. A. Lee. "Academic Personnel Policies and Practices: Managing the Process." In G. Lozier and M. Dooris, eds., *Managing Faculty Resources*, New Directions in Institutional Research, no. 63. San Francisco: Jossey-Bass, 1989, pp. 3-18.

B. A. Lee. "Grievance Systems: Boon or Bane for Faculty Governance?" In L. Miller and J. Schuster eds., *Governing Tomorrow's Campus*,. New York: ACE/Macmillan, 1989, pp. 152-161.

B. A. Lee. "Comment on 'The Economics of Comparable Worth: Theoretical Considerations,'" In M. A. Hill and M. R. Killingsworth, eds., *Comparable Worth: Analyses and Evidence*. Ithaca, NY: ILR Press, 1989, pp. 54-56.

B. A. Lee. "The Judicial System and its Impact on Institutional Governance." In M. Peterson and L. Mets, eds., *Governance, Management, and Leadership*. San Francisco: Jossey-Bass, 1987, pp. 93-113.

B. A. Lee and S. G. Olswang. "Legal Parameters of the Faculty Employment Relationship." In J. Smart (ed.), *Higher Education: Handbook of Theory and Research*, Vol. I. New York: Agathon Press, 1985, pp. 213-253.

B. A. Lee. "Faculty Trends and Projected Needs," Chapter in R. Baldwin and R. T. Blackburn, Eds., *College Faculty: Versatile Resources in a Period of Constraint*. New Directions in Institutional Research, No. 40. San Francisco: Jossey-Bass, 1983, pp. 29-41.

Articles in Nonrefereed Journals and Proceedings

B.A. Lee. "Students with Disabilities: Opportunities and Challenges for Colleges and Universities." *Change*, January 2014.

M. E. Schreiber and B.A. Lee. "New Liabilities and Policies for Incidental Private Use of Company Electronic Systems and PDA's." *Boston Bar Journal*, Nov./Dec. 2008.

D. R. Casey and B. A. Lee. "Mandatory Arbitration Clauses in Individual Employment Contracts: Enhancing Fairness and Enforceability." *Employment Relations Law Journal*, Vol. 25, no. 3 (1999), pp. 57-75.

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Articles in Nonrefereed Journals and Proceedings (continued)

B.A. Lee, "Arbitration of Faculty Statutory Employment Claims: Lessons from the Corporate Sector." Proceedings of the Annual Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, New York, April 1999.

B.A. Lee. "Implications of the ADA and the FMLA for College Faculty." Proceedings of the Silver Anniversary Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, New York, April 1997.

B. A. Lee, "Preventing and Responding to Sexual Harassment Claims in and out of the Courtroom," *Court Review*, 32(4) (Winter, 1995), pp. 27-32.

B.A. Lee. "Individual vs. Collective Interests: Does the Duty to Accommodate Supersede Contractual Rights?" Proceedings of the Industrial Relations Research Association 1993 annual conference, pp. 465-473.

B.A. Lee. "Peer Review and the Union: Hero or Hostage?" Proceedings of the Annual Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, April, 1992.

J. Dworkin and B. A. Lee. "The Implications of Europe 1992 for Labor-Management Relations." In Harry Katz, Ed., *The Future of Industrial Relations*. Proceedings of the Second Bargaining Group Conference. Ithaca, NY: Institute of Collective Bargaining, Cornell University, 1992, pp. 1-24.

B.A. Lee. "Improving Faculty Employment Decisions." *Thought & Action*, 7 (1) (1991), pp. 73-87.

B.A. Lee. "Keeping Academics Out of Court: Judicial Responses to Faculty Litigation." Proceedings of the Annual Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, April 1990.

B. A. Lee. "Subjective Employment Practices and Disparate Impact: Unresolved Issues." *Employee Relations Law Journal*, 15 (1989-90), pp. 403-417.

B. A. Lee, "Evaluating an Employee Participation Program: An Organizational Design Approach." Proceedings of the Annual Conference of the Industrial Relations Research Association, December, 1987. Madison, WI: IRRA, 1988, pp. 431-441.

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Articles in Nonrefereed Journals and Proceedings (continued)

B. A. Lee. "Collective Bargaining and Employee Participation: An Anomalous Interpretation of the National Labor Relations Act." *Labor Law Journal*, 38 (4 & 5) (April and May, 1987), pp. 206-219, 274-286.

G. R. LaNoue and B. A. Lee. "Lawsuits in Academe: Nobody Wins." *Association of Governing Boards Reports*, 29 (1) (1987), pp. 38-42.

B. A. Lee. "Campus Realities: Is Collective Bargaining Equipped to Deal with Them?" in Joel M. Douglas, ed. *The Unionized Professoriate: A Discriminating Appraisal*. Proceedings of the Fourteenth Annual Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions (New York: NCSCBHEP, 1986), pp. 23-27.

B. A. Lee, "A New Generation of Tenure Problems: Legal Issues and Institutional Responses." *School Law Update 1986*, (Proceedings of the 1985 Annual Meeting of the National Organization on Legal Problems of Education). Topeka: 1986, pp. 97-112.

B. A. Lee. "Faculty Involvement in Enhancing Student Learning." *Academe*, 71 (1985), pp. 22-25.

Involvement in Learning: Realizing the Potential of American Higher Education (with K. Mortimer and others). Final Report of the Study Group on the Conditions of Excellence in American Higher Education, October 1984.

B. A. Lee. "Is the Yeshiva University Decision an Ultimatum for Professionals?" *New York University Education Quarterly*, 13 (Spring, 1982), pp. 21-28.

Papers Presented at Scholarly Meetings

"The Graduate(s): The Legal Affairs of Graduate Students." Paper presented at the Winter Continuing Legal Education Meeting of the National Association of College & University Attorneys, January 26, 2023 (virtual) (with Zahraa Zalzal and Anne Schira).

"Meet the Faculty." Paper presented at the annual conference of the National Association of College & University Attorneys, Pittsburgh, PA, June 25, 2023 (with Shelley Kehl).

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Papers Presented at Scholarly Meetings (continued)

“Sticks and Stones: When Words are Weaponized in the Academic Setting.” Paper presented at the annual conference of the National Association of College and University Attorneys, Denver, CO, June 23-26, 2019 (with Scott Schneider and Donica Thomas Varner).

“Dwelling on Accommodations: Hot Topics in Residence Life Disability Issues.” Paper presented at the annual conference of the National Association of College and University Attorneys, Minneapolis, MN, June 27, 2018 (with Susan Wheeler).

“Is There a ‘Penumbra’ of Faculty Members’ Rights that Must be Considered in Formulating Reasonable Accommodations for Students?” Paper presented at the annual conference of the National Association of College and University Attorneys, Chicago, Illinois, June 26, 2017.

“No Classroom Does Not Mean No Risk” (with Jeanne Kincaid and Gerard St. Ours). Paper presented at the annual conference of the National Association of College and University Attorneys, San Francisco, CA, June 26, 2016.

“The Pedagogy of Faculty Compliance,” (with Sheryl Andrews and Destinee Waiters). Paper presented at the spring CLE Workshop of the National Association of College and University Attorneys, Denver, CO, March 31, 2016.

“The Intersection of Title VI, Title IX, the First Amendment and Academic Freedom” (with Pedro Ramos). Paper presented at the annual conference of the National Association of College and University Attorneys, Washington, DC, June 28, 2015.

“Accommodating Students with Disabilities in Clinical and Professional Programs: New Challenges, New Strategies” (with E.M. Babbitt). Paper presented at the Conference on Discrimination in Higher Education, National Association of College and University Attorneys, New Orleans, LA, March 12, 2015.

“Contemporary Challenges to Academic Freedom.” Invited paper presented on September 17, 2014 at the Center for Constitutional Studies, Utah Valley University, Orem Utah.

“Shared Governance? New Pressure Points in the Faculty/Institutional Relationship” (with Ellen Babbitt and Ann Franke). Paper presented at the annual conference of the National Association of College & University Attorneys, Denver, CO, June 23, 2014.

“Key Milestones in the Evolution of Employment Discrimination Law Under Title VII of the Civil Rights Act of 1964.” Keynote address at the Employment Law Conference, National Association of College and University Attorneys, Boston, MA, April 9, 2014.

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Papers Presented at Scholarly Meetings (continued)

“Dealing with Students with Psychiatric Disorders on Campus: Legal Compliance and Prevention Strategies.” Paper presented at Symposium on Mental Illness and Campus Violence, University of Notre Dame Law School, March 27, 2014.

“Overview of Higher Education Law for Non-Lawyers” (with Lori Fox). Paper presented at the Legal Issues in Higher Education Conference, University of Vermont, October 14, 2013.

“Academic Freedom and Highly Provocative Speech on Campus” (with Ann Franke). Paper presented at the Legal Issues in Higher Education Conference, University of Vermont, October 14, 2013.

“Managing Reasonable Accommodations for Faculty” (with Henry Morris and Susan Wheeler). Paper presented at annual conference of National Association of College and University Attorneys, June 21, 2013.

“Faculty Concerns: Academic Tenure” (with Mary Ann Connell). Paper presented at annual conference of National Association of College and University Attorneys, June 19, 2013.

“No More ‘Business as Usual’ in Higher Education: Implications for U.S. Faculty.” Invited paper, US/UK Higher Education Roundtable, New College, Oxford University, August 30, 2012.

“Recent Supreme Court Cases Affecting Higher Education” (with Maurice Dyson and Gene Schaerr). Paper presented at annual conference of National Association of College & University Attorneys, June 28, 2012.

“The OCR Dear Colleague Letter and Title IX: Diverging Perspectives” (with E. Stoner, R. Jones, and A. Foerster). Presentation at annual conference of National Association of College & University Attorneys, June 27, 2012.

“What to Do When Your Faculty and Staff are Accused of a Crime” (with Pam Bernard). Paper presented at the Employment Law Continuing Legal Education Conference, National Association of College & University Attorneys, Seattle, WA, March 23, 2012.

“Surfing, Shopping and Blogging: Regulation of Employee Social Media Use.” Paper presented at annual conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 17, 2011.

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Papers Presented at Scholarly Meetings (continued)

“Student Affairs Issues Related to Community Colleges,” (with Corinne Kowpak). Paper presented at annual conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 17, 2011.

“Set for Life: Practical Tips for Reworking Tenure Policies.” Presented at the annual conference of the National Association of College and University Attorneys, June 28, 2011.

“Student Challenges to Academic Decisions: Legal and Policy Issues.” Presented at the annual conference on Legal Issues in Higher Education, University of Vermont, October 19, 2010.

“Employment Anti-Discrimination Trends.” Presented at the annual conference on Legal Issues in Higher Education, University of Vermont, October 18, 2010.

“Paradigm Shifts: The Legalization of the Institution-Student Relationship” (with Nancy Tribbensee). Presented at the Annual Conference of the National Association of College and University Attorneys, Washington, DC, June 29, 2010.

“Americans With Disabilities Act Update.” Presented at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 19, 2009.

“Diversity on Campus: New Directions and Developments in Law and Policy” (with Jon Alger). Presented at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 19, 2009.

“The Legal Implications of Student Use of Social Networking Sites in the UK and US” (with M.R. Davies). Presentation to the US/UK Roundtable, New College, Oxford University, July, 2009.

"Institutional Liability for Sexual Assault by College Athletes." Annual Conference of the National Association of College & University Attorneys, Toronto, June 2009.

"New Frontiers in Title IX Litigation: Employment and Peer-to-Peer Sexual Harassment Claims and Cases." National Association of College and University Attorneys CLE Conference, Tempe, AZ, March 19, 2009.

“Legal Issues in Dealing with Challenging Colleagues.” Presented at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 13, 2008.

“Liability for Sexual Assault by Student Athletes.” Presented at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 12, 2008.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

“Tenure, Faculty Discipline, Academic Freedom, and Litigation by Faculty.” Presented at the Spring Continuing Legal Education Conference, National Association of College & University Attorneys, Seattle, WA, March 6, 2008.

“Twenty Years of Students’ Rights and Campus Discipline: What’s Constant, What’s Changed, What’s Emerging?” Presented at the Annual Conference of the Association for Student Judicial Affairs, Clearwater, FL, February 9, 2008.

“Faculty Tenure, Promotion, and Performance Issues,” (with V. Carter). Presented at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 15, 2007.

“Professional Ethics Issues for Faculty and Administrators,” (with J. Alger). Presented at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 15, 2007.

“Accommodating Faculty with Psychiatric Disabilities.” Presented at the annual conference of the National Association of College & University Attorneys, San Diego, CA, June 29, 2007.

“Comparative Higher Education Law in the U.S. and the U.K.,” (with W. Kaplin, D. Palfreyman & D. Farrington). Presented at the 28th Annual National Conference on Law and Higher Education, Stetson University College of Law, February 21, 2007.

“The University’s Stake in Educational Freedom and Faculty Rights,” (with Ann Springer). Presented at the 28th Annual National Conference on Law and Higher Education, Stetson University College of Law, February 20, 2007.

“Accommodating Faculty with Disabilities: Legal and Policy Issues,” (with Judith Malone). Presented at the 28th Annual National Conference on Law and Higher Education, Stetson University College of Law, February 19, 2007.

“A Decade of Legal and Policy Developments in the Law of Higher Education,” (with William A. Kaplin). Presented at the annual conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 8, 2006.

“We Have to Let Them Do What? Student Academic Freedom and Its Limitations,” (with Ann Springer). Paper presented at the annual conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 8, 2006.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

“Recent Trends in Higher Education Law,” (with William A. Kaplin). Presented at the Annual Conference of the National Association of College and University Attorneys, Chicago, IL, June 26, 2006.

“Are You Looking at Me? Building a Functional and Effective Relationship with your Board.” (with Kathleen Rinehart and Pamela Bernard). Presented at the Annual Conference of the National Association of College and University Attorneys, Chicago, IL, June 25, 2005 2006.

“Who are You? Fraudulent Credentials and Background Checks in Academe.” Paper presented at the 27th Annual National Conference on Law and Higher Education, Stetson University College of Law, Clearwater, FL, February 20, 2006 (with Susan Wheeler).

“Academic Freedom for Faculty and Students: What is It, Who Has It, and When?” Paper presented at the 27th Annual National Conference on Law and Higher Education, Stetson University College of Law, Clearwater, FL, February 20, 2006 (with A. Springer and T. Kaye).

“Ruminations on a Decade of Developments in Higher Education Law,” Paper presented at the 27th Annual National Conference on Law and Higher Education, Stetson University College of Law, Clearwater, FL, February 21, 2006 (with W. Kaplin).

“Ageism’ and the Older Faculty Member (with Stephen Hirschfeld). Paper presented at the Conference on Legal Issues in Higher Education, University of Vermont, October 23, 2005.

“Life After Tenure: Managing Productivity,” (with Donna Euben). Paper presented at the Conference on Legal Issues in Higher Education, University of Vermont, October 24, 2005.

“Faculty Discipline.” Paper presented at the 26th Annual National Conference on Law and Higher Education, Stetson University College of Law, Clearwater, FL, February 21, 2005 (with D. Euben).

“Dealing with Employees with Psychiatric Disorders,” Paper presented at the 26th Annual National Conference on Law and Higher Education, Stetson University College of Law, Clearwater, FL, February 23, 2005.

“Sex Discrimination and Harassment,” Paper presented at the Higher Education Roundtable, New College, Oxford University, June 28, 2004 (with W.A. Kaplin).

“Academic Freedom and Tenure,” Paper presented at the Higher Education Roundtable, New College, Oxford University, June 29, 2004 (with W. A. Kaplin).

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

“Harassment on Campus: Beyond the Basics.” Paper presented at the annual conference of the National Association of College and University Attorneys, June 2004, Vancouver, BC. (with S.G. Olswang).

“HR’s Role in Corporate Governance.” Presentation at the conference on “Ethics and Corporate Governance: Is There One Best Way,” Prudential Business Ethics Center, Rutgers University, Newark, March 25, 2004.

“Demands for Accountability: The Implications of Review, Reorganization, and Retrenchment on Faculty Appointments.” Presentation at the 25th Annual National Conference on Law and Higher Education, February, 2004, Clearwater Beach, FL.

“Law and Policy Update for Academic Provosts, Deans, and Department Chairs,” Presentation at the 24th Annual National Conference on Law and Higher Education, February, 2003, Clearwater Beach, FL.

“Foundations of Higher Education Law” (with W. A. Kaplin and G. Pavela). Presentation at the 24th Annual National Conference on Law and Higher Education, February 2003, Clearwater Beach, FL.

“Instituting Gender,” Presentation to the Women Faculty Forum, Yale University, New Haven, CT, March 2002.

“Law and Policy Update for Academic Administrators,” Presentation at the 23rd Annual National Conference on Law and Higher Education, February 2002, Clearwater Beach, FL.

“Basic Principles of Higher Education Law” (with W. A. Kaplin and S. Olswang). Presentation at the 23rd Annual National Conference on Law and Higher Education, February 2002, Clearwater Beach, FL.

“Legal Update for Academic Affairs Administrators,” Presentation at the 22nd Annual National Conference on Law and Higher Education, February 2001, Clearwater Beach, FL.

“A Comparison of the ADA and the New Jersey Law Against Discrimination.” Presentation to the conference on “The ADA and Employment Discrimination,” sponsored by Institute for Continuing Legal Education, Rutgers-Camden Law School, and the NJ State Bar Association, Labor and Employment Law Section, October 1999.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

“Complying with the ADA: Progress, Problems, and Practical Advice.” Presentation to the Annual Conference of the Society for Industrial Organizational Psychology, Atlanta, April 1999.

“Arbitration of Faculty Statutory Employment Claims: Lessons from the Corporate Sector.” Presented at the Annual Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, New York, April 1999.

“Overview of Sexual Harassment Law.” Presentation to the conference on Mediating and Arbitrating Sexual Harassment Cases, sponsored by Institute for Continuing Legal Education, February 1999.

“Instructional and Academic Activities: Trends in Tort Liability.” Paper presented at the Twentieth Annual National Law and Higher Education Conference, Stetson University College of Law, Clearwater Beach, FL, February 1999.

“The Implications of ADA Litigation for Employers: A Review of Federal Appellate Court Decisions.” Paper presented at the Twentieth Annual National Law and Higher Education Conference, Stetson University College of Law, Clearwater Beach, FL, February 1999.

“Sexual Harassment/Employment Discrimination Law in New Jersey.” Presentation to the conference on Sexual Harassment and Employment Discrimination, sponsored by Institute for Continuing Legal Education and Rutgers-Camden School of Law, New Brunswick, NJ, October 1998.

"Who Shall Be Accommodated: The Human Resource Management Professional's Perspective." Paper presented at the annual conference of the Academy of Management, San Diego, August 1998.

"Reducing the Consequences of Disability: Policies to Reduce Discrimination." Presentation at the annual conference of the Industrial Relations Research Association, Chicago, January 1998 (with R. Thompson).

"Ensuring Fitness and Record Keeping," Presentation to the Joint Conference on Disability Issues, sponsored by the American Bar Association, Association of American Law Schools, and Law School Admission Council, Washington, DC, November 1997.

"The ADA and Employment." Presentation at the conference on Legal Issues in Higher Education, Burlington, VT, October 1997.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

"Standards for Determining Sexual Harassment Claims." Presentation to the Philadelphia/New Jersey chapter of the National Academy of Arbitrators, November 1997.

"Academic Freedom and Harassment in Academe: Is there a Bright Line?" Presentation at the annual conference of the National Association of College and University Attorneys, Seattle, WA, June 1997.

"Implications of the ADA and the FMLA for College Faculty." Presented at the Silver Anniversary Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, New York, April 1997.

"Emerging Legal Issues in Higher Education," Presentation at the annual Law and Higher Education Conference, Stetson University Law School, St. Petersburg, FL, February 1997.

"Impact of Technology on Faculty Employment," Presentation at mid-winter Continuing Legal Education Conference, National Association of College and University Attorneys, Albuquerque, NM, March 1996.

"Looking at Academic Personnel Issues from Both Sides Now," Presentation at annual Law and Higher Education Conference, Stetson University Law School, St. Petersburg, FL, February 1996.

"The Application of the Americans with Disabilities Act to Faculty Employment Issues," Presentation at annual Law and Higher Education Conference, Stetson University Law School, St. Petersburg, FL, February 1996.

"Supervisors' Individual Liability for Employment Decisions," Presentation at the Annual Conference of the National Association of College and University Attorneys, Toronto, June 1995.

"ADA: Accommodating Mental Disorders in the Workplace." Presentation at the Mid-Winter Continuing Legal Education Conference, National Association of College and University Attorneys, Savannah, March 1995.

"Post Tenure Review: Legal and Policy Issues," Presentation at the annual Conference on Law and Higher Education, Stetson University School of Law, Clearwater, FL, February 1995.

"Recent Developments and Trends in Higher Education Law," Presentation at the Conference on Legal Issues in Higher Education, Burlington, VT, November 1994.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

"Faculty and Staff with Psychological Problems: When Does Accommodation Become Unreasonable?" Presentation at the Conference on Legal Issues in Higher Education, Burlington, VT, November 1994 (with Peter Ruger).

"Legal Pitfalls of Downsizing," paper presented at the annual conference of the Academy of Management, Dallas, August 1994.

"Special Problems in Discrimination Cases." Presentation to the AAA/IRRA Professional Responsibility and Labor Relations conference, Philadelphia, April 1994.

"Legal and Ethical Constraints in Conducting Field-Based Disability Research." Presentation to the annual conference of the Society for Industrial and Organizational Psychology, Nashville, April 1994.

"Issues Regarding Compliance with the Employment Provisions of the Americans With Disabilities Act: A Legal Analysis of Rehabilitation Act Precedent and Necessary Action Steps." Presentation to the Annual Conference on Law and Higher Education, Clearwater, FL, February 1994.

"The Legislative Approach Toward Improving Access to Employment for Persons with Disabilities." Presentation to the Conference of the Disability Research Consortium, New Brunswick, NJ, November 1993.

"Sexual Harassment of College Students: Free Speech or Free-for-All?" Presentation to the Annual Conference of the National Organization on Legal Problems in Education, Philadelphia, November 1993.

"Reasonable Accommodation in the Workplace: Employer Responses to Disability." Presentation at the Academy of Management, Human Resources Division, Atlanta GA, August 1993 (with K. Newman).

"Recent Civil Rights Legislation and Human Resource Management." Presentation to the Doctoral Consortium, Human Resources Division, Academy of Management, August 1993.

"The Americans With Disabilities Act: What Impacts?" Presentation at the National Symposium on Workers' Compensation, New Brunswick, NJ, July 1993.

"Bullet-Proofing the Workplace: Minimizing Employment Liability Through Operations Audits and Training." Presentation to the annual conference of the National Association of College and University Attorneys, San Francisco, June 1993.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

"Violence in Campus Residence Halls and University Liability: What is the University's Duty?" Presentation to the Stetson University Conference on Law and Higher Education, St. Petersburg, FL, February 1993.

"Individual vs. Collective Interests: Does the Duty to Accommodate Supersede Contractual Rights?" Paper presented at the annual conference of the Industrial Relations Research Association, Anaheim, CA, January 1993.

"Peer Review and the Union: Hero or Hostage?" Paper presented at the annual conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, New York, April 1992.

"The Effect of European Community Labor Law on Human Resource Management." Paper presented at the Symposium on The European Community 1992: Cultural Perspectives in International Business Management. New Brunswick, NJ, April 1992.

"Peer Review in the Sunshine: Implications of EEOC v. University of Pennsylvania." Annual Conference on Law and Higher Education, Clearwater, FL, February 10, 1992.

"The European Community's Social Dimension: A Preliminary Study of its Implications for U.S. Multinationals." Presented at the University of Pennsylvania-Rutgers University Colloquium on the European Integration of 1992 and its Implications for the U.S., Philadelphia, November 1990.

"The Implications of EEOC v. University of Pennsylvania for Faculty Personnel Decisions." Presentation to the Council of Colleges of Arts & Sciences, New Orleans, November 1990.

"Tenure and Academic Freedom: Implications of EEOC v. University of Pennsylvania." Paper presented at the annual meeting of the Association for the Study of Higher Education, Portland, November 1990.

"Keeping Academics Out of Court." Paper presented at the annual conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, New York, April 1990.

"Something Akin to a Property Right: Protections for Employee Job Security." Paper presented at the national meeting of the Council on Employee Responsibilities and Rights, Orlando, FL, October 1989.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

"Regulating Union Corruption: An Examination of the New Jersey Casino Experience." Paper presented at the seminar series of the Collective Bargaining Group, School of Business, Columbia University, New York, NY, April 1988 (with J. Chelius).

"Legislating Against Corruption: Implications for Labor Relations." Paper presented at the Fourth Annual All Rutgers Business Faculty Conference, New Brunswick, NJ, April 1988 (with J. Chelius).

"Legal and Practical Aspects of Evaluating Faculty." Presentation at the midwinter meeting of the National Association of College and University Attorneys, San Antonio, TX, March 1988.

"Grievance Systems: Boon or Bane for Shared Governance?" Paper presented at the Symposium on Shared Governance in the Modern University, Temple University, Philadelphia, PA, February 1988.

"Evaluating an Employee Participation Program: An Organizational Design Approach." Paper presented at the annual meeting of the Industrial Relations Research Association, Chicago, IL, December 1987.

"Qualifications for Tenure: The Legal Definitions." Paper presented at the annual meeting of the Association for the Study of Higher Education, Baltimore, MD, November 1987.

"Developing Lawful Personnel Practices in Academe." Paper presented at the annual meeting of the American Political Science Association, Chicago, IL, September 1987. (with G. LaNoue).

"An Analysis of Emerging Issues in Academic Discrimination Litigation." Paper presented at the annual conference of the National Association of College and University Attorneys, Albuquerque, NM, June 1987.

"Legal Inconsistencies in Employee Participation and Bargaining Rights: Implications for Human Resources Management." Paper presented to the annual meeting of the Academy of Management, Chicago, August 1986.

"Recent Developments in the Law of Equal Employment Opportunity and Affirmative Action." Presentation to the annual meeting of the National Association of College and University Attorneys, Baltimore, MD, June 1986.

"Implications of for Academic Renewal." Presentation to the biennial conference of the Danforth Foundation *Involvement in Learning*, Memphis, TN, April 1986.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

"Campus Realities: Is Collective Bargaining Equipped to Deal with Them?"
Presentation to the Fourteenth Annual Conference of the National Center for the Study of
Collective Bargaining in Higher Education and the Professions, New York, April 1986.

"Trends in Faculty Collective Bargaining." Presentation to the annual conference of the
Association for the Study of Higher Education, San Antonio, TX, February 1986.

"Ad Hoc Policy Advisory Commissions: The Case of the Study Group on the Conditions
of Excellence in Higher Education." Presentation to the annual conference of the Association for
the Study of Higher Education, San Antonio, TX, February 1986.

Paper presented to the annual meeting of the National Organization on Legal Problems of
Education, Chicago, November 1985.

"Emerging Human Resources Issues in Higher Education: Legal and Professional
Implications." Presentation to conference: "The Way Up III: Management of Human Resources
in Higher Education," Des Moines, IA, November 1985.

"Comparable Worth: Its Application in Higher Education." Presentation to conference:
"The Way Up III: Management of Human Resources in Higher Education," Des Moines, IA,
November 1985.

"Strengthening Organizational Accountability in Professional Bureaucracies: Responses
to Employment Discrimination Litigation." Paper presented to the annual meeting of the
Academy of Management, San Diego, CA, August, 1985.

"A Preliminary Report on a Study of the Impact of Faculty Discrimination Litigation on
Institutions of Higher Education." Paper presented at the annual conference of the National
Association of College and University Attorneys, Vancouver, B.C., June 25, 1985.

"The Collective Bargaining Status of Professional Employees: Applications of
Management Theory." Paper presented to the Rutgers All-Management Faculty Conference,
Newark, NJ, April 1985. (with J. Begin)

"The Consequences of Litigation for Faculty and their Colleges: Report of a National
Study." Symposium presentation at the annual meeting of the Association for the Study of
Higher Education, Chicago, IL, March 16, 1985 (with G. LaNoue).

"Comparable Worth and Sex Discrimination in Academe." Symposium presentation at
the annual meeting of the Association for the Study of Higher Education, Chicago, IL, March 15,
1985.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

"Academic Freedom and Accountability: A Discussion of the University's Discretion to Set Standards." Presentation to the Sixth Annual Conference on Law and Higher Education, Stetson University College of Law, St. Petersburg, FL, January 28, 1985.

"Establishing and Implementing University Procedures for the Investigation and Sanctioning of Scientific Misconduct." Presentation to the Sixth Annual Conference on Law and Higher Education. Stetson University College of Law, St. Petersburg, FL, January 29, 1985 (with S. Olswang).

"Impacts of the Litigation Process: A New Analytical Perspective." Presentation to the annual conference of the American Political Science Association, Washington, D.C., August, 1984.

"Troublesome Tenure." Presentation at the annual conference of the National Association of College and University Attorneys, Cincinnati, Ohio, June, 1984.

"Procedures for Evaluating Faculty for Promotion and Tenure: Lessons From Litigation." Annual conference of the American Educational Research Association, New Orleans, LA, April, 1984.

"What the Courts Require in Promotion/Tenure Disputes." Symposium paper presented at the annual conference of the American Educational Research Association, New Orleans, LA, April, 1984.

"Raising the Hurdles: Judicial Response to Heightened Standards for Promotion and Tenure." Paper presented at the annual conference of the Association for the Study of Higher Education, Chicago, IL, March, 1984.

"Institutional and Faculty Academic Freedoms: Interactions and Conflicts." Symposium presentation at the annual conference of the Association for the Study of Higher Education, Chicago, IL, March, 1984. (with S. Olswang)

"The New Generation of Civil Rights Litigation: Applications to Higher Education." Presentation at the annual conference of the Association for the Study of Higher Education, Chicago, IL, March 1984.

"The Impact of Litigation on Faculty Peer Review: Confidentiality and Disclosure Issues." Presentation at the Fifth Annual Conference on Law and Higher Education, Stetson University College of Law, St. Petersburg, FL, January, 1984.

BARBARA A. LEE

Papers Presented at Scholarly Meetings (continued)

"Judicial Involvement in Higher Education Decision-Making: Impact on Peer Review." Paper presented at the annual conference of the Association for the Study of Higher Education, Washington, D.C., March, 1983.

"Overcoming the Limitations of Traditional Bargaining Models for College Faculty." Symposium presentation at the annual conference of the Association for the Study of Higher Education, Washington, D.C., March, 1983.

"Attitudes of Unionized Faculty toward the Quality of Faculty Life." Presentation at the annual conference of the American Educational Research Association, New York, N.Y., March, 1982 (with T. Settle and J. Begin)

"Balancing Confidentiality and Disclosure in Faculty Peer Review: Impact of Title VII Litigation." Paper presented at the annual conference of the Association for the Study of Higher Education, Washington, D.C., March, 1982.

"Contractually-Protected Senates at Four-Year Colleges." Paper presented to the annual conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, New York, N.Y., April, 1981.

"Contractually-Protected Dual Track Governance at Unionized Colleges." Paper presented to the annual conference of the Association for the Study of Higher Education, Washington, D.C., March, 1981.

"A Portrait of Today's College Student." Presentation at the annual conference of the American Association of Higher Education, Washington, D.C., March, 1981.

"College Faculty as 'Managerial Employees': Implications of the Yeshiva University Decision for Faculty Unionization." Paper presented at the annual conference of the Association for the Study of Higher Education, Washington, D.C., April, 1979.

"The Effect of Faculty Collective Bargaining on Academic Governance at Four-Year Colleges and Universities." Paper presented at the annual conference of the American Educational Research Association, 1978.

BARBARA A. LEE

Presentations at Professional Meetings

“Legal Issues for Department Chairs,” webinar presented to department chairs, sponsored by Jossey-Bass Publishers, April 2012, April 2013, February 2014.

“Reductions in Force and Employee Dismissals,” Online course delivered on behalf of National Association of College & University Attorneys, spring 2012.

“Update on FMLA and New Jersey Paid Family Leave Act,” Webinar presented to corporate executives and in-house counsel, September 25, 2008.

“Am I Liable? Individual Liability for Faculty and Administrators,” Webinar presented to members of five higher education student affairs professional associations, November 13, 2007.

“Yes You Can: Avoiding Litigation over Faculty Employment Issues.” Keynote Address at the Meeting of Chief Academic Officers, National Association of State Universities, Land Grant Universities and Colleges, Hilton Head, S.C., July 23, 2007.

“Principles and Practice of Effective Faculty Discipline” (with Steven Olswang). Virtual Seminar presented to 1,000 participants, National Association of College and University Attorneys, January 25, 2007.

“The Practical Implications of the New Jersey Domestic Partnership Act for Employers,” Symposium sponsored by Schenck, Price, Smith & King, LLP and SMLR Alumni and Friends Association, Florham Park, NJ, June 9, 2004.

“Managing People and Resources.” Presentation to the Associate Deans Conference, American Bar Association, Denver, CO, June 4, 2004.

“Increasing the Representation of Women Full Professors.” Presentation to the Conference on Increasing the Numbers of Women in Science, sponsored by the Ministry for Equality, Parliament Building, Copenhagen, Denmark, May 27, 2004.

“Is it Sexual Harassment or Free Speech? Our Responsibilities in the Workplace.” Presentation to the New Jersey Library Association Intellectual Freedom Subcommittee, East Brunswick, NJ, March 2004.

“New Jersey Disability Law, the ADA, and Your Workplace.” Presentation at the Disability Workshop for Senior HR Executives, Center for Human Resource Strategy, Rutgers University, New Brunswick, NJ, March 2004.

BARBARA A. LEE

Presentations at Professional Meetings (continued)

“Higher Education and the Law: Student Affairs,” Presentation at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 2003.

“Higher Education and the Law: Academic Affairs and Faculty Issues.” Presentation at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 2003.

“Women in the Building Trades: Progress and Barriers.” Presentation to the Governor’s Conference on Women, East Brunswick, NJ, October 2002.

“HR and Leadership.” Presentation to the Middlesex County Chamber of Commerce, Jamesburg, NJ, June 2002.

“Sexual Harassment,” Presentation to the Orientation Program for New Superior Court Judges, Princeton, NJ, March 2002, and annually thereafter (with T. Dilts and I. Stark).

“Women and Men Lawyers Working Together: How to Do it Better.” Panel presentation sponsored by the NJ Supreme Court Committee on Women in the Courts, Rutgers Law School, Camden, NJ, March 2002.

“Dysfunctional Workplaces: Dealing with Poisoned Working Relationships,” Presentation at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 2001.

“Before You Get Sued: Building Positive Partnerships Between Administrators and Attorneys,” Presentation at the Conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 2001.

“Implications of NJ’s Whistleblower Law for HR Professionals.” Presentation to the Middlesex County Chamber of Commerce, New Brunswick, NJ, October, 2001.

“Developing a Preventive Law System.” Presentation to the conference on Legal Issues in Higher Education, University of Vermont, Burlington, VT, October 1998 (with P. Ruger).

"Legal Protections for Women in the Workplace." Presentation at the Governor's Conference on Women: An Economic Perspective, Rutherford, NJ, September 1997.

"Responding to Sexual Harassment in the Workplace." Presentation to the Conference on Managing People, American Laboratory Managers Association, Morristown, NJ, October 1996.

BARBARA A. LEE

Presentations at Professional Meetings (continued)

"The Legal Environment." Presentation to the Conference on Disability and Work: How Human Resource Officers Can Contribute to the Bottom Line. Princeton, NJ, June 1994.

"How the ADA Affects the Bottom Line." Presentation to the Central New Jersey Chapter of the Society for Human Resource Management, Somerset, NJ, March 1993.

"The Implications of the Americans With Disabilities Act for Opinion Research." Presentation to the American Association for Public Opinion Research." Princeton University, February 1993.

"The Clash Between the Duty to Accommodate and Contractual Seniority Provisions." Presentation to the New Brunswick chapter of the Industrial Relations Research Association, February 1993.

"Faculty Participation in Employment Decisions: Making the Process Accountable." Annual meeting of the Michigan Education Association, Dearborn, February 1, 1992.

"Faculty Rights and Responsibilities During Tenure Review and Evaluation." Keynote Speaker, Conference of the Community College Association, San Francisco, November 16, 1991.

"New Definitions of Handicapped Workers." Presentation to the Delaware Valley Personnel Association, Princeton, NJ, June 1990.

"The Family Leave Act." Presentation to a workshop on the New Jersey Family Leave Act, Rutgers University, May 1990.

"At-Will Employment and Wrongful Discharge." Presentation to the Princeton Personnel Association, Princeton, NJ, May 1990.

"Recent Supreme Court Decisions on Equal Employment Opportunity." Presentation to the Conference on Regulating the Employment Environment, Piscataway, NJ, January 1990.

"AIDS in the Workplace: Legal and Professional Issues." Presentation to the New Jersey Department of Personnel conference, Princeton, NJ, November 1988.

"Current Legal Developments in Employee Rights: Implications for Human Service Organizations." Presentation to United Way of Central New Jersey, Milltown, NJ, June 1988.

BARBARA A. LEE

Presentations at Professional Meetings (continued)

"Applications of Equal Employment Opportunity Law to Public Employment."
Presentation to the New Jersey Personnel Academy, March 1988.

"Contagious Disease and Workplace Concerns: Employer Responsibilities and Employee Rights." Presentation to the International Association of Personnel Women, West Orange, NJ, March 1988.

"At Will Employment in Higher Education: Implications for Labor Relations."
Presentation to the New Jersey Association of Community College Negotiators, Princeton, NJ, January 1988.

"Sexual Harassment: Legal and Practical Considerations for Human Resource Managers." Presentation to the International Association of Personnel Women, Woodbridge, NJ, December 1987.

"At-Will Employment in New Jersey: Developments since Woolley." Presentation to the Conference on At-Will Employment, Rutgers University, November 1987.

"New Developments in Employee Rights and Social Service Agencies." Presentation to the Delaware Valley Chapter of the United Way, Princeton, NJ, May 1987.

"A Framework for Evaluating an Employee Participation Program." Presentation to the Leadership Conference on Labor-Management Cooperation, Chauncy Center, Princeton, NJ, April 1987.

"New Developments in Employment Law," presentation to the New Jersey Savings League (with F. McDermott, Esq.), Woodbridge, NJ, April, 1987.

"Equal Employment Opportunity and Lawful Recruiting." Presentation to the N.J. Association of Hospital Recruiters, Center for Health Affairs, Princeton, N.J., April 1987.

"The Development of the Employment-at-Will Doctrine in New Jersey." Presentation to the Employment-at-Will Seminar sponsored by the Labor and Employment Law Section of the New Jersey Bar Association, Jamesburg, NJ, April 1986.

"Implications of Woolley v. Hoffmann La-Roche for College Administrators," presentation to the Rutgers University Administrative Assembly, March 1986.

"Affirmative Action in the Schools," workshop presentation (with C. Fay) to East Windsor (NJ) Regional School District, May 1986.

BARBARA A. LEE

Presentations at Professional Meetings (continued)

"Implications of Comparable Worth for Private Colleges and Universities." Presentation to the American Council on Education National Identification Project, Princeton University, March 1986.

"Sex Discrimination Litigation in Higher Education: Implications for Plaintiffs and Defendants." Presentation to the American Council on Education National Identification Project, Princeton University, January 1986.

"Preventive Measures: Litigation and Academic Administrators." Presentation to the American Council on Education National Identification Project, Rutgers University, January 1986.

"Campus Responses to Involvement in Learning." Presentation to the Western New York Association of Higher Education Administrators, Buffalo, NY, November 1985.

"The Retirement Equity Act: Its Significance for Older Individuals." Presentation to the Older Women's League, East Brunswick, NJ, November 1985.

"Comparable Worth." Panelist for live television show on the New Jersey Healthcare Information Network, Princeton, NJ, November 1985.

"Two Courts Look at Equity in Employee Relations: Comparable Worth and Job Security." Presentation to the North Jersey Pharmaceutical and Fragrance Personnel Group, Somerville, NJ, September 1985.

"Involvement in Learning: Implications for College Faculty." Presentation to the American Federation of Teachers QQuest Conference, Washington, D.C., July 1985.

"The Consequences of Academic Employment Litigation for College Faculty." Paper presented at the annual meeting of the American Association of University Professors, Washington, D.C., June 1985.

"Faculty Involvement in Enhancing Student Learning." Keynote address to the Annual Conference of the American Association of University Professors, Washington, D.C., June 1985.

"A Closer Look at the Final Report of the NIE Study Group on the Conditions of Excellence in American Higher Education." Presentation to the Statewide Excellence Week meeting, Illinois State University, Normal, IL, April 3, 1985.

"The Implications of Involvement in Learning for Engineering Education." Presentation to the Engineering Deans' Institute, Orlando, FL, March 1985.

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Presentations at Professional Meetings (continued)

"Involvement in Learning: Improving the Way Higher Education Works." Presentation to the National Education Association's Higher Education Conference, Boston, MA, March 1985.

"Comparable Worth and Sex Discrimination: Issues and Trends." Presentation to the AT&T Sounding Board, Bedminster, NJ, February 1985.

"Lawful Procedures for Teacher Discipline." Workshop presentation to Pemberton Township School District, December 1984.

"The Role of State-Level Policy Makers in Improving Undergraduate Education." Presentation to the Connecticut Educational Policy Seminar, Trinity College, Hartford, CT, November 1984.

"Indicators of the Quality of Student Learning." Presentation to the Advisory Panel on Postsecondary Education to the National Center for Educational Statistics, U.S. Department of Education. Washington, D.C., November 1984.

"Searches and Seizures: Student Rights and Administrative Responsibilities." Presentation at the annual Fall Law Conference of the New Jersey School Development Council, North Brunswick, N.J., November 21, 1983.

"Due Process in Employment Termination." Presentation to the New Jersey Association of Community College Negotiators, Somerville, N.J., March, 1983.

"The Impact of Collective Bargaining on Traditional Governance in Higher Education." Presentation at the annual higher education conference of the National Education Association, Washington, D.C., March, 1983.

"The Church, the State, and the Public Schools: Current Legal and Legislative Developments." Presentation at the Annual Fall Law Conference of the New Jersey School Development Council, North Brunswick, N.J., November, 1982.

"The Impact of the Courts on Academe." Presentation to the Maryland Association of Higher Education, Baltimore, February, 1982.

"Tort Liability of Teachers." Workshop presentation at Union County Vocational School, October 1982.

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Presentations at Professional Meetings (continued)

"The Impact of the Yeshiva University Decision on Campus Governance." Presentation at the AAUP Collective Bargaining Congress, Washington, D.C., December, 1980.

National Commission Service

Member of the Social Science Research Council's *Transitions to College* study group, 2003-2005. Composed of fifteen nationally-recognized scholars selected for their research on K-12 and higher education. Developed the report, "Questions that Matter: Setting the Research Agenda on Postsecondary Access and Success."

Member of National Institute of Education Study Group on the Conditions of Excellence in Higher Education, September 1983-November 1984. Composed of seven nationally-recognized faculty selected for their research on issues in higher education. Charged with developing a report on the improvement of higher education nationally.

Book Reviews

Review of Tenure, Discrimination, and the Courts by Terry Leap (ILR Press, 1993). *Journal of Higher Education*, 66 (1995), pp. 115-117.

B.A. Lee. "Commentary: The Limits of Outcomes Analysis: A Comment on 'Sex Discrimination in Higher Education Employment: An Empirical Analysis of the Case Law'." *Journal of Law and Education*, 19 (4) (1990), 521-526.

Review of U.S. Labor Law and the Future of Labor-Management Cooperation (U.S. Dept. of Labor). *Industrial and Labor Relations Review*, 43 (1990), 651-653.

Review of Gender Justice, by David Kirp, Mark Yudof, and Marlene S. Franks (University of Chicago Press, 1986). *Journal of Law and Education*, 16 (1987), pp. 379-381.

Review of The Law of Public Education by E. Reutter (Foundation Press, 1985). *Educational Administration Quarterly*, 22 (1986), pp. 120-123.

Review of The Scope of Faculty Collective Bargaining: An Analysis of Faculty Union Agreements at Four-Year Institutions of Higher Education, by R. Johnstone. *Journal of Higher Education*, 54 (1983), pp. 230-233.

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Other Publications and Writings

B.A. Lee. "Liability for Sexual Assault by College Athletes Under Title IX." *NACUANote*, National Association of College and University Attorneys, November 2008.

B. A. Lee, S. Frenkil, S. McLelland, and D. Mathieu *Who are Your Faculty and Staff? Background Checks in Academe*. National Association of College & University Attorneys, 2008.

B. A. Lee and P. H. Ruger. *Accommodation of Faculty and Staff with Psychiatric Disabilities*, revised edition. Washington, DC: National Association of College and University Attorneys, 2003.

B. A. Lee, John Sauve and Susan Fuller. "Integrating College Students with Psychiatric Disorders into Higher Education." Grant report to the Disability Research Consortium, funded by the New Jersey Developmental Disabilities Council, January 1997.

B. A. Lee and K. Newman, "Hidden Disabilities in the Workplace: Accommodation and Performance Issues." Research report to the New Jersey Council on Developmental Disabilities, December 1994 (published by the Council).

B. A. Lee and S. A. Hahn, "Preliminary Study of Historic and Current Practices Relating to State and Local Contracting with Businesses Owned by Persons with Disabilities in the State of New Jersey." Research report to the New Jersey Council on Developmental Disabilities, 1994.

B. A. Lee. "Reasonable Accommodation under the Americans With Disabilities Act: A Handbook for Employers." Research Report to the New Jersey Council on Developmental Disabilities, November 1992. (Published by the Council).

B. A. Lee and K. Newman. "Reasonable Accommodation of Persons with Disabilities in the New Jersey Workplace." Research Report to the New Jersey Council on Developmental Disabilities, November 1992.

B.A. Lee. *Peer Review Confidentiality: Is it Still Possible?* Washington, D.C.: National Association of College and University Attorneys, 1990.

B. A. Lee, The Ethicon/ACTWU Work Involvement Process: A Case Study. Report to the U.S. Department of Labor under Contract J-9-P-5-0075. Washington, D.C.: U. S. Government Printing Office, 1987.

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Other Publications and Writings (continued)

G. R. LaNoue and B. A. Lee. *Discrimination Litigation in Academe: Effects on Institutions and Individuals*. (Washington, D.C.: American Association of Higher Education, 1987). 14 pp.

G. R. LaNoue and B. A. Lee. The Consequences of Academic Discrimination Litigation. Report to the Carnegie Corporation of New York describing findings of grant-funded research, 1985.

B. A. Lee. "The Effect of Faculty Collective Bargaining on Academic Governance at Four-Year Colleges and Universities." Unpublished Ph.D. Dissertation (Columbus, Ohio: The Ohio State University, 1977).

Grants Received

N.J. State Employment and Training Commission. \$177,000 for data collection and analysis for the Gender Parity Council. July 2001-June 2002. Principal Investigator.

N.J. State Employment and Training Commission. \$160,000 for data collection and analysis for the Gender Parity Council. April 2000 – June 2001. Principal Investigator.

N.J. Developmental Disabilities Council, through the Bureau of Economic Research, Rutgers University, \$46,500 for "Integrating Students with Psychiatric Disabilities into Higher Education; Policy and Practice Issues." July 1995--December 1996. Principal Investigator.

N.J. Developmental Disabilities Council, through the Bureau of Economic Research, Rutgers University, \$41,843 for "Hidden Disabilities: Accommodation and Performance Issues in the Workplace." January-December 1994. Principal investigator.

N.J. Developmental Disabilities Council, \$10,592.00 for "New Jersey State and Local Contracting with Businesses Owned and Operated by People with Disabilities: A Preliminary Study of Historic and Current Practices." October 1993 - February 1994. Principal investigator.

N.J. Developmental Disabilities Council, through the Bureau of Economic Research Rutgers University, \$49,993 for "Employment of Individuals with Disabilities in New Jersey: Barriers and Success Stories." January - December 1993. Principal investigator.

N.J. Developmental Disabilities Council, through the Bureau of Economic Research, Rutgers University, \$14,249 for "Reasonable Accommodation of Disabled Persons in the Workplace," March-November 1992. Principal investigator.

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Grants Received (continued)

American Scandinavian Foundation, \$2,000 grant for European Community project, 1991.

Co-principal investigator for research on exemplary practices in faculty employment relations, Lilley Endowment, 1988, \$7,500 (with G. LaNoue).

Principal Investigator for research on an innovative joint labor-management consultation program, under contract with Bureau of Labor-Management Relations and Cooperative Programs, U.S. Department of Labor, Contract No. J-9-P-5-0075, October 1985-September 1986, \$21,342.00.

Co-Principal Investigator and project director for \$74,800 grant from the Carnegie Corporation of New York to support research on the consequences of academic discrimination litigation. Grant awarded for two year period (January 1, 1983- December 31, 1984).

Participation in Scholarly Meetings

Discussant, "The Developing Practice and Teaching of IR and HR in Universities," Annual conference of the Industrial Relations Research Association, San Francisco, January 1996.

Reactor, "Symposium on Disability and Work," national meeting of the Academy of Management, Dallas, August 1994.

Reactor, "The Physically Unattractive Worker--Legal and Policy Issues." Council on Employee Responsibilities and Rights, Orlando, FL, October 1989.

Chair and reactor, "Recent Developments in Civil Rights Law: Implications for Higher Education Institutions." Association for the Study of Higher Education, Atlanta, GA, November 1989.

Chair, "Background of U.S. Immigration Policy Reform," Colloquium on U.S. Immigration Policy Reform: A Preliminary Assessment. Rutgers University, New Brunswick, NJ, October 1988.

Chair, "Politics and Policy Issues," Annual Meeting of the Association for the Study of Higher Education, St. Louis, MO, November 1988.

Discussant, "The Economics of Comparable Worth: Theoretical Considerations." Colloquium on Comparable Worth, Rutgers University, October 1987.

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Participation in Scholarly Meetings (continued)

Reactor to "Challenges to Collective Bargaining: The Decisions of the Reagan NLRB" by D. Sockell and J. Delany. Annual meeting of the Western Economic Association, San Francisco, July 1986.

Discussant, "Legal Issues Related to High School Exit Tests," presentation at the conference "Critical Issues in Urban Education," Essex County College, Newark, NJ, October 1983.

Discussant, "Sources of Fiscal Distress in Postsecondary Education and Tools for Fiscal Analysis." Annual conference of the American Educational Research Association, Montreal, 1983.

Chair, "The Shifting Administrative Scene." Paper session at the American Educational Research Association, Boston, March 1982.

Editorial Board and Reviewing Activities

Editor, *Journal of College and University Law*, 2020 -; Chair, Editorial Board, 2014-16, 1995-1996; co-chair 1994-95, 1996-1998, and vice chair, 2013-14, and member of editorial board, 1985-2000, 2011-present.

Member, Editorial Board, *Journal of Higher Education*, 1996-1999.

Co-editor, *The College Administrator and the Courts*, 1993-1997.

Member, Editorial Board, *Human Resource Management Review*, 1995-2000.

Member, Editorial Board, *Review of Higher Education*, 1980-1987.

Member, Editorial Advisory Committee, *Education Law Reporter*, 1994-1996; Member, Authors Committee, 1984-1994.

Associate Editor, *Higher Education: Handbook of Theory and Research*, (Agathon Press) 1983-86.

Member, Advisory Board, ASHE-ERIC Higher Education Research Report Series, 1982-1984.

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Editorial Board and Reviewing Activities (continued)

Book manuscript reviewer for Oxford University Press, Harvard University Press, Jossey-Bass Publishers (books on affirmative action, legal aspects of technology), Johns Hopkins University Press (book on college mergers, law and education book, women's studies book), Random House (law text), Teachers College Press, Columbia University (collective bargaining text), and Allyn and Bacon (law text), Enslow Publishers (affirmative action book).

Manuscript reviewer for *Journal of Applied Psychology*, *Academy of Management Journal*, *Academy of Management Review*, *Industrial Relations*, *Industrial and Labor Relations Review*, *Human Resource Management Journal*, *Human Resource Management Review*, *Human Resource Planning*, *Review of Higher Education*, *Journal of Higher Education*, *Journal of College and University Law*, *Education Law Reporter*, *Business & Professional Ethics Journal*.

Proposal reviewer, Human Resource Management Division, Academy of Management, 1989-2009.

Proposal reviewer, Association for the Study of Higher Education annual conference, 1982 -1999.

Manuscript reviewer and critic, ASHE/ERIC Research Reports Series, 1981, 1992, 1999.

Proposal reviewer, Division J, American Educational Research Association annual conference, 1981-88.

Professional Association Service

Chair, Higher Education Committee, New Jersey State Bar Association, 2006-2008, member, 2008-present.

Member, Executive Committee, Section on Labor and Employment, New Jersey State Bar Association, 1987-2016.

Member, Continuing Legal Education Committee, National Association of College and University Attorneys, 2005-2008; vice-chair, 2007-2008.

Member, Program Committee, National Association of College & University Attorneys, 2008-2011.

Member, Executive Committee (elected), Human Resource Division, Academy of Management, 1992-1995.

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Professional Association Service (continued)

Chair, Scholarly Achievement Award Committee, Human Resource Division, Academy of Management, 1994 and committee member, 1993.

Member, Board of Directors, National Association of College and University Attorneys, 1990-1993.

Member, Honors and Awards Committee, National Association of College and University Attorneys, 1998, 1999, 2004.

Chair, Board Operations Committee, National Association of College and University Attorneys, 1991-1994.

Chair, Publications Committee, National Association of College and University Attorneys, 1988-1991.

Legal Counsel, Association for the Study of Higher Education, 1983-1989.

Co-Chair, Affirmative Action and Equal Employment Section, National Association of College and University Attorneys, 1985-1989.

Member, Finance Committee, National Association of College and University Attorneys, 1989-1991.

Chair, Search Committee for Editor, Review of Higher Education, 1985.

Member, Eagleton Institute Advisory Board, Rutgers University, 1988-90.

Member, Educational Policy Advisory Committee, New Jersey Department of Higher Education, 1987-89.

Member, Committee T (College and University Governance), American Association of University Professors, 1989-1992.

Member, Dissertation Award Committee, Association for the Study of Higher Education, 1987, 1988.

Member, Executive Council, Division J, American Educational Research Association (Elected at large), 1984-86.

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Professional Association Service (continued)

Member, Publications Committee, Division J, American Educational Research Association, 1984-86.

Columnist for Higher Education Law and Finance, Postsecondary Education Newsletter, 1982-1984.

Vice-Chair, Program Committee, Division J, American Educational Research Association, 1982-83.

Member, Nominating Committee, Division J, American Educational Research Association, 1983.

Moderator, panels on Setting High Academic Expectations and Institutional Assessment, NIE Regional Conference on Implementing Involvement in Learning, Boston, MA, February 21, 1985.

Moderator, "Faculty: How Much Can We Ask?" Panel presentation at the NIE Conference on Quality in American Higher Education, New Orleans, LA, April 19, 1985.

External Reviewing Activities

External Auditor, Graduate Record Examination Program, 1984; Critical Care Nursing Certification Program, 1985; American Institute of Certified Planning Program, 1986; Educational Testing Service, Princeton, NJ.

External Reviewer, Higher Education Program, College of Education, University of Maryland, College Park, MD, April 1987.

External Reviewer for Office of Doctoral Programs, New York State Department of Education, 1983.

Expert Witness Service

Expert witness in employment lawsuits: sex, disability, age, national origin and race discrimination in discipline, dismissal or promotion or tenure denials; contract claims in tenure denials; discharge for performance problems or unprofessional behavior; discipline and retaliation claims; sexual harassment; and discipline for scientific misconduct.

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Other Professional Activities

Advisor to the Administrative Office of the Courts, New Jersey Judiciary (trained new judges annually on harassment and discrimination issues), 1995-2011.

Member, International Advisory Board of the Center for Excellence in Higher Education Law and Policy, Stetson University College of Law, 2005-2006.

Member, New Jersey Supreme Court Committee on Outside Activities of Judiciary Staff, 1996-99.

Advisor to Joint Administration and Faculty Evaluation Committee, Community College of Philadelphia, 1986-7.

Consultant to the Dean, College of Education, Illinois State University, Normal, IL, 1985.

Consultant to the President, Bradford College (MA), Fall 1983.

Member, Transition Task Force, U.S. Department of Education, 1980.

Member, College of Education Special Task Force on School Desegregation, Ohio State University, 1976-77.

Selected Service Activities

University Service

Member, Presidential search committee, 2011-12, 2019-20

Co-Chair, Joint Committee on Work-Family Issues, 2008-09

Member, Joint Committee on Non Tenure Track Faculty, 2008-09

Member, Joint Committee on Faculty Retirement, 2005

Member, Exclusive Beverage Review Committee, 2005

Co-Chair, Senate Committee on Faculty Affairs and Personnel, 1999-2001, member, 1999-2006

Member, Committee to revise University's Policy on Harassment, ca. 1998—debated the proposed policy before the Senate with Eric Neisser of Rutgers-Newark Law School

Chair, Faculty Advisory Committee on Honorary Degrees, 2005, 2006 (member 2003-2008)

Member, Honorary Degrees Committee

Member, University Commencement Committee, 2008

Member, Advisory Board for GSE Master's Program in Student Affairs, 2008-

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Selected Service Activities (continued)

Search Committee service:

- Member, Search Committee for SMLR Dean, 1991, 2014-15
- Member, Search Committee for Rutgers Business School Dean, 2005-06, 2014
- Chair, Search Committee for Director of Institute for Women's Leadership, 2010-11
- Chair, Search Committee for GSE Dean, 2002-03
- Chair, Search Committee for Senior VP of Finance, 2002-03
- Member, Search Committee for Newark Law Dean, 2008

Served on Appointments & Promotions Committee for School of Social Work for 7 years (2000-2007)

Member, Graduate School Social Science Area Committee (reviewed course and program proposals in the social sciences)—1990s

Service to SMLR

- Chair, Human Resource Management Department, 1997-2000, 2014-15
- Director, Center for Women and Work, 1997-2002
- Graduate Director, Master's Program in Human Resource Management, 1987-1995
- Founding Director, PhD in Industrial Relations and Human Resources, 1991-1993
- Chair, PhD Planning Committee, 1988-90
- Chair and/or member of many faculty search committees throughout my years at SMLR
- Chaired self study team and wrote self study report, 2000, that culminated in SMLR being rated a 1-A program by CSPAD
- Member, SMLR Planning and Administrative Committee (Executive Committee), 1990-2000
- Member of dissertation committees for Arup Varma, Debra Casey
- Chaired numerous independent study projects for master's students

Service to GSE

- Member of numerous dissertation committees for students concentrating in higher education
- Member, search committee for two new faculty for student affairs program, 2008-09
- Member, Long Range Planning Committee, 1983-85 (elected faculty committee that made recommendations that transformed the school and eventually led to the creation of the PhD program)
- Member, PhD in Higher Education Planning Committee 2012-14, Executive Committee 2014-2018

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Membership in Professional Associations

American Law Institute (elected)
New Jersey Bar Association (Admitted 1983)
 Labor and Employment Law Section (Executive Committee)
 Higher Education Committee (chair 2006-2008)
District of Columbia Bar Association (2021-present)
National Association of College and University Attorneys (Board of Directors 1990-93)
Association for the Study of Higher Education

Graduate Courses Taught

Human Resource Management & the Law
Global Regulation of Employment
Higher Education Law

Undergraduate Courses Taught

What is Discrimination? (Byrne Seminar)

Training/Consulting Experience (partial list)

Rutgers University Center for Organizational Development and Leadership
 Workshops on academic freedom and free speech, given to groups of deans and chairs periodically since 2012

Rutgers University Center for Management Development
 One-day workshop on Equal Employment Opportunity for managers and human resource professionals 2-3 times per year 1990-2013
 One-day workshop on Responding to Sexual Harassment for managers and human resource professionals 2-3 times per year 1990-2000
 One-day workshops on Human Resource Management and the Law 2-3 times per year
 Workshops for human resource managers on conducting investigations

New Jersey Educational Association
 Workshops for professional union staff on equal employment opportunity, sexual harassment, and disability discrimination – periodic

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Training/Consulting Experience (partial list continued)

Grant-funded project to conduct research and provide advice to Ethicon, Inc. on union-management quality circles (1985-86), Funded by the U.S. Department of Labor

Workshops on lawful employment policies and practices, including equal employment opportunity, to the following organizations:

College of Saint Elizabeth (NJ)
Raritan Valley Community College (NJ)
Passaic County Community College
Mercer County Community College
Delaware County Community College, Media, PA
AT&T (multiple workshops, on-site graduate course in HR & employment law)
Prudential Insurance Co. (workshops and on-site graduate course in HR & employment law)
Bederson and Co., West Orange, NJ (workshops on sexual harassment)
Priority Medical Care, Bridgewater, NJ
Social Security Administration, Baltimore, MD
Phillips Van Heusen, Bridgewater, NJ
Budd Lerner Law Firm, Short Hills, NJ (workshop on sexual harassment)
Dydacomp Corp., Totowa, NJ (workshop on sexual harassment)
AFL-CIO, Washington, DC
NJ Administrative Office of the Courts
 Training for new judges (annually mid-1990s-2011)
 Training for Office of Attorney Ethics

Community Service

Member, Board of Trustees, Arnold P. Gold Foundation, 2020-present
Volunteer tutor, Washington D.C. English Center, 2022-present
Board Member, Chase Point Condominium Association 2023-
Board Member, Princeton Adult School, 1999-2015
 Vice President, 2006-07
 President, 2007-2010
Facilitator, Personnel Selection Committee, Town of Princeton, NJ, 2012
Treasurer, Princeton Youth Baseball Association (Little League), 1997-1999
Fundraising Committee, Princeton High School Choir, 2002-2005
Alumni interviewer, Georgetown University, 2005-2011

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