

KATHARINE T. SCHAFFZIN

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HIGHER EDUCATION ADMINISTRATIVE LEADERSHIP EXPERIENCE

UNIVERSITY OF MEMPHIS CECIL C. HUMPHREYS SCHOOL OF LAW, Memphis, TN

DEAN, July 2019-May 2024

INTERIM DEAN, May 2018-June 2019

Programmatic Growth & Oversight: Oversaw 360+ student law school operations, admissions, and programs, including joint JD/MBA and dual JD/MPA and JD/MPH degree programs, a robust experiential learning program highlighted by distinctive in-house clinic and externship offerings, and JD certificates in Health Law, Business Law, Tax Law, and Advocacy. Improved national ranking 17 spots. Developed and implemented recruitment tools responsible for growth of incoming class size and increase in number of out-of-state students, resulting in sustained growth while progressively increasing incoming class profile. Oversaw improvement of graduate bar pass rates by over 12%. Ensured compliance with accreditation standards of American Bar Association, Association of American Law Schools, and Southern Association of Colleges & Schools Commission on Colleges. Oversaw physical plant, parking, and security for independent campus. Led transition to virtual law school throughout pandemic. Oversaw coronavirus protocols and successful operations throughout COVID19 pandemic.

Diversity & Inclusion Efforts: Worked to always foster a culture of diversity & inclusion within the law school, increasing diversity of full-time faculty by 10% and part-time faculty by 15%. Appointed national experts in Critical Race Theory and cultural competence to Herff Chair of Excellence and offered national symposia on Critical Race Theory & the Law, as well as compliance with ABA Standard 303(c). Increased law school financial investment to support the Office of Diversity & Inclusion. Increased diversity of incoming students to 34%. Elevated faculty Director of Diversity & Inclusion to Associate Dean position. Promoted and supported development and operations of three pipeline programs for diverse individuals interested in law school. Established Fulbright Canada Research Chair in Race & Public Health. Secured approximately \$700,000 in private gifts to support diversity scholarships and programming. Oversaw ongoing fundraising efforts, including \$300,000 in grant funding of diversity programming and more than \$500,000 in recurring state support of diversity programming and scholarships. Brought ongoing diversity programs to the student body throughout the year through multiple law school partnerships, including the Benjamin L. Hooks Institute for Social Change, the Ben F. Jones Chapter of the National Bar Association, the National Civil Rights Museum, the Center for Excellence in Decision-Making, and the ABA Legal Education Police Practices Consortium.

Fiscal Management: Managed approximately \$12 million budget and \$11 million endowment in lean economic climate. Successfully advanced the interests of the law school within an RCM budget model, steadily increasing revenues through consistent enrollment growth and then with higher state appropriations recognizing the increased number of degrees awarded. Advocated for significant decrease of non-resident tuition, which substantially increased non-resident enrollment. Developed and implemented policies for faculty and staff merit increases and workload policies to promote equity. Led fundraising efforts on behalf of the Law School, doubling annual fundraising as dean. Grew law faculty efforts to develop research grant and fundraising proposals to support their work, while expanding student opportunities and community partnerships.

Relationship Development: Revitalized dormant Law Advisory Board and liaised with Law Alumni Board, Memphis Bar Association, Ben F. Jones Chapter of the National Bar Association, and Tennessee Bar Association, as well as many community-based constituent groups and stakeholders. Planned estate planning and alumni reunion campaigns. Served on advisory boards and steering committees of numerous organizations affiliated with the Law School.

University & State Relations: Worked closely with University President, Provost, and Board of Trustees, along with Tennessee Higher Education Commission and other Tennessee institutions of higher education, to advance the interests of the Law School and its students. Spearheaded ongoing statewide effort to educate state decisionmakers on impact of efforts by Middle Tennessee State University to open a public law school in Murfreesboro, Tennessee.

Faculty Governance & Innovation: Twice led faculty in comprehensive strategic planning. Oversaw curricular revisions to strengthen academic support and bar prep programs and better conform to NextGen Bar. Encouraged transparent communication to promote faculty trust and effective governance. Shared and explained budgetary models with faculty and solicited feedback on budgetary requests. Introduced teaching innovations to law faculty to promote student success and accessibility. Sponsored course redesign focused on increasing substantial individualized student assessment. Established Fulbright Canada Research Chair in Race & Public Health. Increased number of professorships and faculty awards. Consistently addressed salary compression issues among faculty and staff. Reinstated dormant research sabbatical program.

UNIVERSITY OF MEMPHIS BOARD OF TRUSTEES, Memphis, TN
TRUSTEE, March 2017-May 2018

Competitive Appointment: Elected by University-wide faculty to serve as one of nine voting members of the inaugural University of Memphis Board of Trustees. Stepped down as Trustee to assume role of Interim Dean at the University of Memphis Cecil C. Humphreys School of Law.

Leadership Roles: Served as Chair of Academic, Research, and Student Success Committee and Member of Governance & Finance Committee.

Responsibilities & Accomplishments: Played lead role in amending and approving bylaws creating Board structure and processes. Initiated, contributed to, reviewed, and/or approved all policies, contracts, hiring, promotion, tenure, budgets, and programming changes of the University of Memphis, a ranked National University and Carnegie 1 Research Institution. Awarded first merit-based salary increases for faculty in nearly a decade and required University to adopt sustainable budget model to ensure regular merit awards. Worked with Faculty Senate committee to develop family-friendly policies, including adoption of six-week paid parental leave policy for faculty and staff.

University & State Relations: Worked closely with other University Trustees, University President, Provost, Faculty Senate, and Faculty to better understand issues facing the University. Communicated with Tennessee Governor, Tennessee Higher Education Commission, and Association of Governing Boards to achieve understanding of University's position within state and national higher education framework and to advance University initiatives.

UNIVERSITY OF MEMPHIS CECIL C. HUMPHREYS SCHOOL OF LAW, Memphis, TN
ASSOCIATE DEAN FOR ACADEMIC AFFAIRS, July 2017-May 2018

Academic Program Administration: Managed Law School's academic program and curriculum. Established academic calendar, planned course schedules, assigned faculty to courses, and oversaw adjunct professors. Supervised the Law School Registrar, Assistant Dean of Students, and related staff. Drafted faculty meeting agendas and recorded meeting minutes. Served on numerous Law School committees *ex officio*.

Student Academic Oversight: Resolved student academic and Honor Code issues. Oversaw all incoming and outgoing transfer students. Advised students on academic concerns and course selection.

Program Initiatives & Accomplishments: Developed 3+3 program with undergraduate programs at the University of Memphis and another state university. Secured \$650,000 annual commitment from University to create U.S. Customs House Scholarships for students in the top 75% percentile, resulting in a 28% increase in the size of the incoming 2018 class over the prior year, without lowering class profile. In coordination with Assistant Dean of Students, organized and executed expanded law student orientation program to enhance academic success.

UNIVERSITY OF MEMPHIS CECIL C. HUMPHREYS SCHOOL OF LAW, Memphis, TN
DIRECTOR OF FACULTY DEVELOPMENT, May 2012-May 2017

Program Initiatives: Organized and implemented programming related to scholarship and teaching, including brown bag lunch series, works in progress presentations, and faculty exchanges through the South Central Association of Law Schools.

Fiscal Responsibilities: Managed application and award processes for faculty travel and summer research stipend awards. Chaired Humphreys Selection Committee charged with soliciting applications from students interested in serving as faculty research assistants and assigning those students to appropriate faculty, while awarding accompanying scholarships.

UNIVERSITY OF MEMPHIS, OFFICE OF THE PROVOST, Memphis, TN
PROVOST'S FELLOW, January 2015-May 2015

University Relations: Selected by University Provost to assist in a variety of administrative matters, while working in her office. Drafted University's Faculty Compensation Plan, executed professional development grant for first generation college students, facilitated critical community conversations series on race and diversity, and contributed to the development of accessible teaching materials. Served on numerous University committees, including: University First Generation Initiative Strategic Partners Group; University Critical Conversations Committee; University Academic Freedom Committee; TUAPA Hearing Officer, University Employee Grievance Appeals; University Accessibility Task Force; University Interdisciplinary Graduate School Task Force; and University Healthy Initiatives Committee.

ACADEMIC EXPERIENCE

RHODES COLLEGE, Memphis, TN
VISITING PROFESSOR, August 2024-present

Course Taught: The Art of Mediation (Department of Politics & Law).

UNIVERSITY OF MEMPHIS CECIL C. HUMPHREYS SCHOOL OF LAW, Memphis, TN
PROFESSOR OF LAW, September 2015-present
ASSOCIATE PROFESSOR OF LAW, August 2011-August 2015
ASSISTANT PROFESSOR OF LAW, August 2009-August 2011

Course Package: Civil Procedure I & II, Evidence, Trial Advocacy, and Academic Foundations.

Co-Curricular Programming: Instructed students in Academic Success Program, Orientation, and Tennessee Institute for Pre-Law alternative admissions program for diverse applicants. Coached Law School Trial Team, advised Law School Mock Trial Competition, and served as note advisor to law review students.

Law School Service: Chaired and/or served on the Promotion & Tenure Committee, Faculty Recruitment Committee, Admissions Committee, Strategic Planning Committee, Curriculum Committee, Mid-Tenure Review Subcommittee, Ad Hoc ASP/Bar Preparation Committee, Federal Clerkship Advisor, University of Memphis Alumni Association Cecil C. Humphreys School of Law Chapter Board, and Humphreys Scholarship Selection Committee, as well as several hiring committees for staff positions, including the Law School Registrar, the Director of Bar Preparation, and multiple administrative assistants.

UNIVERSITY OF NORTH DAKOTA SCHOOL OF LAW, Grand Forks, ND
ASSISTANT PROFESSOR OF LAW, July 2006-May 2009

Course Package: Evidence, Professional Responsibility, and Trial Advocacy.

Co-Curricular & Service Responsibilities: Coached Trial Team and coordinated Carrigan Cup intramural trial competition. Served on Faculty Recruitment Committee, Admissions Committee, and Promotion & Tenure Standards Committee.

TEMPLE UNIVERSITY BEASLEY SCHOOL OF LAW, Philadelphia, PA
HONORABLE ABRAHAM L. FREEDMAN FELLOW & LECTURER IN LAW, August 2004-May 2006

Experience: Individually taught Professional Responsibility and Legal Research & Writing I & II. Collaboratively taught Evidence (with Professor Louis Natali), Contracts I (with Professor William Woodward, Jr.), and Civil Procedure II (with Professor Anthony Bocchino).

PUBLICATIONS

Women in Leadership, current book proposal (*forthcoming*).

Drona P. Rasali, Brendan M. Woodruff, Fatima A. Alzyoud, Daniel Kiel, Katharine T. Schaffzin, William D. Osei, Chandra L. Ford, & Shanthi Johnson, *Cross-Disciplinary Rapid Scoping Review of Structural Racial and Caste Discrimination Associated with Population Health Disparities in the 21st Century*, 14 SOCIETIES 186 (2024).

Threading the Needle, 55 TOL. L. REV. 271 (Deans' Issue; Winter 2023).

Anthony J. Bocchino, David A. Sonenshein, & Katharine Schaffzin, *A Practical Guide to Federal Evidence* (9th - 15th ed. 2011-2024) (contributing editor).

Anthony J. Bocchino, David A. Sonenshein, & Katharine T. Schaffzin, *Federal Rules of Evidence with Objections* (10th -16th ed. 2011-2024) (contributing editor).

Disrupting Hierarchies in Legal Education: Increasing Access by Supporting First Gen Success, TEMP. L. REV. BLOG (Symposium Series #5, April 9, 2020).

First-Generation Students in Law School: A Proven Success Model, 70 ARK. L. REV. 913 (Spring 2018) (with Jacqueline M. O'Bryant).

Is Evidence Obsolete?, 36 REV. OF LIT. 529 (Symposium 2016).

The Future of Law Reviews: Online-Only Journals, 32 TOURO L. REV. 243 (Spring 2016).

Learning Outcomes in a Flipped Classroom: A Comparison of Civil Procedure II Test Scores Between Students in a Traditional Class and a Flipped Class, 46 U. MEM. L. REV. 661 (Spring 2016).

Beyond Bobby Jo Clary: The Unavailability of Same-Sex Marital Privileges Infringes the Rights of So Many More than Criminal Defendants, 63 U. KAN. L. REV. 103 (October 2014).

Sweet Caroline: The Backslide from Federal Rule of Evidence 613(b) to the Rule in Queen Caroline's Case, 47:2 U. MICH. J.L. REFORM 283 (Winter 2014).

The Great and Powerful Oz Revealed: The Ethics and Wisdom of the SCOTUS Leaks in National Federation of Independent Business v. Sebelius, 7 CHARLESTON L. REV. 317 (Winter 2012-13; by invitation).

William & Mary Law Review Symposium on the Restyled Federal Rules of Evidence (Oct. 28, 2011), in 53 WM. & MARY L. REV. 1435, 1435 (April 2012).

Out with the Old: An Argument for Restyling "Sacred Phrases" Retained in the Proposed Amendments to the Federal Rules of Evidence, 77:4 TENN. L. REV. 1 (Summer 2010).

Eyes Wide Shut: How Ignorance of the Common Interest Doctrine Can Compromise Informed Consent, 42:1 U. MICH. J.L. REFORM 71 (Fall 2008).

Deference to a Hearing Panel?: Emerging Trends in the Disciplinary Decisions of the Supreme Court of North Dakota – 2004-2007, 83:3 N.D. L. REV. 887 (2007; by invitation).

An Uncertain Privilege: Why the Common Interest Doctrine Does Not Work and How Uniformity Can Fix It, 15 B.U. PUB. INT. L.J. 49 (2005).

BAR MEMBERSHIP

Admitted in New Jersey (retired), New York (inactive), and Pennsylvania (inactive).
TN Rule 31 listed mediator.

LEGAL EXPERIENCE

CHAMBERS OF THE HONORABLE JAMES KNOLL GARDNER, UNITED STATES DISTRICT COURT FOR THE EASTERN DISTRICT OF PENNSYLVANIA LAW CLERK, January 2003 –July 2004

Performed legal research and drafted bench memoranda, orders, and opinions concerning a variety of federal and state issues, both civil and criminal. Made recommendations to and deliberated with the Judge regarding jurisdictional, discovery, and evidentiary disputes, as well as the disposition of motions, bench trials, sentencing, and other matters.

MAZUR, CARP & RUBIN, P.C., New York, NY

LITIGATION ASSOCIATE, CONSTRUCTION PRACTICE GROUP, April 2002-January 2003

Represented owners, contractors, and sub-contractors as plaintiffs and defendants in contract litigation, arbitration, mediation, and contract negotiation. Participated in oral arguments, mediations, depositions, settlement negotiations, and jury selection. Acted as second chair in state court trial. Performed legal research, managed discovery, and drafted memoranda, motions, briefs, construction contracts, and surety bonds.

PEPPER HAMILTON LLP, Philadelphia, PA

LITIGATION ASSOCIATE, CONSTRUCTION PRACTICE GROUP, September 2000-March 2002

Represented owners, contractors, and sub-contractors in federal and state contract litigation and arbitration. Defended clients in products liability and commercial litigation. Performed legal research, managed discovery, and drafted memoranda, motions, and briefs. Successfully moved state court to enter summary judgment in defendant's favor in \$30 million construction dispute on behalf of hospital.

SUMMER ASSOCIATE, Summer 1999

Conducted research and drafted memoranda for various practice groups.

EDUCATION

TEMPLE UNIVERSITY BEASLEY SCHOOL OF LAW, Philadelphia, PA

LL.M. IN LEGAL EDUCATION, May 2006

Honorable Abraham L. Freedman Fellowship

JURIS DOCTOR, May 2000

TEMPLE LAW REVIEW, Associate Managing, Articles, Research Editor (1999-2000); Staff Member (1998-1999)

Temple University Scholarship Recipient (full tuition merit scholarship)

Dean's List

Barrister's Award Winner for Excellence in Trial Advocacy

LASALLE UNIVERSITY, Philadelphia, PA

BACHELOR OF ARTS, magna cum laude, May 1997

General University Honors

Christian Brothers Scholarship Recipient (full tuition merit scholarship)

Dean's List

NATIONAL INSTITUTE OF TRIAL ADVOCACY, Louisville, CO

CERTIFIED TEACHER OF TRIAL ADVOCACY SKILLS, June 2006

Successfully completed NITA's Teacher Training Program in the art of teaching trial skills to practicing trial attorneys and student advocates.

SELECT SCHOLARLY PRESENTATIONS & GRANTS

DOES THE BAR EXAM ACCOMPLISH WHAT WE THINK IT DOES?, Virtual Conference

ABA SECTION ON PROFESSIONAL RESPONSIBILITY CONFERENCE, June 4, 2021

Presentation and discussion challenging the bar exam as unrelated to its stated goals and as an unnecessary obstacle to licensure with a disparate impact on economically disadvantaged and underrepresented minority populations.

WOMEN IN THE LAW: A STATEWIDE VIRTUAL PANEL DISCUSSION, Nashville, TN

ASSOCIATION OF WOMEN ATTORNEYS, March 24, 2021

Collaborative discussion of women lawyer experiences across the State of Tennessee.

CELEBRATING WOMEN'S SUFFRAGE, Memphis, TN

MEMPHIS JEWISH FEDERATION, January 12, 2021

Reviewed the role of the Memphis Jewish community in ratifying the 19th Amendment to the U.S. Constitution and reflected on current legal status of women in the United States.

CHALLENGES OF ADMINISTERING THE BAR EXAMINATION IN A PANDEMIC, Memphis, TN

LEO BEARMAN, SR. AMERICAN INN OF COURT, October 20, 2020

Shared empirical research undermining efficacy of the bar examination, as well as anecdotal challenges faced by graduates seeking bar admission in 2020.

COMMUNITY OF RESEARCH SCHOLARS GRANT: RACE & HEALTH DISPARITIES

PRIMARY INVESTIGATOR, September 2020-April 2021

Organized interdisciplinary scholars across the University of Memphis to collaborate in pursuing research grants focused on race and health disparities.

DISRUPTING HIERARCHIES IN LEGAL EDUCATION BY PROMOTING FIRST GEN SUCCESS

TEMPLE LAW REVIEW SYMPOSIUM, October 25, 2019

Shared research on success of undergraduate strategies to support first generation college students. Proposed adaptation of successful practices to increase access to law school for first generation college graduates.

NATIONAL BAR ASSOCIATION & MEMPHIS BAR ASSOCIATION, Memphis, TN

DIVERSITY & INCLUSION CHALLENGES: THEN & NOW

PANELIST, February 26, 2019

Addressed responsibility of law schools to enhance a culture of inclusion within the bar and increase the number of diverse students entering its ranks.

ASSOCIATION OF AMERICAN LAW SCHOOLS ANNUAL MEETING, San Diego, CA

SECTION ON LITIGATION, AMERICAN-STYLE LITIGATION: A FORCE FOR GOOD OR ILL?

MODERATOR, January 5, 2018

As Chair of the AALS Section on Litigation, organized planning of Section's annual meeting on adversarial-style litigation and served as moderator of panel discussion featuring Judge M. Margaret McKeown, U.S Court of Appeals for the Ninth Circuit, Professor Emeritus Stephen Yeazell, Professor Emeritus Lester Brickman, Professor Amalia Kessler, and Professor Alexandra Lahav.

THE SUDER FOUNDATION PROFESSIONAL DEVELOPMENT GRANT

FACULTY COORDINATOR, December 2014-June 2016

Implemented plan to educate University staff and graduate assistants on challenges facing first generation college students, as well as strategies to aid such students in achieving success. Developed and actualized First Generation Faculty Advocate program to bring training to faculty across all University colleges.

TENNESSEE DISTRICT PUBLIC DEFENDERS CONFERENCE, Memphis, TN

PRESENTER, October 1, 2015

Discussed the admissibility of social media and cell phone data in Tennessee criminal courts at statewide conference for public defenders.

TENNESSEE DISTRICT ATTORNEYS GENERAL CONFERENCE, Memphis, TN

PRESENTER, March 14, 2013

Addressed annual meeting of district attorneys on the topic of professional ethics in closing arguments.

ADVISORY COMMITTEE ON EVIDENCE RULES FALL MEETING, William & Mary Law School, Williamsburg, VA

SYMPOSIUM ON THE RESTYLED FEDERAL RULES OF EVIDENCE, PANELIST, October 28, 2011

Presented results of empirical research on student reaction to restyled Federal Rules of Evidence, critique of Advisory Committee's failure to restyle "sacred phrases," and effect of restyled rules on reference to tacit admissions.

SOUTHEASTERN ASSOCIATION OF LAW SCHOOLS ANNUAL MEETING, Palm Beach, FL

WORKSHOP ON EVIDENCE: PROPOSED CHANGES TO THE FEDERAL RULES OF EVIDENCE, PRESENTER,

July 31, 2010

Presented research on the current project to rewrite the Federal Rules of Evidence into plain English and its implications.

THE UNIVERSITY OF KENTUCKY COLLEGE OF LAW, Lexington, KY

DEVELOPING IDEAS CONFERENCE, SPEAKER, May 12-14, 2010

Presented current research on the "state of mind" exception to the hearsay rule. Critiqued current research of junior legal scholars.

ASSOCIATION OF AMERICAN LAW SCHOOLS ANNUAL MEETING, New York, NY

NEW LAW PROFESSORS SECTION, PRESENTER, January 2-6, 2007

Presented poster entitled "Clickers for Conversation" at annual meeting.

PROFESSIONAL SERVICE

AMERICAN LAW INSTITUTE

MEMBER, November 2018-present

Engage in scholarly process of law reform aimed to clarify and improve the law.

AMERICAN INNS OF COURT, LEO BEARMAN, SR. CHAPTER, Memphis, TN

MEMBER, August 2018-present

Participate in the planning of continuing legal education programming for Memphis area judges, lawyers, and students in this esteemed, invitation-only organization.

CENTER FOR EXCELLENCE IN DECISION-MAKING, Memphis, TN

PRESIDENT, January 2023-January 2024

EXECUTIVE COMMITTEE MEMBER, August 2018-present

STRATEGIC PLANNING COMMITTEE CO-CHAIR, September 2018-October 2019

Develop and promote programming educating a variety of professions on the effects of implicit bias on decision-making.

MEMPHIS BAR ASSOCIATION, Memphis, TN

MEMBER, August 2018-present

Member of the local professional organization for attorneys in Memphis and the Mid-South. Liaise on behalf of the Law School to partner in programming and events.

AMERICAN INNS OF COURT, ADR CHAPTER, Memphis, TN

MEMBER, September 2018-present

Contribute continuing legal education programming focused on alternative dispute resolution for Memphis area judges, lawyers, and students in specialized, invitation-only organization.

ABA SECTION ON LEGAL EDUCATION POLICE PRACTICES CONSORTIUM

CHAIR, ORGANIZATIONAL SCOPE COMMITTEE, June 2020-November 2020

FOUNDING MEMBER, June 2020-present

Founding member of consortium of American law schools focused on offering educational collaboration focused on police reform initiatives.

AMERICAN BAR FOUNDATION

FELLOW, April 2021-present

Support honorary society of attorneys, judges, law faculty, and legal scholars in its empirical and interdisciplinary legal research. Membership is limited to lawyers whose careers have demonstrated outstanding dedication to the highest principles of the legal profession and to the welfare of their communities and capped at one percent of the profession.

UNIVERSITY OF MEMPHIS WOMEN+'S MENTORSHIP NETWORK, Memphis, TN

ADVISORY BOARD MEMBER, September 2022-present

Promote WMN+ events and recruit members. Advise Network on programming and planning.

NATIONAL BAR ASSOCIATION, BEN F. JONES CHAPTER, Memphis, TN

MEMBER, June 2019-present

Member of the local Memphis chapter of the National Bar Association, founded to meet the unique needs of African-American lawyers at a time when they were largely excluded by majority bar associations.

STATE BAR ASSOCIATION OF NORTH DAKOTA, Grand Forks, ND

ASPIRATIONAL GOALS DRAFTING COMMITTEE MEMBER, August 2008-May 2009

Drafted Aspirational Goals of attorney conduct for consideration and adoption by the State Bar Association of North Dakota.

U.S. SUPREME COURT HISTORICAL SOCIETY, Washington, DC

CHAIR, NORTH DAKOTA MEMBERSHIP COMMITTEE, August 2007-August 2008

Served to promote membership in the U.S. Supreme Court Historical Society in North Dakota.

COMMUNITY ACTIVITIES

FOGELMAN JEWISH FAMILY SERVICES, Memphis, TN

ADVISORY COMMITTEE MEMBER, July 2021-present

Advise family services organization on development, managing, and planning activities.

JEWISH COMMUNITY PARTNERS, Memphis, TN

MEMBER, MEMPHIS-SHOHAM STEERING COMMITTEE, August 2018-August 2024

Partner with local community members and those of Memphis sister-city Shoham, Israel, to promote cultural exchange and understanding.

MEMPHIS JEWISH FEDERATION, Memphis, TN

MEMBER, BOARD OF DIRECTORS, July 2011-July 2014

Governed activities of Memphis Jewish Federation, an organization that raises funds and delivers services to local constituents in need, as well as promotes individual involvement in and travel throughout Israel.

INSTITUTE FOR PHILOSOPHY IN PUBLIC LIFE, Grand Forks, ND

MEMBER, BOARD OF DIRECTORS, December 2008-August 2012

Governed activities of Institute established to relate philosophy to the daily lives of the public. The Institute brings regional, national, and international philosophers together with members of the public in various settings, including through the weekly public radio broadcast of "Why?"

SMITH MEMORIAL PLAYGROUND & PLAYHOUSE, Philadelphia, PA

MEMBER, BOARD OF DIRECTORS, October 2005-December 2009

Advised Board of Directors on legal matters concerning ongoing rehabilitative reconstruction of historic playground and playhouse.