

**Institutional Compliance
Solutions, LLC**
icslawyer.com



INSTITUTIONAL
COMPLIANCE SOLUTIONS

**George Mason
University**

Proposal for Services

**Title VII & Title IX and ADA
Investigator/Consultation Services
GMU-1790-22**

711 Signal Mountain Rd, #108 Chattanooga, TN 37405
(423) 667-1838

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About ICS (Section 2.d)

ICS is a woman owned, women run business. ICS provides a range of legal and consulting services to institutions, school districts and other entities, with a focus on addressing and responding to sexual misconduct. While the majority of the focus for our education lawyers and practitioners is compliance with Title IX and related laws and regulations, our services expand to other protected class discrimination. ICS partners with institutions to assist with training, policy drafting and review, external investigations and other roles under Title IX, audits and remediation of Title IX offices and processes, responses to Office for Civil Rights and other federal investigations, and more.

Headquartered in Chattanooga, TN, ICS is a mission and value based company. The ICS team strives to provide high touch client support, to act with integrity in business decisions and in working with clients, to provide pragmatic, proactive, and transparent advice to our clients, and to advocate and practice respect for all. ICS values long-term, connected relationships with clients, referral sources, suppliers, service providers, collaborators and employees. ICS mission and values are a core part of every client partnership. These values include a commitment to social justice, including LGBTQ rights, women's rights, and civil rights. We believe that diversity makes us all stronger and we celebrate the qualities that make each person unique. We believe that all clients, customers, employees, contractors, collaborators, vendors and others that encounter our company should feel valued and respected whatever their gender, race, ethnicity, national origin, age, sexual orientation or identity, education, ability, or other identities. (Section B.3.e)

Founder and Owner, Courtney Bullard, is nationally recognized for her contributions to the news media, including the Chronicle of Higher Education, Inside Higher Ed, and VICE news on HBO. She created Title IX University, an on-line digital platform that provides Title IX training in a manner that is legally compliant and accessible for all schools. Title IX University is an extension of the ICS values of accessibility to compliance services for schools of all sizes. Ms. Bullard is also the host of the Law & Education Podcast. Former counsel for a large State institution, she leads a team of attorneys with decades of experience in education law and Title IX compliance.

Conflicts of Interest

ICS has no current known conflicts of interest with this project and is available to begin immediately. Upon assignment of each matter, ICS will run a conflict of interest check against any involved parties.

Qualifications/Experience (Section B.2)

ICS is uniquely qualified to provide the requested services based on our experience and expertise providing similar services for higher education institutions throughout the country. Our business centers around providing legal and consulting services to school districts and institutions regarding their obligations in addressing and responding to allegations of sexual misconduct under Title IX and related laws and regulations, and expands into other protected class discrimination. In our work, we recognize and value the unique aspects of each institution and have intimate knowledge of the internal framework of colleges and university administration. This experience is drawn from our experience as practitioners.

Our experts have more than 50 years of combined experience in Title IX, Title VII and ADA compliance including:

- Investigative research relating to Title IX and EEO;
- Serving as an external investigator, which includes:
 - Appropriate notices to the parties;
 - Interviewing all parties and witnesses;
 - Gathering evidence and information from the institution, parties and witnesses as appropriate;
 - Evaluating evidence and information for relevancy;
 - Report writing and dissemination to the parties.
- Consultation with Title IX Coordinators, DEI leadership and other administrators to stop and prevent recurrence of specific matters related to consultation sought by our team.
- Serving as Decision-Makers, Appellate Decision-Makers, Informal Resolution Facilitators and Advisors in matters.
- Serving as consultants or Special Counsel to institutions which includes providing legal advice and subject matter expertise to General Counsel specifically around Title IX and related matters.

Our experience serving in these roles under Title IX includes matters that occurred prior to the 2020 Title IX regulations.

All team members have experience investigating and resolving allegations of:

- **Workplace misconduct**
- **Student on student misconduct**
- **Student on employee misconduct**
- **Employee on student misconduct**
- **Employee on employee misconduct**
- **Complex investigations implicating high level administrators, including leadership, General Counsel, and Title IX Coordinators**
- **Complex investigations involving multiple complainants and/or respondents**
- **Allegations involving minors**
- **Allegations involving third parties by current students/employees**

Proposed Team (Section B.2)

All team members are practicing attorneys who have practical experience in all areas related to the proposal. Our team members regularly serve as external Title IX Coordinators, Investigators, Decision-Makers, Appellate Decision-Makers, Informal Resolution Facilitators and Advisors. All team members regularly provide training to administrators serving in these roles, including training attorneys to perform these services for institutions, and are fully trained under the 2020 Title IX regulations.

Beyond Title IX, our team members have experience in Title VII, ADA and other protected class matters including investigative services. Our DEI/EEO team lead is a former in-house counsel for a large entity overseeing all matters related to EEO compliance.

Bios for our core team members are listed below and full resumes are attached.



Owner and Founder
of Institutional
Compliance
Solutions

COURTNEY BULLARD

Courtney Bullard is the Founder and Owner of ICS. Ms. Bullard is a practicing attorney who has decades of experience representing institutions in matters involving sexual misconduct and workplace misconduct, including eight years as a university system attorney.

She provides legal and consulting services for public and private higher education institutions, K-12, and the private sector and serves as an external investigator in allegations of sexual misconduct. She also provides expert witness testimony on matters dealing with institutional response to allegations of sexual misconduct, bullying, and hazing in litigation.



Higher Ed Athletics,
Student Conduct
and K-12 Lead

BETSY SMITH

Betsy Smith serves as the K-12 lead for ICS. Ms. Smith primarily focuses on compliance, training, and reviews related to Title IX. Her prior experiences as a prosecutor and a Director of Student Conduct/Deputy Title IX Coordinator over investigations at a large state institution provide a unique, trauma informed lens to the ICS team.

Ms. Smith continues to conduct a significant number of investigations for institutions and districts under the new regulations, keeping her finger on the pulse of the experiences of and challenges to the Title IX professionals on the ground. Ms. Smith also currently serves as the lead on several program reviews.



DEI/EEO Lead

CELESTE BRADLEY

Celeste Bradley serves as the DEI and EEO lead for ICS. Ms. Bradley has been a labor and employment lawyer for two decades, serving as in-house counsel over the labor and employment division of a large health care organization. Ms. Bradley provides diversity training and programming, Title VI, Title VII, and other HR professional training and workplace investigations for educational institutions.

Ms. Bradley regularly provides Title IX training to ICS clients with a focus on the overlap between Title IX and other protected class discrimination. She currently serves as an interim Title IX Coordinator for several institutions.

Licenses/Certifications/Trainings

- **The following is a list of licenses, certifications, and specialized training for all members of the ICS team:**
 - **Rule 31 Mediator**
 - **Tennessee State Bar**
 - **California State Bar**
 - **District of Columbia State Bar**
 - **Ohio State Bar**
 - **Georgia State Bar**
 - **Certificate in Diversity and Inclusion, Cornell University**
 - **Restorative Justice, Center for Restorative Justice**
 - **Forensic Interviewing, National District Attorneys Association**

The RFP asks for sample reporting in Section B.2.d, but was unclear on the nature of the sample reports. Providing a sample investigation report has FERPA and at times attorney-client privilege concerns that would prevent us from providing them at this time. Should this be the intent of the request, and necessary for the assignment of this RFP, ICS will endeavor to provide a sample upon clarification and request.

Methodology (Section 3)

ICS takes a collaborative approach with all client work. With respect to serving in external roles for institutions, ICS will work directly with the Title IX Coordinator, DEI leadership and others as assigned to familiarize team members with George Mason's policies, processes and culture and provide consulting on request. The ICS point person for this project is Courtney Bullard.

Upon assignment of a specific case, ICS will run a conflict check, assess capacity and assign the matter to a team member. ICS cannot guarantee availability for a case and will let George Mason know within two (2) business days which team member is assigned to the case or if we cannot take the case due to a conflict or for any other reason.

During the pendency of a case, the ICS team member assigned will provide regular updates regarding the status at the preferred cadence of the institution.

ICS does not provide a specific electronic hub for matters; however we have worked in Maxient, Emerald, Box and other systems at the request of institutions. We do have the ability to comply with the use of electronic data and options for use if storage is maintained solely by ICS. We bill and store data through MyCase.

Please see the introduction for our commitment to diversity and inclusion. As a woman owned, women run business with minority team members, diversity and inclusion are an integral part of our mission and services.

ICS has an application pending in Tennessee as a small, women-owned business and expects to be accepted; however it is not certified as a SwaM in Virginia at this time.

References (Section B.4)

University of Alabama System
Audrey Dupont, University Counsel
205.975.4881
aydupont@uasystem.edu

Campbellsville University
E.J. Pavy, Title IX Coordinator & Assistant Director of
Personnel Services
270.789.5092
ejpavy@campbellsville.edu

Belmont University
Lori Chaudoin, Director Title IX Compliance and Prevention
Programs
615.460.6894
lauri.chaudoin@belmont.edu

Additional representative work includes, but is not limited to:

George Washington University
Michigan State University
Maryville College
Tuskegee University
Tennessee Technological University

Proposed Pricing (Section B.5)

The pricing chart below reflects the budget estimate for our approach.

ICS proposes travel expenses of a flat rate of \$1,000 for day one, and \$500 thereafter; however ICS is willing to be reimbursed for actual costs. In those instances, all travel related expenses will be reimbursed at actual rates for transportation, meals, lodging and other necessary and reasonable expenses. Travel time will be billed at half the hourly rate.

ICS bills on the first of each month for the work performed for the prior month and prefers net 30 payment terms. (Section B.1.c. and XV).

A representative sample Statement of Work can be provided upon request. All matters are assessed for complexity in identifying staffing, timeframes and a projected SOW for a matter.

FEE SCHEDULE

ATTORNEY/ PARALEGAL	HOURLY RATE
SENIOR TEAM MEMBERS	\$300
ASSOCIATE TEAM MEMBERS	\$250
NOTETAKERS/RESEARCH ANALYSTS	\$150
PARALEGAL	\$75

Additional Items

ICS welcomes questions regarding this proposal, and is amenable to additional modifications to the work plan and/or proposed cost if necessary.

ICS reserves the right to modify the proposed cost should the scope of the project expand beyond what is contemplated in this proposal.

The terms of this proposal are good for thirty days from the date ICS submits the proposal.

Respectfully Submitted,

Courtney H. Bullard

Courtney Bullard, Owner
February 15, 2022

Institutional Compliance Solutions, LLC



INSTITUTIONAL
COMPLIANCE SOLUTIONS

Addendum 1 **Full CVs**

711 Signal Mountain Rd, #108 Chattanooga, TN 37405
(423) 667-1838

Courtney H. Bullard – Attorney and Consultant

Education

JD- University of Memphis

BA-Indiana University

Certifications/Training

Rule 31 Mediator

Licensed – Tennessee State
and Federal Court

Trained Title IX Investigator

Affiliations

Workplace Investigations
Group

Federal Bar Association
Tennessee Bar Association
NACUA

Awards

Lawyer of Distinction,
Higher Education 2017,
2018 and 2019

Ms. Bullard has almost two decades of experience representing institutions of higher education, including 8 years as a University system attorney. As in-house counsel, she served as a trusted advisor to the Chancellor, Vice Chancellors, Director of Equity and Diversity, Clery Compliance Officer, Title IX Coordinator, Provost and other top level administrators on all legal matters affecting the institution, including issues that arose with minors on campus and partnerships with school districts. Her knowledge and familiarity with the unique aspects of a college campus provide a distinctive approach in partnering with institutions to assist in their legal needs. She excels at advising clients on all aspects of institutional compliance, including Title IX of the Education Amendments of 1972 and the Violence Against Women Act Reauthorization amendments to the Jeanne Clery Act, and specializes in providing legal advice to institutions during sexual misconduct, stalking and relationship violence investigations. Ms. Bullard is the host of the *The Law & Higher Ed Podcast* and creator of Title IX University®. She is nationally recognized for her contributions to the news media, including the Chronicle of Higher Education, Inside Higher Ed, and VICE news on HBO.

Relevant Project Experience

Head, Institutional Compliance Solutions. Since starting ICS in September of 2016, Ms. Bullard has already become a thought leader on institutional compliance. She developed and provides proprietary know your role training designed to mitigate liability for institutions during investigations into sexual misconduct, stalking and relationship violence. She provides legal and consulting services for public and private higher education institutions with respect to compliance with Title IX and Clery, serves as an external investigator into allegations of sexual misconduct, relationship violence and stalking, assists institutions in defending investigations initiated by the Office of Civil Rights and the U.S. Department of Education for violations of Title IX and Clery and conducts external Clery and Title IX audits for institutions. Ms. Bullard also assists in the creation of a crisis communications plans during incidents that produce negative press. Ms. Bullard has been a labor and employment attorney since 2003 and is well-versed in Title VII, often conducting and/or advising on workplace investigations as well. She is the host of *The Law & Higher Ed Podcast*.

Associate General Counsel – University of Tennessee. As counsel for the University of Tennessee, Ms. Bullard was the first and only attorney on its Chattanooga campus for 8 years. She developed the office from the ground up and provided legal advice on all matters affecting the institution. Ms. Bullard worked for the University of Tennessee during the Title IX boom, and assisted both the Chattanooga campus and other campuses within the system in their compliance efforts which included development of a model policy for sexual misconduct, relationship violence and stalking for the system that was then tailored for each campus and creation of a Title IX Coordinator position for the Chattanooga campus. Ms. Bullard was instrumental in the creation of a Behavioral Intervention Team and a Sexual Assault Response Team and served in an advisory role on both. Ms. Bullard defended two Office of Civil Rights Title IX investigations, one Clery Act assessment and one Clery Act audit. She worked closely with university and local police to create a coordinated effort to ensure institutional compliance obligations were met, designated and trained a Clery Compliance Officer for the campus and assisted in identifying and training CSAs. In addition, she worked with university police to ensure timely warning notifications were properly administered and a policy was implemented. She reviewed ASRs annually. Finally, Ms. Bullard worked with local school districts and program on campus regarding its response to bullying, hazing, or sexual misconduct allegations involving minors.

Speaking and Events

An Overview of the Title IX Regulations

NEOLA | January 26, 2021

Nine Months with Nine – Lessons Learned since May 2020

NACUA Winter Program, Co-Presenter | February 5, 2021

Expectations for Title IX Coordinators, School Leaders and Districts

Florida Department of Education | October 22, 2021

Hot Topics in Title IX Compliance

ICS-hosted Conference | March 5-6, 2020

Title IX, Clery Act, and Equity: Finding Solutions for a Shifting Landscape

Grand River Solutions Conference | October 2019

The Intersection of Title IX and the ADA

Vanderbilt University | March 19, 2019 | Tennessee Ahead

The New Proposed Rules and the Impact on Title IX Compliance

Southern Adventist University | February 24, 2019

Title IX, Title VII and #MeToo

Consortium hosted by Arkansas State University | June 30, 2018

Title IX and Title VII for Human Resource Professionals

Tennessee Independent Colleges & Universities Association (TICUA) | April 30, 2018

Title IX Investigator Training

ICS | November 2017

Lessons Learned in Title IX Compliance through OCR Investigations and Litigation

Southern Association for College Student Affairs conference | October 29, 2017

Lessons Learned in Title IX Compliance through OCR Investigations and Litigation

Title IX ExecuSummit | July 25, 2017

Foundation: A Strong Title IX Policy

La Sierra University | July 12, 2017

The Future of Human Resources – Legal Trends and the HR Profession

CUPA Regional Conference | April 20, 2017

Lessons Learned in Compliance

NASPA Annual Conference | March 13, 2017

The Role of Greek Life in Campus Compliance

Title IX Fraternal and Student Conduct Institute | July 2016

The Role of Student Affairs in Title IX Compliance

NASPA Regional Conference | June 2016

Title IX Training

Appalachian Colleges Association | June 2016

The Critical Role of Human Recourse Professionals in Addressing and Preventing Workplace Harassment

CUPA Regional Conference | May 2016

The Role of Student Affairs in Title IX Compliance

NASPA Annual Conference | March 2016

Legal Updates in Higher Education

Appalachian Colleges Association Summit | October 2015

Title IX Coordinator Bootcamp

Association of Collaborative Partnerships | June 13-15, 2015

[Articles and Publications](#)

Host, *The Law & Higher Ed Podcast*.

Chronicle of Higher Education Essay, “*Whom to Look for in a Title IX Hearing Panel*”, January 21, 2018.

USA Today Network, *Expert: Tennessee colleges could see changes from new Title IX guidance on sexual assault*, September 22, 2017.

Title IX Today, *Gain allies, collaborators across campus using grassroots strategy*, July 2016.

Editor, *Journal of Campus Title IX Compliance and Best Practices*, A Publication of the Association of Title IX Administrators (ATIXA).

Celeste S. Bradley – Attorney and Consultant

Education

JD- University of Tennessee

BA- University of Memphis

Certifications/Training

Licensed – Tennessee State
and Federal Court

Trained Title IX Investigator

Trained Title IX Coordinator

Affiliations

National Employment Law
Council

Chattanooga Bar Association

Tennessee Bar Association

Ms. Bradley has been a labor and employment lawyer for almost two decades, serving as Associate General Counsel for BlueCross BlueShield over their labor and employment division (with over 6,000 employees in offices across Tennessee) and in-house employment counsel for a large trucking company and parking services company. Ms. Bradley has conducted dozens of investigations ranging from sexual assault allegations to Title IX athletics complaints to faculty and staff complaints. She provides diversity training and programming, Title VI, Title VII and other Human Resource Professional training and workplace investigations for the private sector and education institutions. Serving as in-house counsel provided Ms. Bradley with valuable experience in the importance of providing efficient and thorough assistance while presenting the information with an understanding of the business needs. She is successful in partnering with entities to provide policy reviews along with Title VI and Title VII compliance. Additionally, she provides union negotiation support from the election process to finalizing the collective bargaining agreement. She also has experience in drafting and implementing pandemic plans and building Crisis Response Teams and plans.

Relevant Project Experience

HR and DEI Lead, Institutional Compliance Solutions. As HR and DEI lead, Ms. Bradley provides DEI training for clients, drafts policies and procedures on responding to and addressing protected class discrimination, provides legal advice to clients regarding the same, and serves as an external investigator into allegations of harassment, discrimination, and other workplace misconduct matters. Ms. Bradley also delivers Title IX trainings which includes Title IX Coordinator, Title IX Investigator, Title IX Decision Maker trainings for both higher education and K-12 institutions. She provides expert reports on Title IX sexual assault matters in preparation for litigation. Ms. Bradley currently serves as an interim Title IX Coordinator for an institution.

Associate General Counsel, BlueCross BlueShield of TN. In her role as Associate General Counsel, Ms. Bradley was responsible for providing legal advice on all labor and employment matters including sexual harassment complaints, EEOC Title VI and Title VII complaints, safety and security matters and Department of Labor investigations. Ms. Bradley regularly conducted companywide training to over 6,000 employees on DOL compliance, equal rights, diversity and inclusion topics including Americans with Disability Act, Affirmative Action compliance and other general employment matters. Ms. Bradley collaborated with multiple departments including safety and security, recruitment, Office of Diversity and Inclusion and employee benefits.

Senior Counsel, Reef Technology Company. In her role with Reef, Ms. Bradley served as the sole labor and employment attorney for over 10,000 employees providing them with real time legal advice on Title VI and VII issues, state and federal compliance, DOL audits and various related employment matters. Ms. Bradley conducted training for human resources personnel and managers on labor and employment issues.

Betsy B. Smith – Attorney and Consultant

Education

J.D. – The University of Tennessee
College of Law

B.A. The University of Tennessee,
Knoxville

Certifications

Licensed to Practice Law, Tennessee
Trained Title IX Investigator

Affiliations

Knoxville Bar Association
Tennessee Bar Association

Trainings/Experience

Forensic Interviewing

Ms. Smith has over ten years of experience conducting investigations and training, including five years in a criminal setting and five years in a higher education environment. During her time working for a university, she served as a Deputy Title IX Coordinator for investigations, lead Title IX investigator, and supervisor of campus Title IX investigations and adjudications. While serving as an assistant district attorney she specialized in interpersonal violence cases, including domestic violence, sexual assault, and child abuse matters. She provides a unique understanding of the complexities related to Title IX supportive measures, investigations and resolutions.

Relevant Project Experience

Senior Investigator/Consultant, Institutional Compliance Solutions. Ms. Smith joined the ICS team in October 2019. Since joining she has served as a consultant for clients in the implementation of the new Title IX Regulations and drafted policies for institutions. She has created and presented fifteen distinct trainings for higher education institutions related to Title IX. She has served as an external investigator for Title IX issues and other compliance related matters.

Director, Student Conduct & Community Standards, Deputy Title IX Coordinator- The University of Tennessee, Knoxville. As director of Student Conduct & Community Standards, Ms. Smith developed a student focused model that significantly decreased investigation timelines while increasing the thoroughness of investigations and adjudications. She worked with faculty, staff, and students to provide a process based on national best practices. Ms. Smith served on the Campus Threat Assessment Team, Case Management (CARE) Team, Sexual Assault Response Team, and Division of Student Life Leadership Team. She was instrumental in updating a new code of conduct, and Title IX policy for the University. She worked closely with the Office of the General Counsel, local and campus police departments, Title IX Office, and Office of Equity and Diversity to streamline and coordinate prevention and response to reports of serious misconduct including, but not limited to, Title IX and hazing.

Assistant District Attorney General- Blount County, Tennessee. In her role as Assistant District Attorney, Ms. Smith was charged with prosecuting all crimes within the jurisdiction. This included a focus on domestic assault and related crimes, as well as sexual assault and child sex crimes. During her time as a prosecutor, she worked closely with law enforcement to ensure that investigations were thorough, timely, fair, and impartial. She advocated for swift and just prosecution when supported by the evidence through jury trials, preliminary hearings, motion hearings, and depositions.

Speaking, Training, and Events

Virtual Title IX Coordinator Training (Higher Ed and K-12)

Institutional Compliance Solutions | Virtual | Summer and Fall 2020, Winter and Spring 2021

Virtual Title IX Investigator Training Level 1 (Higher Ed and K-12)

Institutional Compliance Solutions | Virtual | Summer and Fall 2020, Winter and Spring 2021

Virtual Title IX Investigator Training Level 2 (Higher Ed and K-12)

Institutional Compliance Solutions | Virtual | Summer and Fall 2020, Winter 2021

Virtual Title IX Decision-Maker Training Level 1 (Higher Ed and K-12)

Institutional Compliance Solutions | Virtual | Summer and Fall 2020, Winter and Spring 2021

Virtual Title IX Decision-Maker Training Level 2 (Higher Ed and K-12)

Institutional Compliance Solutions | Virtual | Summer and Fall 2020

Virtual Title IX Informal Resolution Facilitator Training (Higher Ed and K-12)

Institutional Compliance Solutions | Virtual | Summer and Fall 2020, Winter 2021

Virtual Title IX Advisor Training (Higher Ed)

Institutional Compliance Solutions | Virtual | Summer and Fall 2020

Breakdown and Implementation of the New Title IX Regulations (Higher Ed and K-12)

Institutional Compliance Solutions | Virtual | Summer 2020

An Overview of the New Title IX Regulations and Their Implications for Colleges and Universities

Institutional Compliance Solutions | Virtual | May 2020

An Overview of the New Title IX Regulations and Their Implications for K-12 School Districts

Institutional Compliance Solutions | Virtual | May 2020

Title IX in a COVID-19 World Part IV

Institutional Compliance Solutions | Virtual | May 2020

Title IX in a COVID-19 World Part III

Institutional Compliance Solutions | Virtual | April 2020

Title IX in a COVID-19 World Part II

Institutional Compliance Solutions | Virtual | April 2020

Recognizing and Responding to Stalking

Institutional Compliance Solutions | Virtual | April 2020

Title IX in a COVID-19 World Part I

Institutional Compliance Solutions | Virtual | April 2020

Virtual Certified Title IX Investigator Training Level 1

Institutional Compliance Solutions | Virtual | April, May 2020

Title IX Coordinators

Institutional Compliance Solutions | Virtual | April, May 2020

Hot Topics in Title IX Conferences

Institutional Compliance Solutions | Chattanooga, TN | March 2020

Three Tips to Track Title IX Patterns and Trends

Institutional Compliance Solutions | Virtual | February 2020

Title IX Training- Athletics

Institutional Compliance Solutions Webinar | Virtual | October 2019

Know Your Role: Title IX Coordinators

Institutional Compliance Solutions Webinar | Virtual | October 2019

Back to School: When a Student Misbehaves

Knoxville Bar Association | Knoxville, TN | August 2019

Building a Student Focused Title IX Process

Law Enforcement Innovation Center | Knoxville, Oak Ridge, Chattanooga, TN | 2018-2019

Investigative Report Writing

Law Enforcement Innovation Center | Knoxville, Oak Ridge, Chattanooga, TN | 2018-2019

Title IX- Creating Stability when the Current is Changing

Association of Student Conduct Administrators | Jacksonville, FL | February 2019

Training a Conduct Board for Title IX Cases

Title IX Summit | Knoxville, TN | April 2018

Collaborative Partnerships and Creating Sustainability in Conduct Offices

Association of Student Conduct Administrators | Jacksonville, FL | February 2018

Collaborative Partnerships and Creating Sustainability in Conduct Offices

Southern Association for College Student Affairs | Chattanooga, TN | October 2017

Training a Board, Creating an Academic Course to Train Student Board Members

Association of Student Conduct Administrators | Jacksonville, FL | February 2017