
SAUNDRA K. SCHUSTER, Esq.

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PROFESSIONAL EMPLOYMENT HISTORY

CURRENT EMPLOYMENT:

TNG

Partner, The NCHERM Group (TNG)

TNG is a law and consulting firm dedicated to best practices for campus health and safety and risk management. The firm emphasizes best practices for policy, training and educational programming as proactive risk management. TNG specializes in advancing culture change strategies and problem solving for colleges and universities. TNG offers expertise in: sexual misconduct, campus investigations, judicial panel training, campus behavioral intervention and threat assessment, disruptive students, hazing, sexual harassment, campus alcohol issues, student organization risk management, and student suicide.

PREVIOUS EMPLOYMENT:

SCHUSTER & CLIFFORD, LLP

Managing Partner

Law practice devoted to preventive education law, involves providing legal consultation to educational institutions, K-12 schools and school systems, and charter schools. Legal services include policy audits, review, development and implementation assistance; delivery of training seminars on legal issues; specifically, tailored training on institutional policies and procedures, including training of internal hearing bodies.

SINCLAIR COMMUNITY COLLEGE

General Counsel, Assistant Attorney General State of Ohio, 2005 – 2009

Responsible for providing legal advice to the College President, Vice Presidents, and Board of Trustees and others, as appropriate, on a variety of legal matters including student and employment matters, civil rights issues, intellectual property and technology issues, constitutional law, regulatory matters, construction, real property and local governmental regulation, liability issues, contracts and public records and open meetings laws. Represent the College's legal interests to external agencies, coordinate and supervise assigned special counsel.

- ◆ Special expertise in sexual harassment and sexual misconduct issues, liability and risk management matters, public records, and FERPA issues
- ◆ Expertise in employment law issues, discrimination laws, affirmative action, contracts, and Federal regulations of higher education

- ◆ Expertise in matters involving intellectual property, copyright and trademark in public institutions
- ◆ Extensive experience in conducting legal risk avoidance training
- ◆ Experience with defense of discrimination allegations with OCRC and EEOC
- ◆ Training in mediation and other Alternative Dispute Resolution techniques

OHIO ATTORNEY GENERAL

Senior Assistant Attorney General, State of Ohio - Education Section, August, 1997- 2005

Oversee legal matters for state colleges and universities in Ohio. Duties include: providing informal legal opinions and general legal advice to special counsel, in-house counsel and college administrators on a wide range of legal issues including, but not limited to, contracts, affirmative action, conflicts of interest, student affairs, athletics, intellectual property, and employment issues, academic freedom, tenure issues and college/university foundation related matters; providing in-house expertise on campus police, athletics, intellectual property; providing training for and implementation of negotiation and mediation settlement procedures.

- ◆ Litigation expertise, including jury trials
- ◆ Extensive additional training in mediation and other ADR techniques
- ◆ Co-authored amicus brief on behalf of State of Ohio in *Gratz & Hammacher v. Bollinger*, and *Grutter v. Bollinger*, arguing in support of diversity as a compelling governmental interest in higher education
- ◆ Conduct presentations and workshops on a wide range of legal issues in higher education
- ◆ Special expertise in Public Records and FERPA issues

UNIVERSITY OF TOLEDO

Interim Associate General Counsel, University of Toledo (January- August 2005)

Provided assistance for the University of Toledo's General Counsel Office for an interim period. Conducted a comprehensive review of their Code of Student Conduct and provided extensive training for faculty, staff and students. Provided assistance with employment related cases.

THE OHIO STATE UNIVERSITY, OFFICE OF STUDENT LIFE

Associate Dean of Students: 1989-1997

(50% time 1994-1997 while attending law school full-time)

Responsibilities included assisting with human, fiscal and space resource management; formulating administrative policy; participating in strategic and long-range planning; coordinating the review and development of university policies, including the *Code of Student Conduct*; participating in student problem solving and crisis management; developing and implementing leadership and management training programs for university staff and students; participating in budget development and management; coordinating staff search systems; participating on various university committees and task forces; serving as liaison with Academic Affairs, the Alumni Association, University Development, college

student affairs staff, Campus Ministry, and Athletics.

Criminal Defense Practicum: Ohio State University, 1997

Represented clients in Municipal Court who were charged with criminal offenses

COLUMBUS OHIO, CITY ATTORNEY'S OFFICE

Night Prosecutor Program, 1995-97

Hearing Officer/Mediator

Conducted mediation of criminal complaints

THE OHIO STATE UNIVERSITY

Office of Legal Affairs, 1994-97

Legal Intern

Conducted legal research; conducted analysis of institutional Affirmative Action Programs

FRANKLIN COUNTY, OHIO COURT OF COMMON PLEAS DOMESTIC AND JUVENILE DIVISION

Summer Extern Program, 1996, Judge Kay Lias

Conducted legal research, drafted judicial opinions

KEMP, SCHAEFFER, ROWE AND LARDIERE CO., L.P.A.

Law Clerk - January, 1995 - September, 1995

Conducted general legal research; wrote research memorandum, briefs, pleadings and other legal documents related to litigation

THE OHIO STATE UNIVERSITY

Director, Student Development: 1987-1989

Provided leadership and supervision for Office of Student Development, which included Judicial Affairs, Drug/Alcohol Education, University Mentoring Program, and Forensics Program. Responsibilities included supervision of professional staff and selection, training, and supervision of graduate and undergraduate support staff; oversight of practica students; annual publication of Student Handbook; coordination of orientation programs; creation of peer assistant program for drug and alcohol education and prevention; and developing external grant support. Additional responsibilities include providing institutional consultation regarding student's rights, due process, and grievance procedures; overseeing non-academic judicial systems; and, administering Code of Student Conduct.

THE OHIO STATE UNIVERSITY

Coordinator of Judicial Affairs: 1983-1987

Served as the primary institutional hearing officer in non-academic misconduct cases; coordinate judicial panels; conduct training and evaluation of judicial panels; serve as judicial liaison with Residence Life, University Police, the Office of Traffic and Parking, and serve as Student Affairs representative to Academic Misconduct Panel; advise University Court; serve as a resource to Academic departments regarding the Code of Student Conduct.

THE OHIO STATE UNIVERSITY

Coordinator of Alcohol and Drug Education Program: 1985-1987

Coordinated the Alcohol Education Program, including chairing the Student Affairs Alcohol and Drug Education Advisory Committee; advising the student group, BACCHUS; providing presentations, workshops and general consultation on topics of alcohol and substance abuse; coordinating the annual National Collegiate Alcohol Awareness Week activities; supervise the Alcohol Education Resource Center; provide information on trends, issues, and concerns relating to alcohol and substance abuse.

OHIO BOARD OF REGENTS

Consultant: Summer, 1982

Composed and edited the Ohio College Manual. Conducted research for presentation to the Ohio Legislature regarding funding for international graduate students.

MIAMI UNIVERSITY, Oxford, Ohio

Office of Learning Assistance, Director: 1979-82; Coordinator: 1976-79; Assistant Coordinator: 1974-76

Charged with creating an office which would administer a University-wide academic assistance program, including centralized tutoring, peer counseling; basic skills evaluation and prescription center, as well as writing, math, study skills and spelling/reading procedures to support this complex program. General responsibilities included administrative leadership, budgetary planning, program development and evaluation, and the generation and presentation of training programs.

THE WESTERN COLLEGE, Oxford, Ohio

Assistant to Dean of Students: 1972-73

Responsibilities included assisting with student counseling, housing concerns, and financial aid.

MIAMI UNIVERSITY, Oxford, Ohio,

Department of Residence Life, Resident Advisor: 1970-72

One year freshman advisor; one year upper-class advisor. Management of a 370 student housing complex, responsibilities included serving as academic advisor; supervising selection, training and evaluation of student staff; advising hall government, and hall judicial committee; implementation of educational and cultural programming.

TEACHING EXPERIENCE

MIAMI UNIVERSITY

Instructor: Department of Personnel and Guidance

EDL 100 (Role of the University in American Life)

EDG 211 (Academic Survival Skills).

THE OHIO STATE UNIVERSITY

Instructor

Freshman Survey Course
Moritz College of Law – Negotiation Course

COLUMBUS STATE COMMUNITY COLLEGE

Instructor

Business Law course

WRIGHT STATE UNIVERSITY

Law & Higher Education course

EDUCATION

THE OHIO STATE UNIVERSITY COLLEGE OF LAW - Columbus, Ohio

Juris Doctor, May 1997, Member Ohio Bar, Federal Bar

President, Moot Court Governing Board, 1996-97

Honor Council

President, Delta Theta Phi legal fraternity, 1995-96

Representative, NCAA Certification Committee

Taught Negotiation course with William Pitt, Professor of Law, Loyola University

THE OHIO STATE UNIVERSITY - Columbus, Ohio

Doctoral Candidate (Ph.D.) (course work completed)

Higher Education Administration: focus in organizational development, mediation, research techniques

MIAMI UNIVERSITY - Oxford, Ohio.

M.S. Student Personnel & Counseling

B.S. Education

RELEVANT COMMITTEE INVOLVEMENT:

Trustee, Columbus College of Art & Design, Executive Committee, 2015-present

Member, American, Ohio and Columbus Bar Associations, Committee on Alternative Dispute Resolution, Education Law Committee

Association for Student Judicial Affairs (currently Association for Student Conduct

Administration): National President, 1996; Conference Chair, 1994; Chair, Awards

Committee, 1994; Chair, Research Committee 1991, and 1992; plenary speaker since

2004, present annually

Ohio Association of Student Personnel Administrators Conference, Program Committee

National Association for College and University Attorneys, Program Committee

National Behavior Intervention Team Association, Founding Member, National President 2011-2013; Advisory Board, 2010-present

Association of Title IX Administrators, Founding Member, Advisory Board 2011-present
Campus Advisory Board, Avon Foundation for Women & Futures Without Violence, 2011

GRANTS & PUBLICATIONS:

Student Conduct Practice: The Complete Guide for Student Affairs Professionals, Stylus Publishing, LLC, 2008, contributing author

The First Amendment on Campus: A Handbook for College & University Administrators, NASPA Publishing, 2006, author/editor

Board of Advisors, Civic Research Institute's *Campus Safety and Student Development Report*
Grants from U.S. Department of Education for substance abuse prevention; \$250,000, Ohio State; \$200,000 for Ohio Consortia of State Supported Institutions.

Federal and State Educational Opportunity Grant (to establish a learning support program for high risk students), Miami University, Oxford, Ohio

State grant to establish a county-wide Head Start program, Eaton, Ohio

"The History & Evolution of Student Judicial Affairs", College Associates Publication, co-author

"Gamechangers: Changing Title IX Through Litigation", 2010, co-author, Sokolow, B.A., Lewis, W.S.

"Deliberately Indifferent: Crafting Equitable and Effective Remedial Processes to Address Campus Sexual Violence", 2011, co-author, Sokolow, B.A., Lewis, W.S.

"Threat, Threat, Threat, Threat, Threat", 2011, co-author, Sokolow, B.A., Lewis, W.S.

"New Challenges to Colleges: Addressing Bullying on Campus", National Association of Student Personnel Administrators, Leadership Exchange: Solutions for Student Affairs Management

"Sexual Harassment and the First Amendment: Will Your Policies Hold Up In Court?" National Association of Student Personnel Administrators, Leadership Exchange: Solutions for Student Affairs Management

University Risk Management and Insurance Association Journal, 2012, "Suicidal Students, Behavioral Intervention Teams, and the Direct Threat Standard" 2011

"The Book on BIT: Forming and Operating Effective Behavioral Intervention Teams on College Campuses" NaBITA publication 2012

"The Top 10 Things We Need to Know About Title IX (That the DCL Didn't Tell Us)", URMIA Journal, 2013

"Suicidal Students, BITS, and the Direct Threat Standard", co-author, B.A. Sokolow, W.S. Lewis, 2012 Whitepaper, published by NaBITA and NCHERM

"The Developmental Model Code" – Wiki Version, co-authored with J. Lowery, W. Fischer, W.S. Lewis, D.C. Swinton, B. Sokolow, 2013

Annual Case Law Update since 2005

"Student Conduct Practice: the Complete Guide for Student Affairs Professionals", D. Waryold & J. Lancaster, ed., Stylus Publications (2008) contributed chapter on First Amendment

"The State of Student Conduct: Current Forces and Future Challenges Revised", D. Waryold and J. Lancaster, Ed. (2013) contributed chapter on Current Forces