

JUDITH LEONARD

Professional Experience

SMITHSONIAN INSTITUTION General Counsel

June 2009-Present

Reporting to the Secretary of the Smithsonian and to the Board of Regents, the General Counsel is the chief legal officer of the Smithsonian Institution, a trust instrumentality of the United States and a tax-exempt organization. The General Counsel serves as a member of the Secretary's cabinet, directs and coordinates all legal matters, and serves as the principal legal counsel to the Secretary, the Board of Regents and its committees, other officials of the Institution, 19 museums, 9 research facilities and a zoological park. Responsibilities include coordinating litigation, managing an office of 12 lawyers, support staff and outside counsel, and providing advice in a complex, decentralized environment. Areas of responsibility include procurement law (including construction), advice to Smithsonian Enterprises (joint venture for television channel, magazine, retail and other business arrangements), governance, sponsored projects, investments and endowment, risk management, intellectual property, employment, analysis of legislation and Federal law, as applicable. The General Counsel serves as the designated agency ethics official. Under contract, I also provide legal advice to the Woodrow Wilson International Center for Scholars, a nonpartisan public policy and research institution, and serve as the Secretary's representative to its Board.

As a member of the senior leadership team, the General Counsel participates in development and implementation of the strategic plan and implementation of its goals, objectives and policies; support of Board and other institutional efforts including development and support of campaign strategies; use of social media; digitization plans and efforts; governmental relations and educational outreach.

UNIVERSITY OF ARIZONA

**Vice President for Legal Affairs and General Counsel
General Counsel
Adjunct Associate Professor, Higher Education**

**2000- 2009
1998- 2000
2000- 2009**

Reporting to the President and the Board of Regents, served as principal legal advisor; directed and coordinated all legal matters; prepared legal opinions; advised on policy and compliance; served as a member of the President's Cabinet and the President's Advisory Group ("kitchen cabinet"); managed litigation including outside counsel and the relationship with the Office of the Attorney General; and supervised ten lawyers, seven support staff and one paralegal. Membership on additional committees included the following: Campus Emergency Response Team, Executive steering committee for establishment of the Phoenix campus of the College of Medicine, Board of Regents Audit Committee subcommittee, Risk management committee and Athletics Environment Panel Oversight Committee.

The University of Arizona is a comprehensive AAU university. During the relevant years, it offered more than 150 undergraduate and 200 graduate degree programs through 18 colleges and 12 schools. With approximately \$530 million in annual research funding and an annual budget of approximately one billion dollars, UA has become an excellent research institution. With such diverse enterprises as a College of Medicine with two campuses, the Center for Creative Photography, Lunar and Planetary Sciences, the School of Dance, the Science and Technology Park and land grant institution responsibilities, the Office of the General Counsel provides legal service on a wide range of legal issues.

The Office of the General Counsel (OGC) analyzes legal implications of policy decisions as they relate to federal and state laws and regulations and Arizona Board of Regents policies; represents the university in significant transactional matters including technology transfer; advises senior management on legal issues as they affect relationships between the university and its constituents, including faculty, staff, students and external parties; anticipates trends in the law relating to professional and accrediting agencies; develops preventive law programs; advises on Federal governmental relations and appoints outside counsel in specialized fields and coordinates these legal services.

EXECUTIVE OFFICE OF THE PRESIDENT OF THE UNITED STATES 1997-1998
Office of National Drug Control Policy
General Counsel

Legal advisor and designated agency ethics officer to Director, a Cabinet official, and other top officials on broad policy and legal issues. Duties included coordination with White House Counsel's office, review of financial disclosures and advice on all ethics issues, review of agency contracts including media and public service announcement contracts, advice on personnel actions, FOIA requests, equal employment matters, review and advice on legislation including attendance at Congressional hearings, significant interagency and interoffice relations (OMB, DOJ, Congressional offices, etc.) and supervision of staff attorneys. July, 1997- July, 1998.

U.S. DEPARTMENT OF EDUCATION
Attorney
Office of the General Counsel
Divisions of Business and Administrative Law
And Educational Equity and Research

August 1998-October 1998;
1991-1997; 1980-1983

Provided legal advice and representation in connection with the administration of Federal education programs and business and management activities of the Department including review of proposed legislation, development of policy, development of litigation positions, participation in administrative and civil litigation and assistance with regulation and enforcement.

OFFICE OF THE ARIZONA ATTORNEY GENERAL
Assistant Attorney General

1990-1991

Responsible for large case load of administrative and civil litigation and for providing legal advice to various State health agencies on matters including health care facilities licensure, clinical and environmental laboratories, emergency medicine, maternal and child health, behavioral health, nursing care institution administration, disease prevention and day care licensure.

UNIVERSITY OF NORTH CAROLINA

1983-1990

Associate University Counsel (Served concurrently as Assistant to the Dean of the School of Medicine and Associate Director of Legal Affairs of the Area Health Education Center).

Provided legal counsel to various levels of University administration on matters affecting the activities of the University with a focus on the academic medical center (Medicine, Pharmacy, Dentistry, Public Health, Nursing with emphasis on the School of Medicine), including risk management, professional liability, students, faculty, research, ethics, personnel, industrial relationships, reimbursement, planning, intellectual property, governmental relations, contracts, real property and tax. Served on numerous academic, research, and clinical committees and as an occasional lecturer in the Schools of Medicine, Education, Business, Public Health, Dentistry, Pharmacy, Nursing and Social Work.

Awards

Distinguished Honorary Alumna, University of Arizona James E. Rogers College of Law, presented at 2009 Spring Convocation, May 16, 2009.

Committees

U.S. Department of Education

Early Childhood Policy Group, 1996

AIDS Policy Task Force, 1993-1995

OGC Work Group to Survey Department about OGC Services 1994-1995

Interagency Committee on School Health, 1994-1997

Office of the Arizona Attorney General

Elder Abuse Task Force

University of North Carolina at Chapel Hill

Dean's Advisory Committee of the Medical Faculty, 1983-1990

Faculty-Industry Relations Committee, School of Medicine, 1985-1990

Committee on the Protection of the Rights of Human Subjects, School of Medicine, 1984-1990

Task Force of the Development of Policies and Procedures for AIDS-related issues, 1986-1990

Committee to Revise the Governance of the Medical Faculty Practice Plan, 1985

Professional Liability Advisory Committee, 1985-1990

Liability Insurance Trust Fund Council, 1985-1990

Ad Hoc committees on ethics in research, 1984-1990

Committee to make recommendations concerning an institutional bioethics committee, 1985-1986

University of North Carolina Hospitals Risk Management Committee, 1988-1989

Institutional Animal Care and Use Committee, 1988-1990

Task Force to Develop Guidelines on Expert Witness Testimony, 1989

Student Health Services Committee on Risk Management/Professional Liability, 1989-1990

Executive Committee of the North Carolina Society of Health Care Attorneys 1988-1990

Medical Legal Joint Task Force of the North Carolina Medical Society and the North Carolina

Bar Association 1990

Teaching Experience

University of Arizona

College of Education, Adjunct Associate Professor

Law and Higher Education, Graduate three credit hour course on law and higher education

Bar Admissions

State Bar of North Carolina, October 6, 1980

State Bar of Arizona, November 22, 1982

Education

Cornell University, Bachelor of Science, 1972

University of North Carolina Graduate School, Master of Education, 1974

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University of North Carolina School of Law, Juris Doctor, 1980

Management Training

University of North Carolina School of Business Administration, Young Executive Institute
Certificate of Completion of five-week program in professional management education, May 1985.

Associations

American Bar Association

Accreditation site review committee, University of Texas at Austin Law School, April 2005

Member, Litigation section

Arizona General Counsel Forum (1999-2004)

Arizona Bar Association

Arizona Women Lawyers Association (1999-present)

National Collegiate Athletic Association

Task Force on Initial Eligibility 2005-2007

National Association of College and University Attorneys

Annual Conference Program Committee 2008 (for 2009 meeting)

Program Committee for One-day CLE Workshop: Higher Education Corporate Compliance

Programs: Effective Cooperation and Implementation 2005

Publications committee

Association of Corporate Counsel

Nonprofit and Professional Association Committee

Pima County Bar Association

Select Presentations and Publications

Presentation, Norris, G. and Leonard, J. "Stanford v. Roche: Implications for Academic Health Centers" Association of Academic Health Centers, Washington, D.C. December 8, 2011.

Speaker, Panel Discussion, "Cultivating a Sponsor . . . Not Developing a Mentor," Women in Law Empowerment Forum, October 4, 2011; Washington, D.C.

Facilitator, Museum Interest Group Discussion, Annual Conference, National Association of College and University Attorneys, June 2010; Washington, D.C.

Moderator, Panel Discussion, "Investigator Initiated Studies - INDs and IDEs, Who Holds the Responsibility and How to Manage the Risk" National Association of College and University Attorneys, Managing the Higher Education Research Enterprise in a Time of Change: Compliance, Conflict of Interest, Contracting and Other Legal Issues, November 13, 2008; Washington, D.C.

Discussion facilitator, "Alternative Structures for Institutional Review of Research with Human Subjects," National Association of College and University Attorneys, Managing the Higher Education Research Enterprise in a Time of Change: Compliance, Conflict of Interest, Contracting and Other Legal Issues, November 17, 2005; Washington, D.C.

Panelist, "Making Your Case: Winning the Business," American Bar Association Conference on Women Rainmakers, October 19, 2008; Tucson, Arizona.

Remarks, New Department Head Orientation, University of Arizona. "Working with the Office of the

General Counsel," September 17, 2008.

Presentation, "Affirmative Action and Diversity in Higher Education," Presentation to President's Cabinet and Provost's Council, University of Arizona. 2008.

Moderator, Presentation and Panel Discussion, Research Compliance Issues. National Association of College and University Attorneys, Pre-conference session for attorneys new to higher education. National Association of College and University Attorneys Annual Conference, June 21, 2008; New York, New York.

Panel participant, "After the Honeymoon: A New President A Year (or so) Later," National Association of College and University Attorneys, Annual Conference, June 25, 2008, New York, New York.

Presentation on "Selected Legal Issues in University Setting" for Financial Managers' Series, University of Arizona, April 8, 2008.

Moderator and panel participant, "Yours? Mine? Ours? Research Collaborations and Drafting Effective Intellectual Property Sharing Agreements," National Association of College and University Attorneys (in conjunction with AAU, COGR and AAMC) on Legal Issues in Higher Education Sponsored Research, Compliance and Technology Transfer, November 16, 2006; Washington, D.C.

Moderator, "The Role of Counsel in Compliance and in Compliance Programs: Ethical Issues," National Association of College and University Attorneys CLE on Higher Education Corporate Compliance Programs: Effective Cooperation and Implementation, April 1, 2005; Washington, D.C.

Grutter v. Bollinger; Gratz v. Bollinger, Brief of The University of Pittsburgh, Temple University, Wayne State University and The University of Arizona as *Amici Curiae* in Support of Respondents (University of Michigan). February 18, 2003. Signatory and co-author.

Presentation, "Administrative Actions (Institutional and Federal)," Legal Issues and Strategies for Responding to Allegations of Research Misconduct, American Association for the Advancement of Science and U.S. Office of Research Integrity, May 31, 2001; Washington, D.C.

Dellinger, A. and Leonard, J. Consent for Health Care of Minors, Institute of Government, University of North Carolina, Chapel Hill, North Carolina (videotape), 1986

Presentation, "Decision-making for Incompetent Patients," North Carolina Civil Liberties Union, Chapel Hill, North Carolina, March 27, 1989

Presentation "Legal Aspects of Hospital Management," Hospital Management Institute, School of Business Administration, University of North Carolina at Chapel Hill, NC, March 30, 1987.

Presentation, "Professional Liability and Risk Management for Allied Health and Sports Medicine," University of North Carolina Sports Medicine Program, Chapel Hill, NC, February 26 & March 5, 1987.

Presentation, "Ethics, Professionalism and Quality Assurance: Introduction to Patient Care," University of North Carolina School of Dentistry, Chapel Hill, NC, June, 1986- July 1986.

Presentation, "Legal Implications of Do Not Resuscitate Orders," Alamance County Hospital, Burlington, NC, May 28, 1986.

Presentation, "Medicolegal Aspects of Cardiopulmonary Resuscitation and Emergency Cardiac Care," Advanced Cardiac Care Life Support Course for New House Staff, North Carolina Memorial Hospital, Chapel Hill, NC, June 30, 1986.

Presentation, "Testifying as an Expert Witness," Center for Development and Learning, University of North Carolina School of Medicine, Chapel Hill, NC, February 11, 1986.

Presentation, "Legal Aspects of Medical Records," Student Health Services, North Carolina State University, Raleigh, NC, November 21, 1985.

Presentation, "Policy Aspects of the "Baby Doe" Regulations," University of North Carolina School of Public Health, Chapel Hill, NC, October 8, 1985.

Presentation, "History and Coverage of the "Baby Doe Regulations and Child Abuse Prevention and Treatment Legislation," Annual Meeting, North Carolina Society of Health Care Attorneys, Chapel Hill, NC, October 20, 1984.

Presentation, "Legal and Ethical Issues in Research with Handicapped Children and Their Families," Annual meeting of the American Association for Mental Deficiency, San Francisco, California, May 14, 1980.

Select Community Activities

District of Columbia Jewish Community Center, Member, Board of Directors (2011-present)

National Capital Region Girl Scouts Women's Advisory Committee (2009-present)

Women's Forum of Washington D.C. (Chapter of the International Women's Forum) (2009-present)

Arizona Public Media (public broadcasting) Public Advisory Board (2003-2009)
Finance committee (2007-2009)

University of Arizona College of Law Board of Visitors (2000-present)

University of Arizona School of Dance
Dance Partner (2007-present)

State of Arizona Commission on the Arts
Grant review panel, NEA American Quilt grants (2005)

Washington Performing Arts Society
Lawyers Committee (1993-1998)

National Capital Region Girl Scouts Scholarship Selection Committee (1995-1998)