

Levin College of Law
Office of the Dean

Merritt McAlister
Interim Dean and Levin, Mabie & Levin Professor of Law

Spessard L. Holland Law Center
PO Box 117620
Gainesville, FL 32611-7620
352-273-0600
www.law.ufl.edu

April 30, 2024

MEMORANDUM

TO: Full-Time Faculty, Levin College of Law

FROM: Merritt McAlister, Interim Dean

RE: Faculty Meeting Agenda, Tuesday, May 7, 2024

Our eleventh and final Faculty Meeting of the 2023-2024 academic year will take place in the Faculty Lounge on the third floor of Holland Hall on Tuesday, May 7, 2024. The meeting will begin at noon and will end no later than 1:30 p.m. **Lunch will be provided.**

The agenda is as follows:

1. Action Item: Approve Faculty Meeting Minutes for April 9, 2024, attached (Dean McAlister)
2. Information Item: Faculty Metrics: Google Scholar (Dean McAlister)
3. Information Item: Fund Request Power App demonstration (Assoc. Dean O'Connell)
4. Information Item: Bar/Academic Success Update (Assoc. Dean Lopez)
5. Action Item: Approval of Committee Assignments. Documents supporting the assignments will be circulated by Dean McAlister. (Dean McAlister)
6. Action Item: Recommendation from Non-Tenure Track Appointments Committee for a Legal Skills candidate appointment. Documents supporting the appointment can be found on Canvas. (Wolking, Chair)
7. Action Item: Academic Standards Proposal (Chair, Fenster)
8. Action Item: Recommendation from the Faculty Council for changes to the Rules and Procedures Manual (Wright, Chair)

9. Action Item: Recommendation from the Ad Hoc Tax VAP committee for two-year tax Visiting Professor appointments. Candidates are Erika Scuderi and Aishwarya Krishna Iyer. (Molk, chair)

Please note that candidate voting will take place electronically shortly after the conclusion of the meeting. Votes will be accepted until 5 pm on May 7.

If you are unable to attend, please contact Peter Molk, who will discuss available options. Otherwise, I look forward to seeing you.

UF Levin College of Law Faculty Meeting Minutes
April 9, 2024 - 12:00 noon

PRESENT: Rachel Arnow-Richman, Yariv Brauner, Annie Brett, Dennis Calfee, Julian Cook, Lisa De Sanctis, Teresa Drake, Donna Eng, Donna Erez-Navot, Barbara Evans, Mark Fenster, Thomas Haley, William Hamilton, Christopher Hampson, Kristen Hardy, David Hasen, Thomas Hawkins, Berta Hernandez-Truyol, Jiaying Jiang, Benjamin Johnson, Elizabeth-Ann Katz, Zachary Kaufman, Matthew Kim, Heather Kolinsky, Elizabeth Lear, Lyriisa Lidsky, Sabrina Lopez, Lynn LoPucki, Charlene Luke, Pedro Malavet, Jonathan Marshfield, Merritt McAlister, Timothy McLendon, Silvia Menendez, Peter Molk, Jane O'Connell, Robert Rhee, Joan Stearns Johnsen, Stacey Steinberg, John Stinneford, Derek Wheeler, Steven Willis, Michael Wolf, Sarah Wolking, Danaya Wright, Wentong Zheng

PRESENT ON ZOOM: Derek Bambauer, Judy Clausen, Lea Johnston, Amy Stein, Lee-ford Tritt

NOT PRESENT: Neil Buchanan, Karen Burke, Juan Caballero, Charles Collier, Ben Fernandez, Mindy Herzfeld, Tracey Maclin, Grayson McCouch, Lars Noah, Katheryn Russell-Brown, Paige Snelgro

Meeting called to order at 12:01 pm

1. Action Item: Approve Faculty Meeting Minutes for March 5, 2024, attached (Dean McAlister)

Interim Dean McAlister presented, and faculty considered the faculty meeting minutes for March 5, 2024.

Outcome: Minutes were approved.

2. Action Item: Approve Spring 2024 Graduates, attached (Dean Inman)

Interim Dean McAlister presented the graduates on behalf of Dean Inman

Outcome: Graduates were approved

3. Action Item: Recommendation of affiliate status for Christopher Thomas, College of Education (Dean McAlister)

Dean McAlister presented a recommendation for affiliate status for Professor Thomas.

Outcome: Status was approved.

4. Action Item: Recommendation for Carliss Chatman as Visiting Professor. (Dean McAlister)

Dean McAlister presented recommendation for visiting professor.

Outcome: Visitor approved.

5. Information Item: Discussion of Bar Passage and BOT Meeting (Dean McAlister)

Dean McAlister discussed the Board of Trustees meeting and assessments planned for 1L students. A meeting will be held for 1L faculty and others who are interested to generate ideas for addressing deficiencies.

Outcome: Information Only

6. Information Item: Brown Ban on 10x10x10 proposals on April 18.

Dean McAlister announced plan for Brown Bag meeting and invited faculty to share ideas and submit requests.

Outcome: Information Only

7. Information Item: Update from the Faculty Council (Wright, Chair)

Professor Wright discussed plans for Faculty Council elections to fill 4 positions. Elections will also be held for the Promotion & Tenure Committee to fill 4 positions.

Outcome: Information Only

8. Actions Item: TENTATIVE - Recommendation from the Faculty Council for changes to the Rules and Procedures Manual (Wright, Chair)

Discussion began and it was decided to move ongoing discussion to the end of the meeting. Discussion ensued.

Outcome: Item will be moved to a future meeting for further discussion.

9. Action Item: Creation of a Look-See Visitor Policy (Dean McAlister)

Dean McAlister presented, and the faculty discussed the Look-See Visitor Policy.

Outcome: Policy approved

10. Information Item: Appointments Committee update on lateral appointments. (Lidsky, Chair)

Professor Lidsky provided update from Appointments Committee.

Outcome: Information Only

11. Action Item: Recommendation from the Appointments Committee of Candidate for Tax Chair. Documents supporting the appointment can be found on Canvas. (Lidsky, Chair)

Professor Lidsky presented the candidate on behalf of the Appointments Committee. Faculty discussed candidate.

Outcome: Voting will follow the meeting until 5 pm

Meeting adjourned at 1:31pm.

University of Florida Levin College of Law
2024-25 Committee Assignments
Draft to be Approved by Faculty Vote on May 7, 2023

Standing Committees

Academic Standards: Arnow-Richman (chair), Marshfield (fall), Eng, & Lopez; *ex officio*: Inman

Adjunct Teaching: Clausen (chair), Collier, Eng, Hamilton, & McLendon; *ex officio*: Morgan

Admissions: Lear (chair, J.D.), Kolinsky, Russell-Brown (fall) & Wolking; Tritt (chair, LLM), Calfee, & Luke; *ex officio*: Bailey

Curriculum: Erez-Navot (co-chair) & Luke (co-chair), Hasen, Lopez, & Stearns Johnsen; *ex officio*: Arney

Community Engagement: Caballero (chair), Hernandez-Truyol, Wheeler, & Willis; *ex officio*: Edgar, Ettinger, Mitchell, Smith, M

Facilities & Sustainability: Hawkins (chair), Clausen, & Noah; *ex officio*: Frazier, Straley, & Vinson

Faculty Council: Johnston, Lidsky, Marshfield, Menendez, & Steinberg (all by faculty vote)

Faculty Development: Molk (chair), Jiang, LoPucki, McCouch, & O'Connell; *ex officio*: Bensley, Hilkin, McIlhenny

International Programs: McLendon (chair), Herzfeld, Malavet (fall) & Rhee; *ex officio*: Bailey

Judicial Clerkships: Hampson (chair), Hardy, & Kim; *ex officio*: Bensley, Shaw

Non-Tenure Track Appointments, Retention, & Promotions: Menendez (chair), Bambauer, Fernandez, Kolinsky, Steinberg; *ex officio*: Smith, M

Promotion & Tenure: Lidsky (chair); Fenster (spring), & Johnston (by faculty vote); Cook, Kaufman, & Wright (by appointment)

Strategic Planning/Distance Learning/MSL: Stinneford (chair), Hardy, Herzfeld, Fernandez, & Luke; *ex officio*: Mayers-Twist

Tenure-Track Appointments: Brett, Brauner, Evans (spring), Lawson, Johnson, & Maclin (chair TBD); *ex officio*: O'Connell

Full-Year Ad Hoc Committees

Academic Success and Bar Strategy: Lopez (chair), Biggart, DeSanctis, Haley, Katz (spring), & Malavet (fall); *ex officio*: Carbajal & Mayers-Twist

Tax Reading Group/Tax Appointments: Brauner (chair), Burke, Calfee, Tritt, & Zheng (fall); *ex officio:* O'Connell; Arney

Public Interest Professions Committee: Caballero (chair), Hawkins, Wheeler; *ex officio:* Shaw; Edgar

Other Assignments

ADR Moot Court Advisors: Erez-Navot & Stearns Johnsen

Environmental Moot Court Advisors: Edgar & Hawkins

Faculty Senate Representatives: Luke & Wolking

Faculty Workshop Coordinators: Molk & Jiang

Florida Tax Review Editor-in-Chief: Hasen

Florida Bar CLE: Hamilton

Florida Bar Committee on Student Education & Bar Passage: Shaw

Florida Journal of International Law Advisor: Hernandez-Truyol & Kaufman

Florida Law Review Advisor: Lear

Florida Sports & Entertainment Law Review Advisor: Arnow-Richman

Honor Code: Inman

Journal of Law & Public Policy (JLPP) Advisor: Wright

Journal of Technology Law & Policy (JTLP) Advisors: Jiang

Moot Court Advisors: Caballero & DeSanctis

Order of the Coif Staff Liaison: Inman, Mitchell

Pro Bono Advisors to Student Organizations: Fernandez, Shaw

Requests for Legal Assistance: Clausen, Hilkin

Tax Moot Court Advisor: Wheeler

Trial Team Advisor: Wolking & Biggart

University Technology Committee: Hamilton

Faculty Member	2022-2023	2023-2024	2024-2025
Tenure-Track			
Rachel Arnow-Richman	Promotion & Tenure (elected), College Faculty Council Chair, Florida Sports & Entertainment Law Review Advisor	Promotion & Tenure (elected), Florida Sports & Entertainment Law Review Advisor	Academic Standards (chair); Florida Sports & Entertainment Law Review Advisor
Derek Bambauer		Appointments	Non-Tenure Track Appointments & Promotions
Yariv Brauner	LLM/SJD Admissions, Non-Tenure Track Appointments & Promotions	Faculty Council, Promotion & Tenure (chair, elected)	Appointments; Tax Ad Hoc Reading Group/Appointments (chair)
Annie Brett	Facilities & Sustainability (chair), Faculty Workshops	Appointments (spring)	Appointments
Karen Burke	Promotion & Tenure	Faculty Development	Ad Hoc Tax Reading Group/Appointments
Dennis Calfee	Diversity & Community Relations (chair), LLM/SJD Admissions	Faculty Council?, LLM/SJD Admissions, Non Tenure-Track Appointments & Promotions	LLM/SJD Admissions; Ad Hoc Tax Reading Group/Appointments
Jonathan Cohen	On Leave	On Leave	On Leave
Charles Collier	Adjunct Teaching, Facilities & Sustainability	Adjunct Teaching (spring)	Adjunct Teaching
Julian Cook		Appointments (spring)	Promotion & Tenure
Barbara Evans	Promotion & Tenure	Post-Tenure Review	Appointments (spring)
Mark Fenster	Promotion & Tenure (elected, spring)	Academic Standards (chair), Faculty Council?	Promotion & Tenure (voted; spring)
Tom Haley		Admissions	Academic Success & Bar Strategy
Chris Hampson	Judicial Clerkships (chair, spring)	Judicial Clerkships (chair)	Judicial Clerkships (chair)
David Hasen	Academic Standards (chair), Florida Tax Review	Facilities & Sustainability (chair), LLM & SJD Admissions, Florida Tax Review (fall)	LLM/SJD Admissions; Florida Tax Review
Berta Hernandez-Truyol	Curriculum (chair), Florida International Law Journal Advisor	Diversity & Community Relations, Florida International Law Journal Advisor	Community Engagement; Florida International Law Journal Advisor
Jiaying Jiang	International Programs	International Programs, JLTP Co-Advisor	Faculty Workshop Coordinator; Faculty Development Committee; JLTP Co-Advisor
Ben Johnson		Faculty Development, Faculty Workshops	Appointments
Lea Johnston	Clerkships (chair, fall)	Promotion & Tenure (elected, fall)	Promotion & Tenure (elected); Faculty Council (elected)

Elizabeth Katz		Faculty Development (spring)	Academic Success & Bar Strategy (spring)
Zach Kaufman		Curriculum (spring)	Promotion & Tenure; FJIL Co-Advisor
Matthew Kim		Judicial Clerkships	Judicial Clerkships
Gary Lawson			Appointments
Liz Lear	JD Admissions (chair), Faculty Development, Law Review Advisor	JD Admissions (chair), LLM & SJD Admissions (chair), Law Review Advisor	JD Admissions (chair), Law Review Advisor
Lyrissa Lidsky	Appointments (spring)	Appointments (chair), Academic Success and Bar Passage Strategy	Promotion & Tenure (elected; chair); Faculty Council (elected)
Lynn LoPucki	Faculty Development	Faculty Development	Faculty Development
Charlene Luke	Appointments, LLM/SJD Admissions (chair)	Appointments; Curriculum (co-chair); Faculty Senate	Curriculum (co-chair); LLM Admissions; Strategic Planning/Distance Learning/MSL; Faculty Senate Representative
Tracey Maclin	Appointments (fall)	Academic Standards (spring)	Appointments
Pedro Malavet	Diversity & Community Relations, International Programs	Adjunct Teaching (spring)	International Programs (fall); Academic Success & Bar Strategy (fall)
Jonathan Marshfield	Appointments (spring)	Appointments	Academic Standards (fall); Faculty Council (elected)
Merritt McAlister	Appointments	Interim Dean	Interim Dean
Grayson McCouch	Diversity & Community Relations, Facilities & Sustainability	Strategic Planning/Distance Learning	Faculty Development
Peter Molk	Faculty Development (chair), Faculty Workshops	Faculty Development (chair), Faculty Workshops	Faculty Development (chair), Faculty Workshops
Lars Noah	Curriculum	Facilities & Sustainability	Facilities & Sustainability
Rob Rhee	Semester in Practice Modifications	Promotion & Tenure	International Programs
Katheryn Russell-Brown	Curriculum	On Leave	Admissions (fall)
Amy Stein	Appointments, JTLP Advisor	Appointments, Curriculum (ex officio), JTLP Co-Advisor	On Leave
John Stinneford	On Leave	Strategic Planning/Distance Learning	Strategic Planning/Distance Learning/MSL (chair)
Lee-ford Tritt	On Leave	Appointments	LLM Admissions (chair); Ad Hoc Tax Reading Group/Appointments
Steve Willis	Adjunct Teaching	Adjunct Teaching	Community Engagement
Michael Wolf	Appointments (chair)	Post-Tenure Review	On Leave

Danaya Wright	Promotion & Tenure (elected, fall), Non Tenure-Track Appointments & Promotions (spring)	Faculty Council, Non Tenure-Track Appointments & Promotions, Faculty Senate	Promotion & Tenure; JLPP Advisor
Wentong Zheng	Strategic Planning/Distance Learning	Promotion & Tenure	Ad Hoc Tax Reading Group/Appointments
Non-Tenure-Track			
Stacy Biggart			Academic Success & Bar Strategy; Trial Team Co-Advisor
Juan Caballero	Diversity & Community Relation	Diversity & Community Relations (chair), Moot Court Co-Advisor	Community Engagement (chair), Moot Court Co-Advisor; Ad Hoc Public Interest (chair)
Judy Clausen	Strategic Planning/Distance Learning, Students of Concern	Strategic Planning/Distance Learning (chair), Requests for Legal Assistance, Students of Concern	Adjunct Teaching (chair); Facilities & Sustainability; Requests for Legal Assistance
Lisa DeSanctis	Adjunct Teaching, Moot Court Co-Advisor	Adjunct Teaching (chair), Moot Court Co-Advisor	Academic Success & Bar Strategy; Moot Court Co-Advisor
Teresa Drake	Non-Tenure Track Appointments & Promotions, Ad Hoc Advisory Committee on Student Speech, Bar Exam Support	Diversity & Community Relations, Faculty Council, Bar Exam Support	On Leave
Donna Eng		Adjunct Teaching	Academic Standards; Adjunct Teaching
Donna Erez-Navot	Curriculum	Curriculum (co-chair), ADR Moot Court Co-Advisor	Curriculum (co-chair); ADR Team Co-Advisor
Ben Fernandez	JD Admissions, Faculty Development, Moot Court Co-Advisor	Adjunct Teaching, Diversity & Community Relations, Co-Pro Bono Advisor to Student Organizations	Non-Tenure Track Appointments & Promotions; Strategic Planning/Distance Learning/MSL; Pro Bono Advisors
Bill Hamilton	Curriculum, Bar Exam Support, Florida Bar CLE Committee, University Technology Committee	International Programs, Florida Bar CLE Committee, University Technology Committee	Adjunct Teaching; Florida Bar CLE Committee; University Technology Committee
Kristen Hardy	Academic Standards, Diversity & Community Relations	Diversity & Community Relations, Strategic Planning/Distance Learning	Strategic Planning/Distance Learning/MSL; Judicial Clerkships

Thomas Hawkins		Facilities & Sustainability	Facilities & Sustainability (chair); Ad Hoc Public Interest; Environmental Moot Court Co-Advisor
Mindy Herzfeld	Strategic Planning/Distance Learning, LLM/SJD Admissions	LLM/SJD Admissions, Strategic Planning/Distance Learning	LLM Admissions; Strategic Planning/Distance Learning/MSL
Joan Johnsen	Strategic Planning/Distance Learning, ADR Moot Court Advisor	Adjunct Teaching, ADR Moot Court Co-Advisor	Curriculum; ADR Team Co-Advisor
Heather Kolinsky		Non Tenure-Track Appointments & Promotions	Non-Tenure Track Appointments & Promotion; Admissions
Sabrina Lopez	Strategic Planning/Distance Learning (chair), Faculty Development	Academic Standards, Academic Success and Bar Passage Strategy (co-chair)	Academic Success & Bar Strategy (chair); Academic Standards; Curriculum
Tim McLendon	Adjunct Teaching, International Programs (chair)	Curriculum, International Programs (chair)	International Programs (chair); Adjunct Teaching
Silvia Menendez	Non-Tenure-Track Appointments & Promotions, Semester in Practice Modifications	JD Admissions (spring), Academic Success and Bar Passage Strategy (spring), Honor Code (spring)	Non-Tenure Track Appointments & Promotion (chair)
Jane O'Connell	Non-Tenure-Track Appointments & Promotions, Semester in Practice Modifications	Non-Tenure-Track Appointments & Promotions, Academic Success and Bar Passage Strategy	Faculty Development; Appointments (ex officio); Ad Hoc Tax Reading Group (ex officio)
Paige Snelgro	Adjunct Teaching, Bar Exam Support	Judicial Clerkships, Academic Success and Bar Passage Strategy, Bar Exam Support (co-chair)	Visiting
Stacey Steinberg	Curriculum, JLPP Advisor, Inns of Court Faculty Liaison	Curriculum, JLPP Advisor	Non-Tenure Track Appointments & Promotion; Faculty Council (voted)
Derek Wheeler	JD Admissions, Tax Moot Court Advisor	JD Admissions, Non Tenure-Track Appointments & Promotions, Tax Moot Court Advisor	Community Engagement; Ad Hoc Public Interest; Tax Moot Court Advisor
Sarah Wolking	Non Tenure-Track Appointments & Promotions, Trial Team Co-Advisor	Faculty Council, Non Tenure-Track Appointments & Promotions (chair), Faculty Senate, Trial Team Co-Advisor	JD Admissions; Trial Team Advisor; Faculty Senate Representative
Non Voting (ex officio)			

Gia Arney	Curriculum	Curriculum	Curriculum; Tax Reading Group/Appointments
Chris Bailey	JD Admissions, LLM/SJD Admissions, International Programs	JD Admissions, LLM/SJD Admissions, International Programs	JD Admissions/LLM Admissions; International Programs
Sara Bensley	Judicial Clerkships	Judicial Clerkships	Judicial Clerkships; Faculty Development
Lisa Edgar	Bar Exam Support (chair), Semester in Practice Modifications	Academic Success and Bar Passage Strategy, Bar Exam Support (co-chair), Environmental Moot Court Advisor	Community Engagement; Environmental Moot Court Co-Advisor; Ad Hoc Public Interest Professions Committee
Ritzy Ettinger	Bar Exam Support, Students of Concern	Bar Exam Support, Students of Concern	Community Engagement
Liz Hilkin	Faculty Development, Requests for Legal Assistance	Faculty Development, Requests for Legal Assistance	Faculty Development, Requests for Legal Assistance
Rachel Inman	Academic Standards, Bar Exam Support, Students of Concern, Honor Code	Academic Standards, Bar Exam Support, Students of Concern, Honor Code, Order of Coif Staff Liaison	Academic Standards, Honor Code, Order of Coif Staff Liaison
Henry Frazier			Facilities & Sustainability
Emily Mayers-Twist	Strategic Planning/Distance Learning	Strategic Planning/Distance Learning	Strategic Planning/Distance Learning/MSL
Ruth McIlhenny	Faculty Development	Faculty Development	Faculty Development
Brian Mitchell	Bar Exam Support, Students of Concern (chair)	Bar Exam Support, Students of Concern (chair)	Community Engagement; Order of the Coif Liaison
Patricia Morgan	Adjunct Teaching	Adjunct Teaching	Adjunct Teaching
Janice Shaw	Judicial Clerkships, Semester in Practice Modifications, Florida Bar Committee on Student Evaluation & Bar Passage, Pro Bono Advisor to Student Organizations	Judicial Clerkships, Florida Bar Committee on Student Evaluation & Bar Passage, Co-Pro Bono Advisor to Student Organizations	Judicial Clerkships, Florida Bar Committee on Student Evaluation & Bar Passage; Pro-Bono Advisor to Student Organizations; Ad Hoc Public Interest Committee
M Smith	Diversity & Community Relations, Ad Hoc Advisory Committee on Student Speech (chair), Students of Concern	Diversity & Community Relations, Non Tenure-Track Appointments & Promotions, Students of Concern	Community Engagement; Non-Tenure-Track Appointments & Promotion
Dave Straley		Facilities & Sustainability	Facilities & Sustainability
Avery Vinson	Facilities & Sustainability	Facilities & Sustainability	Facilities & Sustainability

MEMORANDUM

April 30, 2024

TO: Levin College of Law Faculty

FROM: Academic Standards Committee

RE: Revisions to Academic Probation and Exclusion and Creation of Academic Progress Monitoring Program

The Interim Dean directed the Academic Standards Committee to consider potential revisions to the current academic probation and exclusion standard that would ensure the Law School accurately conveys to students their relative performance and their risk of failing the bar exam. Based on data from the last three years' graduating classes, students with final GPAs at or below 2.75 face a substantially high risk (nearly 80% chance) of failing the bar exam. The only students who passed the bar exam with final GPAs at or below 2.6 transferred from other law schools after their first year.

The current standard for academic probation is 2.2. The Law School increased the standard from 2.0 to 2.2 in fall 2020 when approving the current grading curve. Those changes constituted only an adjustment to the increased curve, not an effort to increase the pool of students subject to greater oversight nor a change in the type of oversight they receive.

The proposed changes, proposed by the Academic Standards Committee with consultation from the Interim Dean, are as follows: (1) increase the threshold for "academic probation" and exclusion from 2.2 to below 2.6 and provide for more thorough oversight of the students' academic progress and greater decanal control over exclusion; and (2) add a provision for academic progress monitoring for students below 3.0, including after their first semester, along with policies that will better prepare these at-risk students for the bar exam. Parts A and B explain each proposal and its potential impact. Part C provides revised language for College Rules and Procedures to implement these changes.

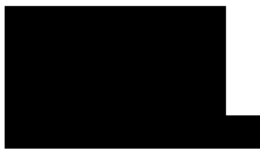
A. Setting Academic Exclusion at Below 2.6

The Committee recommends moving the threshold for exclusion up to 2.6. [REDACTED]

After one semester of study, the bottom 10% of the current first-year class had GPAs at or below 2.85. Students fell across the following bands:



For the prior year's first-year class, the bottom 10% of the class also had GPAs at or below 2.85 at the conclusion of their first year. Students fell across the following bands:



Although a 2.6 threshold for academic exclusion may capture some students who would ultimately be successful on the bar exam, students are able to petition for re-admission and thus present reasons to cancel exclusion. The new proposal also ensures that the administration has flexibility to require a student who remains enrolled to repeat a course or take certain courses to continue his or her enrollment at the law school. The 2.6 threshold would go into effect for the entering Class of 2027.

A review of peer institution policies supports increasing the threshold for academic exclusion from 2.2 to below 2.6. UCLA, Minnesota, and Iowa set their academic probation at 2.6 or below; UCLA and Iowa have a comparable curve, but Minnesota's curve is not public. Some schools have a higher threshold—for example, 2.7 (BYU), 2.8 (Columbia), or even 3.0 (WashU)—but many have a lower threshold (2.0 at Michigan and 1.9 at Texas, for example). Schools with higher thresholds, like WashU, have a higher curve (e.g., a 3.5 curve).

B. A New Academic Progress Monitoring Program

In addition, the Committee recommends establishing a new program to support students whose GPA falls below 3.0 but above the 2.6 threshold. There is a moderately strong correlation between final GPA and bar passage over the last three years (Pearson coefficient of .49) and between 1L GPA and bar passage (Pearson coefficient of .47). Students with GPAs below 2.9 after their 1L year have a 43.2% chance of failing, and students with first-year GPAs between 2.9 and 3.1 have a 32.5% chance of failing. But improvement at or above 3.0 appears predictive of future bar success. For students with first-year GPAs below 3.0, 61% of the students who achieved a final GPA above 3.0 were able to pass the bar exam on the first try. Only 33.9% of students whose final GPA was below a 3.0 ended up passing the bar on the first try.

Students at the greatest risk of failing the bar exam, however, are those with *final* GPAs below 3.0. Based on data from the last three years of bar takers, students at below a 2.75 have a 78.3% chance of failing the bar exam on their first attempt. Students with final GPAs between 2.75 and 2.9 have a 64.5% chance of failing, and students with final GPAs between 2.91 and 3.00 have a 55.9% chance of failing. Only once a student achieves a final GPA above a 3.00 does the risk of failing drop below 50%. Students with final GPAs between 3.01 to 3.10 still face a significant risk of failing

on their first attempt, with 36.2% of students not passing. The non-passage rate drops to around 10% only once students achieve final GPAs at or above 3.21. A final GPA above a 3.51 ensures success on the bar exam.

Accordingly, the law school should help students develop adequate knowledge and skills to pass the bar. The new proposal gives increased flexibility to the administration to impose requirements or restrictions on students who are in categories of greater risk. Any student whose GPA falls below a 3.0 will enter Academic Progress Monitoring and may be required to re-take a required course or take bar-related courses, a bar preparation course, or a writing workshop. Additionally, a student may be prohibited from pass/fail courses or barred from enrolled in courses outside of the law school for law school credit. If the student's GPA rises above a 3.1, then Academic Progress Monitoring would end.

Because this new program would not lead to exclusion, it should be immediately effective for students whose GPAs fall below 3.0 at the conclusion of the current academic year.

C. Proposed Revisions to Rules and Procedures

Academic Exclusion [Proposed]

A student who fails to maintain a cumulative average of 2.6 after the completion of at least two semesters, regardless of hours registered or earned, shall be ineligible to continue as a student in the College of Law. Students who are academically excluded may petition the Dean or his or her designee for readmission by the date designated by the administration. The Dean or designee will not entertain petitions from students who have received a grade of "D," "E," or "T" in more than one course in the term prior to exclusion. The Dean or designee may impose any appropriate terms or conditions on a student's continued enrollment, should the Dean or designee elect to cancel a student's exclusion. Within fourteen (14) days of the Dean's or designee's written decision, a student may appeal the Dean's or designee's decision to the Academic Standards Committee, and that Committee's decision is final and may incorporate additional terms and conditions where appropriate. This policy is effective for students enrolling on or after August 2024. Students who enrolled earlier are subject to the Academic Probation and Exclusion policy in effect at the time of their enrollment.

Academic Probation and Exclusion [Current]

(Historical note: 11/20/2020)

Students who fall below a 2.2 cumulative GPA at the end of a semester or term will be put on academic probation. If they remain below a 2.2 at the end of summer term, or if they are below 2.2 at the end of spring term and do not enroll in summer term, they will be excluded from the College at the end of summer or spring term, respectively. Students who are academically excluded may petition the Academic Standards Committee for readmission by the date designated by the Assistant Dean for Student Affairs. The Academic Standards Committee will not entertain petitions from students who have received a grade of "T" in one-fourth or more of the credit hours for which they were enrolled

Deleted: Probation and

Deleted: Students who fall below a 2.2 cumulative GPA at the end of a semester or term will be put on academic probation. If they remain below a 2.2 at the end of summer term, or if they are below 2.2 at the end of spring term and do not enroll in summer term, they will be excluded from the College at the end of summer or spring term, respectively.

Deleted: Academic Standards Committee

Deleted:

Deleted: Assistant Dean for Student Affairs

Deleted: Academic Standards Committee

Deleted: one-fourth or more of the credit hours for which they were enrolled

Deleted: The decision of the Academic Standards Committee

Deleted: appropriate

Deleted: On occasion, when a student has a GPA below 2.2 at the end of the first semester, the Associate Dean, after consultation with the student, may require the student to repeat courses during the following term. The Associate Dean also may require that a student on probation take less than a prescribed course load and less than the minimum hours required of full-time students under ABA-accrediting standards, in order for the student to meet the terms of probation.

Deleted:

in the term prior to exclusion. The decision of the Academic Standards Committee is final and may incorporate appropriate terms and conditions. On occasion, when a student has a GPA below 2.2 at the end of the first semester, the Associate Dean, after consultation with the student, may require the student to repeat courses during the following term. The Associate Dean also may require that a student on probation take less than a prescribed course load and less than the minimum hours required of full-time students under ABA-accrediting standards, in order for the student to meet the terms of probation.

Academic Progress Monitoring [Proposed]

Formatted: Font: 14 pt

A student whose GPA falls below 3.0 after any semester before a student's final semester will enter Academic Progress Monitoring, a program intended to provide counseling and support to assist academic success and focus the student's study on bar passage. The Dean or his or her designee may require a student in Academic Success Monitoring to (1) retake any required course in which a student earned a C+ or below; (2) take one or more bar-related doctrinal course(s); (3) take one or more bar preparation course(s); (4) take a writing workshop or other related academic success-oriented coursework, and/or (5) require a student to participate in diagnostic programs or other non-credit academic success workshops or programs. Additionally, the Dean or designee may restrict the number of pass/fail credit hours a student in Academic Progress Monitoring may take or the number of credit hours a student may earn outside of the College. Academic Progress Monitoring ends when an eligible student's GPA meets or exceeds 3.1. This policy takes effect once grades are released at the end of the Spring 2024 semester.

UNIVERSITY OF FLORIDA
LEVIN COLLEGE OF LAW
RULES AND PROCEDURES MANUAL
DATE:

Chapter 1- Governance of the College

Governance of the College of Law shall rest jointly with the Administration and the Faculty, as outlined below.

The Administration of the College of Law shall consist of the Dean, and associate deans, assistant deans, directors and administrative staff as appointed by the Dean. The Dean is appointed by the president, or the president's designee, and should be renewed only upon a positive vote of the faculty.¹ The Dean is the chief administrative officer of the College and has primary responsibility for the operation of the College. The Dean has the powers and responsibilities delegated by the president and outlined in the University of Florida Constitution and Regulations as well as the powers and responsibilities granted in this document. The dean shall also be bound by the ABA Standards and Rules of Procedure for Approval of Law Schools where relevant.

The Faculty of the College of Law shall consist of all persons holding the ranks of assistant professor, associate professor, professor, lecturer (courtesy title legal skills professor), senior lecturer (courtesy title senior legal skills professor), and master lecturer (courtesy title master legal skills professor). These faculty shall be referred to as the "voting faculty" herein. The faculty may also include those persons holding the position of emeritus professor, affiliate professor, legal research professor, visiting professor, professor of practice, adjunct professor, assistants in law, associates in law, and the President of the University (who serves as an ex-officio member).² When the latter group of faculty are included, the entire group of faculty shall be referred to as the "campus faculty." The voting faculty of the College has primary responsibility for the College's academic endeavors, such as curriculum, faculty status, and appointments, conducting faculty hiring, and consults with the administration on matters of budget, strategic planning, and administration of the academic mission as spelled out in more detail below. The faculty shall also be bound by the ABA Standards and Rules of Procedure for Approval of Law Schools where relevant.

All persons holding faculty status as voting faculty and who also serve in positions such as dean, associate dean, assistant dean, director, or other administrative title retain their rights as voting faculty in all matters of governance and in all committees unless otherwise expressly excluded herein. Administrative staff who do not hold faculty positions do not have voting privileges in committees or in faculty meetings.

Faculty Council and Committees

The faculty and the administration shall work together to advance the mission of the College of Law through the work of a Faculty Council and Faculty Committees.

¹ ABA Standard 203(c) requires meaningful participation by faculty in the choice of a dean. "The dean shall be selected by the university or the governing board of the law school, as appropriate, which shall have and follow a procedure for decanal appointment or reappointment that assures meaningful involvement by the faculty or a representative body of the faculty in the selection of a dean."

² See Article VI, § 2(C) UF Constitution.

Faculty Council

- A. **Purpose.** The Faculty Council (“the Council”) shall consider and address all issues and matters related to shared governance within the College of Law. It represents the interests of the faculty and will operate to ensure communication, transparency, collegiality, representative participation, mutual accountability, and collaboration between the faculty and the administration.
- B. **Composition.** The Council shall consist of five members elected by and from the voting faculty. At all times three of the five members will be tenure-track faculty members and two will be non-tenure-track faculty. Faculty members currently serving as deans or associate deans are not eligible to serve on the Council during their administrative appointments but are members of the voting faculty and may vote for Council members.
- C. **Authority.** The Council has the authority to place items on the agenda of any regularly-scheduled faculty meeting. The Faculty Council may call a meeting of the faculty. The Faculty Council Chair will preside at such meeting which is subject to normal quorum, notice, and procedure requirements.
- D. **Responsibilities.** The Council’s responsibilities include:
1. Consultation with the administration. The Council will serve as an advisory committee to the Dean. It will provide input regarding all faculty committee assignments (including faculty and non-faculty administrative liaisons), will assist in the drafting of committee charges, and will consult on other administrative decisions or policies that affect faculty teaching and scholarship.
 2. Strategic planning. The Council will evaluate the College of Law’s strategic planning process, facilitate the faculty’s role in periodic strategic planning, and assist the administration with the implementation of any College strategic plan.
 3. Consultation on the budget. The Council will consult with the Dean on budget priorities and will report to the faculty on budget information received from the dean, including budget reports prepared by the administration for outside entities.
 4. Communication and commitment to transparency. The Council will serve as a liaison between the faculty and the administration in matters involving academic policies and procedures. It will facilitate the role of the faculty in shared governance by providing information, facilitating transparency, and assisting with shared governance implementation. It will facilitate opportunities for faculty to discuss issues of importance to the College. The Council will also provide faculty feedback to the Dean and the administration based on periodic evaluations of administrators and staff.

5. Policy compliance and revision. The Council will report to the faculty on compliance with the College of Law's policies and procedures. It may, along with other faculty committees, draft and propose revisions to the policy manual which will be brought to the faculty for adoption.
6. Vote administration. Consistent with University Policy, the Council may participate in the administration of all votes in matters of appointments and for faculty membership on elected committees including the promotion and tenure committee, the Dean's review committee, the Faculty Senate, any faculty consultation committee on dean searches,³ and the Faculty Council, and may share the results of those votes with the faculty.

E. Election and Term.

1. Operating term. The Council's annual term will run from June 1 – May 31.
2. Membership term. Council members will serve staggered 2-year terms with two or three members of the Council serving a second term each year. Members may serve consecutive terms.
3. Election of members.
 - a. Election of council members will be by written ballot, which will be conducted and completed by May 1st of each year. The ballot will include a slate of candidates for the tenure-track slots and a slate for the non-tenure-track slots and faculty may vote for as many candidates on each slate as there are open positions on the Council.
 - b. All voting faculty except those serving as deans or associate deans are eligible to serve on the Faculty Council and their names will be presumptively added to the ballot. Faculty on leave, faculty with anticipated heavy service loads, or faculty who may have other personal or professional obligations may remove their name from the ballot, but it is expected that faculty will be willing to serve as it is every faculty member's duty to be involved in governance.
 - c. To be elected to the council, the three recipients of the highest number of votes among the tenure-track and the two recipients of the highest number of votes among the non-tenure-track faculty shall be elected.
 - d. In the event of a tie that exceeds the number of available seats, a runoff ballot will be conducted. The runoff ballot will be limited to the tied candidates. Voting faculty may cast up to the number of votes equal to the number of remaining open seats on the Council.

³ Article VI, § 2(D) provides that "The chief executive and administrative officer of the Graduate School, and of each college shall be a dean. The dean shall be appointed by the President. In making this appointment, the President shall give consideration to the opinion of the faculty of the college concerned by consultation with a special committee of at least three faculty members elected by the faculty of the college."

4. Council chair. The Council will elect its own chair and vice chair each year at the first meeting of its annual term. The outgoing Chair will continue to serve as Acting Chair until such time as a new Chair is elected. The Chair will serve as the College of Law's representative to the College Faculty Council Chairs Committee.

College of Law Committees

Shared governance is understood as a collaboration between the faculty and the administration in the governance of an academic institution. Generally speaking, the faculty *determine* (i.e., have primary responsibility over) matters of academic policy, curriculum, accreditation standards, evaluation of students, the criteria and evaluation of faculty for appointments and for promotion and tenure, and faculty development in consultation with the administration. Similarly, the administration *determines* operational matters, such as policy implementation, budgeting, compliance, external relations, and developing and managing resources in consultation with the faculty. In between are matters where both the faculty and administration are expected to collaborate, such as with strategic planning, facilities planning, finance and research allocation, and areas of academic emphasis.

The faculty's principal role in shared governance is in setting policy for the College of Law in those areas in which faculty have primary responsibility. The faculty also play a role in implementation of policies directly affecting faculty and the academic mission, assist the administration in fulfilling those policies, play a key role in the hiring and promotion and tenure policies, and consult in the general administration of the College. The faculty shall participate in governance and administration through the following committees.

Clerkship Committee

Curriculum and Academic Programs⁴

Faculty and Community Engagement⁵

Non-tenure-track Appointments⁶

Non-tenure-track Promotion⁷

⁴ This committee establishes policies on matters such as curriculum, academic standards, international programs, distance learning, and accreditation.

⁵ This committee establishes policies on matters of faculty development, faculty research and scholarship, teaching and pedagogy, and community engagement.

⁶ This committee establishes hiring policies and facilitate the hiring of non-tenure-track faculty and adjuncts.

⁷ UF Regulations require that promotion committees for clinical faculty be half-elected – see UF Regulation 7.019(6)(c)(2).

Student Life and Support⁸

Tenure-track Appointments⁹

Tenure – track Promotion and Tenure¹⁰

The Dean may consolidate any of these committees in cases where it is anticipated that there will be a lighter work load so long as all requirements about membership are satisfied. In addition, the Dean and the Faculty Council may establish temporary ad hoc committees, but any ad hoc committees that might be established shall sunset after no more than two academic years unless they are authorized by the faculty to continue for a longer period.

Membership on Committees

All members of the voting faculty are eligible to serve on all committees, except that the tenure-track promotion and tenure committee is limited to tenured full professors and the tenure-track appointments committee is limited to tenure-track faculty.

The chair of each committee shall be chosen by the committee within one month of the formation of the committee. Meetings will be convened by the longest serving faculty member until a chair is selected.

The dean may appoint up to two non-faculty administrative liaisons to each committee who shall be non-voting members. The dean may appoint one faculty administrative liaison to each committee who shall be voting members.

Faculty Meetings

Faculty meetings shall be scheduled at least once per month during the academic year, with additional meetings scheduled by the Dean or the Faculty Council as needed. Any faculty meetings scheduled by the Faculty Council shall be scheduled during normal business hours and appropriate notice shall be given to promote widespread faculty participation.

Agenda: The Dean, Dean's designees, the Faculty Council, and committee chairs may place items on the agenda, which shall be approved and published by the Dean at least five days prior to a scheduled faculty meeting. Any faculty member who wishes to place an item on the agenda for a faculty meeting may do so by requesting the Dean or the Faculty Council add that item. If

⁸ This committee establishes policies around student life, such as admissions, student services, career placement, academic integrity, and student support.

⁹ This committee establishes policies around the hiring of tenure-track faculty and facilitates their hiring. The dean, in consultation with the Faculty Council, may combine the Tenure-track and Non-tenure track Appointments committees, or create subcommittees, in years where hiring needs are light or heavy in order to better consider the hiring needs of the faculty as a whole.

¹⁰ As required by the UF Constitution, a majority of faculty to this committee must be elected. See UF Regulation 7.019(6)(b)(2).

neither approve adding the item to the agenda, five voting faculty members may petition the Faculty Council to add the item, and that item must be placed on the agenda at the next regularly-scheduled meeting.

Quorum: A quorum for faculty meetings shall be those voting faculty present, except for the graduation meeting, which requires the presence of only one or more voting members of the faculty in attendance. A majority of those voting faculty present shall be sufficient to approve any item or policy on the agenda unless University Regulations or the College Rules and Procedures Manual requires otherwise.

Voting: Voting on all matters except appointments and promotion and tenure shall be by voice vote unless a request for a secret ballot is made and a majority of the voting faculty members present choose to vote by secret ballot. All ballots for appointments, promotion and/or tenure, and any other secret ballot, shall be by written or anonymous electronic ballot. The Faculty Council may participate in the administration of all written or electronic ballots. All voting faculty are entitled to vote on all matters, unless limited by University Regulation or the College Rules and Procedures Manual.¹¹

Hybrid Attendance and Proxy Voting Policy

- A. Faculty meetings may be held in-person, entirely online, or in a hybrid format at the discretion of the Dean. Participants in online or hybrid meetings are expected to have their cameras on and may participate fully in all discussions and votes.
- B. Eligible voters who are aware that they will be unable to attend any meeting may authorize another eligible voter to serve as the non-attending member's proxy voter at the meeting. All proxies must be directed proxies. Eligible voters who wish to designate a proxy voter must notify the dean's office of the voter's inability to attend and the reason therefor.
- C. Reasons for non-attendance shall be limited to the following: (1) personal or family illnesses, accidents, or other emergencies that would cause the voter to cancel a class; (2) military duty, jury duty, or other compelled attendance at a legal proceeding; (3) attendance at an academic conference, continuing legal education program, or other professional meeting; (4) the meeting conflicts with a regularly-scheduled class or examination; or (5) the voter is on leave or not on duty, and is away from the Gainesville metropolitan area at the time of the meeting.
- D. Eligible voters who will be unable to attend for a reason specified in paragraph (C) should provide the notification specified in paragraph (B) as soon as they become aware of their inability to attend. Whenever feasible, eligible voters who will be unable to attend a meeting should endeavor to provide this notification more than one week in advance of the meeting.
- E. All proxy ballots shall be marked "proxy."

¹¹ The college currently prohibits non-tenure-track faculty from voting on hiring tenure-track faculty and the university permits voting on tenure-track and non-tenure-track promotion/tenure decisions only by those at a higher rank.

Erika Isabella Scuderi (She/Her/Hers)erikascuderi94@gmail.com • +4369010330006ORCID: <https://orcid.org/0000-0002-2545-5322>**Education****HARVARD LAW SCHOOL**

Cambridge (MA), USA

Visiting Scholar / Visiting Researcher Program

February 2023 – July 2023

- Conducted research on US and international space law and policy, space business and economics, and US space taxation.
- Attended classes at Harvard Law School (“US International taxation”), Harvard Business School (“Space, Public and Commercial Economics”) and MIT (“Space technologies for the development leader”).

WU – VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

Vienna, Austria

Doctoral Program in Business Law

June 2020 – Expected by June 2024

- Average grade: 1 (excellent).
- Dissertation (tentative title): A fiscal regime for outer space activities (Supervisors: Prof. Georg Kofler, Prof. Matthew Weinzierl).

BOCCONI UNIVERSITY

Milan, Italy

Postgraduate Specialized Master in Tax Law

September 2017 – November 2018

- Dissertation: The interplay between domestic tax disputes and international dispute resolution procedures.

CATHOLIC UNIVERSITY OF LOUVAIN-LA-NEUVE

Louvain-la-Neuve, Belgium

Erasmus+ for Studies and Research

September 2016 – April 2017

- Conducted research activities on international and European law, international tax law, and corporate income taxation from a comparative perspective.
- Courses attended, inter alia, International Protection of the Environment; *Constitutions et integration européenne*; EU Tax Policy and Globalization (extracurricular course); *Droit International Privé* (extracurricular course); *Modes alternatifs de résolution des conflits commerciaux* (extracurricular course).

UNIVERSITY OF MILANO-BICOCCA

Milan, Italy

Master’s Degree in Law (Laurea Magistrale a Ciclo Unico in Giurisprudenza)

October 2012 – July 2017

- Dissertation: Taxation of intercompany dividends under domestic law and tax treaties (Supervisor: Prof. Nicola Sartori).

Academic Experience**INSTITUTE FOR AUSTRIAN AND INTERNATIONAL TAX LAW**

Vienna, Austria

Teaching and Research Associate

March 2020 – Present

- Teaching and assisting activities. Prepared course materials, lectures, and exams. Graded exams and supervised students in final projects and master’s dissertations.
- Research activities (e.g., published academic papers in international journals and volumes, presented findings of research during international conferences and OECD Projects).
- Administrative activities (e.g., drafted grant proposals, supported the organization of conferences at WU, took care of all the stages of the publishing process of books and editing of academic papers and book chapters).

BOCCONI UNIVERSITY

Milan, Italy

Academic Tutor

September 2017 – November 2018

- Provided support with respect to administrative and teaching activities, helped in organizing lectures and teaching materials, and assisted faculty members.

Professional Experience

CHIOMENTI LAW FIRM

Milan, Italy

Associate

July 2018 – December 2019

Intern

January 2018 – June 2018

- Main areas of expertise: international taxation, private clients consulting, litigation.
- Offered tax consultancy services (on, inter alia, inheritance and gift taxes, personal income tax, taxation of corporate reorganizations, tax incentives and VAT).
- Assisted clients during tax inspections and tax audits; drafted procedural documents and legal opinions.

PWC – TAX AND LEGAL SERVICES

Milan, Italy

Intern

September 2017 – December 2017

- Assisted in offering tax advice on international tax issues, conducted benchmark analysis of cross-border financial activities and drafted transfer pricing documentation for Italian and international companies.

Further Experience

OECD SPACE FORUM

Remote

Participant in the project “Economics of space sustainability”

September 2022 - Present

- Conducted research and drafted a paper on “The use of fiscal measures for addressing space debris”, presented the outcome of research during the OECD Space Forum workshop in December 2023.

Scholarships and Research Awards

Research Awards

ESA/ECSECO Paper Competition

2023

WU Research Award

2022

Scholarships

Marietta Blau-Stipendium (OeAD)

2022/2023

WU International Research Fellow

2022/2023

WU Mobility grant

2022/2023

Merit-based scholarship granted by WU University

2021/2022

Merit-based tuition fee waiver granted by Bocconi University

2017/2018

Erasmus+ Scholarship granted by the EU

2016/2017

Merit-based scholarship granted by University of Milano-Bicocca

2016/2017

Merit-based scholarship granted by University of Milano-Bicocca

2015/2016

Merit-based scholarship granted by University of Milano-Bicocca

2014/2015

Skills & Interests

Languages**Italian** (mother tongue);**English** (Fluent – TOEFL 108/120, 2022);**French** (Fluent– C1 *avec mention*, CCI Paris Ile-de-France, 2019);**Spanish** (limited professional proficiency);**German** (elementary proficiency).**Interests**

Volunteering activities at Harvard “Young to Young” Shelter and Harvard Square Homeless Centre; Volunteering activities in support of animal rescue organizations in Sicily; Children’s rights and protection (2013 and 2014 “UNICEF - International Protection of children’s rights”, University of Milano-Bicocca; Certificate in first aid for newborn and infants, Rho Soccorso Hospital, November 2015). Passionate about astronomy, photography, and ballet.

Further Education

University of Milano-Bicocca, Corso di Formazione “Diritto e benessere degli animali” (Postgraduate course focusing on civil, criminal, and administrative aspects of animal law), 2020/2021.

Harvard University (Edx Platform), “Contract Law: From trust to promise to contract”. Course taught by Prof. Charles Fried, focusing on legal issues arising from entering and enforcing contracts, 2017.

Selected Publications

Chapters in Collected Editions

- Forthcoming. "The use of fiscal measures for addressing space debris". *The Economics of Space Sustainability: Exploring Policy Options for Space Debris Management*. OECD Publishing, Paris.
2023. "The relevance of Art 21(2) OECD and UN MC" (with Kofler, G.), in Kofler/Lang/Rust/Schuch/Spies/Staringer (eds), *Priority Rules in Tax Treaties – The Relation Between the Different Distributive Rules in the OECD And the UN Model Convention*, IBFD.
2023. "A Case for Environmental Taxation as a Response to the Covid-19 Economic Crisis" (with Rizzo A., Loucaidou A.), in Harris/De Cogan/Brassey (eds), *Tax Law in Times of Crisis and Recovery*, Hart Publisher.
2021. "Global Transfer Pricing Developments" (with Raphael Holzinger), in Lang/Petruzzi (eds), *Transfer Pricing Developments Around the World 2021*, 1-58, Kluwer Law International.

Articles in academic journals

- Forthcoming. "Fiscalità e spazio: una prospettiva geopolitica di opportunità e rischi", in *Geopolitica*, Vol. XIII, No. 2/2024.
2024. "Tax Incentives for the Space Economy and the Potential Impact of Pillar II", in *Air and Space Law*, 2024 Vol. 49, Issue 1, 69-94 (**Winner of the "2023 ESA/ECSECO Paper Competition", Luzern, 12 September 2023**).
2022. "'Provisions primarily of a fiscal nature': Time to dispel doubts", in *EC Tax Review*, 2022, Vol. 31, Issue 5, 273-285 (**Winner of "2022 WU Research Award", Vienna, 11 May 2023**).
2021. "2021 WU Global Transfer Pricing Conference: 'Transfer Pricing Developments around the World'", (with Raphael Holzinger), in *International Transfer Pricing Journal*, 28 (4).
2021. "Towards a plastic-free economy: the Italian plastic tax" in *Rivista Telematica di Diritto Tributario*, online resource, 7 April 2021.
2020. "Risoluzione delle controversie fiscali internazionali: i progressi e le (forse persistenti) criticità delle soluzioni adottate nello schema di Decreto legislativo recante attuazione alla Direttiva (UE) 2017/1852", in *Rivista Nuovo Diritto delle Società*, 2, 213-224.

Conferences, Workshops, and Round Table Presentations

- "Sovereignty and Jurisdiction in Outer Space"**, WU - Vienna University of Economics and Business, Round Table, February 2, 2024.
- "Introduction to Space Taxation"**, *The Economics and Law of Space-Based Commerce*, World Trade Institute/University of Bern, January 17-18, 2024.
- "The use of fiscal measures for addressing space debris"**, OECD Space Forum Workshop, OECD Space Forum, Paris, 14 December 2023.
- "Environmental aspects of space activities"**, *Avoiding the Vacuum: Legal Pressures in the New Space Age*, Lauterpacht Centre for International Law at University of Cambridge, October 12, 2023.
- "Space Taxation"**, VSVR Colloquium, Harvard Law School, March 22, 2023.
- "The relevance of Art 21(2) OECD and UN MC"**, 29th Viennese Symposium on International Tax Law "Priority Rules in Tax Treaties", WU - Vienna University of Economics and Business, June 13, 2022.
- "The different aspects of space sustainability and potential role of fiscal measures"**, WU - Vienna University of Economics and Business, Round Table, December 1, 2022.
- "(Taxing) To the Moon and back: NewSpace, tax challenges and opportunities"**, WU - Vienna University of Economics and Business, Round Table, March 3, 2022.

“Provisions primarily of a fiscal nature: time to dispel doubts?”, 22nd Global Conference on Environmental Taxation – Implementing Green Deals, Groningen University, September 23-24, 2021.

“A Case for Environmental Taxation as a Response to the Covid-19 Economic Crisis”, Fifth Tax Policy Conference, Centre for Tax Law at the University of Cambridge, July 6, 2021.

“The role of taxation in achieving the UN Sustainable Development Goals and protecting the underlying human rights”, WU - Vienna University of Economics and Business, Round Table, December 14, 2021.

“A case for environmental taxation as a response to the EU Green Deal’s challenges”, WU - Vienna University of Economics and Business, Round Table, June 15, 2021.

Teaching and Assisting Experience

Winter Semester 2023/2024

- Introduction to Austrian tax law (WU - Vienna University of Economics and Business).

Summer Semester 2023

- Environmental Taxation in Austria (University of Naples, SUSEET Summer School on Environmental Taxation), July 14, 2023.
- The environmental and energy policies of the European Union and their consequences in tax field (Università di Genova, International Group of Study on the integration process of Ukraine into the European Union - Tax Law Program), March 20, 2023.

Winter Semester 2022/2023

- International Tax Law (WU - Vienna University of Economics and Business).
- Introduction to Tax Treaty Law (WU - Vienna University of Economics and Business).

Summer Semester 2022

- Environmental Taxation in Austria (University of Naples, SUSEET Summer School on Environmental Taxation), June 24, 2022.

Winter Semester 2021/2022

- Introduction to Austrian tax law (WU - Vienna University of Economics and Business).
- Recent Developments in European and International Tax Law (WU - Vienna University of Economics and Business – Assisting Prof. Georg Kofler).

Summer Semester 2021

- Selected Issues in EU Tax Law (WU - Vienna University of Economics and Business – Assisting Prof. Maria Cruz Barreiro Carril).

Winter Semester 2020/2021

- Tax Treaty Law (WU - Vienna University of Economics and Business – Assisting Prof. Georg Kofler).

Referees

- Prof. Georg Kofler (WU Wien): georg.kofler@wu.ac.at / +431313365965
- Prof. Matthew Weinzierl (Harvard Business School): mweinzierl@hbs.edu / +1(617)4956697
- Prof. Michael Lang (WU Wien): michael.lang@wu.ac.at / +431313364182
- Dean Prof. Edoardo Traversa (UCL Louvain): edoardo.traversa@uclouvain.be / +3210472282
- Prof. Angelo Contrino (Bocconi): angelo.contrino@unibocconi.it / +390294368000
- Prof. Nicola Sartori (University of Milano-Bicocca): nicola.sartori@unimib.it / +390264484082
- Prof. Diana Cerini (University of Milano-Bicocca): diana.cerini@unimib.it / +390264484058
- Claire Jolly (OECD Space Forum): Claire.jolly@oecd.org / +33145248200
- James Anderson (Skadden, Arps, Slate, Meagher & Flom LLP and Affiliates): james.anderson@skadden.com / +442075197060

WORK EXPERIENCE

Manager Global Structuring - Financial Services PricewaterhouseCoopers (PwC), New York/ San Francisco

July 2018- Present

Built and managed relationships with over 20+ leading asset managers, investment firms, and private equity/private credit clients, generating over \$3.5 Million in business in the last fiscal year.

- Led tax planning and fund structuring for a leading private equity/hedge funds with over \$33 Billion AUM, managing more than 20 high-value investment transactions, including recent M&A deals worth \$5.9 Billion, with a cumulative deal value exceeding \$15 Billion.
 - Provided comprehensive tax support throughout the deal process, collaborating closely with the investment team on structuring considerations, risk assessment, tax modeling, and evaluation of tax implications.
 - Orchestrated the entire fund setup process, including structuring, legal documentation, and investor relations involving stakeholders from over 35 countries, ensuring alignment with investment objectives
 - Monitored project timelines, budgets, and deliverables, ensuring projects were completed within scope and met clients' expectations
 - Oversaw the entire project life cycle, including fund structuring, legal documentation, risk assessment, and stakeholder relations (from over 35 countries), ensuring alignment with investment objectives.
 - Monitored project timelines, budgets, resource alignment and key deliverables, ensuring projects were completed within scope and met clients' expectations
- Stayed updated on tax law developments, regulatory changes, and industry trends and contributed to thought leadership.
 - Developed excellent written and oral communications skills, undertook research, and created content for [global tax conferences](#), internal leadership presentations, and [PwC Podcasts](#).
- Conducted extensive research on integrating Environmental, Social, and Governance (ESG) factors into financial services offerings, with a specific focus on tax implications and strategies.
 - Contributed to the development of tax-efficient sustainable and responsible investing strategies, thereby promoting positive social and environmental impact while maximizing tax benefits.
 - Collaborated with cross-functional teams to integrate tax considerations into ESG investment frameworks, ensuring compliance with regulatory requirements while optimizing tax outcomes. This research informed decision-making processes and enhanced the overall effectiveness of sustainable investment strategies.
 - Led initiatives to analyze the tax implications of ESG investments and develop tax optimization strategies to align with sustainability goals. This included identifying tax incentives and credits for investments in renewable energy, social impact projects, and environmentally sustainable initiatives.
- Spearheaded research initiatives on leveraging machine learning and AI in tax compliance, resulting in the development of a machine learning-based expert system for identifying key contractual clauses, enhancing contract comprehension and accuracy while reducing processing time.
 - Led the strategy for ML-based tax compliance, creating an AI system to detect tax evasion, collaborating with engineers to enhance precision and recall, leading to substantial improvements in tax compliance by 43% compared to manual detection
- Managed a team of eleven associates and nine senior associates, fostering a cohesive team dynamic through mentorship and timely feedback.
 - Designed and implemented key operational structures and processes to enhance global cross-functional collaboration.
- Awarded over 45 real-time recognition awards for exceptional client service, delivering quality, and value, and making a difference.

Co-Instructor Warrington College of Business University of Florida

March 2021-June 2021/ August 2023 - December 2023

- Co-taught two graduate-level courses - Emerging Enterprise Consulting and Launch Florida: Strategic Impact Consulting for Entrepreneurs and Changemakers.
- Provided dedicated mentorship and guidance to 20+ graduate students, fostering their professional growth and entrepreneurial mindset
- Collaborated with 12+ startups based in Gainesville, FL contributing to their development and growth.
 - Invested over 100 hours in supporting startups, helping them identify investment opportunities, develop financial models, conduct quantitative and qualitative assessments, and refine their business models to drive innovation and long-term sustainability goals.

- Selected as one of the 20 PwC fellows (less than 10% acceptance rate) to undertake a one-year fellowship to address systemic racism and social injustice through public policy.
- Collaborated with senior leadership to develop a strategic roadmap and prioritize initiatives, resulting in several notable achievements:
 - Influencing Oakland's Enhanced Infrastructure Financing District study to apply a racial equity lens to affordable housing issues
 - Successfully advocated for the inclusion of East Oakland, a predominantly Black area, in the City Council's study on affordable housing, ensuring the representation of marginalized communities.
 - Contributed to the City Council's [resolution](#) to establish an Enhanced Infrastructure Financing District (EIFD) with an expected budget ranging from \$45 Million to \$119 Million.
 - Co-authored several [influential letters](#) and [reports](#) to the Oakland City Council members, playing a pivotal role in advocating for equitable affordable housing policies, driving substantial policy changes, and shaping the perspectives of key decision-makers.
 - Developed and delivered technical [presentations](#) for diverse audiences through internal and external presentations, effectively communicating project objectives, strategies, and outcomes.
- Led and managed the Oakland Place-based team as the Lead Manager and Scrum Master, successfully executing projects to address systemic racism and social injustice in the Oakland community.
 - Applied agile methodologies as a Scrum Master to foster efficient collaboration, communication, and coordination among cross-functional teams, ensuring the delivery of high-impact project outcomes.
- Cultivated and nurtured strong relationships with over 18 key stakeholders, community leaders, and policymakers, influencing decision-making processes and driving impactful social initiatives.

Tax Consultant

August 2014- July 2015

Ernst & Young LLP, Chennai, India

- Established and developed EY's litigation presence in India.
 - Served as a key client contact for multiple media and technology clients.
- Managed end-to-end written submissions, tax assessments, and represented clients at first appellate authorities and the State High Court.

EDUCATION

- **Doctor of Juridical Science (S.J.D) - Taxation**
Levin College of Law, University of Florida **April 2018**
 - Ranked #2 in tax law among all law schools and first among public law schools by the [2023 U.S. News & World Report](#)
 - *Doctoral Thesis* : "Taxation of Cloud Computing...An international perspective" (Chair : Dr. Yariv Brauner)
 - *Awards*:
 - Outstanding Achievement Award Fall 2016 (*top 0.3% of the class*),
 - Book Award - International Tax - III Spring 2016 (*top student of th class*)
- **Master of Arts - Department of Gender, Sexualities and Women Studies**
University of Florida **April 2018**
 - *Thesis*: "Need for Gender Budgeting in the United States" (Chair : Dr. Angle Kwolek-Folland)
 - *Awards*:
 - Vada Yeoman Fellowship 2016, 2017, 2018
 - NWSA Travel Fellowship 2018
- **Minor (Social Entrepreneurship)**
Warrington College of Business University of Florida **April 2018**
 - *Awards*:
 - President Service Award 2018
 - Outstanding Service Learning/Community Based Learning Award 2018 (*Recognizing dedication to promoting social justice, community awareness, and civic engagement*)
 - Outstanding Service Among Graduate Students Award 2018 (*Recognizing dedication to promoting social justice, community awareness, and civic engagement*)

- **B.A., LL.B. (Hons.) -
School of Law SASTRA University (India)**

May 2014

- *Awards:*

- Ranked among the top 3 in the University
- [Winner and Best Memorial Award 3rd K.R. Ramamani Memorial Taxation Moot Court Competition, 2013.](#)
- [Runners up All India National Moot Court Competition 2014](#)

SELECT ACADEMIC PUBLICATIONS

Conference Proceedings

- ‘Are Gender Lens investing truly transnational?’, *Aishwarya Krishna Iyer*, [29th International Association for Feminist Economics\("IAFFE"\) Annual Conference, June 22-25, 2021.](#)
- ‘The Unintended Effects of Carbon Tax’, *Aishwarya Krishna Iyer*, [National Women's Studies Association, 2018](#)

OECD Comment Paper

- Published a comment paper on the Organization for Economic Co-operation and Development Draft on Tax Challenges on Digitization, 2017, available [here](#)..