

MARGARET ELIZABETH REUTER

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EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY

Juris Doctor, *cum laude*, 1985

Honors: Articles Editor, *New York University Law Review*
 Order of the Coif
 American Jurisprudence Award

RUTGERS UNIVERSITY, DOUGLASS COLLEGE, New Brunswick, NJ

Bachelor of Arts, International Environmental Studies, 1979

Honors: Dean's list, 1979

EXPERIENCE IN LEGAL EDUCATION

UNIVERSITY OF MISSOURI-KANSAS CITY SCHOOL OF LAW, Kansas City, MO 2016-present

Clinical Professor of Law

Director of Field Placement Programs

- Teach and administer all field placement courses; develop series of companion seminars.
- Recruit and develop adjunct faculty to teach companion seminars; set curriculum standards for seminars within the program; support new faculty in curriculum design and teaching methods.
- Develop relations with legal community to host and mentor UMKC students; develop supervisors to be effective teachers for law students.

Service

- Assist with policy and pedagogical issues regarding live practice experiential curriculum.
- *Law School committees:*
 - Executive Committee, Member, (selected by faculty vote) 2019-22
 - Policy and Planning Committee, Member (selected by faculty vote) 2019-22
 - Curriculum and Assessment Committee, 2018-19, Past chair
- *University committee:* Member, University Assessment Committee (reviews program level assessment plans for all academic programs and provide recommendations for plan improvements to department chairs, program directors, and departmental assessment coordinators; assists in developing, monitoring, and revising the university plan for assessing the general education learning outcomes).
- *University institute:* Faculty Institute for Teaching Inclusive Curricula (FITIC) for the 2019-2020, selected as one of six faculty university-wide to participate in this year-long program
- *American Bar Association, Section on Legal Education and Admission to the Bar:* Member, Site Accreditation Team, Belmont University School of Law, 2019.
- *Association of American Law Schools, Externship Committee, Co-Chair, May 2019-May 2021*

BROOKLYN LAW SCHOOL, Brooklyn, NY

2014-2016

Adjunct professor

- Civil Externship Clinic Seminar: taught both introductory and advanced seminars for students with field placements in government, non-profit organizations, courts, unions, law firms, and corporations.

INDIANA UNIVERSITY MAURER SCHOOL OF LAW, Bloomington, IN 2012-2014

Visiting Professor, 2012-2014 (*completed two-year appointment*)

Affiliated Research faculty, Center for the Global Legal Profession, 2014-18

- Teaching: *The Legal Profession*, first year course in ethics and professionalism, taught through team exercises.
- Writing/research: Develop teaching materials in professional responsibility, cross-cultural competence, professional development, teamwork, and leadership. Empirical research on transition to practice and efficacy of law school experiential education techniques.

NEW YORK LAW SCHOOL, New York, NY

1994-2012

Office of Professional Development

Assistant Dean and Adjunct Professor, 2002-2012

Teaching and Faculty Service

- Supervised field placement program (2009-12), including student counseling, managing productive relationships with mentor attorneys, and record-keeping to track pedagogical, administrative, and analytical goals. Coached mentor attorneys regarding student learning and effective supervision techniques.
- Taught *Law Office Externship Seminar*, for students in government, public interest, and private placements.
- Faculty Committee member: Student Competencies (2010-2012), Collaborative and Project-Based Learning (2009-10), Grading and Assessment (2008-10), ABA re-accreditation self-study teams on faculty non-classroom obligations to students; and task force on the Law School Survey of Student Engagement.

Student advisement

- Managed staff of thirteen, including seven attorneys, responsible for leading career advising and professional development for JD and LLM students.

Office of Academic Affairs

Director, 2001-2002

- Developed honors program with School's research centers.
- Supported faculty team to launch an LLM division with a graduate program in the law of taxation; shepherded the program through national and state regulatory review.

Center for New York City Law

Managing editor and Adjunct Professor, 1994-2001

- Managed the publications and events for the Center, including a bi-monthly periodical, weekly alerts, and active series of speakers and attorney trainings.
- Taught hybrid clinic, *Seminar and Workshop in New York City Law*, with field placements in City government agencies. Seminar focused on structure of the City's political, policy, and administrative processes.

LAW PRACTICE AND PROFESSIONAL EXPERIENCE

SCHULTE ROTH & ZABEL LLP, New York, NY

1992-1994

- *Associate*: Litigated in both federal and state court, with an emphasis on unfair competition and intellectual property litigation. Represented financial institutions and major consumer product manufacturers.

Sabbatical and family re-location, San Francisco, CA

1989-1991

- NEW YORK CITY DEPARTMENT OF TRANSPORTATION**, New York NY 1986-1989
- *Special Counsel to the Commissioner*: Crafted department's legislative agenda on clean air and infrastructure funding; coordinated policy with City Hall (Ed Koch, mayor) and city, state, and federal agencies.
- JUSTICE STEWART POLLOCK, New Jersey Supreme Court** 1985-1986
- *Law Clerk*: Conducted research and assisted in drafting opinions; recommended disposition of petitions for review. For entire court, prepared bench memoranda for orally argued cases.
- PROSKAUER ROSE GOETZ & MENDELSON**, New York NY Summer 1984
- *Summer associate*: Researched and drafted legal memoranda.
- AMERICAN BAR ASSOCIATION**, Washington DC Summer 1983
Standing Committee on Environmental Law
- *Legal editor*: Edited and published the proceedings of the Conference on Recovery for Exposure to Hazardous Substances, considering such emerging causes of action as toxic torts.
- ENVIRONMENTAL LAW INSTITUTE**, Washington DC 1979-1982
- *Managing Editor*: AIR AND WATER POLLUTION CONTROL (1982), an analysis of policy, regulatory, and case law developments of the Clean Air and Water Acts. *Research associate*: Evaluated, designed, and proposed strategies for air and water quality programs, including acid rain study and industrial air pollution permits.

SCHOLARSHIP AND RESEARCH

Research agenda

- Develop pedagogy for experiential course work broadly and with a specific focus on reflective practice and cross-cultural competence in legal settings
- Empirical research regarding the dimensions of live practice experiential curricula among American law schools.
- Explore law graduates' transition to practice and examine the elements of their law school experience that impact practice-readiness and practice-effectiveness. Through small- and large-scale surveys of graduating students, new lawyers, and field placement supervising attorneys, I have gathered data regarding academic engagement, experiential learning coursework, work experience, skills and practice readiness assessments, and career trajectory.

Recent publications

Books:

- LEARNING LAW THROUGH EXPERIENCE AND BY DESIGN, with Carwina Weng, Danielle Cover, Chris Roberts, *Carolina Academic Press* (2019).
- *The Legal Profession (textbook for the Indiana University course)*, managing editor (2012-2014), with William Henderson, Carwina Weng, and contributing faculty.

Chapter:

- *Navigating Cultural Difference*, Chapter 6 in LEARNING FROM PRACTICE (West, Academic, 3rd edition 2016), with Carwina Weng, eds. Susan Brooks, Nancy Maurer, Alex Scherr, Leah Wortham (including chapter for the textbook, teachers' manual, and multi-media platform).

Law Review Symposium, Faculty advisor

- *Professional Identity in Legal Education*, Symposium issue, 89 *UMKC Law Review* No. 3 (2020), *faculty advisor and moderator* for the issue, dedicated to pieces proposing a curricular response to the lawyering competencies identified in the major studies, including Carnegie Foundation's EDUCATING LAWYERS; FOUNDATIONS FOR PRACTICE, Educating Tomorrow's Lawyers; Marjorie M. Shultz & Sheldon Zedeck's work on lawyering effectiveness factors, and the National Conference of Bar Examiners' *Study of the Newly Licensed Lawyer*.

Articles

- *The 2019-20 Survey of Applied Legal Education*, Center for the Study of Applied Legal Education, Robert R. Kuehn, David A. Santacrose, Margaret Reuter (October 2021).
- *Attorney as Accompagnateur: Resilient Lawyering When Victory is Uncertain or Nearly Impossible*, Margaret Reuter, Stephen A. Rosenbaum, Danielle Pelfrey Duryea, forthcoming 59 *WASH UNIV. J.L. & POL'Y* 115 (2019).
- *Externship Assessment Project: An Empirical Study of Supervisor Evaluations of Extern Work Performance*, Jodi S. Balsam, Margaret Reuter, 26 *CLINICAL L. REV.* 1 (Fall 2018).
- *Assessing Law Students as Reflective Practitioners*, Jodi S. Balsam, Susan L. Brooks, Margaret Reuter, 62 *N.Y. L. SCH. L. REV.* 49 (2017-18).
- *The 2016-17 Survey of Applied Legal Education*, Center for the Study of Applied Legal Education, Robert R. Kuehn, David A. Santacrose, with Margaret Reuter and Sue Schechter (October 2017).
- *The Practice Value of Experiential Legal Education: An Examination of Enrollment Patterns, Course Intensity, and Career Relevance*, Margaret Reuter and Joanne Ingham, 22 *CLINICAL L. REV.* 181 (2015).

Selected conferences/academic meetings

2021-22

- AALS 2022 Clinical Conference (May 9-13, 2022), Planning Committee member, term of service 2021-22.
- CLE Training: *Attorney Supervision of Law Interns and Junior Lawyers: An Approach to Effective, Non-biased Feedback on their Work and Professionalism*, January 12, 2022
- CLE Training: *Cultivating and Enhancing Diversity and Inclusion in Alternative Dispute Resolution*, Federal Court (WDMO) Mediation and Assessment Program, January 19, 2022, (with Judges Lajuana Counts and Cynthia Norton, and Camille Roe).

2020-21

- Online workshop series: AALS Externship Committee, *Anti-Racism Pedagogy and Allyship Zoom Meetings*, with Committee Co-chair Anahid Gharakhanian
- Online workshop: *Scholarship for Clinical Faculty*, with Erika Wilson, Clinical Legal Education Association, New Clinicians Conference, June 18, 2020.
- Plenary presentation: *The 2020 CSALE Survey: Initial Results and Implications*, with Robert Kuehn, Washington University School of Law, Externship 10, 20/20 Vision for the Future, Syracuse, NY, October 22, 2020
- Missouri Human Rights Conference., *Eliminating Bias in the Legal Profession*, with Mischa Buford Epps, Executive Director Missouri Bar and Cameron Piercy, Assistant Professor, Communication, University of Kansas (December 10, 2020).
- CLE Training: *Maximizing the Benefits of Law Interns*, January 31, 2021.
- Online workshop: *Best practices for designing synchronous and asynchronous blended class*, with Carwina Weng, at Transnational Conference on the Future of Legal Education, Institute for Global Understanding of Rule of Law at Bahçeşehir Üniversitesi, Istanbul Turkey, February 2, 2021.
- Online workshop: *Learning Law through Experience and by Design Workshop*, with Carwina Weng, Danielle Cover, Chris Roberts, AALS Clinical Legal Education Conference, virtual, May 1, 2021.

2019-20

- Online workshops: *AALS Externship Committee Co-Chairs COVID-19 Response Zoom Meetings*, with Anahid Gharakhanian, beginning March 13, 2020 through May 1, 2020.
- CLE training: *Advocacy*, Annual Bankruptcy Training Institute, Missouri Bar Association, with Sharon L. Stolte, Managing Shareholder, Kansas City Office – Sandberg Phoenix & von Gontard, Columbia, MO, March 3, 2020.
- CLE Training: *Challenges and Opportunities in Lawyering from Remote Locations: A Guide to Law Intern Coaching and Supervision*, May 15, 2020.

2018-19

- Workshop: *Learning Law through Experience and by Design Workshop*, with Carwina Weng, Danielle Cover, Chris Roberts, AALS Clinical Legal Education Conference, San Francisco, CA, May 4, 2019.
- Conference Works in Progress, Discussant and Facilitator: *What Factors Lead to Externship Success*, draft, by Anahid Gharakhanian and Carolyn Larmore, Annual Conference on Clinical Legal Education, San Francisco, CA, May 7, 2019.
- Webinar: *Scholarship for externship Faculty: Why and How*, AALS Externship Committee, with Jodi Balsam, Mar 15, 2019.
- Presentation: Holloran Center, *Competency Milestones*, with Working Group on Cross-Cultural Competence, St. Thomas University School of Law, Minneapolis, MN, February 15-16, 2019.
- Presentation: *The Challenge of Growing Diversity in Externship Faculty: Harmonizing Reflective Pedagogy among Full- and Part-Time Instructors*, Midwest Clinical Conference, University of Notre Dame, with Robert Jones (Notre Dame), October 6, 2018.

2017-18

- Presentation: *Excuse Me: Teaching Interrupting Bias as a Lawyering Skill*, with Stacy Brustin, Anne Gordon, Michelle Greenberg-Kobrin, Latonia Haney Keith, Kathryn Ramsey, Margaret E. Reuter, Meredith Schnug, Annual Conference on Clinical Legal Education, Chicago, IL, April 30, 2018.
- Conference workshop: *(Re-) Designing an Experiential Learning Course Using Backward Design*, with Carwina Weng, Danielle Cover, Chris Roberts, Annual Conference on Clinical Legal Education, Chicago, IL, three-day workshop, April 30 to May 2, 2018.
- Field Placement Faculty Workshop: *Research, Scholarship, and Publishing*, with Kendall Kerew, Kate Kruse, Kelly Terry, and Carmia Caesar and Kinda Abdus Saboor, Externships 9: Coming of Age, University of Georgia, March 9, 2018.
- *#MeToo, Sexual Harassment and Externships: Roles and Responsibilities*, with Sue Schechter and Lisa Mead, Externships 9: Coming of Age, University of Georgia, March 10, 2018.
- *Cultural Competence Continuum and Assessment Tool*, Working Group on Cross-Cultural Competence, Professional Identity Formation Initiative, Holloran Center for Ethical Leadership in the Profession, St. Thomas University School of Law, Minneapolis MN, February 16-17, 2018.
- *Assessing Reflective Practice: Do We Have Consensus?*, with Jodi Balsam, presented at Midwest Clinical Conference, University of Kansas, Lawrence KS, Oct. 13, 2017.
- *When Victory is Uncertain or Nearly Impossible: The Importance of the Enduring Attorney Role of Accompaniment*, with Danielle Pelfrey Duryea, Stephen A. Rosenbaum, presented at NYU Clinical Law Review Writers' Workshop, New York, NY, Sep. 23, 2017.

2016-17

- *Clinical Programs, Externships & Experiential Deans in Tumultuous Times (plenary)*, AALS Clinical & Experiential Law Director's Workshop, Denver CO, May 6, 2017, with Luz Herrera, Cindy Archer, Catherine Burnett, Daniel Nagin.

- *Workshop on (Re-) Designing a Clinic Using Backward Design*, AALS Clinical Conference, Denver CO, 3-session workshop May 7-9, 2017, with Carwina Weng, Susan Bennett, Danielle Cover, Chris Roberts.
- *Assessing Student Competencies: How Externships Can Deliver on the Course and Institutional Levels*, AALS Clinical Conference, Denver, CO, May 7, 2017, with Jodi Balsam, Christine Cerniglia Brown, and Kelly Terry.
- *Extern Skills Assessment Project: An empirical study of supervisor evaluations of extern work performance*, with Jodi Balsam, presented at NYU Clinical Law Review Writers' Workshop, New York, NY, Sep. 24, 2016.
- *Contemplating the ABA-Driven Learning Outcomes: Will 'Reflection' Measure Up?* with Susan Brooks, faculty workshop, Drexel University, Thomas R. Kline School of Law, Mar. 9, 2016.

2015-16

- *The Practice Value of Experiential Legal Education: An Examination of Enrollment Patterns, Course Intensity, and Career Relevance*, presented at Clinical Theory Workshop, New York Law School, Nov. 16, 2015.
- *Inside Out: Managing Student Emotional Reaction to Critical Feedback*, with Courtney Brooks, Sally Gertz, Reena Parambath, Janine Zanin, presented at Externship 8 Conference: Building on Common Ground: Externships, Clinics and Practice-Based Legal Education, Cleveland OH, Mar. 2016.

Invited discussant:

- Workshop on Professional Identity, *Helping Each Student Internalize the Core Values and Ideals of the Profession*, St. Thomas University School of Law, Owatonna, MN, July 7-10, 2013 (*fully-funded, invitation-only workshop*).
- Fellow, National Institute for Teaching Ethics & Professionalism
Are We Making a Difference? Developing Outcome Measures to Evaluate the Effectiveness of Law School Efforts to Teach Ethics and Develop Professionalism, Georgia State University School of Law, Palmetto, GA, Nov. 15-17, 2013 (*fellowship funded my participation*).

Unpublished surveys and empirical analysis

- *Experiential Learning: Opportunities and Benefits (2010-present)*
National surveys of law firm, government, and public interest attorneys to inventory their experiential learning coursework (scope and intensity) and to assess of its value to their preparation for practice.
- *Personal Inventory of Legal Accomplishments (2011-12)*
Longitudinal survey analyzing new graduates' course selection, work experience, practice interests, accomplishments, advisory networks, and personal assessment of practice readiness.
- *Early Careers (2009-10)*
Survey of recent alumni (2-4 years after graduation) to experiential learning coursework, career satisfaction, and job change history.

AFFILIATIONS

- Association of American Law Schools, (2013-present);
 - Externship Committee, Co-Chair, May 2019-May 2021
 - Externship Committee, *Best Practices Advisory Group* (August 2015-2017)
 - AALS Clinical Conference 2022, Planning committee member (2021-22)
- Center for Applied Legal Education, *Board member, Treasurer* (2016-present)
- St. Thomas Holloran Center for Ethical Leadership in the Profession, Working Group on Cross-Cultural Competence, Professional Identity Formation Initiative (2017 to present)
- Center for the Global Legal Profession, *Affiliated research faculty* (2014-present)
- Global Alliance for Justice Education (2015-present)
- University of Missouri System, selected to participate in Leadership Development Program, September 2017 to May 2018.

- University of Missouri Kansas City, one of six selected to participate in Faculty Institute for Teaching Inclusive Curricula, August 2019 to May 2020.

CIVIC INTERESTS/SERVICE

- *Partners for Women and Justice*, Montclair, NJ, a non-profit organization providing free legal help in New Jersey to low-income women in domestic violence and family law matters. Legislative project consultant, 2014-16.
- *Montclair Fund for Educational Excellence*, Montclair, NJ, a local education fund that awards \$500,000 to \$1,000,000 in grants annually to public school teachers. Board member and Grants Committee member, 1998-2009.
- *Kansas City Artists Coalition*, Kansas City, MO, a organization devoted to support of emerging artists with studio and exhibition galleries and educational programming on the business of making a living at one's art. Board member, 2021-present.