



## Monica C. Barrett

### Member

mbarrett@bsk.com  
600 Third Avenue, 22nd Fl  
New York, NY 10016-1915  
(646) 253-2314  
(646) 253-2383 fax

One Gateway Center  
Suite 2600  
Newark, NJ 07102

### Profile

**Monica provides legal advice and counsel to colleges and universities and independent schools in all aspects of education law, including student affairs, faculty tenure and promotion, governance issues, athletics and academic affairs.**

Monica advises on staff and student employment, grievances, student conduct and discipline, Title IX policies and investigations, threat assessment and behavior intervention, FERPA, public-records, accreditation, regulatory and nonprofit compliance, bylaws, and policy handbooks. She counsels clients on a variety of employment law issues, such as executive contracts and compensation, severance agreements, disability accommodations, FMLA and other leave issues, and misconduct investigations. Monica partners with other attorneys at the firm to conduct investigations at all levels of client institutions. She also defends institutions before state and federal agencies and courts.

Monica joined the firm as a member in 2016 after having served as Interim General Counsel at Rutgers, the State University of New Jersey as well as other attorney positions at Rutgers for over 19 years. Monica's responsibilities encompassed the full range of legal and compliance issues facing a state-wide research university with major professional schools and 29 labor unions, 20,000 employees, and a student body of approximately 65,000. As a key member on the Rutgers President's Cabinet she was responsible for advising the President and members of the Boards on all legal issues, and supervising a staff of 18 lawyers.

Monica is a frequent presenter at National Association of College and University Attorneys (NACUA) national conferences. Previously, she was employed as Executive Deputy General Counsel at the State University of New York; Associate General Counsel at Cornell University; and Assistant General Counsel at Barnard College.

### Honors & Affiliations

- *Chambers USA* 2025, Higher Education – Nationwide, Band 1
- *Chambers USA* 2024, Higher Education – Nationwide, Band 1
- Named to Trailblazers in Higher Education, *City & State New York*, 2024
- Distinguished Service Award, National Association of College and University Attorneys Honors and Awards, 2021-2022

### Education

- University of Michigan Law School (J.D. 1988)
- Wellesley College (B.A., *cum laude*, 1982)

### Bar/Court Admissions

- New York
- New Jersey
- U.S. Supreme Court
- U.S. District Court for the Northern District of New York
- U.S. District Court for the Southern District of New York
- U.S. District Court for the Eastern District of New York
- U.S. District Court for the District of New Jersey

### Practices

- Higher Education
- Labor and Employment
- Title IX

## Representative Presentations

- Speaker, "Is Diversity a Bad Word? DEI-Related Federal Litigation and Implications for University Practices", NACUA Annual Conference in Seattle, WA, June 23, 2025
- Speaker, "Managing Student Group Activity Related to the Israeli-Palestine Conflict", National Association of Student Affairs Professionals, Annual Conference, Seattle, WA, March 11, 2024
- Speaker, "A Year in Review in Higher Education Compliance", Conference of Higher Education Compliance Officers, New York, NY, October 12, 2023
- Discussion Leader, "Expansion of Labor Unions in Higher Education", NACUA Annual Conference in Chicago, IL June 2023
- Speaker, "Future of Affirmative Action and Scholarships for Women and Minorities in STEM", Big Ten Consortium, Academic Annual Meeting, Chicago, IL, May 21, 2023
- Panelist, "Higher Education Legal Update", 50th Annual National Conference: The State of Collective Bargaining and Higher Education, National Center for the Study of Collective Bargaining in Higher Education and the Professions, Hunter College, NY, April 13, 2023
- A Special Episode Celebrating LGBTQ History Month, Legally Bond Podcast, October 24, 2022
- Panelist, Higher Education Legal Update, 49th Annual National Conference: The State of Collective Bargaining and Higher Education, National Center for the Study of Collective Bargaining in Higher Education and the Professions, April 13, 2022
- An Interview with Monica Barrett and Peter Jones, Higher Education, Legally Bond Podcast, April 4, 2022
- The Post-Pandemic Workworld: The Regulatory Framework, NACUA's Conference on Higher Education Employment Law, March 30, 2022
- Next Up: Employment Law Revue Two-O-Two-One, NACUA Annual Conference, June 22, 2021
- An Interview with Monica Barrett, Bond Torchbearer Spotlight, Legally Bond Podcast, May 31, 2021
- Panelist, Higher Education Legal Update, National Center for the Study of Collective Bargaining in Higher Education and the Professions, Annual Conference, May 17, 2021
- Now Trending: Employment Law Updates and Practical Tips to Best 'Employ' Your Employment Law Knowledge, NACUA Virtual Annual Conference, June 23, 2020
- COVID-19: Managing a Dynamic University Workplace in the Midst of a Pandemic Webinar, NACUA Briefing, March 26, 2020
- Panelist, What Keeps a College President Up at Night, Legal Issues in Higher Education, Manhattanville College School of Education 3rd Annual Legal Issues Symposium, February 21, 2020
- Panelist, Climate 2020: Climate and Diversity in a Polarized World, NACUA CLE Workshop, New Orleans, LA, January 30, 2020

- 20/20 Vision on Employment Law: Looking Back on the Important Employment Laws of 2019 and Looking Ahead to Potential Changes in 2020 Webinar, The Commission on Independent Colleges & Universities in New York, January 21, 2020
- Human Resources Update, The Commission on Independent Colleges & Universities in New York Regional Meeting, October 15, 2019
- Stump the Experts, The Ever-Evolving Field of Higher Education Discrimination Law: What You Need to Know Now, April 5, 2019
- One Step Forward, One Step Back?: The Faculty's Role in Promoting Diversity, Equity, and Inclusion, The Ever-Evolving Field of Higher Education Discrimination Law: What You Need to Know Now, April 4, 2019
- #OFFEND #UPLIFT #HATE #LOVE: Blurred Lines as Both Public and Private Universities Navigate the Costs of Free Speech, Annual Conference of the National Association of College and University Attorneys, June 24-27, 2018
- Tenure Evaluation Challenges, United Educators Webinar, March 1, 2018
- Hot Legal Issues in Higher Education, Higher Education Leadership Symposium, February 9, 2018
- Panelist, Top Trends and Emerging Issues in Higher Education Discrimination Law, NACUA CLE Workshop, March 29, 2017

## Representative Publications

- Co-Author, "Character and Other Anecdotal Evidence in the Time of "Me Too," Millennials, and Generation Z," *PLI Current: The Journal of PLI Press*, Vol. 4, No. 3 (2020)
- Quoted in "Lawyers Lay Out Legal Issues Colleges Face This Fall," *Insider Higher Ed*, June 3, 2020

## Other Activities

- American Bar Association, Law School Accreditation Teams, 2016, 2018, 2021, 2026
- Editorial Board, *Journal of College and University Law*, 2016-2023
- Co-Chair, Working Group, Diversity and Civil Rights, NACUA Annual Conference, 2015
- Chair, Program Committee for NACUA Conference on Higher Education Employment Issues, 2014
- Board Member, NACUA, 2011-2014
- Chair, Committee on Legal Education, NACUA, 2012-2013; Vice Chair, Committee on Legal Education, NACUA, 2005-2006; 2009-2010; 2010-2011
- Chair, Program Committee for NACUA Conference "Responding to Sexual Violence on Campus: OCR Dear Colleague Letter Compliance," 2011
- Chair, Program Committee for NACUA Conference "Setting Up International Programs," 2011
- Chair, Advisory Board Council on Diversity and Inclusivity, NACUA, 2009-2010; 2010-2011
- Chair, Virtual Seminars Subcommittee, Committee on Legal Education, NACUA, 2009-2010