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PROFESSIONAL EXPERIENCE

THE GEORGE WASHINGTON UNIVERSITY Washington, D.C.

- 8/85 - Present** Associate Professor. Courses include Constitutional Law, First Amendment Law, and Telecommunications Law.
- 8/89 - Present** University Marshal. Chief ceremonial officer of the university and co-director of all public academic ceremonies, including commencements and convocations.
- 7/84 - 8/85** Associate Research Professor. Taught courses in the regulation of communications common carriers, and law and the public administrator.
- 8/82 - 8/85** Associate Director of the Center for Telecommunications Studies. Responsible for designing and implementing a program of research, conferences, and publications and for developing the Center's consulting practice. Advised Center clients on the implications of federal and state regulatory processes, the effects of divestiture, and developing issues in telecommunications. Managed an interdisciplinary team of professionals who advised the Government of Venezuela on the development of a national telecommunications plan.
- 8/82 - 8/84** **The Catholic University of America**
The Columbus School of Law
Washington, DC
- Adjunct Professor of Law. Designed and taught first course in common carrier regulation for the new Institute for Communication Law Studies.
- 7/76 - 8/82** **American Telephone and Telegraph Company**

New York, NY

Analysis and development of common carrier regulatory issues for the defendant's trial staff in U.S. v. AT&T. Drafting of stipulations, pleadings and expert witness testimony. Preparation of priority witnesses for trial. Participation in pre-trial negotiations. Extensive work in federal regulatory policy, telecommunications regulation, and history and development of common carriers. Managed an interdisciplinary team of lawyers, researchers, and paralegals. (On loan from Cambridge Research Institute, Cambridge, MA.)

9/75 - 7/78

Liacos & Liacos
Peabody, MA

Senior Attorney in general practice firm. Handled litigation, probate, and administrative matters.

6/75 - 9/76

**Supreme Judicial Court
Commonwealth of Massachusetts**
Boston, MA

Special prosecutor. Investigated alleged attorney misconduct and tried administrative cases. Participated in Comm v. Hiss (petition of Alger Hiss for reinstatement to the Massachusetts Bar) and Comm v. Colson (disciplinary proceeding against Charles Colson). First woman in the Commonwealth to be appointed to the position.

6/73 - 6/76

Boston University School of Law
Boston, MA

Assistant Dean. Responsible for all phases of student life.

7/72 - 6/73

Liacos & Liacos
Peabody, MA

Senior Attorney in general practice firm. Handled litigation, probate, and administrative matters.

PUBLICATIONS

Mergers, Management, and Mayhem: How AT&T Survived the Largest Corporate Reorganization in the History of American Business and Became a Leading

Innovator in The Digital Century. To be published in 2002 by MIT Press (contract pending).

Decision to Divest: U.S. v. AT&T - 1974-84 (Washington, D.C.: Communications Press, 1986,1989.) Co-edited a four-volume casebook on the government's antitrust suit against AT&T.

"Developments in Telecommunications: Impacts on State and Local Officials," *Public Management*, May 1985.

"Trends in Telecommunications Policy," *Public Management*, May 1984.

"Some States Will Oppose the Consent Decree in the Courts," *Communications Lawyer*, Winter 1983.

INTERNATIONAL TEACHING, SPEAKING & CONSULTING

Chile Member of consulting team proposing sector reforms, evaluating current regulatory structure, and writing revisions to the telecommunications laws under contract from the Inter-American Development Bank at the request of the Ministry of Economics and Subministry of Telecommunications of Chile. Provided legal and regulatory analysis for effective transition from monopoly to privatization with an emphasis on creating and promoting competition. Santiago, December 1991. Co-authored final report.

France Taught advanced seminar on American telecommunications industry and policy for France Telecom/Direction de Renseignement Superieur des Telecommunications. Paris, Every, and Brest, June 1988. Also analyzed the legal and regulatory structure of the telecommunications industry in France.

Venezuela Designed graduate telecommunications curriculum for the Ministry of Transport and Communications in October, 1982. Taught advanced seminar in international standards and communications policy at University of Simon Bolivar, Caracas, November 1984.

Analyzed the suitability of rules, procedures and practices governing private sector participation in the telecommunications industry in Venezuela for the Ministry of Transport and Telecommunications.

OTHER PROFESSIONAL ACTIVITES

Speech Writing

Private clients include the president of AT&T. Also writes speeches for the president of The George Washington University as part of the duties of University Marshal.

Consulting

Have been a consultant to AT&T on federal regulatory matters since 1978 with a focus on the restructuring of the US telecommunication market and the creation of necessary regulations to foster effective competition.

EDUCATION

1969 - 1972

Boston University School of Law

Boston, MA

Juris Doctor, June, 1972

Honors:

Law Review ("The Right of Access to Broadcast Facilities: A Look at FCC Policy"). Awarded the Faculty Prize for leadership and scholarship. Book award (for highest grade) in Communications Law. Editor-in-Chief, student newspaper.

1964 - 1969

Northwestern University

Evanston, IL

Master of Science with honors, June, 1969

Bachelor of Science with honors, June, 1968

Honors:

Dean's High Honors List. Departmental academic honors. Master's thesis on semantics and communications theory. Reporter for Chicago Tribune, Mademoiselle magazine, Associated Press. Double major in art history and journalism.

LANGUAGES

Reading and speaking knowledge of French. Some Spanish, Greek, and Amharic. Minimal Japanese and Korean.

HONORS

Phi Beta Kappa