
EDUCATION

A.B. in Psychology, Davidson College

Student Union President, Head Resident Adviser, D-I women's soccer team (4-year starter and team captain), Southern Conference Academic Honor Roll, Student Teacher--West Charlotte H.S.

Juris Doctor, University of Nebraska College of Law

Graduated with distinction and honored as "Superior Scholar." Client Counseling Regional Winner, Moot Court Board Chair, Order of the Barristers, Inns of Court.

CURRENT EMPLOYMENT

Managing Partner, Terry-Todd Consulting, LLC. Remote with travel

2025

Boutique consulting firm offering customized services to meet the unique needs of educational institutions. As a small, highly skilled team, we are dedicated to providing scalable solutions to address employee and student concerns with professionalism and empathy, while remaining aligned with the values and mindset of the academic community.

- **Policy Development—*Defensible, Relatable, Achievable***
 - Specializing in crafting policies that align with institution's values while ensuring compliance with legal standards including Title IX, ADA, and other key regulations. Strong policies are the root of institutional success.
 - A "Three legs of a table" approach creates policies that are:
 - Defensible: Fully compliant with applicable laws and regulations.
 - Relatable: Written in clear, accessible language that is easy for the campus population to understand and implement.
 - Achievable: Realistic and attainable, tailored to fit the institution's resources and needs.
- **Investigative Services—*Balancing sensitivity with due process.***
 - A nationally recognized investigator with extensive experience, having conducted hundreds of investigations and trained thousands of investigators across North America.
 - Expertise in investigating a range of civil rights issues, including those under Title IX, Title VI, Title VII, ADA, and Section 504. Investigative approach balances sensitivity to individual experiences with a steadfast commitment to due process, ensuring fair treatment for all parties involved.
 - Our process includes:
 - Comprehensive fact-gathering and unbiased analysis.
 - Clear, well-supported findings with actionable outcomes.
 - Collaboration with institutional leadership to navigate outcomes effectively.
- **Interim Services—*Beyond the status quo***
 - Interim leadership for Title IX and Equity Offices, ensuring continued compliance and effective management of civil rights matters during transitions.
 - Offering expertise in navigating complex Title IX, ADA, and civil rights issues, ensuring continuity of services and a seamless transition for staff and students.
 - Engagement goes beyond maintaining the status quo—focused on improving processes and preparing the institution for a smooth transition to full-time staff.
 - Primarily remote, with campus visits as needed to understand the community, foster relationships, and provide a personal touch to the services provided.

PAST EMPLOYMENT**Consultant, D. Stafford & Associates,** Remote with travel**2014—2024**

External investigator and Title IX compliance consultant, working primarily in the higher education space in the United States, Canada and the Caribbean.

- **Investigation Services—**
 - Served as senior investigator for colleges and universities throughout North America.
 - Conducted range of investigations including EEO, sexual assault, employee performance, and student organization violations.
 - Drafted all reports as lead writer (with or without findings).
- **Consulting Services—**
 - Provided policy and process consulting services, focusing on compliance.
 - Involved stakeholders from the drafting stage through training implementation.
 - Offered call-in support to client schools to assist in managing complex cases.
 - Audited Title IX offices and campus police departments for organizational success.
 - Drafted notice documents, checklists, and database structure for client institutions.
- **Training Services—**
 - Created and facilitated education programs on Title IX investigations and related topics.
 - Incorporated key learning objectives including legal framework and case law, practical implications, investigation best practices, case studies and table-top exercises.
- **Interim Engagements**
 - Served as remote Title IX Coordinator for three months for administrator on medical leave. Full oversight of office.
 - Served as remote Deputy Title IX Coordinator for Students for three years for University with gaps in services. Created website, notice documents and intake processes; managed all student intake; conducted informal resolutions; Advised senior leadership; Revised policy in consultation with legal counsel; Conducted all training for incoming students—undergraduate and graduate.

Associate Director for Human Resources, Davidson College, Davidson, NC**2007—2016**

Started in training role and promoted to Associate Director for Employee Relations.

- **Employee Relations**
 - Conducted all internal investigations and coached for performance gaps.
 - Enhanced performance review process for staff.
 - Created campus-wide training plan and facilitated leadership series.
 - Drafted human resources policies and provided all legal review and interpretation.
 - Conducted strategic planning, departmental audits and retreats.
 - Coached high potential employees using Center for Creative Leadership 360° assessment.
- **Title IX**
 - Appointed Title IX Deputy Coordinator for employees in 2011.
 - Worked with campus partners and co-wrote the new sex-based harassment policy.
 - Developed campus sex-based harassment response with Title IX team.
- **DEI Leader**
 - Advocate for and thought leader on diversity and inclusion initiatives for campus.
 - Served on strategic planning committee for faculty/staff diversity recruiting,
 - Created Equity Advisers program for faculty searches.
 - Facilitated diversity educational programming for all employees.
 - Trained in intergroup dialogue, partnering with colleagues across campus.

- Executive Director, North Meck Soccer Club**, Cornelius, NC **2004—2005**
Soccer club serving 1500 children ages 4-18 in recreational and competitive program. Hired, supervised, and trained all staff and volunteers. Developed club policies. Improved and increased use of technology.
- Vice President, Integrity Sports Marketing**, Davidson, NC **1999—2004**
Multimedia sports agency specializing in strategies for corporations and sports organizations with an emphasis on soccer. Responsible for overall operations including legal, financials, and marketing.
- Attorney, Ferguson, Stein, Wallas, Adkins, Gresham & Sumter**, Charlotte, NC **1997—1999**
Employment discrimination and civil rights plaintiff's attorney with defense work for educators (counsel to the NC Association of Educators).
- Corps Member/Teacher, Teach for America**, Rocky Mount, NC **1993—1995**
Taught children with special needs in an under-resourced community in rural North Carolina.

SELECT WRITINGS

- Co-Author: Cocks, C, Devonshire, B, Murray, A, and Todd, A, **Unpacking the Advisor of Choice Requirements Under the Clery Act and the 2020 Title IX Regulations**. D. Stafford & Associates Whitepaper. Summer 2021.
- Author: **Understanding Hate Crimes Based on Gender Identity**. D. Stafford & Associates Whitepaper. Fall 2020.
- Co-Author: Murray, A and Todd, A, **Writing Reports for Stalking Incidents with an Eye on the Clery Act**. *Journal of Clery Compliance Officers and Professionals*. 2019; 24-28.
- Co-Author: Murray, A and Todd, A, **2016 U.S. Office for Civil Rights/U.S. Department of Justice Audit Findings with Clery (VAWA) Implications: Understanding the Clery Act Implications for Title IX Noncompliance**. *Journal of Clery Compliance Officers and Professionals*. 2017; 22-34.

SELECT PRESENTATIONS

- Panelist: **Capturing Hate Crimes on University Campuses: Considerations for Public Safety and Security Officials**. *University of California Ethics, Compliance and Audit Symposium*. 2024.
- Keynote: **The Changing Compliance Landscape**. *Wisconsin Technical College Compliance Symposium*. 2024
- Co-Presenter: **Reporting Requirements Under the 2020 Title IX Federal Regulations: Campus and Clery Act Implications**. *National Association of Clery Compliance Officers Annual Conference*. 2021. Virtual.
- Co-Presenter (Preconference ½ Day Workshop): **Addressing Policy Statements for Disciplinary Procedures in the Annual Security Report**. *National Association of Clery Compliance Officers Annual Conference*. 2021. Virtual.
- Presenter: **How would you handle? Managing Civil Rights Complaints**. *CUPA-HR Annual Conference*. October 2020. Orlando.
- Presenter: **"What is cis?" and Other Concepts I Don't Understand and Why it Matters**. *National Association of Clery Compliance Officers Annual Conference*. July 2020. Virtual.
- Co-Presenter (Preconference ½ Day Workshop): **Developing Compliant Letters and Notice Documents**. *National Association of Clery Compliance Officers Annual Conference*. 2019. Baltimore.

- Co-Presenter (Plenary Session): **Identifying Primary Campus Security Authorities and Responsible Employees: Strategies and Considerations.** *National Association of Clery Compliance Officers Annual Conference.* 2019. Baltimore.
- Presenter (Plenary Session), **Clery and Title IX Implications of a Reported Hate Crime.** *College and University Police and Investigators Conference.* 2019. Washington D.C.
- Presenter (Concurrent Session and Micro-Session): **Title IX and VAWA 101: Everything HR Should Know But is Afraid to Ask.** *CUPA-HR Annual Conference.* 2018. Indianapolis.
- Presenter (Plenary Session), **Consent and the Role of Alcohol in Sexual Assault Investigations,** *College and University Police and Investigators Conference.* 2018. Washington D.C.

CERTIFICATIONS AND MEMBERSHIPS

- Licensed Private Investigator in NC since 2020
- Member of the NC Bar since 1998
- Certified Clery Compliance Officer—National Association of Clery Compliance Officers
- Certified Facilitator—Center for Creative Leadership 360 assessment instruments
- Certified Facilitator—Davidson High/Low Ropes Course (for Leadership & Team Development)

TRAINING

- NC Private Investigators Annual Conference, 2022
- Behavior Intervention Teams (16-hours), 2021
- Technology in Investigations (8-hours), 2020
- Intro to Forensic Experiential Trauma Interview (16-hours), 2017
- Advanced Investigations: FBI Training on Statement Analysis (8-hours), 2017
- Clery Act Compliance Training Academy (40-hours), 2016
- Sex Crimes Investigations Training (18-hours), 2016
- Title IX Coordinator/Investigator Class (18-hours), 2015
- Davidson College Investigator Training (8-hours), 2015
- Intergroup Dialogue (year-long program for faculty/staff group at Davidson), 2012

CURRENT VOLUNTEER WORK

- **Board of Directors,** *Theatre Gap Initiative*
- **Board Chair,** *St. Albans Preschool*
- **Class Chair, Parent Fundraising Committee,** *University of Michigan Musical Theatre*
- **Reunion Committee,** *Davidson College*

SELECT PAST VOLUNTEER WORK

- **Secretary, Athletic Boosters Club,** *North Mecklenburg High School*
- **Preschool Board,** *St. Albans Episcopal Church*
- **President, Theatre Arts Guild,** *Northwest School of the Arts, Charlotte, NC*
- **Chair, Livability Board (mayoral appointment),** *Town of Davidson, Davidson, NC*
- **Leadership Davidson Mentor,** *Davidson College, Davidson, NC*
- **Board Member,** *Davidson Community Players, Davidson, NC*
- **Board Member,** *Davidson-Cornelius Day Care, Davidson, NC*
- **Senior Warden,** *St. Alban's Episcopal, Davidson, NC*