

## **SARAH W. CUDAHY**

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### **EXPERIENCE**

#### **Indiana Education Employment Relations Board, Indianapolis, IN**

Executive Director & General Counsel, June 2016 – present (General Counsel May 2012 – June 2016)

- As first Executive Director of IEERB, direct daily functions of agency
- Successfully argued Indiana Supreme Court case *Jay Classroom Teachers Association v. Jay School Corporation*, No. 46S05-1603-PL-113 (2016)
- Provide legal analysis and advice to the Board on all issues before it, including unfair practice, representation, compliance, and impasse cases
- Draft, revise, and make recommendations on changes to agency rules, guidelines, and procedures
- Create and conduct training for parties, ad hocs, and attorneys regarding bargaining and impasse
- Oversee annual impasse proceedings
- Recruit and communicate with ad hoc panel of mediators, fact-finders, and financial consultants
- Draft/update training materials and samples for bargaining and impasse procedures
- Provide information on how proposed legislation would impact agency administration
- Serve as the agency's Public Information Officer
- Serve as the Ethics Officer for another state agency
- Serve as a mediator and administrative law judge for other state agencies as part of the Shared Neutrals Program

#### **Laner Muchin Ltd., Chicago, IL**

Associate (Labor & Employment Boutique) January 2012 – May 2012

- Defended public and private employers in labor and employment litigation, including drafting motions, pleadings, and briefs
- Counseled public and private employers on labor and employment law compliance and best practices on a variety of issues, including negotiations, leaves of absence, and discipline
- Drafted employer policies and updated handbooks
- Drafted training materials for employers on various topics, including FMLA and ADA

#### **Barnes & Thornburg LLP, Chicago, IL**

Associate, Labor & Employment Group September 2008 – December 2011 (Summer Associate, Indianapolis, 2006)

- Defended employers in labor and employment litigation, including the drafting of motions, pleadings and briefs, and arguing motions before courts and agencies
- Conducted and defended depositions, including of plaintiffs
- Handled settlement conferences and negotiated and drafted settlement agreements
- Counseled clients on traditional labor and employment law compliance and best practices on issues of discharge and discipline, wage and hour, accommodations, leaves of absence, employee handbooks and non-compete agreements
- Member, Firm's Diversity Committee
- Associate Coordinator & Mentor, Summer Clerk Program

#### **Indiana Supreme Court, Indianapolis, IN**

Judicial Clerk/The Honorable Theodore Boehm August 2007 – August 2008

- Performed research, drafted memoranda, and wrote drafts of opinions on criminal and civil appeals

## **EDUCATION**

### **Washington University in St. Louis School of Law, St. Louis, MO**

J.D., 2007

- Dean's List; Scholar-in-law Scholarship; CALI award (highest grade in a class - European Union Law)
- Trial Team (2006 ATLA Regional Finalist)
- Appellate Advocacy Team (2007 ABA National Appellate Advocacy Competition Regional Champion, National Quarterfinalist, Sixth Place Brief); Oral Advocacy Award
- Judge John Calhoun Trial Award

### **Boston University, Boston, MA**

B.A., *summa cum laude*, in Public Policy, Education, & European Studies, 2004

- Phi Beta Kappa; Scarlet Key (exemplary leadership among undergraduates); Academic Scholarship
- Studied abroad at Oxford University (Oxford Debate Team & St. Anne's soccer club)
- Debate Team President (participated in 2004 World University Debate Championship, Singapore)
- Thesis on school accountability

## **BAR ADMISSIONS & CERTIFICATIONS**

- Indiana, 2007
- Illinois, 2008 (inactive)
- Registered Indiana Mediator

## **PRESENTATIONS**

- Plenary Session Moderator, Institutional Response to Foundational Challenge: Moving Forward After Janus, Association of Labor Relations Agencies Conference, July 2018
- Main speaker for annual IEERB conferences, 2012 – present
- Guest lecturer for graduate education classes at various universities throughout Indiana, including Indiana University, Purdue University, Ball State University, and Marian University, 2012 – present
- Co-Presenter, Are You Encouraging the Unauthorized Practice of Law? Northwest ADR Conference, March 2018
- Moderator, Strategies for Adapting to a Post-Janus World, Taylor Law Conference, May 2018
- Co-Presenter, Due Process Update, State & Local Government Bargaining and Employment Law Committee Mid-Year Conference, January 2017 – 2019
- Regularly present on teacher collective bargaining for Indiana School Board Association, 2012 – present
- Regularly present at Indiana superintendent study councils, 2012 – present
- Regularly present at Indiana budget meetings, conferences, and seminars, 2016 – present
- Co-Moderator, Administrator Roundtable, ALRA Conference, July 2017 & July 2018
- Co-Presenter, Labor Law Updates, Northwest Labor & Employment Relations Association Conference, March 2019
- Presenter, The Development and Implications of Teacher Strikes for Public Sector Collective Bargaining Law, State & Local Government Bargaining and Employment Law Committee Mid-Year Conference, January 2019
- Moderator, Janus – the Aftermath, State & Local Government Bargaining and Employment Law Committee Mid-Year Conference, January 2019

## **PUBLICATIONS**

- Sarah Cudahy et al., Total Eclipse of the Court? The Impact of State Government Responses to the Supreme Court's Ban on Public Sector Agency Fees in Janus v. AFSCME will Eclipse its Direct Impacts, 36 HOFSTRA LAB. & EMP. L. J. (forthcoming 2019).
- Sarah Cudahy, Life After Janus Part I: Before Janus, for the 12<sup>th</sup> Annual Labor and Employment Law Conference of the American Bar Association, October 2018
- John Kuenstler & Sarah Wilhite, Conducting the Employment Practices Audit, Ch. 10 Discipline and Termination Issues, Illinois Institute for Continuing Legal Education, 2010

## **ASSOCIATIONS & LEADERSHIP ACTIVITIES**

- State & Local Government Bargaining and Employment Law Committee, Labor & Employment Law Section, American Bar Association – Government Fellow, November 2016 – present; Member, 2016 – present
- State of Indiana Shared Neutrals, Mediator & ALJ, 2012 – present
- Indiana State Bar Association Leadership Development Academy – Graduate, Class IV (2015)
- Indiana State Bar Association, Military & Veterans' Affairs Committee – Vice-Chair, 2017 – present; Secretary, 2014 – 2017; Member, 2012 – present
- Association of Labor Relations Agencies – Vice President of Professional Development, 2018 – present; Chair, 2019 Site Committee; Co-Chair, Professional Development Committee, 2018 – present; Executive Board Member, 2017 – 2018; Member, 2012 – present
- Indiana Bar Association – Member, 2014 – present
- American Bar Association – Member, 2016 – present
- Indiana Association of Administrative Law Judges – Member, 2014 – 2016

## **COMMUNITY ACTIVITIES & INTERESTS**

- Indiana Voices, Indiana State Library – Narrator, Monitor & Reviewer, 2007 – 2008; 2014 – 2018
- Homeowner's Association – Vice-President, 2019, Board Member, 2018
- St. Richard's Episcopal School Parent Organization – Member, 2018 – present
- Cooking & traveling