

Curriculum Vitae

of

PAMELA BROOKS GANN

July 2013

Current Position: Trustee Professor of Legal Studies and George R. Roberts Fellow

Senior Fellow, Kravis Leadership Institute

President Emerita, Claremont McKenna College

Business Address: 500 East Ninth Street, Claremont, CA 91711

Degrees: A.B., Mathematics, University of North Carolina at Chapel Hill,
1970 (Phi Beta Kappa junior year)

J.D., Duke University, 1973 (Order of the Coif; Articles Editor, *Duke Law Journal*)

LL.D., Claremont McKenna College, 2013

Employment

Administrative Appointments

President Emerita, Claremont McKenna College, since July 1, 2013

President, Claremont McKenna College, July 1, 1999 to June 30, 2013. Claremont McKenna College is a residential liberal arts college of approximately 1250 students, with a focused mission on educating leaders for business, the professions, and public affairs; with economics and government departments being the best among all liberal arts colleges; and with its Kravis Leadership Institute and leadership programs being the best for undergraduates in the United States. The College was founded in 1946 as a member of The Claremont Colleges, located in Claremont, California, which includes five undergraduate colleges and two graduate-only institutions.

Major Accomplishments

- Campaign for Claremont McKenna College, ended June 30, 2013, raising \$635.1 million against a goal of \$600 million, which is the largest Campaign ever accomplished by a liberal arts college
- Prepared, executed, and refreshed College's strategic plan
- Hired 65% of the faculty as of 2013; funded a total of 37 new chaired professorships, 27 funded through the George R. Roberts Faculty Challenge Initiative, which raised \$63 million for professorships
- Largest gift for economics in higher education, \$200 million from Trustee and alumnus Robert Day, which established the Robert Day Scholars Program for undergraduates, and the Robert Day Scholars Program for a new Master's in Finance degree at the College; Department of Economics renamed the Robert Day School of Economics and Finance in recognition of this transformative gift
- Established three new research institutes: the Berger Institute for Work, Family, and Children; the Center for Human Rights; and the Financial Economics Institute
- Added leadership in the social sector (non-profit sector) to established mission of leadership in business, the professions, and public affairs; established the Henry R. Kravis Prize for Non-Profit Leadership in 2004 to recognize a non-profit organization or leader (or both) with exceptional impact in achieving its mission, including in the areas of education, health, and economic development; as of 2013, the prize has been awarded over eight years to nine recipients
- Expanded the depth and breadth of the College's global liberal arts education, including the addition of faculty expertise in international relations and comparative politics, languages, history, economic development, and other related areas; the establishment of the Center for Global Education to focus on off-campus study in the United States and abroad and post-graduate fellowships and started a new off-campus study semester program in Silicon Valley; and developed prototypes of international programs conducted by the College linked to the campus curriculum
- Funding each year of about 125 off-campus summer internships in the United States and around the world, with the majority of them carrying credit for a leadership development course
- Established the Center for Civic Engagement to support and enhance students' interest in public affairs and community service, whether at the local, state, national, or international level and to support students' sustainability efforts

- Established the Center for Innovation and Entrepreneurism to provide curricular and co-curricular support for students interested in both business and social sector entrepreneurial activities
- Expanded Claremont-Mudd-Scripps (CMS) athletics to include women's golf and women's lacrosse, and supported the program in winning the all-conference number one position in 11 of the last 14 years through 2013
- Shaped a class of greater academic preparation and geographical breadth, with student selectivity increasing with only 12 percent of the applicants for fall 2013 being admitted, and 64% of the students originating from outside California, including 21% from outside the United States; increased in Claremont residential enrollment from 2001 in the 1999-2000 year to 1152 in the 2012-13 year
- Maintained need-blind admission policy for all domestic students, and established several new scholarship programs: the Seaver Scholars for the most outstanding students in the entering class, and the Interdisciplinary Science Scholarship program for students who have high financial need and are majoring in both a science and a non-science major; established the Robert Day Scholars Program (see above); established the BGI Fellows program for students planning a career in asset management.
- Received approval of Master Plan from City of Claremont and adopted an approved list of master planning principles and adopted a LEED standard of best practices for all new construction
- Entered into a contract for the purchase of 40 acres of land to the east of the current campus from the Claremont University Consortium, to be used for playing fields and parking
- Expanded the physical campus to include: 400 Claremont Boulevard (houses alumni relations, development, and public relations); the Crown Residence Hall (a Silver LEED building); the Bizantz Family Tennis Center; the Kravis Center (a Gold LEED building); and the planning and funding of the new Roberts Pavilion (these new buildings have won architectural and building awards)
- Accomplished extensive renovations of the North Quad residence halls, Auen and Fawcett Towers, the Athenaeum, and the North Mall

Dean, Duke University School of Law, July 1, 1988, to June 30, 1999

Major Accomplishments

- *US News and World Report* ranking as a top 10 law school for all 11 years as Dean

- Prepared and executed two five-year strategic plans
- Completed the first capital campaign for the law school; completed 50% of a second capital campaign (ending in December 2003)
- Conducted vigorous alumni relations program, including alumni chapters throughout the United States, Asia, and Europe
- Built interdisciplinary strengths through faculty appointments (both law school only and joint university appointments) and established new centers or programs in public law, national security, global capital markets, intellectual property, and environmental studies
- Greatly expanded graduate studies for international students, in particular, both master of laws and doctor of laws degrees
- Established combined juris doctor and master of laws degrees (international and comparative law); multiple student exchange programs; and internships
- Established two new international programs, one in Geneva, Switzerland, and one in Hong Kong
- Established pro bono office for students, community outreach programs, and the AIDS legal clinic
- Established three new law journals: *Duke International and Comparative Annual* (renamed *Duke Journal of International and Comparative Law*); *Duke Environmental Law & Policy Forum*; *Duke Journal of Gender Law and Policy*
- Established law school as a leader in integration of law library and academic computing
- Completed a new building addition and remodel of the law library

University Service

- Deans Council (meets with President and Provost), 11 years
- Decanal representative to President's Advisory Committee on Resources, 4 years
- Decanal representative to Ad hoc Committee on Academic Budgeting, 1 year
- Decanal representative to Reappointment Review Committee of Chancellor of Duke University Medical Center
- Decanal representative to Fuqua Business School Dean's Search Committee
- Decanal representative to Special Advisory Committee to the President (strategic issues and planning), two years
- Member of the planning committee to establish the Duke University Center on Genomics, Ethics, Law and Public Policy, two years

Academic Appointments

Claremont McKenna College

- Trustee Professor of Legal Studies and George R. Roberts Fellow, since July 1, 2013
Senior Fellow, Kravis Leadership Institute, since July 1, 2013
- Professor of Legal Studies, July 1, 1999 to June 30, 2013

Duke University School of Law

- Professor of Law, 1981-1999
- Associate Professor of Law, 1978-1981
- Assistant Professor of Law, 1975-1978

Duke University Faculty Service

- Chair, University-Wide Faculty Senate, 1988
- Chair, University Faculty Compensation Committee, 5 years

UC-Berkeley

- Faculty Affiliate, Center for Studies in Higher Education

Visiting Appointments

- University of San Diego, Visiting Professor of Law, Summer 1981
- University of Virginia, Visiting Associate Professor of Law, Fall 1980
- University of Colorado, Visiting Associate Professor of Law, Summer 1980
- University of Michigan, Visiting Assistant Professor of Law, Fall 1977
- Washington University, St. Louis, Missouri, Visiting Assistant Professor of Law, Summer 1977

International Teaching

- Faculty, Seminar in International Trade, Vietnam Ministry of Trade, Hanoi, Vietnam Spring 1997
- Faculty, Duke Summer Institute in Transnational Law, ISS Centre, Copenhagen, Denmark (International Tax Treaties), Summer 1988
- Faculty, Seminar in American Law and Legal Institutions, The Salzburg Seminar, Salzburg, Austria (U.S. Trade Law and U.S. Investment Policy), Summer 1986

- Founder, Director, and Professor of Law, Duke Summer Institute in Transnational Law, University of Copenhagen, Copenhagen, Denmark (International Taxation and European Economic Community), Summer 1986
- Lecturer, Summer Program in American Law, Jilin University, Changchun, People's Republic of China (International Investment), Summer 1985
- Visiting Professor of Law, Institute of International and Comparative Law (sponsored by the University of San Diego), Paris, France (International Business Transactions), summer 1982

Guest Lectures

- Lecturer for eight weeks on Bilateral Income Tax Treaties, Internal Revenue Service, Washington, D.C., Fall 1985

Private Practice

- Associate, Robinson, Bradshaw & Hinson, P.A., Charlotte, N.C., 1973-75
- Associate, King & Spalding, Atlanta, Georgia, 1975

Professional and Academic Associations and Committees

Elected Memberships

- American Law Institute, since 1980
- Council on Foreign Relations, since 1989
- Pacific Council on International Policy, since 1999
- Society of International Business Fellows, since 1991
- American Bar Foundation Fellow, since 1991
- International Women's Forum, since 1992; President, North Carolina Chapter, 1995-1999
- The Trusteeship, since 1999 (California)

Boards

- Board of Trustees, Council on Foreign Relations, since 2010. Member of the Membership Committee, since 2009, and National Committee, since 2010
- Board of Trustees, Claremont McKenna College, 1999-2013
- Board of Trustees, Claremont University Consortium, 1999-2013
- Board of Trustees, Southwestern Law School, 2008-2013

- Board of Directors, Institute for International Education of Students, since 2005
- Board of Trustees of the Committee for Economic Development, since 2003
- Board of Directors, Academic Search Consultation Service, 2000-2006; Vice Chair, 2004-2006
- Board of Governors, Center for Creative Leadership, 1998-2004
- Board of Directors, First Union National Bank (regional), 1994-1999
- Board of Directors, Research Triangle Institute, 1992-1997

Bar Associations and Committees

- American Bar Association, 1973-1982, and since 1988
- Admitted to Georgia State Bar in 1973 and remained a member through 1982
- Admitted to North Carolina State Bar in 1974 and have remained a member since then
- Member, Standards Review Committee, Legal Education Section of American Bar Association, 2002-2006
- Member, Commission on Status of Women in the Legal Profession, and chair of the Committee on Types of Practice and Compensation Issues, North Carolina Bar Association, 1990-1993
- Member, Standing Committee on Lawyers' Public Service Responsibility, American Bar Association, 1989-1991
- Member, Bench Bar, Law School Liaison Committee of North Carolina bar Association, since 1988
- Committee on Affiliated and Related Corporations, Tax Section of American Bar Association, 1979-1982
- Committee on Corporate Stockholders Relationships, Tax Section of American Bar Association, 1978-1982

Professional and Academic Associations and Committees

- Member, Deloitte Women's Initiative External Advisory Council, 2003-2012
- Member, Forum on the Future of Higher Education, since 1999
- Southern California Intercollegiate Athletic Conference (SCIAC), Chair, 2010-2012
- American Council on Education (ACE), Board of Directors, 2008-2011
- US-UK Higher Education Forum, and chair Working Group on Mobility of

- Students, Faculty and Staff, 2010 and 2011 (see *US-UK Higher Education Policy Dialogue, Windsor Castle Report*, November 2011)
- NCAA Division III Presidents Council, 2005-2009
 - Association of Independent California Colleges and Universities, member of the Executive Committee, 2000-2008
 - California Chamber of Commerce, Board of Directors, 2000-2001
 - American Bar Association, Section on Legal Education, Committee on Law School Development, 1997-1999
 - American Law Deans Association, Board of Directors, 1997-1999
 - Association of American Law Schools, Committee on Electronic Publication of Legal Scholarship, Chair, 1999-2001
 - Association of American Law Schools, Section on Deans, 1998-2000, Chair, 1999
 - Association of American Law Schools Executive Committee, 1997-2000
 - American Bar Association Committee on Graduate Legal Education, 1995-2000
 - Association of American Law Schools and American Bar Association, Member of Special Commission on Financing of Legal Education: Balancing Mission and Resources, 1993-1998
 - American Bar Association, Section on Legal Education, Chair, New Deans Workshop, February 1992
 - Association of American Law Schools, Member of Accreditation Committee, 1992-1995
 - Association of American Law Schools, Member of Committee on Status of Deanships, 1989-1992 (wrote a book publication on law school deaning)
 - American Law Institute, Consultant, Federal Income Tax Project: United States Income Tax Treaties, 1988-1991
 - Council on Foreign Relations, Member, Selection Committee for International Affairs Fellows, 1987-1991
 - Internal Revenue Service, Committee on Continuing Professional Education, Board Member, 1985-1988
 - International Fiscal Association, Member since 1981, and Member of Council, 1984-1988
 - Association of American Law Schools, Tax Section Chair 1984-1985; Member, Tax Section Executive Committee, 1981-1985
 - American Association of University Professors, Member, Tax Committee, 1977-1989

Grants, Fellowships, and Awards

- 2013 A. Kenneth Pye Award for Excellence in Education, Duke University School of Law
- 2013 Distinguished Service Award, Southern California Intercollegiate Athletic Conference (SCIAC)
- 2004 Award of Distinction, Women of Achievement, YWCA San Gabriel Valley, California
- 1999 Governor of North Carolina Award for outstanding service
- 1989 Woman of the Year, NC Association of Women Attorneys
- International Affairs Fellow, Council on Foreign Relations, 1984 (during the fellowship, I spent January-July 1984 at the Office of U.S. Trade Representative and August- December 1984 at the Fiscal Affairs Department, International Monetary Fund)
- Research Council Grant, [Duke University](#), 1981-1982 (international tax research)
- Faculty Course Development and Research Grant from Canadian Studies, Summer 1982 (international tax research)
- Research council Fellowship, [Duke University](#), Summer 1980(research grant for purposes of preparing a paper on the topic of problems in choosing the appropriate tax unit)
- Faculty Course Development and Research Grant from Canadian Studies and Quebec Studies, Summer 1979 (comparative tax research of the United States, Canada, and the Province of Quebec)
- Economics Institute for Law Professors, Law and Economics Center, University of Miami School of Law, Summer 1976

Higher Education Accreditation, External Review Committees, and Visiting Committees:

Committee to Visit the Harvard Law School, 2003-2009

Advisory Committee to the Chancellor, University of Southern California at Riverside, to Develop a plan for a new law school, 1999-2000

Provost's External Review Committee, University of Southern California, 2000

Provost's External Review Committee, Emory Law School, 1998

American Bar Association, Section on Legal Education, and Association of American Law Schools, site evaluators for reaccreditation: University of Pennsylvania Law School, 1989 ; Georgetown University Law School, 1990; New York University Law School, 1993; New York University Law School, 2001

Examples of Speeches and Presentations:

ACE Annual Meeting, panelist on Higher Education and Legal Developments, March 2013.

ACE Regional Women's Leadership Forum, "Legal and Risk Management Issues: What an Effective Leaders Needs to Know," February 2013

Presentation to Headmasters of Country Day Schools, "Aspects of American Higher Education," June 2012

Presentation to the Asia Society of Hong Kong, March 2008, "Perspectives on Human Capital, Higher Education and China"

Presentation at Forum for the Future, October 2007, "Higher Education Trends and Risks: A Liberal Arts College View"

Forum on Effective University Leadership, sponsored by Wake Forest University and the Center for Creative Leadership, September 2004, "Crisis in Waiting: A Future Challenge for University Presidents"

Los Angeles Rotary Club, September 28, 2001, "Higher Education and Globalization"

Tammasat University, Bangkok, Thailand, June 26, 2001, "Higher Education and Globalization"

Asia Society of Hong Kong, June 21, 2001, "United States Foreign Policy and Globalization: Perspectives from Washington, D.C., California, and U.S. Higher Education"

American Bar Association, Section on Legal Education, Dean's Workshop, February 16, 2001, "Relationship Between Presidents and Deans in Universities"

CASE District VII, San Diego, November 30, 2000, "President's Perspective on Alumni Relations"

Convocation, Grinnell College, September 7, 2000, "Leadership Opportunities for Liberal Arts Colleges"

American Council on Education Fellows Workshop, San Diego, February 2000, "President's Perspective on Fundraising"

Publications:

Books and Book Supplements:

Corporate Taxation and Taxation of Partnerships and Partners (with D. Kahn) (West Publishing Co. 1979) (approximately 1200 pages)

Corporate Taxation and Taxation of Partnerships and Partners (with D. Kahn) (West Publishing Co., 2d ed. 1984) (approximately 1200 pages)

Corporate Taxation and Taxation of Partnerships and Partners (with D. Kahn) (West Publishing Co., 3d ed. 1989) (approximately 1200 pages)

Supplement to Corporate Taxation and Taxation of Partnerships and Partners (with D. Kahn) (1981, 1983, 1987, 1988, and 1991)

Report of the AALS Special Committee on the State of the Law School Deanship, Law Deanship Manual (with other committee members) (November 1993)

Articles:

"Taxation of Stock Rights and Other Options: Another Look at the Persistence of *Palmer v Commissioner*," 1979 Duke L.J. 911

"Abandoning Marital Status as a Factor in Allocation Income Tax Burdens," 59 *Texas L. Rev.* 1 (1980)

"The Concept of an Independent Treaty Foreign Tax Credit," 38 *Tax L. Rev.* 1 (1982)

"US Report, Tax Avoidance/Tax Evasion," LXVIIIa *Cahiers De Droit Fiscal International* 333 (1983) (with J. Bischel & S. Klein)

"The Earned Income Deduction: Congress's 1981 Response to the 'Marriage Penalty' Tax," 68 *Cornell L. Rev.* (1983)

"Proceedings of the Univ. of San Diego Corporate Tax Conference, Miscellaneous Foreign Provisions," 22 *San Diego L. Rev.* 257(1985)

"Taxation of Capital Income under Three Tax Reform Plans," *Tax Notes* 187 (Jan. 14, 1985)

"Compensation Standard for Expropriation," 32 *Colum. J. Transnat'l Law* 615 (1985)

"Neutral Taxation of Capital Income: An Achievable Goal?," *Law & Contemp. Probs.* 77 (1985)

"The U.S. Bilateral Investment Treaty Program," *21 Stan. J. Int'l L.* 373 (1985)

"Foreward: Issues in Extraterritoriality," *50 Law & Contemp. Probs.* 1 (1987)

"What Has Happened to the Tax Legislative Process," *86 Mich. L. Rev.* 1196 (1988)

"Globalization and Its Impact on Legal Education," *30 Int'l Society of Barristers* 414 (October 1995)

"Facing the Challenges of a Turbulent Economy." *The Presidency*. The American Council on Education's Magazine for Higher Education Leaders. Vol. 12, No. 1 (Winter 2009)

Book Reviews:

"Tax Planning for Educators 1987 and 1987 Tax Guide for College Teachers," *74 Academe* 50 (1988)

Miscellaneous Commentary:

"Corporate Taxation" Workshop on Teaching Federal Taxation 10 (Assoc. of American Law Schools, 1981)

"Tax Case Raises Major Issues of Federalism, Jurisdiction" (*South Carolina v. Regan*), Preview of U. S. Supreme Court Cases at 23 (October 7, 1983)

"Percentage Depletion Deductions under the 1975 Tax Reduction Act" (*Commissioner v. Engle; Farmer v. United States*), Preview of U. S. Supreme Court Cases at 45 (October 14, 1983)

"The Westinghouse Case: When Do State Taxes Impermissibly Burden Interstate Commerce?" (*Westinghouse Electric Co. v. Tully*), Preview of U. S. Supreme Court cases at 85 (October 28, 1983)

"Are American Citizens Working for the Panama Canal Commission Exempt from U. S. Taxation?" (*O'Conner V. United States*), Preview of U. S. Supreme Court Cases at 37 (October 17, 1986)

"The Deans' Roundtable: Encouraging Public Service" *N. C. Bar Q.*, Fall 1990

"Encouraging Public Service", *Duke L. Mag.* Winter 1992