LAW & TECHNOLOGY SYMPOSIUM

Evolving Landscape of Employment Law in the Era of Artificial Intelligence Symposium

NCCentral UNIVERSITY
Technology Law & Policy Center

OCTOBER 16
2025

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MESSAGE FROM **THE CHAIR**

Welcome to the Evolving Landscape of Employment Law in the Era of Artificial Intelligence Symposium

Dear Attendees,

Welcome to NCCU, I am excited and privileged to invite you to this year's AI in Employment Law Symposium. We are in an ever evolving time as it relates to AI and employment law. We are pleased to invite scholars, practitioners, policymakers, technologists, and students to present at the symposium aimed at offering an in-depth look at how AI is transforming the world of work and the legal frameworks that govern it.

This event is designed to address the critical legal, ethical, and regulatory challenges that arise as artificial intelligence becomes increasingly embedded in employment practices. It will further address that while employers have at their disposal many applications and automated solutions to help them with making employment decisions such as hiring, firing, promotion, or discipline; however, using these applications and automated solutions does not shield employers from potential violations of employment discrimination laws, such as Title VII of the Civil Rights Act of 1964, American with Disabilities Act, and the Age Discrimination in Employment Act, among others.

We have added to our Symposium this year a "works in progress" session designed to showcase students and recent graduates. We urge all to attend this lunchtime session, and specially request the experienced scholars to offer sage advice and feedback.

OUR DISCUSSIONS WILL INCLUDE:

* **Recent Landscape on Employment Discrimination Laws**
* **Bias and Discrimination in AI Algorithms**
* **Equity, Transparency, & Accountability in the Deployment of AI in employment**
* **Legal Risks & Compliance duties associated with AI-driven employment decisions**
* **Illegal Disparate Impact in the use of AI in employment decisions**
* **Bias Audits and Impact Assessments**

We are also especially excited to announce that Dr. Ifeoma Ajunwa will serve as the keynote speaker. Dr. Ajunwa is an award-winning law professor, author and the Founding Director of the A.I. and Future of Work Program. She is also one of the leading experts on the intersection of AI and employment law and is the Founding Director of the Artificial Intelligence Decision-Making Research (AI-DR) Program at UNC School of Law.

We are pleased to offer this exciting opportunity and we urge you to actively participate in the discussions and to network with new and existing colleagues. Your voice on this evolving area of the law is critical as we all learn to navigate in this new world of AI and employment law.

I look forward to seeing and interacting with you during the Symposium.

Warmest regards,

Professor David A. Green

AI & **EMPLOYMENT LAW**

INTRODUCTION

Overview: Evolving Landscape of Employment Law in the Era of Artificial Intelligence Symposium.

Hosted by the North Carolina Central University (NCCU) Technology Law and Policy Center (TLPC), this symposium delves into the transformative impact of AI in employment decision making, examining its profound implications for equity in employment decision, ethics, and law. As AI technologies evolve, they hold the potential to expedite and streamline employment processes, from hiring and performance evaluations to firing decisions. However, the integration of AI requires careful consideration of legal, ethical, and cultural contexts to ensure it is used in an equitable and transparent manner.

A key focus of this event is addressing employment law, EEOC directives and decisions as well as recent federal executive orders. Furthermore, it will focus on compliance, accountability, and transparency. We will discuss the evolving technology and its potential for disparate treatment and disparate impact on members of the marginalized community. By examining how AI can impact employment decisions, our panels will explore the necessary safeguards to ensure a responsible and inclusive workplace environment.

The symposium features leading experts from the fields of employment law and AI, as well as emerging scholars. Through a keynote address and expert panels, participants will gain valuable insights into how AI can impact employment decisions and the ever-challenging changes in the law that must be regularly monitored.

Join us for a deep exploration of how AI is reshaping employment decision and how we can ensure it does not lead to discriminatory practices and the tenets of civil rights laws remain in place.

KEYNOTE

DR. IFEOMA **AJUNWA**

Dr. Ajunwa is an award-winning tenured law professor and a graduate of Yale Law School and Columbia University. She is Associate Dean for Projects and Partnerships and the Asa Griggs Candler Professor of Law at Emory School of Law. She is also the Founding Director of the A.I. and Future of Work Program. Previously, she was a tenured professor at UNC School of Law and the Founding Director of the Artificial Intelligence Decision-Making Research (AI-DR) Program at UNC Law. She was a Fellow at Harvard University in 2016 and has been a Faculty Associate at the Berkman Klein Center at Harvard University since 2017. She is also a Fellow of the Yale Law's ISP. Dr. Ajunwa is a 2019 recipient of the NSF CAREER Award, and a 2018 recipient of the Derrick A. Bell Award from the Association of American Law Schools (AALS). She earned tenure in the Labor Relations, Law, and History Department of Cornell University's Industrial and Labor Relations School (ILR) where she received the Junior Faculty Champion Award from Cornell University. She has worked as advisory board member or consultant with Fortune 500 tech companies.

Dr. Ajunwa's research interests are at the intersection of law and technology with a particular focus on the ethical governance of workplace technologies. Her research focus is also on diversity and inclusion in the labor market and the workplace. Dr. Ajunwa's forthcoming book, The Quantified Worker, which examines the role of technology in the workplace and its effects on management practices as moderated by employment law will be published by Cambridge University Press. Ajunwa is a Founding Board Member of the Labor Tech Research Network which is an international group of scholars committed to the research of the ethics of AI used in the workplace and for labor. She has also previously served as a Board member for the Institute for Africa Development (IAD) and for the Cornell Prison Education Program (CPEP). Dr. Ajunwa's scholarly articles have been published or are forthcoming in both top law review and peer reviewed publications. She has been published by the following law publications: the Yale Law Journal, The California Law Review, Northwestern Law Review, the Georgetown Law Journal, Cardozo Law Review (twice), Fordham Law Review, Indiana Law Journal, The Harvard Journal of Law and Technology, the Berkeley Journal of Employment and Labor Law, the North Carolina Law Review, etc. She has been invited to testify before the U.S. Congress (Committee on Education and Labor), governmental agencies such as the Consumer Financial Protection Bureau (the CFPB), the Equal Employment Opportunity Commission (the EEOC), and has served as a keynote speaker at several national and international conferences. Ajunwa is currently a Contributor for Forbes. Her writing has also been published in other media such as the NY Times, the Washington Post, the Atlantic, the Harvard Business Review, the ACLU Blog, etc. Dr. Ajunwa earned a Ph.D. in Sociology at Columbia University in the City of New York (emphasis on Organizational Theory and Law and Society) where she was a Paul F. Lazersfeld Fellow. Prior to graduate school, she also earned a law degree from the University of San Francisco School of Law where she received the AAUW Selected Professions Fellowship and the Frank C. Newman Fellowship. She completed her undergraduate degree at the University of California, Davis where she was a McNair Scholar.

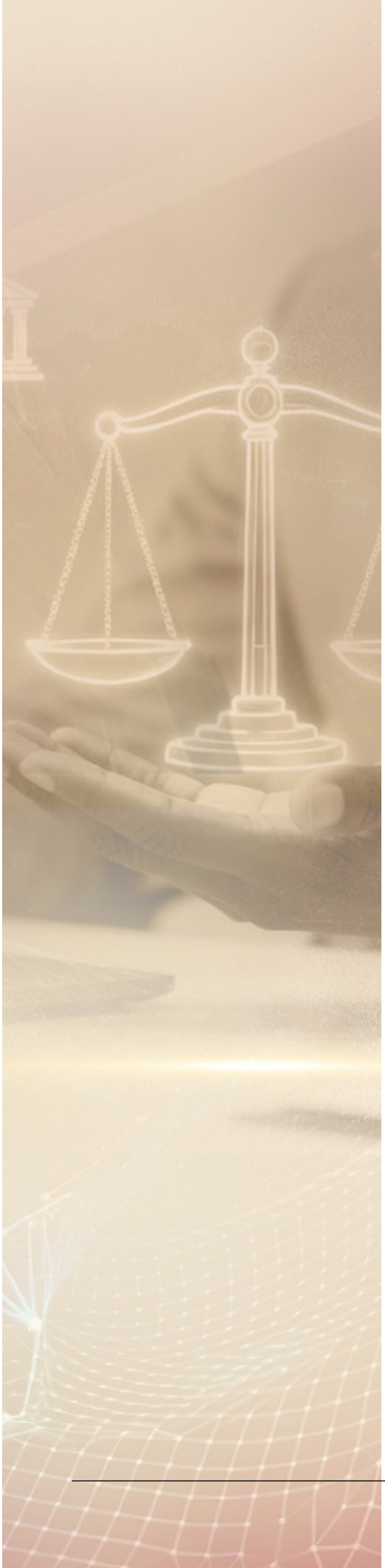
THE EVOLVING LANDSCAPE OF EMPLOYMENT LAW **IN THE ERA OF ARTIFICIAL INTELLIGENCE**

THURSDAY, OCTOBER 16, 2025

NORTH CAROLINA CENTRAL UNIVERSITY SCHOOL OF LAW

SYMPOSIUM AGENDA

9:30-9:40am	**WELCOME & OPENING REMARKS (DEAN)**
9:40-10:40am	**KEYNOTE SPEAKER INTRODUCTION AND ADDRESS** Dr. Ifeoma Ajunwa **ROOM 202** *(Introduction David Green)*
10:40-11:00am	**BREAK**
11:00-12:15pm	**PANEL #1:** Employment Discrimination Law and EEOC **ROOM 202** *(Moderators Savaun Perry & Brett Jackson)* **JAKE EFFODUH** - Algorithmic Management and the Principle of Good Faith in Employment Law **JON GARON -** Identity, Autonomy, and Agency When Adopting an Artificial Persona **MARCIA NARINE WELDON** - Beyond Bias: AI Agents, Legal Personhood, and the Transformation of Employment Law
12:15-12:30pm	**PICK UP LUNCH** (Second Floor)
12:30-1:30pm	**WORKING LUNCH**: Scholarship Work-in-Progress Concurrent Sessions **ROOMS 200, 201, & 205** *(Moderators Ashley Hilliard & Katelyn Riddle)*



	AMINAH GHAFFAR-FULP - Invisible No More: Investigating the Intersection of MMIW, Data Sovereignty, and AI in the Face of Anti-DEI Legislation and Tribal Sovereignty Challenges **KAMILAH KENNEDY** - A Suit of Armor Around the Workplace: Disparate Impact in the Age of AI **JALYN ESPINOZA** - Her Body, Their Data: Period Tracking and the Fight for Digital Rights
1:30-2:00pm	**BREAK**
2:00-3:15pm	**PANEL #2:** Compliance, Accountability, and Transparency **ROOM 202** *(Moderators Stephen Valentine & Randall Hazard)* **JADE BROWN -** ChatGPT and Access to Justice for Pro Se Tenants **GABRIELLE REJOUIS** - When Audits are not Enough **DR EREZI OGBO-GEBHARDT**- "Minding the Gaps: Data, Adoption, and the Quest for Equitable AI."
3:15-3:30pm	**BREAK**
3:30-4:45pm	**PANEL #3** Workplace Environment **ROOM 202** *(Moderators Hanna Amme & Kristien Teel)* **JOANNE SWEENY** - Gendered Workplace Cyberharrassment **MIRON CLAY GILMORE -** Visualizing the Enemy **JEREMY LOCKLEAR** - Bridging Generations: How AI Shapes the Multigenerational Workforce
5:00pm	**ADJOURN**

SPEAKERS

JADE BROWN

Jade Brown is an Associate Clinical Professor in the Civil Litigation & Justice Program at Boston University School of Law. As the founding director of the Consumer Economic Justice Clinic, she teaches lawyering skills to students and works with them to provide legal services to low-income clients. Her research focuses on access to justice and initiatives that bridge the justice gap for unrepresented individuals. During the pandemic, she launched a nationally recognized eviction defense project at BU Law, enabling students to help tenants draft responsive pleadings in eviction cases using the Massachusetts Defense for Eviction (MADE) online portal. Previously, she served as a staff attorney at Greater Boston Legal Services, where she practiced housing and consumer law.

DR. MIRON J. CLAY-GILMORE

Dr. Miron J. Clay-Gilmore is a postdoctoral research fellow at the Centre for Ethics and the Schwartz Reisman Institute for Technology and Society at the University of Toronto. He is the first Black philosopher to earn a Ph.D. from the University of Edinburgh. His research examines the racialized applications of artificial intelligence, big data, and predictive policing within broader regimes of counterinsurgency and state violence. Dr. Clay-Gilmore has published in AI and Ethics, Res Philosophica, American Philosophical Quarterly, and The Journal of African American Studies.

JAKE OKECHUKWU EFFODUH

Jake Okechukwu Effoduh is a tenure-track Assistant Professor at the Lincoln Alexander School of Law of the Toronto Metropolitan University in Canada. He teaches a range of technology law courses, including Critical Approaches to Data, Algorithms, and Science in the Law; Big Tech and Social Justice; and Technology Law and Society. With expertise at the intersections of international law, access to justice, and the use of artificial intelligence (AI) in legal processes, Effoduh has informed the regulatory frameworks and policy formulation on AI at the United Nations; the African Union; and for several countries, including the United States, Canada, Brazil, Kenya and Nigeria.

JALYN ESPINOZA

Jalyn Espinoza is a recent graduate of North Carolina Central University School of Law, where she earned her J.D. and a Certificate in Law & Technology. While in law school, she served as Class President and President of the Hispanic Latin Law Student Association, championing initiatives that supported first-generation and underrepresented students. Jalyn has gained a wide range of legal experience across both corporate and public settings. She worked with IBM's Intellectual Property Resource Center on data privacy and open-source compliance, supported GlaxoSmithKline's compliance and regulatory team, interned with Justice Allison Riggs at the North Carolina Supreme Court, and represented clients through NCCU's USPTO-certified IP Clinic. Her professional interests lie at the intersection of law, technology, and equity. Jalyn aspires to pursue a career in privacy, compliance, and intellectual property while also creating accessible legal services for women, minorities, and small business entrepreneurs.

JON M. GARON

Jon M. Garon is Associate Dean for Technology and Innovation and Professor of Law at Nova Southeastern University Shepard Broad College of Law, teaching Constitutional Law, Contracts, Privacy Law, Entertainment Law, IP Law and related courses. In leading the Technology and Innovation program at NSU Law, Dean Garon facilitates curricular and co-curricular education for students, faculty, alumni, and community partners on the ways in which technology impacts legal fields and pedagogy. Dean Garon supports NSU Law's efforts for continuing legal education for attorneys and judges, expanding experiential training for students, pedagogical and scholarship support for faculty, and an exploration of topics related to artificial intelligence, legal technology, intellectual property, cyber security, privacy, digital assets, and related fields. Dean Garon has published over 70 academic articles, books, and book chapters, and he has presented more than 300 programs. His most recent include Artificial Intelligence Law and Regulation in a Nutshell (West 2025); The Law of Digital Content (Am. Bar. Ass'n 2025) (editor and co-author); How AI, Metaverses, Crypto, and Cyber will Upend the 21st Century (Edward Elgar 2024); and Parenting for the Digital Generation. The Parent's Guide to Digital Education and the Online Environment (Rowman & Littlefield 2022). Dean Garon served as dean for NSU's Shepard Broad College of Law from 2014 to 2020. Prior to joining NSU Law in 2014, Dean Garon was the inaugural director of the Northern Kentucky University Salmon P. Chase College of Law, Law + Informatics Institute, serving from 2011 to 2014.

AMINAH GHAFFAR-FULP

Aminah Ghaffar-Fulp is from Pembroke, NC and member of the Lumbee Tribe. She is currently a 3L at North Carolina Central University. She has a Bachelor's degree from East Carolina University where she studied biology and competed as a track and field athlete. She still holds the school record in the heptathlon. She has a Masters in Physiology and Biophysics with a concentration in Integrative Medicine from Georgetown University. She is interested in practicing patent law and civil rights law. She developed an interest in IP after learning about biopiracy and the theft of Indigenous intellectual property for profit. She serves as a board member for Lillian's List, NC Stop Human Trafficking, Lead NC, and NC Missing and Murdered Indigenous Women Coalition. She continues to work as a Policy Director with 7 Directions of Service, an Indigenous led environmental justice organization.

KAMILAH KENNEDY

Kamilah Kennedy is an experienced ethics and legal compliance professional with more than seventeen years of expertise in investigations, employee relations, and workplace culture. Most recently, she served as a Senior Legal Investigator at Intel Corporation, where she specialized in EEOC/Ethics matters, policy enforcement, and navigating complex employment challenges. In that role, she led high-stakes investigations and partnered with leaders to build fair and accountable organizational practices.

Currently, Kamilah is pursuing her Juris Doctor at North Carolina Central University School of Law, Class of 2026. She serves as Program Director for the Women's Law Caucus, where she designs and executes programming to empower women in the legal profession. She is also Treasurer of the Hispanic Law Students Association (HLLSA), managing organizational finances to support community-building and advocacy initiatives. In addition, she tutors first-year students in Contracts, combining her professional background with a commitment to mentorship and academic success.

Her academic and professional interests focus on the intersection of employment law, compliance, and emerging technologies. She is currently developing scholarship on the use of artificial intelligence in employment decision-making, with a focus on disparate impact and anti-discrimination compliance.

JEREMY D. LOCKLEAR

Jeremy D. Locklear is a native of Pembroke, N.C. and a member of the Lumbee Tribe of North Carolina. He earned his Bachelor of Arts in Psychology from UNC, and went on to earn his J.D. degree from the North Carolina Central University School of Law. Jeremy began his professional career as a judicial Law Clerk to the Honorable Cheri L. Beasley at the Supreme Court of North Carolina. Following his clerkship, he has spent his career as a litigator whose practice focuses on representing businesses. He currently works in the Raleigh office of Parker, Poe, Adams, and Bernstein LLP, where he focuses his practice on representing employers on a wide range of labor and employment matters, including litigation defense, internal and administrative investigations, contract disputes, class action matters, and a wide range of other personnel issues, including Diversity, Equity and Inclusion. He has handled cases including wrongful termination, negligence, breach of contract, and alleged violations of Title VII, ADA, ADEA, FLSA, FMLA, NCWHA, and REDA in both federal and North Carolina state courts. Jeremy is actively involved in the North Carolina Bar Association and is currently serving the NCBA as a member of the Board of Governors, and Secretary of the Young Lawyers Division.

EREZI OGBO-GEBHARDT, PH.D.

Erezi Ogbo-Gebhardt, Ph.D. is an assistant professor of Information Science and director of Online and Extended Studies at North Carolina Central University's School of Library and Information Science. Her research focuses on the digital divides, user acceptance of technology, and the social impacts of technology on marginalized populations. Using mixed methods, Dr. Ogbo-Gebhardt explores questions at the intersection of digital inclusion and broadband policy, with a particular interest in how to effectively connect unserved and underserved populations, and how improved access and digital skills can empower underserved individuals and their communities.

GABRIELLE REJOUIS

Gabrielle Rejouis is a Senior Fellow at the Workers' Rights Institute at Georgetown Law (WRI) where she researches the intersection of race, labor, and technology. Prior to joining WRI, she organized the Tech Justice at Work working group at United for Respect. Gabrielle also managed the federal tech and antitrust policy portfolio at Color Of Change and co-organized the Color of Surveillance: Monitoring Poor and Working People conference for the Center on Privacy & Technology at Georgetown Law. She earned her JD from Georgetown Law and BA from the New Jersey Institute of Technology.

JOANNE SWEENY

JoAnne Sweeny is the Associate Dean for Intellectual Life and Professor of Law at the University of Louisville, Louis D. Brandeis School of Law. She teaches Lawyering Skills, Professional Identity Formation, and First Amendment Law. Professor Sweeny's current scholarship focuses on the intersection between feminist jurisprudence, freedom of expression, and emerging technology. She also co-edited "Free Speech and Incitement in the Twenty-first Century," recently published by SUNY Press.

MARCIA NARINE WELDON

Marcia Narine Weldon is the Director of the Transactional Skills Program at the University of Miami School of Law, where she teaches Compliance, Corporate Governance, Sustainability; Business Associations; and Business and Human Rights. She also teaches Ethics and Technology at the College of Engineering and Employment Law and Privacy in the Workplace in the Master of Legal Studies Program.

A former Deputy General Counsel, Chief Compliance Officer, Chief Privacy Officer, and divisional HR head at a Fortune 500 multinational, as well as former General Counsel of an AI startup, Weldon brings nearly 30 years of experience in regulatory compliance, employment law, and corporate governance to her academic and advisory work. She regularly counsels companies, founders, and boards on AI ethics, compliance, and governance, with a particular focus on employment and workplace impacts.

She has spoken and written globally on AI regulation and co-authored a 120-page article in 2004 on future-proofing artificial intelligence governance. She is also a contributing author to the forthcoming Carolina Academic Press volume Mastering Artificial Intelligence, with chapters on algorithmic discrimination and civil rights, and on employment law and AI systems.

Her current research examines how AI agents may disrupt foundational concepts in employment law, including agency, supervision, liability, and workplace safety. Recognized internationally as a thought leader in compliance and ethics, she has testified before Congress, served on the U.S. Department of Labor's Whistleblower Protection Advisory Committee, and been featured in leading media outlets worldwide.

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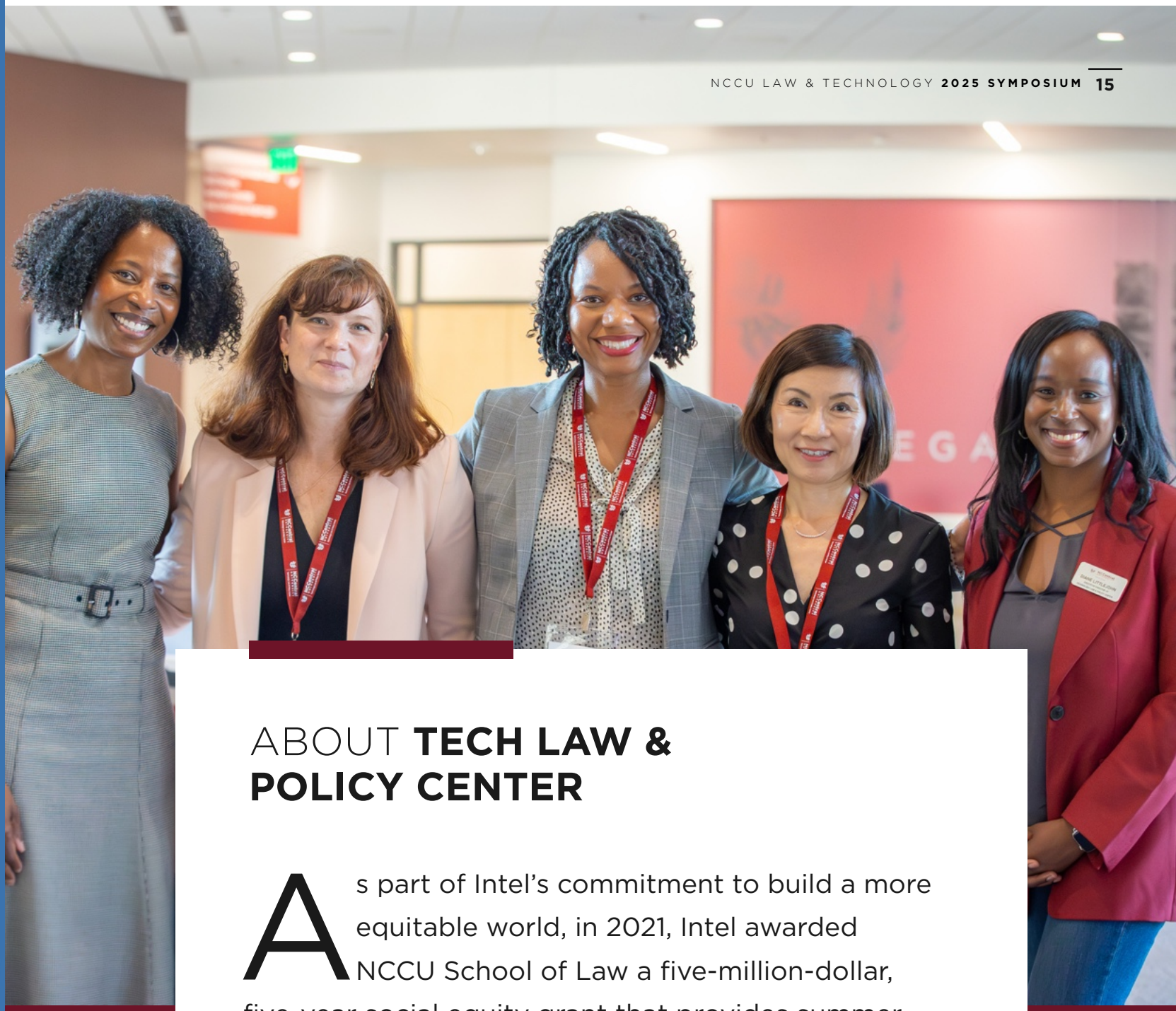
ABOUT **THE LAW SCHOOL**

North Carolina Central University School of Law was founded to provide opportunities for African Americans to become lawyers. Embracing our heritage, our mission is to provide high-quality, personalized, practiceoriented and affordable legal education to historically underrepresented students from diverse backgrounds to help diversify the legal profession. NCCU School of Law empowers its graduates to become highly competent and socially responsible lawyers and leaders committed to public service and meeting the needs of underserved communities. In fulfilling its mission, NCCU School of Law will help to create a more just society.



ABOUT **TECH LAW & POLICY CENTER**

As part of Intel's commitment to build a more equitable world, in 2021, Intel awarded NCCU School of Law a five-million-dollar, five-year social equity grant that provides summer internships for law students at Intel Corporation, mentoring, networking and scholarship opportunities for students. The grant also provided for the creation of the NCCU Tech Law and Policy Center.

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