SHULMAN ROGERS

Meredith "Merry" Campbell

Shareholder

T 301-255-0550

F 301-230-2891

E mcampbell@shulmanrogers.com

Meredith ("Merry") Campbell serves as a business advisor to local, national and global clients who look to her for counsel on managing their most important asset — their employees. Clients hire her because she successfully resolves workplace-related issues while helping them to maintain a positive and productive workplace. She often serves as outside General Counsel to her clients, advising on personnel matters and ensuring that her clients are up-to-date on compliance, training and other related issues. One long-term client said, *"Merry Campbell is hands down the most thorough, practical and knowledgeable attorney I've worked with – and I've worked with a lot of them."* And when there is a complaint or concern about potential inappropriate behavior, Merry helps investigate and respond with the goal of avoiding turning problems into tragedies.

Employers regularly praise Merry's "combination of knowledge and practicality" and appreciate her proactive advice on employment agreements and handbooks, workplace harassment issues, performance management, reductions in force, FLSA and wage/hour compliance, independent contractors, social media and other aspects of the employment relationship. Many clients have remarked on Merry's ability to not only give them sound advice but to also recommend the best implementation tailored to the specific work environment. One client notes, *"Merry is outstanding. When I became General Counsel, I ultimately replaced all existing counsel with the exception of Merry. I think that speaks volumes."*

BAR & COURT ADMISSIONS

District of Columbia

Maryland

U.S. Court of Appeals, 4th Circuit

U.S. District Court for the Western District of Michigan

U.S. Supreme Court

EDUCATION

Harvard Law School, J.D., 2001

Lehigh University, B.A., 1998, *Summa Cum Laude*

Merry provides sought-after workplace conduct and management trainings for companies. A recent attendee told her employer "*As I suspect you may know, I was not a fan of the past training we have had on this issue. By contrast, this year's session was really excellent. Meredith Campbell presented a lot of useful information … I particularly liked the session for managers, which had a lot of valuable advice about how to be a good manager, going well beyond the harassment issue*." Merry also drafts and revises handbooks and related policies as well as all other employment related documents. She regularly conducts workplace investigations where she uses her counseling experience to analyze the facts and circumstances of an allegation, providing impartial and thorough results and guidance on what to do next.

Perhaps more than anything, clients appreciate that Merry answers the phone. She treats her clients' problems as her own and is always responsive. As a client explained, Merry has been a *"calming counterbalance to the unknown. We appreciate that as soon as there is a change in regulations, she lets us know – and as soon as we have a question, she has an answer."*

She has delivered exceptional results for non-profits, as well as for manufacturing, technology, retail and service-provider employer-clients, including family-owned businesses, local and regional companies and national and multi-national corporations in all phases of employment law. When faced with equal employment claims, wage and hour issues, the protection of confidential and proprietary business information and the enforcement of restrictive covenants, Merry deftly resolves disputes outside of the courtroom – and, if litigation becomes necessary, she works in tandem with the Shulman Rogers litigation team to ensure clients receive the most zealous representation possible. A Chief People Officer client recently noted, "Merry is extraordinary as an attorney and partner. Her advice to me over the past (almost) twenty years has been invaluable. The members of Merry's team are also responsive and competent."

Merry's practice also includes representation of management in dealings with labor unions and the NLRB, representing employers with bargaining units ranging from a handful to hundreds of employees. She has helped clients defeat union campaigns and defend against ULPs, but she also understands that dealing with a union means creating a long-term relationship in which you need to know how to pick your battles. She works with companies across industries and work environments — including clients subject to the Service Contract Act (SCA) — and she negotiates collective bargaining agreements that allow her clients to maintain workplace harmony while preserving management rights.

After obtaining her law degree from Harvard and starting her career with an international law firm, Merry returned home to Montgomery County, Maryland. She is the Chair of the Shulman Rogers Employment and Labor Practice Group and of the Corporate Investigations, Governance and Risk Management Group, and is a member of the firm's Board of Directors. She has been quoted in BusinessWeek, The Washington Post and other respected publications and is a published author for Thomson Reuters. She was recently named to The Daily Record's 2024 Employment Law Power List.

Results

- Successfully defended an employer in a jury trial brought by the EEOC, where the EEOC claimed that a former employee was subject to a sexually and racially hostile environment. After a 7-day trial, the jury found in favor of Ms. Campbell's client and denied the EEOC's claims.
- Investigated allegation of workplace harassment and advised client on resolving concerns and minimizing liability.
- Persuaded the Department of Labor (DOL) to significantly reduce fines and settlement obligations assessed in connection with an FLSA audit.

- Successfully defeated harassment allegation on summary judgment that was affirmed on appeal to the Fourth Circuit Court of Appeals.
- Persuaded a federal court to dismiss a discrimination complaint on a motion to dismiss, meaning the client did not have to incur the expense of costly discovery in defending the claim.
- Successfully negotiated a collective bargaining agreement in a contentious situation where the union threatened, but did not implement, a strike.
- Represented management in a successful campaign to defeat a union election.
- Negotiated a complex CEO employment contract through which the organization was able to meet its goals and the new hire felt valued and excited to join the organization.

Recognition

- The Best Lawyers in America, Potomac, MD, Employment Law – Management; Labor Law – Management; Litigation – Labor and Employment, 2024-2027
- The Best Lawyers in America, Women in the Law, 2025
- Maryland Super Lawyers, 2025-2026
- Bethesda Magazine, Top Employment Law Attorney, 2023, 2025
- The Daily Record's Employment Law Power List
- American Bar Foundation, Fellow
- AV Preeminent Rated, Martindale-Hubbell
- Nation's Most Powerful Employment Attorneys, Human Resource Executive