University of Denver Ricketson Law Building 2255 East Evans Avenue, Office 415C Denver, Colorado 80208

EXPERIENCE – Academic Administration

CO-FOUNDER and ACADEMIC DIRECTOR Colorado Universities Innovation Council (CUIC), Denver, CO Ŭ

2020-present

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303-871-6301

Created state-wide consortium of universities focused on experiential learning, including:

- LINKED, in which cross-disciplinary student teams work on C-Suite level consulting projects for local businesses and non-profits.
- Workforce preparedness initiatives.
- Innovation and Entrepreneurship initiatives.

CHIEF INNOVATION OFFICER2017-2020EXECUTIVE DIRECTOR, PROJECT X-ITE2018-2020University of Denver, Denver, CO2018-2020

Developed portfolio of initiatives and experiments to improve the value of the university's curriculum for the next generation of students and their employers.

- Developed online and hybrid education strategy for university
- Started internal online program management office (OPM)
- Built framework for, and portfolio of, stackable certificate programs
- Created innovative, cross-disciplinary scholarly and curricular initiatives, including in Socio-Legal Studies, Critical Race and Ethnic Studies, Sustainability, Healthcare, Cybersecurity, and Artificial Intelligence
- Expanded cross-disciplinary, community and project-based learning (partner-funded)
- Facilitated faculty experiments with short-courses and bootcamps
- Proposed system changes to support cross-disciplinary work, including a new tuition flow policy, and changes to intra-university course marketing and registration
- Launched design thinking team, comprised of faculty, staff, and students
- Connected faculty from units across university for research and teaching projects, including through DU Connect online portal and Pop-Up Faculty Club events
- Served on Chancellor's Cabinet and Provost's Council

Served as Executive Director of Project X-ITE, a cross-disciplinary university entrepreneurship and innovation hub.

- Built and raised funds for programs to support students in all aspects of creating startup enterprises (for-profit and non-profit/social benefit)
- Significantly increased diversity and inclusiveness in entrepreneurship programs
- Started and raised funding for a student-led seed-level venture investment fund

EXPERIENCE – Academic Administration (continued)

DEAN, STURM COLLEGE OF LAW University of Denver, Denver, CO

Led law school with 150 employees, more than 900 students, and \$40M annual budget.

- Developed and implemented two successful, data-driven strategic plans, focused on experiential learning, specialization and excellence in high-demand areas of law, and strengthening ties to the Denver legal community
- Improved core metrics, including:
 - Bar passage (from 10.0% below state average to 7.4% above state average)
 - Employment results (from 47.3% to 80.9% US News rate)
 - Student-Faculty ratio (from 18.7:1 to 8.4:1)
- Developed and implemented successful strategy to improve reputation measures
 - US News Rankings:
 - From #88 to #67 overall rank
 - 5 specialty programs ranked in Top 15 (3 programs in Top 10)
 - Peer Assessment ranking from #74 to #51
 - Leiter Ranking for Faculty Scholarship: From unranked to #64
 - National Jurist/Pre-Law Rankings and Lists:
 - #1 in Most Promising Innovations in Legal Education
 - #10 in Best Schools for Practical Training
 - Listed in 25 Most Innovative Programs
 - Listed in 20 Most Innovative Law Schools
 - LSAC Award: 1st Place in Diversity Matters Award (2nd Place in prior year)
- Doubled scholarly output, and increased impact and audience for faculty scholarship
- Recruited top faculty, including from higher-ranked law schools
- Launched 4 successful new LLM programs and successful MLS program
- Created diversity and inclusiveness programs, including:
 - Nation's first associate dean for institutional diversity and inclusiveness
 - Yegge scholarship program for diverse students
 - Pipeline programs with local high schools and universities, and employers
 - o Started faculty salary equity project
- Led robust outreach efforts to engage alumni, bar, and academic communities
- Built mentoring program for all students during law school and for 2 years in career
- Reduced expenses 23% to sustainably reduce class size and maintain class quality and diversity during national decline in law school applications
- School admitted to Order of the Coif
- Active in ABA and AALS law dean groups, including leadership roles
- Oversaw successful ABA site visit and re-accreditation process
- Started \$1M endowed scholarship for first generation law students
- Raised \$53M, doubling the number of endowed scholarships for students, and set annual fundraising record for Denver Law, raising over \$10M in one year

EXPERIENCE – Academic Faculty

PROFESSOR OF LAW, STURM COLLEGE OF LAW

University of Denver, Denver, CO

- Specializations in Constitutional Law, Employment Law, and Higher Education
- Articles published in top law reviews, including Yale Law Journal, Georgetown Law Journal, Constitutional Commentary, and Journal of Legal Education
- Routinely in SSRN's Top 10% for downloads
- Online/hybrid teaching experience
- Regular presentations and appearances in major media outlets

EXPERIENCE – Legal Practice and Business

CHIEF LEARNING OFFICER

AltaClaro, New York, NY

- Experiential, online training for law firm associates
- Launched Whole Lawyer Development project

EQUITY PARTNER

Davis, Graham & Stubbs, LLP, Denver, CO

- Specialty in Employment Law at leading Denver-based corporate law firm
- Hiring Committee
- Diversity Task Force

LAW CLERK

Hon. David M. Ebel, U.S. Court of Appeals, 10th Circuit, Denver, CO

LEGAL AND HIGHER EDUCATION CONSULTING

Regis University, Anderson College of Business. Advised regarding declining market, vision, and dean search.

Tennessee Higher Education Commission. Topic confidential.

Pace University. Topic confidential.

Valparaiso University. Topic confidential.

University of the Pacific. Topic confidential.

University of Washington. Performed study of demand and feasibility for potential new law school in Tacoma, WA. Presented findings to stakeholders. [Link]

2000-Present

2020-Present

1992-2000

1991-1992

BOARD SERVICE

Institute for the Advancement of the American Legal System (IAALS) (2009-Present) [Link] Foundations for Practice Advisory Board (2020-Present) [Link]
Educational Testing Service (ETS), Legal Education Advisory Panel (2021-present)
Bailey Center for Family Enterprise, Advisory Board (2016-present)
Journal of Experiential Learning (Advisory Board) (2013-Present)
Law School Transparency (National Advisory Council) (2015-Present)

For Profit

AltaClaro Advisory Board (2020-Present) (experiential online education for attorneys) xMentium Advisory Board (2021-present) (smart contracting platform for lawyers) ParaScript LLC Board – Chairman (2015-Present) (pattern recognition software)

Service Concluded

Center for Legal Inclusiveness (2009-2016) Chief Justice's Commission on the Legal Profession (Colorado) (2010-2016) IAALS Educating Tomorrow's Lawyers (Founding Board Member) (2010-2018) IAALS Strategic Planning Committee (2022) Phil Weiser Attorney General Transition Team, Working Group Lead (2018)

PROFESSIONAL ASSOCIATIONS

American Law Institute (ALI)
Elected Member [Link]
Regional Advisory Group Member (Rocky Mt.)
American Bar Foundation, Fellow
Berkeley Center for Comparative Equality and Anti-Discrimination Law, Member
Yale Law Journal, Reviewer and Advisor

Service Concluded:
Association of American Law Schools (AALS)
Section for the Law School Dean (Co-Chair)
Nominating Committee, Curriculum Committee
Chief Justice's Commission on the Legal Profession (Colorado)
Educating Tomorrow's Lawyers, Founding Board Member
Colorado Women's College, Strategic Planning Advisory Board ("Brain Trust")
Startup Colorado, Advisory Board
Colorado Bar Association, Civil Rights Committee
Denver Bar Association, Labor Law Forum Committee
Thompson Marsh Inn of Court, Member
American Arbitration Association, Employment Advisory Committee
Journal of Experiential Learning, Advisory Board
Yale Law School Executive Committee, Regional Representative

HONORS AND AWARDS

Most Influential People in Legal Education (no. 4), National Jurist, 2015 On this list for 4 years. In Top 10 for three years. [2014 Link] [2015 Link] [2016 Link] [2017 Link]
IAALS Educating Tomorrow's Lawyers Award, 2016 [Link]
Robert B. Yegge Excellence in Teaching Award, Denver Law Stars, 2016 [Link]
Most Outstanding Dean, Denver Law Student Bar Association, 2010
50 for Colorado (leadership program), Colo. Assoc. of Commerce & Industry, 1999
100 Hour Club (pro bono award), Denver Bar Association, 1998
Outstanding Pro Bono Lawyer, Denver Bar Association, 1995

EDUCATION

YALE LAW SCHOOL, New Haven, CT YALE LAW JOURNAL, co-Editor-in-Chief [Link] YALE JOURNAL ON REGULATION, Editor John M. Olin Fellow

HARVARD COLLEGE, Cambridge, MA

B.A. magna cum laude, Economics, June 1987

ADMITTED TO PRACTICE

U.S. Supreme Court, 2008

U.S. Court of Appeals, Eighth Circuit, 1996

U.S. Court of Appeals, Tenth Circuit, 1993

U.S. District Court: District of Colorado, 1993 Colorado, 1993

COMMUNITY SERVICE

Colo. Attorney General, 2018-19 Transition Team Lead Phil Weiser for Colorado Campaign, General Counsel ACLU, Pro Bono Cases Denver Bar Association Thursday Night Bar, Pro Bono Cases Mi Casa Resource Center for Women, Lecturer We the People (constitutional law competitions for high school students), Judge Close Up (government education for high school students), Appellate Presenter Colorado Academy Moot Court Team, Coach Year One Youth Challenge Program, Youth Mentor Washington Park and Denver Soccer Associations, Coach Angel Flight West (fka Air Life Line), Medical Transport Pilot Civil Air Patrol, Search and Rescue Pilot

J.D., June 1991

OTHER SKILLS AND INTERESTS

Pilot: Air Transport, Multi-Engine, Instrument and Flight Instructor ratingsDesign Thinking (Stanford d. school Teaching and Learning Studio, June 2019)Proficient in FrenchOutdoor activities, including hiking, skiing, and fishingExtensive professional and personal travel in Europe, Asia, Latin America, and Africa