PROFESSIONAL EXPERIENCE

THE UNIVERSITY OF ARIZONA, OFFICE OF THE GENERAL COUNSEL Vice President and Deputy General Counsel, July 2021 to Present Deputy General Counsel, May 2014 to July 2021 Associate General Counsel, September 2013 to May 2014

Responsible for the full range of legal matters relevant to a large, public, R1 university, with an academic medical center, NCAA Division 1 athletics, and an international and online presence, including:

- Providing legal advice and general counsel to senior university leadership and administration
 regarding a diverse array of matters across the entire University of Arizona enterprise,
 including international matters, student and employment-related issues, real estate, contracts
 and transactions of all kinds, information security and IT-related matters, legislative relations,
 public records, First Amendment and campus speech issues, academic freedom, research
 compliance, accreditation, trademark, copyright and IP, campus safety and security, athletics,
 compliance, and FERPA, among many other areas.
- Closely collaborate with the Senior Vice President for Legal Affairs and General Counsel in managing and overseeing the Office of the General Counsel, including personnel, budgets, managing outside legal counsel, and other administrative matters.
- Serving as the key attorney in office providing legal advice and counsel to the University of Arizona Health Sciences regarding various issues, including a significant transaction and relationship with one of the largest healthcare networks in the country and addressing complex and diverse issues such as physician employment-related matters, contracts, GME and UGME issues, compliance, funds flow, and research-related issues among others.
- Serving as primary attorney for Arizona Board of Regents-related matters for the University of Arizona for a wide range of issues including system-wide policies and matters.
- Drafting, negotiating, and reviewing IGA's, ground leases, and other agreements for the continuing development of the Phoenix Biosciences Core as well as assisting in maintaining the cooperative and collaborative relationship with the City of Phoenix.
- Primary attorney for the university's international activities, including establishing microcampuses as well as international collaborations and programs.
- Served on the President of The University of Arizona's cabinet, 2020-2024.

ARIZONA STATE UNIVERSITY, OFFICE OF GENERAL COUNSEL Associate General Counsel, October 2004 to September 2013.

Responsible for a wide range of legal matters and issues that included:

- Transactional and administrative matters that included an extensive range of institutional
 contracts, such as real estate, procurement, IGA's, and various affiliation agreements,
 copyright and trademark matters, risk management issues such as environmental health and
 safety, research regulatory compliance, information technology issues, including information
 security and online education related matters.
- Legal advice and counsel regarding student and employment related matters, including Title
 VII, Title IX, ADA, ADEA, and FMLA issues and claims, successful defense of EEOC and OCR
 charges, establishment of institutional employment-related policies and procedures, including
 workplace behavior policies, campus safety and security matters, and implementation of
 institutional online training programs.

UNIVERSITY OF COLORADO, OFFICE OF UNIVERSITY COUNSEL Senior Legal Staff Associate Attorney, February 1999 to October 2004.

GLASMAN, JAYNES, McBRIDE & MUSGRAVE, L.L.P. Associate Attorney, 1993 to 1998.

PAGE 2

EDUCATION

THE UNIVERSITY OF COLORADO SCHOOL OF LAW Juris Doctor, 1993.

THE UNIVERSITY OF CHICAGO
Bachelor of Arts in Politics, Economics, Rhetoric and Law, 1990.

PROFESSIONAL LICENSES

Admitted to practice before the Arizona and Colorado State Bars and the U.S. District Court for the District of Colorado, with continuing Inactive Status in Colorado.

COMMUNITY AND PROFESSIONAL ACTIVITIES

- Volunteer for the National Association of College and University Attorneys in various roles, including election to the Board of Directors in 2023, serving as the 2022-2023 Chair of the Board Advisory Council on Diversity and Inclusion, 2020-2021 and 2023-2024 Membership and Member Services Committee co-Chair, planning coordinator for numerous workshops and presentations, and as a speaker or moderator on numerous presentations.
- Serving as part of keynote panel at 2022 National Association of College and University Attorneys Annual Conference.
- Author of article, "Force Majeure in the New Landscape of 2020" for Sep-Oct 2020 issue of Trusteeship Magazine.
- Co-presenter on panel regarding complex transactions at National Association of College and University Attorneys 2019 National Conference.
- Discussion Group leader for Academic Medical Centers segment at National Association of College and University Attorneys 2019 Annual Conference.
- Past president and member of Board of Directors of the Arizona Asian American Bar Association.
- Past member of board of directors for national non-profit gaming organization.
- Member of panel presentation at State Bar Association of Arizona Annual Conference concerning cost-effective mediations.
- Volunteer judge and instructor for ASU LEAD moot court program for high school students.
- Co-Editor, National Association of College and University Attorneys 2007 compendium on student risk management.
- Plenary session speaker, Arizona International Educators Conference, 2006.
- Member of panel presentation on in-house practice at State Bar of Arizona Employment and Labor Law Section 2006 Annual Fall Seminar.
- Moderator of panel presentation on immigration law issues at National Association of College and University Attorneys 2005 Annual Convention.
- Moderator of panel presentation on EEOC process and procedures at National Association of College and University Attorneys 2005 Employment Law Conference.
- Guest lecturer for various ASU Law and Higher Education sessions on employment and student related topics, 2004-2013.
- Member of the Law Alumni Board of Directors, University of Colorado, 2000-2004.
- Past president of the Colorado Asian Pacific American Bar Association, 1999-2000.
- Member of Boulder Inn of Court, 1993-2000.