



COLLEGE OF LAW

MELISSA D. MORTAZAVI

Second Century Presidential Professor of Law

melissa.mortazavi@gmail.com

ACADEMIC APPOINTMENTS

University of Oklahoma College of Law, Norman, OK

Second Century Presidential Professorship, Fall 2021-present

Professor of Law, Fall 2020- present

Associate Professor of Law, Fall 2015-2020

- Chair: Faculty Collaboration Center Building Project (2023-present); Chair, Accommodations Policy Committee (2023-present); Law Review Advisor, (2018-present); Chair, Curriculum Committee (2021); Chair Faculty Hiring Committee (2021); Chair: Provost Advisory Committee on Women's Issues (2020-2021); Chair: Covid Safer Committee Diversity Subgroup; Law School Diversity Liaison (2019-Spring 2022); Black Law Students Organization Faculty Adviser (2017-Spring 2022). Black Law Students Organization Faculty Adviser (2017-Spring 2022)
- Courses: *Torts, Professional Responsibility, Administrative Law, Agricultural & Food Law*

Associate Dean for Academic Affairs, July 2022-August 2024

- Oversaw staff of up to 22 people and five departments: Registrar; Faculty Support, IT, Building & Maintenance, and Deans Suite Office Reception
- Please see *infra* for specific projects and initiative

University of Colorado Law School, Boulder, CO

Visiting Professor of Law (Research residency), Fall 2021

Brooklyn Law School, Brooklyn, NY

Visiting Assistant Professor of Law, 2012-2015

- Courses: *Torts, The Legal Profession, Professional Responsibility*

EDUCATION

University of California, Berkeley School of Law, J.D., 2005.

Notes & Comments Editor, *California Law Review*; President, *American Constitution Society*; Vice President *Boalt Hall Women's Association*

- Honors: American Jurisprudence Award, Legal Ethics; Allen F. Broussard Fellowship; FLAS Fellowship (Farsi)

Cornell University, B.A. in Government & Theatre, 2001

- Honors: Magna cum laude; Distinction in All Subjects; Phi Beta Kappa; Conger Wood Fellowship; Cornell Alumni Scholarship; Cornell Ambassador
- Honors Thesis: **The Principle of Representation versus the Politics of Representation: India, Quotas, and Women**

FEDERAL JUDICIAL CLERKSHIP

The Honorable Beverly B. Martin

2006-2007

United States District Court, Northern District of Georgia

OTHER PROFESSIONAL EXPERIENCE

Debevoise & Plimpton LLP, New York, NY. *General Litigation Associate*, 2005-2006; 2007-2011

- Engaged in all aspects of commercial litigation, arbitration, and investigations in federal and state courts. Principal cases involved products liability, professional ethics and corporate governance, food and drug law, sustainable resource and energy management, and securities investigations.
- Challenged the detention of Guantanamo detainees in motions and submissions to district, appellate and Supreme Court. Briefed significant voting rights actions in the 2008 election.
- Legal Aid Society of New York Pro Bono Award 2007 & 2008, Diversity Committee; Litigation Mentorship Chair, Pro Bono Committee

Thompson & Stedler, Berkeley, CA. *Law Clerk*, Summer 2003

Prof. Steven Shatz, University of San Francisco Law School. *Research Assistant*, 2003

Los Angeles Unified School District, Los Angeles, CA. *Special Education Teacher*, 2002

BAR ADMISSIONS

California

New York

United States District Court of Southern District of New York

United States District Court of Eastern District of New York

HONORS/AWARDS

SERVICE & SCHOLARSHIP

- 2023 American Bar Foundation Fellow (peer nominated and selected)
- 2023 OU Trailblazer Award 2023 (afforded to one person annually selected from all 4 OU Campuses)
- 2022 Dean's Placement Award For Outstanding Faculty Scholarship
- 2022 Peer Nominated and selected to become a Fellow of American Bar Foundation
- 2021 PRESIDENT'S ASSOCIATES SECOND CENTURY PROFESSORSHIP (CAMPUS WIDE)
- 2020-2021 Dean's Institutional Impact Award
- 2021 Center for Academic Excellence NCFDD Fellow (CAMPUS WIDE)

- 2019 NOMINEE FOR THE FRED C. ZACHARIAS PRIZE FOR SCHOLARSHIP IN PROFESSIONAL RESPONSIBILITY
- 2019 Dean's Placement Award For Outstanding Faculty Scholarship (2)
- 2018 Citation by the American Law Institute in the Third Restatement of Torts
- 2018 Dean's Placement Award For Outstanding Faculty Scholarship

TEACHING

- 2023 GRADUATION FACULTY PRESENTER (STUDENT SELECTED)
- 2022 AALS TEACHER OF THE YEAR
- 2022 OUTSTANDING FACULTY MEMBER OU COLLEGE OF LAW (STUDENT SELECTED)
- 2021 CENTER FOR ACADEMIC EXCELLENCE NCFDD FELLOW (CAMPUS WIDE)
- 2021 CENTER FOR FACULTY EXCELLENCE FELLOWSHIP (CAMPUS WIDE)
- 2020 AALS TEACHER OF THE YEAR
- 2020 OUTSTANDING FACULTY MEMBER OU COLLEGE OF LAW (STUDENT SELECTED)
- 2016 COLLEGE OF LAW MERRILL TEACHING NOMINEE

SCHOLARSHIP

SCHOLARSHIP: LAW REVIEW PUBLICATIONS

Meat is Dead (in expedite process, accepted for publication by Drake L. Rev. 2025).

Old Macdonald Had a Lawyer (manuscript) (accepted for presentation at International Access to Justice Conference Sept. 2025).

The Elephant in the APA is a Lawyer (manuscript) (2025).

Should Clients Have the Right to Know What their Lawyers Believe? ____ OKLAHOMA L. REV. ____ (2025).

What Lawyers Could Learn from the Corporate Practice of Medicine, 77 Wash. Univ. J. L. & Pol. 212 (2025).

Torts & Personhood, 76 ARKANSAS L. REV. 4 (2024).

Where Neutrality Stop and Reality Begins: Why Selecting Class and Lead Counsel Without Considering Identity is Unethical, 74 UC HASTINGS L. REV. 1403 (2023).

Incivility as Identity, 2020 MICH. ST. L. REV. 939 (2020).

Institutional Independence: Lawyers and the Administrative State, 87 FORDHAM L. REV. 5 (2019).

Code of Silence, 5 CARDOZO L. REV. 40 (2019).

Food, Fracking and Folly, 50 ARIZ. ST. L. J. 2017 (2018).

Rulemaking Ex Machina, 117 COLUM. L. REV. ONLINE 6 (2017).

Tainted, 81 BROOKLYN L. REV. 1463 (2016) (cited in the 3rd Restatement of Torts).

Tort at Democracy: Lessons from the Food Wars, 57 ARIZONA L. REV. 929 (2015).

Blind Spot: The Inadequacy of Neutral Partisanship, 63 UCLA L. REV. DIS. 16 (2015).

A No-Fault Remedy for Legal Malpractice?, 44 HOFSTRA L. REV 471 (2015).

The Cost of Avoidance: Pluralism, Neutrality, and the Foundations of Modern Legal Ethics, 42 FLA. ST. U. L. REV. 1(2014).

Consuming Identities: Law, School Meals, and What it Means to Be American, 24 CORNELL J. OF L. & PUB. POLICY 1 (2014).

Lawyers Not Widgets: Why Private-Sector Attorneys Must Unionize to Save the Legal Profession, 96 MINN. L. REV. 1482 (2012).

Are Food Subsidies Making our Kids Fat? Tensions Between the Healthy Hunger Free Kids Act and the Farm Bill, 68 WASH. & LEE L. REV. 1699 (2011).

OTHER PUBLICATIONS

- Frankness & Civility, in *Encyclopedia of Lawyers' Ethics and Conduct* (Edward Elgar forthcoming 2026).
- Professional Codes, in *Encyclopedia of Lawyers' Ethics and Conduct* (Edward Elgar forthcoming 2026).
- Access to Justice, in *Encyclopedia of Lawyers' Ethics and Conduct* (Edward Elgar forthcoming 2026).
- *One Small Step for Lawyers, One Giant Step for Law?* JOTWELL (currently in editing process).
- *Seeing the Unseen: Procedural Solutions in Plain Sight*, JOTWELL (FEBRUARY 20, 2025).
- *A Radical Assertion*, JOTWELL (January 11, 2024).
- *Homogeneous Diversity*, JOTWELL (JUNE 6, 2022).
- *An Honor or a Curse? The Untold Story of Shortlisted Female Jurists*, JOTWELL (JAN 20, 2020).
- *Professional Responsibility as a Limitation on Executive Power*, JOTWELL (DEC. 6, 2018).

TEACHING

Courses Taught and Developed:

JD Large enrollment, core courses required by the College of Law:

Note: Content changed annually as the law changes

- Administrative Law (core menu course: new course materials annually), large section class with usually enrollments between 50-70 people, all grading done by the professor). Recent additions include:

- In the 2023 school year, pulled and edited and taught courses on major questions doctrine, yet to be incorporated into any course book.
- Fall of 2024: prepared new lectures, materials, videos, and notes, for more than 1/3 of the course, covering the new seminal cases of *Loper Bright, Corner Post, and Jarkey*.
- Applied assignments include:
 - Analysis of oral arguments of pending Supreme Court cases to reinforce understanding of live issues
 - stand up mock arguments to build our their understanding of core cases
 - review of pending rules up for public comment on government websites culminating in student submission of draft comments to the agency of their choice, with the assignment requiring analysis of the underlying statute and its applicability to the pending rule. Reviewed and provided specific comments on these drafts, they were submitted to actively aid in the regulatory process.
- Torts (core first year course, enrollments between 40-50, all grading, including mid-term and final essay exams done by the professor)
- Professional Responsibility (required for graduation and ABA certification: enrollments between 50-70, all grading done by the professor, includes multiple graded formative assessments including the creation of a privilege log and a waiver agreement)
- Online Professional Responsibility Summer 2020 (44 students, required for graduation and ABA certification, offered to meet the needs of students when our summer Oxford program was cancelled, changed all materials and format of the course to conform with internet based best practices, large modifications from law school norms included daily assignments and quizzes read and graded by professor with personalized feedback for each student)

JD Elective Courses and Advisory Teaching:

- Agricultural and Food Law (Enrollment between 16-35 students depending on format) Current iteration meets the graduation writing requirement:
 - a specialized look at legislation that spans the food system from seed to landfill
 - Fall of 2024, full course redevelopment. Finding no course materials that were sufficiently updated, selected, edited, and annotated all materials for the course.
 - ensured that all law being learned was current & at no cost to students
 - formative assessments varied and included three short response paper, one in-class presentation on a current legal issue, and a final paper
 - arranged 4 guest speakers including current head of USDA Stockyard & Packers Act division of antitrust.
- Graduating Writing Requirement Faculty Advisor: (consistently oversee 2-5 students graduation writing requirements annually: advisory role on this process requires meeting with the student at each stage of the writing process including research development, project conception, outline and research plan, draft reading and final editing. Work with each student to shepherd them through the publication process as necessary).
- Oklahoma Law Review Advisor: (60-75 students, oversee this flagship student publication including the general writing of students notes, annual symposium with academic invitees, and regular consultation with the executive board on issues as they arise).
- Moot Court Judging/Instructing: annual judge of multiple rounds of moot court competitions and work with students in practice settings, particularly on issues of Administrative law

Non-JD Courses:

- Administrative & Regulatory Law Online MLS course (3 credits in development): creation of all lectures and course materials pitched to a graduate student non-lawyer audience

RESEARCH PRESENTATIONS (SELECTED)

“The Elephant in the APA is a Lawyer,” Legal Ethics Schmooze Workshop, Texas A&M Law (2025).

“New Scholars Workshop.” American Association of Law Schools (2025) (*reader and commentator*).

“Owning Legal Practice.” International Legal Ethics Conference, Amsterdam (2024).

“One Rule: Truth and Lawyers,” Legal Ethics Schmooze Workshop, Denver Law (2023).

“New Scholars Workshop,” American Association of Law Schools (2023) (*commentator and organizer*).

“Where Neutrality Stop and Reality Begins: Why Selecting Class and Lead Counsel Without Considering Identity is Unethical,” Ethics in Complex Litigation Conference, UC Hastings (2022).

“The Politics of Practice,” International Legal Ethics Conference, UCLA (2022).

“Torts as Personhood,” New Scholarship Series, University of Tennessee (2022).

“Torts as Personhood,” Faculty Scholarship Colloquia (spring), University of Oklahoma (2022).

“Incivility as Identity,” Feminist Theory Workshop (Summer 2021).

AALS PR Section Summer Workshop Series (Selection Committee, Organizer and Moderator)(July 2020).

“Food Litigation and the Torts Paradox,” Georgia State Law School, Academy of Food Law and Policy Annual Conference (Dec. 2019).

“Challenges to Teaching Professional Responsibility” Southeastern Association of Law Schools (August 2019).

“Code of Silence,” University of Arkansas (March 2019).

“Institutional Independence: Lawyers and the Administrative State,” American Association of Law Schools (January 2019).

“Lawyers as Intermediaries” & “Code of Silence,” Melbourne University, International Legal Ethics Conference 8 (December 2018).

“Institutional Independence: Lawyers and the Administrative State,” Fordham Law School (October 2018).

“Regulatory Factions,” Harvard Law School, Academy of Food Law and Policy Annual Conference (October 2018).

“Socio-Technical Imaginaries of Food and the Paris Accords,” Arizona State University, Sustainability Conference (May 2018).

“Food, Fracking and Folly,” Oregon Law School (March 2018).

“Conspiracy of Silence,” UCLA School of Law, Legal Ethics Schmooze, (July 2017).

“Current Issues in Food Litigation,” Texas Bar Association Agricultural Law Conference (May 2017).

“Food, Fracking and Folly,” Arizona State University, Sustainability Conference (May 2017).

“Conspiracy of Silence,” Tulsa School of Law (January 2017).

“New Scholars Workshop,” American Association of Law Schools (January 2017) (*commentator and organizer*).

“Conspiracy of Silence,” University of Oklahoma College of Law, Junior Faculty Workshop (December 2016).

“Justice for Sale: Ethics and Lawyer Debt,” Southeastern Association of Law Schools (August 2016).

ADMINISTRATION & SERVICE

NATIONAL SERVICE

- Chair-Elect, Secretary, AALS Torts Section (2025-2026)
- Secretary, AALS Torts Section (2024-2025)
- Treasurer, AALS Torts Section (2023-2024)
- Chair, AALS Professional Responsibility Section (2022-2023)(50 year anniversary)
- Executive Officer, Chair Elect, AALS Professional Responsibility Section (2021-2022)
- Executive Officer, AALS Torts Section (2020-2023)
- Executive Officer, Secretary, AALS Professional Responsibility Section (2019-2021)
- Chairperson, Academy of Food Law and Policy (2019-2020)
- Board Member, Academy of Food Law and Policy (2017-2019)
- Executive Committee, AALS Professional Responsibility Section (2016-2019)
- Executive Committee, AALS Agricultural Law Section (2015-2017)
- Conference Committee, Academy of Food Law and Policy (2017-2019)
- Historic District Commissioner, City of Norman, OK (2015-2017)
- Judge, We the People Competition, Norman High School (2015-present)

OU SERVICE: LAW SCHOOL

- Clinical Faculty Hiring Committee (2025-2026)
- Code of Academic Responsibility: (R 2.36) Appeals Board (2022-present)
- Clerkship Committee (2022-present)
- Scholarly Enrichment Committee (2024-2025)
- ADA Accommodation Committee (2024-2025)
- Library Committee (2024-2025)
- Chairperson, Lou and Connie Miller Faculty Collaboration Center Committee (2022-2025)
- Member, Diversity Equity and Inclusion Working Group (2019-2024)
- Member, Ada Lois Sipuel Fisher Chair Search Committee (2021- 2022)
- Chair, Curriculum Committee (2020-2021)
- Chair, Faculty Hiring Committee (2020-2021)
- Covid 19 SAFER Working Group (2020-2021)
- Black Law Students Organization Faculty Adviser (2017-2022)
- Oklahoma Law Review Faculty Adviser (2017-present)(see courses above)
- Agricultural Law Society Faculty Advisor (2019-2022)
- Faculty Hiring Committee (2017-2018)

- Academic Disciplinary Committee (2017-2020)
- Curriculum Committee (2016-2017; ex-officio 2022-2024)
- Judge, ABA Moot Court Competition (ongoing)
- Judge, BOA Intra-school Negotiation Competition (ongoing)
- Judge, IP Moot Court Competition
- Ad-Hoc Faculty Committee on Portraits (2017-2019)
- Ad-Hoc Faculty Working Group on Goals/Strategic Plan (2017-2019)
- Ad-Hoc Faculty Working Group on Clerkships (2015-2017)
- Selection Committee OU College of Law, Awards and Scholarships (2015-2020)
- Code of Academic Responsibility Hearing Tribunal: Academic Misconduct (2015-16; 2022-2024)

OU SERVICE: MAIN CAMPUS

- Chairperson, University of Oklahoma Provost's Advisory Committee on Women's Issues (2020-2021)(member 2017-2020)
 - Successfully advocated for and attained institutional membership at OU to National Center for Faculty Development and Diversity (NCFDD) which affords campus wide benefits to all faculty and graduate students.
 - Ran a learning community of 8 faculty members from different departments throughout campus studying intersectional issues facing women of color academics in conjunction with campus wide PACWI service.
 - Currently overseeing committee focused in this year on four primary areas of concern: committee institutional structures, Covid 19 gendered impact, disparate impacts of tenure and promotion on female faculty particularly the gap between tenured associate to tenured full, and Family Medical Leave policies
- Law School Diversity Liaison (2019-2022)

OU LAW SERVICE OUTSIDE OF FORMAL COMMITTEES (ASSOCIATE DEAN WORK)

FUNDRAISING & FISCAL INITIATIVES

- Conceived of, proposed, launched, and successfully fundraised for the creation of the first ever (in the history of OU) crowdsourced capital campaign to create the Ada Lois Sipuel Fisher Chair in Civil Rights, Race, and the Law. Involved negotiating new donative instruments with OU Foundation and working closely with foundation staff.
 - Fully funded chair with over a \$1,100,000 endowment less than one year after launch
 - 75% of fund contributors were new first-time donors
 - Recruited and hired outstanding faculty member of color for position
- Oxford Scholars Program: Proposed, devised, and executed new recruitment program targeting high achieving in-state students that maximizes recruiting benefits while minimizing financial impact.
- Additional Fundraising: Collaborated regularly with events and development team on CLE programming presenting at Major Kuntz conference annually, recording videos for order of the Owl & giving day initiatives, attended major conferences for recruiting, hosted donors and alumni at sporting events and dinners.
- Using Fiscal Resources to Maximize Retention:
 - Salary Equalization Program: identified key high performing staff members who were paid significantly under-market or peers and successfully advocated for pay adjustments as well as, in one case, additional support staff person.
 - Advocated successfully for pay adjustment for maintenance staff to align with market rates to increase racial equity, address structural inequity, and retain staff.
 - Created and wrote proposal currently under review to waive parking permit fees for lowest earning staff as a means to acknowledge and address inequity issues.
 - Early Childhood Scholarship program: developed and proposed program to allow the children of faculty or staff under the age of 5 to receive scholarships to qualifying early childcare providers, thus rendering the choice to stay at the law school working during this particularly finite time of financial hardship economically viable

FACULTY SUPPORT AND DEVELOPMENT

- Finalized and Obtained Provost Approval for the first ever rank renewable term faculty promotion policy. 8 Professors have been promoted under this policy to date.
- Increased transparency between administration and faculty through creating the website repository as an appendix to the faculty handbook so new policies adopted by the faculty and administration can be found easily.
- Improved collegiality through emeritus equalization: Historically, only our tenure track faculty have received emeritus status. Upon petitioning to the Provost, was able to gain emeritus status for the first time for a renewable term member of our faculty.
- FMLA Reform: piloted for the first time a faculty service alternative to traditional FMLA accommodation.
- Reviewed faculty pay structures to ensure overload teaching was sufficiently and consistently compensated.
- Organized Faculty Meetings to rotate timing burdens more equitably. Sought an action-based model of meetings where information is disseminated in advance to maximize time for discussion. Asked the Dean to keep comments to the end.
- Chairperson, Lou & Connie Miller Faculty Collaboration Center: (ongoing) overseeing \$750,000 renovation of significant portion of the law school into a faculty facing collaboration center. Includes budget management, extensive stakeholder meeting and coordination to discern how a major donation should be used to renovate existing faculty library space. Employed a volunteer based committee structure to encourage broad and open participation. Successfully moderated competing interests. Project currently in build phase.
- Office Space Allocation: Concerted effort to catalog and equitably allocate space at the College of Law with an eye towards long term expansion of office space. **Successfully obtained architectural bids and funding to create 4 new faculty office spaces, which were completed in January of 2024.**
- Increase faculty profiles and morale through award nominations: successfully assembled submission package to support a senior professor for statewide award. Only non-administrator to receive this award.
- Sought and obtained approval from the Dean to create a full-time Visiting Assistant Professor position which is supporting a recent graduate of color's transition from practice to academia. Candidate successfully placed at in a tenure track position at a top 20 law school.
- Diversified adjunct faculty through interviewing and actively soliciting applications broadly from new parties. Directly mentored new professors from practice in the drafting of syllabi, course construction, exam writing, and provided in-class observation.

COLLABORATIVE ENDEAVORS WITH MAIN CAMPUS & COMMUNITY

- Worked closely with the Provost office and faculty to successfully draft and gain approval for the first rank-renewable term promotion policy for law school rank renewable term faculty
- Coordinating with Main Campus ADRC department regarding reasonable accommodation and articulation of what constitutes a “fundamental alteration” of the program.
- Met monthly with Vice Provost Sarah Ellis and order Associate Deans campuswide to identify with the Provost’s office pain points and potential solutions. Worked on strategy to respond to implementation of Gov. Stitt’s statewide executive order.

- Supporting our Federal Courts and Building Connections to the College of Law: Negotiated an MOU with the U.S. District Court of the Western District of Oklahoma to have OU Law be the court's regular emergency home and facility. These discussions also lead to a commitment for the 10th Circuit to sit in session at the College of Law.
- Coordinated, researched, and drafted guidance with Office of Legal counsel and EEO office to ensure legal compliance and clarity regarding hiring policies, committee composition, and appointment.
- Collaborating on professional identity formation with OU Medical school sharing of ideas and programs.
- Meeting with Office of Legal counsel to manage litigation risk and legal compliance for the College of law in both employment and student facing matters.
- Tulsa Race Massacre Centennial: in conjunction with main campus and community centennial organized panel of distinguished experts from nationally recognized organizations to discuss reparations.
- Supporting expanded pipeline initiative for public school students focused on low-income communities.
- Working closely with main campus building and facilities management to maintain and upgrade law school facilities.
- As chairperson of University of Oklahoma Provost's Advisory Committee on Women's Issues, presented committee's research and proposal reforming FMLA policies that led to OU's first ever paid family leave policy. Advocated and obtained institutional membership to National Center for Faculty Development and Diversity (NCFDD).

GOVERNANCE, ACADEMIC OVERSIGHT, & INNOVATION

- General Duties: Curriculum oversight, scheduling for classes and faculty meetings, oversight of registrar and exam process, academic status of students, building and IT oversight (until Fall 2023), collaboration with admissions, character bar certification, consideration and approval of directed legal research projects, consideration and approval of certificate program applications and substitutions, approval of transfer credit, faculty staffing assignments, reporting obligations oversight, assist in U.S. New Strategic planning, building staffing issue management, ADHC and EEO Compliance and collaboration with main campus, general responsiveness to any internal issues as they arise on an as-needed basis at the College of Law.
- Weekly meetings with other Deans, direct reports, faculty and staff members
- Completion of annual evaluations and nominated staff members for campuswide awards (one obtained in Spring 2024!)
- Worked closely with Dean of Students to develop programs, materials, and other implementation of ABA 205 and 303 requirements.
- Completed annual higher education learning outcome reports, Denver reports, and portions of annual ABA and US New Reports
- Increased visibility and access to Title 9 and other reporting systems at the law school.
- Drafted and informed law school of statewide policies regarding time off for voting to support faculty and staff democratic participation
- New Courses taught at OU in my tenure as Associate Dean: Animal Law (first time); prosecution practicum (first time); Disability Law (first time in over 10 years); Public Health

Law (first time); Equality and the Law (second time ever offered); Evolution of Minority Rights(second time ever offered).

- Overseeing curriculum committee in the first comprehensive curricular review in 15 years and the first revising of learning outcomes in 8 years in preparation for 2026 site visit.
- Drafting and implementation of Chat GPT Policy.
- Exam Administration Reform:
 - Hired and collaborated on training temporary workforce of proctors to provide in-room exam oversight .
 - Drafted and implemented first uniform exam instructions for administration.
 - Began program to track exam length and type to report to faculty in Fall 2025.
 - Worked with Registrar to facilitate required ADA accommodations and other emergency situations during exam period.
- Adjunct Review and Oversight
 - Created written policies regarding oversight.
 - Regular review of adjunct testing materials and canvas pages.
 - Annual in-person training.
 - Updated training manual.
- Chair, Curriculum Committee (2020-2021)
 - Successfully Drafted and Passed First Law School Grade Normalization Policy.
 - Developed online platform for Grade Normalization Policy & New Course Proposals.

BUILDING IMPROVEMENTS: ACCESS, ENVIRONMENTAL UPGRADES, & SYSTEMS MODERNIZATION

- Green Initiative Building Project: Proposed pathway and gained approval to seek existing building LEED certification.
 - Worked with the College of Architecture to obtain energy audit, and the OKC Green Building Collective and other external vendors to collect ideas and bids on aspects of this remodel. These discussions include HVAC, lighting systems, alternative energy capture, charging stations, and water reclamation systems.
 - Significant Steps towards goal already achieved (funded and completed):
 - 1.2 Million dollars move of law school off of independent external HVAC systems and to a tie-in main campus subterranean chiller loop. Projected energy savings: 30% over current system .
 - All lighting transitioned to LED lighting, including main atrium spaces.
 - Elimination of use of disposable water bottles as norm. Obtained communal water dispensers for events.
 - Transitioned to biodegradable cups, plates and cutlery
 - Conversion of default printing to double sided black and white.
 - Advocacy for installation of EV charging station (in progress).
- Increased disability access at the College of Law by seeking and installing actuators throughout public spaces and necessary faculty office space, converting 3 classrooms to full accessibility (for faculty member and students); put all classrooms on a timeline to full accessibility for all classroom by 2028.
- IT Modernization & Oversight
 - Modernized IT infrastructure from a dated internal platform that hadn't been updated since 2005 to a modern Salesforce apparatus.

- Negotiated external vendor contract terms regarding IT build in Pardot Salesforce Operating System and in creating a custom bucket build for admission. IT projects successfully completed on designated timeline.
- Installed building wide, digital clock system to accurately synchronize all classrooms and common spaces.
- Wrote and implemented first Audio/Visual Document retention policy
- IT department: oversaw standing professional staff of 5, rotating student staff of an additional 6 employees