2011 Annual Report

Silicon Flatirons

A Center for Law, Technology, and Entrepreneurship at the University of Colorado

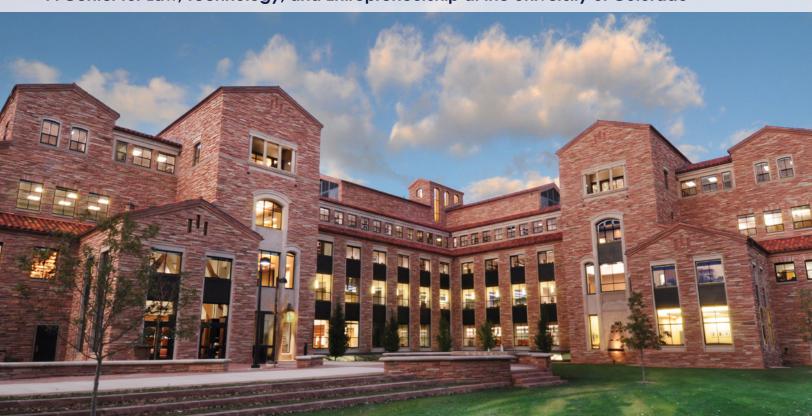


Table of Contents

About Silicon Flatirons Letter from the Executive Director 5

Mission
Elevate the Debate Surrounding Technology Policy 6-7 Support and Enable Entrepreneurship

8-9

10-11

13

Inspire, Prepare, and Place Students in Technology and Entrepreneurial Law

in the Technology Community

Output
Academic and Research 12

2011 Calendar of Events

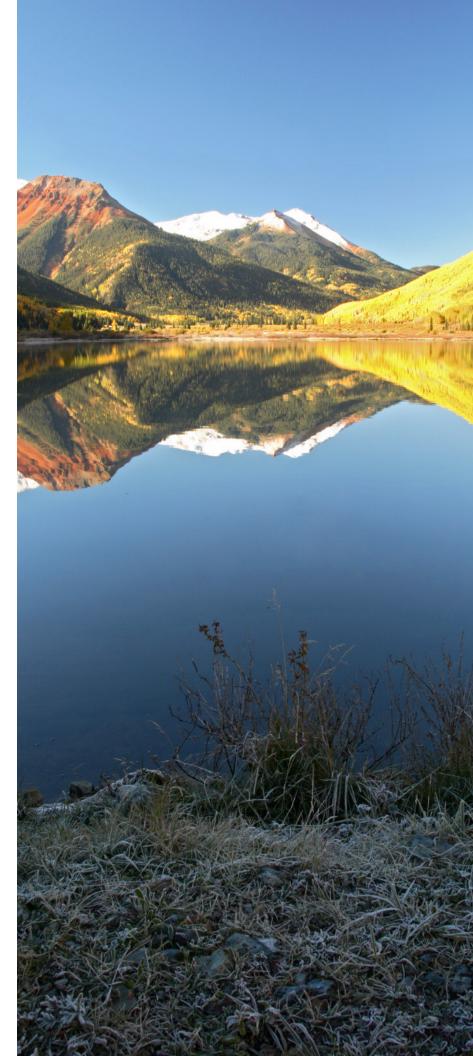
People

Affiliated Faculty and Fellows 14-15

Advisory Boards 16-17

Supporters 18

Silicon Flatirons Center University of Colorado Law School 401 UCB, Wolf Law Building Boulder, CO 80309 303.492.5442 sf@colorado.edu



ABOUT SILICON FLATIRONS

The Silicon Flatirons Center for Law, Technology, and Entrepreneurship is an interdisciplinary research center at the University of Colorado Law School. Silicon Flatirons' core mission is to elevate the debate surrounding technology policy issues; support and enable entrepreneurship in the technology community; and inspire, prepare, and place students in these important areas. In fulfilling this mission, Silicon Flatirons serves as a source for new ideas, a forum for in-depth discussions and research, as well as a valuable campus platform for the technology community. More information about Silicon Flatirons and upcoming events is available at www.silicon-flatirons.org.

Silicon Flatirons pursues three basic goals:

- Elevate the debate surrounding technology policy issues;
- Support and enable entrepreneurship in the technology community;
- Inspire, prepare, and place students in Technology and Entrepreneurial Law.

Elevate the Debate Surrounding Technology Policy Issues

The information industries are in the midst of a challenging transition. Entrepreneurs are constantly developing new businesses and regulators are ever seeking to adapt to a dynamic marketplace marked by fast-moving technologies. Silicon Flatirons provides a forum for entrepreneurs, lawyers, industry professionals and policymakers to discuss the changing technologies as well as the new business models and the relevant legal issues associated with them. Examining what legal and regulatory reforms are necessary to meet the challenges created by technological change constitutes the core of Silicon Flatirons mission. Notably, the Internet and the migration from analog technologies to a broadband digital environment continues to raise difficult technological, business, and policy questions.

Support and Enable Entrepreneurship in the Technology Community

Another principal ambition of the Center is to catalyze entrepreneurship in the region. Through the Center's myriad programs, including our support for the Entrepreneurial Law Clinic, the campus-wide CU New Venture Challenge, New Technology Meetups, Entrepreneurs Unplugged Series, and the Crash Course for Entrepreneurs Series, the Center establishes venues that addresses the development of skills necessary for building or counseling successful entrepreneurial ventures and creates networking opportunities to bridge the University and local communities. Through our conferences and roundtables, we are also committed to advancing scholarship of entrepreneurship.

Inspire, Prepare, and Place Students in Technology and Entrepreneurial Law

Across the University of Colorado, Silicon Flatirons looks to develop student interest and involvement in the technology and entrepreneurship sector. Students from the Law School, the Interdisciplinary Telecommunications Program, Computer Science, Journalism, the Business School, ATLAS, and other departments have attended our events. Silicon Flatirons has also matched up students from these areas with outside professional mentors. Similarly, Silicon Flatirons continues to work on developing internship opportunities for students interested in these areas. Student writing in this area also has blossomed, with a number of excellent papers submitted to the Silicon Flatirons Paper Competition.

Letter from the Executive Director



As I reflect back on 2011 and look ahead at 2012, I am excited about how Silicon Flatirons continues to develop. This February, the Journal of Telecommunications and High Technology Law, launched by Silicon Flatirons in 2002, will produce its tenth volume, closing out a remarkable decade of scholarly

discussions. Since its founding, the Journal has supported the development of a very impressive group of students, including some of the shining stars at the FCC, partners at law firms doing intellectual property work, and in-house lawyers at tech companies and public interest groups. Notably, the Journal advances two of our core ambitions, elevating the technology policy debate and spurring student interest in technology and entrepreneurship, with Journal advisors Paul Ohm and Harry Surden playing essential leadership roles. Finally, I am particularly gratified at how, under the leadership of Brad Bernthal, Silicon Flatirons has launched a very successful entrepreneurship initiative that furthers our third core ambition: supporting entrepreneurship.

Let me begin by thanking our "Killer Application," Dale Hatfield. During the first half of the year, Dale finished his two-year tenure as Executive Director, enabling me to serve in the Obama Administration, first at the Justice Department and then at the National Economic Council. Dale's leadership built on our strong foundation and enabled Silicon Flatirons to take on new projects, such as our Internet policy work led by Senior Fellow Joe Waz, who joined Silicon Flatirons last spring, and our spectrum policy work led by Senior Fellow Pierre de Vries. In a level of generosity that surpasses all he has done to date, Dale has agreed to make a substantial contribution that will support a Hatfield Professorship. In a twin set of events in February and March, we will both honor Dale and build further support for this worthy initiative and testament to him.

On the entrepreneurship front, the level of activity is hard to fathom. If you are losing track of how much is going on, Brad Bernthal, who is leading this effort, is developing a scorecard to keep track. Or you can check out the blog established by the entrepreneurship initiative at BoulderStartups.org. The blog complements Silicon Flatirons' support for Startup Colorado (including a Startup Summer offering for college students). Brad's leadership was recognized this fall in two important forums. First, the Colorado Law faculty offered Brad a tenure track appointment. Second, the Boulder Chamber of Commerce gave Brad the prestigious Rob Planchard Award. In short, for those who are interested in entrepreneurial law, there's not a better place to be than Colorado Law. If you know people interested in the field, Colorado Law's LLM in Entrepreneurial Law is worth checking out; please spread the word.

In the world of Information Technology and Intellectual Property, Silicon Flatirons is establishing a tradition for the type of leadership it has established in telecommunications policy. Most notably, Silicon Flatirons annually hosts a December Privacy Law Conference that is a premiere event. If you missed this year's event, the video of it is available for viewing. In the IP realm, the patent conference set for April 24th will reprise some of the themes addressed five years ago at our successful Web and the West conference. This April 24th event will cap a series of programs that will welcome the FCC Chairman Julius Genachowski, US Patent Office Director Dave Kappos, NTIA Administrator Larry Strickling, and DISH Founder Charlie Ergen (who came this fall for a Satellite Conference). Check out the Silicon Flatirons website for more details.

More than ever, Silicon Flatirons is comprised of a team of valuable contributors. Preston Padden, who joined us about a year ago as a Senior Fellow, is spearheading Silicon Flatirons in DC, a Summer Internship Program that expands on the Hatfield Scholars Program for public sector opportunities and provides placements with private sector firms and companies. Andy Crain, who joined us last spring as a Senior Fellow, has revived the Fall Challenge, where students from Law and ITP compete to offer a persuasive case on a policy issue. And William Boyd, a law professor who specializes in energy law, is spearheading our new Energy Innovation Initiative. In addition, we added two Research Fellows this fall, Therese Kerfoot, who is spearheading our work in cybersecurity, health IT, and managing student projects; and Dave Mangum, who is spearheading our entrepreneurial efforts, including the Startup Colorado initiative.

Finally, I need to acknowledge the rock of the Silicon Flatirons team: Anna Noschese. Anna is not only our amazing Program Director, but she is now recognized for who she is: one of the very best employees on the Boulder Campus. The Chancellor recognizes five employees of the campus as "Employees of the Year." Anna received one of those awards. The Silicon Flatirons team is also joined by two valuable staff members; Jamie Stewart, who is the talent behind all our design work, including this annual report, and our new event coordinator, Catherine Williams, who joined us in December.

As always, please feel free to let me know your ideas and suggestions for how Silicon Flatirons can better serve our mission of elevating the tech policy debate, supporting students, and spurring entrepreneurship by emailing me at phil.weiser@colorado.edu, by reaching out to our Program Director extraordinaire Anna Noschese (anna.noschese@colorado.edu), or, in the case of Intellectual Property/Information Technologies and Entrepreneurship, respectively, reaching out to Paul Ohm (paul.ohm@colorado.edu) or Brad Bernthal (brad.bernthal@colorado.edu).

Cheers,

Phil



Phil Weiser *Executive Director*

Phil Weiser is the Dean of the Law School, Thompson Professor of Law, and Executive Director and Founder of the Silicon Flatirons Center for Law, Technology, and Entrepreneurship at the University of Colorado. Dean Weiser re-joined the Colorado faculty in June, 2011. From April 2010-June 2011, he served as the Senior Advisor for Technology and Innovation to the National Economic Council Director at the White House. From July 2009-April 2010, he served as the Deputy Assistant Attorney General at the United States Department of Justice's Antitrust Division.

Since first joining the CU faculty in 1999, Dean Weiser has worked to establish a national center of excellence in telecommunications and technology law, founding the Journal on Telecommunications & High Technology Law and the Silicon Flatirons Center for Law, Technology, and Entrepreneurship as well as writing and teaching in the areas of competition policy, innovation policy, and Internet policy.



Elevate the Debate Surrounding Technology Policy Issues

Conferences

 The Digital Broadband Migration: The Dynamics of Disruptive Innovation February 13-14, 2011 in Boulder, CO

Keynote Speakers: Vint Cerf, Vice President and Chief Internet Evangelist, Google

Aneesh Chopra, Federal Chief Technology Officer,

Office of Science and Technology Policy

Larry Strickling, Assistant Secretary for Communications and Information, *National Telecommunications and Information Administration (NTIA), U.S. Department of Commerce*

• Mile High Tech Entrepreneurship Conference: Going International April 22, 2011 in Boulder, CO

Keynote Speakers: Anthony Chan, Private Bank Chief Economist, J.P. Morgan

AnnaLee Saxenian, Dean and Professor, University of California,

Berkeley

• Innovation Policy and National Competitiveness

September 23, 2011 in Boulder, CO

Keynote Speakers: Irwin Jacobs, Founder and Chairman of the Board, Qualcomm

Carl Shapiro, Council Member, Council of Economic Advisers,

Executive Office of the President

• Reflections on Satellite Communications

October 17, 2011 in Boulder, CO

Keynote Speakers: Mindel De La Torre, Chief, International Bureau,

Federal Communications Commission
Charlie Ergen, Chairman, DISH Network

Jay Monroe, Executive Chairman of the Board of Directors,

Globalstar, Inc.

• Opportunities for Healthcare IT, Quality, and Consumer Empowerment

November 9, 2011 in Denver, CO

Keynote Speakers: Aneesh Chopra, Federal Chief Technology Officer,

Office of Science and Technology Policy

• The Economics of Privacy

December 2, 2011 in Boulder, CO

Keynote Speaker: Alessandro Acquisti, Associate Professor, Heinz College,

Carnegie Mellon University

Julie Brill, Commissioner, Federal Trade Commission

Energy Innovation Speaker Series

Transitioning to a sustainable low-carbon energy system poses one of the great challenges of the 21st century. The Energy Innovation speaker series brings leaders from government, law, finance, industry, and academia to discuss key aspects of this challenge and some of the innovative approaches and solutions being fashioned across a range of sectors.

Jason Bordoff, Associate Director for Energy and Climate Change, White House Council on Environmental Quality; Senior Advisor for Energy and Environmental Policy, National Economic Council ~ October 4, 2011 in Boulder, CO

Dr. Daniel Yergin, Pulitzer Prize Winning Author and Chairman of IHS Cambridge Energy Research Associates ~ October 19, 2011 in Boulder, CO

Former Governor Bill Ritter, *Director, Center for the New Energy Economy, Colorado State University* ~ November 29, 2011 in Boulder, CO

Roundtables

The Silicon Flatirons Roundtable Series on Entrepreneurship, Innovation, and Public Policy is an important means of furthering Silicon Flatirons' goal of elevating the debate around technology policy issues. At these events a small group of experts from diverse backgrounds sit around one table considering multiple facets of controversial issues.

- Cross-Regional Entrepreneurship March 22, 2011 in Boulder, CO
- The Cable and Satellite Compulsory Copyright Licenses
 April 29, 2011 in Washington, DC
- Internet Policy Strategies and Governance for the 21st Century August 24,-25 2011 in Boulder, CO
- **Public Safety Communications**September 23, 2011 in Boulder, CO
- Implications of Cloud Computing for Residential Supports and Community Services

October 12, 2011 in Boulder, CO

• Efficient Interference Management: Regulation, Receivers, and Rights Enforcement

October 18, 2011 in Boulder, CO

- Commercial Data Privacy and Innovation in the Internet Economy October 20, 2011 in Denver, CO
- Angels in the Front Range
 November 30, 2011 in Boulder, CO

USTTI

Managing Effectively in the Changing Telecommunications Environment July 11-15, 2011

Silicon Flatirons and the ATLAS Institute in partnership with The United States Telecommunications Training Institute (USTTI), brought 20 telecommunications regulators and executives from developing countries around the world to join University of Colorado students for a one week intensive course taught by Dale Hatfield and Jill Van Matre. Guest lecturers from the University of Colorado included: Phil Weiser, Dean, School of Law; Revi Sterling, Director, ATLAS MSICTD; Bob Kois, ITP, Project Management; Scott Savage, Professor, ITP, Economics; Kai Larsen, Professor, Business; Chris Cadwell, Former Director of Marketing, Handspring, ITP; and Paul Ohm; Professor, School of Law. The course also featured talks by Dick Green, Former CEO, CableLabs; Bryan Tramont, Partner, Wilkinson Barker Knauer and Former Chief of Staff at the FCC; Preston Padden, Former Executive Vice President, The Walt Disney Company; Simon Kelly, Senior Director, Level 3 Communications; and Bill Ernstrom, Entrepreneur, Quadrant Associate.





Paul Ohm
IT/IP & Privacy Initiative Director

Paul Ohm is an Associate Professor of Law at the University of Colorado Law School. Professor Ohm is the Silicon Flatirons Director of IT/IP and Privacy. He writes in the areas of information privacy, computer crime law, intellectual property, and criminal procedure. Through his scholarship and outreach, Professor Ohm is leading efforts to build new interdisciplinary bridges between law and computer science.

RLE

Institute for Regulatory Law & Economics May 21-25, 2011 in Aspen, CO

The Institute for Regulatory Law & Economics (IRLE) is sponsored by the University of Colorado Silicon Flatirons Center as a means of supporting thoughtful regulatory decision-making. In particular, the IRLE hosts an annual seminar for state public utility commissioners and staff as well as engages in state outreach activities. In so doing, it works with two related Silicon Flatirons initatives-the Glushko Samuelson Technology Policy Law Clinic and the Dale Hatfield Scholars and Research Program.



Brad Bernthal *Entrepreneurship Initiative Director*

Brad leads the Entrepreneurial Law Clinic (LAWS 7619) and the Samuelson-Glushko Technology Law & Policy Clinic (LAWS 7809). In addition to his clinical instruction, Brad is the Silicon Flatirons Entrepreneurship Initiative Director and teaches doctrinal courses in the areas of telecom policy, spectrum management, and entrepreneurial finance. Prior to joining Colorado Law as an Clinical Professor, Brad served as the Silicon Flatirons Fellow for 2005-2007, a research associate appointment associated with the Silicon Flatirons Center. His current research involves telecommunications policy issues with a focus on spectrum management, public safety, and so-called 'smart' radios (i.e., cognitive and software defined radios). Brad also teaches in the Interdisciplinary Telecommunications Program ("ITP").

New Tech Meetups

Every month, New Tech Meetups hosted by Boulder-based entrepreneur Robert Reich attract over 275 people to the CU Law School to see emerging businesses demonstrate their latest technology. With more than 6,000 members and counting, these events serve as a nerve center for area start-ups, attorneys, business professionals, investors, and others in the Front Range entrepreneurial community.

Support and Enable Entrepreneurship in the Technology Community

SFC's Entrepreneurship Initiative (the "E.I.") connects the CU-Boulder campus to the area's software, Internet, and telecom startup scene. In just three years, the E.I. has developed from vaporware into an Application Programming Interface (API) between CU-Boulder and the startup community. The E.I. is a catalyst in Colorado for start-up community professionals as well as for students across the CU-Boulder campus.

Persistence is required to realize the big enchilada: help CU-Boulder become the nation's leading public entrepreneurial university as well as a thought leader in innovation policy. The generous "HipTech" spirit of the Front Range community makes these connections possible. Yet entrepreneurial cultures and networks take time to develop and nurture. They are a 15-20 year effort, not a quick flip.

With this long term perspective in mind, the E.I. benefitted from two notable developments in 2011. First, the Front Range's entrepreneurial community launched a fundraising effort to help endow a professor's position in entrepreneurial law. As of the end of 2011, the fundraising campaign is over 80% complete. Championed by SFC E.I. Advisory Board Chair and Adjunct Professor Jason Mendelson, and generously supported by many members of the entrepreneurial community, the professor's position is nearly funded and will benefit from a matching contribution from the CU main campus. Second, the Colorado Law faculty in fall 2011 extended a tenure-track offer to E.I. Director Brad Bernthal. He accepted the position and, beginning 2012, starts his role as an Associate Professor of Law.

Impatience is an E.I. hallmark. Our restless approach has resulted - to borrow a phrase from a local entrepreneur - in an "up and to the right" trajectory. In 2011 the E.I. sponsored over 40 entrepreneurial events with over 6,000 total attendees, launched an on-line Startup Resource Center, co-hosted the White House's Startup America event, and provided legal guidance to over 20 start-up companies at Colorado Law's Entrepreneurial Law Clinic. Additionally, Dean Phil Weiser and SFC Fellow Dave Mangum are critical catalysts of the fledgling Startup Colorado effort which promotes entrepreneurship throughout the region. In many respects, the E.I. emulates the hustle, improvisation, and pluck of entrepreneurs in the Front Range's information technology startup community.

Startup Colorado

Startup Colorado is a regional initiative to increase the breadth and depth of entrepreneurial ecosystem across Colorado's Front Range. From Fort Collins to Boulder, from Denver to Colorado Springs, our mission is to multiply connections among entrepreneurs and mentors, improve access to entrepreneurial education, and build a more vibrant entrepreneurial community. Startup Colorado's various programs will deepen the communal backdrop out of which new companies emerge. Vibrant new company creation, by extension, improves the broader economic base of Colorado. Our first year goals include:

- 1. Expanding new tech meetups, open coffee clubs, and community office hours in Fort Collins, Denver, and Colorado Springs.
- 2. Creating an entrepreneurial summer camp in Boulder (Startup Summer). Talented college students from throughout Colorado will work as interns for Boulder startups by day, and participate in different evening events, including an entrepreneurial seminar series, by night.
- 3. Support entrepreneurial education in the Front Range.
- 4. Evaluate current barriers that entrepreneurs face, including an assessment of what best practices are in place at entrepreneurial communities around the US and world.
- 5. Engaging larger companies in the entrepreneurial ecosystem through commitments to help entrepreneurs.
- 6. Building the Startup Colorado website to be a user-friendly, thorough database for information and connections.

Startup Colorado is chaired by Brad Feld, Jan Horsfall, and Phil Weiser; its Executive Director is Silicon Flatirons Fellow David Mangum.

Entrepreneurs Unplugged

The Entrepreneurs Unplugged Series promotes startup storytelling with a point. Featuring national and regional serial entrepreneurs, Unplugged showcases the stories of entrepreneurs' career paths that can lead to successful ventures, providing aspiring entrepreneurs with role models and mentors as they pursue their own ideas. The 2011 line-up included one of the nation's leading venture capitalists, Brad Feld, serial entrepreneur and CEO of Rebit, Paul Guerin, and co-founder of ViaWest, Nancy Phillips.

- Peter Sheinbaum, Founder and CEO of Mandelbrot Project, Inc. ~ January 24, 2011
- Nicole Skogg, CEO of SpyderLynk ~ February 7, 2011
- Brad Feld, Managing Director at Foundry Group ~ April 11, 2011
- **Brad Feld,** *Managing Director at Foundry Group* ~ September 12, 2011
- Paul Guerin, Chief Executive Officer of Rebit ~ October 10, 2011
- Nancy Phillips, Co-Founder, COO & Director of ViaWest ~ November 14, 2011

CU New Venture Challenge

Now in its fourth year, the CU New Venture Challenge is the cross-campus entrepreneurship championships for CU-Boulder. The NVC is a start-up launch pad for students that provides hands-on experience in developing a successful business plan. Along with partners across campus, SFC has widened the pipeline of student connections to the startup community through the New Venture Challenge, which saw a 50% increase in business plan submissions in 2011. Through a series of workshops and team-building events, as well as by working with mentors from the community, students gain awareness of the entrepreneurial process, furthering our goal of helping to foster viable start-ups and nurture the creative spirit of entrepreneurship within the university and surrounding community. The New Venture Challenge also provides one of CU's best examples of cross campus collaboration. It is supported by several academic centers and departments on campus in addition to Silicon Flatirons, including ATLAS, the Deming Center for Entrepreneurship, the E-Ship Program at the College of Engineering, ITP, and the Music Department's Center for Entrepreneurship, making it a truly cross-campus initiative.

Law Clinics

Samuelson-Glushko Technology Law & Policy Clinic (TLPC), led by Clinical Professor Brad Bernthal, provides students an opportunity to get involved in technology, law and regulation. Clinic students tackle projects which impact policy and, thanks to support from Patton Boggs LLP, visit policy makers in Washington D.C. An illustrative project from 2011 involved advocacy concerning the FCC's efforts to implement the Twenty-First Century Communications and Video Accessibility Act. The TLPC's comment, led by then 2L Angela Tse, explained why user-testing requirements for accessibility are necessary for usable advanced communications services or products. Written in conjunction with Professor Clayton Lewis of CU-Boulder's Coleman Institute, the TLPC's comment analyzed why user-testing best serves the purposes of the Twenty-First Century Communications and Video Accessibility Act. The comment additionally detailed how the Act applies to people with cognitive disabilities and, moreover, analyzes how the Act may be defined to the full extent that Congress intended. The FCC's Order in the docket ultimately cited the TLPC's comment several times.

Entrepreneural Law Clinic (ELC), led by Clinical Professor Brad Bernthal, provides law students with unique, practical experience in transactional law while offering valuable legal services without charge to local businesses that lack access to venture capital or angel investor resources. By assisting entrepreneurs when they need help the most, the ELC provides Colorado Law students hands-on opportunities to make a difference in the community. The Clinic assisted over 20 clients in 2011, including startup companies founded by graduate students and local entrepreneurs. The Clinic also provided community outreach presentations on legal topics for micro-business entrepreneurs, especially women starting businesses with limited resources in Denver. The summer ELC was led by Cooley LLP attorney Mike Platt and focused on assistance to companies admitted to Boulder's prestigious TechStars program.

Entrepreneurship Sponsors

EXECUTIVES

ACC Colorado Chapter ATLAS Institute Brad Feld Jason Mendelson

SPONSORS

Cooley LLP
Holland & Hart LLP
Holme Roberts & Owen LLP
Marsh Fischmann & Breyfogle
Nancy Pierce
Ryan McIntyre
Steve Halstedt

PATRONS

Baker & Hostetler LLP Grotech Ventures J.P. Morgan Krista Marks Moye White LLP Ready Talk Zayo Group

ENTREPRENEURS

Andrew MacFarlane **Howard Diamond** Berg Hill Greenleaf Keith Mountain & Ruscitti LLP Mike Boucher Bill Mooz Pete Sheinbaum Crispin Porter + Rally Software Development Bogusky Dale Hatfield Stack McKinney David Cohen Law Group Tim Enwall Envysion, Inc. First Western Trust Trada

BOOTSTRAPPERS

509, Inc.
Brian Geoghegan
Cardinal Peak
Carrie Schiff
CIO Source LLC
David Huberman
Django Andrews
DuckDuck Deal
Elizabeth Kraus
Emily Hickey
Eric Lentell
Eva Yao
Everlater
Evolve, Adapt,
Survive, Inc.

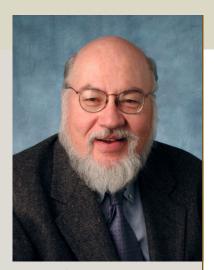
John & Kate Ives

Julie Penner

Lon Riesberg Paul Reinarz Paul Shoning Rob Delwo Roberts & Olivia, LLC Roger Glovsky

Roger Glovsky
Ryan Martens
Scott Schaefer &
Stephanie Boyles
ScriptPad
Spectra Logic
Standing Cloud &
Dave Jilk
Trish Rogers
Tyler Tysdal

www.silicon-flatirons.org 9



Dale HatfieldSenior Fellow & Adjunct Profesor

Dale N. Hatfield is currently a Senior Fellow at the Silicon Flatirons Center for Law, Technology, and Entrepreneurship and an Adjunct Professor in the Interdisciplinary Telecommunications Program - both at the University of Colorado at Boulder. Prior to joining the University of Colorado, Hatfield was the Chief of the Office of Engineering and Technology at the Federal Communications Commission (FCC) and, immediately before that, he was Chief Technologist at the Agency. He retired from the FCC and government service in December 2000. Before joining the FCC in December 1997, he was Chief Executive Officer of Hatfield Associates, Inc., a Boulder, Colorado based multidisciplinary telecommunications consulting firm. Before founding the consulting firm in 1982, Hatfield was Acting Assistant Secretary of Commerce for Communications and Information and Acting Administrator of the National Telecommunications and Information Administration (NTIA), Before moving to NTIA, Hatfield was Chief of the Office of Plans and Policy at the FCC. Hatfield has nearly fifty years of experience in telecommunications policy and regulation, spectrum management and related areas. Hatfield holds a BS in electrical engineering from Case Institute of Technology and an MS in Industrial Management from Purdue University. In May, 2008, Hatfield was awarded an Honorary Doctor of Science degree by the University of Colorado for, inter alia, his commitment to the development of interdisciplinary telecommunications studies. Hatfield is also the Executive Director of the Broadband Internet Technical Advisory Group (BITAG) and is currently serving on the FCC's Technology Advisory Council (TAC) and on the Commerce Department's Spectrum Management Advisory Committee (CSMAC).

Inspire, Prepare, and Place Students in Technology and Entrepreneurial Law

Dale Hatfield Scholars & Research Program

The Dale Hatfield Scholars and Research Program is designed to encourage student interest in public service by providing grants for summer internships in government or public interest positions. With the support of many generous benefactors, the Hatfield Program has become a flagship program at the University of Colorado. This past summer three Hatfield Scholars traveled to DC for internships: Chris Cook at the Federal Communications Commission in Commissioner McDowell's office; Doug Brake at the



FCC working on the 21st Century Communications and Video Programming Act; and Nereus Lobo at United States Senate Commerce Committee. For Hatfield Scholars reports and benefactors visit the Silicon Flatirons website.

Student Inspiring Events

- Brian Hendricks, Executive of Nokia-Siemens Network ~ September 20, 2011
- Morgan O'Brien, Co-Founder of Nextel Communications, Inc. ~ September 22, 2011
- Mark Cooper, Director of Research of Consumer Federation of America ~ September 27, 2011
- Inspiring Students in Technology Policy Luncheon ~ October 6, 2011
- What I Wish I Knew in Law School ~ October 13, 2011
- Tim Winter, President of Parents Television Council ~ October 20, 2011
- Women in Technology Law Luncheon ~ October 27, 2011



Master of Laws (LL.M.)

The LLM in Entrepreneurial Law is one of the only LLM programs of its kind nationwide and provides the expertise needed to serve emerging companies as both outside and in-house counsel. It has already received national media attention in the *The Wall Street Journal Law Blog* and *The National Law Journal*. The program focuses on critical aspects of transactional practice such as intellectual property, securities, deals, and general corporate law. Rigorous academics are combined with experiential learning opportunities through the Entrepreneurial Law Clinic and substantial legal research and scholarship.

The LLM in IT & IP Law provides graduates a competitive advantage as technology and intellectual property attorneys who are legitimate scholars in their fields and have a superior understanding of their clients' needs. The program provides the full range of transactional practice areas such as copyright, patent, trademark, telecommunications, information privacy, and computer law. LLM students will produce a significant work of scholarship and connect with future clients through the Technology Law & Policy Clinic.

The Journal on Telecommunications and High Technology Law (JTHTL)

2012 marks the tenth anniversary of The Journal on Telecommunications and High Technology Law (JTHTL). The Journal continues to contribute to the debate over communications, Internet policy, and information privacy. The student-run journal's staff and editorial board worked hard continue to maintain JTHTL's reputation in the field and increase its influence among academics and policymakers.

In February 2011, the annual Silicon Flatirons Digital Broadband Migration symposium facilitated lively discussions about the "The Dynamics of Disruptive Innovation" and allowed speakers to present papers for the next volume of JTHTL. Issue 10.1, published in winter 2012, featured groundbreaking scholarship by conference authors Mark Berejka, Vint Cerf, Lawrence E. Strickling, and Peter Swire. Additionally, Issue 10.1 addressed copyright and privacy issues in cloud computing, by Daniel Gervais and Daniel Hyndman, and copyright issues associated with social networking sites, by Daxton Stewart.

Led by Professor Paul Ohm, Silicon Flatirons and JTHTL in December 2011 hosted its second annual privacy conference entitled "The Economics of Privacy." JTHTL will publish nine papers from this conference in the 2012 Spring Issue. The Journal's editors and faculty are proud that the privacy conference has become an annual tradition, positioning JTHTL as a leader in an important and growing field of high technology law.

2011 Board of Editors

Editor-in-Chief *Madelaine Maior*

Managing Editor

Brent Owen

Executive Editor Janna Fischer

Lead Production Editor Kendria Alt

Associate Production Editor William Fischer

Resource Editor Lisa Fischer

Executive Articles Editor Doug Brake Articles Editors
Zach Brown
Angela Coleman
Chris Cook
John Zwick

Executive Student Note Editor Kristin Bailey

Student Note Editors

Candyce Choi

David Cline

Jeff Graves

Jessica Morgan

Associate Editors

Damion LeeNatali

Sara Radke

Writing Competition

We are pleased to announce that the winner of this year's Writing Competition is Mark Wiranowski, J.D. Candidate 2012, for his paper "Competition in Consumer-Facing Smart Grid Pilots: A Tool for Regulators to Overcome Informational Problems".

Each year, Silicon Flatirons accepts submissions of papers written about a topic involving law and technology in order to promote and encourage among students the continued pursuit of the research, the planning, the organization, the writing, and the editing of scholarly papers in this field. This year's papers were read and judged by a panel of attorneys at Faegre & Benson, the sponsor of this contest. The winner receives a check for \$500 and an opportunity for publication in a future issue of the Journal on Telecommunications and High Technology Law published by CU Law.

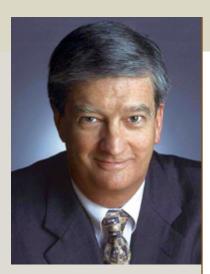


Telecom Fall Challenge

The Telecom Fall Challenge is a partnership with Silicon Flatirons and the Interdisciplinary Telecommunications Program (ITP) in which teams of students are assigned a research topic and present a paper that is judged by a group of telecom industry leaders and faculty members.

This year's fall challenge, led by Senior Fellow Andy Crain, focused on the question of whether the FCC should mandate that every telecommunications carrier be obligated to accept interconnected voice traffic from other providers in an IP/SIP format. Marissa Johnson, a 2nd year law student and two ITP graduate students, Akshay Kulkarni and Vishwas Nandeeshappa, won first place.

www.silicon-flatirons.org www.silicon-flatirons.org



Preston PaddenSenior Fellow & Adjunct Profesor

Preston Padden had a 38 year career in the media business holding the following positions: Assistant General Counsel, Metromedia; President, The Association of Independent Television Stations; President, Network Distribution, Fox Broadcasting Company; Chairman and CEO, American Sky Broadcasting (merged into Dish Network); President, ABC Television Network; and Executive Vice-President, Government Relations, The Walt Disney Company. Mr. Padden served on the Boards of The National Association of Broadcasters and The Motion Picture Association of America. Mr. Padden is an Adjunct Professor at the University Of Colorado School Of Law and University's Interdisciplinary Telecommunications Program (a joint venture of the Law School and the Graduate School of Engineering). Mr. Padden also serves as a Senior Fellow and Board Member at the University's Silicon Flatirons Center for Law, Technology and Entrepreneurship.

Academic Research

Faculty and Fellow Publications

Boyd, William (with James Salzman), *The Curious Case of Greening in Carbon Markets,* 41 ENVTL. LAW 73 (2011).

Cooper, Mark, *Structured Viral Communications: The Political Economy and Social Organization of Digital Disintermediation,* 9 J. Telecomm. & High Tech. L. 15

De Vries, J. Pierre, *The Resilience Principles: A Framework for New ICT Governance,* 9 J. Telecomm. & High Tech. L. 137

Surden, Harry, The Variable Determinacy Thesis, 12 Colum. Sci. & Tech. L. Rev 1 (2010-2011).

Weiser, Phil, *Innovation, Entrepreneurship, and the Information Age,* 9 J. Telecomm. & High Tech. L. 1 (2011)(Innovation and Antitrust).

2011 Silicon Flatirons Reports

The Cable and Satellite Compulsory Copyright Licenses

Author: John Bergmayer

Internet Governance: The Role of Multistakeholder Organizations

Authors: Joe Waz & Phil Weiser

The Case for Innovation Policy: Key Principles for National Success

Authors: Jonathan Sallet & Phil Weiser

Efficient Interference Management: Regulation, Receivers and Rights Enforcement

Author: Madelaine Maior

Full reports can be found at www.silicon-flatirons .org.



2011 CALENDAR OF EVENTS

January

Entrepreneurs Unplugged: Pete Sheinbaum New Tech Meetup

February

Conference: Digital Broadband Migration: The Dynamics of

Disruptive Innovation

Crash Course: Intellectual Property for Entrepreneurs

Entrepreneurs Unplugged: Nicole Skogg

New Tech Meetup

March

CU New Venture Challenge: Reception CU New Venture Challenge: Finals New Tech Meetup

April

Conference: Mile High Tech Entrepreneurship: Going International

Entrepreneurs Unplugged: Brad Feld

New Tech Meetup

Roundtable: The Cable/Satellite Compulsory Copyright Licenses

May

New Tech Meetup

Startup America Reducing Barriers

Workshop: Institute for Regulatory Law & Economics

June

New Tech Meetup

July

New Tech Meetup
Passing Back the Baton Ceremony

A Conversation on the Future of Wireless Policy: Rick Kaplan,

Chief of the Wireless Telecommunications Bureau, FCC

USSTI: Managing Effectively in the Changing Telecommunications Environment

August

Roundtable: Internet Policy Startegies and Governance for the 21st Century

New Tech Meetup

September

Conference: Innovation Policy and National Competitiveness

Entrepreneurs Unplugged: Brad Feld

Feld/Weiser One on One: Reflections On Serving in the White

House

Roundtable: Public Safety Communications

Student Event: Brian Hendricks Student Event: Morgan O'Brien Student Event: Mark Cooper



October

Conference: Reflections on Satellite Communications

CU New Venture Challenge: Kick Off Energy Innovation Series: Jason Bordoff Energy Innovation Series: Dr. Daniel Yergin Entrepreneurs Unplugged: Paul Guerin

New Tech Meetup

Roundtable: Implications of Cloud Computing for Residential

Supports and Community Services

Roundtable: Commercial Data Privacy and Innovation in the Internet Economy: A Conversation with Cam Kerry

Student Event: Technology Policy

Student Event: What I Wish I Knew in Law School

Student Event: Tim Winter

Student Event: Women and Technology Law

Summit: Efficient Interference Management: Regulation, Receivers,

and Rights Enforcement

November

CU New Venture Challenge: Pitch Night CU New Venture Challenge: Launch Night

Conference: Opportunities for Healthcare IT, Quality, and

Consumer Empowerment

Energy Innovation Series: Bill Ritter Entrepreneurs Unplugged: Nancy Phillips

New Tech Meetup

Roundtable: Angels in the Front Range

Startup Colorado Launch

13

December

Conference: The Economics of Privacy Crash Course: Open Source Software

New Tech Meetup

AFFILIATED FACULTY

A large part Silicon Flatirons' reputation stems from its impressive list of affiliated faculty. Within the law school, Silicon Flatirons benefits from the involvement of faculty specializing in telecommunications, entrepreneurship, intellectual property, and privacy. In addition, faculty from Computer Science, Electrical and Computer Engineering, Economics, the Leeds School of Business, and the Interdisciplinary Telecommunications Program provide diverse ideas, guidance, and enthusiastic support for Silicon Flatirons conferences and other initiatives.

John K. Bennett

Director ATLAS Institute

Brad Bernthal

Clinical Professor of Law Interdisciplinary Telecommunications Program, University of Colorado

William Boyd

Associate Professor of Law University of Colorado

Alicia Brillon

Reference Librarian University of Colorado

Tim Brown

Professor and Director Interdisciplinary Telecommunications Program, University of Colorado

Andrew Crain

Adjunct Professor Interdisciplinary Telecommunications Program, University of Colorado

Victor Fleischer

Associate Professor of Law University of Colorado

Dirk Grunwald

Professor of Computer Science University of Colorado

Dale Hatfield

Adjunct Professor Interdisciplinary Telecommunications Program, University of Colorado

Paul Jerde

Executive Director Deming Center for Entrepreneurship Leeds School of Business University of Colorado

Laura Kornish

Assistant Professor Leeds School of Business University of Colorado

Kai Larsen

Associate Professor Leeds School of Business University of Colorado

Stephen Lawrence

Associate Professor Leeds School of Business University of Colorado

Robert Linz

Associate Director and Head of Public Services University of Colorado

Keith Maskus

Professor of Economics University of Colorado

Scott Moss

Associate Professor of Law University of Colorado

Diana Moss

Vice President American Antitrust Institute Adjunct Professor of Economics University of Colorado

Susan Nevelow Mart

Library Director University of Colorado

Paul Ohm

Associate Professor of Law University of Colorado

Preston Padden

Adjunct Professor Interdisciplinary Telecommunications Program, University of Colorado Law School

Scott Peppet

Associate Professor of Law University of Colorado

Patrick S. Ryan

14

Scholar in Residence Interdisciplinary Telecommunications Program, University of Colorado

Silicon Flatirons Fellows include individuals with a wide range of interests and experiences. They strive to facilitate various initiatives with the benefit of knowledge and experiences outside of traditional academia.

Andrew Crain

Executive in Residence, Bell Labs Fellow Alliance for Technology, Learning, and Society Chief Executive Officer National Center for Women & Information

Scott Savage

Technology

Lucinda Sanders

Assistant Professor of Economics University of Colorado

Andrew A. Schwartz

Associate Professor of Law University of Colorado

Douglas Sicker

Chief Technology Officer and Senior Advisor for Spectrum National Telecommunications and Information Administration (NTIA) Associate Professor of Computer Science, *University of Colorado (on leave)*

Harry Surden

Associate Professor of Law University of Colorado

Paul Teske

Dean. School of Public Affairs University of Colorado at Denver

Dean & Thompson Professor of Law,

Phil Weiser

University of Colorado Executive Director Silicon Flatirons Center

Fellows

Senior Fellow Silicon Flatirons Center

Mark Cooper

Senior Adjunct Fellow Silicon Flatirons Center Director of Research Consumer Federation of America

Pierre de Vries

Senior Adjunct Fellow Silicon Flatirons Center

Raymond Gifford

Senior Adjunct Fellow Silicon Flatirons Center Partner Wilkinson Barker Knauer, LLP Former Chairman Colorado Public Utilities Commission

Richard Green

Senior Adjunct Fellow Silicon Flatirons Center Former President & Chief Executive Officer CableLabs

Dale Hatfield

Senior Fellow Silicon Flatirons Center Former Chief Engineer Federal Communications Commission

Beth Hartman

Research Fellow Silicon Flatirons Center

Leslie Harris

Senior Adjunct Fellow Silicon Flatirons Center President and Chief Executive Officer Center for Democracy and Technology

Therese Kerfoot

Research Fellow Silicon Flatirons Center

Tom Lookabaugh

Senior Adjunct Fellow Silicon Flatirons Center Chief Technology Officer **Entropic Communications**

Dave Mangum

Research Fellow Silicon Flatirons Center

Preston Padden

Senior Fellow Silicon Flatirons Center

Jonathan Sallet

Senior Adjunct Fellow Silicon Flatirons Center Partner O'Melveny & Myers LLP

Gigi Sohn

Senior Adjunct Fellow Silicon Flatirons Center President and Co-founder Public Knowledge

Brvan Tramont

Senior Adjunct Fellow Silicon Flatirons Center Partner Wilkinson Barker Knauer, LLP

Joe Waz

Senior Adjunct Fellow Silicon Flatirons Center Former Senior Vice President Comcast Corporation

15



www.silicon-flatirons.org www.silicon-flatirons.org

Advisory Boards

IT & IP Advisory Board

The inherently technical nature of information technology and intellectual property results in unique legal and policy issues. Approaching such issues requires an understanding of engineering and computer science, in addition to traditional legal knowledge. In this complex environment, Silicon Flatirons benefits immeasurably from its IT & IP Advisory Board, which includes leaders in the educational, entrepreneurial, and legal communities.

Jud Carv

VP, Video Tech. Policy and Deputy General Counsel. CableLabs

Michael Drapkin

Partner. Holland & Hart LLP

Phil Gordon

Partner, Littler Mendelson

Jason Haislmaier

Partner

Holme, Roberts & Owen

David Huberman

Corporate Counsel. Webroot Software, Inc

Lawrence Levine

Assoc. Vice Chancellor & CIO University of Colorado

Paul Ohm

Associate Professor of Law University of Colorado

Douglas Sicker

Assoc. Professor of Computer Science, University of Colorado (on leave)

Mindy Sooter

Associate. Faegre & Benson

David St.John-Larkin

Partner Merchant & Gould P.C.

Harry Surden

Associate Professor of Law, University of Colorado

Jill Van Matre

Associate Director, ATLAS Institute

Silicon Flatirons Board

Silicon Flatirons' past accomplishments are the rational result of its impressive board. Members of the board include successful venture capitalists, top executives at publicly traded corporations, and partners at large law firms. Their wisdom and guidance have been invaluable. The Board has helped Silicon Flatirons to set and achieve its objectives. and provided the inspiration to explore new paths.

Brad Bernthal

Clinical Professor of Law Interdisciplinary Telecomm. Program University of Colorado

Andrew Crain

Senior Fellow Silicon Flatirons Center

Norton Cutler

Counsel Perkins Coie

Steve Davis

Senior VP of Policy and Law CenturyLink

Stanton Dodge

General Counsel DISH Network

Craig Donaldson

Senior VP, Regulatory Affairs Intrado

Michael Drapkin

Partner Holland & Hart LLP

Brad Feld Managing Director Foundry Group

Raymond Gifford Partner

Wilkinson Barker Knauer, LLP

Richard Green

Senior Adjunct Fellow Silicon Flatirons Former President and CEO CableLabs

Jason Haislmaier

Partner Holme, Roberts & Owen

Natalie Hanlon-Leh

Partner Faegre & Benson Adjunct Faculty University of Colorado

16

Dale Hatfield

Senior Fellow Silicon Flatirons Center Adjunct Professor University of Colorado

David Huberman

Corporate Counsel Webroot Software, Inc.

Lawrence Levine

Assoc. Vice Chancellor & CIO University of Colorado

Bill Levis

Director of the Office of Consumer Counsel. State of Colorado

Tom Lookabaugh

Chief Technology Officer **Entropic Communications**

Dan McCormick

Associate Kilpatrick Townsend & Stockton LLP

Bob McKenzie

Board Member Crown Castle Corporation

Stephen Meer

CTO & Co-Founder Intrado

Jason Mendelson

Managing Director Foundry Group

Tom Moore

Founder & President WildBlue Communications

Bill Mooz

Sen. Dir. & Assoc. General Counsel. VMware

Mike Nelson

Comcast

Paul Ohm

Associate Professor of Law University of Colorado

Preston Padden Senior Fellow Silicon Flatirons Center Adjunct Professor University of Colorado

Kelsi Reeves

VP Federal Government Relations. tw telecom inc.

John Ryan

Senior Vice President, Level 3 Communications

Lisa Scalpone

VP of Legal and Government WildBlue Communications

David St.John-Larkin

Partner Merchant & Gould P.C.

Harry Surden

Associate Professor of Law University of Colorado

Jill Van Matre

Associate Director ATLAS Institute

Phil Weiser

Dean University of Colorado Executive Director Silicon Flatirons Center

Sue Wyman

President Jivaro Group and JivaroCXO

Michael Zeisser

Senior Vice President Liberty Media Corporation

Lee Zieroth

Senior VP & General Counsel CableLabs

Communications Advisory Board

Telecommunications Law has always been a core strength of Silicon Flatirons since its inception. The Communications Advisory Board helps continue this accomplished tradition.

Andrew Crain

Senior Fellow Silicon Flatirons Center

Norton Cutler

Counsel. Perkins Coie

Steve Davis

Senior VP of Policy and Law, CenturyLink

Stanton Dodge

General Counsel, DISH Network

Craig Donaldson

Senior Vice President, Regulatory Affairs, Intrado

Raymond Gifford

Partner.

Wilkinson Barker Knauer, LLP

Richard Green

Senior Adjunct Fellow, Silicon Flatirons Former President and Chief Executive Officer; CableLabs

Dale Hatfield Senior Fellow

Silicon Flatirons Center Adjunct Professor University of Colorado Former Chief Engineer

Federal Communications Commission

Bill Levis

Director of the Office of Consumer Counsel. State of Colorado

Tom Lookabaugh

Senior Adjunct Fellow. Silicon Flatirons Chief Technology Officer, **Entropic Communications**

Tom Moore

Founder & President, WildBlue Communications

Mike Nelson

Comcast

Kelsi Reeves

Vice President Federal Government Relations, tw telecom inc.

John Ryan

Senior Vice President, Level 3 Communications

Lisa Scalpone

Vice President of Legal and Government Affairs, WildBlue Communications

Sue Wyman

Communications Board Chair President. Jivaro Group and JivaroCXO

Lee Zieroth

Senior VP & General Counsel, CableLabs

Entrepreneurship Advisory Board

Boulder is recognized as having a thriving venture capital and entrepreneurship community. Silicon Flatirons is fortunate to benefit from this active, generous community. In addition to students and professors from the law and business schools, the Entrepreneurial Advisory Board consists of venture capitalists, successful entrepreneurs, top executives at established companies, and attorneys with a variety of pertinent specialties.

University of Colorado

Brad Bernthal Assoc. Clinical Professor of Law Interdisciplinary Telecommunications Program.

Dan Caruso

Co-Founder, President & Chief Executive Officer, Zayo Group

David Cohen

Chief Executive Officer, TechStars

Elizabeth Cook

President, Philanthropiece

Dave Drach

Howard Diamond

Chief Executive Officer. Diamond Consulting, Inc.

Managing Director, Microsoft Emerging Business Team

Tim Enwall President & COO.

Tendril

Brad Feld Managing Director,

Foundry Group David Jilk Founder.

Standing Cloud, Inc. **Richard Levine**

Counsel, Baker Hostetler

Krista Marks CEO & Co-Foudner,

Kerpoof

Jana Matthews Cheif Executive Officer The Jana Matthews Group

Kevin McGuire

Vice President, J.P. Morgan

Bob McKenzie Roard Member

Crown Castle Corporation Jason Mendelson Entrepreneurship Board Chair

Managing Director,

Foundry Group

Bill Mooz Senior Director & Associate General Counsel, VMware

Nancy Pierce

KELD LLC

Cooley LLP

Mike Platt Partner,

President & Managing Director,

Robert Reich Founder. OneRiot

Trish Rodgers Partner Moye White

Daniel Sherwinter

Marsh Fischmann & Breyfogle

First Western Trust Bank

Nancy Stevens

Chairman,

Michael Zeisser Senior Vice President, Liberty Media Corporation

General Partner, Grotech Ventures

www.silicon-flatirons.org

www.silicon-flatirons.org

17



SUPPORTERS

Charter Members

AT&T CenturyLink Comcast Corporation Level 3 Communications Microsoft Verizon

Executive Members Brad Feld

CableLabs Cablevision Coalfire Google Jason Mendelson National Cable & Telecommunications Association

Patton Boggs LLP

Perkins Coie Time Warner Cable Wilkinson Barker Knauer, LLP

Sponsors

Baseline Telecom Brownstein Hyatt Farber Schreck Cooley LLP CTIA-The Wireless Assoc. DIRECTV DISH Network Dorsey & Whitney LLP Faegre & Benson LLP Hogan Lovells US LLP Holland & Hart LLP Holme Roberts & Owen LLP Intrado Kilpatrick Townsend & Stockton LLP

Latham & Watkins LLP Liberty Media Corporation Marsh Fischmann & Breyfogle Merchant & Gould, P.C. News Corporation Qualcomm Ryan McIntyre Squire Sanders (US) LLP The Walt Disney Company Time Warner Inc tw telecom inc. Wiley Rein LLP Wilmer Cutler Pickering Hale and Dorr LLP

Patrons

Baker & Hostetler LLP Crown Castle International Davis Graham & Stubbs LLP Davis Wright Tremaine LLP **Entertainment Software Association Greenwood Telecommunications Consultants** Grotech Ventures J.P. Morgan

Kelley Drye Lathrop & Gage LLP LightSquared Littler Mendelson, P.C.

Mobile Future Moye White LLP Neustar O'Melveny & Myers LLP T-Mobile USA Tendril Viacom, Inc. Viaero Wireless WildBlue, A ViaSat Company Willkie Farr & Gallagher LLP Zayo Group

Media Sponsors

www.silicon-flatirons.org

Ian Carter Photography w3w3.com





Silicon Flatirons Center University of Colorado Law School 401 UCB, Wolf Law Building Boulder, CO 80309 303.492.5442 sf@colorado.edu

Follow us on Twitter: @SiliconFlatiron

Check out our blog at: boulderstartups.org

Phil Weiser

Executive Director
Phil.Weiser@colorado.edu

Brad Bernthal

Entrepreneurship Initiative Director Brad.Bernthal@colorado.edu

Paul Ohm

Director of Information Technology and Intellectual Property Initiative
Paul.Ohm@colorado.edu

Dale Hatfield

Senior Research Fellow Dale.Hatfield@colorado.edu

Preston Padden

Senior Research Fellow Preston.Padden@colorado.edu

Therese Kerfoot

Research Fellow therese.kerfoot@gmail.com

Dave Mangum

Research Fellow dcmangum@gmail.com

Anna Noschese

Program Director
Anna.Noschese@colorado.edu

Jamie Stewart

Program Admistrator
Jamie.L.Stewart@colorado.edu

Catherine Williams

Event Coordinator
Catherine.M.Williams@colorado.edu

