

Chancellor's Advisory Council
June 10th, 2014 Meeting
Attendee Bios

Jason Mendelson

Jason has over 15 years of experience in the venture capital and technology industries in a multitude of investing, operational and engineering roles. Prior to co-founding Foundry Group, Jason was a Managing Director and General Counsel for Mobius Venture Capital, where he also acted as its chief administrative partner overseeing all operations of the firm.

During his venture career Jason has been actively involved in serving on boards of portfolio companies and the negotiations and structuring of financings, mergers and exits in the portfolio.

Prior to his involvement with Mobius Venture Capital, Jason was an attorney with Cooley LLP, where he practiced corporate and securities law with an emphasis on representation of emerging companies in private and public financings, mergers and acquisitions. As an attorney, Jason has consummated over \$2 billion of venture capital investments, \$5 billion in mergers and has extensive experience in fund formation, employment law and general litigation, serving as an expert witness in these related fields.

Before his legal career, Jason was a senior consultant and software engineer at Accenture where he focused on financial institution re-engineering engagements. While at Accenture, Jason supervised programming teams up to forty people in size and was responsible for managing deliverables in multi-billion dollar engagements.

As one of the first full-time, in-house general counsels at a venture capital firm, Jason has been on the forefront of thought leadership and has co-chaired the National Venture Capital Association's General Counsel group and has been an active participant on the NVCA's Chief Financial Officer group. He was one of the key draftspersons for the NVCA model document task force which created the industry's first set of standardized venture capital financing documents, which has greatly aided in the efficiency of completing these types of deals. He served on the board of the NVCA, including as an executive board member, from 2009-2013.

Jason holds a Bachelor of Arts degree in Economics, with distinction and a Juris Doctorate, cum laude, from the University of Michigan. Jason is an executive board member at NVCA. He is an active musician playing drums and bass guitar in several bands (including Soul Patch and Legitimate Front with his partner Ryan McIntyre) and enjoys home remodeling and travel. Jason was chosen as one of Denver's 40 under 40. in business in 2009. Jason blogs about his

experiences in the venture industry on his blog Mendelson's Musings and www.askthevc.com and co-authored the best selling book *Venture Deals – be smarter than your lawyer and your venture capitalist*.

Brad Feld

Brad has been an early stage investor and entrepreneur since 1987. Prior to co-founding Foundry Group, he co-founded Mobius Venture Capital and, prior to that, founded Intensity Ventures. Brad is also a co-founder of TechStars.

In addition to his investing efforts, Brad has been active with several non-profit organizations and currently is chair of the National Center for Women & Information Technology, co-chair of Startup Colorado, and on the board of UP Global. Brad is a nationally recognized speaker on the topics of venture capital investing and entrepreneurship and writes the widely read blogs *Feld Thoughts*, *Startup Revolution*, and *Ask the VC*.

Brad holds Bachelor of Science and Master of Science degrees in Management Science from the Massachusetts Institute of Technology. Brad is also an avid art collector and long-distance runner. He has completed 23 marathons as part of his mission to finish a marathon in each of the 50 states.

Dan Caruso

Dan Caruso is President and CEO of Zayo Group, where he oversees Onvoy Voice Services, Zayo Enterprise Networks, and Zayo Professional Services. Dan, as an angel investor, helped found Envysion, where he served as Chairman from 2006 to 2013. Dan is a former Board Member of GTS Central Europe and director of New Global Telecom. Dan has an MBA from the University of Chicago and a BS in Mechanical Engineering from University of Illinois.

Between 2004 and 2006, Dan was the President and CEO of ICG Communications. Backed by Columbia Capital and MC Partners, he led the private buyout of ICG in 2004. In 2006, ICG was sold to Level 3 for \$170M, resulting in a total distribution to the buyout group and management team of over \$225M and a return on investment of 25x.

As one of the founding executives of Level 3 Communications, Dan was responsible for Level 3's engineering, construction, and operations organizations. Between 2001 and 2003, most of Level 3's lines of business and marketing functions fell under his jurisdiction. Earlier, Dan was part of the MFS Communications senior management team. He began his career at Illinois Bell/Ameritech.

Ernst & Young named Dan one of the three national finalists for the Entrepreneur of the Year 2011 Media, Entertainment and Communications Award. In 2009, Dan was named Communications Executive of the Year in Colorado. The

Denver Post named him one of Eleven Colorado Business People to Watch in 2011. The Boulder Chamber of Commerce honored him with the 2010 Esprit Award. In 2009, Ernst & Young honored him as the Entrepreneur of the Year in Rocky Mountain Region Emerging Company Category.

Dan is an active supporter of the University of Colorado – Boulder. He co-teaches Entrepreneurship and the Private Equity Process in the Leeds MBA Program. He is on the Entrepreneurship Initiative Advisory Board of Silicon Flatirons, a center for law, technology, and entrepreneurship at the University of Colorado, as well as board member of StartUp Colorado. He is actively involved in the College of Engineering and Applied Sciences as a frequent guest lecturer and supporter of the Engineering Management and Entrepreneurship program.

Krista Marks

Krista Marks is a serial entrepreneur with twenty years of experience at the forefront of technology. She has built and led highly effective software and hardware teams for startups, consulting firms and Fortune 100 companies, and recently delivered the highly acclaimed solutions for creativity and community on Disney.com. She was honored with the Kids at Play Interactive (KAPi) award for “Emerging Pioneer” at the 2011 International Consumer Electronics Show.

Krista Marks is currently CEO & Co-Founder of Woot Math, a new Boulder ed-tech startup. Previously, she was a Vice President at Disney for User Generated Content. She came to Disney through its 2008 acquisition of Kerpoof where she was also CEO and co-founder. The tools created at Disney and Kerpoof have allowed millions of children to create, save and share artwork in safe online environments. Her career has spanned many technology fields where she has worked as an engineer, manager, and executive, and she has won a broad range of awards. In addition to the KAPi award, she was a 2005 finalist for Xilinx’s highest technical achievement award for her work in networking electronics. In 1999, she won Lawrence Berkeley National Laboratory’s highest achievement award for her contributions to high energy physics instrumentation. She holds multiple U.S. patents and a Bachelor of Science in Electrical Engineering from the University of South Carolina.

Sarah Schupp – new advisory council member

Sarah Schupp is the Founder of University Parent Media, a company that partners with universities to provide helpful parenting tips and community information for their college parent audiences. Schupp founded University Parent Media as an undergraduate at the University of Colorado Boulder where she received her Bachelors degree. Sarah Schupp was named one of Businessweek.com’s top 25 Entrepreneurs under 25.

Philip Taynton

Philip Taynton is a Chemistry Ph.D. candidate in the third year of his studies under Professor Zhang at CU Boulder. He previously spent three years doing R&D product development for Avery Dennison, a Fortune 500 company. Together with Professor Zhang, Taynton co-invented the malleable polymer technology which will be the foundation for our company. Within four months, Taynton identified an application for the technology, produced a functional prototype, and learned how to position and pitch a start-up business successfully. Taynton's pitch won top prize at the CU New Venture Challenge.

Fletcher Richman

Fletcher is the co-founder and Managing Director of Spark Boulder. He graduated in May of 2014 with a bachelor of science in Electrical and Computer Engineering. As a student, he was the central organizing force behind developing Spark, a student incubator and coworking space on the University Hill. He helped raise \$140K from the community and organized a team of ten students to launch the space in February of 2014. He also acted as a student leader in StartupCU, TEDxCU, InnovateCU, and several other entrepreneurial organizations and groups. His dedication to entrepreneurship at CU led to recognition through the creation of the inaugural CUNVC Fletcher Richman Award, and the CU Gold Lasting Leadership award.

Fletcher is also a self-taught web developer. He's built his skills as a software engineer working for PivotDesk, a venture backed company he is joining full time, and Sound Web Consulting, the company he started with two other students. He's passionate about solving hard business problems with software.

William Grau

William Grau is a 1st year Chemistry PhD student at the University of Colorado where he works in the Gill Lab and is deeply engaged in entrepreneurship in the community and on campus. Before coming to Boulder, William worked as a scientist with Idaho Biosciences. William received his undergraduate degree in Biochemistry and Finance from California Polytechnic State University – San Luis Obispo.

Joni Klippert

Joni Klippert is the Vice President of Product at VictorOps, Inc., a local startup that offers a collaborative platform for DevOps teams. Before VictorOps, Joni worked as the head of Customer Development at another local startup. Joni has been deeply involved in the startup community in Boulder and is a member of the Deming Center Women's Council. Joni received her MBA from the Leeds School of Business.

Libby Cook

Libby Cook has been practicing international and general corporate law for 26 years. Ms. Cook co-founded Wild Oats Markets, the second largest natural foods supermarket chain in North America, serving as its executive Vice President and General Counsel from 1987 to 2001. In 2001 Ms. Cook subsequently co-founded Sunflower Markets, another natural foods grocery chain, serving as its President from 2001 to 2005. In 2005 Ms. Cook turned her focus to the philanthropic world where she serves as Co-Executive Director of Philanthropiece Foundation, a private operating foundation she originally founded in 1987. Ms. Cook currently serves on the board of directors of United Western Bank, Colorado State University's Global Social and Sustainable Enterprise Masters Program and Ellie's Home Organic Center, a division of Eco Products, Inc. She has served on the Board of Directors for various private schools in Colorado and on the Steering Committee of the Peace Jam Foundation. Ms. Cook has received numerous commendations and awards for her entrepreneurial achievements. In 2006 Ms. Cook was recognized by the Boulder History Museum as a New Pioneer, honoring her contributions to Boulder.

Mystery Murphy

Mystery Murphy is a Research Fellow in the Entrepreneurship Initiative of the Silicon Flatirons Center for Law, Technology, and Entrepreneurship at the University of Colorado. In this position, she has worked closely with members of the entrepreneurship community of Boulder to further various entrepreneurship initiatives and education on the CU-Boulder campus. As a Research Fellow, Mystery acted as the Executive Director of the CU New Venture Challenge, CU's cross-campus entrepreneurship championships. Mystery also acted as the Program Director during the inaugural year of the Tech Lawyer Accelerator, a first-of-its-kind educational and internship program for business savvy law students at the University of Colorado. Mystery received her law degree from the University of Colorado Law School where she was elected to the Order of the Coif. She received her undergraduate degree in Cultural Anthropology from the University of Colorado at Boulder.

M E M O R A N D U M

To: Chancellor's Advisory Committee
From: Brad Bernthal, Associate Professor, and Frances Draper, Vice Chancellor for Strategic Relations
Cc: Catherine Shea, Chief of Staff, Office of the Chancellor
Date: June 2, 2014
Re: Background memo in advance of June 10 CAC discussion about entrepreneurship at CU-Boulder

I. EXECUTIVE SUMMARY

During its June 10 meeting, the Chancellor's Advisory Committee will be asked for strategic direction about how CU-Boulder can excel as a leading public entrepreneurial university. The Chancellor has identified the opportunity to amplify and expand entrepreneurial efforts, as well as perhaps more closely associate CU-Boulder's brand with entrepreneurship and innovation, in the coming years.

Grassroots entrepreneurial efforts have boomed at CU-Boulder over the past decade. The growth of entrepreneurship is in part due to the fact that the University is located in the world-class startup scene of Boulder, Colorado. Writer Richard Florida dubbed Boulder "America's Most Creative City." According to a 2013 Kauffman Foundation report, Boulder also boasts the highest density of high-tech startups in the United States. Boulder is home to TechStars and the Unreasonable Institute, two internationally recognized accelerators that attract and work with early stage startups. Collocation with a thriving innovation scene provides CU-Boulder unique opportunities unavailable to other universities. Geography shapes the nature of entrepreneurship on campus.

The objective of the CAC discussion is to explore several issues related to campus entrepreneurship and, ultimately, select one actionable idea that the CAC would like to help with. Issues for discussion are highlighted in Section II below. To assist CAC reflection, Section III of this Memorandum provides background context concerning the state of entrepreneurship at CU-Boulder.

In advance, thank you for your advance consideration on the matters below.

II. QUESTIONS FOR CONSIDERATION AT JUNE 10 CAC

1. **Should entrepreneurship be a core part of CU-Boulder's brand over the next five years?** Why or why not? If so, what mechanisms should CU-Boulder consider in messaging its entrepreneurship brand to various stakeholders, such as prospective students (both undergraduate and graduate), existing researchers, and the surrounding community?