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## **EXPERIENCE**

**Frontier Airlines, Inc:** Vice President, General Counsel and Secretary  
(1990-2002, retired).

**Aspen Airways/United Express:** Vice President and General Counsel  
(1986-1989)

**Frontier Holdings, Inc:** Associate General Counsel and Assistant  
Secretary  
(1971-1985)

**Akolt, Shepherd, Dick and Rovira:** Private practice, Denver, Colorado

**University of Denver College of Law:** Adjunct professor, corporate law

**United States Department of Justice:** Attorney General's Honor Law  
Graduate Program (Washington, D.C.)

## **Relevant Responsibilities**

- Arbitration representations and case presentations under collective bargaining agreements and internal grievance procedures.
- Presented more than 500 cases during career to independent arbitrators, and to first and second step procedure labor/management panels.

- Substantial experience, over 20 year period with airlines, in collective bargaining agreement negotiations involving complex work rule, seniority and scope provisions.
- Represented companies and supervised employment discrimination cases before EEOC, Colorado Civil Rights Commission and U.S. District Court.
- Groups included the Airline Pilots Association; Association of Flight Attendants; International Association of Machinists and Aerospace Workers; International Brotherhood of Teamsters and Transport Workers Union; Airline Employees Association; and various organized “in house” crafts and classes.

## **EDUCATION AND AFFILIATIONS**

University of Denver College of Law: Juris Doctor, *cum laude*, 1967.  
Graduated second in law school class. Order of St Ives scholastic society.

University of Denver Law Journal: Note Editor.

Lawrence University, Appleton, Wisconsin: Bachelor of Arts, 1964.