

JOSHUA A. GORDON

University of Oregon Lundquist College of Business 1208 University Street, Eugene, OR 97403

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CURRENT POSITIONS

University of Oregon Office of the President , Eugene, OR Faculty Athletics Representative (FAR)	2021-Present
University of Oregon Lundquist College of Business , Eugene, OR Woodard Family Foundation Fellow, Senior Instructor of Sports Business and Law Marketing Department and Warsaw Sports Business Center	2013 - Present
Court of Arbitration for Sport (CAS) , Lausanne, Switzerland International Arbitrator on Football List and General List	2019 – Present
Federation Internationale de Football Association (FIFA) , Zurich, Switzerland FIFA Mediator	2022 – Present
United States Olympic & Paralympic Committee (USOPC) , Colorado Springs, CO USOPC Arbitrator	2023 – Present
LawInSport , London, UK Editorial Board, North America	2018 - Present
Sports Conflict Institute LLC , Portland, OR Principal and Senior Consultant	2013 - Present

EDUCATION

Juris Doctorate, Suffolk University Law School

- Client Counseling Competition and Negotiation Competition Finalist; Invited to Law Review; Research Assistant; Specialized in Employment and Labor Law, Sports Law, and ADR

Master of Arts, University of Massachusetts Boston Program on Dispute Resolution

- Graduate Certificate, University of Massachusetts Boston Program on Dispute Resolution

Bachelor of Arts, Psychology/Sociology, University of Massachusetts Amherst/Brandeis University

- Certificate in Criminal Justice; Teaching Assistant for Five Undergraduate Courses; Research Assistant

Professional Designations, Certified Quality Analyst (CQA); Certified DISC Assessor

TEACHING AND ADVISING EXPERIENCE

University of Oregon Lundquist College of Business, Eugene, OR

Instructor, *Negotiation*, MBA, 2023-Present

Instructor, *Legal Aspects of Sports Business*, MBA, 2015-Present

Instructor, *Law & Sports Business*, Undergraduate, 2015-Present

Instructor, *Negotiation Strategies*, Undergraduate, 2022-Present

Instructor, *Business Negotiation*, Oregon Executive MBA 2019-Present

Instructor, *Conflict In Workgroups*, Oregon Executive MBA 2021-Present

Expert Commentary & Analysis, news and media outlets regarding law and sports business 2013-Present

Research Advisor, *Best Practices for Sport League CBAs*, 2022 – 2023

Research Advisor, *Examining the Curricular Gap Surrounding Women's Sports*, 2023

Faculty Advisor, *Oregon Consulting Group*, 2019 – 2021

Academic Committee, *Oregon Executive MBA*, 2019 – 2022

Academic Advisor, *InSport Education*, 2019-2020

Director of Minors and Undergraduate Sports Business, Undergraduate Program Office 2018-2019

Undergraduate Program Manager, Warsaw Sports Marketing Center 2016-2019

Instructor, *Managing Sports Related Businesses and Brands*, Undergraduate 2018-2021

Instructor, *Global Sports Business Strategy*, MBA and Undergraduate 2020-2021

Instructor, *Global Impact of Sport*, Undergraduate Summer Abroad 2018-2020

Instructor, *Global Sports Business*, Undergraduate 2014, 2018-2020

Instructor, *Sports Marketing*, Undergraduate 2016-2020

Instructor, *Global Sports Business Strategy*, Undergraduate Summer Abroad 2016-2020

Instructor, *Sports Brands Management*, Undergraduate 2019-2020

Instructor, *International Sports Business Culture*, Undergraduate Summer Abroad 2016-2020

Faculty Advisor, *Warsaw Sports Business Club*, University-wide Undergraduate 2015-2020

Instructor, *Sports Business and Society*, Undergraduate 2013-2019

Research Advisor, *Women Ball, Too*, Undergraduate 2019

Dissertation Committee, *Essays in Industrial Organization*, PhD 2017-2019

Dissertation Committee, *A Political Economy of the College Football Playoff*, PhD 2017-2019

Research Advisor, *Quantifying the Value of Sport Diplomacy to Non-State Actors*, Honors 2016-2017

Research Advisor, *Examining Inefficiencies in NBA Player Development*, Honors 2015-2016

Research Advisor, *Decision-Making in the National Basketball Association*, Honors 2014-2015

Instructor, *The Olympics and Sports Marketing*, Undergraduate 2013

University of Oregon School of Law, Eugene, OR

Research Advisor, *Pac-12 Student-Athletes' Rights to Grievance Processes*, Master's Thesis 2014-2015

Research Advisor, *Evaluation of Kidsports' Coach Training*, Master's Thesis 2013-2014

Curriculum Design, *Sports Law*, Law 2013

Curriculum Design, *Sports Administration*, Masters and Undergraduate 2012

Instructor, *Introduction to Sports Conflict*, Masters and Undergraduate, 2011-2013

Instructor, *Negotiation in Sports*, Masters and Undergraduate, 2011 - 2013

Research Advisor, *Discussing a Route to Sports Conflict Resolution*, Master's Thesis 2011-2012

Instructor, *Sports Mediation*, Masters and Undergraduate, 2011
Internship Advisor, *Sports Ombudsing*, 2010-2015
Internship and Independent Study Advisor, Masters and Undergraduate, 2010-2014
Instructor, *Conflict in Sports Teams*, Masters and Undergraduate, 2010-2012
Research Advisor, *Development, and Implementation of the CNC Kidsports Ombuds*, Master's Project 2010-2011
Instructor, *Confronting Sports Conflict*, Masters and Undergraduate, 2010-2011
Research Advisor, *Using Sports to Create Cooperative Learning Environments*, Master's Project 2009-2010
Competition Advisor, *ABA Negotiation Competition & International Negotiation Competition*, Law 2010-2014

University of Massachusetts, Boston, MA

Evaluator, *Ultimate Peace Summer Camp: A Step Towards Evaluation*, Master's Thesis 2015-2016
Teaching Assistant, *Conflict in Teams*, Master's 2006-2008

Suffolk University Law School, Boston, MA

Skills Coach, *Mediation*, Law, 2008-2009

Boston College Law School, Newton, MA

Skills Coach, *Mediation*, Law, 2007-2009

University of Massachusetts, Amherst, MA

Teaching Assistant, *Introduction to Psychology*, 1995
Teaching Assistant, *Criminology*, 1995
Training Assistant, *Peer Mediation*, 1994-1995
Teaching Assistant, *Adolescent Psychology*, 1994
Teaching Assistant, *Educational Psychology*, 1994
Teaching Assistant, *Cognitive Psychology*, 1993

Industry Courses and Workshops, North America, Europe, and Asia

Trainer, Myriad courses including: *Negotiation, Consensus Building, Strategic Planning, Dealing with an Angry Public, Crisis Management, Power of Apology, Reputational Management, Conflict Styles, Deal-Making Strategy, Mutual Gains Approach to Negotiation, Quality Assurance, Title IX, Bullying and Hazing Prevention, Mediation, DISC, Leadership, Building Performance Culture, Ombudsing, Sports Conflict Management, Brand Management*

RESEARCH AND PRESENTATION EXPERIENCE

Panelist, *"Navigating College Athletics' Legal and Regulatory Environment"*, NIL Summit, June 2023
Featured Speaker, *"NCAA Now and Future"*, Western Law, March 2023
Featured Speaker, *"A experiencia norte-americana: resolucao de disputas no esporte"*, CBF Academy Workshop de Direito e Futebol, 2022
Featured Speaker, *"Driving Culture and Delivering Results"* NCAA Final Four, New Orleans, LA, April 2022
Featured Speaker, *"Tools for Navigating Conflict"* OEMBA Thursday Connections Series, February 2022

Sports Law Expert, *Sports Law Expert Directory*, Sports Litigation Alert, 2017-Present
Moderator, *Negotiation 101: Breaking Deadlocks & Resolving Ugly Conflicts*, Fordham Law School, 2021
Judge, *Moot Court Madness: NCAA v. Alston*, NOCAP Sports, March 2021
Featured Speaker, *"The Power of Alignment"* NCAA Final Four, San Antonio, TX, April 2018
Panelist, Portland Trail Blazers Career Fair, Portland, OR 2016-2017
Featured Speaker, *"Conflict Styles in Sports."* Football Development Summit, Pensacola, FL, July 2014
Panelist, *"The NCAA in Crisis."* Oregon Law Review Symposium Eugene, OR, April 2014
Featured Speaker, *"Negotiation in Sports."* ADRSA, Eugene OR, February 2014
Keynote Speaker, *"Competition Not Conflict – Negotiating Better Outcomes."* LERA, April 2013
Panelist, *"Contract Negotiations."* Sports and Entertainment Law Conference, Portland, OR, February 2013
Host, *SCI TV* - Web show discussing with industry guests. Sports Conflict Institute, 2013-Present
Featured Speaker, Professional Association of Athlete Development Specialists (PAADS) 2011-2013
Research Assistant, *"The Changing Role of Evaluation in Commercial ADR."* Dispute Resolution Magazine. Fall 2007
Law School Thesis, *"The Fallacy of Training: Developing Organizational Negotiating Capability."* 2007
Master's Thesis, *"Outside the Box / Inside the Ring."* University of Massachusetts Boston, 2004-2005
Featured Speaker, *"The Role of ADR Online."* Conflict Studies New Generation of Ideas, Boston, 1998
Research Assistant, *Reviewing Board Membership Composition of Fortune 500 Companies*, 1995

PUBLICATIONS

Gordon, Joshua and Furlong, Gary. Strategic Negotiation: Building Organizational Excellence. Routledge. June 2023

Gordon, Joshua. "Sports Law in 2022 – What to Watch North America". LawInSport. January 2022

Gordon, Joshua. "Sports Law In 2021." LawInSport. January 2021

Gordon, Joshua. "Sports Law in 2020: Key Issues To Watch In North America." LawInSport. January 2020

Gordon, Joshua, Gary Furlong, and Ken Pendleton. The Sports Playbook: Building Teams that Outperform - Year After Year. Routledge. March 2018

Gordon, Joshua, and Ken Pendleton. Review of "The Conflict Resolution Toolbox: Models and Maps for Analyzing, Diagnosing, and Resolving Conflict" by Gary T. Furlong. ACResolution Magazine. November 2013

Cheimets, Peter, Joshua Gordon, and James Tull. "Negotiation for Engineers." Mechanical Engineering. March 2011

Gordon, Joshua. "The Meandering Path." Dispute Resolution Magazine. November 2011

Field, Patrick and Joshua Gordon. "Building Trust in Corporate Communication: Candor, Conversation, and Commitment." Contingencies. November 2007

SKILLS

- Proficient in qualitative and quantitative assessment and analysis, survey design, and interview protocols
- Expert in facilitation, negotiation, behavioral engineering, consensus building, mediation, arbitration, and strategic planning processes
- Experienced and Certified in DISC Behavioral Profile Assessments
- Adept in digital and social platforms including underlying analytic tools
- Experienced in organizational development, Lean, Six Sigma, CMM, Malcolm Baldrige, ISO 9000, and Kaizen
- Innovator in leadership development, mentoring, and coaching

RELEVANT PROFESSIONAL EXPERIENCE

Sports Conflict Institute LLC

Founder and Senior Consultant

Eugene, OR

2013-Present

- Founded institute to support business goals in sports industry through assessment and intervention on sports business and sport governance issues including crisis management, organizational culture, Title IX issues, and conflict
- Led crisis response in high profile issues around Title IX, sexual misconduct, harassment, hazing, bullying, and abusive cultures
- Led high-performance negotiation capability building programs that included individual and organizational assessment, custom curriculum development, training, advising, organizational change
- Specialized in mitigating reputational and brand damage to institutions and individuals
- Arbitrator for the Court of Arbitration for Sport (CAS) on both the Football and General lists
- Arbitrator for the United States Olympic & Paralympic Committee (USOPC) Dispute Resolution Unit arbitrating Section 8, Section 9, Section 10, Section 11 Athlete Safety, Background Check Appeals, NGB and USOPC Internally Managed Sports Appeals and Participation cases
- Arbitrator and Chair for USATF SafeSport Appeals cases
- Mediated complex issues in sport governance internationally and domestically
- Assessed organizations, administrators, coaches, and athletes using both customized instruments and Athlete Assessment toolset
- Developed resource center for administrators, coaches, athletes, and supporters to be able to access information and tools necessary for overcoming issues that regularly arise in athletics
- Managed all marketing including SCI TV, SCI Talk, Press Releases, Website Development and Content, Social Media (Twitter, LinkedIn, Facebook, Google+, YouTube, iTunes)
- Engaged organizations and individuals from NFL, NBA, MLS, MLB, NHL, NCAA, PGA, LPGA, WWE, ATP, WTA, NRL, and more.

University of Oregon School of Law

Eugene, OR

Director and Instructor

2010-2013

- Facilitated comprehensive strategic planning effort and implemented vision for Competition Not Conflict program dedicated to conflict management systems, tools, research, and education in the sports business
- Successfully transitioned budget from its single donor-based origins to diverse revenue streams from courses and multiple donors to develop positive budget that helped support other law school programming
- Cultivated high level donors for ADR Center, Law School, Conflict Resolution Master's program, and CNC, including, coordination and participation in all key alumni engagement and fundraising events
- Partnered with Holden Leadership Center to outline specific student-athlete needs related to alternative breaks and service-learning opportunities
- Partnered with Conflict Resolution (CRES) to create academic programming for nearly 1300 students
- Established and supervised the Kidsports Ombuds internship program – first of its kind nationally - that led to multiple graduate students obtaining industry jobs
- Partnered with Oregon Athletics to develop numerous internship opportunities for graduate and undergraduate students while providing value-added services to the department
- Assessed and re-developed Heroes Cup Point System to promote career, academic, personal, athletic, and service-learning opportunities for student-athletes
- Developed and implemented comprehensive marketing approach building off a thought leadership foundation to attain national recognition; including public speaking engagements with audiences from the sports industry

Part of the Solution ADR Services

Boston, MA

Principal and Senior Practitioner

1993-2010

- Spearheaded the concept, business plan, and execution of a successful consulting company specialized in developing negotiation as a core organizational competency, facilitating strategic planning and complex organizational change, and providing mediation services for individuals and organizations dealing with reputation harming conflict
- Secured multimillion dollar savings for clients by introducing negotiation theory, processes, and skills to C-level executives and other senior staff at McDonalds, WPP, Ogilvy & Mather, JWT, Y&R, Shell, HP, John Hancock, Manulife, Fidelity, Bose and others through effective training, advising, and organizational change
- Achieved 95% success rate for mediated disputes involving workplace, commercial, multi-party housing conflicts, privacy and security, small claims, landlord/tenant, parent/child, gang related conflict, and divorce
- Spearheaded the development of *Outside the Box/Inside the Ring* conflict resolution curriculum resulting in worldwide adoption in schools, after-school programs, and violence prevention organizations
- Facilitated multi-party dialogue including key government and industry stakeholders on Vermont and Alaska's energy future, the role of dispute resolution for the transition to electronic medical records, urban planning initiatives in the Boston area, and change in the juvenile justice system to provide alternatives to detention

- Instrumental in leading dialogue between Alaskan state legislators, governor's office, and leaders in energy industry focused on a \$500M legislative bill on natural gas
- Trained hundreds of individuals in basic and advanced mediation skills in partnership with the Community Dispute Settlement Center, OptionBridge, Boston College Law School, and Suffolk University Law School
- Formed partnerships with peers in the ADR field from Consensus Bridling Institute, OptionBridge, Mediation Works Incorporated, LaxSebenius, Massachusetts Attorney General's Office, Center for Technology and Dispute Resolution, University of Massachusetts Graduate Programs on Dispute Resolution, and CDSC

Manulife Financial Services / John Hancock Financial Services

Boston, MA

Organizational Change Leader

1998-2005

- Fast-track promotion through a series of increasingly responsible positions based on strong performance in workforce reengineering, process optimization, project management, productivity improvement, and quality management including Organizational Developer, Quality Assurance Manager, Senior Business Analyst, and Project Manager
- Researched, analyzed, and managed readiness and demutualization project to negotiate transfer from a mutual to a publicly held corporation
- Changed organizational competency on projects over \$1M from 65% cancellation rate to 95% on-time, under budget, with minimal defects by proposing and executing new quality assurance functions, process redesign, training, and deployment
- Championed the organizational direction and transition from CMM Level 0 to Levels II and III, a feat that less than 5% of organizations accomplish
- Led organizational change initiatives to assess negotiation capabilities, compliance, and core business functions to attain Sarbanes-Oxley Certification readiness
- Secured significant revenue by pioneering expansive change projects for financial services company with focus on aligning interests, and enhancing negotiation and risk mitigation skills
- Managed multiple internal marketing initiatives to support John Hancock Financial Olympic Sponsorship, Boston Marathon, and Major League Baseball sponsorship including events, activation, and messaging

Commonwealth of Massachusetts

Boston, MA

Organizational Developer

1993-1998

- Served in various leadership capacities for the Massachusetts Department of Social Services, Department of Mental Retardation, Department of Youth Services, and Office of the Attorney General including Organizational Developer, Licensed Social Worker, and Mediator/Trainer
- Constructed Conflict Intervention Team and Student Conflict Resolution Experts focused on addressing large and volatile disputes
- Created cutting edge mediation program
- Led the introduction of a \$50M IT system and the concurrent organizational redesign along with department-wide training to enable national communication between child protection agencies
- Gained special recognition by the Commissioner for exemplary leadership during the execution of State Automated Child Welfare Information Systems Project

SERVICE AND COMMUNITY

LawInSport Editorial Board Member for North America, 2018-Present
Faculty Athletics Representatives Association (NCAA FARA) Executive Committee, 2022-Present
Big Ten Joint Group Governance Member, 2023-Present
Pac-12 Council Executive Committee President, 2023-24
Pac-12 Governance Committee Member, 2023
Pac-12 Council Executive Committee President Elect, 2022-23
Pac-12 Council Member, 2021-2024
Pac-12 Council Compliance & Enforcement Appeals Committee Chair 2021-2024
University of Oregon Intercollegiate Athletics Advisory Committee (IAAC), 2021-Present
University of Oregon Student-Athlete Behavioral Health Management Team, 2021-Present
University of Oregon Clark Honors College Thesis Advisor, 2011-Present
Professional Association of Athlete Development Specialists, 2011-Present
Sports Law Arbitration Moot, International Arbitration Arbitrator and Judge, 2021-Present
University of Oregon Lundquist College of Business Executive MBA Academic Committee, 2019-2022
Oregon Consulting Group Advisor, 2018-2022
University of Oregon Lundquist College of Business Faculty and Officer of Administration Hiring Committees, 2015-2023
Visiting Professor Program Virtual Immersion, 2021
InSport Academic Director for North America, 2018-2021
University of Oregon LCB IDEAL Student-Focused Diversity Task Force, 2017
University of Oregon Warsaw Sports Business Club Faculty Advisor, 2016-2020
Introduction to Recreation, Sport & Park Administration Editorial Review, 2018
Global Education Oregon Study Abroad Faculty Lead for Netherlands / Germany and London, 2016-2021
University of Oregon Portland Programs Undergraduate Committee, 2016-2018
University of Oregon LCB International Student Workgroup, 2015-2016
Suffolk University Law School Admissions Outreach Committee, 2014-2020
Eugene Marathon Advisory Board Member, 2013-2015
Blueprint for Success Advisory Board Member, 2013-2014
University of Oregon Women's Golf and Women's Tennis Team Building, 2013
Holcomb Hathaway Publishing Editorial Review of third edition of *Sport Law: A Managerial Approach*, 2013
Team Run Eugene Advisor, 2012-2015
University of Oregon School of Law Faculty Hiring Committees, 2011-2013
University of Oregon VP of Finance and Administration Leadership Assessment and Retreat Facilitation, 2011
University of Oregon Athletics O Heroes Program, 2010-2013
Oregon Track Club Board Member, 2010-2012
University of Oregon Holden Leadership Program, 2010-2012
University of Oregon Running Club Assistant, 2010-Present
Community Dispute Settlement Center Advisory Board Member, 2010-2021
ImprovBoston Advisory Board Member, 2007-2010

AWARDS

NCAA FARA Newcomer of the Year Award Nominee, 2022-23

Juliana Sowash Excellence In Oregon Executive MBA Teaching Award, 2022-2023

University of Oregon Office of the Provost Book Publication Award, 2023

Bowerman Track Club Male Masters Runner of the Year Award, 2017

INTERESTS

Former competitive DIII and DI distance runner with five Master's National Championships and three North American Gold Medals, competed in 28+ college XC seasons, consistent All-American performances, and previous sponsorships from 2XU, Injinji, Saucony, MGD64, and Compex; Casually participate in yoga, tennis, hiking, and cycling