

Curriculum Vitae

Patrick Crocker, JD, MBA

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EDUCATION

THE JUDGE ADVOCATE GENERAL'S SCHOOL, UNITED STATES ARMY

Master of Laws in Military Law

UNIVERSITY OF RICHMOND SCHOOL OF LAW

Juris Doctor, *cum laude*

HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA, BERKELEY

Master of Business Administration in Health Management, with honors

VIRGINIA COMMONWEALTH UNIVERSITY

Master of Science in Criminal Justice

TEXAS CHRISTIAN UNIVERSITY

Bachelor of Science in Psychology, *magna cum laude*

ACADEMIC EXPERIENCE

2023–Present ***TEXAS CHRISTIAN UNIVERSITY, Fort Worth, TX***
Associate Professor of Healthcare Practice, Neeley School of Business
Faculty Director, Graduate Healthcare Program

- Healthcare Leadership (MANA 72480)
- Healthcare Policy (MANA 72460)
- Healthcare Markets (MANA 72423)
- Healthcare in the U.S. (MANA 72410)
- Regulatory Environment for Executives (ENTR 65023)
- Principles of Negotiation (MANA 40633)
- Organizational Management (MANA 30153)

2021–2023 ***TEXAS CHRISTIAN UNIVERSITY, Fort Worth, TX***
Adjunct Faculty, Neeley School of Business

- Healthcare Markets (MANA 72423)
- Principles of Negotiation (MANA 40633)
- Organizational Management (MANA 30153)
- Entrepreneurial Law (ENTR 20153)

Fall 2019 ***UNIVERSITY OF CALIFORNIA, BERKELEY, Berkeley, CA***
Graduate Assistant and Reader, Haas School of Business

- Healthcare in the 21st Century (MBA 297A.1)

2008–2018 ***Judge Advocate General's Corps, United States Army
Captain/Major, Judge Advocate***

- Developed and taught numerous courses on Legal Ethics, Law of Armed Conflict, Intelligence Oversight, Military Judicial System, First Amendment Law, Constitutional Law, Criminal Procedure, Military Rules of Evidence, and Public Speaking

2009–2012 ***AUSTIN PEAY STATE UNIVERSITY, Clarksville, TN
Adjunct Professor, Department of Criminal Justice***

- Constitutional Law (CRJ 3000)
- Terrorism and Law (CRJ 3030)

Fall 2007 ***REYNOLDS COMMUNITY COLLEGE, Richmond, VA
Adjunct Instructor, Paralegal Studies Program***

- Introduction to Torts (LGL 215)

Fall 2006 ***VIRGINIA COMMONWEALTH UNIVERSITY, Richmond, VA
Graduate Teaching Assistant, Department of Criminal Justice***

- Case Studies in Criminal Procedure (CRJS 475)

PROFESSIONAL EXPERIENCE

2020–Present ***Crocker Solutions, LLC, Coppell, TX
Founder and Principal***

- Deliver management consulting and legal services to early-stage growth companies with a focus on strategic growth, organizational structure, and financial health
- Provided strategy and consulting services for companies initiating and engaged in COVID-19 testing response (Maryland and throughout the United States), core lab services (Texas), and environmental health and safety services (California)

2021–2023 ***U.S. Anesthesia Partners, Inc., Dallas, TX
Senior Director and Senior Corporate Counsel, Legal Department***

- Provided effective and pragmatic legal counsel to drive efficiency and problem-solving at the intersection of law, policy, and strategic operations, focusing on contract drafting and analysis, arbitration management, and building efficiencies for legal operations
- Worked across departments, including finance, revenue cycle management, payor contracting, compliance, quality, and strategy, to innovate and develop automated data-driven processes to support dispute resolution across federal and state practice areas
- Lead legal review process and provide strategic negotiating advice for national payor contract portfolio totaling over \$1.5B in annual healthcare reimbursement
- Created, refined, and coded arbitration brief templates to produce automated briefs for arbitrations in Texas and Washington that generated over \$20M in net recovered underpayments from May 2020 through August 2023
- Collaboratively developed and assisted in the execution of large-scale strategies leveraging arbitration, litigation, and public affairs efforts to successfully secure four long-term contracts with out-of-network payors valued at over \$400M total

2020–2021 ***PricewaterhouseCoopers, Dallas, TX***
Senior Associate, Health Industries Advisory

- Developed a global pricing and go-to-market strategy for a COVID-19 multivalent booster immunization product for a large pharmaceutical company, accounting for revenue, market share, and capacity utilization in a highly uncertain environment
- Researched and laid the groundwork for a comprehensive data commercialization strategy for a major cancer care and research center to leverage genomic oncology and patient data to create partnered contractual relationships with pharmaceutical companies
- Evaluated and refined the global digital health policy for a large pharma company by redefining key policy planks to align with company strategy and drafting policy positions based on industry trends, regulatory landscape, and product-specific considerations

2007–2020 ***Judge Advocate General's Corps, United States Army***
Captain/Major, Judge Advocate

- Appellate Counsel (Reserves), U.S. Army Legal Services Agency, Ft. Belvoir, Virginia
- Chief of Justice, Army Medical Department Center & School, Ft. Sam Houston, Texas
- Command Judge Advocate, Task Force ODIN, Bagram, Afghanistan
- Appellate Defense Counsel, U.S. Army Legal Services Agency, Ft. Belvoir, Virginia
- Brigade Judge Advocate, 470th Military Intelligence Brigade, Ft. Sam Houston, Texas
- Law of Armed Conflict Attorney, 101st Airborne Division, Bagram, Afghanistan
- Prosecutor/Assistant U.S. Attorney, 101st Airborne Division, Ft. Campbell, Kentucky
- Soldier's Counsel/Tax Center Director, 101st Airborne Division, Ft. Campbell, Kentucky

RESEARCH EXPERIENCE & SELECTED PROFESSIONAL PRESENTATIONS

2019–Present ***Dance Data Project, Northfield, IL***

- Project and Research Consultant assisting with project design, implementation, and publication, which includes choosing research project structures, survey design and creation, data collection and analysis, information synthesis, and final report drafting
- Crocker, P. and Vail, I. (2020, February 4). Dance Venues Leadership and Programming Report. Available at <https://www.dancedataproject.com/wp-content/uploads/2020/02/2020-Venues-Report.pdf>

Fall 2021 ***TEXAS CHRISTIAN UNIVERSITY, Fort Worth, TX***
M.J. Neeley Veterans in Business and Entrepreneurship (VIBE)

- Panelist, Veteran Entrepreneur's Business Leaders Panel Discussion (September 22, 2021), discussing how military experience translates to the private sector and business world, the challenges and rewards of starting a business, and how to approach innovating, building, and growing new ideas in existing and emerging markets

Spring 2021 ***American College of Healthcare Executives of North Texas, Irving, TX***

- Panelist, New Horizons Event (January 30, 2021), discussing expected innovations within and evolution of the healthcare policy, business, and technology landscape in the United States over the next decade

Fall 2019 **UNIVERSITY OF CALIFORNIA, BERKELEY, Berkeley, CA**
Nicholas C. Petris Center on Healthcare Markets and Consumer Welfare

- Graduate Student Researcher focusing on research concerning the delivery cost impacts of state and federal merger-and-acquisition and antitrust laws
- Crocker, P. and Fulton, B. (September 2019). Impact of Most Favored Nation Clauses: Economic Theory and Empirical Evidence (Internal Working Paper)
- Crocker, P. and Fulton, B. (December 2019). Impact of Anti-Tiering and Anti-Steering Contract Clauses: Economic Theory and Empirical Evidence (Internal Working Paper)

2015–2016 **THE JUDGE ADVOCATE GENERAL’S SCHOOL, Charlottesville, VA**

- LLM Thesis: *Legislating Relevance: Congressional Intent, Judicial Practice, and the Curious Case of Military Rule of Evidence 413*, which explored development and use of Military Rule of Evidence 413 that allowed the government to use character evidence to prosecute sex related crimes prior to *United States v. Hills*, 75 M.J. 350 (C.A.A.F. 2016)

2013–2015 **U.S. Army Legal Services Agency, Ft. Belvoir, VA**

- Argued *United States v. Barnes*, 74 M.J. 692 (A.C.C.A. 2015), and *United States v. Hills*, 2015 CCA LEXIS 268 (unpublished), before the Army Court of Criminal Appeals, which ultimately led to the Court of Appeals for the Armed Forces decision in *United States v. Hills*, 75 M.J. 350 (C.A.A.F. 2016) curtailing the use of Military Rule of Evidence 413 between contested charged offenses in a single court martial
- Argued *United States v. Carter*, 74 M.J. 204 (C.A.A.F. 2014), holding that Article 13 violations could be presented on motion to a judge for sentencing credit and subsequently presented to the factfinder for consideration during sentencing at trial
- Argued *United States v. Phillips*, 74 M.J. 20 (C.A.A.F. 2014), which overruled the 60-year-old precedent of the “above the common ruck” test established by *United States v. Loos*, 16 C.M.R. 52 (1954) for violations of Article 90, Uniform Code of Military Justice
- Argued *United States v. Schwin*, 73 M.J. 71120 (A.C.C.A. 2014), which clarified the legal standard of housebreaking such that the first element of “unlawful entry” cannot be proved by merely establishing the second element of “criminal intent”

HONORS & AWARDS

2018–2020 **UNIVERSITY OF CALIFORNIA, BERKELEY, Berkeley, CA**

- Graduated with honors in top 5% of class
- Berkeley Haas Scholarship recipient
- First Place, UCLA Healthcare Business Association Case Competition, February 2019

2008–2020 **Judge Advocate General’s Corps, United States Army**

- Meritorious Service Medal (4)
- Joint Service Commendation Medal
- Army Commendation Medal (3)
- Army Achievement Medal
- National Defense Service Medal
- Afghanistan Campaign Medal (2 Campaign Stars)
- Global War on Terror Service Medal
- Army Service Ribbon

- Army Overseas Service Ribbon (2)
- North Atlantic Treaty Organization (NATO) Medal (2)

2008 ***Basic Officer Leadership Course II, United States Army, Ft. Benning, GA***

- Platoon Honor Graduate, 3rd Platoon, Delta Company

2007 ***VIRGINIA COMMONWEALTH UNIVERSITY, Richmond, VA***

- Outstanding Graduate Award in Criminal Justice, College of Humanities and Sciences

2005–2007 ***UNIVERSITY OF RICHMOND SCHOOL OF LAW, Richmond, VA***

- Student Member, Lewis F. Powell Inn of Court (one of seven selected by faculty)
- Finalist, University of Richmond Client Counseling Competition
- Member, University of Richmond Client Counseling & Negotiation Board

1999–2004 ***TEXAS CHRISTIAN UNIVERSITY, Fort Worth, TX***

- Chancellor's Leadership Award: Senior Legacy Award
- U.S. Army Reserve Officer Training Corps (R.O.T.C.) Scholarship recipient
- R.O.T.C. Distinguished Military Graduate (National Rank: 397 of 4,681)
- Executive Officer, R.O.T.C. Battalion (2003–2004)
- Psi Chi Member (2002–2004) and Treasurer (2003–2004)

SERVICE

2022–Present ***TEXAS CHRISTIAN UNIVERSITY, Fort Worth, TX***
M.J. NEELEY SCHOOL OF BUSINESS

- Member, Academic Appeals Committee (2023-2026)
- Faculty Member, Health Care MBA Advisory Board (2023-Present)
- Member, Entrepreneurial Law Curriculum Advisory Board (2022-Present)

2019–Present ***Dance Data Project, Northfield, IL***

- President, Board of Directors, 2021–Present
- Advisory Board Member, 2020–2021
- Project and Research Consultant, 2019–2021

2020–2021 ***PricewaterhouseCoopers, Dallas, TX***

- Strategy Consultant, Non-Profit Project, Dallas Children's Theater, 2020–2021
- Recruiting Liaison, Haas School of Business, 2020–2021

2018–2020 ***UNIVERSITY OF CALIFORNIA, BERKELEY, Berkeley, CA***
HAAS SCHOOL OF BUSINESS

- Academic Cohort Representative, 2018–2019
- Conference Co-Chair, Haas Healthcare Association, 2019–2020
- Graduate Reader for "Healthcare in the 21st Century" (MBA course), Fall 2019
- Graduate Mentor for "Equity Fluent Leadership" (Undergraduate course), Spring 2020

- 2017–2018 ***TEXAS A&M UNIVERSITY-CORPUS CHRISTI, Corpus Christi, TX***
- Guest Lecturer, First-Year Learning Communities Program
- 2015-2016 ***UNIVERSITY OF VIRGINIA SCHOOL OF LAW, Charlottesville, VA***
- Coach, Wagner National Labor and Employment Law Moot Court Competition
 - Judge, Legal Research and Writing Moot Court Advocacy Exercise
- 2009–2015 ***Judge Advocate General’s Corps, United States Army***
- Field Screening Officer (recruited and interviewed aspiring Army Judge Advocates) for law programs at SOUTHERN METHODIST UNIVERSITY, TEXAS A&M UNIVERSITY, UNIVERSITY OF RICHMOND, UNIVERSITY OF ST. THOMAS MOORE, and MITCHELL HAMLIN SCHOOL OF LAW
- 2013–2015 ***U.S. Army Legal Services Agency, Ft. Belvoir, VA***
- Sports Coordinator (Ultimate Football, Ultimate Frisbee)
 - Food Chair for annual Army Judge Advocate Picnic (served over 400 attendees)
 - Commander’s Cup Participant (Football, Soccer, Basketball, Volleyball)
- 2014 ***American Bar Association, Washington, DC***
- Judge, National Appellate Advocacy Competition
- 2013 ***UNIVERSITY OF RICHMOND SCHOOL OF LAW, Richmond, VA***
- Judge, Trial Advocacy Competition
- 2011–2013 ***470th Military Intelligence Brigade, Ft. Sam Houston, TX***
- Intramural Participant, Coach, and Referee (Football, Soccer, Basketball)
- 2012 ***ST. MARY’S UNIVERSITY SCHOOL OF LAW, San Antonio, TX***
- Judge, First Year Moot Court Competition
- 2007 ***UNIVERSITY OF RICHMOND SCHOOL OF LAW, Richmond, VA***
- Admissions Recruiter for events at THE COLLEGE OF WILLIAM & MARY, VIRGINIA MILITARY INSTITUTE, and VANDERBILT UNIVERSITY

LICENSES & PROFESSIONAL MEMBERSHIPS

- 2020–Present Member, State Bar of Texas
- 2013–Present Admitted to Practice before the Supreme Court of the United States, Court of Appeals for the Armed Forces, and Army Court of Criminal Appeals
- 2007–Present Member, State Bar of Connecticut
- 2005–2021 Top Secret–Secret Compartmented Information (TS/SCI) Security Clearance
- 2009-2012 Member, Society for Evolutionary Analysis in Law (SEAL)

CONTINUING EDUCATION & CONFERENCE / TRAINING ATTENDANCE

- 2020 NINR Artificial Intelligence Bootcamp, National Institute of Nursing Research, Live Webcast (4 days)
- 2020 Advanced Estate Planning and Probate 2020, Texas State Bar, Webcast (3 days)
- 2020 Justice James A. Baker Guide to Ethics and Professionalism, Texas Board of Law Examiners, Webcast (1 day)
- 2020 Haas Healthcare Association Annual Healthcare Conference, San Francisco, CA (1 day)
- 2020 Task Force Readiness Exercise, Western Region, 117th Legal Operations Detachment, United States Army Reserve, Joint Base Lewis-McChord, WA (1 week)
- 2018 Military Justice Act 2016 Course, Fort Sam Houston, TX (3 days)
- 2017 Military Justice Manager's Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL, Charlottesville, VA (1 week)
- 2015–2016 Judge Advocate Officer's Advanced Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL, Charlottesville, VA (40 weeks)
- 2014 Criminal Law New Developments Course, United States Army Legal Services Agency, Fort Belvoir, VA (1 week)
- 2013 Appellate Practice and Advocacy Course, United States Army Legal Services Agency, Fort Belvoir, VA (1 week)
- 2012 Administrative Law Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL, Charlottesville, VA (1 week)
- 2012 Intelligence Law Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL, Charlottesville, VA (1 week)
- 2012 13th Annual Conference of the Society for Evolutionary Analysis in Law (S.E.A.L.), EMORY LAW SCHOOL, Atlanta, GA (3 days)
- 2011 Contract Attorney Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL, Charlottesville, VA (2 weeks)
- 2011 Intelligence Law Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL, Charlottesville, VA (1 week)
- 2010 Operational Law of War Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL, Charlottesville, VA (2 weeks)
- 2009 Criminal Law Advocacy Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL, Charlottesville, VA (2 weeks)
- 2008 Tax Attorney Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL, Charlottesville, VA (1 week)

2007-2008 Judge Advocate Officer's Basic Course, THE JUDGE ADVOCATE GENERAL'S SCHOOL,
Charlottesville, VA (15 weeks)