

Mark S. Kahan
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A creative educator, attorney, and business executive with extensive experience in both the private and public sectors: an agency principal in the reform of utility regulation and the deregulation of airlines; instrumental in the founding and growth of the then largest privately held domestic U.S. airline; able to combine executive and administrative leadership with the ability to advise senior managers and policymakers on the most sensitive and sophisticated challenges; a student of an iconic economist and dedicated teacher to my own students.

Experience

Covington Fabric & Design, LLC, New York, New York

Chairman of a leading textile converter with world-wide sales of \$25 million. Supervise all aspects of management, including creative, financial, production, and marketing.

The American University, Department of Government, Washington, D.C.

Engaged as adjunct professor teaching “Regulation and Deregulation” beginning January 2008. Course now emphasizes the roots of and governmental responses to recent financial crisis and income inequality in addition to traditional topics in health, safety, and economic regulation.

1996-October, 2006: Spirit Airlines, Inc., Miramar, Florida

I held a variety of executive positions, including Vice Chairman of the Board, Chief Operating Officer, and General Counsel.

- directed all aspects of airline’s legal and regulatory affairs
- managed aircraft acquisitions (fleet grew from 7 to 38 aircraft)
- instrumental in growth of annual revenues from \$60 to \$600 million
- supervised three changes in control and two restructurings
- spearheaded ground-breaking antitrust litigation, including Spirit Airlines, Inc. v. Northwest Airlines, Inc., 431 F.3d 917 (6th Cir. 2005)
- elected President of the Air Carrier Association of America, representing low cost carriers and their consumers before Congress and the Executive Branch

1983-96: Galland, Kharasch, Calkins, and Morse, Washington, D.C.

Partner in law firm specializing in representation of transportation companies

- my practice focused on domestic and international airlines; international route and rate negotiations; formation of new entrant airlines; corporate and aircraft transactions; white collar criminal and FAA investigations relating to air safety; and representation before Congress and agencies
- served as CFO and member of Executive Committee beginning in 1989 and helped build firm from 14 to 50 attorneys

1982-83: ***Law Offices of Fred D. Thompson***

- joined at invitation of former U.S. Senator to work with firm's principal aviation client; also developed practice representing shippers and a major corporate travel department

1978-82: ***Civil Aeronautics Board, Washington, D.C.***

Joined Chairman Alfred Kahn to plan and implement airline deregulation

- as Associate Director, Legal, Economic, and Regulatory Affairs, I was senior manager of programs involving pricing, competitive entry, antitrust, and other issues at the intersection of aviation law and economics
- Presidential Rank Award in 1982 for service as principal U.S. negotiator in successful treaty negotiations with the European Union to establish regulatory framework for international routes and rates
- Adjunct Associate Professor at George Washington University, beginning 1980, teaching Administrative Law and Regulated Industries in program leading to Masters in Law and Economics

1977-78: ***Department of Energy, Washington, D.C.***

- as Deputy Solicitor, Office of Special Counsel, Economic Regulatory Administration, I supervised 20 plus attorneys in proceedings against oil companies accused of violating petroleum price and allocation regulations

1972-77: ***New York State Public Service Commission, Albany, New York***

Staff and later supervisory attorney regulating electric, telephone, water, and gas utilities

- specialized in litigating complex electric rate cases, developing expertise in accounting, microeconomics, and financial analysis
- principal legal advisor to Chairman Kahn in the implementation of marginal cost and time-of-day pricing for electric utilities
- represented Commission in early efforts to increase competition in telecommunications industry
- handled first joint proceeding before NRC and a State Siting Board to license a nuclear power plant

Education and Bar Affiliations

J.D. – Columbia University 1972 – Teaching Fellow

B.S. – Columbia University 1969 – Honors in Political Science

Admitted to practice in New York, District of Columbia, and various federal courts

Personal

Married, two children, three grandchildren

Raised in western Massachusetts

U.S. Army Reserve 1969-75 - Honorably discharged

Publications and References

Upon request