

Teaching Portfolio* Executive Summary

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Chapter I. Teaching. Continuous Innovation in Teaching: Experimentation, Successes, and Mistakes

Over the course of my 19 years as a full-time faculty member, I have carried out my teaching work with a strong commitment to innovative legal education and to an interdisciplinary approach to legal training. Throughout this period, I have continuously and on a rotating basis taught the courses “Taxation,” “Legal Hermeneutics,” “Economic Analysis of Law,” and “Constitution and Democracy,” thereby consolidating my experience in teaching both core legal subjects and interdisciplinary courses, particularly in the areas of law and economics.

My teaching has also extended to the School of Law’s graduate programs, including the specializations in Taxation — which I directed — Public Management and Administrative Institutions, Corporate Law, and International Business. I also helped establish the Master’s in Taxation program in Bogotá and Medellín, where I continue to serve as a professor and have held leadership roles. At the same time, I was both director and professor in the School’s research-oriented graduate programs, namely the Master’s and PhD in Law. Over the course of my academic career, I have taught more than one hundred courses and modules through in-person, online, and blended-learning format.

I understand teaching as a continually evolving process, grounded in the belief that pedagogical innovation depends on ongoing experimentation, assessment, and refinement. My approach to teaching is student-centered, with my primary role being to foster active learning, critical thinking, and the ability to address complex interdisciplinary problems. To this end, I combine a critical lecture-based approach with active learning methodologies. I structure my classes around trigger activities and assigned readings that encourage rigorous, well-argued discussion, while also incorporating methodologies ranging from my early use of problem-based learning (PBL) to the more recent implementation of project-oriented problem-based learning (PO-PBL).

I consider one of my main strengths to be my ability to connect theory with broader economic and social issues, encouraging students to critically examine the major shortcomings of our tax system. Another central component of my teaching practice is transparency in assessment, achieved through clear rubrics developed in collaboration with the University’s pedagogical support units—formerly *ConectaTe* and now *Didacta*—which serve as an essential tool for evaluating the proper development of competencies and learning outcomes.

At the same time, I recognize a number of weaknesses and challenges that I continue to work on consistently: balancing the demands of senior leadership responsibilities within the Dean’s Office with the rigor required for course preparation; continuously refining required readings to ensure they remain fully relevant and accessible; and improving the use of graphic and visual resources to synthesize highly technical and complex tax concepts more effectively.

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The design and continuous updating of my course syllabi are closely and rigorously aligned with the competencies established in the new undergraduate curriculum, thereby ensuring both vertical and horizontal integration across the program.

Complementing undergraduate instruction, I have developed and taught courses and modules in specialization and master's programs, ensuring continuity and progressive development from foundational learning stages in line with a lifelong learning approach. This includes the modules "Fundamentals of Public Finance" and "General Theory of Taxation and Tax Hermeneutics" taught as part of the Specialization in Taxation, as well as the course "Methodology for Resolving Tax Cases" offered through the Master's in Taxation program, whose competencies, teaching methodology, and assessment structure are described in this portfolio.

My commitment to academic excellence and innovation also extends to the development of pedagogical outputs. Within the Master's in Taxation program, for instance, I guide students in the preparation of their thesis projects through the "tax narratives" methodology, which uses storytelling as a means of connecting academic research with real-world applications.

I have also been involved in several continuing education initiatives connected to the Law School's graduate programs, both as a professor and in leadership roles. These have included courses on recent developments in tax law, alternative mechanisms for dispute resolution in infrastructure projects, and current topics in customs and international trade.

Throughout this portfolio, I examine in greater depth my teaching methodology, assessment strategies, and pedagogical tools, as well as the ways in which I foster organized and respectful learning environments. I also discuss how I receive, process, and incorporate student feedback in order to continuously refine and strengthen my teaching practice. In addition, I reflect on the relationship between my teaching and research activities, together with the approach I take to academic advising. Lastly, I outline the principal achievements of the Interdisciplinary Work Incentive Semester (ETI) that I carried out at the School of Management in 2016.

Chapter II. Research. Moving Across Taxation, Public Finance, Arbitration, and Legal Education Through the Cross-Cutting Lens of Economic Analysis of Law.

My research has developed across several fields, with particular emphasis on Colombian taxation and public finance. One major line of inquiry has focused on tax-related issues at the national, territorial, international, and comparative levels, drawing not only on economic concepts and methods but also on legal reasoning and interpretation. At the same time, I have devoted significant attention to the study of Colombian public finance, examining proposals aimed both at improving revenue generation within the constitutional and legal framework and at strengthening the efficiency of public spending and investment. Alternative dispute resolution mechanisms—especially arbitration at both the national and international levels—have likewise formed part of my research agenda. In addition, legal education has occupied an important place in my academic writing, bringing together nearly nineteen years of experience and pedagogical innovation as a professor, as well as the insights gained during my five years as Dean of our School of Law.

My scholarly output includes five authored books and the coordination of twenty-one collective volumes, sixteen of which also include contributions of my own as an author. I have written thirty-two book chapters, sixteen journal articles, and sixteen other publications of various kinds.

Although many of the topics I study are primarily national in scope because they are grounded in Colombian tax legislation, case law, and legal doctrine, my work in more globally oriented fields—such as economic analysis of law, legal education, public finance, international arbitration, and international taxation—has enabled broader collaboration and greater visibility in international forums, contributing to global discussions as well as to the development of policies and practices beyond the national context.

Between 2020 and 2025, I averaged 7.24 production points per year. I therefore meet the criterion established by the School of Law requiring a minimum annual average of 2.5 production points throughout the period in which I have held the rank of Associate Professor.

My output in books and book chapters is well above the average among my colleagues at the Law School, as well as the broader University average. The same cannot be said of journal publications, although since 2019—the year I was promoted to Associate Professor—I have published, or currently have under publication, several articles in leading journals within my research areas, including *Cahiers de Droit Fiscal International*, *European Journal of Legal Education*, and *FIU Law Review*.

The portfolio also highlights the many academic networks of which I am a member, examples of scholarly work for which I have served as a peer reviewer, press coverage related to my work, and the research and consultancy projects in which I have participated. It further documents my collaboration with colleagues both within and outside the University, my role in securing resources to support the School's core mission, recognitions of my academic work, testimonials from former students and peers, and the undergraduate and graduate theses I have supervised, among other contributions.

Chapter III. Institutional Development: Different Roles, Different Contributions.

My institutional service trajectory has been shaped by a strong vocation for leadership and service both within *Universidad de los Andes* and in the broader global academic sphere. Over the years, I have taken on a number of senior strategic leadership positions: I directed the Specialization in Taxation from 2007 to 2017 and the Master's in Law from 2011 to 2016, before later serving simultaneously as director of both the Master's in Taxation and the PhD in Law between 2017 and 2021. I have also led the School's *Crítica Jurídica* and *Educación Jurídica* collections and founded the Interdisciplinary Tax Studies Research Group. This institutional path culminated in the honour of serving as our School's Dean from February 2021 through March 2026.

Internationally, I have served as Co-President of the Law Schools Global League since July 2025 and continue to play an active role in several academic networks, helping strengthen the global visibility and leadership of our School.

Throughout my administrative leadership, I also guided complex high-quality accreditation processes before the *Consejo Nacional de Acreditación (CNA)*, securing a number of historic achievements: a 10-year accreditation for the Master's in Law in 2013, an 8-year accreditation for the PhD in Law in 2019, and a 10-year accreditation for the undergraduate Law program in 2023.

As Dean, I also led and consolidated the comprehensive reform of the undergraduate Law curriculum, restructuring it around competencies and incorporating experiential legal learning as a cross-cutting pillar of the program. I promoted the diversification of the School's graduate offerings through the

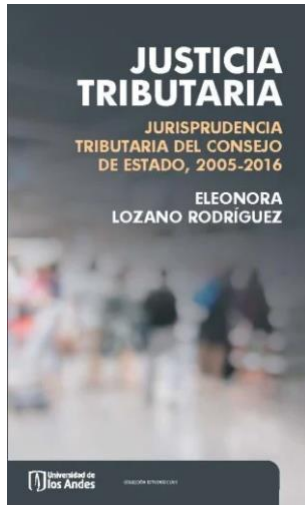
creation of four new programs, the development of two additional programs currently in the design stage, and the curricular reform of four others. In the area of research, we secured major externally funded projects with key institutional partners, including the Bogotá Chamber of Commerce, which supported working groups on business law issues as well as the creation of the country's first Business and Entrepreneurship Legal Clinic, and the *Fondo Multidonantes* through a post-peace agreement land project. Together, these efforts helped position us in recent years as the leading Law School in Colombia, fourth in Latin America, and within the 38–44 global range in the QS World University Rankings ranking.

I believe institutional leadership must also have a strong public and social dimension. For this reason, through the Cámara de Comercio de Bogotá and the International Chamber of Commerce (ICC), I have contributed to key technical committees devoted to the regulatory development of tax arbitration both in Colombia and across Latin America. Similarly, between 2022 and 2025, I served as *Conjuez* (adjunct judge) of the Fourth Section of the Consejo de Estado, participating on an *ad honorem* basis in the deliberation and resolution of approximately one hundred highly complex cases, including constitutional tutela actions and major fiscal administrative litigation appeals. I also served as President of the *Instituto Colombiano de Derecho Tributario* for the 2024–2025 term, contributing to the formulation of public policy and presenting submissions before the High Courts on matters related to taxation and foreign trade.

My academic and research contributions have been recognized through several prestigious distinctions, including the Award for Best Doctoral Thesis in Tax Law granted by the *Asociación Española de Asesores Fiscales* (AEDAF, 2012), the Best Research Award conferred by the *Instituto Colombiano de Derecho Tributario* (ICDT, 2014), and the “Luis López de Mesa” Order for Higher Education and Public Faith awarded by Colombia's Ministry of Education in 2020, during my tenure as Director of the PhD program. These distinctions reaffirm my enduring commitment to academic excellence and to contributing to both the national and global legal communities.

Three Representative Works from My Academic Production

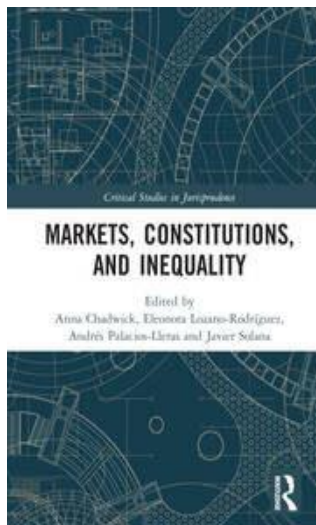
I. Books



- *Justicia Tributaria (Jurisprudencia Tributaria del Consejo de Estado, 2005-2016)*. Colección CIJUS. Bogotá, 2017. [Tax Justice (Tax Jurisprudence of the Council of State, 2005–2016). Colección CIJUS. Bogotá, 2017].

<https://ediciones.uniandes.edu.co/gpd-justicia-tributaria-jurisprudencia-tributaria-del-consejo-deestado-2005-2016-9789587746112-67f86228c4foa.html>

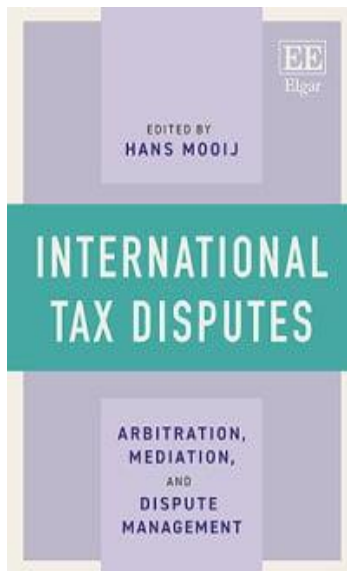
II. Editor of a Collective Volume and Contributing Author



- **Markets, Constitutions, and Inequality.** Co-editor of the volume together with Anna Chadwick (University of Glasgow, UK), Andrés Palacios Lleras (Universidad del Rosario, Colombia) and Javier Solana (University of Glasgow, UK). Author of the chapter *Fiscal Sustainability and its jurisprudential evolution: the fraught dialogue between the economy and the law*. Routledge, UK, 2023.

<https://www.routledge.com/Markets-Constitutions-and-Inequality/Chadwick-Lozano-Rodriguez-Palacios-Lleras-Solana/p/book/9781032064222>

III. Book Chapter



- **Tax arbitration – Recent Developments in Latin America.** In *International Tax Disputes. Arbitration, Mediation, and Dispute Management*. Edward Elgar Publishing, Cheltenham, UK, 2024.

<https://www.e-elgar.com/shop/usd/international-tax-disputes-9781035317035.html>