

# JOHN M. HOLCOMB

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UNIVERSITY OF DENVER  
DANIELS COLLEGE OF BUSINESS  
DEPARTMENT OF BUSINESS ETHICS AND LEGAL STUDIES  
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## **EDUCATION**

### JURIS DOCTORATE (1977)

Georgetown University Law Center  
Washington, DC

### MASTER OF ARTS (1972)

Department of Political Science  
Vanderbilt University  
Nashville, Tennessee  
*NDEA Fellow*  
*Area of Emphasis: International Politics*  
Masters Thesis: “The Bureaucratic Process and Vietnam Decision-making”

### BACHELOR OF ARTS (1967)

Department of Political Science  
Augustana College  
Rock Island, Illinois  
*Extracurricular Emphasis: Intercollegiate Debate*

# ACADEMIC EXPERIENCE

## PROFESSOR

University of Denver  
Denver, Colorado  
Department of Business Ethics and Legal Studies  
Daniels College of Business  
Associate Professor, September 1989 – June, 2008; Professor, September, 2008 –  
*MBA and undergraduate courses:* Law and Public Policy; Corporate Governance;  
International Business Law; Global Values: Law, Ethics, and Public Policy; Legal and  
Regulatory Environment of Business

## VISITING ASSOCIATE PROFESSOR

George Washington University  
Washington, D.C.  
Department of Strategic Management and Public Policy  
September, 1995 – June, 1996  
*MBA Course:* Business and Public Policy

## ASSOCIATE PROFESSOR

Rutgers University  
Newark, New Jersey  
Department of Business Administration  
September, 1988 – June, 1989  
*Courses:* The Social Control of Business

## ASSISTANT PROFESSOR

University of Maryland  
College Park, Maryland  
College of Business and Management  
September, 1981 – June, 1988  
*MBA and undergraduate courses:* The Legal Environment of Business, Business and  
Public Policy, Business Ethics

## LECTURER

University of California

Berkeley, California

Schools of Business Administration

September, 1979 – June, 1981

*MBA and undergraduate courses:* Political, Social, and Legal Environment of Business;  
The Legal Environment of Business

## **PROFESSIONAL EXPERIENCE**

### EXECUTIVE DIRECTOR AND ORGANIZER

Foundation for Public Affairs

Washington, DC

1976-79

*Functions:* Hired and supervised staff; set organizational priorities with advisory committee; wrote and edited *Policy Networks* newsletter; organized conferences for corporate executives; tracked political issues, trends, and interest groups; advised corporate members and supporters

### DIRECTOR, URBAN AFFAIRS AND CORPORATE RESPONSIBILITY

Public Affairs Council

Washington, DC

1972-1975

*Functions:* Counseled corporate executives; organized conferences and training seminars; wrote and edited *Corporation & Community* newsletter; maintained clearinghouse on corporate public affairs initiatives

## **RESEARCH ACTIVITIES:**

### **ARTICLES AND PUBLICATIONS**

“Chiquita Brands and Terrorism: Legal Challenges and Ethical Dilemmas,” co-authored with Donald Mayer and Kevin O’Brien, winner of best international case award, Academy of Legal Studies in Business, published by Center for International Business Ethics Research, 2008.

- “Shareholder Resolutions,” Encyclopedia of Business Ethics and Society, Sage Publications, 2007.
- “Business Judgment Rule,” Encyclopedia of Business Ethics and Society, Sage Publications, 2007.
- “Shareholders,” Encyclopedia of Business Ethics and Society, Sage Publications, 2007.
- “Golden Parachutes,” Encyclopedia of Business Ethics and Society, Sage Publications, 2007.
- “Interest Groups,” Encyclopedia of Business Ethics and Society, Sage Publications, 2007.
- “Non-governmental Organizations,” Encyclopedia of Business Ethics and Society, Sage Publications, 2007.
- “Political Action Committees,” Encyclopedia of Business Ethics and Society, Sage Publications, 2007.
- “Public Affairs in North America: US Origins and Development,” in Craig Fleisher and Phillip Harris, eds. Handbook of Public Affairs. London: Sage Publications, Ltd., 2005.
- “Public Affairs and the Governance Challenge: Policy Actors and Corporate Reforms 2001-2004,” in Craig Fleisher and Phillip Harris, eds. Handbook of Public Affairs. London: Sage Publications, Ltd., 2005.
- “Public Affairs, Corporate Scandals, and Regulation,” in Craig Fleisher and Phillip Harris, eds. Handbook of Public Affairs. London: Sage Publications, Ltd., 2005.
- Changing the Game; Reforming American Business 2005 Update, co-authored with Bruce Hutton, 2005, 57 pages, published by the Center for Corporate Change
- “Corporate Governance: Sarbanes-Oxley Act, Related Legal Issues, and Global Comparisons,” Denver Journal for International Law and Policy, 32(2), Spring, 2004, pp. 175-230.
- Changing the Game: Reforming American Business 2004 Update, co-authored with Bruce Hutton, 2004, 52 pages, published by the Center for Corporate Change of the Vail Leadership Institute (Vail, CO)
- “Corporate Global Citizenship: Conflicts between Human Rights and Power Politics,” Business and Professional Ethics Journal, 22(2), Summer, 2003, pp. 21-49.
- Changing the Game: Reforming American Business, co-authored with Bruce Hutton and Kevin O’Brien, 2003, 118 pages, published by the Center for Corporate Change of the Vail Leadership Institute (Vail, CO)

- "Weighing Public Perception," co-authored with Buie Seawell, Quill: Journal of the Society of Professional Journalists, April, 2001, pp. 13-15.
- "Reinventing the MBA Curriculum: Integrating Law, Ethics, and Public Policy," co-authored with Bruce Hutton, Donald Nelson, and Dennis Wittmer, in Teaching Ethics and Values (Albany, NY: SUNY Press, 1998).
- "Corporate and Executive Liability: Appropriate Standards, Remedies, and Managerial Responses," co-authored with S. Prakash Sethi in Scaling the Corporate Wall: Readings in Business and Society (Upper Saddle River, NJ: Prentice-Hall, Inc., 1997), pp. 395-418.
- "Preventive Maintenance: Using Business Strategy to Reduce Corporate Liability," Preventive Law Reporter, Spring, 1996, volume 15, Number 1, pp. 26-28, 42.
- "Citizen Interest Groups, Public Policy, and Corporate Responses," in Lloyd Dennis, ed., Practical Public Affairs in an Era of Change (Lanham, MD: University Press, 1995).
- "Historical Antecedents: Public Affairs in Full Flower, 1975-1985," co-authored with Lloyd B. Dennis, in Lloyd Dennis, ed., Practical Public Affairs in an Era of Change (Lanham, MD: University Press, 1995).
- "Civil Protest and Collective Action," in George T. Kurian and Graham T.T. Molitor, eds. Encyclopedia of the Future (New York: Macmillan Publishing Company, 1995).
- "Corporate and Executive Criminal Liability: Appropriate Standards, Remedies and Managerial Responses," co-authored with S. Prakash Sethi, Business in the Contemporary World, Summer, 1992, Volume IV, Number 3, pp. 81-105.
- "Rebel With A Cause" (Review of Let Them Call Me Rebel: Saul Alinsky - His Life and Legacy, by Sanford D. Horwitt), Business and Society Review, Winter, 1991, Number 76, pp. 69-71.
- "How Greens Have Grown," Business and Society Review (Special Issue on Corporations and the Environment), Fall, 1990, pp. 20-25.
- "Political Interest Groups - Introductory Essay," in Leslie Swift Rosenzweig, ed., Public Interest Profiles, 1988-89 (Washington, D.C.: Congressional Quarterly Press, 1988), pp. 1-34.
- "Business Groups and the Budget Deficit," co-authored with Curtis M. Grimm, in Alfred A. Marcus, Allen M. Kaufman, and David R. Beam, eds., Business Strategy and Public Policy: Perspectives from Industry and Academia (Westport, CT: Greenwood Press, 1987), pp. 105-118.
- "Citizen Group Agendas During the Reagan Era," in Paul Bloom, ed., Advances in

Marketing and Public Policy (Greenwich, CT: JAI Press, 1987), pp. 137-186.

"Citizen Activism and Corporate Political Strategies: Evolution from 1970-1985," in S. Prakash Sethi and Cecilia M. Falbe, eds., Business and Public Policy: Dimensions of Conflict and Cooperation (Lexington, MA: Lexington Books, 1987), pp. 353-378.

"State and Local Politics During the Reagan Era: Citizen Group Responses," in Marilyn Gittell, ed., State Politics and the New Federalism (White Plains, NY: Longman, Inc., 1986), pp. 120-138.

"Strategic Responses to Public Controversy," Electric Perspectives (Publication of the Edison Electric Institute), Summer, 1985, pp. 2-15.

"Citizen Groups and Business," in S. Prakash Sethi, ed., Private Enterprise and Public Purpose: An Understanding of the Role of Business in a Changing Social System (New York: John Wiley & Sons, 1981), pp. 304-322.

"Anticipating Public Policy: An Interest Group Approach," Public Affairs Review, 1980.

"Upsurge on the Right," Citizen Participation, July/August, 1980.

Public Interest Profiles (Washington, DC: Foundation for Public Affairs, 1979).

"Public Interest Lobbies," Enterprise, December, 1977.

## **REFEREED PROCEEDINGS**

"The Roberts Nomination as Chief Justice of the U.S.: Implications for Business and Interest Group Activities," presented at the Annual Meeting of the Rocky Mountain Academy of Legal studies in Business, Vail, CO, September 30-October 1, 2005.

"McConnell v. FEC: Business and Political Impact," presented at the Annual Meeting of the Rocky Mountain Academy of Legal Studies in Business, Vail, Colorado, September 16-19, 2004.

"Shareholder Rights: Analysis of Shareholder Activism and Proposed SEC Action to Broaden Shareholder Powers," co-authored with Corey Ciocchetti and presented at the Annual Meeting of the Rocky Mountain Academy of Legal Studies in Business, Vail, Colorado, September 16-19, 2004.

"Business and Campaign Finance Reform: Legal and Political Aspects of the Bipartisan Campaign Reform Act," Proceedings of the Rocky Mountain Academy of Legal Studies in Business, September 19-20, 2003, Vail, Colorado.

- "Corporate Political Speech: A Reconsideration of *Buckley* and *Bellotti*," Proceedings of the Rocky Mountain Academy of Legal Studies in Business, September 19-20, 1997, Vail, Colorado.
- "An Integrated Approach to the Study of Corporate Political Activities: Law, Ethics, and Public Policy," co-authored with Buie Seawell, Proceedings of the Rocky Mountain Academy of Legal Studies in Business, September 19-20, 1997, Vail, Colorado.
- "The Body Shop International: A Teaching Case Integrating Law, Policy, and Ethics," co-authored with Bruce R. Hutton, in Jim Weber and Kathleen Rehbein, eds., 1997 Proceedings, International Association for Business and Society, Destin, Florida, March 5-9, 1997, pp. 422-427.
- "A New Model for Ethics Education: Curriculum Reform at the University of Denver," by John Holcomb, Bruce Hutton, Donald Nelson, and Dennis Wittmer, in Kathy Rehbein, ed., 1996 Proceedings, International Association for Business and Society, Santa Fe, N.M., March 21-24, 1996.
- "Amendment 2: A Case Study of Gay Rights, Family Values, and Business Responses," in Steven Wartick and Denis Collins, Eds., 1994 Proceedings, International Association for Business and Society, Hilton Head, South Carolina, March 17-20, 1994.
- "Corporate Political Action Committees: An Ethical Analysis of Internal Activities and External Impacts," in Denis Collins, ed., International Association for Business and Society, 1993 Proceedings, San Diego, California, March 18-21, 1993.
- "The Interactive Corporation: An Analysis of Causal Factors," co-authored with Marilyn Gittell, in John F. Mahon, ed., International Association for Business and Society, 1991 Proceedings, Sundance, Utah, March 22-24, 1991, pp. 201-213.
- "Corporate External Relations: The Interest Group Component," co-authored with Marilyn Gittell, in Donna J. Wood and William E. Martello, eds., International Association for Business and Society, 1990 Proceedings, San Diego, California, March 16-18, 1990, pp. 178-192.

## **REFEREED PAPER PRESENTATIONS**

- "Corporate Global Citizenship: Conflicts Between Human Rights and Power Politics," presented at *Business Ethics in a Global Economy*, International Conference for Executives and Scholars sponsored by the Markulla Center for Applied Ethics, Santa Clara University, February 20-22, 2003.
- "Reinventing the MBA Curriculum: Integrating Law, Ethics, and Public Policy," by Dennis Wittmer, John Holcomb, Bruce Hutton and Donald Nelson, presented at

the National Symposium on Ethics and Values, Public Administration Academy, Tampa, Florida, February 2-4, 1995.

"Corporate Criminal Liability: Alternative Standards, Remedies and the New Sentencing Guidelines," co-authored with S. Prakash Sethi and presented at the Annual Meeting of the Academy of Management, Las Vegas, Nevada, August 9-12, 1992.

"First Amendment Doctrines and Corporate Political Speech," presented at the Annual Meeting of the Academy of Management, San Francisco, California, August 12-15, 1990.

"Crisis Management: An Analytical Framework," presented at the Annual Meeting of the Academy of Management, Chicago, Illinois, August 13-16, 1986.

"Business Group Responses to Industrial Policy: An Interest Group Perspective," co-authored with Arthur Sterngold and presented at the Annual Meeting of the Academy of Management, Boston, Massachusetts, August 12-15, 1984.

"Corporate Constituents and Regulatory Politics: Information Overload or Effective Participation," presented at the Annual Meeting of the Academy of Management, San Diego, California, August 2-5, 1981.

## **MONOGRAPHS, REPORTS, AND CASES**

"Diversity and a High Tech Company: Policies in a Downturn," case and monograph co-authored with Buie Seawell for presentation and use with two CEO panels sponsored by the Diversity Issues Forum and Carl M. Williams Institute for Ethics, University of Denver, August, 2001 and October, 2002.

Corporate-Interest Group Interaction: Corporate Perceptions and Practices, co-authored with Marilyn Gittell, 1987.

Citizen Groups and Political Strategies: Product-related Controversies, co-authored with Marilyn Gittell, 1986.

"Non-electric Utility Efforts to Influence Perceptions: Public Affairs and Political Strategies," in EEI Strategic Planning Policy Analysis Project (Washington, DC: Edison Electric Institute, 1985).

## **CONFERENCE PAPERS, PRESENTATIONS, AND BLOG COMMENTS**

"Analysis of Ward Churchill v. University of Colorado," trial day of March 18, 2009, The Race to the Bottom, blog of the Sturm School of Law, 3 pages.



- “Campaign Finance and the 2008 Election: Legal Evasions in a Broken System,” presented at the Annual Meeting of the Rocky Mountain Academy of Legal Studies in Business, Vail, CO, October 3-4, 2008.
- “Campaign Finance Law and Interest Group Politics: Impact on the 2008 Presidential Election Campaign,” presented at the Annual Meeting of the Academy of Legal Studies in Business, Long Beach, CA, August 12-16, 2008.
- “Comments on Prosecution’s Appellate Brief in *U.S. v. Nacchio*, The Race to the Bottom, blog of the Sturm School of Law, University of Denver, November 9, 2007
- “Legal Issues and Litigation Strategy in *U.S. v. Nacchio*,” presented at the Annual Meeting of the Rocky Mountain Academy of Legal Studies in Business, Vail, Colorado, September 28-29, 2007.
- “Constitutional Affirmative Action Litigation: the Michigan Cases and the Impact on Business,” Annual Meeting of the Rocky Mountain Academy of Legal Studies in Business, Vail, CO, September 28-29, 2007.
- “The Role of Business in Affirmative Action Litigation: Critique of the Positions Taken by Business and the Doctrines Announced in *Grutter v. Bollinger*, presented at the Annual Meeting of the Academy of Legal Studies in Business, Indianapolis, IN, August 11-14, 2007.
- “*U.S. v. Nacchio*: An Analysis of the Criminal Insider Trading Trial of the Former CEO Of Qwest Communications, presented at the Annual Meeting of the Academy of Legal Studies in Business,” Indianapolis, Indiana, August 11-14, 2007.
- “Impact of Sarbanes-Oxley,” posted on Knowledgemoaic.com for securities lawyers, August 6, 2007, and on *Wall Street Journal Online*, August 13, 2007.
- “Comments on Sentencing Hearing in *U.S. v. Nacchio*,” The Race to the Bottom, blog of the Sturm School of Law, University of Denver, July 28, 2007.
- “Summary of Appeals of Judge Nottingham’s Decisions and Reversals by the 10<sup>th</sup> Circuit Court of Appeals,” Analysis of 108 Tenth Circuit Court of Appeals Decisions, June, 2007.
- “Nacchio Trial Comments,” The Race to the Bottom, blog of the Sturm School of Law, April 11, 2007.
- “Nacchio Trial Comments,” The Race to the Bottom, blog of the Sturm School of Law, April 10, 2007.
- “Nacchio Trial Comments,” The Race to the Bottom, blog of the Sturm School of Law, April 8, 2007.

“Corporate Governance Challenges and Political Interest Groups: Corporate Strategic Responses,” presented at the Annual Meeting of the Rocky Mountain Academy of Legal Studies in Business, Vail, CO, September 22-23, 2006.

“Shareholder Activism and Corporate Governance: Recent Trends and Legal Developments,” presented at the Annual Meeting of the Academy of Legal Studies in Business, San Francisco, CA, August 3-5, 2005.

“Business and Affirmative Action: Ethical Analysis of *Grutter v. Bollinger*,” presented at the Annual Meeting of the Rocky Mountain Academy of Legal Studies in Business, Vail, Colorado, September 19-20, 2003.

"Corporate PACs and Issue Advertising: Old Restrictions and New Concerns," presented at the Annual Meeting of the Rocky Mountain Business Law Association, Vail, Colorado, September 14-16, 1990.

"Interest Group Sectors: Comparative Resources, Tactics, and Accountability," co-authored with Marilyn Gittell and presented at the Annual Meeting of the American Political Science Association, San Francisco, California, August 30-September 2, 1990.

"Citizen Group Strategies and Regulatory Politics: Adapting to the Regan Agenda," presented at the Annual Meeting of the American Political Science Association, Washington, DC, August 28-31, 1986.

"Contribution Strategies of Business PACs: Industry and Regional Variations," presented at the Annual Meeting of the American Political Science Association, Washington, DC, August 30-September 2, 1984.

"Business Response to the New Right: Regional Variations and Strategic concerns," presented at the Annual Meeting of the American Political Science Association, New York, NY, September 3-6, 1981.

## **INVITED PAPERS AND PRESENTATIONS**

“Business Law and Corporate Responsibility: Current Challenges to Business and to Business Education,” presentation to the Mile High Rotary Club, May 14, 2008

“Cause Related Marketing and Corporate Responsibility,” presentation to the Two Percent Club of Denver, Colorado, December 6, 2007.

“Integrating Ethics into the Business Curriculum,” Annual Meeting of the Academy of Legal Studies in Business, St. Petersburg, FL, August 9-12, 2006.

“Corporate Governance, Ethics, and Responsibilities of Corporate Counsel,” CLE Conference, St. Petersburg, FL, August 8, 2006.

- “Ethics as a Contact Sport,” with Bruce Hutton and Buie Seawell, AACSB Conference on Ethics and Governance, Washington, DC, July 18-20, 2006.
- “Teaching Corporate Governance,” Teaching Business Ethics Conference, sponsored by the Leeds School of Business, U. of Colorado, Boulder, CO, June 7-9, 2006.
- “Special Issues in Teaching Ethics to MBA Students,” Teaching Business Ethics Conference, sponsored by the Leeds School of Business, U. of Colorado, Boulder, CO, June 7-9, 2006.
- “Recent Developments and Nominations to the U.S. Supreme Court,” panel with Martin Katz and Corey Ciocchetti, DCB, October 18, 2005.
- “Evolution of Business Ethics and Business and Society,” with Francy Milner, Annual Meeting of the Rocky Mountain Academy of Legal Studies in Business, Vail, CO, September 30, 2005.
- “Corporate Reform in an Era of Scandal: Corporate Governance, Executive Compensation, Regulation, Leadership, and Corporate Responsibility,” presented to 125 corporate legal counsels in a conference on ethics sponsored by CLE International, Denver, CO, December 6, 2004.
- "Citizen Groups, Public Policies, and Corporate Responses," at the Management Institute of the Canadian Council for Public Affairs Advancement," in Alton, Ontario, Canada, June 18-21, 1996; participants were public affairs executives from leading Canadian corporations.
- "Public Interest Groups and the Public Policy Process," presented at the 1995 Public Affairs Institute, sponsored by the Public Affairs Council, Scottsdale, Arizona, January 2-7, 1995; participants were senior public affairs executives from 70 leading U.S. corporations.
- "A Law Perspective on the Business Environment Field," presented on an interdisciplinary panel on research methods at the Annual Meeting of the Academy of Management, Dallas, Texas, August 14-17, 1994.
- "Social Movements: Trends in the Nineties," presentation before the Foundation for Public Affairs' Annual Conference on Activist Groups and Public Policymaking-Agendas, Strategies, and Alliances with Business, Washington, D.C., October 20-21, 1993.
- "The Role of Public Interest Groups in Impacting Corporate Strategy and Social Policy," presentation before a meeting of the Center on Dialogue and Development, Orlando, FL, November 10, 1993.
- "Ethics and Education: The Need for Change," presented at the Annual Meeting of the Professional Engineers of Colorado, Denver, Colorado, November 1, 1991.

"The Ethics of Philanthropy," presented at the Annual Meeting of the American Museum Association, Denver, Colorado, May 22, 1991.

## **MEDIA ARTICLES AND INTERVIEWS**

### **Television Panel Programs**

*Colorado State of Mind*, Rocky Mountain PBS, panelist on "Executive Pay Caps," February 12, 2009.

*Colorado Inside Out*, KBDI Public Television, panelist on "White Collar Crime and Nacchio Trial," April 4, 2007.

### **Corporate Governance and Executive Liability**

Eddie Pells, AP article, "Experts Raise Flags about Move from Board to CEO (at U.S. Olympic Committee)," in International Herald Tribune, USA Today, Sports Illustrated, The Sporting News, ESPN, and 15 other publications, March 14, 2009.

Sara Burnett, "Getting on High Court Docket No Easy Task," Rocky Mountain News, February 26, 2009.

Andy Vuong, "Nacchio Still in Jeopardy: Experts Say It's Likely that the ex-Qwest CEO's Conviction Will Be Affirmed," Denver Post, September 25, 2008.

Sara Burnett and Jeff Smith, "Experts Expect Nacchio Guilty Verdict to Stand," Rocky Mountain News, September 25, 2008.

News 4 Interview on Scandal involving Interior Department and Oil Industry, September 11, 2008.

Channel 2 News Interview on Interior Department/Oil Industry Scandal, September 10, 2008.

Jeff Smith and Sara Burnett, "Retrial: No Sure Way to Tell Who Has Edge," Rocky Mountain News, March 19, 2008.

Jeff Smith, "It Was One Legal Error, but Just Enough," Rocky Mountain News, March 18, 2008.

Sara Burnett, "Long Wait for Nacchio?" Rocky Mountain News, March 17, 2008.

"Report: Judge Under Scrutiny," Rocky Mountain News, March 8, 2008.

David Milstead, "Leader of Judiciary Panel Takes Issue with Ritter Pick," Rocky Mountain News, January 15, 2008.

Jeff Smith and Sara Burnett, "Case May Hinge on Witness: Appellate Judges Show Concern that Law Professor Couldn't Testify," Rocky Mountain News, December 19, 2007.

Al Lewis, "CEOs Fake the Money and Run," Denver Post, November 27, 2007.

Andy Vuong, "Appeal Faces Tough Hurdles," Denver Post, July 29, 2007.

Sara Burnett, "Appellate Team Faces Tough Road, Experts Say," Rocky Mountain News, July 28, 2007.

Al Lewis, "Five Years after SOX, Sky Hasn't Fallen," Denver Post, July 24, 2007.

Joyzelle Davis, "Whole Foods Board Looks Into Postings by Mackey," Rocky Mountain News, July 18, 2007.

Joyzelle Davis, "Whole Foods-Wild Oats Merger Prospects Dim," Rocky Mountain News, July 12, 2007.

Joyzelle Davis, "Mackey's Comments Likely to Irk Consumers, Shareholders," Rocky Mountain News, July 12, 2007.

Joyzelle Davis, "Whole Foods' Acquisition of Wild Oats Would Stifle Competition, Regulators Say," Rocky Mountain News, June 6, 2007.

Mark P. Couch, "Governor 'Loves His (\$90,000) Job,'" Denver Post, May 22, 2007.

Jeff Smith, "Appeals Difficult vs. Nacchio Judge; Legal Scholars Weigh Nottingham Conviction Record," Rocky Mountain News, May 15, 2007.

David Milstead, "Stern's Bumbling Manner Didn't Help Case," Rocky Mountain News, April 21, 2007.

"DU Students, Profs Weigh in on ex-CEO'S Trial," Rocky Mountain News, April 16, 2007.

### **Government Ethics**

"CU Prof Used State Resources to Fight Amendment 46," Face the State, February 2, 2009.

"IEC Releases New Amendment 41 Interpretation for Universities," Face the State, February 25, 2009.

“DNR Faces Questions over Possible Conflict of Interest,” Face the State, October 17, 2008.

“State Ed Board Chief Suckla Faces Further Spending Questions,” Face the State, September 11, 2008.

“State House Candidate Pays Spouse to Run Campaign,” Face the State, July 25, 2008.

### **Corporate Political Activities**

Karen E. Crummy, “Bailout Firms Pay Big to D.C.,” Denver Post, March 8, 2009.

Karen E. Crummy, “Unions’ Political Effort Pays,” Denver Post, February 10, 2009.

Interviewed by Mary George for article on “Business Perspectives on U.S. Senate Race in Colorado,” Colorado Biz, September, 2004.

"State Can't Limit Industry Spending on Ballot Issues," Rocky Mountain News, (authored) November 5, 1994, p. 63A.

Interviewed by Jerd Smith, "Colorado Business Wins Big," The Denver Business Journal, November 11-17, 1994, pp. 1A, 37A.

Interviewed for Editorial, "Business Should Push Reforms of Campaign Finance," The Denver Business Journal, November 11-17, 1994, p. 34A

Interviewed by Bob Weinstein, article on political activities by entrepreneurs and small business, Entrepreneur Magazine, 1995.

"Alternatives Try to Solve PAC Shortcomings," Rocky Mountain News, October 6, 1992.

"A Political Frankenstein Is On the Loose," Rocky Mountain News, September 29, 1992, p. 68.

Interviewed on KNUS Radio, Denver, CO, regarding the U.S. Supreme Court's decision in Austin v. Michigan Chamber of Commerce, a major political speech case, March 28, 1990.

### **Legal Issues and Corporate Liability**

Interviewed by Al Lewis of The Denver Post on conflicts of interest facing the law firm of David Boies, March, 2006.

Interviewed by Jerd Smith of Rocky Mountain News for article on antitrust suit by EchoStar against DirecTV, 2000.

"Should Company Report Its Own Violation of Safety Regulations?," Rocky Mountain

News, co-authored with David Cox, September 4, 1993, p. 62A.

Interviewed on KNUS Radio, Denver, CO, on the sentencing of Michael Milken, November 26, 1990.

### **Ethics and Corporate Social Responsibility**

Interviewed by Virginia Tsai, AP reporter, and quoted in national story on the state of business ethics education, June, 2006.

Interviewed by Lyn Berry-Helmlinger and quoted in "Business Ethics Likely to Stay Problem Area," Denver Business Journal, 55(45), May 28-June 3, 2004, pp. A1, A56-A57.

Interviewed by Greg Griffin of Denver Post for an article on ethics education in business schools, July, 2002.

"Baseball Strike Raises Social Justice Issues," co-authored with Robert M. O'Halloran and Dennis Wittmer, Rocky Mountain News, September 24, 1994, p. 59A.

Interviewed by Barbara Ettorre, "The Winner Is .....", Management Review, November, 1992, pp. 16-20, article on corporate ethics awards programs.

### **Social Movements and Public Interest Groups**

Interviewed by the Voice of America on "Christian Capitalism" and Evangelical Religious Groups, December, 1995.

Interviewed by John Rainford of ARC Publications, Ottawa, Canada for an article on the communitarian agenda in Lobby Monitor, January 1995.

Interviewed by KCFR, Public Radio Station in Denver, CO, on the constitutional aspects of the separation of church and state and political activities of religious groups, September 8, 1992.

Interviewed by Mark Z. Barbak for "Nader Unbowed, Plans Return to California Politics," Copley News Service and Sacramento Union, June 25, 1990, p. 1.

### **Affirmative Action and Minority Set-asides**

Interviewed by The Denver Business Journal on minority contracting programs, September 28, 1992.

Interviewed by Denise Washington Blomberg on KUVU Public Radio, Denver, CO, on minority set-asides and affirmative action, September 11, 1990.

Interviewed on Marketplace Radio, American Public Radio, regarding minority business in Colorado and the U.S. Supreme Court's decision in City of Richmond v. Croson, October 9, 1989.

## **REVIEWS AND PROMOTION OF RESEARCH**

Referee for articles submitted to the Journal of Public Affairs, 2004.

Referee for articles submitted to Business and Society Journal, 1998 and 1999.

Referee for "Top Management Team Characteristics and Corporate Criminal Activity," Academy of Management Review, forthcoming in 1995. The article was revised and resubmitted over a two-year period and ultimately accepted. I offered a detailed critique that helped facilitate improvement and acceptance of the article.

Referee for "The Diversity of State Interest Group Systems," published in the Western Political Quarterly. I completed a detailed critique of the submission in 1991. It was revised to meet the reviewers' concerns and ultimately published.

Co-chair, Research Committee, Social Issues in Management (SIM) Division, Academy of Management, 1991-93.

Organizer of a symposium on corporate criminal liability and wrote the 15-page proposal for the symposium that was one of the few accepted by the Social Issues in Management Division of the Academy of Management for its 1992 Annual Meeting in Las Vegas, Nevada, on August 9-12, 1992. I invited the following participants to contribute to the symposium: William S. Laufer of the Wharton School of Finance and Commerce, on Japanese Executive Liability; Kenneth Wm. Thornicroft, of Memorial University of Newfoundland, on Canadian Executive Liability; and Mark A. Cohen of the Owen Graduate School of Management at Vanderbilt University, on the Sentencing Guidelines and Corporate Criminal Liability in the United States. I also presented, on the symposium, a paper titled, "Corporate Criminal Liability: Alternative Standards and Remedies."

Reviewer of Papers Submitted to:

Social Issues in Management (SIM) Division, Academy of Management - 1995, 1994, 1992, 1991, and several times in the 1980s.

International Association for Business and Society - 1993, 1991, 1990.

## **RESEARCH PROPOSALS**

"Body Shop International: Corporate Social Responsibility, Media Relations, and Crisis Management," co-authored with Bruce Hutton and funded in 1995 with a summer



research grant by the Faculty Development Committee, Daniels College of Business, leading to a case to be used in the Values in Action course.

"Ballot Measures and Boycotts: Business Responses to Amendment 2 and the Boycott Colorado Campaign," funded in 1993 with a summer research grant by the Faculty Development Committee, leading to a published case used in the Values in Action course.

"Case Studies in Corporate Stakeholder Management," finalist in 1992 Willemsen Grant Competition.

"First Amendment Doctrines and Corporate Political Speech," funded in 1990 with a summer research grant by the Faculty Development Committee, leading to two conference papers to date.

## **SERVICE ACTIVITIES:**

### **PROFESSIONAL SERVICE**

Chair, Colorado Commission on Judicial Discipline, 2006-2008.

Member and Secretary of the Colorado Commission on Judicial Discipline, 1995-2006; appointed by Governor Roy Romer in 1995 and re-appointed by Governor Bill Owens.

Member, Advisory Committee of the National Association of Corporate Directors, Colorado Chapter, 2008 –

Presenter and Adviser to the Center for Corporate Change of the Vail Leadership Institute, 2003 – 2006.

Editorial Board, Journal of Public Affairs, 2001-currently

Co-chair, Research Committee, Social Issues in Management (SIM) Division, Academy of Management, 1991-1993. In that capacity, I secured the keynote speaker, Andrew Young, former mayor of Atlanta and former Ambassador to the U.N., for the 1993 annual meeting, and helped select the keynote speaker for the 1992 annual meeting. For the 1993 meeting, I also organized a research methods workshop on business ethics and international public affairs, led by four leading scholars and attended by over 50 faculty members from various business schools across the country. For both the 1992 and 1993 meetings, I also selected and invited a total of twenty scholars to lead research roundtables on such issues as environmental management, international trade, corporate political power, public issues management, economic development, and business ethics.

President, Rocky Mountain Academy of Legal Studies in Business, 1991-1992.

Vice President and Program Chair, Rocky Mountain Business Law Association, 1990-1991.

Editorial Review Board, International Association for Business and Society, 1990.

Research Committee, Social Issues in Management (SIM) Division, Academy of Management, 1990-1993.

Secretary-Treasurer, Rocky Mountain Business Law Association, 1989-1990.

## **UNIVERSITY SERVICE**

Scholarship Committee, 2006 – currently

Appointment, Promotion, and Tenure (APT) Committee, 2003-2008.

MBA Curriculum Revision Committee, 2005 – currently

Faculty Qualification and Performance Task Force (FQPTF), 2003-04.

Faculty Senate and Personnel Committee of the Faculty Senate, 1997-2003.

Coordinator, undergraduate Business Environment and Business Stakeholders courses, 1999-2002.

Integrated MBA Team on "Values in Management" course, 1992-currently, to both plan and implement new courses

Executive Committee and/or Selection Committee of Corporate Responsibility Awards Program of Colorado and faculty supervisor of investigations and reports on corporate finalists, conducted by an independent study team of eight MBA students, 1990-currently.

Co-author of a proposal in 1993 for a GTE Lecture Series on "Ethics and Technological Advances: Implications for Business, Government, and Society."

Strategic Planning Committee for the International Institute for Corporate Social Policy, 1992-1993.

Graduate Programs Committee, 1990-1992.

Planning Committee, Keystone Conference on Corporate Social Policy, 1990.

Advisory Committee to CBA Strategic Planning Committee, 1989-1990.

AACSB re-accreditation process, in the areas of law, ethics, and public policy, 1990.

## **COMMUNITY SERVICE**

Address on business ethics to the Southeast Denver Rotary Club, October 20, 2005.

Address to Board of Directors of Public Service Credit Union, Denver, Colorado, March 29, 2005.

Speech before Management Accounting Institute of Boulder, Colorado, on "Business Ethics," December 8, 1992.

Speech before The Robert Morris Associates on "Ethics and Business," April 8, 1992.

Panel Participation on Business Ethics before three Rotary Clubs, October 2, 1991.

Speech before the Colorado Group Health Association on "Business Ethics," August 16, 1991.

Speech before the Cherry Hills Rotary Club on "The Ten Misconceptions of Business Ethics," June 5, 1991.

Speech before Denver Southeast Rotary Club on "Corporate Political Action Committees," April 5, 1990.

Member, Board of Directors, Center for Dialogue and Development, 1992-1996.

Member, Justice and Peace Task Force, Iliff School of Theology, 1992-95.

## **CONSULTING**

Expert witness on several cases involving corporate governance, fiduciary duty, and white-collar crime issues, 2002-present

Proctor & Gamble Company, 1985-1987.

Edison Electric Institute Strategic Planning Program, 1984.

Institute for the Future, Menlo Park, CA, 1979-1981.

## **GUEST LECTURES AND PRESENTATIONS**

The Cable Center  
Burson Marsteller, Inc.  
Public Affairs Council  
Marketing Science Institute  
Niagara Institute  
California Merchants and Manufacturers Association  
Public Relations Society of America  
Management Seminar for General Electric Company  
Management Seminar for Container Corporation of America  
Management Seminar for Gulf Oil Company  
Graduate School of Business, Harvard University  
Graduate School of Business, Stanford University  
Washington Semester Program, American University  
School of Business Administration, George Washington University  
School of Journalism, University of Maryland  
Graduate School of Business Administration, University of California, Berkeley  
American Assembly of Collegiate Schools of Business  
Markkula Center for Applied Ethics, Santa Clara University

## **ASSOCIATION MEMBERSHIPS**

Academy of Management  
Academy of Legal Studies in Business  
Academy of Political Science  
American Political Science Association  
International Association of Business and Society  
National Association of Corporate Directors

## **INTERCOLLEGIATE DEBATE HONORS**

Second Place Speaker's Award, 1966 National Debate Tournament  
Third Place Speaker's Award, 1966 Dartmouth College Invitational Tournament  
Top Speaker Award and First Place Team Award, 1966 Air Force Academy Invitational  
Tournament  
Second Place Speaker's Award, 1967 Owen L. Coon Memorial Tournament,  
Northwestern University  
Member of the two-person U.S. International Debate Team, selected by the American  
Forensic Association in 1969