

# Norman D. Bishara

Stephen M. Ross School of Business  
University of Michigan  
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## ACADEMIC APPOINTMENTS

UNIVERSITY OF MICHIGAN, STEPHEN M. ROSS SCHOOL OF BUSINESS, Ann Arbor, MI

<i>Associate Dean of Undergraduate Programs</i>	September 2018-present
<i>Associate Dean of Undergraduate and Early Career Programs</i>	July 2017-September 2018
<i>Executive Director, Thomas C. Jones Office of Innovation in Undergraduate Business Education</i>	July 2017-present
<i>Associate Professor of Business Law and Ethics</i>	June 2014-present
<i>Faculty Director, Master of Management Program</i>	June 2015-July 2017
<i>Assistant Professor of Business Law</i>	September 2007-May 2014
<i>Visiting Assistant Professor of Business Law</i>	September 2004-June 2006; March-May 2007

IESE BUSINESS SCHOOL, UNIVERSITY OF NAVARRA, Barcelona, Spain

<i>Visiting Professor</i>	September 2016-April 2017
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MICHIGAN STATE UNIVERSITY COLLEGE OF LAW, East Lansing, MI

<i>Visiting Assistant Professor of Law</i>	January-May 2007
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William Davidson Institute

<i>Social Enterprise Research Fellow</i>	December 2006-January 2010
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UNIVERSITY OF MICHIGAN, DEPARTMENT OF POLITICAL SCIENCE, Ann Arbor, MI

<i>Graduate Student Instructor</i>	September 2003-May 2004
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## EDUCATION

CORNELL UNIVERSITY, CORNELL LAW SCHOOL, Ithaca, NY

Juris Doctor, May 1999

<i>Journal</i>	Note Editor, <i>Cornell Journal of Law &amp; Public Policy</i> , 1997-1998
	Editor, <i>libulletin-ny</i> (Legal Information Institute), 1998-1999
<i>Concentration</i>	Commercial and Corporate Law

UNIVERSITY OF MICHIGAN, GERALD R. FORD SCHOOL OF PUBLIC POLICY, Ann Arbor, MI

Master of Public Policy, May 2004

<i>Journal</i>	Founding Managing Editor, <i>Michigan Journal of Public Affairs</i> , 2003-2004
<i>Concentration</i>	International policy and analysis; governance; and legal reform and economic development, including nonprofit policy, security affairs, and ethics coursework

COLGATE UNIVERSITY, Hamilton, NY

Bachelor of Arts, May 1996

<i>Concentration</i>	Honors in English, coursework in History
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OXFORD UNIVERSITY, HERTFORD COLLEGE, Oxford, England, Spring 1995

<i>Concentration</i>	British Literature and History coursework
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## PUBLICATIONS AND WRITING

### JOURNALS

- Starr, Evan, J.J. Prescott & Norman D. Bishara, *The Behavioral Effects of (Unenforceable) Contracts*, 36 JOURNAL OF LAW, ECONOMICS, AND ORGANIZATION \_\_ (forthcoming, 2020).
- Bishara, Norman D., *Benefit Corporations and the Psychological Contract with Employee-Stakeholders*, 22:2 UNIVERSITY OF PENNSYLVANIA JOURNAL OF BUSINESS LAW 303 (2020).
- Hess, David W. & Norman D. Bishara, *Beyond Peace Doves: Respecting Human Rights and Combating Corruption in Mega-Sporting Events*, 37:2 BOSTON UNIVERSITY INTERNATIONAL LAW JOURNAL (2019).
- Bishara, Norman D. & Evan Starr, *The Incomplete Noncompete Picture*, 20 LEWIS & CLARK LAW REVIEW 497 (2016).
- Prescott, J.J., Norman D. Bishara & Evan Starr, *Understanding Noncompetition Agreements: The 2014 Noncompete Survey Project*, 2016:2 MICHIGAN STATE LAW REVIEW 369 (2016).
- Milliken, Frances J., Cindy A. Schipani, Norman D. Bishara & Andrea Prado, *Linking Workplace Practices to Community Engagement and Peace: The Case of Employee Voice Practices*, 29:4 ACADEMY OF MANAGEMENT PERSPECTIVES 405 (2015).
- Bishara, Norman D., Kenneth Martin & Randall Thomas, *An Empirical Analysis of CEO Noncompetition Clauses and other Restrictive Post-Employment Covenants*, 68:1 VANDERBILT LAW REVIEW 1 (2015).
- Bishara, Norman D. & Cindy A. Schipani, *A Corporate Governance Perspective on the Franchisor-Franchisee Relationship*, 19:2 STANFORD JOURNAL OF LAW, BUSINESS & FINANCE 303 (2014).
- Bishara, Norman D., Eletta Callahan, & Terry Dworkin, *The Mouth of Truth: Whistleblower Statutes, Policy Problems, and Suggested Reforms*, 10 NYU JOURNAL OF LAW & BUSINESS 37 (2014).
- Bishara, Norman D. & David Orozco, *Using the Resource-Based Theory to Determine Covenant not to Compete Legitimacy*, 87 INDIANA LAW JOURNAL 979 (2012).  
Reprinted in the INTELLECTUAL PROPERTY LAW REVIEW, as a best intellectual property article of 2012 (2013).
- Bishara, Norman D. & Michelle Westermann-Behaylo, *The Law and Ethics of Restrictions on an Employee's Post-Employment Mobility*, 49:1 AMERICAN BUSINESS LAW JOURNAL 1 (2012).
- Bishara, Norman D., *Fifty Ways to Leave Your Employer: Relative Enforcement of Noncompete Agreements, Trends, and Implications for Employee Mobility Policy*, 13 UNIVERSITY OF PENNSYLVANIA JOURNAL OF BUSINESS LAW 751 (2011).
- Bishara, Norman D., *Governance and Corruption Constraints in the Middle East: Overcoming the Business Ethics Glass Ceiling*, 48:2 AMERICAN BUSINESS LAW JOURNAL 227 (2011).
- Bishara, Norman D. & Cindy A. Schipani, *Complementary Alternative Benefits to Promote Peace*, 89 JOURNAL OF BUSINESS ETHICS 539 (2010).

Bishara, Norman D. & Cindy A. Schipani, *Strengthening the Ties that Bind: Preventing Corruption in the Executive Suite*, 88 JOURNAL OF BUSINESS ETHICS 765 (2009).

Bishara, Norman D., *Balancing Innovation from Employee Mobility with Legal Protection for Human Capital Investment: 50 States, Public Policy, and Covenants Not to Compete in an Information Economy*, 27 BERKELEY JOURNAL OF EMPLOYMENT AND LABOR LAW 287 (2006).

#### WORKING PAPERS UNDER REVIEW

“Noncompete Agreements in the U.S. Labor Force” (with Evan Starr and J.J. Prescott) (conditional acceptance at the *Journal of Law & Economics* (May 2020)).

“Ties That Bind: The Impact of Non-Compete Provisions on the Tone of Earnings Press Releases” (with Özgür Arslan-Ayaydin, James Thewissen, and Wouter Torsin) (under review).

#### BOOK CHAPTERS

Thomas, Randall S. & Norman D. Bishara, *U.S. CEO Employment Agreements and Non-competition Provisions: A Literature Survey*, in EXECUTIVE DIRECTORS’ COMPENSATION IN COMPARATIVE CORPORATE PERSPECTIVE, THE REGULATORY FRAMEWORK (Christoph Van der Elst, ed., Wolters Kluwer Law & Business International) (2015).

Bishara, Norman D., *Contracts for Knowledge Protection Across a Global Workforce*, in MANAGING THE LEGAL NEXUS AMONG INTELLECTUAL PROPERTY, EMPLOYEES, AND GLOBAL TRADE (Lynda Oswald and Marisa Pagnattaro, eds., Edward Elgar Publishing) (2015).

Bishara, Norman D. & David W. Hess, *Human Rights and a Corporation’s Duty to Combat Corruption*, in BRIDGING THE GAP BETWEEN BUSINESS AND HUMAN RIGHTS (Robert Bird, Daniel Cahoy, and Jamie Prenekert, eds., Edward Elgar Publishing) (2014).

#### OTHER WORKS IN PROGRESS

“The Evolution of State Noncompete Legislation: Knowledge Investment Protection or Simply Anti-Competitive?”

#### GOVERNANCE AND LEGISLATIVE CODES

Bishara, Norman D. & Nada AbdelSater-AbuSamra, *The Lebanese Code of Corporate Governance*, Lebanese Transparency Association (2006; published in Arabic, 2007).

#### CONFERENCE PROCEEDINGS

Bishara, Norman D., “Benefit Corporations and Implications for Employee Welfare.” Academy of Legal Studies in Business, Annual Meeting, Philadelphia, PA, August 10, 2015.

Bishara, Norman D. and David W. Hess, "Combating Corruption to Respect Human Rights: Understanding the Ethical Responsibilities of Corporations." Academy of Legal Studies in Business, Annual Meeting, Boston, MA, August 8, 2013 (Maurer Award for Best Ethics Paper).

Bishara, Norman D., “The Evolution of Employee Restrictive Covenant Legislation.” Academy of Legal Studies in Business, Annual Meeting, Kansas City, MO, August 10, 2012 (Outstanding Proceedings Paper Award).

Bishara, Norman D. and Michelle Westermann-Behaylo, “The Law and Ethics of Restrictions on an Employee's Post-Employment Mobility.” Academy of Legal Studies in Business, Annual Meeting, New Orleans, LA, August, 2011 (Distinguished Proceedings; finalist for Holmes-Cardozo Award (best paper)).

Bishara, Norman D., “Corruption Constraints, the Financing Gap, and Corporate Governance: A View of the Business Ethics Glass Ceiling in the Middle East Lessons in Addressing Corporate Corruption.” Academy of Legal Studies in Business, Annual Conference, Richmond, VA, August, 2010 (Maurer Award for Best Ethics Paper; Distinguished Proceedings; finalist for Holmes-Cardozo Award (best paper)).

Bishara, Norman D. and Cindy A. Schipani, “Lessons in Addressing Corporate Corruption.” Midwest Academy of Legal Studies in Business, Annual Conference, Chicago, IL, March 2010.

Bishara, Norman D., “Attempts to Legislate Business Ethics: Corporate Governance, Stakeholders and Encouraging Ethical Action.” Academy of Legal Studies in Business, Annual Meeting, Denver, CO, August 2009.

Bishara, Norman D. and Cindy A. Schipani, “Taking Care of Business through Ethics and Benefits.” Midwest Academy of Legal Studies in Business, Annual Conference, Chicago, IL, March 2009.

Bishara, Norman D., “Balancing Innovation from Employee Mobility with Legal Protection for Human Capital Investment: 50 States, Public Policy, & Covenants Not to Compete in an Information Economy.” Academy of Legal Studies in Business, Annual Conference, San Francisco, CA, August 2005.

#### *AUTHORED MEDIA ARTICLES*

Bishara, Norman D. and Nada AbdelSater-AbuSamra, “Minority Shareholders Rights: Lebanon’s companies are held back by archaic rules on minority shareholders a new code of corporate governance seeks to help.” EXECUTIVE MAGAZINE, No. 84. (July 2006).

### **PROFESSIONAL EXPERIENCE AND CONSULTING**

INDEPENDENT EXPERT WITNESS AND ADVISORY SERVICES September 2012-present  
Providing expert legal advice related to parties in employment contract litigation involving employee covenants not to compete, trade secrets, confidentiality agreements, and non-disclosure agreements.

ABOUSAMRA-ABDELSATER LAW FIRM, Beirut, Lebanon and Doha, Qatar March 2008-present  
*Affiliation: Senior Consultant on Corporate Governance*  
Consulting role as a case-by-case expert affiliate with Middle East law firm-based partnership engaging in high-level corporate governance consulting work throughout the Middle East and North Africa.

WILLIAM DAVIDSON INSTITUTE, based in Ann Arbor, MI July 2005  
*Academic Investigator and Envoy*  
Middle Eastern and North Africa Corporate Governance Research in Egypt, Jordan, and Lebanon

Gathered information in support of research and academic writing, and developed diverse local contacts in the area of corporate governance and business ethics in the Middle East on behalf of the William Davidson Institute to develop projects and potential partnerships in the region.

LEBANESE TRANSPARENCY ASSOCIATION, Beirut, Lebanon

*Principal Researcher and Volunteer Consultant*

June-July 2005; June 2006

Researched and co-authored the first Corporate Governance Code for Lebanese Small and Medium Enterprises to promote economic development, including strategies for democratization, corruption control, and introduction of corporate duties and minority shareholder protection, among other reforms. Project hosted by the country affiliate of Transparency International. Requested to provide implementation workshops and code promotion, 2006-07.

UNITED NATIONS DEVELOPMENT PROGRAMME, United Nations Headquarters, New York, NY

*Regional Bureau for Europe & the Commonwealth of Independent States (RBEC)*

Summer 2003

Conducted research and organized activities in support of various economic development projects, legal reform, governance, and foreign direct investment initiatives for the UN's international development agency's efforts to encourage economic growth, private sector development and poverty reduction in Central and Eastern Europe, and Central Asia.

JAECKLE, FLEISCHMANN & MUGEL, LLP, Buffalo, NY

*Associate Attorney*

September 1999-August 2002

*Summer Associate*

Summer 1998

Primarily engaged in commercial litigation, agreement negotiation, and providing assistance to other practice areas, such as corporate governance, environmental and intellectual property. The position provided extensive experience in serving as primary trial counsel for various types of litigated matters in state and federal courts and before government agencies, and in resolving *pro bono* personal rights cases for indigent clients.

*Bar Admission:* New York State and U.S. District Court, Western District of New York (2000).

*Legal Affiliations (1999-2002):* American Inns of Court, American Bar Association, New York State Bar Association, Erie County Bar Association.

## **INVITED LECTURES AND PRESENTATIONS**

"The Future of Noncompetes and Employee Mobility." Business Law & Ethics Department, Kelley School of Business, Indiana University, Bloomington, IN. Dec. 6, 2019.

"Noncompetes in the U.S. Labor Force." Risk Management and Insurance Department Seminar, Georgia State University, Robinson College of Business, Atlanta, GA. October 5, 2018.

"Restrictive Covenants: Version 2030...and Beyond." LA Congress 2017; Labour 2030: Rethinking the Future of Work, Porto, Portugal. July 14, 2017.

"Hybrid Organizations and Employee Stakeholders." IESE Business School, Business Ethics Department, Barcelona, Spain. April 3, 2017.

"Positive Business for Entrepreneurs." Co-sponsored by the U.S. Consulate, Public Diplomacy Section and *TEAMLabs* Entrepreneurship Program, Barcelona, Spain. February 16, 2017.

"Understanding Noncompetition Agreements." Big Ten & Friends Business Law Research Seminar, hosted by Indiana University, Kelley School of Business, Bloomington, IN. January 29, 2016.

- “Covenants not to Compete: Evidence from CEO Agreements” 2015 *Lewis & Clark Law Forum* on “The Clash of Employee Liberty and Legitimate Employer Interests in Secrets, Loyalty, and Investments in Employees,” Lewis & Clark Law School, Portland, OR. September 11, 2015.
- “Business Ethics and Corporate Responsibility,” Vicenza, Italy, the *Italia Innovation Program*, June 30-July 3, 2015.
- “Benefit Corporations and the Employee Dimension: An Ideal Vehicle or a False Promise?,” Social Enterprise & Entrepreneurship Colloquium, University of Connecticut Business School, Storrs, CT. April 23-24, 2015.
- “Business Ethics, CSR, and Ethics Codes,” *Only the Brave* Corporate Headquarters, Breganze, Italy, and the *WeHave the Future 2014!*, July 3-5, 2014.
- “The Intersection of Law & Ethics,” Global Business Ethics Symposium and Faculty Development Teaching Workshop, Bentley University, May 19-22, 2014.
- “A Corporate Governance Perspective on the Franchisor-Franchisee Relationship,” The STANFORD JOURNAL OF LAW, BUSINESS & FINANCE FRANCHISE LAW Symposium, Stanford Law School, Palo Alto, CA. May 8-9, 2014.
- “Contracts for Knowledge Protection Across a Global Workforce,” Managing the Legal Nexus Among Intellectual Property, Employees, and Global Trade Colloquium, Ross School of Business at the University of Michigan, Ann Arbor, MI. April 24-25, 2014.
- “Employee Restrictive Covenant Legislation: Haphazard Evolution or Coherent Policy?,” Big Ten & Friends Business Law Research Seminar, Indiana University, Kelley School of Business, Indianapolis, IN. November 14-15, 2013.
- “Human Rights and a Corporation's Duty to Combat Corruption,” Bridging the Gap Between Human Rights and Business Colloquium, University of Connecticut (with the Kelley School of Business, Indiana University), Storrs, CT. May 13-15, 2013.
- “When Do CEOs Have Covenants Not to Compete in Their Employment Contracts?” Michigan Law & Economics Workshop, University of Michigan Law School, Ann Arbor, MI. April 11, 2013.
- “Will an FCPA Compliance Defense Improve Compliance with the FCPA?: An Exploration of the Issues?” (with David W. Hess), Conference on Public Sector Corruption and Private Business Firms, Wharton Business School of the University of Pennsylvania, Philadelphia, PA. June 28, 2012.
- “Lessons from the Middle East: Corporate Governance, Corruption, and Economic Development,” University of Michigan Law School, Business Law and Asian Law Students groups, Ann Arbor, MI. March 9, 2011.
- “Governance and Corruption Constraints: The Business Ethics Glass Ceiling in Middle East Corporate Governance,” Wharton Business School at the University of Pennsylvania, Philadelphia, PA. April 2010.
- “Corporate Governance and Corruption Constraints on Middle East Businesses,” UC Berkeley, Boalt Hall Law School, Berkeley, CA. March 2010.
- “States, Firms, and the Inter-Organizational Mobility of Skilled Workers: Covenant Not to Compete Enforcement and Implications for Spillovers from Mobility,” Interdisciplinary Committee on Organizational Studies (ICOS), University of Michigan, Ann Arbor, MI. February 2010.

“The Business Ethics Glass Ceiling to Growth in Middle East Corporate Governance: Corruption and Governance for SMEs and Family Enterprises,” McCombs School of Business, University of Texas at Austin, Austin, TX. October 2009.

“The Corruption Glass Ceiling in Middle East Corporate Governance,” presentation for the Middle East Law Students Association and the Business Law Students Association during Annual Business Law Week, University of Michigan Law School, Ann Arbor, MI. March 2009.

“Covenants Not to Compete Across the United States: An Analysis Synthesizing the Theoretical and Policy Approaches,” presentation to the Business Law Faculty Group, Stephen M. Ross School of Business, University of Michigan, Ann Arbor, MI. February 2005.

“University of Michigan Nonprofit and Public Management Board Fellows Training,” University of Michigan Nonprofit and Public Management Center, training seminar lectures for Ross School MBAs. January 2006.

“Possible Pitfalls for Productive Boards: Governance, Legalities and Case Discussion,” University of Michigan Nonprofit and Public Management Center, lecture to the NPM Board Fellows on responsibilities, ethical duties, and risks of being a nonprofit board member. Topics included executive compensation and board member liability. March 2005.

## **CONFERENCE PRESENTATIONS**

“Noncompetes and Employee Mobility: *in terrorem* Effects.” Academy of Legal Studies in Business, Annual Meeting, Montreal, Quebec, Aug, 10 2019.

“A Michigan Ross Case Study of Place Based Learning.” Panel on the “Integrating Humanities and Business Law.” Academy of Legal Studies in Business, Annual Meeting, Montreal, Quebec, Aug 8, 2019.

“A Humanistic Management Approach to the Future of Work.” Moderator and Presenter, Panel on the “Future of Work 2.0: What Trends Will Shape the Future of Employment and the Law?” Academy of Legal Studies in Business, Annual Meeting, Portland, OR, August 9, 2018.

“The Ethical Environment and the Community Values Process.” Moderator and Presenter, Panel on the “Critical Issues in Undergraduate Business Education.” Academy of Legal Studies in Business, Annual Meeting, Portland, OR, August 8, 2018.

“The Influence of Noncompetes on Corporate Statements.” Academy of Legal Studies in Business, Annual Meeting, Savannah, GA, August 11, 2017.

“The Future of Restrictive Covenants in Employment.” Moderator and Presenter, Panel on the “Future of Work.” Academy of Legal Studies in Business, Annual Meeting, Savannah, GA, August 9, 2017.

“Hybrid Businesses and the Ethical Promise: the Psychological Contract with Employee-Stakeholders.” International Association for Business and Society, Annual Meeting, Netherlands, July 30, 2017.

“Benefit Corporations & B Corps: The Employee Dimension.” Panel on the Research and Teaching of Benefit Corporations, International Association for Business and Society, Annual Meeting, Netherlands, July 30, 2017.

- “Hybrid Entities and the Psychological Contract with Employee-Stakeholders.” Susilo Symposium on Ethics in the Global Economy, Boston University, Boston, MA, June 16, 2017
- “Hybrid Entities and the Psychological Contract with Employee-Stakeholders.” IESE-LUISS Hybrid Organizations Conference, Rome, Italy, April 19, 2017.
- “The Incomplete Noncompete Picture.” Academy of Legal Studies in Business, Annual Meeting, San Juan, PR, August 11, 2016.
- “Corporate Governance in an Integrative Semester: Challenges and Triumphs (organizer/moderator and panelist on the “Corporate Governance: Teaching and Research Innovations” panel), Academy of Legal Studies in Business, Annual Meeting, San Juan, PR, August 11, 2016.
- “Challenges of Teaching in an Integrated Semester (organizer/moderator and panelist on the “Innovative Teaching at the Intersection of Employment Law and Corporate Governance” panel), Midwest Academy of Legal Studies in Business, Chicago, IL, April 15, 2016.
- “Benefit Corporations and Implications for Employee Welfare.” Academy of Legal Studies in Business, Annual Meeting, Philadelphia, PA, August 10, 2015.
- “Which Employees Sign Covenants Not to Compete?: Evidence from a New Survey.” Law & Society Association Law & Society Association Annual Meeting, Seattle, WA, May 29, 2015.
- “The Challenge of Using Restrictive Covenants in Employee Contracts” (organizer/moderator and panelist on the “Innovative Teaching at the Intersection of Employment Law and Corporate Governance” panel), Midwest Academy of Legal Studies in Business, Chicago, IL, March 27, 2015.
- “The Intersection of Law & Ethics” Global Business Ethics Symposium and Faculty Development Teaching Workshop, Bentley University, Waltham, MA May 21, 2014
- “Ethical Decision Making Under Legal Ambiguity” (organizer/moderator and panelist on the "Perspectives on the Intersection of Law and Ethics" panel). Midwest Academy of Legal Studies in Business, Chicago, IL, March 28, 2014.
- “The Growth of Employee Restrictive Covenant Legislation: Haphazard Evolution or Coherent Policy Development?” 2013 Labor and Employment Law Colloquium, University of Nevada, Las Vegas Boyd School of Law, September 27-28, 2013.
- "Combating Corruption to Respect Human Rights: Understanding the Ethical Responsibilities of Corporations" (written with David Hess). Academy of Legal Studies in Business, Annual Meeting, Boston, MA, August 8, 2013.
- “Covenants Not to Compete in CEO Employment Contracts.” Law & Society Association Annual Meeting, Boston, MA, June 8, 2012.
- “New Trends in the Law of Covenants Not to Compete.” Midwest Academy of Legal Studies in Business, Chicago, IL, March 1, 2013.
- “Covenants Not to Compete in CEO Employment Contracts.” 2012 Labor and Employment Law Colloquium, Northwestern Law School, September 15, 2012.



- “The Evolution of Employee Restrictive Covenant Legislation” (Outstanding Proceedings Paper Award). Academy of Legal Studies in Business, Annual Meeting, Kansas City, MO, August 10, 2012.
- “Trust and Distrust by Contract in the Employment Relationship” on the panel for “Challenges to Trust in Organizations – A Legal Perspective.” EIASM/First International Network on Trust (FINT) 2012 Bi-Annual Workshop, Milan, Italy, June 14, 2012.
- “Contracting for Knowledge Protection or Employer Overreaching? The Evolution of Employee Mobility Restrictions.” Law & Society Association Annual Meeting, Honolulu, HI, June 8, 2012.
- “Restrictions in Executive Employment Contracts.” Midwest Academy of Legal Studies in Business, Chicago, IL, March 30, 2012.
- “The Law and Ethics of Restrictions on an Employee's Post-Employment Mobility” (written with Michelle Westermann-Behaylo). Academy of Legal Studies in Business, Annual Meeting, New Orleans, LA, August 13, 2011.
- “The Ethics of Employee Covenants Not to Compete: Modern Indentured Servitude or Catalyst for Human Capital Investment?” (with Michelle Westermann-Behaylo). International Association for Business and Society, Annual Meeting, Bath, UK, June 25, 2011.
- “The Law and Ethics of Employer Efforts to Restrict Worker Mobility.” Midwest Academy of Legal Studies in Business, Chicago, IL, March 25, 2011.
- “Corruption Constraints, the Financing Gap, and Corporate Governance: A View of the Business Ethics Glass Ceiling in the Middle East” Academy of Legal Studies in Business, Annual Conference, Richmond, VA, August 4, 2010.
- “Using the Resource-Based Theory to Determine Legitimacy in Covenants not to Compete” (with David Orozco), Academy of Legal Studies in Business, Annual Conference, Richmond, VA, August 4, 2010.
- “How Socially Responsible Firms Take Care of Business through Benefits: Evidence from the United States and Australia” (with Cindy A. Schipani). Tri-State Academy of Legal Studies in Business, Annual Meeting, Ann Arbor, MI, October 9, 2009.
- “Legislating Business Ethics: Varied Approaches to Encourage Ethical Behavior Through Corporate Governance.” Society for Business Ethics, Annual Meeting, Chicago, IL, August 9, 2009.
- “Attempts to Legislate Business Ethics: Corporate Governance, Stakeholders and Encouraging Ethical Action.” Academy of Legal Studies in Business, Annual Conference, Denver, CO, August 5, 2009.
- “Confronting a Business Ethics Glass Ceiling in Middle East Corporate Governance: Scaling and Tailoring Business Ethics and Governance for Family Enterprises.” Poster session, Family Enterprise Research Conference, University of Manitoba, Winnipeg, Manitoba, Canada, April 25, 2009.
- “Taking Care of Business Through Ethics and Benefits” with Cindy Schipani, Midwest Academy of Legal Studies in Business, Chicago, IL, March 20, 2009.
- “Complementary Alternative Benefits to Promote Peace.” Peace Through Commerce Conference, George Washington University, Washington, D.C., November 15, 2008.
- “Covenant Not to Compete Enforcement Across the United States: Implications for Spillovers from Employee Mobility.” Academy of Legal Studies in Business, Annual Conference, Long Beach, California, CA, August 14, 2008.

- “The Business Ethics Glass Ceiling in Middle East Corporate Governance: Scaling and Tailoring Business Ethics with Improved Corporate Governance for SMEs and Small/Medium-Sized Firms.” Society for Business Ethics, Annual Meeting, Anaheim, CA, August 9, 2008.
- “Board of Directors Development: Strategies for Assembling and Maintaining High Performing Boards for your NGO.” Presentation and Workshop, Second International Conference, Third Sector Innovation: Sustainability and Social Impact (ITSSI) Conference, William Davidson Institute conference, Sao Paulo, Brazil, August 6, 2008.
- “Innovative Human Resource Strategies: Leadership Development.” Panel Presentation and Moderator, Second International Conference, Third Sector Innovation: Sustainability and Social Impact (ITSSI) Conference, William Davidson Institute conference, Sao Paulo, Brazil, August 7, 2008.
- “The Role of Covenants Not to Compete in a Knowledge Economy: Investment Protection and Innovation Spillovers from Employee Mobility across the US.” The Second Annual Ross School of Business Entrepreneurship Workshop, Ross School of Business, University of Michigan, Ann Arbor, MI, July 10, 2008.
- “Perspectives on Recent Anti-Corruption Efforts: What Strategies are Being Promoted and What Else is Needed?” Midwest Academy of Legal Studies in Business, Chicago, IL, April 2008.
- “Governance and Accountability; Sustainability in the Third Sector.” Panel Presentation and Moderator, Third Sector Innovation: Sustainability and Social Impact (TSISSI) Conference, William Davidson Institute conference, Sao Paulo, Brazil, August 17, 2007.
- “How can anyone give all this for money, dead and dreamless?": Ethics, Transparency, and Corporate Governance Reform to Curb Corruption in the Middle East, the Case of Lebanon.” Midwest Academy of Legal Studies in Business, Chicago, IL, March 2006.
- “Balancing Innovation from Employee Mobility with Legal Protection for Human Capital Investment: 50 States, Public Policy, and Covenants Not to Compete in an Information Economy.” Academy of Legal Studies in Business, Annual Conference, San Francisco, CA, August, 2005.

## **HONORS AND AWARDS**

### *RESEARCH AWARDS*

*Early Career Achievement Award – Junior Faculty Award for Excellence*, Academy of Legal Studies in Business (2012).

A best law review article selection for the *INTELLECTUAL PROPERTY LAW REVIEW* (2013) for the article “Using the Resource-Based Theory to Determine Covenant Not to Compete Legitimacy” (with David Orozco); originally published at 87 *IND. L.J.* 979 (2012).

### *CONFERENCE AWARDS*

Maurer Award for Best Submitted Ethics Paper (with coauthor David W. Hess), "Combating Corruption to Respect Human Rights: Understanding the Ethical Responsibilities of Corporations." Academy of Legal Studies in Business, Annual Meeting, Boston, MA, August 2013.

Outstanding Proceedings Paper Award, “The Evolution of Employee Restrictive Covenant Legislation.” Academy of Legal Studies in Business, Annual Meeting, Kansas City, MO, August 2012.

Holmes-Cardozo Award Competition, finalist, (with coauthor Michelle Westermann-Behaylo), "The Law and Ethics of Restrictions on an Employee's Post-Employment Mobility." Academy of Legal Studies in Business, Annual Meeting, New Orleans, LA, August 2011 (nominated as one of the top four papers submitted to the conference).

Distinguished Proceedings Paper Award (with coauthor Michelle Westermann-Behaylo), "The Law and Ethics of Restrictions on an Employee's Post-Employment Mobility." Academy of Legal Studies in Business, Annual Meeting, New Orleans, LA, August 2011.

Maurer Award for Best Submitted Ethics Paper, "Corruption Constraints, the Financing Gap, and Corporate Governance: A View of the Business Ethics Glass Ceiling in the Middle East." Academy of Legal Studies in Business, Annual Meeting, Richmond, VA, August 2010.

Holmes-Cardozo Award Competition, finalist, "Corruption Constraints, the Financing Gap, and Corporate Governance: A View of the Business Ethics Glass Ceiling in the Middle East." Academy of Legal Studies in Business, Annual Meeting, Richmond, VA, August 2010 (nominated as one of the top four papers submitted to the conference).

Distinguished Proceedings Paper Award, "Corruption Constraints, the Financing Gap, and Corporate Governance: A View of the Business Ethics Glass Ceiling in the Middle East." Academy of Legal Studies in Business, Annual Meeting, Richmond, VA, August 2010.

#### *SPECIAL PRESENTATIONS*

"Fifty Ways to Leave Your Employer: Relative Enforcement of Covenant Not to Compete Agreements, Trends, and Implications for Employee Mobility Policy," Invited Scholars Colloquium, *American Business Law Journal* at the Academy of Legal Studies in Business Annual Conference, August 2010.

#### *OTHER*

Rackham Graduate School Research Grant, University of Michigan, 2003.

Nonprofit & Public Management Center, Member, Student Advisory Board, 2003-2004.

International Economic Development Program Seminar and Research Trip, Havana, Cuba, 2004.

Ford School of Public Policy Commencement Speaker, 2004.

Pathfinder Award Presented by the Buffalo Alliance for Education, 2002.

Departmental Honors in English, Colgate University, 1996.

#### **SERVICE ACTIVITIES**

##### *PROFESSIONAL SERVICE*

Staff Editor, AMERICAN BUSINESS LAW JOURNAL, 2013-present.

President, Employment Law Section, Academy of Legal Studies in Business, 2013-2014;  
Vice-President, 2012-2013; Secretary, 2011-2012.

Reviewer, Employment Law Section Best Paper Award Committee, Academy of Legal Studies in Business, 2016.

Ad hoc Reviewer, AMERICAN BUSINESS LAW JOURNAL, 2008-present.

Ad hoc Reviewer, JOURNAL OF BUSINESS ETHICS, 2008-present.

Reviewer, JOURNAL OF BUSINESS ETHICS, special volume on Peace Through Commerce, 2009.

Reviewer, MANAGEMENT RESEARCH REVIEW, August 2010.

National Academy Delegate, Tri-State Academy of Legal Studies in Business, 2009-2014.

Session Chair, Midwest Academy of Legal Studies in Business, Annual Meeting, Chicago, IL 2008-2016.

Session Chair, Law & Society Association, 2012-2013.

#### *UNIVERSITY-BASED SERVICE ROLES*

##### *Student Supervision*

###### *Doctoral Students*

Sahil Raina, Ross School of Business, Finance Area, Ph.D. Candidate; Dissertation Committee Member (successful defense May 2014). Dissertation Title: “Frictions in Financial Intermediation.”

Evan Starr, Michigan Economics Department, Ph.D. Candidate; Dissertation Committee Cognate (successful defense May 2014). Dissertation Title: “Training the Enemy? The Effect of the Enforcement of Covenants Not to Compete on Firm Sponsored Training.”

###### *Undergraduate Students Honors Thesis Advising*

Khushi D. Desai, University of Michigan Political Science Department (2014)

Ali Habhab, Ross School of Business (2017)

Mara Maclean, Ross School of Business (2018)

*University of Michigan-wide Committee Work* on topics including summer programs, enrollment issues, the future of undergraduate education, student evaluations, and technology services priorities.

##### *Other Service Roles*

Coordinator, *Ross School Business Law Seminar Series* (2008-2016).

Faculty Advisor, Ross School, Nonprofit Case Competition Team, *Georgetown Business Strategy Case Competition* (2011-2016).

Faculty Advisor, Ross School *M-NETS* (Mentorship through Networks, Ethics, Teaching, and Service) (2012-2014).

Faculty Affiliate, Nonprofit & Public Management Center (2011-2016).

#### **ACADEMIC AFFILIATIONS AND MEMBERSHIPS**

Academy of Legal Studies in Business

Society for Business Ethics

Law & Society Association

Midwest Academy of Legal Studies in Business

Tri-State Academy of Legal Studies in Business

## TEACHING EXPERIENCE

UNIVERSITY OF MICHIGAN, STEPHEN M. ROSS SCHOOL OF BUSINESS, Ann Arbor, MI

*Assistant Professor; Associate Professor*

September 2007-present

BL 488: *Business & Public Policy (Carson Scholars)*

BBA course introducing students to the important aspects of business and the public policy process, including the role of elected officials, administrative staff, lobbyists, and special interest groups; including an in-residence portion of the course in Washington, D.C. at the Washington Campus.

BA 100: *Introduction to Ross – Foundations in Learning Business*

A revamped first-year BBA course focused on establishing business literacy, team and other collaboration skills, and content related to onboarding for success in college and business school.

BA 102: *Business Foundations*

A new BBA course for sophomore transfer students to assist with business literacy, team and collaboration skills, and other content for a successful transition to Michigan Ross.

BL 512: *Introduction to Business Law*

MBA course covering the foundational topics such as contracts, torts, agency, constitutional law, and the U.S. legal system within a business context.

BL 300: *Business Law & Ethics*

Newly designed undergraduate core course as part of the inaugural Ross Integrated Semester, covering various major topics in law and ethics.

BL 309: *Business Ethics and Accountability*

Upper-level undergraduate business ethics course on moral frameworks and ethical decision making for future business leaders.

BL 536 (formerly BA 512/NRE 512): *Ethics of Corporate Management*

MBA business ethics course covering a range of current issues while drawing on moral frameworks and ethical decision making designed to foster business leadership skills. Particular focus is placed on the evolving role of the corporation in society and CSR.

WMBA 638: *Corporate Governance*

Weekend MBA course addressing legal, ethical, and management approaches to corporate governance issues, including executive duties, corporate structures, CSR, corruption control in organizations, and various governance reform and management mechanisms.

BL 305: *Legal Environment of Business*

Upper-level undergraduate course focusing on contracts, torts, criminal, constitutional, and administrative law topics.

MICHIGAN STATE UNIVERSITY COLLEGE OF LAW, East Lansing, MI

*Visiting Assistant Professor of Law*

500M: *Business Enterprises*

Core upper-level governance course addressing legal frameworks and current issues relevant to the laws of agency, partnerships, sole proprietorships, closely held corporations, and public companies.

UNIVERSITY OF MICHIGAN, STEPHEN M. ROSS SCHOOL OF BUSINESS, Ann Arbor, MI

*Visiting Assistant Professor of Business Law*

September 2004-June 2006; March-May 2007

**LHC 503: *Law, Ethics, and Technology***

Graduate course discussing current issues in the business ethics of technology and privacy in the workplace, cloning, pharmaceutical trials, safeguarding personal data, and the role technology in the developing world.

**BA 519/PUBPOL 672: *Managing the Nonprofit Organization***

Graduate course exploring the contemporary legal, ethical, financial, and management challenges to the various organizations in the domestic and international nonprofit sector, including issues of government regulation, social entrepreneurship, and organizational governance.

**LHC 306: *Law of Enterprise Organization***

Upper-level undergraduate course focused on corporations, partnership, employment, UCC, and securities law. Developed an action learning simulation trial of Enron executives for 250 students.

**LHC 305: *Legal Environment of Business***

Upper-level undergraduate course focused on contracts, torts, criminal, constitutional, and administrative law.

UNIVERSITY OF MICHIGAN, DEPARTMENT OF POLITICAL SCIENCE, Ann Arbor, MI

*Graduate Student Instructor*

September 2003-May 2004

PS 111: Introduction to American Politics (2 discussion sections)

PS 326: Upper-level American State Government (Guest Lecturer and Grader, Fall 2003, Winter 2004)

Assist with teaching, advising on policy writing, and grading for state and local government policy course.

**SELECTED PUBLIC SERVICE AND LEADERSHIP**

Alumni Board, Gerald R. Ford School of Public Policy, University of Michigan, Chairperson (2010-2011) and Member (2006-2012); Worldwide Spirit Day organizer and 100<sup>th</sup> anniversary volunteer.

Member, Ann Arbor Area Community Foundation, New Generation Philanthropists, April 2011-2018.

Advisory Board Member, Growing Hope, Nonprofit, Ypsilanti, Michigan, January 2006-2014.

Chair, New Millennium Group of WNY, Downtown Action Group; *Walk Buffalo* Project Group, 2000-02.

Coordinator and Tutor, Bennett High Law Magnet Program, Buffalo Public Schools, 2000-02.

Alumni Board Member and Scholarship Dinner Chair, Cornell University Alumni Association of WNY, 2000-02.