

SHAWN LECORD BERMAN

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Professional Experience:

Associate Dean, Anderson School of Management, University of New Mexico, 2015-present
Associate Professor of Business and Society, University of New Mexico, 2007-present.
Assistant Professor of Management, Santa Clara University, 2001-2007.
Assistant Professor of Management Policy, Boston University, 1998-2001.

Education:

University of Washington, Seattle, Washington, Strategic Management, Ph.D., 1998
Occidental College, Los Angeles, California, Mathematics, A.B., 1989

Honors and Awards:

University of New Mexico Honors College, Selected as one of three inaugural Honors
College Distinguished Teaching Fellows, 2014.
Elected member, University of New Mexico Academic and Freedom Committee, 2014-
2015
Senior Fellow, Olsson Center of Applied Ethics, Darden School, University of Virginia,
2012-present
Anderson School of Management Alumni Endowed Professorship, 2012-2018
Division Chair, Social Issues in Management division of the Academy of Management,
2011-2012
Anderson School of Management, Bill Daniels Ethics Fellow, 2011-present
International Association of Business and Society, Article of the Decade, for the
organization's journal, *Business and Society*, for the years 2000 – 2010
Anderson School of Management Foundation Fellowship, 2008-2012
Best Reviewer, Society for Business Ethics Conference, 2006
Fellow, Olsson Center of Applied Ethics, Darden School, University of Virginia, 2005-
2012
Finalist, Best Paper, Social Issues in Management Division, Academy of Management,
2005
Ignatian Faculty Fellow, Santa Clara University, 2004-2005

SHAWN L. BERMAN

Honors (continued):

Ascendant Scholar, Western Academy of Management, 2004
Dean Witter Foundation Fellow, Santa Clara University, 2003-2005
Leavey grant recipient, Santa Clara University, 2003-2006
Elected fellow, Markkula Center for Applied Ethics, 2003-2007
Finalist, Best Paper, *The Academy of Management Journal*, 2003
Best Paper, Society for Business Ethics Conference, 2000
Finalist, Best Dissertation Award, Social Issues in Management Division, Academy of Management, 2000
Beckwith Award for Teaching Excellence and Service to the Undergraduate Program, Boston University, 2000
Best Paper, Western Academy of Management Conference, 1997
Sloan Foundation Grant "Rethinking the Modern Corporation", 1997-1998
Evert McCabe Fellowship, 1996-1997
Stroum Fellowship, 1996, 1998
Doctoral Program Excellence in Teaching Award, University of Washington, 1996
President, Doctoral Business Student Association, University of Washington, 1995-96
Selected Participant, Dorothy Kellogg Academy for New Professionals, National Association of Student Personnel Administrators, 1992.
Member, *Pi Mu Epsilon*, National Mathematics Honor Society
Member, *Beta Gamma Sigma*, National Business Honor Society

Publications:

Harrison, J. and **Berman, S.L.** *Forthcoming*. Corporate Social Performance and Economic Cycles. *Journal of Business Ethics*, DOI: 10.1007/s10551-015-2646-9.

Berman, S.L. and Johnson-Cramer, M.E. *Forthcoming*. Stakeholder Theory: Seeing the Field through the Forest. *Business & Society*.

Vidal, N.G; **Berman, S.**; Van Buren, H. 2015. Stakeholder Theory and Value Creation Models in Brazilian Firms. *Brazilian Review of Business Management*, 17: 911-931.

Berman, S.L. and Van Buren III, H.J. 2015. Mary Parker Follett, the Abdication of Managerial Responsibilities, and the Future of Capitalism. *Futures*, 68: 44-56.

Ray, D., **Berman, S.L.**, Johnson-Cramer, M.E, and Van Buren III, H.J. 2014. The Search for a Religiously Grounded Normative Core for Stakeholder Theory. *Journal of Management, Spirituality, and Religion*, 11: 331-356.

Westermann-Behaylo, M., **Berman, S.L.**, and Van Buren III, H.J. 2014. The Influence of Institutional Logics on Corporate Responsibility towards Employees. *Business & Society*, 714-746.

SHAWN L. BERMAN

Publications (continued):

- Perrault, E.C., Williams, C.C., and **Berman, S. L.** 2011. Stakeholder Saliency Revisited: Enlightening, Balancing and Transcending. *The Academy of Management Best Paper Proceedings*, 2011: 1-6.
- Phillips, R.A., **Berman, S. L.**, Elms, H. and Johnson-Cramer, M.E. 2010. Stakeholder Theory And Managerial Discretion. *Strategic Organization*, 8: 176-183.
- Peters, R., Koufteros, X., and **Berman, S.L.** 2009. CSR and the CEO: Determinants of a positive strategic intention towards Corporate Social Responsibility. *International Journal of Enterprise and Management*, 6: 38-54.
- Phillips, R.A., **Berman, S.L.**, Johnson-Cramer, M.E., and Elms, H. 2007. Stakeholder Theory And Managerial Discretion. *The Academy of Management Best Paper Proceedings*, 2007: 1-6.
- J.E. Mattingly and **Berman, S.L.** 2006. Measurement of Corporate Social Action: Discovering Taxonomy in the Kinder, Lydenburg, Domini Ratings Data. *Business & Society*, 45: 20-46.
- Berman, S.L.**, Phillips, R.A., and Wicks, A.C. 2005. Resource Dependence, Managerial Discretion, and Stakeholder Performance. *The Academy of Management Best Paper Proceedings*, SIM: B1-B6.
- Wicks, A.C. and **Berman, S.L.** 2004. The Effects of Context on Trust in Firm-Stakeholder Relationships: The Institutional Environment, Trust Creation, and Firm Performance. *Business Ethics Quarterly*, 14: 141-160.
- Elms, H., **Berman, S.L.**, and Wicks, A.C. 2002. Ethics and Incentives: An Inductive Development of Stakeholder Theory in the Health Care Industry. *Business Ethics Quarterly*, 12: 413-432.
- Berman, S.L.**, Down, J., and Hill, C.W.H., 2002. Tacit Knowledge As A Source Of Competitive Advantage In The National Basketball Association. *The Academy of Management Journal*, 45: 13-31.
- Berman, S.L.** 2002. Public Affairs, Issues Management, and Political Strategy: Opportunities, Opportunities, and More Opportunities. *Journal of Public Affairs*, 1: 416-422.

SHAWN L. BERMAN

Publications (continued):

- Rowley, T. and **Berman, S.L.** 2000. A Brand New Brand of Corporate Social Performance. *Business & Society*, 39: 397-418.
Selected as the International Association of Business Society award for Best Paper of the Decade, 2000-2010.
- Frankforter, S.A., **Berman, S.L.**, and Jones, T.M. 2000. Boards of Directors and Shark Repellents: An Agency Theory Perspective. *Journal of Management Studies*, 37: 321-348.
- Berman, S.L.**, Wicks, A.C., Kotha, S.K., and Jones, T.M. 1999. Does Stakeholder Orientation Matter? An Empirical Examination of the Relationship Between Stakeholder Management Models and Firm Financial Performance. *The Academy of Management Journal*, 42: 488-506.
Reprinted as **Berman, S. L.**, Wicks, A. C. , Kotha, S., & Jones, T. M. 2010. Does Stakeholder Orientation Matter? The Relationship Between Stakeholder Management Models and Firm Financial Performance. In Robert A. Phillips and R. Edward Freeman (Eds.) *Stakeholders: 276-294*. Northampton, MA: Edward Elgar.
- Wicks, A.C., **Berman, S.L.**, and Jones, T.M. 1999. Toward a Conception of Optimal Trust: Moral and Strategic Implications. *The Academy of Management Review*, 24: 99-116.

Book Chapters:

- Elms, H., Johnson-Cramer, M. E. , & **Berman, S. L.** 2011. Bounding the World's Misery: Corporate Responsibility and Freeman's Stakeholder Theory. In Phillips, R. A. (ed) *Stakeholder Theory: Impacts and Prospects*: 1-53. Northampton, MA: Edward Elgar.
- Phillips, R. A., **Berman, S. L.** , Elms, H., & Johnson-Cramer, M. E. 2011. Stakeholder Orientation, Managerial Discretion, and Nexus Rents. In Phillips, R. A. (ed) *Stakeholder Theory: Impacts and Prospects*: 163-192. Northampton, MA: Edward Elgar.
- Johnson-Cramer, M., **Berman, S.L.**, and Post, J.E. 2003. Unpacking The Concept Of "Stakeholder Management." In Andriof, J., et al (eds.) *Unfolding Stakeholder Thinking*: 145-161. Sheffield, England: Greenleaf Publishing Limited.
- Post, J.E and **Berman, S.L.** 2001. Global Corporate Citizenship in a Dot Com World: The Role of Organizational Identity. In Andriof, J., and McIntosh, M. (eds.) *Perspectives on Corporate Citizenship*: 66-82. Sheffield, England: Greenleaf Publishing Limited.

SHAWN L. BERMAN

Book Chapters (continued):

Berman, S.L. 2000. Managerial Opportunism and Firm Performance: An Empirical Test of Instrumental Stakeholder Theory. In Logsdon, J.M., Wood, D.W., and Benson, L.E. (eds.) *Research in Stakeholder Theory, 1997-1998: The Sloan Foundation Minigrant Project*: 85-100. Toronto: The University of Toronto.

Introductions to Special Issues and non-refereed publications:

Schlereth, N., Scott, D., and **Berman, S.** 2014. The Current State of Corporate Social Responsibility Behavior in National Collegiate Athletic Association Division-I Athletic Departments. *Journal of Physical Education and Sport Management*, 1: 53-66.

Phillips, R.A. and **Berman, S.L.** 2007. Introduction to the Special Section on Accountability. *Business Ethics Quarterly*, 17: 449-452.

Berman, S.L., and Phillips, R.A. 2005. Introduction: Special Issue on "The Accountable Corporation." *Business & Professional Ethics Journal*, 24 (4): 3-6.

Calkins, M. and **Berman, S.L.** 2004. Introduction: Special Issue: "Business Ethics In A Global Economy." *Business Ethics Quarterly*, 14: 597-602.

Berman, S.L., and Calkins, M. 2003. Introduction: Special Issue on Business Ethics in a Global Economy. *Business & Professional Ethics Journal*, 22(2): 3-8.

Manuscripts under review:

"Stakeholder Capabilities Enhancement as a Path of Value Creation and Cooperative Advantage," with Michelle Westermann-Behaylo, and Harry Van Buren. Invitation for second revision at *Business Ethics Quarterly*.

"Institutional Support and Inter-Organizational Cooperation: A Computational Experiment," with James Kitts, Thomas M. Jones, and William A. Felps. Conditionally accepted at *PLOS ONE*.

"Great Expectations: Analyzing the evolving discourse and practice of Corporate Social Responsibility," with Stephen Brammer. Proposal accepted at *The Academy of Management Perspectives*.

"Assessing the effect of government surveillance on firm compliance," with David Cavazos and Matthew Rutherford. Under initial review at the *Journal of Business Ethics*

SHAWN L. BERMAN

Working Papers:

“A Dynamic Model of Stakeholder Management,” with Michael E. Johnson-Cramer and Steve Brammer. Presented at the 2005 International Association for Business and Society conference and the 2006 Academy of Management national conference. Under revision for submission at *The Academy of Management Review*.

“Genuine versus Instrumental Compassion: An Integrated Multi-Level Model of Organizational Compassion” with Michelle Westermann-Behaylo and Harry Van Buren III. Presented at the 2011 Academy of Management national conference. Under revision for submission to *Academy of Management Review*.

“A Dynamic Model OF Firms’ Responses to Stakeholder Activists: #TheImpactOfSocialMedia,”. with Elise Perrault and Michelle Westermann-Behaylo. Presented at the 2014 Academy of Management national conference. Under revision before submission to *Organization Studies*.

“Common Agency: Applications in Stakeholder Theory,” with Heather Elms and Thomas Jones. Presented at the 2001 International Association for Business and Society conference, the 2003 Western Academy of Management conference, and the 2006 Academy of Management national conference. Under revision before submission to *The Academy of Management Review*.

“Age of Firms: Irrelevance Proposition,” with Gautam Vora. Under revision before submission to an unspecified journal.

Presentations:

“Approaches to Firm Proactivity as a Result of Surveillance: Examining the U.S Automobile Industry,” 2015, Academy of Management international conference, Vancouver, Canada. With David Cavazos and Matthew Rutherford.

“Stakeholder Capabilities Enhancement as a Path of Value Creation and Competitive Advantage,” 2015, Academy of Management international conference, Vancouver, Canada. With Michelle Westermann-Behaylo and Harry Van Buren.

“The Impact of Identity Formation and Elements on Practices of Corporate Responsibility Coalitions,” 2015, International Association of Business and Society conference, Guanacaste, Costa Rica. With Natalia Vidal and Harry Van Buren.

SHAWN L. BERMAN

Presentations (continued):

- “Great Expectations: An Analysis of The Evolving Discourse and Practice of Corporate Social Responsibility,” 2015, International Association of Business and Society conference, Guanacaste, Costa Rica. With Stephen Brammer
- “Great Expectations! Analyzing the Evolving Discourse and Practice of Corporate Social Responsibility,” 2014, Academy of Management international conference, Philadelphia. With Stephen Brammer.
- “Revisiting Issue Management: #TheImpactOfSocialMedia,” 2014, Academy of Management international conference, Philadelphia. With Elise Perrault and Michelle Westermann-Behaylo.
- “Mary Parker Follett and the Abdication of Managerial Responsibilities,” 2014, International Association of Business and Society conference, Sydney, Australia. With Harry Van Buren.
- “Stakeholder Capabilities Enhancement as a Path to Value Creation and Competitive Advantage,” 2014, International Association of Business and Society conference, Sydney, Australia. With Harry Van Buren and Michelle Westermann-Behaylo.
- “How to Make SIM Matter More: A Plenary to Poke at the Monkey on SIMians' Backs: *Making SIM Matter More*,” 2013, Academy of Management national conference, Orlando. With Virginia Gerde and Michael Barnett.
- “Better firm or better world? Toward a communitarian approach to stakeholder theory,” 2013, International Association of Business and Society conference, Portland, Oregon. With Michael Johnson-Cramer and Harry Van Buren.
- “The Occupy Movement: On Campus and Wall Street,” 2013, Western Academy of Management conference, Santa Fe. A panel discussion with Paul Hirsch, Ana Maria Peredo, James Miller, and Asbjorn Osland.
- “SIM: Taking stock and future directions”, 2012, Academy of Management national conference, Boston.
- “Sensemaking and Stakeholder Saliency: The Case of Pink Slime”, 2012, International Association of Business and Society conference, Asheville, North Carolina. With Michelle Westermann-Behaylo and Elise Crawford-Perrault.
- “Stakeholder Saliency Revisited: Enlightening, Balancing and Transcending”, 2011, Academy of Management national conference, San Antonio. With Elise Perrault and Cynthia Clark-Williams.

SHAWN L. BERMAN

Presentations (continued):

“Genuine versus Instrumental Compassion: An Integrated Multi-Level Model of Organizational Compassion”, 2011, Academy of Management national conference, San Antonio. With Michelle Westermann-Behaylo and Harry Van Buren III

“Corporate Social Responsibility: Revisiting Whether or How?”, 2011, 1st Interdisciplinary Conference on Stakeholders, Resources and Value Creation, Barcelona, Spain. With Steve Brammer.

“The Influence of Institutional Logics on Corporate Responsibility towards Employees”, 2011, International Association of Business & Society, Bath, England. With Michelle Westermann-Behaylo and Harry Van Buren III,

“When does MNC Involvement Reduce Poverty in Developing Countries? An Exploratory Analysis”, 2010, International Association of Business & Society, Banff, Canada. With Harry Van Buren III.

“Bounding the World’s Misery: Corporate Responsibility and Freeman’s Stakeholder Theory”, 2009, Academy of Management national conference, Chicago. With Heather Elms and Michael Johnson-Cramer.

“The Craft, Science , and Ethics of Reviewing for the SIM Program,” 2009, Academy of Management national conference, Chicago. With Barry Mitnick.

“Corporate S_____ Responsibility: Freeman and CSR,” 2009, International Association of Business and Society, Aspen, Colorado. With Heather Elms and Michael Johnson-Cramer

“The Dynamic Tension in Trust Creation: The Case of eBay and Online Auctions,” 2008, Academy of Management national conference, Anaheim, California. With Suresh B. Kotha and Andrew C. Wicks.

“The Questions We Ask in SIM: Stakeholder Theory, Seeing the Field through the Forest,” 2008, Academy of Management national conference, Anaheim, California. With Michael E. Johnson-Cramer.

“Stakeholder Theory and Managerial Discretion,” 2007, Academy of Management national conference, Philadelphia, Pennsylvania. With Robert A. Phillips, Michael E. Johnson-Cramer, and Heather Elms.

“A Dynamic Model of Stakeholder Management,” 2006, Academy of Management national conference, Atlanta, Georgia. With Michael E. Johnson-Cramer.

SHAWN L. BERMAN

Presentations (continued):

- “Stakeholders and Common Agents: Implications of an Integration of Two Strategic Theories,” 2006, Academy of Management national conference, Atlanta, Georgia. With Heather Elms.
- “Ten Years after Wood & Jones (1995): Where are We?” 2006. International Association for Business and Society conference, Merida, Mexico. With Michael E. Johnson-Cramer.
- “Resource Dependence, Managerial Discretion, and Stakeholder Performance,” 2005, Academy of Management national conference, Honolulu, Hawaii. With Rob Phillips, and Andrew C. Wicks.
- “Stakeholder Profile Management Models,” 2005, International Association for Business and Society, Sonoma, California. With Michael E. Johnson-Cramer.
- “Corporate Social Performance Measurement: Discovering A Taxonomy in the KLD Ratings Data,” 2004, Academy of Management national conference, New Orleans, Louisiana. With Jim Mattingly.
- “Resource Dependence, Managerial Discretion, and Stakeholder Performance,” 2004, Society for Business Ethics conference, New Orleans, Louisiana. With Rob Phillips, and Andrew C. Wicks.
- “A California Boy Comes Home,” 2004, Western Academy of Management Ascendant Scholar presentation, Anchorage, Alaska.
- “New Directions for Stakeholder Theory and Stakeholder Research,” 2004, part of the symposium “Twenty Years of Stakeholder Research: Where have we been? Where are we going?”, International Association for Business and Society conference, Jackson Hole, Wyoming.
- “A Resource Dependence Perspective on Stakeholder Performance,” 2003, International Association for Business and Society, Rotterdam, The Netherlands. With Robert Phillips and Andrew C. Wicks.
- “Common Agency: Applications in Governance,” 2003, Western Academy of Management, Palm Springs, California. With Heather Elms.
- “The Fundamental Economic Work of Government,” 2002 Academy of Management national conference, Denver, Colorado. With Thomas M. Jones and J. Michael Davis.

SHAWN L. BERMAN

Presentations (continued):

- “Distinctions that make a difference? Questioning central premises of business ethics,” 2001, Society for Business Ethics conference, Washington, DC, a symposium organized with Joshua Margolis and Robert Phillips.
- "Common Agency: Applications in Governance," 2001, International Association for Business and Society conference, Sedona Arizona. With Heather Elms.
- “A Resource Dependence Perspective on Stakeholder Performance,” 2000, Academy of Management national conference, Toronto, Canada. With Andrew C. Wicks.
- “Facilitating Optimal Trust: The Operating Environment and the Trust Creation,” 2000, Society for Business Ethics conference, Toronto, Canada. With Andrew C. Wicks.
- “Common Agency: An Empirical Examination of Firm-Stakeholder Relations,” 2000, International Association for Business and Society conference, Burlington, Vermont. With Tim Rowley.
- “Managerial Opportunism and Firm Performance: An Empirical Test of Instrumental Stakeholder Theory,” 1999, Academy of Management national conference, Chicago, Illinois.
- “Visionary Companies and their Stakeholders: Do Shareholders Share the Vision?” 1999, International Association for Business and Society conference, Paris, France. With Heather Elms.
- “Computer Simulations as a Tool for Stakeholder Research,” 1999, International Association for Business and Society conference, Paris, France. With Thomas M. Jones.
- "Tacit Knowledge and the NBA: An Empirical Test of the Resource Based View of the Firm," 1998, part of the symposium, “Nothin’ but Net: Using Sports Related Data to Test Organizational Theories”, Academy of Management national conference, San Diego, California. With Jonathan Down and Charles W.L. Hill.
- “Data Envelopment Analysis as a Tool for Conducting Empirical Research in Stakeholder Theory,” 1998, International Association for Business and Society conference, Kailua-Kona, Hawaii.

SHAWN L. BERMAN

Presentations (continued):

- “Common Agency: New Models for Stakeholder Theory?” 1998, International Association for Business and Society conference, Kailua-Kona, Hawaii. With Heather Elms.
- “A Plan to Lend Theoretical Coherence and Conceptual Rigor to Research Relating Corporate Social Performance to Financial Performance,” 1998, International Association for Business and Society conference, Kailua-Kona, Hawaii. With Thomas M. Jones and Andrew Wicks.
- “Ethics and Incentives: An Inductive Development of Stakeholder Theory in the Health Care Industry,” 1998, Western Academy of Management conference, Portland, Oregon. With Heather Elms and Andrew Wicks.
- “Toward a Conception of Optimal Trust: Moral and Strategic Implications,” 1997, Society for Business Ethics conference, Boston, Massachusetts. With Andrew Wicks and Thomas M. Jones.
- "Tacit Knowledge and the NBA: An Empirical Test of the Resource Based View of the Firm," 1997, Western Academy of Management conference, Squaw Valley, California. With Jonathan Down.
Winner of the WAM Best Paper Award.
- “Stakeholder-Agency Theory: A Critical Example and Extension,” 1997, International Association for Business and Society conference, Destin, Florida. With Heather Elms.
- “Does the Market Punish Enough? An Examination of the Evidence From the Market Reactions to Corporate Wrongdoing,” 1997, International Association for Business and Society conference, Destin, Florida.
- "Examining Resource Dependence and Institutional Explanations of Strategic Alliances," 1996, Stanford Center for Organizational Research Asilomar conference, Asilomar, California.
- "Exploring the Institutional Foundations of Corporate Social Responsibility," 1996, International Association for Business and Society conference, Santa Fe, New Mexico. With Sharon Matusik.
- “Various Proofs of the Infinitude of Prime Numbers,” 1989, Department of Mathematics Seminar, Occidental College, Los Angeles, California.

SHAWN L. BERMAN

Invited Presentations:

- “What Is the Relationship Between Stakeholder Theory And Corporate Social Responsibility?” 2015, Stakeholder Theory at the Crossroads SMS Extension Conference, Zion National Park, Utah. Discussion leader with Heather Elms,
- “2012 SIM Division Chair’s address: The Employer-Employee relationship in the 21st century and what that means to SIM,” 2012, Academy of Management national conference, Boston.
- “The Tom Jones I Know,” 2012, Academy of Management national conference, Boston.
- “How to Bring Current Ethical Issues into the Classroom”, 2012, Daniels Fund Teaching Business Ethics Conference, Santa Fe, New Mexico. With Harry Van Buren III.
- “Corporate Social Responsibility: Revisiting Whether or How?”, 2009, presentation at the Institute for Corporate Responsibility at George Washington University conference on “Building Bridges - Building Walls: Institutions and Stakeholders in an Increasingly Global & Fractionated World” Washington, D.C. With Steve Brammer.
- “Stakeholder Theory and Managerial Discretion,” 2008, presentation at the 2nd Biennial Issues in Stakeholder Management Mini-Conference. Held at the University of Richmond, Richmond, VA. With Robert A. Phillips, Michael E. Johnson-Cramer, and Heather Elms.
- “A Dynamic Model of Stakeholder Management,” 2008, presentation at the 2nd Biennial Issues in Stakeholder Management Mini-Conference. Held at the University of Richmond, Richmond, VA. With Michael E. Johnson-Cramer.
- Introductory remarks for Rakesh Khurana, 2008 guest speaker for the SIM/SBE joint keynote, Academy of Management national conference, Anaheim, CA.
- “Stakeholders and Common Agents: Implications of an Integration of Two Strategic Theories,” 2006, Inaugural Biennial Issues in Stakeholder Management Mini-Conference. Held at the University of Washington, Seattle, WA. With Heather Elms.
- “Stakeholder Theory and Managerial Discretion,” 2007, presentation at the Institute for Corporate Responsibility at George Washington University conference on “Global Stakeholder Strategies.” Washington, D.C. With Robert A. Phillips, Michael E. Johnson-Cramer, and Heather Elms.

SHAWN L. BERMAN

Invited Presentations (continued):

- “A Dynamic Model of Stakeholder Management,” 2006, Inaugural presentation at the Institute for Corporate Responsibility at George Washington University, Washington, D.C.. With Michael E. Johnson-Cramer.
- “Resource Dependence, Managerial Discretion, and Stakeholder Performance,” 2003, Emerging Research Seminar, the Darden Graduate School of Business Administration. Charlottesville, Virginia. With Andrew Wicks and Robert Phillips.
- “Comments on Windsor’s ‘Public Affairs, Issues Management, and Political Strategy: Opportunities, Obstacles, and Caveats’,” 2001, presented at the second “Conversation on Business, Issues, and Society in the 21st Century.” Held at the University of Maine, Northport, Maine.
- "Tacit Knowledge and the NBA: An Empirical Test of the Resource Based View of the Firm," 2001, presented at the University of Florida Management Seminar Series. Gainesville, Florida.
- “CSP: Can’t Get There From Here,” 2000, presented at the inaugural “Conversation on Business, Issues, and Society in the 21st Century.” Held at the University of Northern Iowa, Cedar Falls, Iowa. This paper was one of only four presentations at the conference. With Tim Rowley.
- “Facilitating Optimal Trust: The Operating Environment and the Trust Creation,” 2000, presented at the University of Washington, Management and Organization Departmental Seminar. Seattle, Washington. With Andrew C. Wicks.
- “CEO Compensation and Stakeholder Performance: Empirically Testing Instrumental Stakeholder Theory,” 1999, presented at the “Young Scholars Workshop”, the Darden Graduate School of Business Administration, sponsored by the Olsson Center for Applied Ethics. Charlottesville, Virginia.
- Invited moderator for the session “Finding the balance: Sustainable development in an uncertain world,” 1999, Boston College Center for Corporate Community Relations Annual Leaders Conference. Funding for attendance provided by the Aspen Institute’s Initiative for Social Innovation through Business.
- “Ethics and Incentives: Stakeholder Theory and Health Care,” 1998, presented at the conference, “A New National Agenda: Organizational Ethics in Health Care”, sponsored by the Olsson Center for Applied Ethics at the Darden Graduate School of Business Administration and the Center for Biomedical Ethics at the Medical School of the University of Virginia. Held at the University of Virginia Medical School, Charlottesville, Virginia. With Heather Elms.

SHAWN L. BERMAN

Invited Presentations (continued):

“Managerial Opportunism and Firm Performance: An Empirical Test of Instrumental Stakeholder Theory,” 1998, The Fourth Toronto Conference on the Stakeholder Theory of the Corporation, Clarkson Centre for Business Ethics, University of Toronto, Toronto, Canada.

Teaching Experience:

Associate Professor, Department of Organizational Studies, University of New Mexico. Taught Business in Society and an MBA elective on The Regulations and Social Control of Business at the graduate level. Serve as faculty director for the Washington Campus Program. Taught the Corporation and Society and Business in Film and Literature in the University Honors Program. Taught the Managerial Ethics: the Ethical, Social, and Political Environment of Business: and the Capstone Strategy courses at the undergraduate level.

Assistant Professor, Department of Management, Santa Clara University. Taught the Capstone Strategy course at the undergraduate level and at the graduate level. Also taught the Leavey Scholars (SCU business school honors program) of Capstone and the Capstone course for International Business minors. Also taught Political, Social and Legal Environment of the Firm at the MBA level and Information Technology Ethics in the MSIS program.

Assistant Professor, Department of Management Policy, School of Management, Boston University, 1998-2001 Taught the capstone course in Strategic Management. Co-taught the module on corporate political strategy in the Executive MBA program.

Predoctoral Teaching Associate, Department of Management and Organization, School of Business Administration, University of Washington, 1994-1998. Taught Business Policy; Business, Government, and Society; Introduction to Organizational Theory.

Predoctoral Teaching Associate, Department of Finance and Business Economics, School of Business Administration, University of Washington, 1993-94. Taught Introduction to Finance.

Related Experience:

Predoctoral Research Associate, School of Business Administration, University of Washington, 1993-1995.

SHAWN L. BERMAN

Related Experience (continued):

Resident Director, San Diego State University, San Diego, California, 1990-1993. Overall responsibility for a residence hall of 220 graduate and international students.

Coordinator, Alcohol and Substance Abuse Education, Occidental College, Los Angeles, California, 1989-90. Designed and implemented a comprehensive alcohol and other drug education program.

Reviewing Activities:

Editorial Review Boards:

Business Ethics Quarterly, 2014-

Business & Society, 2008-

Journal of Management Studies, special issue on "Accountability for Stakeholders", 2013

The Strategic Management Journal, 2007-2011

International Journal of Organizational Analysis, 2007-2009

Journal of Management, 2005-2008

Ad-hoc Reviewer:

The Academy of Management Journal, 2000-2006, 2009, 2011

The Academy of Management Review, 2003-2007, 2013-2015

The Strategic Management Journal, 2006, 2014

Business & Society, 1996-2007

Journal of Management Inquiry, 2003

Journal of Management Studies, 2004, 2010, 2012

Organizational Science, 2003-2004

Business Ethics Quarterly, 2004-2007, 2009, 2011-2013

Journal of Business Ethics, 2004, 2011, 2014-2015

Business and Professional Ethics Journal, 2003, 2005, 2009, 2012

Brazilian Review of General Management, 2014

Organizational Studies, 2015

Academy of Management Conference, 1997-2006, 2009-2013

Associate Editor, 2014-2015

International Association for Business and Society Conference, 1996-2014

Society for Business Ethics Conference, 2001, 2004-06, 2008, 2011

Western Academy of Management, 2014

Professional Activities:

Co-Chair, Doctoral Consortium, Social Issues in Management Division, Academy of Management, 2014-2015.

SHAWN L. BERMAN

Professional Activities (continued):

- Chair, *Ad-hoc* committee on the Domain Statement, Social Issues in Management Division, Academy of Management, 2013
- Past Division Chair, Social Issues in Management Division, Academy of Management, 2012-2013
- Division Chair, Social Issues in Management Division, Academy of Management, 2011-2012
- Division Chair-Elect, Social Issues in Management Division, Academy of Management, 2010-2011
- Program Chair, Social Issues in Management Division, Academy of Management, 2009-2010
- Professional Development Workshops Chair, Social Issues in Management Division, Academy of Management, 2008-2009
- Guest lecturer, seminar leader for Doctoral Seminars at:
 - Bentley College, “Ethics, Stakeholders, and Governance”, February, 2010.
 - Darden University, “Social Issues in Management: Selected Topics”, October, 2005.
- Member, proceeding co-editor search committee, International Association for Business and Society, 2007
- Member, nominating committee, Social Issues in Management Division, Academy of Management, 2007
- Chair, best paper committee, Social Issues in Management Division, Academy of Management, 2007
- Chair, best paper committee, International Association for Business and Society, 2007
- Symposium Organizer, “Bringing discussions of corporate responsibility into non-CSR management classes”, 2007, International Association for Business and Society, Florence, Italy.
- Member, editor search committee for *Business & Society*, International Association for Business and Society, 2005-2006
- Member, best paper committee, International Association for Business and Society, 2004-06
- At Large Representative, International Association for Business and Society executive committee, 2006-2008
- Member, best paper committee, Social Issues in Management Division, Academy of Management, 2006
- Member, nominating committee, International Association for Business and Society, 2001
- Member, best dissertation committee, Social Issues in Management Division, Academy of Management, 1999

SHAWN L. BERMAN

Professional Activities (continued):

Symposium Co-organizer, “Twenty Years of Stakeholder Research: Where have we been? Where are we going?” 2004, International Association for Business and Society conference, Jackson Hole, Wyoming. Organized with Robert Phillips and Michael Johnson-Cramer.

Symposium organizer, “Nothin’ but Net: Using Sports Related Data to Test Organizational Theories”. Presented at the 1998 Academy of Management conference, San Diego, California.

Business Policy and Strategy Doctoral Consortium, Academy of Management, 1997

Social Issues Management Doctoral Consortium, Academy of Management, 1995-1996

Member, Academy of Management

Member, Society for Business Ethics

Member, International Association for Business and Society

Member, Western Academy of Management

Academic member, Markkula Center for Applied Ethics, Business and Professional Ethics Partnership, 2001-2007

Dissertation Committees:

Member, Nicolas Schlereth, University of New Mexico, expected completion 2018.

Member, Elise Perrault, Bentley University, completed 2012.

Member, Michelle Westermann-Behaylo, George Washington University, completed 2009.

Member, Richard Peters, Florida Atlantic University, completed 2007.

Member, Michael Johnson-Cramer, Boston University, completed 2002.

Media:

Podcast about reflections from biennial conference on stakeholder theory held at the Darden School, University of Virginia featured on press release from the Darden School, “Stakeholder Theory Conference Speaks To Growing Influence of Big Ideas”, found at:

<http://www.darden.virginia.edu/web/Media/Darden-News-Articles/2012/Stakeholder-Theory-Conference-Speaks-To-Growing-Influence-of-Big-Ideas/>

Radio comments for KLIV on the ethical climate at Hewlett-Packard, quoted on September 8 and 12, 2006

San Francisco Chronicle, quoted in “Hewlett-Packard Says It Spied on Reporters,” page A1, September 9, 2006

Wall Street Journal, quoted in “Teamwork Raises Everyone’s Game,” page B8, November 7, 2005

SHAWN L. BERMAN

Media (continued):

Silicon Valley Biz Ink, quoted in side bar “Social issue may take a back seat to compliance” accompanying article “Closing in on compliance: Companies rush to get financial records in shape to meet Sarbanes-Oxley requirements,” page 17, January 23-29, 2004

Washington Post, research summarized in “Unconventional Wisdom,” pageB05, February 17, 2002

BusinessWeek Online, research summarized in “Economic Trends,” http://www.businessweek.com/magazine/content/02_10/c3773041.htm, March 11, 2002

University of Washington Business School Magazine, pages 32-33, Spring, 2002

Other Interests:

Running, baseball, live music, chess. Treasurer for the Yak Foundation.