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Curriculum Vitae

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EDUCATIONAL BACKGROUND

A. B., Lafayette College, 1968 (with Honors)
A. M., University of Michigan, 1969 (Economics)
Ph.D., University of Michigan, 1972 (Economics)

TEACHING EXPERIENCE

A. The Darden School - University of Virginia (1972-Present)

Full Professor (with tenure) teaching courses in economics, public policy, quantitative analysis, business-government relations, microeconomics and environmental management at the MBA and doctoral levels.

Have held various administrative and committee chair positions including chairman of the required first-year MBA curriculum, chairman of the Student-Faculty Committee, Chair of the Second Year, Chair of the Academic Standards Committee and director of the joint MBA/MA program in government and foreign affairs. I was, for many years, the Area Coordinator (similar to Chair) of the Business and the Political Economy group (now Global Economies and Markets) at the Darden School.

Faculty member of The Executive Program, a four-week senior management program attended each year by about 20-50 executives from a number of foreign countries. I taught in the program for 38 years (1975-76, 1985-2022) and was the faculty leader of the program for 10 years (1992-94, 2004- 2007, 2015-2017). Teaching responsibilities include political economy, global competition and strategy, business-government relations and environmental management.

B. The University of Michigan - Department of Economics

Teaching fellow in graduate course in economic theory (Fall 1971).

C. Ernst & Young, New Zealand (1994-2017)

Faculty leader of a two-week management program taught to senior consultants of Ernst and Young, New Zealand and to senior managers of private corporations and government agencies in New Zealand. Taught in Taupo, New Zealand for twenty-four years. In conjunction with this course, I have conducted research interviews with hundreds of leaders of government and chief executives and senior managers at private corporations. I have been in residence as a visiting researcher at the Reserve Bank of New Zealand. I have written a number of case studies of New Zealand organizations.

AREAS OF RESEARCH SPECIALIZATION

My research interests have been about the impact of macro phenomena and public policy on industries and firms, in general, and about management strategy and implementation, in particular. My traditionally-described academic areas are: Industrial Organization, Global Competition and Strategy, Antitrust Economics, Forecasting, and Environmental Management.

OTHER PROFESSIONAL EXPERIENCE

- A. Consulting Economist, R. Shriver Associates, 1969-1970.
- B. Research Associate, The Brookings Institution, 1970-1971. Worked on study of conglomerate mergers with Professor Peter O. Steiner at The University of Michigan.
- C. Research Assistant, The University of Michigan, 1971-1972. Worked with Professor F. M. Scherer on an NSF-sponsored research project which was dissertation-related.

RESEARCH ACTIVITIES

A. Books

The Economics of Multi-Plant Operation: An International Comparisons Study (with F. M. Scherer, E. Kaufer and R. D. Murphy), Harvard University Press, 1975. (Supported by NSF Grant GS-2809).

Performance Measurement of the Petroleum Industry (with L. Grayson, S. Overholt, and T. Sutherland), Lexington Books, D.C. Heath, 1979.

Stakeholder Negotiations: Exercises in Sustainable Development (co-edited with F. Long, M. Arnold, and T. Gladwin), Irwin Publishing, 1996. Co-author of two of the six chapter-length exercises and co-editor of entire volume. Co-author of Teacher's Manual that accompanies the book.

B. Published Articles and Chapters.

"Scale Economies in the Multi-Plant Firm: Theory and Empirical Evidence," The Bell Journal of Economics and Management Science, Vol. 6, No. 2, Autumn, 1975.

"The Economics of Production and Distribution as They Impact Small Business," Journal of Contemporary Business, Vol. 5, No. 2, Spring 1976.

"Forecasting Considerations in a Rapidly-Changing Economy," TIMS Studies in the Management Sciences (special issue on forecasting), North-Holland, 1979.

"Merger Activity and Merger Theories: An Empirical Investigation," The Antitrust Bulletin, Vol. XXIV, No. 1, Spring 1979.

"Experience Curve Pricing and the Antitrust Laws" (with H. Landis Gabel), Business Horizons, September-October, 1982.

"Forecasting and the Environment: The Challenges of Rapid Change," Chapter 16 in The Handbook of Forecasting: A Manager's Guide, John Wiley & Sons, 1982. Revised version in Second Edition, 1987.

"Antitrust Compliance: Results of a Survey of Legal Opinion" (with H. Landis Gabel), Antitrust Law Journal, Vol. 51, 1983, p. 459.

"An Executive's Guide to Antitrust Compliance," (with Gabel and Roberts), Harvard Business Review, September-October 1983).

"The Economics of Antitrust Compliance," (with H. Landis Gabel), Southern Economic Journal, January 1986.

"Predation Rules: An Economic and Behavioral Analysis," (with H. Landis Gabel), The Antitrust Bulletin, Spring 1986.

"Chlorine and the Pulp & Paper Industry," (co-author), chapter in Beckenstein, et. al., Stakeholder Negotiations: Exercises in Sustainable Development, Irwin Publishing, 1996.

"Hydropower vs. Salmon in the Pacific Northwest," (co-author), chapter in Beckenstein, et. al., Stakeholder Negotiations: Exercises in Sustainable Development, Irwin Publishing, 1996.

Two entries in The Blackwell Encyclopedic Dictionary of Business Ethics, 1998 and 2004 and 2015.

C. Working Papers

Beckenstein and Campbell, "Public Benefits and Private Success: The Southwest Effect Revisited." In Darden School Working Paper Series and also in SSRN Electronic Journal (DOI: 10.2139/ssrn.3016047) (Revision in Process due to delays from the death of co-author Campbell)

D. Research Reports

Gasoline Marketing in Virginia, with John A. Norton, 1990. (The basis for testimony before a special joint committee of the Virginia Legislature, and the basis for testimony in a number of other states.)

Virginia's Small Business: Competitive Opportunities through Pollution Prevention and Toxics Management (with F. Robertshaw, R. Collins, and F. Long), Management Institute for Environment and Business, 1994.

E. Articles Published in Proceedings

"A Simulation Study of the Size Distribution of Firms," Proceedings of the Fourth Annual Conference on Applications of Simulation, December, 1970 (with Thomas Schriber).

"University Resources for Small Business Research," Proceedings of a Workshop on Basic Research on Small Business, National Federation of Independent Business, October 10-11, 1978.

F. Papers Presented

"An Optimization Approach for Evaluating Multi-Plant Scale Economies," paper presented to The Econometric Society, December, 1972.

"Regulating Conditions of Economic Scarcity," paper presented to The Amos Tuck Seminar on Problems of Regulation and Public Utilities, August, 1974.

"Strategic Alternatives for Teaching Business Environment Courses in MBA Programs," Conference on Business and Its Environment, University of California, Los Angeles, 1977.

"Predation Rules: An Economic and Behavioral Analysis," (with H. Landis Gabel), presented to the American Economic Association, December 1979.

Same title, presentation to the Telecommunications Policy Research Conference, 1980.

"A Theory of Antitrust Enforcement and Compliance," (with H. Landis Gabel) presented to the Econometric Society meetings, Denver, Sept. 1980.

Same title, presentation to the staff of the Federal Trade Commission, 1982 (approximately).

"Organizational Compliance Processes and the Efficiency of Antitrust Enforcement," presented to the Law & Society Association meetings, 1980 (with H. Landis Gabel).

"A Theory of Antitrust Compliance" (with H. Landis Gabel), presented to the European Association for Research in Industrial Economics, October 1982.

"An Information Processing Approach to Antitrust Compliance" (with K. Roberts, N. Boyacagiller, and H. L. Gabel), presented to the Academy of Management Meetings, August 1982.

"Hydropower vs. Salmon in the Pacific Northwest," BELL Network Conference, Northwestern University, August 1994.

"University-Community Partnerships in the Environment," panel at the BELL Network Conference, Northwestern University, August 1994.

"Chlorine and the Pulp and Paper Industry," BELL Network Conference, University of Texas at Austin, August 1995.

"University-Community Partnerships in the Environment," panel at the BELL Network Conference, University of Texas at Austin, August 1995.

Chair and Presenter, various sessions on research and pedagogy, BELL Network Conferences, 1996 through 1999. The BELL Network is a program of the World Resources Institute.

G. Current Research

1. The Impact of Competition among Airlines.

Working Paper: "Public Benefits and Private Success: The Southwest Effect Revisited," co-authored with Brian Campbell, Darden School Working Paper 206, August 2017 (Available at SSRN: <https://ssrn.com/abstract=3016047>)

Further work in this area: project on airline pricing focusing on the impact of entry behaviors as a deterrent to higher prices in the airline industry. This will lead to a paper for a public

policy or economics journal. This work extends the concepts that formed the theory for the working paper listed above, which is more empirical and pitched to an audience of serious business practitioners and policy professionals as well as economists.

2. A project on the impact of external shocks and restructuring on competition in the global airline industry is envisioned. This will draw on previous work on Air New Zealand in the post-9/11 environment. Work awaiting an opportunity to conduct the research in New Zealand.
3. Public Science and Industry Collaborations as they affect Global Competitiveness
An article is contemplated on the collaboration between a state-owned science organization and a major export company in the NZ Kiwifruit industry. The research question is what dimensions of the collaboration provide a basis for global competitiveness of both the NZ industry and the export company (which is owned by the growers of kiwifruit). Also to be developed: the benefits and costs of a single-desk-exporter for a nationally important industry versus a more purely free market structure. Work awaiting an opportunity to conduct research in New Zealand.

H. Other

"The Impact of Antitrust Enforcement on Business Decision Making" (with H. Landis Gabel), grant for \$184, 480 from the National Science Foundation, 1978. Project conducted 1979-1982. Activities included development of interviews and survey instruments on antitrust enforcement and compliance that were approved by the Executive Committee of the Antitrust Law Section of the American Bar Association and the Antitrust Committee of the Business Roundtable. Interviews were conducted with hundreds of attorneys in law firms, enforcement agencies, and corporations and with hundreds of managers in about fifty corporations. A survey instrument was administered to the 2900+ members of standing committees of the Antitrust Law Section of the American Bar Association. Another survey was administered to the Fortune 500" corporations.

PROFESSIONAL ACTIVITIES

Have Refereed for:

1. The Antitrust Bulletin
2. The Bell Journal of Economics
3. American Economic Review
4. Management Science
5. Law and Society
6. Journal of Industrial Economics
7. International Journal of Industrial Organization
8. Southern Economic Journal

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Memberships in Professional Organizations:

American Economic Association

American Bar Association--Associate Economist Membership

Member of the Editorial Advisory Committee for The Antitrust Bulletin (1972-2013)

Proposal review and Panel Member for the National Science Foundation

Reviewer of several books for publishers.

Reviewer of several candidates for promotion at the Harvard Business School, Vanderbilt University, and U. Mass., Boston

Chairman of a session on "The Economics of Predatory Pricing" at the 1979 Meetings of the American Economic Association.

Speaker for the U.S. Transportation Command's (all military branches) "Component Commanders Conference," September 13, 2019 (on behalf of Darden Executive Education, due to our contracts with Army, Navy and Air Force). Title of talk: "The State of the US and Global Economies—Present and Future."

MISCELLANEOUS

Directed and designed the Symposium on Teaching Business Environment, Economics and Public Policy, May 1977.

Consultant to various corporations, including Union Camp Corporation, Boise Cascade Corporation, Bowater Sales Corporation, INA Bearing Corporation, Curtiss Wright Corporation, Parke-Davis Corporation, Hobart Inc., Fletcher Challenge, Woolworth N.Z., and Midland Health N.Z., in a variety of capacities. Corporate strategies for responding to opportunities and threats in the global environment have been the primary subjects. I have also been a strategic facilitator for several of these organizations.

Consultant to the Department of Energy on: 1) the economic and competitive aspects of the design of a financial reporting system for the U.S. Petroleum industry, 2) competition in the middle distillates market, and 3) the impact of regulation on petroleum industry performance.

Consultation/Expert in litigation matters for a number of law firms on behalf of corporate clients.

Consultant to the Federal Trade Commission, Bureau of Competition.

Director of the 1986 Conference, "The U.S. Steel Industry: Prospects, Policies, and Challenges," co-sponsored by the American Iron & Steel Institute and the Darden School, November 1986.

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Faculty Leader, The Executive Program at the Darden School (three times over the past thirty-eight years as a faculty member in that senior management program)

Faculty Leader, “Contemporary Management Issues and Practices,” for the Naval Aviation Executive Institute.

Faculty Leader for numerous programs for US Army through Darden Executive Education

Faculty Leader for a program for NAPSLO (surplus lines insurance) (until 2018)

Awarded the First Wachovia Award for Excellence in Research, 1988, by the Darden School

Faculty Marshall for the Darden School Classes of 1981 and 1992 (elected by the students)

Served as an outside referee to the selection committee for the Prime Minister’s Science Prize in New Zealand in 2017 and again in 2018. I reviewed a major scientific and commercial effort to rescue the Kiwifruit Industry from a virulent bacteria attack. It was a collaboration between the single desk export company in the industry (Zespri) and the state owned crown research institute, Plant and Food Research. (The organization received the NZ\$800,000 award, the highest science award in the country.)

Co-leader of a three-day executive “master class” in New Zealand (in 2019) on the topic of “Sustainability, Innovation and Inclusion.” This was a joint venture with Dr. Bruce Campbell, a decorated scientist in New Zealand and a leader in cutting edge strategies for Horticulture. A very diverse set of participants were in attendance, including Maori leaders.

Review of two candidates for New Zealand Honors in 2022 at the request of the Prime Minister’s Review Committee

Chair of the Committee for the Selection of the Genovese Fellowships (member of the committee for many years; Chair for the past three years)

UVA SERVICE

Member of the University of Virginia Faculty Senate, August 2017 through the Present. Member of the Senate Executive Council and Chair and then co-chair of the Faculty Recruitment, Retention, Retirement and Welfare Committee.

Chair of a Peer Review of a staff physician in the UVA Medical Center in the fall of 2022 for a report to the Provost