

PAUL R. SEABORN

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OVERVIEW

Paul Seaborn joined the management faculty at the McIntire School of Commerce, University of Virginia in 2019. Previously he was an Assistant Professor at the Daniels College of Business, University of Denver from 2011-2019 after completing a PhD in Strategic Management at the University of Toronto's Rotman School of Management. Prof. Seaborn has published scholarly articles in the journal *Business & Society* and *Case Research Journal* and has been the recipient of multiple teaching awards, including the top Daniels faculty teaching award and recognition as one of Poets & Quants Top 40 Undergraduate Business Professors in 2017. Professor Seaborn's research and teaching interests lie at the intersection of business strategy and government policy with a particular focus on regulated industries including the marijuana/cannabis industry. In 2014, he published one of the first-ever teaching cases on the marijuana industry and in 2017 taught the first-ever Business of Marijuana course at any AACSB-accredited business school. Since 2015, he has organized or participated in over 10 conference presentations and symposia related to the marijuana industry and his analysis of the industry, including his Colorado Marijuana Market Report, has been featured in over 30 different media outlets. He is also section editor for Commerce, Business, and the Environment for the *Journal of Cannabis Research*.

ACADEMIC EXPERIENCE

Assistant Professor, General Faculty, University of Virginia, McIntire School of Commerce
Aug 2019 – present Management Area

Assistant Professor, University of Denver, Daniels College of Business

Sept 2011 – June 2019 Department of Management

2015-2016 Recipient of Daniels Faculty Teaching Excellence Award

2014-2015 One of two finalists for Daniels Faculty Teaching Excellence Award

EDUCATION

Rotman School of Management, University of Toronto, Toronto, ON, Canada

2011 Ph.D., Strategic Management

Dissertation: "*Competition and Incentives in Rating Markets*"

Finalist – AOM BPS Wiley Blackwell Outstanding Dissertation Award

Dissertation Committee: Tim Simcoe (co-chair), Brian Silverman (co-chair), Mara Lederman, Anne Bowers

Richard Ivey School of Business, University of Western Ontario, London, ON, Canada

2003 M.B.A., *Dean's Honour List*

Acadia University, Wolfville, NS, Canada

1997 B.Sc., Mathematics, *University Scholar, Dean's List*

RESEARCH AND TEACHING INTERESTS

Areas: Non-market/political strategy, competitive strategy, information economics, public policy, sustainability

Topics: information disclosure (ratings, rankings, classification), industry self-regulation, business models, industry structure

Industries: consulting, marijuana/cannabis industry, financial services, motion pictures, health care, information technology, oil & gas

REFEREED PUBLICATIONS

Seaborn, P., T. Olsen, and J. Howell. Is Insider Control Good for Environmental Performance? Evidence from Dual-Class Firms (*forthcoming at Business & Society, first published January 30, 2018*)

Seaborn, P., P. Scott and W. Miller. Uber in Colorado: Seeking Regulatory Certainty, *Case Research Journal, Volume 36, Issue 3 (Summer 2016)*

Seaborn, P. and W. Miller. Medical Marijuana Industry Group: Outdoor Advertising in Denver, *Case Research Journal, Volume 34, Issue 4 (Fall 2014)*

REFEREED PROCEEDINGS

Conley, T, and P. Seaborn. An Examination of Student Awareness, Beliefs, and Attitudes About the Cannabis Industry and its Impact on Marketing Curriculum and Pedagogy. *The 41st Annual Marketing Educators' Association Conference 2017 Annual Conference Proceedings.*

Seaborn, P. Do Sellers Disclose What Buyers Want to Know – Evidence from U.S. Credit Rating. *Academy of Management Best Papers Proceedings, 2012*

PAPERS UNDER REVIEW

Bergh, D., Sharp, B., Schnackenberg, A., Kim, S., Li, M., and Seaborn, P. The Presence of Bias and Errors in Management Study Findings: Evidence from High Impact and Recent Articles. (*Organizational Research Methods*)

WORKING PAPERS

Trautman, L., Mayer, D., Sanney, K., Seaborn, P., Sulkowski, A., Luttrell III, R. Cannabis at the Crossroads: Regulation, Compliance, and Ethical Considerations in the United States. (Manuscript in progress for submission to Legal, Ethical, and Compliance Issues in Emerging Markets: Cannabis in the States Symposium, Oklahoma State University, Feb 28-29, 2020).

Seaborn, P. and S. Alvarez. The Impact of Government Policy on Multi-Lateral Contracting Hazards: Evidence from U.S. Credit Rating

Hamilton, A, U. Kayande, D. Ketchen and P. Seaborn. Firm Reputation and Performance: A Meta-Analysis

Seaborn, P. Do Sellers Disclose What Buyers Want to Know – Evidence from U.S. Credit Rating,

Seaborn, P. Corporate Political Activity in the Medical Marijuana Industry: Familiar Habits or New Practices?

WORKING CASES

Seaborn, P, K. Leung, R. Rizzuto, D. Mayer. Western Union. Written for 2019 Daniels Race & Case Competition.

Seaborn, P. and L. Chay. Gates Corporation: Scanning for Competitive Threats.

Seaborn, P. and B. Bilanich. Chipotle Mexican Grill. Written for 2017 Daniels Race & Case Competition.

Seaborn, P. and B. Bilanich. Little Pub Company. Written for 2018 Daniels Race & Case Competition.

Seaborn, P. and B. Bilanich. CenturyLink: After the Level 3 Acquisition. Written for 2018 Daniels Race & Case Competition.

ACADEMIC CONFERENCE PRESENTATIONS

“DATA ANALYTICS IN THE CANNABIS”

“CANNABIS ACROSS THE COLLEGE CURRICULUM”

- Panelist, Institute of Cannabis Research Conference, Pueblo, CO, March 2019

“SUSTAINABILITY, ETHICS & ENTREPRENEURSHIP IN THE CANNABIS INDUSTRY”

- Presenter and symposium organizer, Sustainability Ethics and Entrepreneurship (SEE) Conference, Washington, DC, March 2018

“THE IMPACT OF NATIONAL & STATE REGULATION ON M&A: EVIDENCE FROM THE U.S. MARIJUANA INDUSTRY”

- Strategic Management Society Special Conference, San Jose, Costa Rica, December 2017, accepted but withdrawn due to department travel budget restrictions

“MORE THAN ‘WHO PAYS’: AGENCY THEORY, MULTIPLE PRINCIPALS, AND GOVERNMENT REGULATION” (with Sharon Alvarez)

- Strategic Management Society Annual Meeting, Houston, TX, October 2017
- Academy of Management Annual Conference, Atlanta, GA, August 2017

“MARIJUANA LEGALIZATION SYMPOSIUM”

- Presenter and organizer of half-day symposium, Atlanta Schools of Business Conference, Wolfville, Nova Scotia, Canada, September 2017

“AN EXAMINATION OF STUDENT AWARENESS, BELIEFS, AND ATTITUDES ABOUT THE CANNABIS INDUSTRY AND ITS IMPACT ON MARKETING CURRICULUM AND PEDAGOGY”

(with Theresa Conley)

- Marketing Educators’ Association Conference, San Diego, CA, April 6-8, 2017

“WHEN THE SMOKE CLEARS: THE EMERGENCE OF THE CANNABIS INDUSTRY”

- Session Co-chair for Showcase Panel, Strategic Management Society Conference, Denver, CO, October 5, 2015

“INDUSTRY EMERGENCE AND LEGITIMACY BUILDING: THE EVOLVING CASE OF THE CANNABIS INDUSTRY IN THE U.S.”

- Session co-organizer and panellist, Conference Extension, Strategic Management Society Conference, Denver, CO, October 2, 2015

“FIRM REPUTATION AND PERFORMANCE: A META-ANALYSIS” (with *Aimee Hamilton, Ujwal Kayande*)

- Academy of Management Annual Conference, Vancouver, BC, August 2015
- Sustainability Ethics and Entrepreneurship (SEE) Conference, University of Denver, May 2014 (Poster Presentation)

“CORPORATE POLITICAL ACTIVITY IN THE MEDICAL MARIJUANA INDUSTRY: FAMILIAR HABITS OR NEW PRACTICES?”

- Industry Studies Association Annual Conference, Kansas City, MO, May 28, 2015

“THE EFFECT OF OWNERSHIP STRUCTURE ON FIRM CORPORATE SOCIAL RESPONSIBILITY – EVIDENCE FROM DUAL-CLASS SHARE COMPANIES” (with *Jason Howell & Tricia Olsen*)

- Strategic Management Society Annual Meeting, Atlanta, GA, October 2013
- Sustainability Ethics and Entrepreneurship (SEE) Conference, University of Denver, April 2013

“DO SELLERS DISCLOSE WHAT BUYERS WANT TO KNOW – EVIDENCE FROM U.S. CREDIT RATING”

- Journal of Management Paper Development Workshop, April 2013
- BPS Divisional Paper Session & BPS New Faculty Consortium, Academy of Management Annual Meeting, Boston, MA, August 2012

“BUSINESS MODELS AND INCENTIVES IN RATING MARKETS: HOW ‘WHO PAYS’ MATTERS”

- BPS Wiley Best Dissertation Finalist Presentation, Academy of Management Annual Meeting, Boston, MA, August 2012
- Strategy & the Business Environment Conference, Philadelphia, PA, May 2011
- International Industrial Organization Conference, Boston, MA, April 2011
- BPS Divisional Paper Session on Competitive Signalling, Academy of Management Annual Meeting, Montreal, QC, Canada, August 2010
- Consortium for Competitiveness & Cooperation (CCC), Seventeenth Annual Colloquium for Doctoral Student Research, Ann Arbor, MI, April 2010
- Sprott Doctoral Consortium, Ottawa, ON, Canada, April 2010

“REGULATORY CONVERGENCE: AN EMPIRICAL EXAMINATION OF FILM CLASSIFICATION”

- Administrative Sciences Association of Canada Conference, Regina, SK, Canada, May 2010

- Experience the Creative Economy Conference, Martin Prosperity Institute, University of Toronto, May 2009

INVITED ACADEMIC PRESENTATIONS

“THE EFFECT OF OWNERSHIP STRUCTURE ON FIRM CORPORATE SOCIAL RESPONSIBILITY – EVIDENCE FROM DUAL-CLASS SHARE COMPANIES”

- Front Range Management Seminar, UC-Denver, September, 2013

“BUSINESS MODELS AND INCENTIVES IN RATING MARKETS: HOW ‘WHO PAYS’ MATTERS”

- Richard Ivey School of Business, London, ON, January 2011
- Harvard Business School, Strategy Dept, Harvard University, Boston, MA, January 2011
- Daniels College of Business, University of Denver, Denver, CO, January 2011
- LeBow College of Business, Drexel University, Philadelphia, PA, January 2011

NON-ACADEMIC/INDUSTRY PRESENTATIONS

“THE BUSINESS OF CANNABIS – LESSONS LEARNED FROM COLORADO”

- Panelist, Memorial University of Newfoundland, St. John’s, NL, Canada, April 2018

“CANNABIS INDUSTRY 101” and “CANNABIS INDUSTRY MARKET OPPORTUNITIES”

- Panelist/Presenter, Minority Cannabis Business Association Opportunity Summit, Denver, CO, April 2018

“BUSINESS IMPACTS AND OPPORTUNITIES OF CANNABIS LEGALIZATION IN COLORADO”

- Keynote Speaker, Center for Work Education and Employment (CWEE) Board Meeting, Denver, CO, April 2017

ACADEMIC SERVICE

Profession

- Section Editor for Commerce, Business, and Environment section of new Springer *Journal of Cannabis Research*, launched in September 2018 under editor-in-chief David Gorelick, University of Maryland
- Reviewer for *Management Science*, *Journal of Management*, *Case Research Journal*, *Academy of Management*
- Sustainability Ethics Entrepreneurship Conference, Washington, DC, March 2018, industry panel organizer and session chair.
- NACRA Annual Conference, Chicago, IL, October 2017, reviewer
- Atlantic Schools of Business Conference, Wolfville, Nova Scotia, Canada, symposium organizer.
- Sustainability Ethics Entrepreneurship Conference, Denver, CO, May 2015, reviewer.
- Sustainability Ethics Entrepreneurship Conference, Denver, CO, May 2014, reviewer.
- Academy of Management Annual Meeting, Business Policy & Strategy Division, Professional Development Workshop, Orlando, FL, August 2013, panelist and presenter.

- Academy of Management Annual Meeting, Business Policy & Strategy Division, Paper Session, Orlando, FL, August 2013, session chair.
- Sustainability Ethics Entrepreneurship Conference, Denver, CO, April 2013, reviewer.
- Academy of Management Annual Meeting, Business Policy & Strategy Division, Paper Roundtable Session, Boston, MA, August 2012, session chair.
- Sustainability Ethics Entrepreneurship Conference, Denver, CO, April 2012, reviewer and session chair.
- Management Science, Journal of Economics and Management Strategy, Academy of Management BPS Division, Case Research Journal, Journal of Management, 2011-present, reviewer.

University of Denver

- Daniels College of Business, Faculty Mentor, Herat University (Afghanistan), including July 2018 week-long case teaching and writing working session in Kigali, Rwanda, 2018-Present
- Daniels College of Business, Faculty Advisor and lead case writer, Daniels Race and Case Event, 2016-Present
- Daniels College of Business, Faculty Advisor, Daniels Consulting Firm, 2015-Present
- Daniels College of Business, Ethics Boot Camp Presenter, Fall 2014-Present
- Daniels College of Business, Department of Management, Recruiting Committee, 2014-15 (New Hire: Andrew Schnackenberg, American University/Case Western Reserve University)
- Daniels College of Business, Suitts Career Management Centre, Consulting Industry Panel Chair, May 2014
- Daniels College of Business, Suitts Career Management Centre, Consulting Industry Training, May 2013
- Department of Admissions, Ammi Hyde Interviews, January 2013
- Daniels College of Business, Koch Chair in Entrepreneurship Recruiting Committee, 2012-13 (New Hire: Sharon Alvarez, Ohio State University)
- Daniels College of Business, Suitts Career Management Centre, Consulting Industry Panel Chair, October 2012
- Daniels College of Business, Department of Management, Recruiting Committee, 2011-12 (New Hire: Aimee Hamilton, Penn State University)

Richard Ivey School of Business, Western University

- Board of Directors, LEADER Project, Richard Ivey School of Business, 2008-2010

TEACHING AND PROGRAM DEVELOPMENT EXPERIENCE

Executive Education:

2017-2018	Development of Business of Marijuana Boot Camp Program
Fall 2014-2017	DISH Network (Executive Education/Professional Development Program focused on consulting skills)

Undergraduate & Graduate Education:

Instructor:

Spring 2020	Consulting & Other Advisors (McIntire MS Commerce, 1 section)
Spring 2020	Management Consulting & Advisory Services (McIntire undergraduate, 1 section)
Fall 2019	Management Consulting & Advisory Services (McIntire undergraduate, 1 section)

Fall 2019	Strategic Leadership (McIntire MS Global Commerce, 1 section)
Spring 2019	Pioneering Business for Public Good (Daniels undergraduate, 2 sections)
Spring 2019	Business of Marijuana (Graduate/undergraduate, 1 section)
Winter 2019	Strategic Management (Graduate, 1 section in Daniels/2U Online MBA program)
Winter 2019	Business of Marijuana (Graduate/undergraduate, 1 section)
Winter 2019	Management Consulting (Daniels MBA and undergraduate, 1 section)
Spring 2018	Business of Marijuana (Graduate/undergraduate, 1 section)
Spring 2018	Pioneering Business for Public Good (Daniels undergraduate, 1 section) **completely new course format for undergraduate core capstone course**
Winter 2018	Management Consulting (Daniels MBA and undergraduate, 2 sections)
Winter 2018	Business & Society (Daniels undergraduate, 1 section)
Spring 2017	Business of Marijuana (Graduate/undergraduate, 1 section) **first-ever such course offered at any AACBS-accredited business school**
Spring 2017	Business & Society (Daniels undergraduate, 1 section)
Winter 2017	Management Consulting (Daniels MBA and undergraduate, 2 sections) **first-ever undergraduate consulting course offered at Daniels College of Business**
Winter 2017	Business & Society (Daniels undergraduate, 1 section - honors)
Winter 2016	Management Consulting (Daniels MBA, 1 section)
Winter 2016	Business & Society (Daniels undergraduate, 2 sections)
Fall 2015	Business & Society (Daniels undergraduate, 2 sections)
Spring 2015	Management Consulting (Daniels MBA, 1 section)
Spring 2015	Business & Society (Daniels undergraduate, 2 sections)
Fall 2014	Business & Society (Daniels undergraduate, 2 sections)
Spring 2014	Business & Society (Daniels undergraduate, 1 section)
Winter 2014	Business & Society (Daniels undergraduate, 2 sections)
Spring 2013	Business & Society (Daniels undergraduate, 1 section)
Fall 2012	Business & Society (Daniels undergraduate, 3 sections)
Spring 2012	Public Policy & Business (Daniels undergraduate, 2 sections)
Winter 2012	Public Policy & Business (Daniels undergraduate, 2 sections)
Fall 2010	Business-Government Relations (Rotman MBA Elective), Student Evaluation 5.83/7.00

Guest Lecturer:

Fall 2018	Operations Management, Herat University, Afghanistan
Fall 2017	Business & Society (Daniels undergraduate), Prof. Dennis Wittmer
Fall 2017	International Management (Daniels undergraduate), Prof. Bud Bilanich
Fall 2013	Business & Society (Daniels undergraduate), Prof. Kathie Novak
Fall 2011	Public Policy & Business (Daniels undergraduate), Prof. Sylvester Houston
2010, 2009	Business-Government Relations (MBA), Prof. George Fleischmann

Teaching Assistant:

2008-2010	Business-Government Relations (MBA), Prof. George Fleischmann
2008, 2010	Cooperative Strategy (MBA & Undergraduate), Prof. Mara Lederman
2009	Entrepreneurship (Undergraduate), Prof. Tim Simcoe
2009	Business & Regulatory Environment (MBA), Prof. Ken Corts
2009	Creative Regional Strategies (MBA), Prof. Richard Florida
2008	Game Theory and Competitive Strategy (MBA), Prof. Joel Baum

Other Teaching Experience:

2003	LEADER Project, Nizhny Tagil, Russia, Richard Ivey School of Business Instructor and curriculum developer for three-week case-teaching program in introductory business concepts for university students and local business people
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- 2002 Bulgaria Teaching Project, Sofia Bulgaria, Richard Ivey School of Business
Co-founder of two-week case-teaching program in business concepts for university students. Secured Canadian government funding, developed curriculum, taught classes.
- 2003-2005 Guest instructor for Ivey MBA/HBA Consulting Club “Crack the Case” workshops, Ivey Career Management “Train the Trainer” interview training
- 1996-1997 Acadia Advantage Project
Taught Acadia University faculty seminars on integration of laptop computers and academic software in the classroom.

PROFESSIONAL EXPERIENCE

- 2019-present Expert Witness – Multiple Cannabis Industry Court Cases
- 2002-2006 Mercer Management Consulting (now Oliver Wyman) - Toronto, ON, Canada
Senior Associate
Clients: Delta Air Lines, United Airlines, LSG Sky Chefs, Vestar Capital Partners, J.H. Whitney & Company, IBM, Veolia Transport/Connex, Marsh Insurance, Gateway Computer, Putnam Investments
- 1997-2001 IBM Global Services – Toronto, ON, Canada and Halifax, NS, Canada
Clients: Irving Oil, Air Miles/Loyalty Management Group, Royal Bank, Bank of Nova Scotia, Canada Trust

ACADEMIC AND PROFESSIONAL ACTIVITIES

Professional Affiliations:

- 2013-Present Strategic Management Society (SMS)
- 2013-Present North American Case Research Association (NACRA)
- 2011-2019 Canada Colorado Association (CCA) – Business and Social Networking Association
- 2007-Present Academy of Management (BPS and OMT divisions)

HONORS & AWARDS

- 2018-2019 Recognized by University of Denver students as a Faculty Career Champion
- 2018 International Association for Business & Society (IABS) Best Paper Award – 2018 Conference, Hong Kong
- 2017-2018 Recognized by University of Denver students as a Faculty Career Champion
- 2017 Poets & Quants Top 40 Undergraduate Business Professor (URL: <https://poetsandquantsforundergrads.com/2017/09/18/2017-top-40-undergraduate-professors-paul-seaborn-university-denver-daniels/>)
- 2016 Daniels Faculty Teaching Excellence Award
- 2015 Academy of Management Business Policy & Strategy Division Best Reviewer Award
- 2013 Finalist – SEE Conference Best Paper Award (with J. Howell, T. Olsen)
- 2012-2013 Highest student evaluations of all 14 Dept. of Management tenure-line faculty
- 2012 Finalist – AOM BPS Wiley Blackwell Outstanding Dissertation Award
- 2011-2012 2nd highest student evaluations of 14 Dept. of Management tenure-line faculty
- 2007-10 SSHRC Canada Graduate Scholarship - Doctoral Scholarship (\$105,000)
- 2007-08 AIC Institute for Corporate Citizenship Grant (with Prof. Tim Simcoe)
- 2006-11 Open Doctoral Fellowship, Joseph L. Rotman School of Management
- 2003 Ivey MBAA Outstanding Contribution Award
- 2003 Finalist for MBA Class Valedictorian

2001-03 Dean's Entrance Scholarship for Excellence – Richard Ivey School of Business
1997 Acadia 'Golden A' Award - Contribution to university life, leadership & character
1996 Finalist for Province of Newfoundland Rhodes Scholarship
1993-1997 Acadia University Entrance Scholarship, Fred C. Manning Scholarship
1993-1996 Canada Scholarship for Science and Technology
1993 Governor General's Medal, Herdman Collegiate, Corner Brook, Newfoundland

MEDIA ARTICLES AND INTERVIEWS

Featured in over 30 different media outlets in the United States, Canada and Europe including CNN, USA Today, Forbes, CNBC, Chronicle of Higher Education, Poets & Quants, CBC, Calgary Herald, Denver Post, Boston Globe, Colorado Public Radio, Toronto Star.

PERSONAL

Born: May 20, 1975
Citizenship: Canadian
US Immigration Status: Green Card Holder
Hometown: Corner Brook, Newfoundland, Canada
Hobbies: Basketball, music (piano/singing), international travel, biking, running