

ROBERT W. EMERSON

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Some of my articles are on the Social Science Research Network at <http://ssrn.com/author=86449>

EDUCATION

J.D., Harvard Law School, 1982

B.A., Sewanee: Univ. of the South, 1978 - Completed in 3 years –
Summa Cum Laude (Honors in Major - Political Science), Phi Beta Kappa

PRESENT ACADEMIC AND EDITORIAL POSITIONS

Huber Hurst Professor of Business Law, University of Florida (since 2000)

Affiliate Professor, Center for European Studies (since 2013)

Advisory Editor, *American Business Law Journal* (premier peer-review journal on business law) –
served on editorial board, including Editor-in-Chief, 2010-15

U. Fla. J. L. & Pub. Policy, Advisory Board Member (since 1991)

Officer (President, 2019-21; Board Member, 2021-present), Interdisciplinary Section of
Academy of Legal Studies in Business
(ALSB) (2019-present)

International Section, ALSB, since 2010

Regional Officer (1990-95), Southeastern Acad. of Legal Studies in Business

Prior positions at University of Florida

2006-10, Chair, Management & Legal Studies Dept.

1994-2000, Associate Prof. of Business Law & Legal Studies

1988-94, Assistant Prof. of Business Law & Legal Studies

Earlier academic positions

1983-88, Johns Hopkins University - Instructor in Business Law

1984-88, Harford Comm. College, Bel Air, Maryland - Instructor in Business Law

1981-82, Harvard Law School - Research Assistant, Communications Law

1979-80, University of Maryland (College Park) - Teaching Assistant, U.S. History

1977-78, Sewanee: Univ. of the South - Swimming/Water Safety Instructor & Lifeguard

Other positions

1982-88, Full-time practice of law (mainly commercial litigation), Baltimore, Maryland

1984-88, Occasional arbitrator

1978-81 (summers), Law Clerk (Baltimore and Washington, DC law firms)

Other editorial positions

2015-16 Advisory Editor-in-Chief, *American Business Law Journal*

2014-15 Editor-in-Chief, *American Business Law Journal*

2013-14 Managing Editor, *American Business Law Journal*

2012-13, Senior Articles Editor, *American Business Law Journal*

2012, Reporter, Int'l Assn. of Judicial Officers, Triennial Congress, Cape Town,
South Africa (first academic from non-Civil Law country to serve in that capacity)

2010-12, Articles Editor, *American Business Law Journal*

1991-2007, Reviewer, *Journal Acad. Marketing Science*, "Marketing and the Law"

1989-2010, Reviewer, *American Business Law Journal*

1980-82, Staff Editor, *Harvard J. Legislation*

SELECTED SCHOLARLY HONORS AND AWARDS

Distinguished Career Achievement Award – Aug. 2021 - Acad. of Legal Studies in Business

- (largest, oldest world society of business law scholars)
- Best Employment Law Paper (Jackson-Lewis PC Award), ALSB 2022 (finalist for papers in international law, 2022 and 2016)
- Best Paper Award at the International Society of Franchising (ISoF) Annual Conference (June 2017) (the premier gathering for researchers in franchising, worldwide, aimed at all academics and practitioners in all areas related to franchising (accounting, economics, finance, information systems, law, management, marketing, etc.)
- 16-time Winner, Teacher of the Year Award, U. of Florida (almost all years in which eligible for the award) - Additionally, other teaching awards, such as 2015, 2016, and 2017 College Electronic Platform (Online); average overall course evaluations of between 4.4 and 4.8 on a 1.0 (low) to 5.0 (high) scale, generally among the highest averages, especially for large classes and for classes in which the students receive, on average, lower grades)
- 2016, John Bonsignore Award for Outstanding Contribs. to Undergrad. Legal Studies Educ. – Academy of Legal Studies in Business’s Career Teaching Award
- 2015, Disting. Paper on International Law, Acad. of Legal Studies in Business annual meeting
- 2014, Senior Scholar Award, Southeastern Acad. Legal Studies in Business
- 2014, Distinguished Paper Award, Academy of Legal Studies in Business annual meeting
- 2008, Inaugural member of the Conseil Scientifique of the Union Internationale des Huissiers de Justice, a Paris-based 95-nation body (one of 10 professors – the sole North American representative – active member to present)
- 1991, 1992, 1995, 1997, 2008-10 Holmes-Cardozo Award, annual meeting of the Acad. of Legal Studies in Business
- 2008-14, Winner of numerous regional awards for best paper in proceedings, including nearly every regional meeting attended since 2008: Best Paper award at the annual meeting of the Mid-Atlantic Academy of Legal Studies in Business (2008) and three at the annual meeting of the Southeastern Academy of Legal Studies in Business (2009, 2011, 2013)

TEACHING AT THE UNIVERSITY OF FLORIDA

- 2016-present Legal Aspects of Technology Management (elective MBA course) (typically, one or two courses annually)
- 1992-present Legal Environment of Business – Electronic Platform course for upper-level undergraduates (core course required of all business majors; elective for many other students) (generally, all three semesters – spring, summer, and fall – annually – average enrollment per semester of about 700 students)
- 1991-present Occasional lectures on Commercial Law, Intellectual Property, Franchise/Distribution Law, Evidence, or Legal Practice and Ethics, as well as panel presentations on numerous topics (Levin School of Law)
- 1990-present Independent Studies / Honors / Univ. Scholar Supervision and Mentorship (undergraduate students)
- 2000-2018 MBA program – Business Law (required course, in traditional, executive, hybrid (online/“live”) and 100% online programs) (typically, about 2 or 3 different courses annually)
- 2006-2018 South Florida MBA program – Legal Environment of Business (required course)
- 2007-11 Comparative Law, Masters Degree, Paper Supervision (French law students at the Levin School of Law)

2005-11, Occasional guest lecturer at Computer Science classes on intellectual property law (College of Liberal Arts & Science and College of Engineering)

2010, MBA program, Managers and the Legal Environment (required course)

2002-2007 Occasional teaching of the Business Law required course for the MAIB program (Master of Arts in Int'l Business) and the MSM program (Master of Science in Management)

1989-92 Legal Environment of Business - standard classroom course for upper-level undergraduates (core course required of all business majors; elective for many other students)

1988, Commercial Law (undergraduate students; required for accounting majors)

Each required undergraduate course or MBA, MAIB, or MSM course above covers nearly all subjects related to law and business: contracts, torts, agency, corporations, partnerships, alternate forms of business, legal "players" (lawyers, judges, business), ethics, intellectual property, litigation, theory, international law, employment, antitrust law, warranties, etc.

YouTube

For all classes, approximately 100 YouTube postings of skits and related commentary, as well as short talks on the law

ACADEMIC LECTURES at other Universities, 2007-19

Visiting Lecturer, principally on franchise law, at the following non-U.S. universities: Catania University (Italy), ESC-Rouen (France), Grenoble-EM (France) (four times), HEC-Paris (France) (three times), Heidelberg University (Germany), INSEAD (Fontainebleau campus - France), Münster University (Germany), Université de Montpellier School of Law (France) (six times), MBA Institute - Paris (France), London School of Business (UK)

Also a Guest Lecturer on franchise law at these U.S. universities: Cornell, Indiana U. (Bloomington), Stanford, U. Georgia, U. Michigan, U. Penn. (Wharton), U. Texas (Austin), and Wake Forest U.

WORK AS A LAWYER/EXPERT

Member of Maryland bar since 1982:

Full-time practicing trial lawyer, Baltimore, Maryland, 1982-88

Occasional arbitrator, 1984-88

Occasional consultant and expert witness on franchise law, 1990-present

Expert Testimony about Franchising before U.S. Congress (Senate Committee on Small Business & Entrepreneurship, March 2022; also, before the House Subcommittee on Small Business) – see, for example, Allison Alsup, "Management's Business Law Prof. Robert Emerson testifies before US Senate on proposed franchise legislation" (June 3, 2022), <https://news.warrington.ufl.edu/faculty-and-research/managements-business-law-prof-robert-emerson-testifies-before-us-senate-on-proposed-franchise-legislation/> and

https://www.sbc.senate.gov/public/_cache/files/1/b/1b2956d1-3471-4ea6-8210-658d4f5448b0/05C4749937F732750106369414EA9D2B.emerson-testimony.pdf

Member of American Bar Association (ABA) and the ABA Forum on Franchising

PUBLICATIONS

Current Citation Count of all Publications: approximately 1,200 citations

Besides law journal articles, author of numerous books, trade journal articles, online research posts, and book chapters

Books (most recent editions) - Sole author

LAW, SOCIETY AND BUSINESS, Target Copy (2021) (647 pages)

LAW AND BUSINESS – AN IP FOCUS (2020) (XANEDU 2020) (424 pages)

BUSINESS LAW, Barron's (6th ed. Nov. 2015) (796 pages)

INTERNET LEGAL ENVIRONMENT OF BUSINESS, Outernet Press (5th ed. 2004) (180 pages)

Study

Automobile Insurance Fraud (Fla. Ins. Research Ctr., 1992), 485 pages; cited in various newspapers and trade journals

Book chapters - sole author unless otherwise indicated

"Fair and Proportionate Civil Enforcement: The Human Element," in CYBER JUSTICE: NEW OPPORTUNITIES FOR THE JUDICIAL OFFICER 91-98 (BRUYLANT, DEC. 2021)

"Growth of Electronic Case Management Systems in Europe, Canada, and China," in CYBER JUSTICE: NEW OPPORTUNITIES FOR THE JUDICIAL OFFICER 189-198 (BRUYLANT, DEC. 2021)

"Statements of Fact and Judicial Officers," in GUARANTEEING A SECURE AND SUSTAINABLE JUSTICE: THE JUDICIAL OFFICER AS AN ESSENTIAL ELEMENT OF GOOD GOVERNANCE 237-270 (UIHJ, 2018)

"Franchising Hard Law and Soft Law," in THE HANDBOOK OF FRANCHISE RESEARCH 137-168 (Edward Elgar, Fall 2017)

"Franchise Discrimination and Goodwill: An American and Comparative Law Perspective," in COMMERCIAL DISTRIBUTION 101-117 (Groupe Larcier, 2016)

"The United States and Canada," in INTERNATIONAL SALES LAW: A GLOBAL CHALLENGE 562-579 (Cambridge University 2014) (with Ann M. Olazabal)

"Statements of Fact" in THE JUDICIAL OFFICER OF THE 21ST CENTURY 451-480 (UIHJ 2012)

"The *Huissier Audiencier* in American Litigation: *Dayan* and Beyond," Liber Amicorum (International Association of Judicial Officers 2009), pages 116-152 (on procedure and enforcement – applying French fact-finding concepts in the American courtroom)

"Indiana," in Franchise Desk Book, American Bar Association, Forum on Franchising (2002), pages 245-293 (comprehensive delineation of all Indiana franchise law)

Excerpted Articles (for student reading in law school classes)

"Judges as Guardian Angels: The German Practice of Hints and Feedback," 48 Vanderbilt J. Transnational Law 707-752 (excerpted in Paul Schiff Berman & Margaret Y. K. Woo, *Global Issues in Civil Procedure*, 2nd ed. (West Academic Pub. 2021)

JOURNAL ARTICLES (all sole authored unless indicated otherwise)

Author of numerous A-tier law journal articles - average length of each article – approximately 60 pages and 350 footnotes. These articles have been cited in hundreds of law

journal articles, state legislative records, books, and state and federal court opinions – the vast majority of the citations are in other scholarly writings

Papers mentioned elsewhere are not listed below even if published, such as in Conference Proceedings

Published Articles since 2010

All refereed publications; sole author unless indicated otherwise

"Sanctions, Nukes and Juche: Franchising in North Korea," 44 U. Penn. J. Int'l Law ____ (issue 2, 2023), with Jason R. Parnell

"Franchisors in a Jam: Vicarious Liability and Spreading the Blame," 47 Journal of Corporation Law 571-626 (2022) (U. Iowa – the leading academic journal on corporation law)

"The Faithless Franchisor: Rethinking Good Faith in Franchising," 24 U. Penn. J. Business Law 411-474 (2022) (also, Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2021, Brisbane, Australia)

"Franchisees, Consumers, and Employees: Choice and Arbitration," 13 William & Mary Business Law Review 487-572 (2022), with Zachary R. Hunt

"Franchising Lessons in the Age of Incivility: Operations Manuals and Trade Secrets," 29 Texas Intellectual Property Law Journal 305-361 (Nov. 2021) (also, Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2021, Brisbane, Australia)

"Transparency in Franchising," 2021 Columbia Business Law Review 172-242 (2021)

"U.S. Franchise Regulation as a Paradigm for the European Union," 20 Washington U. Global Studies Law Review 743-801 (2021), with Michala Meiselles (also, Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2021, Brisbane, Australia)

"The Use and Disuse of the Magna Carta: Due Process, Juries, and Punishment," 46 North Carolina Journal of International Law 571-662 (2021), with John W. Hardwicke (also accepted at, *inter alia*, NYU Journal of Law & Liberty)

"Devising a Royalty Structure that Fairly Compensates a Franchisee for its Contribution to Franchise Goodwill," 14 Virginia Law & Business Review 279-328 (2020), with Charlie C. Carrington

"Franchise Participants as Proper Patent Opponents: Walker Process Claims," 22 Vanderbilt J. Entertainment & Technology Law 507-546 (2020) (also, Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2019, Vienna, Austria)

"Lessons about Franchise Risk from Yum Brands and Schlotzsky's," 24 Lewis & Clark Law Review 997-1048 (2020), with Lawrence J. Trautman

"Bound by Bias? Franchisees' Cognitive Biases," 13 Ohio State Business Law Journal 1-61 (2019), with Steven A. Hollis (also, Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2019, Vienna, Austria)

"Franchise Independence: Still Awaiting Customer Recognition," 15 New York University Journal of Law & Business 287-365 (2019) (also, Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2018, Quito, Ecuador)

"Bankruptcies and Bailouts: The Continuing Impact of the Financial Crisis on the Franchise Auto Dealer Industry," 21 U. Penn. J. Business Law 288-353 (2018), with Jason R. Parnell (also, Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2018, Quito, Ecuador)

- "Mutating Marks: Refusing to Lose the Trademark Trail,"** 15 Northwestern Journal of Technology and Intellectual Property 149-214 (2018), with Katharine C. Collins
- "The French Constat: Discovering More Efficient Discovery,"** 47 Boston University International Law Journal 1-53 (2018)
- "Thanks for the Memories: Compensating Franchisee Goodwill after Franchise Termination,"** 20 U. Penn. J. Business Law 286-339 (2017) (also, Selected Proceedings and Best Paper Award, Int'l Society of Franchising, Ann. Mtg., June 2017, Atlanta, Georgia)
- "International Franchise Trademark Registration: Legal Regimes, Costs and Consequences,"** 52 Wake Forest Law Review 1-59 (2017), with Catherine R. Willis
- "An International Model for Vicarious Liability in Franchising,"** 50 Vanderbilt J. Transnational Law 245-295 (2017) (also accepted at numerous other journals, such as Journal of Transnational Law & Contemporary Problems (Univ. of Iowa Law School))
- "Franchise Savoir-Faire,"** 90 Tulane Law Review 589-646 (2016) (also Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2015, Oviedo, Spain)
- "Franchise Terminations: 'Good Cause Decoded',"** 51 Wake Forest Law Review 103-164 (2016) (Distinguished Paper Award, Academy of Legal Studies in Business) (also Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2015, Oviedo, Spain)
- "Preparation, Procrastination, Production, and Perfection,"** 52 American Business Law J. v-xi (Winter 2015)
- "Franchising Constructive Termination: Quirk, Quagmire or a French Solution?"** 18 U. Penn. J. Business Law 163-202 (Fall 2015) (also Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2015, Oviedo, Spain)
- "The Business Law Team Brand,"** 52 American Business Law J. v-xii (Fall 2015)
- "The Neutral Factfinder as a Pathway to Legal Reform: Examples from Franchising,"** 10 Virginia Law & Business Review 63-126 (Fall 2015) (also Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., June 2015, Oviedo, Spain)
- "Law as Illumination, Not Literalism,"** 52 American Business Law J. v-xi (Summer 2015)
- "Judges as Guardian Angels: The German Practice of Hints and Feedback,"** 48 Vanderbilt J. Transnational Law 707-752 (2015)
- "Research That Shakes Things Up,"** 52 American Business Law J. v-xi (Spring 2015)
- "Assessing *Awuah v. Coverall North America, Inc.*: The Franchisee as a Dependent Contractor,"** 19 Stanford J. Law, Business & Finance 203-235 (2014)
- "Franchises as Moral Rights,"** 14 Wake Forest J. Business & Intell. Prop. Law 540-577 (2014)
- "Fortune Favors the Franchisor: Survey and Analysis of the Franchisee's Decision Whether to Hire Counsel,"** 51 San Diego Law Review 709-777 (2014)
- "Directing the Disjointed: A Call to Harmonize EU Franchise Law,"** 12 Int'l J. Franchising Law 41 (2014)
- "Franchise Hostages: Fast Food, God, and Politics"** 29 The Journal of Law & Politics (Univ. of Virginia Law School) 353-396 (2014), with Jason R. Parnell
- "Franchisees as Consumers: The South African Example,"** 37 Fordham International Law Journal 455-499 (2014)

"Franchise Contract Interpretation: A Two-Standard Approach," 2013 Michigan State Law Review 641-701 (2013)

"Can Franchisee Associations Serve as a Substitute for Franchisee Protection Laws?" 118 Penn State Law Review 99-128 (2013), with Uri Benoliel

"Franchising and the Parol Evidence Rule," 50 American Business Law Journal 659-728 (2013) (Best Paper Award, SE Acad. of Legal Studies in Business Conf., Atlanta, Nov. 2011, Selected Proceedings, Int'l Society of Franchising, Ann. Mtg., May 2012, Ft. Lauderdale, Fla.)

"Franchise Goodwill: 'Take a Sad Song and Make it Better'," 46 U. Michigan Journal of Law Reform 349-416 (2013) (selected for Proceedings of Int'l Society of Franchising, Annual Mtg., May 2012, Ft. Lauderdale, Fla.)

"Are Franchisees Well-Informed? Revisiting Debate over Franchise Relationship Laws," 76 Albany Law Review 193-216 (2013), with Uri Benoliel

"Franchisees in a Fringe Banking World: Striking the Balance between Entrepreneurial Autonomy and Consumer Protection," 46 Akron Law Review 1-48 (2013)

"Global Sales Law: An Analysis of Recent CISG Precedents in U.S. Courts, 2004-2012," 67 Business Lawyer 1351 (Aug. 2012), with Ann Morales Olazabal

"Discriminating Between Members of the Same Network: American Statutes and Cases," Int'l Distrib. (2011) (European-based journal)

"Franchise Territories: A Community Standard," 45 Wake Forest Law Rev. 779-851 (2010)

"Franchise Encroachment," 47 American Business Law Journal 191-290 (2010) (Annual Best Paper Award, Academy of Legal Studies in Business)

"The French *Huissier* as a Model for U.S. Civil Procedure Reform," 44 U. Michigan Journal of Law Reform 1043-1155 (2010) (Annual Best Paper Award, Acad. Legal Studies in Business)

"Franchise Contracts and Territoriality: A French Comparison," 3 Ohio State Entrepreneurial Business Law Journal (Ohio State Law School) 310-353 (2010)

Non-refereed articles; sole author

"Florida and U.S. Enforcement of Debts," 2019 Komorni Listy ("Chamber Letters") 12-25, issue 3 (in English and in Czech)

"Enforcement of Civil Judgments in the United States," 10 Juris-Union 42 (2017) (European-based journal)

"Standards of Execution: The United States," 6 Juris-Union 39 (2012)

"The Lawyer, the Judge, and the Judicial Officer: A Comparative Law Approach to Statements of Fact," 21st Congress of the Union Internationale des Huissiers de Justice, Proceedings, 2012

"The Treatment of Goods in American Contracts and Enforcement Proceedings," Union Internationale des Huissiers de Justice, Proceedings, 2009

Refereed Proceedings of Meetings – Some Representative Examples, 2012 to 2021

"Communism, Sanctions, and Nuclear War: Franchising in North Korea," Ann. Mtg., Am. Acad. of Legal Studies in Business, Aug. 2021 (virtual)

"Franchise Civility, or the Lack Thereof: Operations Manuals, Trade Secrets, and Anti-Competitive Conduct," Ann. Mtg., Am. Acad. of Legal Studies in Business, Aug. 2021 (virtual)

"Joint Employment and the Development of Vicarious Liability in Franchising." Selected Proceedings of the Annual Meeting of the International Society of Franchising, June 2021 (virtual)

"Franchise Civility, or the Lack Thereof: Operating Manuals, Trade Secrets, and Anti-Competitive Conduct." Selected Proceedings of the Annual Meeting of the International Society of Franchising, June 2021 (virtual)

"The Faithless Franchisor: Rethinking the Duty of Good Faith," Ann. Mtg., Am. Acad. of Legal Studies in Business, Aug. 2020 (virtual)

"U.S. Franchise Regulation as a Paradigm for the European Union," Ann. Mtg., Am. Acad. of Legal Studies in Business, Aug. 2020 (virtual)

"The Faithless Franchisor: Rethinking Good Faith in Franchising." Selected Proceedings of the Annual Meeting of the International Society of Franchising, June 2020 (virtual)

"Modelling Franchise Regulation in the European Union: The US Model Should Serve as a Paradigm for the Regulatory Framework in the European Union." Selected Proceedings of the Annual Meeting of the International Society of Franchising, 2020 (virtual)

"Franchisors in a Jam: Vicarious Liability and Spreading the Blame," Southeastern Academy of Legal Studies in Business, Savannah, Nov. 2019

"A Franchisor's Vicarious Liability: Multiple Methods to Spread the Blame," Ann. Mtg., Am. Acad. of Legal Studies in Business, Montreal, Canada, Aug. 2019

"Devising a Royalty Structure that Fairly Compensates a Franchisee for its Contribution to Franchise Goodwill," Ann. Mtg., Am. Acad. of Legal Studies in Business, Montreal, Canada, Aug. 2019

"A Franchisor's Vicarious Liability: Trademarks, Control, Consumers' Perceptions, Websites, and the Internet," Selected Proceedings of the Annual Meeting of the International Society of Franchising, Vienna, Austria, June 2019

"The Auto Dealership - Bankruptcies, Bailouts, and Regulation," Selected Proceedings of the Annual Meeting of the International Society of Franchising, Vienna, Austria, June 2019

"Witnesses and Affidavits," Chamber of Judicial Officers (Europe), Prague, Czech Republic, June 2019

"Expert Witnesses and Lawyers," Union Internationale des Huissiers de Justice (Conseil Scientifique), Amsterdam, Netherlands, May 2019

"Goodwill "Games": Devising a Royalty Structure That Fairly Compensates Franchisees," Huber Hurst Seminar, Business Law - Warrington College of Business, Gainesville, Florida, January 2019

"Digital Assets, such as Bitcoins and Social Media Accounts: Domestic and International Regulations on Enforcement," 23rd Congress of the Union Internationale des Huissiers de Justice, Bangkok, Thailand, August 2018

"Statements of Fact," 23rd Congress of the Union Internationale des Huissiers de Justice, Bangkok, Thailand, August 2018

"Patent Trolling and Franchising Methods: Defensive Claims," Selected Proceedings of the Annual Meeting of the International Society of Franchising, Quito, Ecuador, July 2018

"Franchisees' Cognitive Biases," Selected Proceedings of the Annual Meeting of the International Society of Franchising, Quito, Ecuador, July 2018

"Constats and Saisies-contrefacons: French Lessons," Ann. Mtg., Am. Acad. of Legal Studies in Business, Savannah, Georgia, Aug. 2017

"Refusing to Lose the Trademark Trail." Ann. Mtg., Am. Acad. of Legal Studies in Business, Savannah, Georgia, Aug. 2017

"Walker Process Claims in the Franchise Context," Ann. Mtg., Am. Acad. of Legal Studies in Business, Savannah, Georgia, Aug. 2017

"Compensating Franchisee Goodwill after Franchise Termination," Selected Proceedings of the Annual Meeting of the International Society of Franchising, Atlanta, Georgia, June 2017

"Franchise Discrimination and Goodwill: An American and Comparative Law Perspective," Proceedings, Ann. Mtg., Am. Acad. of Legal Studies in Business, 2016

"Franchise Misunderstandings," Proceedings, Ann. Mtg., Am. Acad. of Legal Studies in Business, 2016

"Franchising Hard and Soft Law," Proceedings, Ann. Mtg., Am. Acad. of Legal Studies in Business, 2016

"Curbing Costs: Integration of the French Constat into the American Legal System," Proceedings, Ann. Mtg., Am. Acad. of Legal Studies in Business, 2015

"Franchise Independence: Awaiting Public Recognition," Proceedings, Ann. Mtg., Am. Acad. of Legal Studies in Business, 2015

"International Franchise Law: A European Model for Vicarious Liability," Proceedings, Ann. Mtg., Acad. of Legal Studies in Business, 2015

"Franchise Terminations: 'Good Cause Decoded', Int'l Society of Franchising, June 2015, Oviedo, Spain

"Franchising Constructive Termination: Quirk, Quagmire or a French Solution?" Selected Proceedings of the Annual Meeting of the International Society of Franchising, June 2015, Oviedo, Spain

"Franchise Savoir-Faire," Selected Proceedings of the Annual Meeting of the International Society of Franchising, June 2015, Oviedo, Spain

"The Neutral Factfinder as a Pathway to Legal Reform: Examples from Franchising," Selected Proceedings of the Annual Meeting of the International Society of Franchising, June 2015, Oviedo, Spain

"Judges as Guardian Angels: The German Practice of Hints and Feedback," Proceedings, Ann. Mtg., Acad. of Legal Studies in Business, 2014

"Franchise Terminations: Good Cause Decoded," Proceedings, Ann. Mtg., Acad. of Legal Studies in Business, 2014

"The Neutral Factfinder: Examples from Franchising," Proceedings, Ann. Mtg., Acad. of Legal Studies in Business, 2014

"Franchise Savoir-Faire," Proceedings, Ann. Mtg., Acad. Legal Studies in Business, 2013

"Fortune Favors the Franchisor: Survey and Analysis of the Franchisee's Decision Whether to Hire Counsel," Proceedings, Ann. Mtg., Acad. of Legal Studies in Business, 2013

"Franchise Goodwill: 'Take a Sad Song and Make It Better'," Proceedings of the Annual Meeting of the International Society of Franchising, May 2012, Ft. Lauderdale, Florida

"Franchise Agreements, Alleged Fraud, and Parol Evidence: From Bedlam to Bright Lines," Selected Proceedings of the Annual Meeting of the International Society of Franchising, May 2012, Ft. Lauderdale, Florida

Works in Progress

Franchise contracting processes, hiring of franchise counsel, codes of ethics and social benefit franchises, franchisees as employees (franchising's pitfalls, such as unintentional terminations and mistaken "employees"), franchised know-how (is initial training legally sufficient?), the disruptive economy and franchising, comparative and international franchise law, expert witnesses and privilege, artificial intelligence and big data impacts on Civil Law and precedent, and judicial officers or arbitrator (a comparison across legal systems)

Some Previous, Refereed Sole-Authored Articles (all refereed)

"Franchise Terminations: Legal Rights and Practical Effects When Franchisees Claim the Franchisor Discriminates," 35 American Business Law J. 559-645 (1998)
Acad. of Legal Studies in Business Best Article Award ("Worth Reading" notation, in Nat. L.J.)

"Franchise Selection and Retention: Discrimination Claims and Affirmative Action Programs," 40 Arizona Law Review 511-613 (1998) - Best Article Award,
Acad. of Legal Studies in Business (awarded "Worth Reading" notation, in National L.J.)

"Franchising Covenants Against Competition," 80 Iowa Law Review 1049-1107 (1995) -
Best Article Award, Acad. Legal Studies in Bus. (awarded "Worth Reading" notation, in Nat. L.J.)

"Franchise Contract Clauses and the Franchisor's Duty of Care Toward Its Franchisees,"
72 North Carolina L. Rev. 905-975 (1994)

"The Franchisee's Response to a Franchisor that is Curtailing its Services," 3 J. Legal Studies in Business 93-125 (1994)

"The Professor as Performer: Teaching Legal Studies Megasections," 12 J. Legal Studies Educ. 261-297 (1994)

"Franchising and Consumers' Beliefs About 'Tied' Products: The Death Knell for *Krehl*?"
45 Fla. Law Rev. 163-200 (1993) (finalist, prize as best marketing law article in United States)

"Insurance Adjusters and Plaintiffs' Attorneys: From Claims Fraud Consensus to Settlement Reform," 30 Am. Bus. L.J. 537-605 (1993) - Academy of Legal Studies in Business Best Article Award; reprinted in 43 Defense L.J. 43-111 (awarded "Worth Reading" notation in National L.J.)

"Franchisors' Liability When Franchisees Are Apparent Agents: An Empirical and Policy Analysis of 'Common Knowledge' About Franchising," 20 Hofstra Law Rev. 609-85 (1992) – the featured article in the "Editor's Column," 12 Franchise Law Journal 98, 98 & 112, the leading journal for franchise law practitioners - referring to the article as "ground-breaking" and "a giant step forward"

Insurance Claims Fraud Problems and Remedies," 46 U. Miami Law Rev. 907-73 (1992)
Awarded "Worth Reading" notation, in National L.J.

"Rule 2(e) Revisited: SEC Disciplining of Attorneys Since In re Carter" - 29 Am. Bus. L.J. 155-267 (1991) - Academy of Legal Studies in Business (*American Business Law Association*) Best Article Award, used in securities law courses

"Franchising and the Collective Rights of Franchisees," 43 Vanderbilt Law Rev. 1503-67 (1990)

"Ethics Overseer for the Private Bar: The Federal Communications Commission and its Disciplinary Practices," 9 The Journal of the Legal Profession 43-71 (1984)

Numerous articles in trade journals and other non-scholarly periodicals, such as The Franchise Handbook, Leader's Franchising Business & Law Alert, Franchise Update and The Conversation (e.g., Robert W. Emerson, "McDonald's wage hike stems from evolving views on morality, politics and economics," THE CONVERSATION, in May 5, 2015)

ACADEMIC PRESENTATIONS

Dozens of Presentations (about six per annum), 1989-2022, at academic conferences – nearly all were offered/accepted for proceedings publication when there was such a publication.

Here are some representative presentations:

"Franchises, Advertising, and Speech," Acad. of Legal Studies in Business, Louisville, Kentucky, July 31, 2022

"Sanctions, Nukes and Juche: Franchising in North Korea" (with Jason R. Parnell), Acad. of Legal Studies in Business, Louisville, Kentucky, July 30, 2022

"Franchising: Electronic Reading and Consent Requirements to Assure Review and Comprehension of the Contract Terms," Acad. of Legal Studies in Business, Louisville, Kentucky, July 30, 2022 (Finalist, International Law Section)

"The Good, the Bad, and the Ugly: Franchising, Joint Employment, and Independent Contracting," Acad. of Legal Studies in Business, Louisville, Kentucky, July 29, 2022 (Award Winner, Employment Law Section)

"Franchises, Advertising, and Speech," Int'l Society of Franchising Annual Conference, Hamilton, Canada, June 4, 2022

"The Good, the Bad, and the Ugly: Franchising has a Joint Employment and Independent Contracting Problem," Int'l Society of Franchising Annual Conference, Hamilton, Canada, June 3, 2022

"Franchisees, Consumers, And Employees: Choice and Arbitration," Acad. of Legal Studies in Business, Online, Aug. 2-5, 2021

"The Faithless Franchisor: Good Faith in Franchising," Acad. of Legal Studies in Business, Online, Aug. 2-5, 2021

"Joint Employment and the Development of Vicarious Liability in Franchising," Int'l Society of Franchising Annual Conference, Online, May 25, 2021

"Franchise Civility, or the Lack Thereof: Operating Manuals, Trade Secrets, and Anti-Competitive Conduct," Int'l Society of Franchising Annual Conference, Online, May 25, 2021

"The Faithless Franchisor: Rethinking Good Faith in Franchising," Int'l Society of Franchising Annual Conference, Online, May 25, 2021

"Franchisors in a Jam: Vicarious Liability and Spreading the Blame," Southeastern Academy of Legal Studies in Business, Online, Nov. 13, 2020

"Franchise Civility, or the Lack Thereof: Operations Manuals, Trade Secrets, and Anti-Competitive Conduct," Acad. of Legal Studies in Business, Online, Aug. 4-6, 2020

"Communism, Sanctions, and Nuclear War: Franchising in North Korea," Acad. of Legal Studies in Business, Online, Aug. 4-6, 2020

"The Faithless Franchisor: Rethinking the Duty of Good Faith," Acad. of Legal Studies in Business, Online, Aug. 4-6, 2020

"U.S. Franchise Regulation as a Paradigm for the European Union," Acad. of Legal Studies in Business, Online, Aug. 4-6, 2020

"A Franchisor's Vicarious Liability: Multiple Methods to Spread the Blame," Acad. of Legal Studies in Business, Online, Aug. 4-6, 2020

"Modelling Franchise Regulation in the European Union: The US Model Should Serve as a Paradigm for the Regulatory Framework in the European Union," Int'l Society of Franchising Annual Conference, Brisbane, Australia (scheduled for May 2020)

"Devising a Royalty Structure that Fairly Compensates a Franchisee for its Contribution to Franchise Goodwill," Int'l Society of Franchising Annual Conference, Brisbane, Australia (scheduled for May 2020)

"Franchisee Protection by Looking for the Best from All: Lessons from the Golden Rule and Good Faith," Huber Hurst Seminar, Gainesville, Florida, Jan. 17, 2020

"Franchise Royalties and Goodwill Calculations," Acad. of Legal Studies in Business, Montreal, Canada, Aug. 2019

"Franchising, Good Faith, and Regulatory Protections for Franchisees," Acad. of Legal Studies in Business, Montreal, Canada, Aug. 2019

"A Franchisor's Vicarious Liability: Trademarks, Perceptions, and Digital Footprints," Acad. of Legal Studies in Business, Montreal, Canada, Aug. 2019

"The Use and Disuse of the Magna Carta: Due Process, Juries, and Punishment," Acad. of Legal Studies in Business, Montreal, Canada, Aug. 2019

"Devising a Royalty Structure That Fairly Compensates a Franchisee for Its Contribution to Franchise Goodwill," Int'l Society of Franchising Annual Conference, Vienna, Austria, June 7, 2019

"A Franchisor's Vicarious Liability: Trademarks, Control, Consumers' Perceptions, Websites, and the Internet," Int'l Society of Franchising Annual Conference, Vienna, Austria, June 7, 2019

"The Auto Dealership - Bankruptcies, Bailouts, and Regulation," Int'l Society of Franchising Annual Conference, Vienna, Austria, June 7, 2019

"Witnesses and Affidavits," Chamber of Judicial Officers (Europe), Prague, Czechia, June 3, 2019

"Expert Witnesses and Lawyers," Conseil Scientifique – Union Internationale des Huissiers de Justice," Amsterdam, Netherlands, May 24, 2019

"Goodwill 'Games': Devising a Royalty Structure That Fairly Compensates Franchisees," Huber Hurst Seminar, Gainesville, Florida, Jan. 19, 2019

- "Patent Trolling and Franchising," Int'l Society of Franchising Annual Conference, Quito, Ecuador, June 2018
- "Bankruptcies and Bailouts: The Continuing Impact of the Financial Crisis on the Franchise Auto Dealer Industry," Int'l Society of Franchising Annual Conference, Quito, Ecuador, June 2018
- "Bound by Bias? Franchisees' Cognitive Biases," Int'l Society of Franchising Annual Conference, Quito, Ecuador, June 2018
- "Digital Assets, such as Bitcoins and Social Media Accounts: Domestic and International Regulations on Enforcement" - Address to the International Association of Judicial Officers, 23rd Triennial Congress, Bangkok, Thailand, May 2018
- "Statements of Fact" - Address to the International Association of Judicial Officers, 23rd Triennial Congress, Bangkok, Thailand, May 2018
- "Predictive Justice in the United States and Beyond" – Address to the International Association of Judicial Officers, 23rd Triennial Congress, Bangkok, Thailand, May 2018
- "Best Practices in Civil Enforcement Procedures" – Address to the International Association of Judicial Officers, 23rd Triennial Congress, Bangkok, Thailand, May 2018
- "Thanks for the Memories: Compensating Franchisee Goodwill after Franchise Termination," Acad. of Legal Studies in Business, Savannah, Georgia, Aug. 2017
- "Walker Process Claims in the Franchise Context," Acad. of Legal Studies in Business, Savannah, Georgia, Aug. 2017
- "Refusing to Lose the Trademark Trail," Acad. of Legal Studies in Business, Savannah, Georgia, Aug. 2017
- "Constats and Saisies-contrefaçons: French Lessons," Acad. of Legal Studies in Business, Savannah, Georgia, Aug. 2017
- "Franchise Independence: Still Awaiting Consumer Recognition," Int'l Society of Franchising Annual Conference, Atlanta, Georgia, June 2017
- "Compensating Franchisee Goodwill after Franchise Termination," Int'l Society of Franchising Annual Conference, Atlanta, Georgia, June 2017
- "The Constat's American Analogues," Meeting of the Conseil Scientifique to the Union Internationale des Huissiers de Justice, Paris, France, March 2017
- "American Franchising Law and Practice," French Franchising Expo - French Federation of Franchising Annual Conference, Paris, France, March 2017
- "American Business Law Journal Colloquium for Junior Scholars," Acad. of Legal Studies in Business, San Juan, Puerto Rico, Aug. 2016
- "Franchise Discrimination and Goodwill: An American and Comparative Law Perspective," Acad. of Legal Studies in Business, San Juan, Puerto Rico, Aug. 2016
- "Franchise Independence: Still Waiting to be Recognized," Acad. of Legal Studies in Business (ALSB), ALSB, San Juan, Puerto Rico. (August 2016).
- "Franchising Hard Law and Soft Law," Acad. of Legal Studies in Business, San Juan, Puerto Rico, Aug. 2016
- "The French *Constat*: Discovering More Efficient Discovery," Acad. of Legal Studies in Business, San Juan, Puerto Rico, August 2016

"Franchise Disclosure Issues in the United States and Beyond," HEC-Paris (and Sciences-Po), March 2016

"Hard and Soft Law in Franchising." HEC-Paris, Paris, France, Jan. 2016

International Franchise Issues, Sciences-Po, Paris, France, Jan. 2016

"International Franchise Discrimination and Goodwill," Brussels Distribution Conference, Brussels, Belgium, Oct. 2015

"Curbing Costs: Integration of the French *Constat* into the American Legal System," Acad. Of Legal Studies in Business, Philadelphia, Aug. 2015

"Franchise Independence: Awaiting Public Recognition," Acad. Of Legal Studies in Business, Philadelphia, Aug. 2015

"International Franchise Law: A European Model for Vicarious Liability," Acad. Of Legal Studies in Business, Philadelphia, Aug. 2015

"Publishing Business Law Works in American and International Journals," Acad. of Legal Studies in Business, Philadelphia, Aug. 2015

"Franchise Terminations: 'Good Cause Decoded', Int'l Society of Franchising Annual Conference, June 2015, Oviedo, Spain

"Franchising Constructive Termination: Quirk, Quagmire or a French Solution?" Int'l Society of Franchising Annual Conference, June 2015, Oviedo, Spain

"Franchise Savoir-Faire," Int'l Society of Franchising Annual Conference, June 2015, Oviedo, Spain

"The Neutral Factfinder as a Pathway to Legal Reform: Examples from Franchising," Int'l Society of Franchising Annual Conference, Oviedo, Spain

"Franchise Disclosure, Filing, and Contract Duties in the United States," Université de Montpellier, June 2015

"Economics, Law, and Execution of Judgments" – Address to the International Association of Judicial Officers, Triennial Congress, Madrid, Spain, June 2015

"Franchise Savoir-Faire: Clueless in America?" Southeastern Acad. Legal Studies in Business, Savannah, Nov. 2014

"Franchise Terminations: Good Cause Decoded," Acad. Of Legal Studies in Business, Seattle, Aug. 2014

"The Neutral Factfinder: Examples from Franchising," Acad. Of Legal Studies in Business, Seattle, Aug. 2014

"Distribution Law in the United States and Europe," Université de Montpellier, June 2014)

"Introductory Remarks on Franchising," "*Awuah* and the *Dependent* Contractor," and "Closing Remarks," Stanford Law School, May 2014

"An Introduction to Franchise Law," Wake Forest Law School, Feb. 2014

"Hints and Feedback: German Judges as Activists," Southeastern Academy of Legal Studies in Business, Tampa, Nov. 2013

"Franchisor Liability: New Issues for Franchisee Mishaps and Malfeasance," Southeastern Academy of Legal Studies in Business, Tampa, Nov. 2013

- "Fortune Favors the Franchisor: Survey and Analysis of the Franchisee's Decision Whether to Hire Counsel" (Academy of Legal Studies in Business, Boston, Aug. 2013)
- "American and European Contract Law: The Franchise Relationship" (Université de Montpellier, June 2013)
- "From Chicken Sandwiches to Obamacare: Bad-for-Business Political Statements as Breach of Chicken Franchise Politics," (Mid-Atlantic Academy of Legal Studies in Business, Philadelphia, Pennsylvania, March 2013)
- "Are Franchisees Well-Informed? Revisiting the Debate over Franchise Relationship Laws" (with Uri Benoliel), Annual Conf., European Association of Law and Econ., Sept. 2012, Stockholm, Sweden
- "American, French and World Distribution Law, with Examples from Franchising," Université de Montpellier, June 2012
- "Franchising Know-How," Université de Montpellier, June 2012
- "The Behavioral Law and Economics of Franchise Relationship Laws" (with Uri Benoliel), 16th Ann. Conf., Int'l Society for New Institutional Economics, May 2012, Los Angeles, California
- "Franchise Goodwill: 'Take a Sad Song and Make it Better'," Int'l Society of Franchising Annual Conference, May 2012, Ft. Lauderdale, Fla.)
- "Franchising and the Parol Evidence Rule" (Int'l Society of Franchising Annual Conference, May 2012, Ft. Lauderdale, Fla.)
- "The *Constat*: A French Advantage in Civil Procedure" (Invited Presentation at Huber Hurst Seminar, Gainesville, Florida, Feb. 2012)
- "Judges as Guardian Angels: The German Practice of Hints and Feedback" (Southeastern Academy of Legal Studies in Business, Atlanta, Nov. 2011)
- "Franchisees in a Fringe Banking World: Striking the Balance between Entrepreneurial Autonomy and Consumer Protection" (Southeastern Academy of Legal Studies in Business, Atlanta, Nov. 2011)
- "The CISG in the Courts in Canada and the United States" (Conference on the Global Challenge of International Sales Law, Gainesville, Florida, November 2011)
- "The Civil Law Statement of Fact and the American Counterpoint" (European Judicial Officers Annual Meeting, Athens, Greece, Oct. 2011)
- "Standards for a New Contract Rule: The Unique Situation of Franchising" (Academy of Legal Studies in Business, New Orleans, Aug. 2011; also presented at the Florida-Georgia Legal Symposium, Tallahassee, Florida, Oct. 2011)
- "Constructive Terminations in Franchising: *Mac's Shell* and the Irrational Fear of Incoherence" (Academy of Legal Studies in Business, New Orleans, Aug. 2011)
- "Discrimination Within a Franchise Network" (Int'l Distrib. Inst., Amsterdam, The Netherlands, June 2011)
- "American Fact-Finding and Franchise Contracts" (Heidelberg University, Nov. 2010)
- "American and European Franchise Law" (Université de Montpellier, Oct. 2010)
- "International Franchising Law" (Wharton School, U. of Pennsylvania, Sept. 2010)
- "Foolish Consistencies or Mental Hobgoblins: The Competing Arguments Franchisors and Franchisee Mete Out When Discussing Goodwill" (Academy of Legal Studies in Business, Richmond, Aug. 2010)

- "The Franchisor's Liability for a Franchisee's Torts" (Academy of Legal Studies in Business, Richmond, Aug. 2010)
- "Franchising Savoir-Faire: Clueless in America?" (Academy of Legal Studies in Business, Richmond, Aug. 2010)
- "The *Constat* – A Statement of Fact" (Acad. of Legal Studies in Business, Richmond, Aug. 2010)
- "Franchise Territories: A Community Standard" (Wake Forest University Law School, Winston-Salem, North Carolina, March 2010)
- "Contracts: The Unique Situation of Franchising" (Southeastern Academy of Legal Studies in Business, Miami, Nov. 2009)
- "The Statement of Fact in French Civil Proceedings: A Comparison to Written Proofs in Common Law Settings" (Southeastern Acad. Legal Studies in Business, Miami, Nov. 2009)
- "Franchising as a Strategy for International Growth" (INSEAD – Paris, Sept. 2009)
- "French Trials vs. American Process" (Université de Montpellier, Sept. 2009)
- "Franchising Savoir-Faire: Clueless in America" (Univ. de Montpellier, France, Sept. 2009)
- "Comparative Law Research in a Graduate Business School Environment" (Grenoble-EM, France, Sept. 2009)
- "American Adversarialism, Judicial Officers, and Legal Classifications: We Need a 'Ticket'" – Address to the International Association of Judicial Officers, Triennial Congress, Marseilles, France, Sept. 2009
- "A German Judge's Duty to Provide 'Hints and Feedback' as a Model for the American Legal System" (Academy of Legal Studies in Business, Denver, Aug. 2009)
- "Franchisees as Apparent Agents: The Unknowing Public" (Academy of Legal Studies in Business, Denver, Aug. 2009)
- "A Comparison of Franchising and Other Strategic Networks: The American and European Experience" (Catania University, Italy, Oct. 2008)
- "American Franchising" (Catania Chamber of Commerce, Sicily, Italy, Oct. 2008)
- "Inaccurate but 'Complete' Agreements: The Many Uses for Franchise Contract Non-Reliance Clauses" (Acad. of Legal Studies in Business, Long Beach, California, Aug. 2008)
- Franchise Agreements and the Parol Evidence Rule" (invited presentation, March 6, 2008, at Ohio State Law School symposium on Franchise Law)
- "Watch What You Say, Not What You Write: Franchises and the Parol Evidence Rule" (Southeastern Academy of Legal Studies in Business, Memphis, Tennessee, Nov. 2007)
- "Trademark Leveraging in Franchise Relationships" (Southeastern Academy of Legal Studies in Business, Memphis, Tennessee, Nov. 2007)
- "Recent Business Law Developments" (Florida Institute of Certified Public Accountants, Annual State Conference, Oct. 2007)
- "American Franchising Law's Lessons for the World" (ESC-Rouen, France, May 2007)
- "Franchising and Territoriality" (Invited Presentation at Huber Hurst Seminar, Wharton School, U. of Pennsylvania, Philadelphia, Feb. 2007)

SERVICE TO THE ACADEMY (recapitulation of key positions)

- 2019-present ALSB Section Leader (President/Officer of the Interdisciplinary Section)
- 1993-2000 Director, Research Consortium, ALSB (every Annual Meeting)
- 2010-15 American Business Law Journal Editorial Board
(Articles Editor, 2010-2012; Senior Articles Editor, 2012-2013; Managing Editor, 2013-2014; Editor-in-Chief, 2014-2015)
- 2015-present American Business Law Journal – Advisory Editor
including Advisory Editor-in-Chief (2015-2016), Director of ABLJ Research Colloquium (2016), reviewer, ad hoc board member, and advisor as to best practices for the Journal (2015-present) - e.g., summer 2020, judge of papers for American Business Law Journal Hoerber Award for Best Article of 2019-2020 (read and reviewed approximately 16 Articles and gave ranked order of the works); service in multiple years evaluating papers/proposals for the ABLJ Research Colloquium
- 1997-present The Huber Hurst Seminar (Univ. of Florida, Warrington College of Business) frequent Chief Discussant of papers; Planner and Assistant carrying out tasks for the good of the Seminar, especially the review of approximately 15 to 25 submissions for each seminar
- 2010-present University Department Service
Service on numerous teaching committees evaluating candidates for promotion or award nominees, usually drafting the report for the evaluation committee
- 2006-present External Reviewer for Business Law Candidates for promotion at numerous U.S. and foreign universities – about 5 to 10 a year
- 2000-present Increasing Mentoring of Other Business Law Scholars, particularly European scholars, Southeastern Academy of Legal Studies in Business Scholars, and ALSB scholars; increasing advocacy for other scholars with respect to interdisciplinary projects across colleges at Univ. of Florida and with other institutions

SPEECHES (hundreds during my career)

Invited Keynote Speaker at the following recent conventions or conferences:

Florida Institute of Certified Public Accountants, Annual State Conferences;
Florida High School Forensics Conference;
Pre-Law Alpha Delta Society, Annual State Conference;
University Graduation, Convocation Address;
Numerous other Univ. of Fla. Organizations, such as Bus. Admin. College Council, Alpha Kappa Psi (honorary business frat.), UF Pre-Legal Honorary Society, Golden Key Int'l Honour Society, Institute of Industrial Engineers, Reserve Officers' Training Corps, Savant UF, Center for Excellence in Teaching, Family/Parents' Weekend (Office of Staff and Student Development), Center for Undergrad. Research Board, Virgil Hawkins Pre-Law Society

MEDIA

Consulted on and quoted in numerous articles and broadcasts about franchise law and other aspects of law or ethics, approx. 10-15 times yearly in various media outlets, e.g., Max Garland, "FedEx Ground contractors form alliance: Ex-FedEx Ground contractor's push for franchisee perks could spark legal battle," Supply Chain Dive, Sept. 6, 2022; Julian Hast, "Franchises are booming on the First Coast. Here's why — and what it means for the local economy," Jacksonville Business Journal (Aug. 18, 2022); John Simerman, "'Two Dat' vs. 'Who

Dat': Saints themed trademark dispute has Super Bowl in its sights," The New Orleans Advocate (Dec. 27 2018); Rick Romell, "Cousins Subs sees shrinking franchise base," Milwaukee Journal Sentinel (Aug. 26, 2016)

Also, quoted on various aspects of business law and the teaching thereof in numerous newspapers and magazines, including the Chronicle of Higher Education, and as a business law expert for consultation on various news stories -WUFT-FM & WUFT-TV – e.g., on "Law Matters" a half-hour discussion of foreclosure law and practice on WUFT-TV

Also, numerous newspaper and magazine stories in the past two decades about my theatrical teaching style and other approaches in the classroom

OTHER ACADEMIC ACTIVITIES AND MEMBERSHIPS

2010-present Occasional University marshal or College Committee chair

2008-present Faculty Mentor, University Scholar (Research) Program (a dozen student projects/theses) – among the more recently mentored research projects: *Political Affiliation in the Workplace: A Breeding Ground for Employment Discrimination or Not?*; *Evaluating and Understanding Business Ethics Codes*; *Determinants of International Trademark Registration: An Analysis in the Restaurant Franchising Context*

1995-present Member: Business Ethics Section, International Law Section, and Employment Law Section of the Academy of Legal Studies in Business

1992-present Harvard Law School Alumni Mentoring Program

1984-present Moot Court Judge, U. Florida Law School and U. Baltimore Law School

2012 Outside Reviewer, Five-Year Review of the Wharton School of Business (University of Pennsylvania) Legal Studies & Business Ethics Department, 2012

2010-12 Minority Mentor, Univ. of Florida

2006 Panelist and Discussant, Institute for Academic Leadership, Fla. State Univ. Office of Provost & Exec. V.P. for Acad. Affairs, Department Chairs Workshop

1993-2000 Director, Research Consortium, Annual Meetings of the Academy of Legal Studies in Business

1995-97 Delegate to the Academy of Legal Studies in Business

1993-95 Lecturer in Business Law, Florida High School Business Leadership Program and Outstanding High School Seniors Program

1992-95 Treasurer, Secretary, Vice-President, Program Chair, and President (former) of the Southeastern Academy of Legal Studies in Business

Admitted to Beta Gamma Sigma Honorary Business Fraternity, Savant UF, and Golden Key International Honour Society

OTHER ACTIVITIES AND SKILLS

Actor in Numerous Local Theatrical Productions; Paid Performances in both Live Theater and Film

Languages: Native Tongue – English; Proficient in French