Harvard Business School’s Policy on Conflicts of Interests requires faculty members to disclose all paid and unpaid activities with outside organizations (i.e., organizations not associated with Harvard University or Harvard Business School), sources of incremental compensation paid by Harvard University, and sources of external research funding during the previous three years if they are directly related to a specific work product (e.g., an article, book, case study, speech, or class) that is in the public domain. Although not required by the Policy, some faculty members also provide a comprehensive disclosure statement describing all of their outside activities.

**Compensated Teaching and Consulting:**
- I have been a litigation consultant working with Charles River Associates. I was an expert witness in an arbitration case involving project finance and the nationalization of industrial assets in Venezuela (2013-14). In 2012, I worked on a valuation case involving a transaction in the consumer packaged goods (CPG) industry.
- I have participated in compensated leadership development programs at HBS for a large, diversified German manufacturing firm (2006-13), for a large Chinese infrastructure company (2012), and for the World Presidents’ Organization (CEO-WPO, 2013).

**Board Positions:**
- I serve as a director and chairman of the Audit and Risk Committee at Raymond James Financial (NYSE, RJF; 2014-present).
- I served as an independent trustee and chairman of the Portfolio Management Committee for the Eaton Vance family of mutual funds (2005-13).

**Royalties:**
- I receive royalties from Harvard Business Publishing (HBP) for sales of my case studies.

**Academic Journals:**
- I served as an Editor of the Finance Educator: Courses, Cases & Teaching Abstracts series which is part of the Social Science Research Network—Financial Economics Network (SSRN-FEN, 2009-2014). This position paid a small royalty (< $100 per year).
- I serve as a referee for a variety of economics and finance journals, some of which pay a nominal fee for serving as a referee.

**Non-profit Activities:**
- I was a member of the Academic Advisory Board for IAE Business School in Buenos Aires (2006-13).