

# David C. Bauman, PhD

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I am a Professor of Business and Chair of the Undergraduate Business Department in the Anderson College of Business and Computing at Regis University. I teach *Ethical Decision Making in Business* and *Introduction to Entrepreneurship*. Prior to joining academia, I worked for over ten years in and for several Fortune 250 companies. My research focuses on integrity, leading without authority, AI and justice, and applying insights from ancient philosophy to modern leadership challenges.

## Academic Experience

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**Professor of Business** 2023-Present

Anderson College of Business and Computing, Regis University, Denver, Colorado  
Teach classes in ethical decision making in business and entrepreneurship.

**Associate Professor of Business** 2017-2023

Anderson College of Business and Computing, Regis University, Denver, Colorado

**Assistant Professor of Business** 2011-2017

Division of Business / Anderson College of Business, Regis University, Denver, Colorado

## Education

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**PhD in Philosophy – Emphasis in Ethics** 2004-2011

Department of Philosophy, Washington University in St. Louis, Missouri

**Master of Philosophy** 2004-2007

Department of Philosophy, Washington University in St. Louis, Missouri

**Master of Human Resources** 1991-1993

Department of Business Administration, University of South Carolina

**Bachelor of Arts (*cum laude*)** 1985-1990

Department of Theology, Ambassador University, Pasadena, California

## Teaching Experience

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**Ethical Decision Making in Business** Fall 2011-Present

Regis University

Teach a variety of business ethics topics using readings, in-class activities, student presentations, and case studies. Topics include the ethical implications of capitalism, the role leaders play in creating an ethical corporate culture, and how to make ethical decisions regarding hiring, safety, employee privacy, pricing, advertising, the environment, and multinational operations.

**Introduction to Entrepreneurship** Spring 2014 - Present

Regis University

This upper-division management course takes students through the process of starting a business. Students focus on discovering needs that people want met more conveniently or at a lower price. They then work through the process of designing products and services, researching market opportunities, and creating a feasibility study. The students complete the class by presenting a business plan.

**Leadership Principles** Fall 2011-Summer 2016

Regis University

Lead students through an in-depth discussion of leadership theories, skills, and applications. Topics include leadership traits and behaviors, ethical leadership, goal setting, managing conflict, negotiating, and developing a leader's heart. Emphasis is on personal reflection and application to current corporate situations.

**Accounting Ethics (undergraduate and graduate level)**

Fall 2014-2019

Regis University

Focus future accountants on the ethical challenges and opportunities they will confront in their profession as CPA's, management accountants, auditors, and tax accountants. Students discuss accounting as a profession, ethical perspectives on accountant duties, how to maintain objectivity and integrity when making judgments, and how to apply the AICPA code of conduct to various cases.

**The Business of Craft Brewing**

Spring 2014-2018

Regis University

The course focuses on the business aspects of starting and branding a brewery. Students conduct brewery market research and develop a feasibility study that includes identifying competitors, pricing equipment, developing a pro-forma financial statement, and presenting their plan. They also develop a branding plan that includes social media, promotions, packaging, and distribution.

**Financial Communications (graduate level)**

Summer 2016-2018

Regis University

This course examines how to communicate financial data to a variety of audiences and also how to articulate complex information in understandable formats. Students use written, spoken, and presentation formats to practice and improve communication skills. They also prepare and present written work products in the form of memos, letters, and presentations. The final project requires a written financial analysis of a publicly traded company and also a presentation on their analysis.

**Business, Justice and Morality (university core course)**

Spring 2013-Spring 2014

Regis University

Ideologies often define our public discourse on the role business and government should play in society. This course identifies several ideologies that may influence our views on the role of business and government in relation to justice issues. The course then applies the ideologies to two current business and government issues: health care and K-12 education.

**Analytical Writing: Good and Evil in Modern Literature**

Fall 2012

Regis University

The course guides freshman through several writing assignments that prepare them as college writers. The content for the course is taken from two novels, *Demons* by Fyodor Dostoyevsky and *No Country for Old Men* by Cormac McCarthy. The students read, discuss, and write about the different themes of good, evil, God, atheism, and justice presented in the books.

**Diversity in the Workplace**

Spring 2012

Regis University

Present issues central to creating inclusive workplaces and leveraging everyone's unique abilities to execute strategy. Topics include creating an inclusive culture, managing differences, practicing skills for engaging others, and leading across boundaries. Emphasis is on understanding organizational dynamics and applying tools to improve actual organizations.

**Biomedical Ethics**

Spring 2011

Washington University in St. Louis

Presented course on issues in health care and biomedical research. Topics included autonomy versus paternalism, euthanasia, abortion, informed consent, and arguments for and against rationing health care.

**Business Ethics**

Summers of 2005-2011

University College of Washington University in St. Louis

Conducted classes for professional and undergraduate students. Taught a variety of business ethics topics using readings, in-class discussions, student presentations, and case studies. Topics include the ethical implications of capitalism, the role leaders play in creating an ethical corporate culture, and how to make ethical decisions regarding hiring, safety, pricing, advertising, the environment, and multinational operations.

**Additional Courses Supported as Teaching Assistant**

2006-2011

Washington University in St. Louis

Environmental Ethics, Biomedical Ethics, Present Moral Problems, Problems in Philosophy, Great Philosophers

## Publications

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- “Plato on Virtuous Leadership and Business Ethics.” *Encyclopedia of Business and Professional Ethics*. January 2023  
Ed. Deborah Poff and Alex C. Michalos. Springer Publishing. (invited entry/peer-reviewed).
- “Book Review: Dominic Scott and R. Edward Freeman *Models of Leadership in Plato and Beyond*.” August 2022  
*The Review of Politics*. University of Notre Dame, Cambridge University Press  
(invited article/peer-reviewed).
- "A study on the effect of ethical leadership on teachers' moral motivation at schools in Pakistan", *International Journal of Educational Management*. Authors Shazia Khan, David C. Bauman, and Uzma Javed. (peer reviewed) February 2020
- “Plato on Virtuous Leadership: An Ancient Model for Modern Business” July 2018  
*Business Ethics Quarterly*, Vol. 28, Cambridge University Press. (peer reviewed)
- “Integrity and Justice: What Is Required of Free Market Participants”. June 2017  
*Palgrave Communications*. Palgrave Macmillan (peer reviewed)
- “The Drive to Virtue: A Virtue Ethics Account of Leadership Motivation” – Chapter, 2017  
*Handbook on Virtue Ethics and Management*, Springer Publishing.
- “Oil Rich and Dirt Poor: Identifying Business Threats and Opportunities in Nigeria” April 2016  
*SAGE Business Cases*. Sage Business Publications Ltd. (peer reviewed)
- “Countrywide Mortgage” and “Angelo Mozilo” entries in *Encyclopedia of White Collar Crime, 2<sup>nd</sup> Edition*, Sage Publications. July 2013
- “Leadership and the Three Faces of Integrity”. June 2013  
*The Leadership Quarterly*, Vol. 24 (peer reviewed)
- “Evaluating Ethical Approaches to Crisis Leadership: Insights from Unintentional Harm Research”, *Journal of Business Ethics*, Vol. 98, No. 2. (peer reviewed) January 2011
- “Firestone and Latex in Liberia.” Online case study for 2009  
*Business Ethics: A Textbook with Cases, 7th Ed.* by William H. Shaw  
Wadsworth-Cengage Learning (peer reviewed)
- “Accelerating Management Team Effectiveness”, *Metro Association for Applied Psychology Newsletter* November 2000

## Academic Presentations

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- “‘You Can’t Say That.’ An Account of Speech Rights and Limits in Organizations.” Philosophy of Management Conference 2023, EM Normandie Business School, Oxford, UK. June 2-5, 2023. (peer reviewed)
- “Which View of Justice Is Fair? A Framework for Designing and Implementing Just AI Systems.” 7<sup>th</sup> World Congress of the International Society of Business Economics and Ethics. Bilbao, Spain. July 20-22, 2022 (peer-reviewed)
- “Leading without Authority: Using Pascal’s ‘Double Thought’ to Solve Big Problems.” Philosophy of Management Conference 2022, Oxford University, UK. July 1-4, 2022. (peer reviewed).

- “The Frame Made Me Do It: How Leaders Deceive Us,” 28<sup>th</sup> Annual International Vincentian Business Ethics Conference 2021, DePaul University, Chicago, IL (virtual). Co-presenter. October 21, 2021. (peer reviewed)
- “Leaders and Deception: Lessons in Ethical Defense,” 2021 Anderson College Research Retreat, Denver, CO. Co-presenter. October 8, 2021.
- “From Rights to Reciprocity: Reframing Justice Obligations in Capitalist Markets,” 26<sup>th</sup> Annual International Vincentian Business Ethics Conference 2019, Dublin City University, Dublin, Ireland October 24-26, 2019. (peer reviewed)
- “Meno for Managers: A Socratic Perspective on Acquiring Virtue”, 2018 Philosophy of Management Conference, University of Greenwich, UK. June 25-28, 2018. (peer reviewed)
- “Virtuous and Vicious Leaders in Plato’s Republic: A Modern Analysis and Application.” 2017 Philosophy of Management Conference. St. Louis, MO. July 13-17, 2017. (peer reviewed)
- “Leadership Integrity and Developing Nations: The Case of Ellen Johnson Sirleaf,” International Leadership Association Global Leadership Conference. San Diego, CA. November 2, 2014. (peer reviewed)
- “Aristotelian Motivation and Business Leaders,” Society of Business Ethics Conference. Philadelphia, Pennsylvania. August 3, 2014. (peer reviewed)
- “Leading in Liberia: Balancing Economic Growth and Sustainability,” 20<sup>th</sup> Annual International Vincentian Business Ethics Conference. The Institute for Business and Professional Ethics of DePaul University. Chicago, Illinois. October 18, 2013. (peer reviewed)
- “Sustainability in Liberia: The Natural Resources Chess Game,” Colleagues in Jesuit Business Education Conference, St. Louis, Missouri. July 15, 2013. (peer reviewed)
- “The Three Faces of Leadership Integrity,” Society of Business Ethics Conference. Boston, Massachusetts. August 3, 2012. (peer reviewed)
- “Doing it Right: Using Positive Examples in Class,” Colleagues in Jesuit Business Education Conference, Los Angeles, California. July 15, 2012. (peer reviewed)
- “Is Integrity too Dangerous for Business?” 17<sup>th</sup> Annual International Vincentian Business Ethics Conference. The Institute for Business and Professional Ethics of DePaul University. Chicago, Illinois. October 14, 2010. (peer reviewed)
- “Integrity and Moral Identity.” Philosophy Department Colloquium, Washington University in St. Louis. St. Louis, Missouri. April 22, 2010.
- “Of Integrity and Situations.” Political Theory Workshop, Political Science Department, Washington University in St. Louis. St. Louis, Missouri. April 2, 2010.
- “A Defense of the Morality-Theism Connection.” Lindenwood University Philosophy Colloquium, St. Charles, Missouri. March 13, 2008.
- “Managing Unintentional Harm: Why Mistakes Overshadow Your Good Deeds” Fourteenth Annual International Vincentian Business Ethics Conference. The Institute for Business and Professional Ethics of DePaul University. Chicago, Illinois. November 1-3, 2007. (peer reviewed)
- “Can Reason Deliver Us from Evil?” Pluralism, Politics and God? International Symposium on Religion and Public Reason. McGill University, Montreal, Canada. September 13-15, 2007. (peer reviewed)
- “When Jobs Require Unjust Acts: Resolving the Conflict between Roles and Common Morality.” Cardinal Virtues Conference on Justice. D.B. Reinhart Institute for Ethics in Leadership, Viterbo University, La Crosse, Wisconsin. April 13-14, 2007. (peer reviewed)

“Strawson Meets Science: Reconsidering Reactive Attitudes.” Southern Society for Philosophy and Psychology. Charleston, South Carolina. April 13-15, 2006. (peer reviewed)

## **Professional Presentations and Teaching**

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“Beyond Professional Judgement: Applying Wisdom in Decision Making.” Institute of Management Accountants (15 attendees). November 14, 2023.

“Influencing Ethical Behavior, With or Without Authority.” Institute of Management Accountants (12 attendees). November 17, 2022.

“Avoiding Deception: Lessons in Ethical Defense” Accounting and Finance Women’s Association (14 attendees). Virtual event. November 15, 2022.

“Influencing Ethical Behavior, With or Without Authority.” Rocky Mountain Area Conference for Accounting, Auditing, and Finance Professionals. (89 attendees). September 29, 2022.

“Leading without Authority: Using the Power of Purpose to Make Things Happen.” Regis Mile Hi Project Management Institute South Roundtable (62 attendees). Virtual event. May 25, 2022.

“Avoiding Deception: Lessons in Ethical Defense.” Institute of Management Accountants (36 attendees). Virtual event. November 17, 2021.

“Avoiding Deception: Lessons in Ethical Defense.” Rocky Mountain Area Conference (Finance and Accounting) (180 attendees). Virtual event. September 23, 2021.

“The Power to be Ethical.” Project Management Institute South Roundtable (45 attendees). Virtual event. May 26, 2021.

“The Power to Be Ethical.” Institute of Management Accountants (25 attendees). Virtual event. December 15, 2020.

“Finding the Power to Be Ethical.” Rocky Mountain Area Conference (Finance and Accounting) (138 attendees). Virtual event. November 13, 2020.

“Slowing Down: Creating Space for Ethics.” Institute of Management Accountants (16 attendees), Boulder, CO. November 19, 2019

“Can Ethics Be Taught?” Western Union HQ - Accounting Ethics Training, (70+ attendees). Denver, CO. September 10, 2019

“Can Ethics Be Taught?” Institute of Internal Auditors, (27 attendees). Colorado Springs, CO. August 8, 2019

“Can Ethics Be Taught?” Project Management Institute Roundtable (38 attendees). Denver, CO. July 24, 2019

“Can Ethics Be Taught?” Ernst & Young, CPE Denver Fair (350 attendees). Denver, CO. December 6, 2018

“Can Ethics Be Taught to Accounting and Finance Professionals?” Institute of Management Accountants (16 attendees), Denver, CO. November 27, 2018

“Can Ethics Be Taught?” Accounting and Financial Women’s Alliance (30 attendees), Denver, CO. November 14, 2018

Co-Presenter – *Managing and Developing Human Capital*– Two Day Training Course. Longrich Corporation. Shanghai, China. November 9-11, 2017.

“Creating Ethical Cultures in Organizations.” Institute of Management Accountants, Boulder, CO. November 28, 2017.

“Bad Apples or Bad Barrels: Cultural Challenges to Accounting Ethics.” Institute of Management Accountants, Boulder, CO. November 16, 2016.

Co-Presenter - *Entrepreneurship, Intrapreneurship, and Innovation* – Two Day Training Course. Longrich Corporation. Shanghai, China. March 3-4, 2016.

“Managing Ethical Blind Spots or ‘Accept reality; we make mistakes!’” Institute of Management Accountants, Boulder, CO. November 19, 2015.

“The Seven Differences Between Ethical and Unethical Leaders,” Institute of Management Accountants, Boulder, CO. November 20, 2014.

“Ethical Life Jackets,” Institute of Management Accountants, Boulder, CO. November 12, 2013.

“Blowing the Whistle: The Good, the Bad, and the Legal,” Institute of Management Accountants, Boulder, CO. November 27, 2012.

“Ethics and Accounting: Developing Tools for a Virtuous Career,” Institute of Management Accountants, Boulder, CO. December 13, 2011.

“Can’t Buy My Performance: Five Great Myths of Performance Management.” Boeing Leadership Center. Boeing Corporation. St. Louis, Missouri. July 13, 2004.

“Problems or Paradoxes: Managing Organizational Dilemmas.” Organizational Development Network, St. Louis, Missouri. September 23, 2003.

“Can’t Buy My Performance: Five Great Myths of Performance Management.” American Society for Training and Development International Conference, San Diego, California. May 21, 2003. (peer reviewed)

“Survival of the Smartest.” American Society for Training and Development New York Conference, New York, New York. November 1997

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## Awards

Received competitive Anderson Summer Research Grant to research the perception of AI recommendations versus HR recommendations in terms of fairness. May 2023.

Received competitive Anderson Summer Research Grant to research framing and deception with a graduating Regis senior in 2021. The student and I presented our research at the Anderson Research Retreat and the 28<sup>th</sup> Annual International Vincentian Business Ethics Conference 2021.

Received *Scholarly Achievement Award* from College of Business and Economics, Denver, Colorado. Spring 2018.

Awarded Tenure and rank of Associate Professor by Regis University, Denver, Colorado. Spring 2017.

Received special *Dean’s Appreciation Award* from College of Business and Economics Dean, Denver, Colorado. Spring 2017.

Dean’s Award for Excellence in Teaching. Graduate School of Arts and Sciences, Washington University in St. Louis, Missouri. 2007-2008

Society for Technical Communications Merit Award for designing and co-authoring employee development book, *Ideas for Improving Performance*, Atlanta, Georgia. 1995

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## Professional Experience Details

**Archer Performance Group, LLC, St. Louis, MO**  
*President*

2002 – 2013

Design and facilitate strategic planning sessions for companies. Guide senior managers through the process of setting a five-year vision, three-year mid-point goals, and one-year goals. Establish accountability measures and owners for deliverables.

**Instinet Group Incorporated, New York, New York**

1996 – 2002

*Director, Culture and Communication (2001 – 2002)*

Directed corporate culture change initiative and managed Internal Communication team. Clarified and communicated Instinet's core values and corporate objectives in collaboration with senior managers and employees at all levels. Introduced company-wide performance management changes in US, Europe and Asia that included aligning core performance competencies with strategic objectives and values.

*Director, Corporate Development (1998 – 2001)*

Managed activities and projects of eight trainers and administrators. Conducted organization change workshops for leadership teams and designed custom 360-degree feedback program to support management development. Worked with staff members to implement Executive Development Program and competency review. Implemented management skills curriculum that improved managerial skills in appraisal, interviewing, delegation, and EEO compliance. Directed global performance appraisal process and developed competency models and software support. Also managed a \$1.7 million training and development budget while cutting training costs by over \$100,000 a year by negotiating vendor discounts.

*Trainer/Designer & Manager, Technical Training (1996 – 1998)*

Managed Technical Training Team. Created External Services Network (ESN) certification program for Instinet technical staff. Duties included creating 31 technology classes (CBT, video, instructor-led) and monitoring over 210 participants.

**InfoDesign Group, Inc., Atlanta, Georgia**

1993 – 1996

*Senior Training Specialist*

Analyzed business training needs and designed/managed training and leadership programs as a consultant for Georgia Power, The Southern Company, General Mills and other clients. Worked with outside consultants and Southern Company College faculty to design and organize the Leading Empowered Leaders course for top 500 executives.

**General Mills, Covington, Georgia**

1993

*Independent Consultant*

Conducted extensive communication and management needs assessment for self-directed work teams. Developed two-week Coaching and Counseling training course to train team members on how to give and receive positive and negative peer-feedback. Also re-designed and implemented progressive discipline system.

**Unilever, US, New York, New York**

1992

*Independent Consultant / Expatriate Administration Intern*

**Committees and Service**

Anderson College of Business and Computing – Chair, Dept. of Undergraduate Business	2022-Present
Anderson College of Business and Computing – Management and Leadership Dept. Chair	2016-2022
Anderson College of Business and Computing – College Design Team	2020-Present
Anderson College of Business and Computing–Chair, Faculty Handbook Committee	2016-Present
Anderson College of Business and Computing – Research Committee Chair	2022-Present
Regis University – Advisory Council to the Provost	2017-2021
Regis University – President's Advisory Council	2016-2020
Regis University – Chair of the University Faculty Handbook Committee	2018-2019
Regis University – Higher Learning Commission - Integrity Committee	2016-2018
Anderson College of Business and Computing–Co-Chair, Faculty Forum	2017-2021
College of Business and Economics – Co-Chair, Faculty Structure Committee	2016
College of Business and Economics – Co-Chair, University Faculty Handbook Committee	2015-2017

College of Business and Economics – Core Competencies Committee	2015
College of Business and Economics – College Transition Committee	2014-2015
College of Business and Economics – Chair, Mission, Vision, Values Committee	2014-2015
Regis University Strategic Planning – Business Solutions Group	2013
Regis College Budget Advisory Committee (Chair 2014-2015)	2012-2015
Job Search Chair, Management Professor	2022-2023
Job Search Chair, Marketing Professor	2012-2014; 2021
Job Search Member, Economics	2011
Executive Editorial Board and Book Review Editor, <i>Philosophy of Management Journal</i>	2023
Article Reviewer, <i>Business Ethics Quarterly</i>	2017-Present
Article Reviewer, <i>Philosophy of Management</i>	2017-Present
Article Reviewer, <i>The Leadership Quarterly</i>	2011-2018
Article Reviewer, <i>Journal of Business Ethics</i>	2010-2022
Session Convener, Philosophy of Management Conference	2017
Cengage Learning's Business Ethics Technology Advisory Board	2008-2010
Prometric Consultant on Business Ethics exam standards	2009

### **Professional Training Courses Completed**

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Bentley University Global Business Ethics Teaching Workshop	2019
Georgetown Institute for the Study of Markets and Ethics, Workshop	2016
Analytical Writing Course Workshop	2012
Integrative Teaching Institute	2012
Leadership Diamond Certification, Quantum Consulting, Los Angeles, California	2003
Organizational Therapy and Process Consultation, Cape Cod Institute, Massachusetts	2002
Managing Complex System Change, NTL Institute, Maine	2000
Leadership 3000, University of Michigan Executive Program, Michigan	1999
Human Interaction Laboratory, NTL Institute, Maine	1998

### **Memberships**

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Society for Business Ethics (Current)
International Leadership Association (Past)

### **Interesting Facts**

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Taught English as a Second Language in Bangkok, Thailand for a year
Bicycled across the United States of America in 30 days (over 3,500 miles)

**References available upon request**