

# Curriculum Vitae

## Personal Information

Barbara N. McLennan  
1620 Harbor Road  
Williamsburg, VA 23185  
Tel. (757) 345-0471  
Fax. (757) 345-0473.  
Email: barb.mcl@cox.net

## Background

Listed in *Who's Who in America* and *Who's Who in the World*, Dr. McLennan holds a Ph.D. in Political Science as well as a JD. She has served as an Industry Economist with the US Treasury, where she prepared studies for complex multinational company tax cases and business valuations. A former association executive and high level official in the United States Department of Commerce, Adjunct Professor at Georgetown University and the College of William and Mary, author, and lecturer on tax, international trade, investment, and telecommunications regulation, she has testified before the US Congress on tax, trade and investment issues. Dr. McLennan is a member of the District of Columbia and Virginia State Bars. She is currently a member of the Governor of Virginia's Asian Advisory Board dealing with issues of trade, investment and economic development. She has been a consultant on USAID projects in the West Bank and Gaza and Ukraine.

## Qualifications

- Completed project on improving trade data collection methods in the West Bank and Gaza.
- Participated in project to provide assistance to the government of Ukraine on restructuring social sector policies; also completed project and workshop for Ukrainian national and local government officials on how to establish a new property tax system in Ukraine.
- Taught at several universities, both in the United States and France, teaching courses in comparative public policy and international relations.
- Extensive experience testifying before the Congress on tax and investment matters:
  - ***Statement on the potential impact of consumption taxes on international trade and competitiveness***, Committee on Ways and Means, US House of Representatives, July 18, 1996.
  - ***Statement on foreign direct investment in the United States***, Subcommittee on Commerce, Committee on Energy and Commerce, US House of Representatives, February 26, 1991.
  - ***Statement on possible transfer pricing abuses by foreign companies with US subsidiaries***, Subcommittee on Oversight, Committee on Ways and Means, US House of Representatives, July 12, 1990.

## Languages

- Reading: English, French, Spanish, German, Russian.
- Working: English

## Professional Experience

**2014-present: ADJUNCT PROFESSOR AND CONSULTANT, The College of William and Mary, Williamsburg, VA.** Professor of public policy to graduate students learning about the U. S. federal budget; consulting advisor on writing to MBA students.

**2014-present: MEMBER, Virginia Asian Advisory Board to the Governor of Virginia.** Holds commission as official advisor to the Governor of Virginia on issues relating to trade, investment and economic development.

**2013-present: Board member and Director of Media Relations, Chesapeake Bay Writers.** Prepares and publishes press releases and newspaper articles relating to the activities of this local writers organization.

**2006-present: FREELANCE WRITER AND FINANCIAL CONSULTANT, Gerson Lehrman Group, and various on-line publications.** Writes regular economic, financial and business articles for trade organization web sites; provides financial consulting services to financial industry analysts.

**Spring 2005: ADJUNCT PROFESSOR, The College of William and Mary, Williamsburg, VA.** Taught senior seminar on US federal fiscal policy and tax reform.

**September 1999- 2004: INDUSTRY ECONOMIST, United States Treasury Department, Washington DC.** Prepared economic analyses in connection with tax audits of corporations under the United States Internal Revenue Code with focus on specific industries. . *Performance Award*, June 2000, in recognition of work relating to business valuation.

- **October 1996-2004: CONSULTANT,** projects on modernizing methods of collecting trade data in the West Bank and Gaza; reforming the local property tax system and restructuring social sector policies in Ukraine.
- **1997-2004: RESEARCH ASSOCIATE, The Institute for European, Russian and Eurasian Studies, The George Washington University, Washington, DC.**
- **1995-October 1996: VICE PRESIDENT, Van Scoyoc Associates, Washington, DC.** Provided advice and representation to corporate clients in the areas of tax and technology policy before the Congress and regulatory agencies; developed research and analysis of specific tax and regulatory issues.
- **1996-97: ADJUNCT PROFESSOR, Graduate Public Policy Institute, Georgetown University, Washington, DC.** Taught graduate seminar on technology policy.

**1993-1995: STAFF VICE PRESIDENT FOR TECHNOLOGY POLICY, Electronic Industries Association (EIA), Arlington, Virginia.** Developed and advocated positions on standards and the technological convergence of computer, telephone and consumer electronic products; represented EIA on intellectual property issues at the World Intellectual Property Organization (WIPO); **STAFF VICE PRESIDENT FOR GOVERNMENT AND LEGAL AFFAIRS:** was responsible for all government and legal affairs activities for the Consumer Electronics Group.

**1991-1993: MEMBER, Bitonti and Wilhelm, P.C., McLean, Virginia.** Specialized in international tax and trade, with particular expertise in transfer pricing.

**1989-91: DEPUTY ASSISTANT SECRETARY FOR TRADE INFORMATION AND ANALYSIS, U. S. Department of Commerce, Washington, DC.** Directed staff of nearly one hundred to provide data, research and analysis of international trade, investment and finance issues, including preparation and production of the *US Industrial Outlook*, *US Trade Performance*, and *Foreign Direct Investment in the US*. Served as Departmental coordinator with CFIUS and EXIMBANK. In addition, was Head of the US delegation to the Industry Committee, Organization for Economic Cooperation and Development (OECD) in Paris, and served as US Delegate and Chairman, Working Group on Trade and Investment Data, Asia Pacific Economic Cooperation (APEC) in Tokyo and Singapore.

**1984-89: INTERNATIONAL TAX SPECIALIST AND INDUSTRY ECONOMIST, Internal Revenue Service, Washington, DC.** Analyzed complex international tax issues relating to allocation of income and intangibles among related corporate entities, domestic and foreign. Specific industrial concentrations: import and distribution; international construction services; pharmaceutical, hospital and medical products; telecommunications; motor vehicles.

- **Contributor, Treasury Department Report to the President, *Tax Reform for Fairness, Simplicity and Economic Growth*, November 1984, particularly Volume 3, "Value Added Tax."**

**1981-84: CHIEF COUNSEL FOR ECONOMIC POLICY TO SENATOR DAN QUAYLE (Ind.), 1983-84; Legislative Assistant for Finance and Budget, 1981-83.** Coordinated legislative activities of small staff and personally prepared legislation, testimony, speeches, floor remarks, articles, and analytic papers on issues relating to tax, budget and international trade.

**1978-81: BUDGET ANALYST, Committee on the Budget, US House of Representatives, Washington, DC.** Analyzed budget impact of various legislative proposals in the areas of health, education and income security and prepared analytic papers and floor remarks on budget-related subjects.

**1965-78: PROFESSOR OF POLITICAL SCIENCE (tenured, various ranks), Temple University, Philadelphia, Pennsylvania.**

- **September 1975-June 1976: VISITING PROFESSOR, American College in Paris, Paris, France** (while on leave from Temple University). Taught courses in international relations and US foreign policy.
- **March-June, 1977: CONSULTANT, UNESCO, Paris, France** (while on leave from Temple University). Studied the impact of multinational companies on science and technology in developing countries; findings presented to a conference of experts, Helsinki, Finland, 1978.
- **September 1971-June 1974: SENIOR POLITICAL SCIENTIST, Stanford Research Institute (SRI-International), Arlington, Virginia** (while on leave from Temple University). Directed and prepared research projects in the areas of US foreign and defense policy.

## **Education**

Doctor of Letters (Honorary), American Sentinel University, Denver, Co.

JD, Georgetown University Law Center, Washington, DC.

Ph.D., Political Science, University of Wisconsin, Madison, Wisconsin.

MS, Political Science, University of Wisconsin, Madison, Wisconsin.

BA, Political Science, City College of New York.

## **Specialized Training**

Business Valuations, Fundamentals, Techniques and Theory, National Association of Certified Valuation Analysts, July 2003, New York, New York.

Training in Business Valuation, American Society of Appraisers, Los Angeles, California, June 2000 and August 2001.

Deputy Assistant Secretary Leadership Seminar, Foreign Service Institute, Washington, DC, 1990.

Advanced Training in Economics Seminar, Carnegie-Mellon University, Graduate School of Industrial Administration, 1987.

Price Setting Workshop for Economists, faculty from Georgetown and George Washington Universities, IRS, 1986.

Training Course for Tax Specialists, International Tax Issues, Internal Revenue Service, New York, November-December 1984.

## **Bar Memberships**

Member, District of Columbia Bar.

Member, Virginia State Bar.

Member, Bar of the US Supreme Court.

Member, Bar of the Court of Appeals for the Federal Circuit.

Member, Bar of the US Court of International Trade.

## **BOOKS**

***Washington's Shadow***, Distributed by IPG Books, Chicago, 2019.

***Blackbeard's Legacy***, Distributed by Midpoint Trade Books, New York, 2017.

***The Wealth of Virginia***, Virginia Beach: Koehler Books, 2015. Nominated for literary award by the Library of Virginia, 2016.

***The Wealth of Jamestown***, New York: Koehler Books c/o Morgan James Publishing, 2013. Accepted by the Virginia Historical Society into its research collection.

***Reagan's Mandate: Anecdotes from Inside Washington's Iron Triangle***, Bloomington: AuthorHouse, 2009.

***Comparative Politics and Public Policy***, North Scituate: Duxbury Press, 1980.

***Comparative Political Systems: Developed and Developing Nations***, North Scituate: Duxbury Press, 1975.

***Political Opposition and Dissent*** (editor and contributor), New York: The Dunellen Company, 1973.

***Crime in Urban Society***, University Press of Cambridge, Mass., New York: The Dunellen Company, 1970.

## **RESEARCH REPORTS**

***Trade Harmonization: Palestinian Territories in the Global Economy, Progress Report***, prepared for Development Alternatives, Inc. (DAI), (co-author), in response to a request from the US Agency for International Development (USAID), January 2000.

*International Trade Statistics in the West Bank and Gaza: Report on the Current Methodology and Institutional Capacity for Collecting Trade Statistics, with Recommendations for Improving the Methodology*, prepared for Development Alternatives, Inc. (DAI), in response to a request from the US Agency for International Development (USAID), July 1999.

*Ukraine's Draft law on Social Assistance: Opinions and Comments on Legal Aspects and Requirements for Law to be Implemented*, prepared for the Bancroft/PADCO Social Sector Restructuring Project and USAID, Kyiv, January 1998.

*Review of Deliverables: the Bancroft/PADCO Social Sector Restructuring Project*, prepared for the Bancroft/PADCO Social Sector Restructuring Project and USAID, Kyiv, January 1998.

*Manual: How to Establish an Effective System of Local Property Taxation*. prepared as part of a project on land and real property taxation in Ukraine for The Bancroft Group; this project was funded by USAID, Kiev, September 5, 1997.

*Report on the Current Ukrainian Tax System with Respect to Land and Real Property*, prepared as part of a project on land and real property taxation in Ukraine for The Bancroft Group; this project was funded by USAID, Kiev, and July 1997.

*Vision for a Land Taxation System in Ukraine* (co-author), prepared as part of a project on land and real property taxation in Ukraine for The Bancroft Group; this project was funded by USAID, Kiev, and December 1996.

*The Potential Impact of Transnational Corporations on Developing Countries: A Review of the Literature and Annotated Bibliography*, UNESCO, Division for the Study of Development, 1977.

*Science and Technology Policies of Transnational and Multinational Corporations Relating to Developing Nations*, Paris: UNESCO, Division for the Study of Development, 1977.

## **ON-LINE PUBLICATIONS**

"2010 Trends in Trade and Manufacturing: Is the Recession Finally Over?" *Organization of Women in International Trade*, [www.owithamptonroads.com](http://www.owithamptonroads.com), 2010 email newsletter.

"Labor Holidays," [www.NorthernNeck.com](http://www.NorthernNeck.com), August 31, 2009.

"Virginia and the National Parks," [www.NorthernNeck.com](http://www.NorthernNeck.com), September 9, 2009

"The Port of Virginia," [www.NorthernNeck.com](http://www.NorthernNeck.com), October 10, 2009.

"Veterans Remembrance days," [www.NorthernNeck.com](http://www.NorthernNeck.com), Nov. 11, 2009.

"How to Claim Your Tax Refund Check," [www.ehow.com](http://www.ehow.com), November 13, 2009.

"How do I Prove my Business is Incorporated," [www.ehow.com](http://www.ehow.com), January 29, 2010

"Corporate Tax Homework Problems and Solutions", [www.ehow.com](http://www.ehow.com), January 19, 2010

"Mark I Copyright Laws," [www.ehow.com](http://www.ehow.com), January 15, 2010

## **TESTIMONY**

Statement on the potential impact of consumption taxes on international trade and competitiveness, Hearings on the Impact of Replacing the Federal Income Tax on International Competitiveness, Committee on Ways and Means, US House of Representatives, July 18, 1996.

Statement on foreign direct investment in the United States, Subcommittee on Commerce, Consumer Protection and Competitiveness, Committee on Energy and Commerce, US House of Representatives, February 26, 1991.

Statement on possible transfer pricing abuses by foreign companies with US domestic subsidiaries, Subcommittee on Oversight, Committee on Ways and Means, US House of Representatives, July 12, 1990.

## **LAW REVIEW ARTICLES**

"The Process of Harmonization of the Value-Added Tax in the European Community," *Columbia Journal of Transnational Law*, Vol. 29, Number 1, 1991, pp. 69-102.

"Product Liability in the Workplace: Product Liability Legislation and Worker Compensation Laws," *Labor Law Journal*, Vol. 34, No. 3, March 1983, pp. 160-171.

"Sex Discrimination in Employment and Possible Liabilities of Labor Unions," *Labor Law Journal*, Vol. 33, No.1, January 1982, pp. 26-35.

"Federal Policy with Respect to Collection of Royalties from Oil and Gas Leases on Federal and Indian Lands," *Oil and Gas Tax Quarterly*, September 1982, pp. 87-105.

## CONTRIBUTIONS TO BOOKS

"Transfer Pricing Comparability: Concepts, Methods and Applications," (co-author), *Corporate Business Taxation Monthly*, December 2003, and forthcoming, in R. Feinschreiber, ed., *Transfer Pricing Handbook*, John Wiley & Sons.

"Technology, Licensing, and Economic Issues in Transfer Pricing", (co-author), *Corporate Business Taxation Monthly*, January 2002, in R. Feinschreiber, ed., *Transfer Pricing Handbook, Third Edition, 2002 Supplement*, John Wiley & Sons, 2002.

"Finding and Applying Arm's-Length Comparables Under the Comparative Profits Method," in R. Feinschreiber, ed., *Transfer Pricing Handbook, Third Edition*, John Wiley & Sons, 2001, Volume I, Chapter 11.

"NII Issues and the Facts from the Electronic Industries Association Perspective," *Information Skyways and Highways: A National and Global Perspective*, Communications 21 Corporation, Center for Policy Research, Washington, DC, May 1994, pp. 65-69.

"Commentary on Recent Trends in Capital Formation", *US Investment Trends: Impact on Productivity, Competitiveness and Growth*, American Council for Capital Formation, Washington, DC, April 1991, pp. 35-45.

"Exports and the US Industrial Outlook," *US Industrial Outlook*, 1990, US Department of Commerce, Washington, DC, pp. 16-18 (co-author).

"The Joint DOC/MITI Price Survey: A Case Study of Capital Goods Products," US Department of Commerce, Washington, DC, December 1989.

"Cross-National Comparison of Political Opposition and Conflict," in B. McLennan, ed., *Political Opposition and Dissent*, New York: The Dunellen Company, 1973.

"Politics and Change in Indonesia," in K. Ishwaran, ed., *Politics and Social Change*, Leiden: E.J. Brill, 1966.

## JOURNAL AND MAGAZINE ARTICLES

"Writers and Twitter," *Chesapeake Style*, October 2015, p. 19.

"Reagan's Budget Triumph," *History*, January/February 2011, pp. 28-35, (cover story).



"Delegate's Letter Is Revolutionary Revelation", *Richmond Times-Dispatch*, CORRESPONDENT OF THE DAY, Apr 29, 2008.

"Technology, Licensing, and Economic Issues in Transfer Pricing", (co-author), *Corporate Business Taxation Monthly*, January 2002, pp. 10-20.

"The Flat Tax: Good for Growth?" *The Journal of Commerce*, February 29, 1996, p. 6A.

"Taxing the Foreigner Means Taxing Us," *The Wall Street Journal*, November 12, 1992, p. A-14.

"Tax Traps for International Business," *Export Today*, October 1992, pp. 49-51.

"Complying with the Proposed Section 482 Regulations: How to Create and Apply a Comparable Profit Interval", *Tax Notes International*, Vol. 4, Number 23, June 8, 1992, pp. 1201-1216.

"Bidding on World Bank Projects: A Step-by-Step Guide," *Export Today*, Jan. 1992, pp. 22-28.

"Responses to Section 482 Litigation: Advance Pricing Agreements or Arbitration," *Tax Notes*, Vol. 54, Number 4, January 27, 1992, pp. 431-440.

"Income Distribution Effects of Moving to a Broad-based Low Rate Individual Income Tax," *Tax Notes*, Vol. 22, February 6, 1984, pp. 509-518 (co-author).

"Gaullist Policy and French Influence in Independent Africa," *Political Scientist* Vol. VIII-XI, January 1972 - December 1974, pp. 60-74.

"Political Parties and Economic Development in Developing States," *Asia Quarterly*, July 1973 (co-author).

"Comparative Politics as the Introductory Political Science Course," *International Behavioral Scientist*, Aug. 1972.

"Britain and the New Africa," *I1 Politico*, January 1970.

"Armed Forces and Political Power in Africa," *Africa Quarterly*, March 1969.

"Patterns of Political Behavior in Indonesia," *International Review of History and Political Science*, Nov. 1968.

"Evolution of Concepts of Representation in Burma," *Journal of Southeast Asian History*, September 1967.

"The Communist Party Failure in Indonesia," *World Review*, July 1967.

"Politics and Change in Indonesia," *International Journal of Comparative Sociology*, March 1966.

"Evolution of Concepts of Representation in Indonesia," *Journal of Asian and African Studies*, September 1966.

### **REVIEWS AND REVIEW ARTICLES**

Review of G. Pauker, et. al., *Diversity and Development in Southeast Asia*, in *The Journal of Politics*, Feb. 1979.

Review of D.J.M. Tate, *The Making of Modern Southeast Asia, Vol. I: The European Conquest*, in *The American Political Science Review*, March 1975, pp. 351-352.

"Predicting the British Vote," *Government and Opposition*, Spring 1971.

"Studies in Political Modernization," *Journal of Modern African Studies*, January 1970.

### **PARTICIPATION IN PROFESSIONAL MEETINGS**

"Economic Reform in Ukraine," lecture to Center for Eurasian, Russian, and East European Studies, Georgetown University, Washington, DC, March 4, 1997.

"Telecommunications Legislation for 1996," presentation to Telecommunications Infrastructure Task Force, US Chamber of Commerce, Washington, DC, May 22, 1996.

"Opportunities for Lawyers in Washington, DC: Think Tanks," presentation to conference "World of Choices: Forum on Careers in the Law," Georgetown University Law Center, Washington, DC, January 20, 1996.

"Investment Policies: Foreign Direct Investment," lecture to members of the Ministry of Finance- People's Republic of China, Joint program by Georgetown Graduate Institute of Public Policy and Center for Asian Public Policy, 1995, US Economic Policy Workshop, Georgetown University, Washington, DC, September 26, 1995.

"Consumer Electronics and the Information Highway," Conference on Science and Technology Policy: 1995 and Beyond, sponsored by New Technology Week, Washington, DC, February 1995.

"Consumer Electronics Industry," presentation to Industrial College of the Armed Forces, Washington, DC, February 1995.

"Information Skyways and Highways: What Are They? Where are They Going? What Will be Their Impact?" Defense Systems Management College, Arlington, Virginia, July 1994.

Regulatory Policy and Consumer Electronics," Broadband Technology Conference on Switched Digital Video, Chapel Hill, North Carolina, October 1994.

"Consumer Electronics and the Information Highway," Arbitron Think Tank on Communications Futures, New York, March 1994.

"Alternative International Trade Financing," Chairperson of Seminar, Institute for International Research, New York, July 22-23, 1992.

"Prospects for US Trade and Investment in Eastern Europe," Owen Graduate School of Management, Vanderbilt University, Nashville, February 1992.

"Trends in US International Trade," Committee for Economic Development, Forum on International Trade and Competitiveness, Chicago, May 1991.

"US International Trade and Investment in Perspective," Society of the Plastics Industry, Atlanta, April 1991.

"US Trade and Investment Trends," Joint Industrial Labor Management Council, West Orange, NJ, April 1991.

"Trade in Services: Issues in Insurance," Financial Executives Institute, Washington, DC, Oct. 1990.

"The US Trade Deficit and EC92," National Economist Club, Washington, DC, October 1989.

"Trends in US Trade and Investment: Containerization and Intermodal Institute, New York, October 1989.

"Practical Issues Raised by Proposals for a Flat-rate Tax," paper delivered to annual meeting of the National Tax Association-Tax Institutes of America, Cincinnati, and October 1982.

"The Potential Impact of Transnational Corporations on Developing Countries in the Areas of Science and Technology," paper delivered to Meeting of Experts on the Impact of Transnational Companies on Developing Countries, UNESCO, Helsinki, Finland, and May 1978.

"Gaullist Policy and French Influence in Independent Africa," paper delivered at Philadelphia regional meeting of the International Studies Association, Philadelphia, and April 1969.

Discussant on panel, "The Colonial Background to Political Development," American Political Science Association, Washington, DC, September 1968.