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Education

J.D., Georgetown University Law Center, 1975.
B.A., Princeton University, 1970 (cum laude).

Employment

Independent legal and consulting practice, 2008–present.

Adjunct Professor, George Mason University, 2008.

Brown Rudnick, LLP, Counsel, Washington, D.C., 2007.

Sidley Austin, LLP., Counsel, Washington, D.C., 2006.

Independent legal practice, 1985-2005. Major clients: European Express Organisation, Federal Express, International Express Carriers Conference, TNT Worldwide Express.

International Express Carriers Conference, Special Counsel Postal Affairs, 1989 to 1996; General Counsel/Secretary General, 1985-1989 (appointment).

DHL International, Senior Vice President, Legal and Governmental Affairs, Senior Vice President, Legal and Governmental Affairs, 1983-1984.

Cook Purcel Henderson & Zorack, Attorney, Washington, D.C., 1980-1983.

DHL Corporation, Legal Counsel, 1976-1979.

Ad Hoc Committee on Airline Regulatory Reform, Executive Director, 1977-1978 (appointment).

United States Senate Subcommittee on Administrative Practice and Procedure, Staff attorney, 1975-1976.

Selected Experience

European Union (2010) - Study on the External Dimension of the EU Postal Acquis

Report for the European Commission, DG Internal Market. This study was completed in collaboration with WIK-Consult, a German consultant specializing in regulatory economics and policy. A primary goal of this study was to identify the implications of international legal regimes (Universal Postal Convention, General Agreement on Trade in Services, customs law, etc.) for improved implementation of the Postal Directive with respect to cross-border postal services. The study also reviewed international trade negotiations related to postal services and identified ways to present the EU postal acquis more effectively in future trade negotiations. Another objective is to consider how the EU and Member States can better coordinate their positions in international postal policy fora including, in particular, in the Congress of the Universal Postal Union (UPU) to be convened in Doha, Qatar, in October 2012. Mr. Campbell was responsible for the legal and regulatory analysis in this study and was the principal designer of an economic model to evaluate the effects of different terminal dues regimes on individual postal operators. http://ec.europa.eu/internal_market/post/studies_en.htm.

European Union (2009) - The Role of Regulators in a More Competitive Postal Market

Report for the European Commission, DG Internal Market. This study, managed by WIK-Consult, a German consultant specializing in regulatory economics and policy, analysed the current state of implementation of the Postal Directive by the 27 member states of the European Union and the three member states of the European Economic Area (Iceland, Liechtenstein, Norway). Mr. Campbell was a principal contributor to the design, development, and analysis of an Internet questionnaire employed in the study and to portions of the report dealing with regulation of postal markets.

http://ec.europa.eu/internal_market/post/studies_en.htm.

Japan/United States (2009) - Symposium on Postal Reform and the Express Delivery Services Intergovernmental conference, June 2009, Washington, D.C.

As a speaker invited by the U.S. government, Mr. Campbell prepared a presentation on “International Postal Reform: Overview and Best Practices”.

United States (2008 to present) - U.S. Department of State: Advisory Committee on International Postal and Delivery Services.

Mr. Campbell serves as a member of a committee of citizens established by the U.S. Department of State to advise with respect to the formulation, coordination, and oversight of foreign policy related to international postal services and other international delivery. <http://www.state.gov/p/io/ipp/c25478.htm>.

United States (2008) - U.S. Postal Regulatory Commission: Report on Universal Postal Service and the Postal Monopoly

The School of Public Policy of George Mason University led a team of scholars in preparing a series of studies on the history, status, cost, and future of universal postal service and the postal monopoly in the United States for the U.S. Postal Regulatory Commission. These studies were became appendices in the Commission’s final report to the U.S. Congress and the President. Mr. Campbell was one of the organisers of the GMU team and overall project leaders. He was the principal author of papers on the history of the law on universal service, the history of the postal monopoly, and policy options for the future. http://www.prc.gov/Docs/61/61628/USO_Report.pdf.

China/United States (2008) - Symposium on Postal Reform and the Express Delivery Services.

Intergovernmental conference, September 2008, Washington, D.C. As a speaker invited by U.S. government, Mr. Campbell prepared a presentation on “The Advent of Express Delivery Services Companies in Parcel and Document Delivery in the United States: Basic Business Model, Growth and Development, Competition and Work Share with the USPS, Technological Innovation, and Economic Impact”.

China/United States (2007) - Symposium on Postal Reform and the Express Delivery Services

Intergovernmental conference, September 2007, Beijing. As a speaker invited by U.S. government, Mr. Campbell prepared presentations on the “Development of the U.S. Postal System and Express Delivery Services” and “Regulatory Standards, Business Practices, and the Marketplace”.

European Union (2006) - Main Developments in the Postal Sector 2004-06

Report for the European Commission, DG Internal Market. This study, managed by WIK-Consult, a German consultant specializing in regulatory economics and policy, summarizes regulatory and market developments since 2004 in the 25 member states of the European Union, the 3 member states of the European Economic Area, 3 countries that were candidates for membership in the EU (Bulgaria, Romania, Turkey). Mr. Campbell was a principal contributor to the design, development, and analysis of an Internet questionnaire employed in the study and to portions of the report dealing with regulation of postal markets. http://ec.europa.eu/internal_market/post/studies_en.htm.

Canada (2005) - United Parcel Service v. Government of Canada

Mr. Campbell was retained by United Parcel Service as an expert witness in an arbitration under the North American Free Trade Agreement. Mr. Campbell’s testimony covered (i) the nature and scope of international postal conventions insofar that they may impose an obligation on Canada to provide universal postal service; (ii) the nature of the universal service obligation imposed by Canadian postal law on Canada Post; (iii) the postal law in Canada as compared to postal laws in other industrialized countries insofar as these laws provide for supervision of the exercise of the monopoly powers and privileges granted to the public postal operator and participation by the public postal operator in monopoly and

non-monopoly markets; (iv) the nature and scope of international treaties and conventions dealing with the customs treatment of postal and courier imports; and (v) the nature of international co-operation by postal administrations in services that compete with express companies.

European Union (2005) - Evolution of the Regulatory Model for European Postal Services

Study for the European Commission, DG Internal Market. This study, managed by WIK-Consult, a German consultant specializing in regulatory economics and policy, evaluates European regulation of postal markets from the perspective of generally recognized regulatory principles and proposes options for improvement. Mr. Campbell was a principal contributor to portions of the report dealing with administrative practices and postal regulation. http://ec.europa.eu/internal_market/post/studies_en.htm.

European Union (2004) - Main Developments in the European Postal Sector

Study for the European Commission, DG Internal Market. This study, managed by WIK-Consult, a German consultant specializing in regulatory economics and policy, summarizes regulatory and market developments in the 25 member states of the European Union since adoption of the Postal Directive in 1997. Mr. Campbell was a principal contributor to the design, development, and analysis of an Internet questionnaire employed in the study and to portions of the report dealing with postal regulation and. http://ec.europa.eu/internal_market/post/studies_en.htm.

European Union (2003) - Survey on Postal Networks in Adhesion Candidate Countries

Study for the European Commission, DG Internal Market. This study, managed by WIK-Consult, a German consultant specializing in regulatory economics and policy, surveyed postal markets and their regulation in Eastern European countries that were candidates for admission to the European Union (“adhesion countries” Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovak Republic, and Slovenia and “candidate countries” Bulgaria, Romania, and Turkey). Mr. Campbell was a principal contributor to portions of the report dealing with postal regulation. http://ec.europa.eu/internal_market/post/studies_en.htm.

Jordan (2003) - Draft Revisions of the Postal Laws and Regulations of Jordan

Study for the Ministry of Information and Communications Technology of the Hashemite Kingdom of Jordan. This study developed draft legislation that would clarify the postal law and make it more consistent with recommendations set out in previous consultants’ reports and with the government’s formal statement of policy for the postal and telecommunications sectors. Additional tasks included preparation of draft regulations for licensing postal operators, defining and assuring universal service, and the handling of postal parcels.

United States (2003) - President’s Commission on the United States Postal Service

Special commission appointed by U.S. President George W. Bush to review the postal policies of the United States and recommended long term changes. The Commission’s report was entitled *Embracing the Future Making the Tough Choices to Preserve Universal Mail Service*. Mr. Campbell served as a consultant to the Commission and assisted in drafting portions of the report dealing with postal regulation and policy. <http://www.treas.gov/offices/domestic-finance/usps/pdf/freport.pdf>.

Jordan (2002) - Postal Sector Study

Study for the Ministry of Information and Communications Technology of the Hashemite Kingdom of Jordan. This study, managed by Decision/Analysis Partners, an American consultant, reviewed the status of postal development and reform in Jordan and evaluated options for developing private participation and private sector incentives into the postal sector while stimulating improvements in the services of Jordan Post. Mr. Campbell was the principal author of portions of the report dealing with postal regulation and policy.

United States (2002) - U.S. Postal Service: Transformation Plan

Consultant to Pricewaterhouse Coopers. 2002. Pricewaterhouse Coopers was engaged by the U.S. Postal Service to prepare a draft of a plan for modernising the Postal Service. The plan required by the U.S. Congress. Mr. Campbell assisted Pricewaterhouse Coopers in the preparation of its report. <http://www.usps.com/strategicplanning/transform.htm>.

Universal Postal Union (2000) - Proposals to Reform the Universal Postal Union

Counsel for International Express Carriers Conference. Mr. Campbell was the principal author of the IECC's submission to the High Level Group of the Universal Postal Union. The High Level Group was studying options for the future of the UPU.

United States (1995 to 2006) - Postal Accountability and Enhancement Act

Counsel for Federal Express, 1995-2000, and later unofficial adviser to the House of Representatives committee on postal services. Mr. Campbell was the principal author of postal reform proposals of Federal Express, a leading private sector participant in the Congressional review of U.S. postal policy. The proposals of Federal Express ultimately had a significant influence on many provisions enacted into law by the Postal Accountability and Enhancement Act of 2006.

United States/UPU (1999) - U.S. Proposals to Reform the Universal Postal Union

Counsel for Federal Express. Mr. Campbell was the principal author of submissions by Federal Express and the U.S. express industry to the Department of State with respect to the U.S. position in the Universal Postal Union. These submissions were influential in the development of a pro-reform proposal put forth by the United States and other countries in the Beijing Congress of the UPU held in 1999.

European Union (1988 to 1992) - Postal Green Paper and Postal Directive

Counsel for International Express Carriers Conference and European Express Organisation, 1988-1997. During the Postal Green Paper investigation by the European Commission, Mr. Campbell was the principal architect and author of postal reform proposals by the private express companies. He prepared, among other documents, the private express companies' policy submission, "Community Delivery Services" (1990). Proposals of the private express companies were influential in the preparation of the European Union's Postal Green Paper (1992).

European Union (1987 to 1998) - European Remail Case

Counsel, International Express Carriers Conference. Mr. Campbell was managing counsel for the Remail Case in Europe. This case, a competition law investigation by the European Commission later appealed to the European courts, was instrumental in bringing about terminal dues reform in Europe (REIMS II) and helped precipitate the European Postal Green Paper.

World Customs Organization (1986 to 1989) - Customs Procedures for Express Shipments

Counsel to International Express Carriers Conference. In 1986 Mr. Campbell was the principal author of proposals to the World Customs Organization (then, the Customs Cooperation Council) to endorse simplified and expedited procedures for express shipments. Mr. Campbell later played a supporting role in the IECC's follow up efforts that ultimately led to the WCO's recommendation, 'Guidelines on the Clearance of Express Consignments' (1993).

United States (1986) - International Remail

Counsel, International Remail Committee. Mr. Campbell led efforts a group of private operators to oppose a campaign by the U.S. Postal Service to suppress international remail — mail exported from the United States for posting with a foreign post office — by application of the postal monopoly law. These efforts induced the Postal Service to adopt a regulation in 1986 that exempted remail from the U.S. postal monopoly. This regulation was the major impetus for development of the global remail industry.

European Union (1982 to 1989) - Express Services and European Postal Monopolies

Counsel to DHL and later to the International Express Carriers Conference and European Express Organisation. Mr. Campbell was managing counsel and principal author, or co-author with associated counsel, of proposals by the private express industry to modernize European postal laws by exempting international express services from the postal monopoly. These proposals were gradually adopted by various European countries — notably Germany (1984), France (1986), and Italy (1989) — and served as a necessary the legal step in the development of the modern express industry in Europe.

United States (1977 to 1983) - Customs Procedures for Express Shipments

Counsel for DHL. Mr. Campbell and DHL founder Larry Hillblom led efforts by the express industry to oppose a campaign by U.S. customs officials to delay and hinder the clearance of express shipments imported into the United States. This campaign was prompted by U.S. customs brokers. These efforts ultimately induced the U.S. Customs Service to adopt regulations which provided for expedited clearance

of express shipments (1980) and Congress to enact legislation that clarified the legal treatments of certain types of shipments (1983).

United States (1976 to 1979) - Express Services and the U.S. Postal Monopoly

Counsel for DHL. Mr. Campbell and DHL founder Larry Hillblom led efforts to oppose a campaign by U.S. Postal Service to suppress the development of express services by application of the postal monopoly law. These efforts induced the Postal Service to adopt a regulation in 1979 that exempted express shipments from the postal monopoly. This regulation was a major contributor to development of the modern U.S. express industry.

United States (1975 to 1978) - Airline Deregulation

Staff of the Senate Subcommittee on Administrative Practice and Procedure and later Executive Director of the Ad Hoc Committee on Airline Regulatory Reform (a broad coalition of interest groups). Although junior counsel, Mr. Campbell played a significant role in the development of legislation that deregulated the airline industry in 1978. This was the first major deregulation of the U.S. transportation/communications infrastructure.

In addition to the foregoing, Mr. Campbell has over the years done significant work in respect to the postal laws and express operations in numerous countries outside of North America and Europe including Argentina, Brazil, Chile, Egypt, Japan, Kuwait, Lebanon, Malaysia, Panama, Saudi Arabia, Singapore, Singapore, South Korea, and Sudan.

Selected Publications

“Universal Service Obligation: History and Development of Laws Relating to the Provision of Universal Postal Services” and “Postal Monopoly Laws: History and Development of the Monopoly on the Carriage of Mail and the Monopoly on Access to Mailboxes”, Appendices B and C in U.S. Postal Regulatory Commission, *Report on Universal Postal Service and the Postal Monopoly*. Washington, D.C., 2008.

Michael Crew, Paul Kleindorfer, and James I. Campbell Jr., eds. *Handbook of Worldwide Postal Reform* Cheltenham, U.K.: Edward Elgar, 2008. In this book, Mr. Campbell was the author of the following chapters: “National Postal Policies in Europe on the Eve of the Third Directive” (with Alex Kalevi Dieke and Antonia Niederprüm); “A Brief History of the U.S. Postal Monopoly Laws”; and “How Much Postal Reform in Japanese Postal Privatization?” (with Amelia Porges).

“Information Revolutions and Modern Postal Service.” Forward to *Liberalization of the Postal and Delivery Sector*, eds. Michael Crew and Paul Kleindorfer. Cheltenham, U.K.: Edward Elgar, 2006.

Main Developments in the Postal Sector (2004-2006). Associated consultant. Authors: Antonia Niederprüm, Alex Kalevi Dieke, Mark Oelmann, Sonja Schölermann of Wissenschaftliches Institute für Kommunikationsdienste (WIK). A study for the European Commission. Bad Honnef, Germany: WIK, 2006.

The Evolution of the Regulatory Model for European Postal Services. Co-author. With Alex Kalevi Dieke and Antonia Niederprüm of the Wissenschaftliches Institute für Kommunikationsdienste (WIK). A study for the European Commission. Bad Honnef, Germany: WIK, 2005.

Main Developments in the European Postal Sector. Co-author. With Alex Kalevi Dieke and Antonia Niederprüm of the Wissenschaftliches Institute für Kommunikationsdienste (WIK). A study for the European Commission. Bad Honnef, Germany: WIK, 2004.

Survey on Some Main Aspects of Postal Networks in EU Adhesion Candidate Countries. Co-author. With Alex Kalevi Dieke and Antonia Niederprüm of the Wissenschaftliches Institute für Kommunikationsdienste (WIK). A study for the European Commission. Bad Honnef, Germany: WIK, 2003.

“Remail: Catalyst for Liberalizing European Postal Markets.” In *Liberalisation of Postal Markets: Papers Presented at the 6th Königswinter Seminar*, eds. Gabriele Kulenkampf and Hilke Smit. WIK Proceedings Vol. 7. Bad Honnef, Germany: WIK, 2002.

“Evolution of Terminal Dues and Remail Provisions in European and International Postal Law.” In *The Liberalisation of Postal Services in the European Union*, ed. Damien Geradin. Kluwer: Brussels, 2002. Also in *Journal of Network Industries* 3, no. 1 (2002): 1-37.

“Modern Postal Reform Laws: A Comparative Survey.” In *Postal and Delivery Services: Pricing, Productivity, Regulation and Strategy*, eds. Michael Crew and Paul Kleindorfer. Boston: Kluwer, 2002.

The Rise in Global Delivery Services: A Case Study in International Regulatory Reform. Washington, D.C.: JCampbell Press, 2001.

“Reforming the Universal Postal Union.” In *The Future Directions of Postal Reform*, eds. Michael Crew and Paul Kleindorfer. Boston: Kluwer, 2001.

“The Global Postal Reform Movement.” In *Mail @ the Millennium*, ed. Edward L. Hudgins. Cato Institute: Washington, 2000.

“GATS and Physical Delivery Networks.” In *Emerging Competition in Postal and Delivery Industries*, eds. Michael Crew and Paul Kleindorfer. Boston: Kluwer, 1999.

“The Roots of Deregulation: Why Aviation and Telecommunications But Not the Post Office?” In *Managing Change in the Postal and Delivery Industries*, eds. Michael Crew and Paul Kleindorfer. Boston: Kluwer, 1997.

“Evolution of the Postal Function in Long Distance Markets and the Need for a Convention on International Postal Systems.” In *Towards a New Regulatory Framework for Cross-Border Mail*, eds. Ulrich Stumpf and Monika Plum. WIK Proceedings Vol. 6. Bad Honnef, Germany: WIK, 1997.

“The Postal Reform Act of 1996: A Proposal to Reform the Postal Laws of the United States.” In *Diffusion of New Regulatory Approaches in the Postal Sector*, eds. Ulrich Stumpf and Monika Plum. WIK Proceedings Vol. 4. Bad Honnef, Germany: WIK, 1997.

“The Postal Monopoly Law: A Historical Perspective.” In *The Last Monopoly*, ed. Edward L. Hudgins. Washington: Cato Institute, 1996.

“The Legal Definition of Universal Service in Postal and Telecommunications Sectors.” In *Cost of Universal Service*, eds. Ulrich Stumpf and Wolfgang Elsenbast. WIK Proceedings Vol. 2. Bad Honnef, Germany: WIK, 1996.

“A Review of Efforts to Develop a New Policy Framework for Postal Services in the European Union.” In *Commercialization of Postal and Delivery Services*, eds. Michael Crew and Paul Kleindorfer. Boston: Kluwer, 1995.

“Couriers and the European Postal Monopolies.” In *Lobbying the in the European Union*, eds. R.H. Pedlar and M.P.C.M. Van Schendelen. Aldershot, U.K., Dartmouth, 1994.

“The Future of the Universal Postal Union.” In *Regulation and the Nature of Postal and Delivery Services*, eds., Michael Crew and P. Kleindorfer. Boston: Kluwer, 1993.

Annals of the International Express Carriers Conference: August 1983 to June 1989. Privately printed by the International Express Carriers Conference, 1991.

“International Postal Reform: An Application of the Principles of Rowland Hill to the International Postal System.” In *Competition and Innovation in Postal Services*, eds. Michael Crew and Paul Kleindorfer. Boston: Kluwer, 1991.

“Civil Aeronautics Board” and “U.S. Postal Service & Postal Rate Commission.” Chaps. 24 and 34 in *The First Year: A Mandate for Leadership Report*, ed. Richard N. Holwill. Washington: Heritage Foundation, 1982.

“Civil Aeronautics Board” and “U.S. Postal Service & the Postal Rate Commission.” Chaps. 15 and 25 in *Mandate for Leadership*, ed. Charles L. Heatherly. Washington: Heritage Foundation, 1981.

“Politics and the Future of Postal Services.” In *Perspectives on Postal Service Issues*, ed. Roger Sherman. Washington: American Enterprise Institute, 1980.