

**VINCENT L. BARKER III**

*Edmund P. Learned Professor of Business Administration*

School of Business  
University of Kansas  
Lawrence, KS 66045-7585  
(785) 864-7512  
e-mail: [vbarker3@ku.edu](mailto:vbarker3@ku.edu)

**ACADEMIC POSITIONS**

Professor of Strategic Management  
University of Kansas (8-14 to present)

Associate Professor of Strategic Management  
University of Kansas (8-02 to 7-14).

Associate Professor of Organizations & Strategy  
University of Wisconsin-Milwaukee (8-97 to 8-02).

Assistant Professor of Organizations & Strategy  
University of Wisconsin-Milwaukee (8-90 to 7-97)

**EDUCATION**

Ph.D., University of Illinois at Urbana/Champaign, January 1992

Major: Strategic Management  
Minor: Organizational Behavior and Theory

Dissertation Title: Corporate Turnarounds as Strategic Reorientations: A  
Field Study of Turnaround Attempts from Firm-based Decline.

Dissertation Committee Members: Irene M. Duhaime (Chair),  
Anne S. Huff, Paula L. Rechner and David A. Whetten

*Free Press Award*. Academy of Management award for the Outstanding  
Business Policy & Strategy Dissertation, 1993

*University of Illinois Fellowship Scholar*, 1987-88 and 1989-90.

*University of Illinois Dissertation Fellowship*, 1989-90

B.B.A. University of Michigan, Ann Arbor, May 1985

"High Distinction" Honors Graduate (top 7% of business students)  
Beta Gamma Sigma Honor Society

## AWARDS AND HONORS

### National/International

Mike Wright Award for Best Reviewer on the Editorial Board, Journal of Management Studies, 2022

*Outstanding Reviewer Award.* Academy of Management Conference  
Strategic Management Division: 1997, 2008, 2009, 2012, 2013, 2017, 2020  
Managerial & Organizational Cognition Division: 2010, 2011.

*Outstanding Reviewer Award:* Strategic Management Society Conference  
Strategic Leadership & Governance IG, 2014.

*Outstanding Reviewer Award.* Midwest Academy of Management, 2003.

*1996 Sara and George McCune Award.* Award for the best paper published in the journal Group & Organization Management.

*1993 Free Press Award.* Academy of Management award for the Outstanding Business Policy & Strategy Dissertation.

### University

2018-present. *Edmund P. Learned Professorship.* Endowed Chair of Business Administration, KU School of Business.

2005-17. *Carl A. Scupin Fellow*, Endowed Fellowship, KU School of Business.

2014-15. University of Kansas Senior Administrative Fellow.

2012 & 2004, *KU School of Business Outstanding Doctoral Student Mentor Award.* Award presented annually to a single faculty member school-wide based on a vote of the KU Association of Business Doctoral Students.

*KU Graduating Doctoral Student Personal Mentor Awards:* Martina Musteen, Xin Liang, Patrick McClelland, Jake Messersmith, Yong-Yeon Ji, Alex Martynov, Donald J. Schepker, Won Y. Oh, David Wangrow, Cheng Zheng, Karl Kammerer, Ken Ward, Judy Han, Juan Carlos Morales, Christina Robichaud.

*2006 Celebration of Teaching Honoree*, Center for Teaching Excellence, University of Kansas.

2003-4 *Oswald Fellowship*, University of Kansas. Summer financial award given for faculty research.

*2003 Mabry Research Scholar Award*, School of Business, University of Kansas, Award for best paper published by an Associate or Assistant Professor.

## AWARDS AND HONORS (cont.)

### University (cont.)

*Business Advisory Council Researcher of the Year*, University of Wisconsin-Milwaukee School of Business, 2001-02.

Nominated four times for UW-Milwaukee School of Business Administration Advisory Council Teacher of the Year (1995, 1994, 1992, 1991).

## REFEREED PUBLICATIONS (\* denotes current or former doctoral student as co-author)

Kolev, K.D., Schepker, D.J.\*, Wangrow, D.B.\* & Barker, V.L. III. *Forthcoming*. The Board Committee Chair Effect: How Much Does It Contribute to Firm Performance? Journal of Management.

Moralis-Solis, J.C.\*, Barker, V.L. III & Cordero, A.M. *Forthcoming*. CEO's Industry Experience and Emerging Market SME Performance: The Effects of Corruption and Political Uncertainty. Journal of Business Venturing Insights.  
<https://doi.org/10.1016/j.jbvi.2023.e00424>

Barker, V.L. III, Luger, J., Schmitt, A. & Xin, K.R. *Forthcoming*. Corporate decline and turnarounds in times of digitalization. Long Range Planning.  
<https://doi.org/10.1016/j.lrp.2022.102211>

Wangrow, D.B.\*, Schepker, D.J.\* & Barker, V.L. III. *Forthcoming*. When does CEO succession lead to strategic change? The mediating role of top management team replacement. Journal of General Management.  
<https://doi.org/10.1177/03063070221126267>

Kolev, K.D., Wangrow, D.B.\*, Barker, V.L. III & Schepker, D.J.\* 2019. Board committees in corporate governance: A cross-disciplinary review and agenda for the future. Journal of Management Studies, 56: 1138-1193.

Schepker, D.J.\*, & Barker, V.L. III. 2018. How stigmatized are dismissed chief executives? The role of character questioning causal accounts and executive capital in dismissed CEO re-employment. Strategic Management Journal, 29: 2566-2586.

Schepker, D.J.\*, Wangrow, D.B.\* & Barker, V.L. III. 2018. Winning isn't everything: An empirical examination of performance, power, and expectations in NBA coach dismissals. Sport Management Review, 21: 333-346.

Oh, W.Y.\*, & Barker, V.L. III. 2018. Not all ties are equal: CEO outside directorships and strategic imitation in R&D investment. Journal of Management, 44: 1312-1337

Liang, X.\*, Schepker, D.J.\* & Barker V.L. III. 2018. Chief executive cognition, turnaround strategy and turnaround attempts of declining firms. Journal of Change Management, 18: 304-326.

REFEREED PUBLICATIONS CONT. (\* denotes current or former doctoral student as co-author)

Schmitt, A., Barker, V.L. III, Raisch, S., & Whetten, D. 2016. Strategic renewal in times of environmental scarcity. Long Range Planning, 49: 361-376.

Wangrow, D.B.,\* Schepker, D.J.\* & Barker, V.L. III. 2015. Managerial discretion: An empirical review and focus on future research directions. Journal of Management, 41: 99-135.

Ndofor, H.\*, Vanevenhoven, J. & Barker, V.L. III. 2013. Software firm turnarounds in the 1990s: An analysis of reversing decline in a growing, dynamic industry. Strategic Management Journal, 34: 1123-1133.

McClelland, P.L.\*, Barker, V.L. III & Oh, W.Y.\* 2012. CEO career horizon and tenure: Future performance implications under different contingencies. Journal of Business Research, 65: 1387–1393.

Musteen, M.\* Liang, X.\* & Barker V.L. 2011. Personality, perceptions and retrenchment decisions of managers in response to decline: Evidence from a decision-making study. The Leadership Quarterly, 22: 926-941.

Levitas, E., Barker, V.L. III & Ahsan, M. 2011. Top manager ownership levels and incentive alignment in inventively active firms. Journal of Strategy & Management, 4: 116-135.

McClelland, P.L.\*, Liang, X.\* & Barker, V.L. III. 2010. CEO commitment to the *status quo*: Replication and extension using content analysis. Journal of Management, 36: 1251-1277.

Musteen, M.\*, Barker V.L. III & Baeten, V.L.\* 2010. The influence of CEO tenure and attitude toward change on organizational approaches to innovation. Journal of Applied Behavioral Science, 46: 360-387.

Mueller, G.C.\*, Mone, M.A. & Barker, V.L. III. 2007. Formal strategic analyses and organizational performance: Decomposing the rational model. Organization Studies, 28: 853-883.

Musteen, M.\* Barker V.L. III & Baeten, V.L.\* 2006. CEO attributes associated with attitude toward change: The direct and moderating effects of CEO tenure. Journal of Business Research, 59: 604-612.

Barker, V.L. III. 2005. Traps in diagnosing organization failure. Journal of Business Strategy. 26(2): 44-50.

Barker, V.L. III, & Mueller, G.C.\* 2002. CEO characteristics and firm R&D spending. Management Science. 48: 782-801

Barker, V.L. III, & Barr, P.S. 2002. Linking top manager attributions to strategic reorientation in declining firms attempting turnarounds. Journal of Business Research, 55: 963-979.

REFEREED PUBLICATIONS CONT. (\* denotes current or former doctoral student as co-author)

- Barker, V.L. III, Patterson, P.W. Jr.\* & Mueller, G.C.\* 2001. Organizational causes and strategic consequences of the extent of top management team replacement at firms attempting turnarounds. Journal of Management Studies, 38: 213-247.
- Mueller, G.C.\*, Mone, M.A., McKinley, W.A., & Barker, V.L. III. 2001. Organizational decline – A stimulus for innovation? Business Horizons, 76(4): 25-34.
- Mone, M.A., McKinley, W.A., & Barker, V.L. III. 1998. Organizational decline and innovation: A contingency framework. Academy of Management Review, 23:115-132.
- Barker, V.L. III, & Mone, M.A. 1998. The mechanistic structure shift and strategic reorientation in declining firms attempting turnarounds. Human Relations, 51: 1227-1258.
- McKinley, W., Mone, M.A., & Barker, V.L. III. 1998. Some ideological foundations of organizational downsizing. Journal of Management Inquiry, 7: 198-212.
- Mueller, G.C.\*, & Barker, V.L. III. 1997. The upper-echelons and board characteristics of turnaround and nonturnaround declining firms. Journal of Business Research, 39: 119-134.
- Barker, V.L. III, & Duhaime, I.M. 1997. Strategic change in the turnaround process: Theory and empirical evidence. Strategic Management Journal, 18: 13-38.
- Barker, V.L. III, & Patterson, P.W., Jr.\* 1996. Top-management-team tenure and top manager causal attributions at declining firms attempting turnarounds. Group & Organization Management, 21: 304-336.
- Best paper published in Group & Organization Management in 1996 as chosen by the journal's Editorial Board.*
- Arogyaswamy, K.\*, Barker, V.L. III, & Yasai-Ardekani, M. 1995. Firm turnarounds: An integrative two-stage model. Journal of Management Studies, 32: 493-525.
- Barker, V.L. III, & Mone, M.A. 1994. Retrenchment: Cause of turnaround or consequence of decline? Strategic Management Journal, 15: 395-405.

BOOK CHAPTERS (\* denotes current or former doctoral student as co-author)

- Barker, V.L. III & Schmitt, A. 2017. Firm turnarounds in knowledge intensive industries. In J. Adriaanse and J-P van der Rest (eds.) The Routledge Companion to Turnaround Management and Bankruptcy, 327-345, New York: Routledge.
- Barker, V.L. III, Mone, M.A., Mueller, G.C.\*, & Freeman, S.J. 1998. Does it add up? An empirical study of the value of downsizing for firm turnaround. In D. Ketchen (ed.) Advances in Applied Business Strategy, 5: 57-82, Greenwich, CT: JAI Press.

## BOOK REVIEWS

Barker, V.L. III. 2000. Review of When Things Go Wrong: Organizational Failures and Breakdowns, edited by Helmut K. Anheier, in Academy of Management Review, 25: 446-448.

## OTHER PUBLICATIONS

Mone, M.A., McKinley, W.A., & Barker, V.L. III. 1998. Organizational decline and innovation: Are entrepreneurs a special case? Invited Rejoinder, Dialogue Section, Academy of Management Review, 23: 388-389.

Multiple short article introductions. *Journal of Management Inquiry*, 2005-2009.

## REFEREED PROCEEDINGS (\* denotes current or former doctoral student as co-author)

Mueller, G.C.\*, Mone, M.A. & Barker, V.L. III. 2000. Formal strategic analyses and organizational performance: Decomposing the rational model. Academy of Management Best Papers Proceedings.

Barker, V.L. III. 1990. Top management removal in turnaround situations: An integrated theoretical explanation. In T. Head & K. Thompson (Eds.), Midwest Academy of Management Proceedings, 79-84.

## WORKING PAPERS (feel free to request) (\* denotes current or former doctoral student as co-author)

*Titles are descriptions and not actual titles to preserve double-blind review.* (papers listed alphabetically by 1<sup>st</sup> author; some are under review at journals)

Grabowski, J.\*, Schepker, D.J.\* Barker, V.L. III. *Consequences of being fired as CEO for serving as a director at other public firms.*

Langan, R., Schmitt, A., Menz, M. & Barker, V.L. III. *Dynamics of emergence from Chapter 11 bankruptcy.*

Robichaud, C.\* & Barker, V.L. III. *Ownership concentration effects on strategic investment levels in response to poor performance feedback.*

Zheng, C.\*, Wangrow, D.B.\* & Barker, V.L. III. *The effects of CEO career concerns in the software industry.*

## PAPERS/PROJECTS IN DEVELOPMENT (\* denotes current or former doctoral student)

Kim, M. & Barker, V.L. III. Effect of a leader's voice on trust attributions. *There are several papers in this project.*

Wangrow, D.B.\*, Schepker, D.J.\* & Barker, V.L. III. Individual antecedents of managerial discretion.

Lee, J-H, Han, J.\*, Su, L.\*, Kim, M. & Barker, V.L. Unique roles of venture boards in corporate governance: Review and future agenda.

Grabowski, J.\* & Barker, V.L. Developing and validating a scale for 'CEO commitment to the status quo.'

## CONFERENCE PRESENTATIONS

"Why do Firms Hire Experienced CEOs? Succession Circumstances, Board Characteristics and CEO Power" Presented at the Academy of Management Conference, August 2023 (with Juan C. Moralis-Solis & Donald J. Schepker).

"Does CEO Experience Signal Quality to Boards? The Role of Human, Social and Reputational Capital" Presented at the Strategic Management Society Conference, September 2022 (with Juan Carlos Morales-Solis & Donald J. Schepker).

"CEO Succession and Strategic Change: The Mediating Role of Top Management Team Replacement" Presented at the Strategic Management Society Conference, September 2022 (with David Wangrow & Donald J. Schepker).

"The Board Committee Chair Effect: How Much Does It Contribute to Firm Performance?" Presented at the Academy of Management Conference, August 2022 (with Kalin Kolev, David Wangrow & Donald J. Schepker).

"Effects of Industry Stigma & CEO Power on Firm Language Complexity" Presented virtually at the Strategic Management Society Conference, September 2021 (with Christina Robichaud & James Grabowski).

"Does the Director Labor Market Settle Up? Examining Directorships for Fired CEOs" Presented virtually at the Annual Meeting of the Academy of Management, August 2021 (with James Grabowski & Donald J. Schepker)

"CEO's Industry Experience and Firm Performance: The Effects of Corruption and Political Uncertainty" Presented virtually at the Annual Meeting of the Academy of Management, August 2021 (with Juan Carlos Morales)

"Voice Pitch and Leadership: Moderating Effects of CEO Accentness and Follower Native Status" Presented virtually at the Academy of International Business, October 2020 (with Midam Kim & Minyoung).

## CONFERENCE PRESENTATIONS (Continued)

“The Board Committee Chair Effect: How Much Does It Contribute to Firm Performance?” Presented virtually at the Strategic Management Society Conference, October 2020 (with David Wangrow & Donald J. Schepker).

“Stigmatized Industries: Implications for Director Characteristics” Presented virtually at the Annual Meeting of the Academy of Management, August 2020 (with James Grabowski & Long Su).

“Charting Their Own Path: Developing and Operationalizing a New CEO Managerial Discretion Scale” Presented at the Strategic Management Society Special Conference on Strategic Leadership in Las Vegas, March 2019 (with David Wangrow & Donald J. Schepker).

“Influence of Voice Pitch and Speech Rate on Attributions of Leader Trustworthiness” Presented at the Strategic Management Society Special Conference on Strategic Leadership in Las Vegas, March 2019 (with Midam Kim)

“Making It Personal: Developing a New Managerial Discretion Scale to Examine CEO Traits” Presented at the Annual Meeting of the Academy of Management, Atlanta, August 2017 (with David Wangrow & Donald J. Schepker).

“Measuring Industry-Based Managerial Discretion: A Leadership Influence Approach.” Presented at the Annual Meeting of the Academy of Management, Vancouver, August 2015 (with Xin Liang).

“Tenure Effects on Cognitive Traits: A Longitudinal Study of CEOs’ Letters to Shareholders.” Presented at the Annual Meeting of the Academy of Management, Vancouver, August 2015 (with David Wangrow & Zheng Cheng).

“When does CEO succession lead to strategic change? The mediating role of top management team change.” Presented at the Annual Meeting of the Academy of Management, Philadelphia, August 2014 (with David Wangrow & Donald J. Schepker).

“The Effects of CEO Career Horizon, Power and Education on R&D spending: Evidence from the Software Industry.” Presented at the Annual Meeting of the Academy of Management, Philadelphia, August 2014 (with Zheng Cheng).

“Overcoming the Stigmatization of Dismissal: The Role of Executive Capital in the Re-Employment of Dismissed CEOs” Presented at the Annual Meeting of the Strategic Management Society, Atlanta, October 2013 (with Donald J. Schepker)

“What happens to dismissed CEOs: Human, reputational, and social capital in CEO re-employment” Presented at the Annual Meeting of the Academy of Management, Orlando, August 2013. (with Donald J. Schepker)

“I like what I see: How CEO service on other firms' boards influences R&D spending,” Presented at the Annual Meeting of the Academy of Management, Boston, August 2012. (with Won-Yong Oh)



## CONFERENCE PRESENTATIONS (Continued)

“Winning Isn’t Everything: Effects of Power, Reputation, and Expectations in NBA Coach Dismissals,” Presented at the Annual Meeting of the Academy of Management, Montreal, August 2010. (with Donald J. Schepker)

“Top Management Team Cognition in Turnaround: Antecedents and Consequences,” Presented at the Annual Meeting of the Academy of Management, San Diego, August 2008. (with Xin Liang)

“TMT Knowledge Structure Complexity and Centrality in Turnaround: Decision Making and Outcomes,” Presented at the Annual Meeting of the Academy of Management, San Diego, August 2008. (with Xin Liang)

"How Long-Tenured CEOs Avoid Leverage: A Test of the Effectiveness of Equity Ownership and Monitoring," Presented at the Annual Meeting of the Academy of Management, Atlanta, August 2006. (with Patrick McClelland)

"The influence of CEO Personality and Tenure on Organizational-level Approach to Innovation," Presented at the Annual Meeting of the Academy of Management, Atlanta, August 2006. (with Martina Musteen and Virginia Baeten)

"The Case for Strategic Turnarounds: The Software Industry 1990-1996" Presented at the Annual Meeting of the Strategic Management Society, Orlando, October 2005. (with Hermann Ndofofor & Jeff Vanevenhoven)

"Personality, Perceptions and Retrenchment in Response to Decline," Presented at the Annual Meeting of the Academy of Management, Honolulu, August 2005. (with Martina Musteen & Xin Liang)

"Cemented to the Saddle: Are High CEO Age and Ownership Control Associated with Lower Performance in Publicly Traded Firms?" Presented at the Annual Meeting of the Academy of Management, New Orleans, August 2004. (with Patrick McClelland)

“A Peek into the Black Box: The Relationship Between CEO Tenure and Attitude Toward Change,” Presented at the Annual Meeting of the Academy of Management, Seattle, August 2003. (with Martina Musteen and Virginia Baeten)

“More Direct Measurement of Managerial Discretion: A Leadership Influence Method,” Presented at the Annual Meeting of the Academy of Management, Seattle, August 2003. (with Xin Liang)

“Inventive effects on the level of managerial ownership: The case of U.S. pharmaceutical companies,” Presented at the Annual Meeting of the Academy of Management, Washington D.C., August 2001. (with Ed Levitas)

“CEO characteristics and firm R&D spending,” Accepted for presentation at the Annual Meeting of the Academy of Management, Toronto, August 2000. (with George C. Mueller)

## CONFERENCE PRESENTATIONS (Continued)

“Formal strategic analyses and organizational performance: Decomposing the rationale model,” Presented at the Annual Meeting of the Academy of Management, Toronto, August 2000. (with Mark A. Mone and George C. Mueller)

“CEO Commitment to the status quo: Replication and extension using content analysis,” Presented at the Annual Meeting of the Academy of Management, Chicago, August 1999. (with Paul W. Patterson, Jr.)

“Some ideological foundations of organizational downsizing,” Presented at the EIASM conference on Organizing in a Multi-Voiced World, Leuven, Belgium, 1997. (with William McKinley and Mark A. Mone).

"Organizational forces for inertia and change in the top management teams of declining firms attempting turnaround," Presented at the Annual Meeting of the Academy of Management, Cincinnati, USA, August 1996. (with Paul W. Patterson and George C. Mueller)

"A post-modern Dr. Strangelove: Or, how we got along after the downsizing," Presented at the Annual Meeting of the Academy of Management, Cincinnati, USA, August 1996. (with Mark A. Mone)

"The upper-echelons and board characteristics of turnaround and nonturnaround declining firms," Presented at the Annual Meeting of the Academy of Management, Vancouver, BC, Canada, August 1995. (with George C. Mueller)

"Does it add up? An empirical study of the value of downsizing for firm turnaround," Presented at the Annual Meeting of the Academy of Management, Vancouver, BC, Canada, August 1995. (with George C. Mueller and Mark A. Mone)

"Why is performance declining and what road leads to recovery? An empirical examination of the link between top management causal attributions and strategic change during turnaround attempts," Presented at the Annual Meeting of the Academy of Management, Dallas, Texas, August 1994. (with Pamela S. Barr)

"The mechanistic structure shift and strategic change in firms attempting turnarounds," Presented at the Strategic Management Society International Conference, Chicago, September, 1993.

"Corporate turnarounds as strategic transformations," Presented at the Strategic Management Society International Conference, London, October 1992. (with Irene M. Duhaime)

"Scanning systems as a facilitator of planned strategic change," Presented at the Strategic Management Society Annual Conference, London, October 1992. (with Masoud Yasai-Ardekani)

## CONFERENCE PRESENTATIONS (Continued)

"Impact of change in strategic orientation, change in chief executives and available slack financial resources on turnaround attempt success: A field study," Presented at Annual Meeting of the Academy of Management, Las Vegas, Nevada, August 1992.

"Corporate turnarounds attempts: The special circumstances of high-technology firms," Presented at the TIMS/ORSA Joint National Meeting, Orlando, Florida, April 1992.

"Market, Organizational and Managerial Factors Affecting Strategic Change," Presented at the TIMS/ORSA Joint National Meeting, Anaheim, California, November 1991. (with Masoud Yasai-Ardekani)

"Correlates of strategic change in turnaround corporations: An empirical investigation," Presented at the Annual Meeting of the Academy of Management, Miami, Florida, 1991. (with Irene M. Duhaime)

"Top management removal in turnaround situations: An integrated theoretical explanation," Presented at the Annual Midwest Academy of Management Meeting, Milwaukee, Wisconsin, 1990.

## OTHER PROFESSIONAL APPEARANCES AT CONFERENCES

Presenting Panelist, Language in International Management: Facilitating Interdisciplinary Conversation, Professional Development Workshop, Academy of Management Virtual Conference, August 2021.

Invited Panelist, "Strategic Research Foundation Dissertation Grant Workshop". Annual Meeting of the Strategic Management Society, Houston, October, 2017.

Session Chair. "Board of Directors and Performance" Annual Meeting of the Academy of Management, Philadelphia, 2014.

Presenting Panel Member. "Measurement in Executive Research: Obstacles, Opportunities, and Observations" Special Symposium Session, Southern Management Association Meeting, New Orleans, November, 2013.

Session Facilitator. "Organizational Learning" Annual Meeting of the Academy of Management, Boston, 2012.

Session Facilitator. "Top Management Teams and Executives" Annual Meeting of the Academy of Management, Boston, 2012.

Session Chair. "Creativity and Cognition" Annual Meeting of the Academy of Management, San Antonio, 2011.

Session Facilitator. "Creativity and optimizing opportunities" Annual Meeting of the Academy of Management, Montreal, 2010.

## OTHER PROFESSIONAL APPEARANCES AT CONFERENCES (continued)

Session Discussant. "Emotion, Narcissism and the Human Element in Strategy" Annual Meeting of the Academy of Management, Anaheim, 2008.

Session Discussant. "Corporate Strategy: Downsizing and Restructuring" Annual Meeting of the Academy of Management, Philadelphia, 2007.

Session Discussant. "Multi-Level Analysis of Organizational Decline and Recovery in both International and U.S. Firms" Annual Meeting of the Academy of Management, Philadelphia, 2007.

Invited Facilitator, "Pre-Conference Doctoral Student and Junior Faculty Paper Workshop". Annual Meeting of the Strategic Management Society, Denver, October, 2015.

Session Chair, "The Power of Power: The Role of Power and Politics in Strategy Processes" Pre-Conference Panel. Annual Meeting of the Strategic Management Society, Madrid, September, 2014.

Session Facilitator. "Industry Dynamics: Strategic Deck Chair Arrangement (Responses to Decline)," Annual Meeting of the Academy of Management, Atlanta, 2006.

Session Discussant. "Top Executive Selection and Succession," Annual Meeting of the Academy of Management, New Orleans, 2004.

Session Chair. "Strategic Issues in China" Annual Meeting of the Midwest Academy of Management, St. Louis, 2003.

Session Chair. "Turnover in the Executive Suite: The Role of Underperformance and Symbolism," Annual Meeting of the Academy of Management, Denver, CO, 2002.

Session Chair. "Corporate Diversification and Implementation," Annual Meeting of the Academy of Management, Chicago, IL, 1999.

Session Chair and Discussant. "Corporate Governance Modes, Structures, and Inseparability," Annual Meeting of the Academy of Management, San Diego, CA, 1998.

Session Discussant. "Coming and Going: Studies on Acquisition & Divestiture," Annual Meeting of the Academy of Management, Boston, MA, 1997.

Session Chair. "Group Processes in the Top Management Team: Implications for Strategic Choice," Annual Meeting of the Academy of Management, Dallas, Texas, 1994.

Session Chair. "Research on Turnaround and Restructuring," Annual Meeting of the Academy of Management, Atlanta, Georgia, 1993.

## RESEARCH GRANTS AWARDED

University of Kansas General Research Fund, AY 21-22, \$5175  
University of Kansas Center for Global Business Studies, 2018, \$7400  
University of Kansas General Research Fund, 2013, \$5200  
University of Kansas General Research Fund, 2012, \$5200  
University of Kansas General Research Fund, 2008, \$6800  
University of Kansas General Research Fund, 2007, \$5200  
University of Kansas General Research Fund, 2006, \$5200  
University of Kansas General Research Fund, 2005, \$5200  
University of Kansas General Research Fund, 2004, \$5200  
University of Kansas General Research Fund, 2003, \$2704  
UW-Milwaukee Graduate School Research Grant, 1994-95, \$4500

## TEACHING EXPERIENCE

### **Graduate Level Courses Taught in Past Five Years**

Doctoral Seminar: Behavioral Theories of Strategic Management  
Strategic Management (Master's level - online)

### **Undergraduate Level Courses Taught in Past Five Years**

General Management: Management & Leadership  
Strategic Management

### **Doctoral Dissertations Chaired (Student Initial Placement or Position)**

**James Grabowski** (Doctoral candidate)

*Core-Stigmatized Firms: An Examination of the Labor Market for Corporate Directors*  
Status: Proposal defended.

**Christina Robichaud** (Assistant Professor, University of Montana)

*CEO Self-Serving Attribution Bias: The Role of Organizational Identification and Consequences for Strategic Change*  
Date Completed: 6-22

**Juan Carlos Morales-Solis** (Assistant Professor, West Texas A&M University)

*Three Essays on Experienced CEOs*  
Date Completed: 6-22

**David B. Wangrow** (Assistant Professor, Marquette University)

*An examination of CEOs' Psychological and Relationship-oriented Individual Traits Influencing Exhibited Managerial Discretion.*  
Date Completed: 6-16.

**Won Y. Oh** (Assistant Professor, University of Calgary)

*Antecedents and Consequences of Top Management Team Characteristics.*  
Date Completed: 6-13.

**Donald J. Schepker** (Assistant Professor, University of South Carolina)  
*The Role of Executive Capital and Labor Markets in CEO Dismissal and Labor Market Consequences for Dismissed Executives.*  
Date Completed: 5-12.

**Patrick McClelland** (Assistant Professor, University of Delaware)  
*Top Management Group Pay Disparities and Subsequent Firm Performance: The Effect of Powerful CEOs*  
Date Completed: 5-08.

**Xin Liang** (Assistant Professor, University of Minnesota at Duluth)  
*Corporate Turnaround Attempts: A Knowledge-based Approach.*  
Date Completed: 8-07.

**Martina Musteen** (Assistant Professor, San Diego State University)  
*The Role of International Networks in the Acquisition of Foreign Market Knowledge among Czech New Ventures.*  
Date Completed: 6-06. (Co-Chair with Dr. Deepak Datta)

**Doctoral Dissertations Chaired (Student Initial Placement or Position)**

**Virginia L. Baeten** (Chief Executive, Brown County Assoc. for Retarded Citizens)  
*Aligning Strategy and Leadership Characteristics in a Nonprofit Environment: Does It Influence Performance?*  
Date Completed: 5-01. *While on staff at UW-Milwaukee.*

**George C. Mueller** (Vince President, Marketing Research, Aurora Health Care Network)  
*Strategic Decision Making and Performance: Decision Process and Environmental Effects*  
Date Completed: 7-98; (Co-Chair with M. Mone) *While on staff at UW-Milwaukee.*

**Doctoral Dissertation Committees Served On (reverse chronological order)**

*At KU:*

**Ian Na**, Human Resource Management (Chair: Chadwick, pre-proposal)  
**Jukyeong (Judy) Han**, Strategic Management (Chair: Kim; McMaster University)  
**Summer Kim**, Marketing, (Chair: Li; Private Industry)  
**Yan (April) Huang**, Strategic Management (Chair: Chi; Iowa State U. Adjunct Faculty)  
**Dongni Wan**, HRM (Chair: Chadwick; Missouri Western University)  
**Ken Ward**, OB (Chairs: Ash & Spencer; Clinical Faculty KU)  
**Karl Kammerer**, Strategic Management (Chair: Poppo; Lindenwood University)  
**Zheng Cheng**, Strategic Management (Chair: Chi; U. of Wisconsin-Milwaukee)  
**Alex Martynov**, Strategic Management. (Chair: Chi; U. of Houston-Clear Lake)  
**Yong-Yeon Ji**, HRM. (Chair: Guthrie; Towson University)  
**Jake Messersmith**, HRM (Chair: Guthrie; George Washington University)

**Doctoral Dissertation Committees Served On (While on staff at UW-Milwaukee):**

*Carol Conway-Gerhardt, Moses Acquah, Bonnie O'Neill, Changho Moon, Alla L. Wilson, Reginald Beal, Laurence G. Weinzimmer, Kamala Arogyaswamy.*

## PROFESSIONAL SERVICE-ACADEMIC REVIEWING

### **Editing & Editorial Board Service**

Editorial Advisory Board, Strategic Management Journal, 2004-present.  
Editorial Advisory Board, Journal of Management Studies, 2004-present.  
Editorial Advisory Board, Journal of Business Research, 1996-present.  
Editorial Advisory Board, Journal of Management, 1999-2005.  
Co-Editor, Essays Section, Journal of Management Inquiry, 2003-2007.

### **Special Issue Editing**

Co-Editor (with Tomi Laamanen, Johannes Luger, Achim Schmitt & Katherine Xin)  
“Corporate Decline and Turnarounds in Times of Digitalization” Special Issue Section of  
Long Range Planning (*in press*)

### **Reviewing (when not on Editorial Board; Last 5 years only)**

Ad hoc reviewer, Academy of Management Review  
Ad hoc reviewer, Corporate Governance: An International Review  
Ad hoc reviewer, European Management Review  
Ad hoc reviewer, ILR Review  
Ad hoc reviewer, Journal of Management  
Ad hoc reviewer, Journal of Management & Governance  
Ad hoc reviewer, Management Science  
Ad hoc reviewer, Organization Science  
Ad hoc reviewer, Strategic Management Review  
Ad hoc reviewer, Strategic Organization  
Ad hoc reviewer, Technology in Society

### **Academic Book Prospectus or Contents Reviewer**

Routledge Publishing, 2010  
University of Toronto Press, 2003.  
Academic Press, 1999.

### **External Grant Application Reviewer**

Israel Science Foundation, 2021  
FWF Austrian Research Council, 2016  
Social Sciences Research Council of Canada, 2015

## PROFESSIONAL SERVICE – SCHOLARLY & ACADEMIC ORGANIZATIONS

### **Strategic Management Society (SMS)**

Elected Officer, Strategic Leadership & Governance Interest Group.

Rotation:

- Pre-Conference Program Chair, 2014
- Conference Program Chair, 2015
- Interest Group President, 2016

Review Panel, Corporate Strategy & Governance, 2010-2012

Review Panel, Strategic Leadership & Governance, 2014, 2017-23

Review Panel, Strategy Process, 2019-22

Review Panel, SMS Strategic Leadership Special Conference, 2018

Dissertation Grant Reviewer, Strategic Research Fund, 2017-18

### **Academy of Management**

Reviewer, AoM Conference, 1992-95, 1997-2004, 2006-2015, 2017-23

Research Awards Selection Committee, MOC Division, 2011

BPS Division Dissertation Workshop Co-organizer (with I. Duhaime). Academy of Management Annual Meeting, Dallas, Texas, 1994.

Reviewer, Midwest Academy of Management Conference, 2001-2004.

### **Outside Promotion & Tenure Reviews** (alphabetical; multiple at some institutions)

Colorado College, Iowa State University, Marquette University, North Carolina State University, Oklahoma State University, Seoul National University, Texas A&M University, University of Alabama, University of Arkansas, University of California-Riverside, University of Colorado at Colorado Springs, University of Massachusetts-Amherst, University of North Carolina at Greensboro, University of Missouri, University of Texas at Arlington, University of Texas Rio Grande Valley, University of Wisconsin-Milwaukee

### **Outside Program Reviews**

Oklahoma State University, Spears School of Business Ph.D. Programs, 2015

## PROFESSIONAL SERVICE – UNIVERSITY AND SCHOOL (Department level not listed)

### **University Level**

Chair, Five-Year Review of Business School Dean, 2022

University of Kansas Faculty Senate Restricted Research Committee, 2018-2022

University of Kansas Faculty Senate Article VI Task Force, AY 2012-2013.

University of Kansas Graduate School Dissertation Fellowship Review Committee, 2006

UW-Milwaukee Doctoral Studies Council, 3-99 to 4-01.

UW-Milwaukee Graduate Faculty Council, 1-98 to 5-00.

UW-Milwaukee Graduate Curriculum Committee, 9-98 to 5-00.

UW-Milwaukee NCAA Accreditation Self-Study Team, 8-97 to 3-99.

UW-Milwaukee Athletic Board, Faculty elected term 8-92 through 7-95.



### **School Level**

KU School of Business Doctoral Program Team, 2017-present  
KU School of Business Promotion & Tenure Committee, 2007-09, 2019-2023  
Chair of Committee in AYs 2019-20, 2021-22 & 2022-23.  
KU School of Business Working Professional/Online MBA Team, 2017-2019  
KU School of Business Strategic Planning Team, Management Area, 2018  
Co-Chair, KU School of Business United Way Fundraising Team, 2017  
KU School of Business Administrative Team, 2014-17  
KU School of Business Research Evaluation & Development Team, 2011-14 (Chair of Committee in AYs 2011-12, 2012-13)  
KU School of Business MBA Team, 2011-13.  
KU School of Business Undergraduate Scholarship Committee, 2003-10.  
KU School of Business Undergraduate Team, 2005-09

*(UW-Milwaukee: Nine school-level committees over eleven years)*

### **PROFESSIONAL SERVICE – ADMINISTRATIVE POSITIONS**

#### **Chair, Management & Entrepreneurship Area KU School of Business, 2014-17.**

Half time administrative appointment performing Department Chair duties.

2017 Dept. Size:      15 Tenured and tenure-track faculty  
                              7 Full-time lecturers  
                              12 Adjunct lecturers

#### **Initiatives/Accomplishments**

- Helped launch MS in Organizational Leadership degree
- Helped initiate undergraduate HRM curriculum review
- Managed during very high period of growth
- Area tied for 23<sup>th</sup> in Management research productivity in USA and 8<sup>th</sup> in *publications-per-faculty member* (Source: 2016 Texas A&M - UGA Management research rankings) 2012-2016 span: tied 29<sup>th</sup> per capita.

#### **Ph.D. Program Director UW-Milwaukee School of Business, 1999-2001.**

Part-time administrative position. Responsible for coordinating all aspects of the school's doctoral program including student recruitment, student evaluation, curriculum coordination, student counseling and program development.

### **MEDIA INTERVIEWS OR RESEARCH CITED**

#### **National Newspapers, Magazines or Websites**

MIT: Sloan Management Review; Business Week; The Economist; Christian Science Monitor; EEO bimonthly; Washington Post.

### **Regional Newspapers or Websites (quoted in articles)**

Milwaukee Journal Sentinel, Milwaukee Business Journal, Small Business Times, Times-Post Wire Service papers; Worcester Sunday Telegram, Daily Kansan (KU student newspaper).

### **Other Media**

Wisconsin Public Radio, Guest on Tom Clark show discussing CEOs & illegal behavior.

### **PROFESSIONAL EXPERIENCE**

- 1985-86. Diversified Technologies Inc., Detroit, MI  
**Associate Management Consultant.** Conducted studies with other consultants on the operational and strategic impacts of potential data processing center disasters at both large and small corporations.
1985. City of Monroe, Monroe, MI  
**Intern Assistant City Manager.** Paid, limited-term manager reporting directly to the City Manager. Chair of the Employee Suggestion and Involvement Program.
1984. Department of Justice, Washington, D.C.  
**Statistics Assistant.** Collected and evaluated crime statistics. Wrote reports for the Assistant Attorney General.

### **PROFESSIONAL AFFILIATIONS**

Academy of Management  
Strategic Management Society