

Tim R. Holcomb Ph.D.

**Founding Chair, Department of Entrepreneurship
Director, John W. Altman Institute for Entrepreneurship
Farmer School Endres Associate Professor Fellow**

GENERAL INFORMATION

University address: Miami University
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Educational Background

- 2007 Ph.D., Texas A&M University.
Major: Strategic Management; Minor: Entrepreneurship and Research Methods.
Co-chairpersons: Michael A. Hitt, R. Duane Ireland.
Dissertation: *Organizational Resources, Industry Membership, and Firm Performance: Capability Formation and Use in Value Creation for IPO-Stage New Ventures.*
Mays Business School Dean's Award for Outstanding Research (2007).
- 1986 M.B.A., University of Louisiana at Monroe (ULM). Major: Management.
President, MBA Student Association (1985-1986).
- 1984 B.B.A., University of Louisiana at Monroe (ULM). Major: Accounting; Minor: Management Information Systems.
NCAA Men's Track & Field Scholarship Athlete.
* 25th Annual ULM Golden Arrow Outstanding Alumnus Award (2005).

Additional Training (selected)

- 2007 Graduate Seminar in Strategic Leadership: Business and Public Policy, The George Washington University.
- 2006 Ph.D. Seminar in International Entrepreneurship, Carlson School of Management, University of Minnesota.
- 2005 Ph.D. Seminar in Entrepreneurship, Weatherhead School of Management, Case Western University.

Academic Appointments

- 2020-present Chair, Department of Entrepreneurship, Farmer School of Business, Miami University.
- 2019-present Farmer School Endres Associate Professor Fellow, Farmer School of Business, Miami University.
- 2018-present Director of the John W. Altman Institute for Entrepreneurship, Farmer School of Business, Miami University.
- 2014-present Associate Professor of Entrepreneurship and the Endowed Cintas Chair in Entrepreneurship (from 2014-2018), Department of Management, Farmer School of Business, Miami University.
- 2010-2014 The Jim Moran Professorship in Management and Entrepreneurship, Department of Entrepreneurship, Strategy, and Information Systems, College of Business, Florida State University.
- 2010-2013 Executive Director of The Jim Moran Institute for Global Entrepreneurship, College of Business, Florida State University.
- 2007-2014 Assistant Professor, Department of Management, College of Business, Florida State University.

Research Interests

Resource management theory; Managerial human capital, behavioral decision theory, and judgmental decision-making; New venture formation, funding, and growth

PUBLICATIONS

Refereed Journal Articles and Book Chapters^{1,2}

Brymer, R., Rodenberg, R., Zheng, H. & Holcomb, T. R. (2021). College football referee analytics: Testing for bias and game impact. *Eastern Economic Journal*, 47, 91–106 (2021).

Journal Impact Factor Score: 0.670 (ranked #46 out of 64 economics journals in ISI Social Science Citation Index). ISI Citations: 1; Google Scholar Citations: 1.

Research abstracted in *NPR*, *Inside Higher Ed*, *Academic Minute*, *Yahoo!*, *ESPN*, *Chicago Tribune*, *BusinessWeek* and *Bloomberg*

<http://www.businessweek.com/articles/2015-01-09/proof-that-college-football-refs-are-riddled-with-bias>.

<https://www.bloomberg.com/news/features/2016-12-01/do-college-football-refs->

¹ The impact factor score represents each journal's 2019 Journal Impact Factor score. Median impact factor scores across 226 management journals indexed in the ISI Web of Science is 2.465, across 152 business journals indexed in the ISI Web of Science is 2.509, and across 83 Operations Research & Management Science journals indexed in the ISI Web of Science is 1.805.

² The ISI Citations and the Google Scholar Citations for each publication reflect totals through July 1, 2020.

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Smith, B. R. & Holcomb, T.R. (2019). Innovating on and beyond campus: Entrepreneurship at Miami University. In C. H. Matthews (Ed.), *Annals of Entrepreneurship Education & Pedagogy – 2018, 3rd Edition*. Northampton, MA: Edwin Elgar Publishing.

ISI Citations: 0; Google Scholar Citations: 0.

Holmes, R. M., Hoskisson, R. E., Kim, H., Wan, W. P., Holcomb, T. R. (2018). International strategy and business groups: A review and future research agenda. *Journal of World Business*, 53(2), 134-150.

Lead article for special issue on the *Growth and Internationalization of Business Groups*.

Journal Impact Factor Score: 5.194 (ranked #23 out of 152 business journals in ISI Social Science Citation Index). ISI Citations: 11; Google Scholar Citations: 37.

Steinbach, A., Holcomb, T. R., Devers, C. E., Cannella, A. A., & Holmes, R. M. (2017). Top management team incentive heterogeneity, strategic investment behavior, and performance: A contingency theory of interest alignment. *Strategic Management Journal*, 38(8), 1701-1720.

FT50 Journal; Journal Impact Factor Score: 5.471 (ranked #22 out of 226 management journals in ISI Social Science Citation Index). ISI Citations: 15; Google Scholar Citations: 36.

Lin, N., N., Devinney, T. M., & Holcomb, T. R. (2016). Examining managerial preferences and choices: The role of value creation and value appropriation drivers in strategic outsourcing. *Long Range Planning*, 49(6), 706-722.

Journal Impact Factor Score: 4.041 (ranked #42 out of 152 business journals in ISI Social Science Citation Index). ISI Citations: 6; Google Scholar Citations: 14.

DeGhetto, K., Sutton, A., Holcomb, T. R., & Holmes, R. M. (2015). It's who you know *and* what you do: How SMEs from emerging economies capitalize on founder ties to create bargaining power with foreign multinational alliance partners. In T. K. Das (Ed.), *Research in Strategic Alliances: Strategic Alliances for SME Development*. (pp. 1-58). New York: Information Age Publishing.

ISI Citations: 3; Google Scholar Citations: 10.

Holmes, R. M., Bromiley, P., Devers, C. E., Holcomb, T. R., & McGuire, J. B. (2011). Management theory applications of prospect theory: Accomplishments, challenges, and opportunities. *Journal of Management*, 37(4), 1069-1107.

FT50 Journal; Journal Impact Factor Score: 8.880 (ranked #4 out of 152 business journals and #4 out of 226 management journals in ISI Social Science Citation

Index). ISI Citations: 69; Google Scholar Citations: 155.

Holcomb, T. R., Combs, J. G., Sirmon, D. G., & Sexton, J. (2010). Modeling levels and time in entrepreneurship research: An illustration with growth strategies and post-IPO performance. *Organizational Research Methods*, 13(2), 348-389.

Journal Impact Factor Score: 4.918 (ranked #18 out of 226 management journals in ISI Social Science Citation Index). ISI Citations: 17; Google Scholar Citations: 50.

Holcomb, T. R., Holmes, R. M., & Connelly, B. (2009). Making the most of what you've got: Managerial ability as a source of resource value creation. *Strategic Management Journal*, 30(5), 457-485.

Lead article for volume 30, issue 5. The #2 most downloaded article for the Strategic Management Journal (articles published since 2009).

Research abstracted in the *Harvard Business Review*, January 3, 2016.

FT50 Journal; Journal Impact Factor Score: 5.471 (ranked #22 out of 226 management journals in ISI Social Science Citation Index). ISI Citations: 163; Google Scholar Citations: 399.

Certo, S. T., Holcomb, T. R., & Holmes, R. M. (2009). IPO research in management and entrepreneurship: Moving the research agenda forward. *Journal of Management*, 35(6), 1340-1378.

FT50 Journal; Journal Impact Factor Score: 8.880 (ranked #4 out of 152 business journals and #4 out of 226 management journals in ISI Social Science Citation Index). ISI Citations: 85; Google Scholar Citations: 180.

Holcomb, T. R., Ireland, R. D., Holmes, R. M., & Hitt, M. A. (2009). Architecture of entrepreneurial learning: Exploring the link among heuristics, knowledge, and action. *Entrepreneurship Theory and Practice*, 33(1), 167-192.

FT50 Journal; Journal Impact Factor Score: 10.750 (ranked #2 out of 152 business journals in ISI Social Science Citation Index). ISI Citations: 159; Google Scholar Citations: 435.

Collins, J., Holcomb, T. R., Certo, S. T., Hitt, M. A., & Lester, R. H. (2009). Learning by doing: Cross-border mergers and acquisitions. *Journal of Business Research*, 62(12), 1329-1334.

The #10 most downloaded article on *SSRN All-time Top Ten Download List for Learning*.

Journal Impact Factor Score: 4.874 (ranked #29 out of 152 business journals in ISI Social Science Citation Index). ISI Citations: 80; Google Scholar Citations: 207.

Holcomb, T. R., & Hitt, M. A. (2007). Toward a model of strategic outsourcing. *Journal of Operations Management*, 25(2), 464-481.

14th most cited article in the *Journal of Operations Management* for articles published since 2007, and #48 on the list of most cited articles in *JOM* all-time.

FT50 Journal; Journal Impact Factor Score: 4.673 (ranked #10 out of 83 Operations Research & Management Science journals in ISI Social Science Citation Index). ISI Citations: 323; Google Scholar Citations: 864.

Morrow, J. L., Sirmon, D. G., Hitt, M. A., & Holcomb, T. R. (2007). Creating value in the face of declining performance: Firm strategies and organizational recovery. *Strategic Management Journal*, 28(3), 271-283.

Awarded the SMS *Best Conference Paper Prize* and received the *Honorable Mention SMS Best Conference Paper Award*.

FT50 Journal; Journal Impact Factor Score: 5.471 (ranked #22 out of 226 management journals in ISI Social Science Citation Index). ISI Citations: 142; Google Scholar Citations: 392.

Certo, S. T., Holmes, R. M., & Holcomb, T. R. (2007). The influence of people on the performance of IPO firms. *Business Horizons*, 50(4), 271-276.

Journal Impact Factor Score: 3.444 (ranked #54 out of 152 business journals in ISI Social Science Citation Index). ISI Citations: 0; Google Scholar Citations: 26.

Holcomb, T. R., Hitt, M. A., Ireland, R. D., & Certo, S. T. (2007). Resources, industry membership, and firm performance: The role of capability configurations in value creation for IPO-stage new ventures. In *Frontiers of Entrepreneurship Research*, 27(13), 467-483.

Awarded the *Irene M. McCarthy Award for Best Paper on the Topic of High Technology* at the 2007 Babson College Entrepreneurship Research Conference.

Holcomb, T. R., Holmes, R. M., & Hitt, M. A. (2006). Diversification to achieve scale and scope: The strategic implications of resource management for value creation. In J. A. C. Baum, S. Dobrev, & A. van Witteloostuijn (Eds.), *Advances in Strategic Management: Ecology and Strategy*. Vol. 23 (pp. 549-587). Oxford, U.K.: JAI - Elsevier Science.

Journal Impact Factor Score: 0.528 (ranked #219 out of 226 management journals in ISI Social Science Citation Index). ISI Citations: 16; Google Scholar Citations: 36.

Cannella, A. A., & Holcomb, T. R. (2005). A multi-level analysis of the upper-echelons model. In F. Dansereau & F. J. Yammarino (Eds.), *Research in Multi-level Issues: Multi-level Issues in Strategy and Methods*. Vol. 4 (pp. 197-238). Oxford, U.K.: JAI - Elsevier Science.

ISI Citations: 38; Google Scholar Citations: 114.

Cannella, A. A., & Holcomb, T. R. (2005). A multi-level analysis of the upper-echelons model: Planting seeds for future research. In F. Dansereau & F. J. Yammarino (Eds.), *Research in Multi-level Issues: Multi-level Issues in Strategy and Methods. Vol. 4* (pp. 263-273). Oxford, U.K.: JAI - Elsevier Science.

ISI Citations: 1; Google Scholar Citations: 9.

Defatta J. A., Smith J. D., Holcomb T. R. (1988). A profile of accounting department advisory boards. *Journal of Education for Business*, 63(4): 172-174.

Journal Impact Factor Score: 0.410. ISI Citations: 0; Google Scholar Citations: 0.

Invited Journal Articles

Holcomb, T. R. (2009). Doctoral student affairs: Being successful in a Ph.D. program—Recent reflections. *Decision Line*, 40(1), 17-18.

Refereed Proceedings

Holmes, R. M., Hoskisson, R. E., Kim, H., Wan, W. P., Holcomb, T. R. (2015). Business group research in strategy and its related fields: A review and research agenda. In *Academy of Management Proceedings*, 1, 17577.

Brymer, R., Holcomb, T. R., & Rodenberg, R. (2015). Referee analytics in conference alliances: Bias in college football officiating. *MIT Sloan Sports Analytics*.

Holmes, R. M., Holcomb, T. R., Klein, P., & Ireland, R. D. (2014). Judgmental decision-making and entrepreneurial action: Toward a behavioral model. In *Academy of Management Proceedings*, 1, 15844.

Sutton, A., & Holcomb, T. R. (2013). Asymmetrical institutional conflict and discourse-based institutional entrepreneurship. In *Academy of Management Proceedings*, 1, 14550.

Sutton, A., & Holcomb, T. R. (2013). Legitimate to whom? Legitimacy judgment asymmetries as institutional entrepreneurship opportunities. In *Frontiers of Entrepreneurship Research*, 33(10), 10.

Wood, M. S., & Holcomb, T. R. (2011). The romance of entrepreneurship: Effects on causal attributions and stakeholder resource commitment. In *Frontiers of Entrepreneurship Research*, 31(4), 27.

Green, K. M., Bradley, S. W., & Holcomb, T. R. (2010). Related or unrelated? A behavioral and entrepreneurial action perspective of corporate venturing logic. In *Frontiers of Entrepreneurship Research*, 30(17), 3.

Sexton, J., & Holcomb, T. R. (2009). Entrepreneurial knowledge in the evaluation of venture creation opportunities: The effect of different knowledge types on the decision to

exploit. In *Frontiers of Entrepreneurship Research*, 29(6), 17.

Nagy, P., & Holcomb, T. R. (2009). Perceptions of legitimacy in the decision to exploit: A planned behavior framework. In *Frontiers of Entrepreneurship Research*, 29(4), 7.

Holcomb, T. R., Webb, J. W., & Upson, J. W. (2008). Corporate venturing and the decision to exercise footholds: A real options perspective. In *Frontiers of Entrepreneurship Research*, 28(19), 9.

Holmes, R. M., Ireland, R. D., & Holcomb, T. R. (2008). Entrepreneurial risk and loss aversion in the evaluation of venture formation opportunities. In *Frontiers of Entrepreneurship Research*, 28(17), 3.

Devers, C. E., Holcomb, T. R., Holmes, R. M., & Cannella, A. A. (2006). Inside the black box: The contrasting effects of TMT long-term incentives on interest alignment. In *Academy of Management Proceedings*, 1, HH1-HH6.

Manuscripts Under Review

Smith B.R., Lawson, A., Jones, J., Holcomb, T.R., Minnich, A. (third review). Returning to the roots of impact: Faith-driven investor action and the role of obedience. *Journal of Business Ethics*.

Sutter, C. J., Holcomb, T. R., Pati, R., Garud, N. (second review). The family logic as a safety net: Entrepreneurial decision-making in an emerging economy. *Journal of Business Venturing*.

PRESENTATIONS

Refereed Papers at Conferences

Smith, B. R., Lawson, A., Jones, J., Holcomb, T. R., Minnich, A. (2020). Believing in impact investing: Unleashing faith-based investors through spiritual identity work. Paper to be presented at Annual Social Entrepreneurship Conference and co-sponsored by Indiana University Kelley School of Business, Johnson Center for Entrepreneurship & Innovation, and University of Southern California Marshall School of Business, Brittingham Social Enterprise Lab, in (held virtually).

Holcomb, T. R., Sutter, C., Pati, R., Garud, N. (2018). A lens or a mirror? A micro-level understanding of institutional logics and entrepreneurial decision-making. Paper presented at Babson College Entrepreneurship Research Conference and co-sponsored by Waterford Institute of Technology (WIT), School of Business (WIT), Centre for Enterprise Development and Regional Economy (CEDRE), and the Irish Network for Teachers and Researchers of Entrepreneurship (INTRE) in Waterford, Ireland.

- Holcomb, T. R., Sutter, C., Pati, R., Garud, N. (2017). Institutional logics and entrepreneurial action: The link between agency & opportunity exploitation. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Atlanta, GA.
- Sutter, C., Holcomb, T. R., Pati, R., Garud, N. (2016). Institutional logics and entrepreneurial action: Exploring the link between individual agency and opportunity exploitation. Paper presented at Babson College Entrepreneurship Research Conference, Nordland Research Institute, Bodø, Norway.
- Holcomb, T. R., Holmes, R. M., Klein, P., & Ireland, R. D. (2015). A motivated account of entrepreneurial action: Confidence judgments and expectancy conditions in judgmental decision-making. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Denver, Colorado.
- Holmes, R. M., Hoskisson, R. E., Kim, H., Wan, W. P., Holcomb, T. R. (2015). Business group research in strategy and its related fields: A review and research agenda. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Vancouver, British Columbia, Canada.
- Brymer, R., Holcomb, T. R., & Rodenberg, R. (2015). Referee analytics in conference alliances: Bias in college football officiating. Paper presented at MIT Sloan Sports Analytics Conference, MIT Sloan, Boston, MA.
- Holcomb, T. R. (2014). Managerial myopia in new firms: Resource allocation and managerial choice in IPO-stage new ventures. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Madrid, Spain.
- Selected as a finalist for the *SMS Best Conference Paper Prize for Practice Implications*.
- Holmes, R. M., Holcomb, T. R., Klein, P., & Ireland, R. D. (2014). Judgmental decision-making and entrepreneurial action: Toward a behavioral model. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Philadelphia, PA.
- Lin, N., Devinney, T., & Holcomb, T. R., (2014). Strategic outsourcing contract choice: How much do managers consider value creation compared to value appropriation? Paper presented at Strategic Management Society 2014 Special Conference in Copenhagen with the theme “Micro-Foundations for Strategic Management Research: Embracing Individuals,” Strategic Management Society, Copenhagen, Denmark.
- Holmes, R. M., Holcomb, T. R., Klein, P., & Ireland, R. D. (2014). A judgmental decision-making approach to entrepreneurship: Toward a behavioral model. Paper

presented at Strategic Management Society 2014 Special Conference in Copenhagen with the theme “Micro-Foundations for Strategic Management Research: Embracing Individuals,” Strategic Management Society, Copenhagen, Denmark.

- Sutton, A., & Holcomb, T. R. (2013). Legitimate to whom? Legitimacy judgment asymmetries as institutional entrepreneurship opportunities. Paper presented at Babson College Entrepreneurship Research Conference, Babson College, EMLYON Business School, Écully, France.
- Holmes, R. M., Holcomb, T. R., Sutton, A., & DeGhetto, K. (2013). The effects of loss aversion, risk-taking propensity, and outcome timing on entrepreneurs' opportunity exploitation decisions. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Atlanta, GA.
Selected as a finalist for the SMS *Best Conference Paper Prize*.
- Holmes, R. M., Ireland, R. D., Holcomb, T. R., & Klein, P. (2013). The role of judgment and decisions in new-venture formation: Toward a behavioral model. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Atlanta, GA.
- Grégoire, D., Wood, M. S., & Holcomb, T. R. (2013). Disentangling the effects of presenter and presentation: The influence of attribution dynamics on investors' evaluations of entrepreneurs' funding presentations. Paper presented at Babson College Entrepreneurship Research Conference, Babson College, EMLYON Business School, Écully, France.
- Sutton, A., & Holcomb, T. R. (2013). Asymmetrical institutional conflict and discourse-based institutional entrepreneurship. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Orlando, FL.
- Lin, N., Devinney, T., & Holcomb, T. R., (2012). Strategic outsourcing contract choice: What underlies heterogeneity in manager's decision models? Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Prague, Czech Republic.
- Wood, M. S., & Holcomb, T. R. (2011). The romance of entrepreneurship: Effects on causal attributions and stakeholder resource commitment. Paper presented at Babson College Entrepreneurship Research Conference, Babson College, Syracuse, NY.
- Devinney, T. M., Perm-Ajchariyawong, N., & Holcomb, T. R. (2010). Differentiators of managerial preferences for outsourcing: Experimental evidence of the moderating role of value appropriation. Paper presented at Annual European Academy of Management Conference, European Academy of Management, Rome, Italy.

- Green, K. M., Bradley, S. W., & Holcomb, T. R. (2010). Related or unrelated? A behavioral and entrepreneurial action perspective of corporate venturing logic. Paper presented at Babson College Entrepreneurship Research Conference, The International Institute for Management Development (IMD) and École Polytechnique Fédérale de Lausanne (EPFL), Lausanne, Switzerland.
- Sexton, J., Holcomb, T. R., & Ranft, A. L. (2010). Beyond opportunity recognition: The effect of task and domain knowledge on the evaluation of entrepreneurial opportunities. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Rome, Italy.
- Certo, S. T., Holcomb, T. R., & DeNisi, A. S. (2009). I can do it better than you: The role of comparative risk in understanding CEO decision making. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Chicago, IL.
- Holmes, R. M., & Holcomb, T. R. (2009). Network embeddedness, resource synchronization, and bargaining power in strategic alliances. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Chicago, IL.
- Johansen, D., & Holcomb, T. R. (2009). The entrepreneur as market maker: A focus on consumer value creation and entrepreneurial action. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Washington, D.C.
- Nagy, P., & Holcomb, T. R. (2009). Perceptions of legitimacy in the decision to exploit: A planned behavior framework. Paper presented at Babson College Entrepreneurship Research Conference, Babson College, Boston, MA.
- Sexton, J., & Holcomb, T. R. (2009). Entrepreneurial knowledge in the evaluation of venture creation opportunities: The effect of different knowledge types on the decision to exploit. Paper presented at Babson College Entrepreneurship Research Conference, Babson College, Boston, MA.
- Holcomb, T. R., Webb, J. W., Upson, J. W., & Sexton, J. (2008). Corporate venturing and sequential market entry: An empirical test of the decision to exercise footholds. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Cologne, Germany.
- Holcomb, T. R., Webb, J. W., & Upson, J. W. (2008). Corporate venturing and the decision to exercise footholds: A real options perspective. Paper presented at Babson College Entrepreneurship Research Conference, Babson College and University of North Carolina, Chapel Hill, NC.
- Holmes, R. M., Ireland, R. D., & Holcomb, T. R. (2008). Entrepreneurial risk and loss aversion in the evaluation of venture formation opportunities. Paper presented at Babson

College Entrepreneurship Research Conference, Babson College and University of North Carolina, Chapel Hill, NC.

Connelly, B., Holcomb, T. R., Tihanyi, L., & Certo, S. T. (2007). Measures of organizational task environments: A meta-analysis and theoretical critique. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, San Diego, CA.

Holcomb, T. R., Devers, C. E., Holmes, R. M., Yoder, M. E., & Cannella, A. A. (2007). CEO compensation and managerial risk taking: CEO pay comparisons, uncertainty, and acquisitions. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Philadelphia, PA.

Holcomb, T. R., Hitt, M. A., Ireland, R. D., & Certo, S. T. (2007). Resources, industry membership, and firm performance: The role of capability configurations for IPO-stage new ventures. Paper presented at Babson College Entrepreneurship Research Conference, Babson College and Instituto de Empresa, Madrid, Spain.
Received the Babson College Entrepreneurship Research Conference (BCERC) *Irene M. McCarthy Award for Best Paper on the Topic of High Technology*.

Certo, S. T., & Holcomb, T. R. (2006). Momentum, industry uncertainty, and firm behavior: A multilevel examination of acquisition activity. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Vienna, Austria.
Selected as a finalist for the SMS *Best Conference Paper Prize*.

Certo, S. T., & Holcomb, T. R. (2006). A dynamic approach to firm behavior: An examination of merger and acquisition activity. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Atlanta, GA.

Devers, C. E., Holcomb, T. R., Holmes, R. M., & Cannella, A. A. (2006). Inside the black box: The contrasting effects of TMT long-term incentives on interest alignment. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Atlanta, GA.
Received *Academy of Management Best Paper Award* and published in the *Best Paper Proceedings of the Academy of Management*.

Holcomb, T. R., Devers, C. E., Holmes, R. M., & Cannella, A. A. (2006). TMT pay, uncertainty, and risky choice: The influence of pay comparison on firm behavior. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Vienna, Austria.

Holmes, R. M., Ireland, R. D., & Holcomb, T. R. (2006). A conceptual model of risk in new venture formation. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Atlanta, GA.

Certo, S. T., DeNisi, A. S., & Holcomb, T. R. (2005). Am I better than you? The roles of hubris and comparative optimism in CEO decision-making. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Honolulu, HI.

Devers, C. E., Holcomb, T. R., & Holmes, R. M. (2005). TMT incentive structure, incentive dispersion, and industry risk influences on risk taking: A multilevel analysis. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Orlando, FL.

Holcomb, T. R. (2005). Managing resources to create value: The role of top managers. Paper presented at the Annual Meeting, Southern Management Association, Charleston, SC.

Holcomb, T. R. (2005). Organizational effectiveness and firm survival: Building a contingent framework. Paper presented at the Annual Meeting, Western Academy of Management, Las Vegas, NV.

Holcomb, T. R. (2005). Bridging competitive dynamics and population ecology with an integrated model of firm success. Paper presented at the Annual Meeting, Southern Management Association, Charleston, SC.

Holcomb, T. R. (2005). Do top leaders matter? The leadership effect revisited. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Honolulu, HI.

Holcomb, T. R. (2005). Competing views of firm success: Toward an integrated theory of effectiveness and survival. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Honolulu, HI.

Holmes, R. M., & Holcomb, T. R. (2005). What about the other firm? A view of alliance formation in emerging economies from the perspective of the host firm. Paper presented at the Annual Meeting, Academy of International Business, Quebec City, Canada.

Holmes, R. M., & Holcomb, T. R. (2005). Bargaining power in strategic alliances in emerging markets from the perspective of the host firm. Paper presented at the Annual Meeting, Southern Management Association Meeting, Charleston, SC.

Morrow, J. L., Hitt, M. A., Sirmon, D. G., & Holcomb, T. R. (2005). Strategic actions and value creation: The case of firms facing crisis. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Orlando, FL.

Selected as a finalist for the SMS Best Conference Paper Prize and received the Honorable Mention SMS Best Conference Paper Award.

Certo, S. T., Collins, J., Hitt, M. A., Holcomb, T. R., & Lester, R. H. (2004). The influence of prior experiences on the likelihood of international merger and acquisition activity. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, San Juan, PR.

Refereed Presentations at Symposia

Holcomb, T. R., Holmes, R. M., Sutton, A., & DeGhetto, K. (2016). The effects of loss aversion, risk-taking propensity, and outcome timing on entrepreneurs' opportunity exploitation decisions. In B. Fox, C. Heavey, Z. Simsek, S Floyd (Discussant), Interfaces of strategic leaders: Developing a future research agenda. Presentation at the meeting of Academy of Management, Anaheim, CA.

Rodenberg, R., Brymer, R., & Holcomb, T. R. (2015). Effects of judgmental decision-making bias on alliance outcomes: Examining officiating bias among major athletic conferences in the NCAA. In R. Rodenberg (Chair), Quantifying and improving referee decision making in sports. Presentation at the Annual Joint Statistical Meetings, American Statistical Association, Seattle, WA.

Holmes, R. M., Bromiley, P., Devers, C. E., Holcomb, T. R., & McGuire, J. B. (2010). Prospect theory in strategy research: Meeting the challenges and developing the potential. In R.M. Holmes, P. Bromiley, C.E. Devers, T.R. Holcomb, J.B. McGuire (Chair), Prospect theory in strategy research. Presentation at the meeting of Academy of Management, Montreal, Canada.

Wankel, C., & Holcomb, T. R. (2009). Innovative approaches for using the AOM's E-media to foster sharing cutting-edge management pedagogy. In C. Wenkel (Chair), The E-Media Symposium. Presentation at the meeting of Academy of Management, Chicago, IL.

Devers, C. E., & Holcomb, T. R. (2008). The unasked questions of incentive compensation: You get what you pay for, but is it really what you want? In D. A. Harrison (Chair), The questions we're afraid to ask: The answers we're afraid to share. Presentation at the meeting of Academy of Management, Anaheim, CA.

Holcomb, T. R., Connelly, B. L., Certo, S. T., & Zhang, Y. (2008). Contrast in CEO succession and evaluation. In D. S. DeRue, M. J. Mannor (Chair), Is it all about the CEO? How dare we ask? Presentation at the meeting of Academy of Management, Anaheim, CA.

Invited Keynote and Plenary Presentations

Holcomb, T. R. (2013). What is entrepreneurship?: The power of entrepreneurial thinking. Keynote presentation at Tallahassee/Leon County Economic Development Council Winter Forum, Tallahassee/Leon County Economic Development Council, Tallahassee, FL.

- Holcomb, T. R. (2009). Strategic leadership in entrepreneurial firms. Plenary presentation at Annual College of Business Symposium, University of Louisiana at Monroe, Monroe, LA.
- Holcomb, T. R. (2004). Developing strategy in uncertain markets. Keynote presentation at Annual College of Business Symposium, University of Louisiana at Monroe, Monroe, LA.
- Holcomb, T. R., & Nilsson, R. (2003). Managed network services: The emerging role of EMS providers in a networked world. Plenary presentation at Global EMS Conference on Outsourced Services, European Manufacturing Services, Stockholm, Sweden.
- Holcomb, T. R., & Nilsson, R. (2002). Partnering for performance: Managed services for fixed and mobile operators. Plenary presentation at Flextronics International Management Conference, Flextronics International, Cancun, Mexico.
- Holcomb, T. R., & Friberg, M. (2001). Integrated network engineering services: A focus on value creation. Keynote presentation at European Outsourced Wireless Infrastructure Annual Conference, European Outsourced Wireless Infrastructure, London, England.
- Holcomb, T. R. (1992). Developing customer loyalty: How to create a competitive advantage with regional service. Keynote presentation at Regional Airline Association (RAA) Industry Forum, Regional Airline Association (RAA), Miami, FL. (National)
- Holcomb, T. R., & Gelhausen, M. P. (1991). Travel agency services in the 21st century. Keynote presentation at Annual International Congress for the American Society for Travel Agents, American Society for Travel Agents (ASTA), Cairo, Egypt.
- Holcomb, T. R., & Scovell, K. (1990). What users are buying today in AI and Why: Reports from management. Plenary presentation at National Conference on Artificial Intelligence, Association for the Advancement of Artificial Intelligence (AAAI), Boston, MA.
- Other Invited Presentations**
- Holcomb, T. R. (2014). A behavioral model of entrepreneurial action: The effects of behavioral factors and individual differences on opportunity exploitation decisions. Presentation at the Center for Entrepreneurship and Business Creation, Stockholm School of Economics, Stockholm, Sweden.
- Holcomb, T. R. (2011). Technology commercialization and the need for an entrepreneurial ecosystem. Keynote presentation at TalTech July TechTyme Luncheon, TalTech, Tallahassee, FL.

Holcomb, T. R. (2010). High growth entrepreneurial resources. Presentation at iTen Wired Summit, The Pensacola Bay Area Chamber of Commerce, Destin, FL.

Holcomb, T. R., Ireland, R. D., Holmes, R. M., & Hitt, M. A. (2007). An architecture of entrepreneurial learning. Presentation at Max Planck Ringberg Conference on Entrepreneurship, Max Planck Institute für Ökonomik, Rottach-Egern, Germany.

CURRENT RESEARCH

Adhikari, B. K., Holcomb, T. R. Peer influence on firm dividend policies: Influence of comparative referents on TMT decisions. *Target Strategic Management Journal* (FT50 Journal; Journal Acceptance Rate: 8%; Journal Impact Factor Score: 3.380/6.061 (ranked #15 out of 120 business journals in ISI Social Science Citation Index). Expected Submission Date: Fall, 2019.

Holmes Jr., R. M., Holcomb, T. R., DeGhetto, K., Sutton, T. The effect of perceived gains and losses assessments of opportunity attractiveness. *Target Strategic Management Journal* (FT50 Journal; Journal Acceptance Rate: 8%; Journal Impact Factor Score: 3.380/6.061 (ranked #15 out of 120 business journals in ISI Social Science Citation Index). Expected Submission Date: Fall, 2019.

Holcomb, T. R. Managerial myopia in new firms: Resource allocation and managerial choice in IPO-stage new ventures. *Target Strategic Management Journal* (FT50 Journal; Journal Acceptance Rate: 8%; Journal Impact Factor Score: 3.380/6.061 (ranked #15 out of 120 business journals in ISI Social Science Citation Index). Expected Submission Date: Winter, 2019.

Selected as a finalist for the *SMS 2014 Best Conference Paper Prize for Practice Implications*.

Wood, M. S., Holcomb, T. R., Holmes Jr., R. M. Effects on causal attributions and stakeholder resource commitment: How past success or failure shapes investor perceptions. *Target Journal: Strategic Entrepreneurship Journal* (FT50 Journal; Journal Acceptance Rate: 8%; Journal Impact Factor Score: 1.800/2.818 (ranked #49 out of 120 business journals in ISI Social Science Citation Index). Expected Submission Date: Spring, 2020.

TEACHING

Courses Taught

Miami University, Oxford, OH

2014–present

Full-Time Faculty

BUS 302 (Miami PRIME): Strategy Module

BUS 303 (Miami PRIME): Entrepreneurship Module

ESP 377 (Independent Study): Venture Capital Independent Study

ESP 401: Entrepreneurship: New Ventures (capstone)
ESP 444: Venture Capital Immersion
ESP 467: Entrepreneurship: New Ventures (capstone)
ESP 490: The Brandery Accelerator Course

Florida State University, Tallahassee, FL

2007–2014

Full-Time Faculty

ENT 3423: Entrepreneurship: New Venture Finance
MAN 4720: Strategic Management and Business Policy
MAN 5721: Strategy and Business Policy (full-time MBA)
MAN 5905: Strategic Management (Directed Independent Study)
MAN 6795: Doctoral Seminar in Strategic Management
MAN 6932: Doctoral Seminar on Theoretical and Empirical Foundations of Entrepreneurship

Texas A&M University, College Station, TX

2003–2007

Doctoral Student

MGMT 461: Entrepreneurship and New Ventures (Business Planning)
MGMT 466: Strategic Management (capstone)

University of Louisiana at Monroe, Monroe, LA

1984–1986

Instructor, Department of Accounting

ACCT 201: Principles of Accounting I
ACCT 202: Principles of Accounting II

Doctoral Committee Chair

Nagy, P. F. (Florida State University), graduate. (2015). *Balancing signals to resource-holders and competitors: The short- and long-term performance implications of new venture strategic market positioning.*

Doctoral Committee Member

Maggio, C. (Miami University), student. (2019-present). Composition and Rhetoric.

Sexton, J. C. (Florida State University), graduate. (2012). *The creation of new knowledge through the transfer of existing knowledge: Examining the conundrum of creation and control in innovation.*

Butler, F. C. (Florida State University), graduate. (2009). *Retention of acquired board members and implications for post-acquisition performance: A resource dependence perspective.*

Summers, J. K. (Florida State University), graduate. (2009). *Attributions for team member change and the resulting flux on team coordination processes and effectiveness.*

Martin, J. (Florida State University), graduate. (2008). *Lone-insider boards: Improved monitoring or a recipe for disaster?*

Richard, P. J. (Australian School of Business), graduate. (2008). *The role of architectural knowledge in managerial decision-making: An experimental discrete choice evaluation of the adoption of executional strategies.*

Additional Teaching

Holcomb, T. R. (2011-2014). Faculty. Economic Development Council of Tallahassee/Leon County (EDC) Entrepreneurial Excellence Program (EEP).

Holcomb, T. R. (2008-2012). Faculty. The Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) Program.

ACADEMIC APPOINTMENTS

2020-present

Founding Chair, Department of Entrepreneurship

Miami University, Farmer School of Business

The Chair is responsible for all strategic, financial, and academic decisions for the 430 undergraduates pursuing an entrepreneurship co-major or minor or one of the program's three certificates in entrepreneurship.

Oversee 14 tenured/tenure track, full- and part-time clinical instructors, and visiting assistant professors in entrepreneurship in the disciplines of startup and venture capital, social entrepreneurship and impact investing, corporate innovation and technology commercialization, and creativity and entrepreneurial thinking.

As Department Chair and previously as Director of the Altman Institute (see below), oversaw significant growth in student credit hours and student enrollment in entrepreneurship courses. Over the five-year period beginning with AY 2016, demand for entrepreneurship courses at Miami has grown by 147% in credit hours to 15,890 student credit hours, 325% in total student enrollment to 7,438 students FTEs, and 124% in unique student enrollment. Unique student enrollment passed 3,000 students for the first time ever in AY2020, reaching 3,219 undergraduates—18.5% of Miami's total full-time undergraduate enrollment of 17,326 in AY 2020, a 14.7% increase over the previous year, and included students from 117 of the 126 undergraduate majors across campus. In addition, 705 startup and business ecosystem professionals—founders, angel investors and VCs, social enterprise and startup accelerator directors, C-level executives, and other ecosystem builders—from more than 20 states across the nation engaged with entrepreneurship students in the classroom, as advisors to student-led startups, in co-curricular programs run by the Altman Institute, and as employers for one or more internships as part of the Altman Summer Scholar Internship Program, a 43% increase over the previous year.

The Department of Entrepreneurship's innovative curricular and co-curricular programming was awarded the 2020 NASDAQ Center of Entrepreneurial Excellence Award, given annually by *NASDAQ* and the *Global Consortium of Entrepreneurship Centers (GCEC)* to the top entrepreneurship program and institute in the world, and our world-class teacher-scholars have helped the entrepreneurship program earn a "Top 10" ranking among public schools for undergraduate entrepreneurship

studies (#7 overall among publics in 2021) for thirteen consecutive years in *The Princeton Review*® and *Entrepreneur Magazine* annual survey of undergraduate entrepreneurship programs and a “Top 15” ranking among undergraduate entrepreneurship programs at National Public Universities (#15 overall) by the *U.S. News & World Report* in the publication’s 2020 Best Colleges Rankings Survey.

2019-present

Farmer School Associate Professor Fellow

Miami University, Farmer School of Business

Named Endres Associate Professor Fellow by the Farmer School of Business in 2019. Farmer School Dean and tenured faculty select one Endres Fellow each year in recognition of outstanding research and teaching scholarship.

2018-present

Director of the John W. Altman Institute for Entrepreneurship

Miami University, Farmer School of Business

The John W. Altman Institute for Entrepreneurship leads co-curricular programs for students across campus, combining strong academic research and scholarship with immersive, real-world learning opportunities for students in the areas of startup and venture capital, social entrepreneurship and impact investing, corporate innovation and technology commercialization, and creativity and entrepreneurial thinking.

The Director is responsible for all strategic, financial, and academic decisions for the Altman Institute and its 19 co-curricular programs; two entrepreneurship centers—the Thomas C. Page Center for Entrepreneurial Studies and the Center for Social Entrepreneurship; two student-led venture investment funds—RedHawk Ventures, a \$500,000 seed stage venture fund, and the Arthur D. Collins Social Impact Fund, a \$150,000 fund; a funded internship program—the Altman Summer Scholars Internship Program; a startup accelerator—the RedHawk Launch Accelerator; a funded academic research lab—the Leading the Integration of Faith and Entrepreneurship (L.I.F.E.) Research Lab; and World Creativity & Innovation Week and World Creativity & Innovation day (WCIW/D), celebrated annually by hundreds of organizations in 50+ countries and recognized by the United Nations as an International Day of Observance; along with other resources.

Responsibilities include alumni engagement, business and startup ecosystem integration, fundraising, and the design, development, and operation of all entrepreneurship co-curricular programming across campus. As Director, I also oversee four staff members, and I am responsible for an annual budget of \$1.52 million.

Since becoming Director in 2018, I have:

- Led the program to the 2020 NASDAQ Center of Entrepreneurial Excellence Award awarded annually by NASDAQ and the Global

Consortium of Entrepreneurship Centers (GCEC) to the top entrepreneurship program and institute in the world.

- Increased student enrollment in undergraduate entrepreneurship courses by more than 50% to 3,219 students in FY 2020 (18% of Miami's undergraduate student population) and more than doubled the number of students participating in one of more of the Altman Institute's 19 co-curricular programs to more than 1,000 students in FY 2020.
- Led the program to successive improvements in the annual ranking of top undergraduate schools for entrepreneurship studies by *Entrepreneur Magazine* and *The Princeton Review*[®] (#18 overall and #10 among public universities in 2018, #14 and #7 among public schools overall in 2019, #11 overall and #5 among public universities in 2020, and #15 overall and #7 among public universities in 2021).
- Led the program to its first-ever ranking in *U.S. News & World Report's* Top 50 Undergraduate Entrepreneurship Programs (#33 overall and #15 among public universities) as part of the magazine's 2020 Best Colleges Report.
- Raised \$1 million in expendable funding for scholarships for entrepreneurship co-majors and minors from underserved communities in Ohio that includes a \$7 million commitment to endow the scholarships after 5 years.
- Raised a \$250,000 gift to establish the Nancy Wiese '67 Entrepreneurship Scholarship.
- Raised a \$200,000 gift to establish the Sandra Owings Rabe and Charles L. Rabe Pay It Forward Scholarship.
- Raised a \$100,000 gift from Mike Smerklo MU '91 and Abby Smerklo to fund scholarships for students from underrepresented populations wishing to study entrepreneurship;
- Raised \$150,000 from five donors to establish the first undergraduate student-led Social Impact Fund.
- Raised \$125,000 from four donors to establish the Altman Institute's Leading the Integration of Faith and Entrepreneurship (L.I.F.E.) Academic Research Lab.
- Raised \$100,000 to establish and fund grant awards for student-led startups in the biannual RedHawk Venture Pitch Competition.
- Raised \$100,000 to establish the Altman Institute's Advancing Women in Entrepreneurship Program.
- Led an alumni engagement initiative that engaged 705 founders, angel investors, venture capitalists, social enterprise and startup accelerator directors, and other startup and business ecosystem professionals with students as guest lecturers, as mentors to entrepreneurship co-majors and minors and student-led startups, and as sponsors for internships through the Altman Summer Scholar Internship Program in FY 2020.

In 2012, the State of Ohio recognized the Altman Institute as an Ohio Center of Excellence. The Altman Institute also includes the Center for Social Entrepreneurship, internationally recognized for its award-winning programs that seek to apply innovative solutions to persistent social problems.

2014-Present

Associate Professor of Entrepreneurship and Endowed Cintas Chair in Entrepreneurship (2014-2018)

Miami University, Farmer School of Business

Significant scholarly accomplishments:

- Eighty-five refereed publications, including seven publications in journals that appear on the prestigious Financial Times 50 (FT50) list and 53 refereed conference presentations and proceedings.
- Six best paper awards from leading international academic conferences and foundations, including awards from Babson College and the Babson College Entrepreneurship Research Conference, the Academy of Management, the Strategic Management Society, and the Kauffman Foundation, among others.
- Member of editorial boards for three FT50 journals: Strategic Entrepreneurship Journal, Entrepreneurship Theory & Practice, and Journal of Management.
- Member of the Board of Reviewers for the Babson College Entrepreneurship Research Conference (BCERC).
- Hold or previously held leadership positions in the 21,000+ member Academy of Management (AoM), including elected member of the executive committees of the Entrepreneurship (ENT) Division (2019-present) and the Strategy (STR) Division (2010-2013).

Designed and lead the Farmer School's New Venture senior capstone that takes student-founders from ideation through startup launch to problem-solution fit. Over the past five years, more than 550 undergraduates have pitched about 150 pre-seed startup ideas to angel investors and VCs from across the U.S. Seven graduates of the program have received funding, seven student-led startups have earned spots in major accelerators and collectively these companies have raised \$20+M in funding.

Designed and lead the Farmer School's Venture Capital Immersion Program and Miami's Venture Capital Investment Competition (VCIC) team, an invitation-only, international competition with student venture teams from more than 80 of the top business schools in the world. This program introduces students to the venture model, fund logic, funding stages, due diligence, quantitative/qualitative deal analytics and valuation, term sheets, venture debt, equity crowdfunding, and the general implications of outside funding. The program features guest lectures by professionals from leading angel groups, venture capital and private equity

firms, and commercial banking firms specializing in venture debt from across the U.S.

2010–2014

The Jim Moran Professorship in Management and Entrepreneurship

Florida State University, College of Business, and Department of Entrepreneurship, Strategy, and Information Systems

2010–2013

Executive Director, The Jim Moran Institute for Global Entrepreneurship

Florida State University, College of Business

The Executive Director is responsible for all strategic, financial, and operating decisions for The Jim Moran Institute for Global Entrepreneurship, including alumni engagement, community outreach and small business consulting, fundraising, and the design, development, and staffing of all entrepreneurship co-curricular programming and of the undergraduate courses taught in the College of Business. As Executive Director, I was responsible for an annual budget of \$1.75 million with eight full- or part-time staff that annually served: more than 1,000 students, including 120 undergraduate degree majors and 250 students in the certificate program, 300 businesses across Florida, and 1,800 high school and elementary school students; established the Institute's small business consulting and community program in South Florida; and raised more than \$6 million in funding to launch several new curricular and co-curricular programs, including:

- Established a small business consulting and community program in South Florida that served over 100 small business annually.
- Raised \$4.25 million to expand small business consulting and related outreach services across Florida.
- Raised \$300,000 to support programs such as the Faculty Fellows program, Entrepreneurship Week (eWeek) and The InNOEvation[®] Challenge, a yearlong business model competition.
- Raised \$150,000 to establish the Genivia Student Grant Fund.
- Secured a \$97,000 grant from the Jessie Ball duPont Foundation to establish FSU's student business incubator.
- Raised \$50,000 in corporate sponsorships to launch the *Advice Straight Up* Speaker Series.
- Developed original proposal for \$100 million gift to establish the Jim Moran School of Entrepreneurship, which became the largest single contribution to Florida's public higher education system when finalized in 2015.

2007–2010

Assistant Professor of Management and Entrepreneurship

Florida State University, College of Business, and Department of Management

2003–2007 **Research Associate, Texas A&M University, Mays Business School, Department of Management.**

1984–1986 **Instructor, University of Louisiana at Monroe, College of Business, Department of Accounting.**

PROFESSIONAL EXPERIENCE

2001–2003 **Senior Vice President, Flex (formerly Flextronics International Ltd.)**

I directed the Network Services Division of Flex following the sale of Telcom Global Solutions to this Fortune 500 Company and led the expansion of network operations to 18 countries—including the U.S., Brazil, Chile, Mexico, the U.K., Sweden, Denmark, Norway, and Finland, among others. Flex is a Singaporean-based, multinational technological manufacturer. The company has manufacturing operations in over 40 countries, totaling more than 200,000 employees and annual revenues of \$15 billion. Under my leadership, the Network Services Division expanded revenues from \$30 million in 2001 to \$800 million in 2003 in major deals with Telia in Sweden in 2002 and Telefónica in Brazil in 2003. As SVP, I was responsible for 6,500 employees.

1999–2001 **Founder, President and Chief Operating Officer, Telcom Global Solutions, Telcom Construction, Communication Contractor, Telcom Communications.**

I founded Telcom Global Solutions, two additional operating companies (Telcom Construction and Communication Contractors), and a holding company (Telcom Communications) in 1999 and served as President and COO of all four firms. Telcom Global Solutions specialized in the design of wireless 3G | 4G networks for mobile operators. As President, I raised \$2.5 million in angel and seed funding, \$11 million in growth stage (Series A) funding, and a \$2 million bridge loan and directed the start-up and growth of the company, achieving almost \$30 million in annual sales with more than 250 consulting professionals in ten countries in the second full year of operation. Telcom was named to the “50 U.S. High Tech Ventures to Watch” list of the most successful U.S. high tech ventures in 2000. I negotiated sale of the company for \$47.5 million to Flex in 2001.

1986–1999 **Associate Partner, Accenture (formerly Andersen Consulting).**

Accenture is a global management consulting, technology services and outsourcing company with more than 200,000 professionals serving clients in more than 120 countries. Over my 13 years at Accenture, I managed large-scale client engagements in the consumer goods, retail, and transportation industry sectors and accumulated experience in international business relations, strategy formulation, outsourcing and business process reengineering, supply chain operations, and change management working for Fortune 500 corporate clients in 22 countries.

BOARD/ADVISORY BOARD MEMBERSHIPS AND OTHER EXPERIENCE (selected)

- 2021-Present **Advisory Board Member, Nunona (www.nunonalife.com)**
- I am an Advisory Board Member at Nunona. New York-based Nunona is a whole food plant-based maternal and infant nutrition company. Nunona is a D2C, e-commerce company with subscription-based food delivery for mother and baby during pregnancy and later during breastfeeding and the transition onto solids.
- 2020-Present **Advisory Board Member, Homeshake (www.homeshake.com)**
- I am an Advisory Board Member at Homeshake. Cincinnati-based Homeshake is a new homebuying startup. Launched earlier this year, Cincinnati-based Homeshake aims to disrupt the real estate industry, the No. 1 industry in the American economy, by marketing a residential real estate marketplace that allows buyers and sellers to negotiate deals directly, rather than through an agent, potentially saving sellers thousands of dollars on commission.
- 2019-Present **Advisory Board Member, Akinda Co. (www.akinda.co)**
- I am an Advisory Board Member at Akinda Co. Minneapolis-based Akinda Co. creates high-end, one-piece swimwear that doubles as a bodysuit. Akinda Co.'s versatile line of women's apparel was featured in British Vogue magazine's January-March 2020 issues as one of 10 fashion startups globally with designer products chosen by British Vogue for its designer profile campaign.
- 2018-Present **Advisory Board Member, LockDown (www.lockdown.com).**
- I am an Advisory Board Member at LockDown. Columbus-based LockDown markets a network security platform that empowers enterprise customers to control information shared within the company, among colleagues, with external partners and other companies. As an advisor, I helped the company raise \$10 million in angel and seed stage funding to-date.
- 2017-present **Member, Queen City Angels (www.qca.com).**
- I am an angel investor in Queen City Angels (QCA), ranked #2 by CB Insights out of more than 350 angel organizations in the U.S. Founded in 2000, Cincinnati-based QCA is comprised of experienced accredited investors who provide funding, support, and guidance to early-stage growth companies in Cincinnati and the surrounding area. QCA and QCA members have made more than 235 investments, directly investing more than \$61 million in 85 companies, and these companies have raised more than \$440 million in follow on capital.
- 2015–Present **Advisory Board Member, Cerkl (www.cerkl.com).**
- I am an Advisory Board Member at Cincinnati-based Cerkl, an integrated

SaaS platform that serves up personalized content on email, web and mobile. As an advisor to the company, I helped Cerkl raise \$1 million in seed stage financing in 2017. Cerkl uses behavioral analytics and machine learning to engage supporters -- whether they are donors, alumni, parents or community members—whether they are donors, alumni, parents or community members—on an individual basis through automated personalization technology that tailors the news each individual receives about an organization in a way that meets his or her expectations.

2014–Present

Board Observer and Advisory Board Chair, OROS
(www.orosapparel.com).

I am a Board Observer and Advisory Board Chair at OROS, an apparel technology and performance outerwear company. As an advisor and board director, I helped OROS raise a \$2.0 million seed round led by NCT Ventures with Fengshion Capital in 2016, secure a \$2 million venture debt line from Silicon Valley Bank (SVB) in 2017, and close an \$8.6 million seed-plus round led by Listen Ventures in 2019. Portland-based OROS designs, develops, integrates, and markets a line of extreme outerwear using its patented Aerogel-based SolarCore technology that is considered the “best insulation on the planet.” Developed from the NASA technology used for space suits, the space shuttle, and the Mars Rovers, OROS infused Aerogel to create SolarCore, helping to make outerwear thinner, warmer, and more flexible.

2014–Present

Mentor and Selection Committee, OCEAN
(www.oceanaccelerator.com).

I mentor startups and serve on the selection committee that reviews and evaluates startup applications at Cincinnati-based OCEAN Accelerator for admission to each class. OCEAN is a tech startup accelerator whose mission is to increase God's presence in the marketplace by building into entrepreneurs -- the OCEAN way. OCEAN mixes business and personal development to help startups launch high-potential business ideas and help founders and their companies improve their odds of success by providing a unique blend of business and faith that help them tap into a deeper purpose that drives the startup process.

2011–Present

Board Director and Advisory Board Chair, ReliaQuest
(www.reliaquest.com).

I am a Board Director and Advisory Board Chair for Tampa-based ReliaQuest, a leader in Security Model Management and one of the fastest growing cyber firms in the U.S. Company. Helped the company raise a \$30M growth equity round led by FTV Capital in 2016 and follow-on primary and secondary investments of \$5M in 2017 and \$20M in 2018. Later, helped company close a \$300M growth equity investment round led by leading global investment firm KKR & Co. Inc. with participation from Ten Eleven Ventures and ReliaQuest Founder and CEO Brian Murphy. Founded in 2007, ReliaQuest provides a highly tailored and robust

solution that allows organizations to significantly augment their security environments while leveraging existing investments made in security professionals and technology. ReliaQuest's advanced security operations centers in Tampa, Las Vegas, and Dublin, industry leading processes, and growing team of highly trained security analysts and engineers support a rapidly growing blue-chip client base operating across many industries including healthcare, retail, utilities, telecom and financial services, uniquely positioning the company to remain at the forefront of the network security marketplace as the partner of choice for leading Fortune 500 firms..

2018–2020

Advisor, Block Key Capital (www.blockkeycapital.io/).

I served as an Advisory board member at Block Key Capital (BKC), a US-based research and investment firm dealing exclusively with the emerging cryptoasset class. The company closed its first fund at \$500,000 in 2018.

2018-2019

Advisory Board Chair, mIQroTech (www.miqrotech.com).

I served as Advisory Board Chair at Pittsburgh-based mIQroTech, a pipeline monitoring company that pairs IoT sensors with artificial intelligence (AI) and guided machine learning to predict oil and gas pipeline leaks in real-time before they occur. mIQroTech uses prototype sensors that attach to the outside of the pipe to capture data about metal stress/tension. Helped company raise \$500,000 seed round of venture funding in 2019. With more than 2.5 million miles pipes across the US alone, the pipeline monitoring market is massive (est. ~\$10 billion). The company signed its first beta customer, EQT (a petroleum and natural gas exploration and pipeline company headquartered in Pittsburgh), earlier this year and will begin field tests shortly. A 2018 graduate of OCEAN Accelerator, the company raised a \$165k seed round in 2017 through Republic.

2015–2020

Advisory Board Member, The Gotcha Group (www.thegotchagroup.com).

I served as an Advisory Board Member at Charleston-based Gotcha Group, a leading mobility-as-a-service (MaaS) company that offers three sustainable micro-transit products—100%-electric ride share, customized dockless bike share, and electric scooters—through proprietary technology. As an advisor to the company, I helped the company complete a \$6 million infusion of capital from large private equity investment firm in Atlanta and advised the management on a definitive agreement to be acquired by OjO Electric for \$12 million in January 2020.

2009–2013

Board Director, inDegree™ (www.indegree.com).

I served as a Board Director at Birmingham-based inDegree, an early-stage technology firm that offered enhanced career opportunities through managed professional connections that matched graduate student and degree-candidate professional attributes and career preferences with job

opportunities. Helped position the company for a \$1 million acquisition by Virginia-based DataSource in 2013.

Other Professional Experience

2018–present	Advisory Board Member, Refinery Ventures (www.refinery.com).
2016–present	Advisor, Apex Sports (www.apexsports.io).
2014–present	Mentor, UpTech (www.uptechideas.org).
2014–present	Mentor, Cintrifuse (www.cintrifuse.com).
2017-2018	Advisor, Tecille (www.tecille.com).
2015–2016	Board Chair, Devoo (www.devooapp.com).
2014–2015	Board Member, Linkedü (www.linkedu.com).
2014–2015	Board Member, Inteo (www.inteo.com).
2012–2014	Board Member, Wordio (www.mywordio.com).
2009–2014	Board Member, data intelligence group (www.dataintelligencegroup.net).
since 1997	Founder/Co-founder, Telcom Global Solutions (see “Professional Experience” above), Communication Contractors., Telcom Construction, Echelon Group, eInterconnect Centers, GenCo Power Solutions, Pearson Financial, TJ Land Mgt.

INSTITUTIONAL COMMITTEES/PROFESSIONAL SERVICE

Service to Miami University

Member, Miami University Prodesse Scholars Steering Committee (2020-present).

Raised \$1 million gift from the Farmer Family Foundation to match \$1 million gift from the Altman Family Foundation for the naming of the John W. Altman Institute for Entrepreneurship (2020).

Raised \$1 million gift from the Jim Ryan '80 and Michelle Ryan Family Foundation to establish the Ryan Family Scholars Program, a fund that provides scholarships for up to twelve students from underrepresented populations who choose to co-major or minor in entrepreneurship at Miami University (2020).

Raised \$250,000 gift from Nancy Wiese MU '67 to establish the Nancy Wiese '67 Entrepreneurship Scholarship (2020).

Raised \$200,000 gift from Sandy Rabe MU '75 to establish the Sandra Owings Rabe and Charles L. Rabe Pay It Forward Scholarship (2020).

Raised \$25,000 from Sovereign's Capital founder and Managing Partner Henry Kaestner and \$200,000 gift from Dan Williamson MU '76 to fund the L.I.F.E. Research Lab (2020).

Raised \$50,000 gift from Greg Simpson and Karen Simpson MU '81 to provide funding for the Social Impact Fund (2020).

Raised \$100,000 gift from Michael Smerklo '91 and Abby Smerklo to fund scholarships for students from underrepresented populations who choose to co-major or minor in entrepreneurship at Miami University (2020).

Raised \$100,000 from George Heath '90 to fund the RedHawk Venture Pitch Competition (2019).

Managing Director and Faculty Advisor, RedHawk Ventures (2018–present).

RedHawk Ventures is an early stage venture capital investment firm that provides students the opportunity to invest in early stage Miami University student- and alumni-led startups, exposing them to the complexities of venture capital investing, and stands as one of a small handful venture capital funds in the nation run entirely by undergraduate students.

Redesigned the *Miami University Venture Pitch Competition* and raised \$80,000 to fund program (2018).

Co-developed *Advancing Women in Entrepreneurship* Program and raised \$100,000 to fund program (2018).

Member, Miami University National University Strategic Planning Subcommittee (2018-present).

Member, Farmer School of Business Executive Committee (2018-present).

Member, Miami University Graduate School Graduate Council (2018-present).

Member, Farmer School of Business Career Services Committee (2017-present).

Member, Farmer School of Business Capstone Review Committee (2017-present).

Faculty Advisor, TAMID Group (TAMID at Miami) (2017–present).

An apolitical and areligious student business organization that provides technology commercialization, consulting, and investment opportunities to Israeli start-ups.

Established the *Venture Capital Immersion* Program, raised a \$10,000 annual donor gift to fund the program for the first five years, and serve as Faculty Advisor, Miami University Venture Capital Investment Competition (VCIC) Team (2016–present).

The Venture Capital Investment Competition (VCIC) is the world's largest international, invitation-only venture capital competition with undergraduate and graduate student venture investment teams from 78 business schools from 13 countries across three continents competing. Miami University was the only Ohio school and one of only six schools in the Midwest invited to compete. Unlike business plan competitions where students pitch their ideas to investors, in the VCIC, student teams act as institutional investors in making an investment decision between three real startups. In 2017, Miami University's student venture investment team won the U.S. Midwest Regional round in Chicago, defeating student venture teams from the University of Chicago, Northwestern University, the University of Michigan, Michigan State University, the University of Notre Dame, and Carnegie Mellon University, and [finished second at the International Finals in Chapel Hill, North Carolina](#). In 2018, Miami's student venture investment team defended its U.S. Central Regional title at Michigan State University in East Lansing, Michigan and [finished third at the International Finals in Chapel Hill](#).

Member, Entrepreneurship Undergraduate Co-Major Development Committee (2015).

Founding Director, Miami University Entrepreneurship Faculty Research Forum (2014-present).

Founding Director, Miami University Distinguished Entrepreneurship Scholar Lecture Series

(2014–present). Past Speakers include:

- Dr. R. Duane Ireland, the University Distinguished Professor and Conn Chair in New Ventures Leadership at the Mays School of Business at Texas A&M University.
- Dr. Jay B. Barney, Presidential Professor and Chair of the Entrepreneurship and Strategy Department at the University of Utah.
- Dr. Robert A. Baron, the Mike & Robbie Holder Chair in Entrepreneurship and William S. Spears Chair in Entrepreneurship at Oklahoma State University.
- Dr. Michael Lenox, the Tayloe Murphy Professor in Business at the University of Virginia’s Darden School of Business.
- Dr. Howard Aldrich, Professor & Department Chair—Sociology and Adjunct Professor of Management in the Kenan Flagler Business School at the University of North Carolina—Chapel Hill’s Kenan-Flagler Business School.
- Dr. Anita McGahan, Professor and Rotman Chair in Management at the Rotman School of Management at the University of Toronto, Senior Associate at the Institute for Strategy and Competitiveness at Harvard University, and president of the 21,000+ member Academy of Management.
- Dr. Tom Lumpkin, the C.S. Trosper Chair and Professor of Entrepreneurship in the Michael F. Price College of Business at the University of Oklahoma.
- Dr. Saras Sarasvathy, Paul M. Hammaker Professor in Business Administration in the Darden Graduate School of Business at the University of Virginia.
- Dr. Jeffrey S. McMullen, Dale M. Coleman Chair and Professor of Entrepreneurship at the Kelley School of Business at Indiana University and Editor-in-Chief of the Journal of Business Venturing.

Service to Florida State University

Member, College of Business AACSB Assessment Committee (2014).

Member, College of Business Undergraduate Scholarship Committee (2013–2014).

Member, Entrepreneurship Undergraduate Minor Curriculum Development Committee (2013).

Established The Jim Moran Institute’s *InNOLEvation® Challenge*, a Business Model Competition for student-led companies, and raised \$30,000 annually to fund awards to student-led startups (2012-2014).

Established The Jim Moran Institute’s *Advice Straight Up: An Expert Entrepreneur Speaker Series* and raised corporate sponsorships totaling \$50,000 annually to fund program (2011-2014).

Established The Jim Moran Institute’s *InNOLEvation® Accelerator*, a student-centered, low-cost and supportive business incubator for student-led startups, secured a \$97,000 grant from the Jessie Ball duPont Foundation to fund the accelerator and raised a \$150,000 donor gift to establish the Genivia Student Business Grant Fund to fund each startup cohort (2011-2014).

Raised a 5-year \$4.25 million donor gift to fund The Jim Moran Institute’s undergraduate entrepreneurship curricular and co-curricular programs across campus and to expand

consulting services to startups and small businesses across the state of Florida (2010).

Member, The Entrepreneurial University "Big Idea" Conceptual Development Program, Florida State University (2011–2014).

Member, Research Foundation Technology Commercialization Grant Application Program (GAP) Committee, Office of Intellectual Property Development and Commercialization (2008–2013).

Member, Research Foundation Equity Task Force Committee, Office of Intellectual Property Development and Commercialization (2008).

Faculty Associate, Center for Human Resources Management, College of Business (2008–2010).

Faculty Associate, The Jim Moran Institute for Global Entrepreneurship, College of Business (2007–2010).

Member, Entrepreneurship Undergraduate Major Curriculum Development Committee (2007–2008).

Service to Other Universities

Member, Board of Trustees, University of Louisiana at Monroe Foundation (2011–2014).

Member, College of Business Advisory Board, University of Louisiana at Monroe (2008–2011).

Faculty Advisor, Epsilon Beta Zeta Chapter of Phi Beta Lambda, Mays Business School, Texas A&M University (2005–2007).

Board Member, Executive Advisory Board, Center for New Ventures and Entrepreneurship, Texas A&M University (2005–2007).

Judge, Mays Ideas Challenge and Business Plan Competition, Center for New Ventures and Entrepreneurship, Mays Business School, Texas A&M University (2005–2007).

Judge, MBA Technology Transfer Challenge, Center for New Ventures and Entrepreneurship, Mays Business School, Texas A&M University (2005–2007).

Member, Board of Directors, University of Louisiana at Monroe Athletic Foundation (1998–2001; 2005–2007).

Regional Vice President and Member, Board of Directors, University of Louisiana at Monroe Alumni Association (1994–1996).

Service to the Profession

Editorship:

Kauffman Foundation, State of the Field: Entrepreneurial Strategy (2015–present).

Editorial Board Memberships:

Frontiers of Entrepreneurship Research (2017-present).

Entrepreneurship Theory and Practice (2011–present).

Journal of Management (2010–present).

Strategic Entrepreneurship Journal (2008–present).

Ad-hoc Journal Reviews:

Academy of Management Journal (2006–present).

Academy of Management Perspectives (2005–present).

Academy of Management Review (2009–present).

Entrepreneurship: Theory and Practice Journal (2004–2011).

Journal of Applied Behavioral Science (2004–present).

Journal of Business Research (2004–present).

Journal of Business Venturing (2008–present).

Journal of Management (2005–2010).

Journal of Management Studies (2004–present).

Journal of Operations Management (2004–present).

Organization Science (2007–present).

Organizational Research Methods (2007–present).

Strategic Entrepreneurship Journal (2007–2008).

Strategic Management Journal (2008–present).

Service to Professional Associations

Member, Awards Nominations Review Committee, Global Consortium of Entrepreneurship Centers (GCEC) (2020-present).

Member (Elected), Representative-at-Large, Executive Committee, Entrepreneurship (ENT) Division, Academy of Management (2019-present).

Member, Board of Reviewers, Babson College Entrepreneurship Research Conference (BCERC) (2017-present).

Member, Review Committee, Strategic Management Society (SMS) Strategy Research Foundation (SRF) Dissertation Research Grant Program (2014-present).

Member (Elected), Research Committee, Entrepreneurship (ENT) Division, Academy of Management (2014–present).

Member (Elected), Executive Committee, Business Policy and Strategy (BPS) Division, Academy of Management (2011–2014).

Invited Faculty Presenter/Panelist, New Doctoral Student Consortium, Annual Meeting of the Academy of Management (Montréal, Canada) (2010).

Member, Proposal Submission Review Committee, Babson College Entrepreneurship Research Conference (2009-2017).

Member, Launch Planning Committee, Human Capital Interest Group, Strategic Management Society (2009).

Invited Faculty Presenter/Panelist, New Doctoral Student Consortium, Annual Meeting of the Academy of Management (Chicago) (2009).

Secretary and Newsletter Editor, Division Officers, Business Policy and Strategy (BPS) Division, Academy of Management (2008–2011).

Member, Selection Committee, Best Conference Paper Award, Annual International Conference of Strategic Management Society, Strategic Management Society (2008–present).

Invited Faculty Presenter/Panelist, Doctoral Consortium, Annual International Conference of Strategic Management Society (Cologne, Germany) (2008).

Selection Committee, Organization and Management Theory (OMT) Division, Lou Pondy Best Dissertation-Based Paper Award, Academy of Management (2007–2008).

Member, Organizing Committee, New Doctoral Student Consortium, Annual Meeting of the Academy of Management, Academy of Management (2005).

Invited Discussant, Special Issue Conference on “Why do entrepreneurial firms exist?,” sponsored by the Ewing Marion Kauffman Foundation and the Max. M. Fisher College of Business, Ohio State University, Journal of Management Studies (2005).

Member (Elected), Research Committee, Organization and Management Theory (OMT) Division, Academy of Management (2004–2009).

Service to the Community

Member, VentureOhio Venture Watch List and Entrepreneur of the Year Award Selection Committee (2019–present).

Member, Cincy Magazine Cincinnati Emerging Entrepreneur Award and Entrepreneur Hall of Fame Selection Committee (2018–present).

Mentor, UpTech Accelerator (2017–present).

Mentor founders of startups through UpTech, a top ranked tech startup accelerator.

Mentor, Cintrifuse (2014–present).

Mentor founders of startups through Cintrifuse, a Cincinnati-based business that connects entrepreneurs with members of the entrepreneurial ecosystem.

Member, Leadership Tallahassee, Leadership Tallahassee Class 30 (2012–2014).

Leadership Tallahassee (LT) is a division of the Greater Tallahassee Chamber of Commerce that cultivates a network of emerging and experienced business leaders committed to improving the community.

Member, Advisory Board, Working Well Tallahassee (2011–2014).

A community-wide non-profit that is dedicated to creating a healthy workforce in Leon County.

Member, Rotary International, Rotary Club of Tallahassee (2010–2014).

President, Tallahassee 9- and 10-year old Youth Advanced Play League (APL) Board of Directors, City of Tallahassee Levy Park Baseball (2011–2013).

Member, Board of Directors, Ten Thousand Villages Tallahassee (2010–2012).

Treasurer, Boy Scouts of America, Suwannee River Area Council (Pack 6) (2009–2011).

Member, Alumni Advisory Board, College of Business Administration, University of Louisiana at Monroe (2008–2011).

Coach, Youth Baseball, Tallahassee Parks & Recreation Youth Baseball (2008–2011).

Coach, Youth Flag Football, Tallahassee Parks & Recreation Youth Flag Football (2007–2010).

HONORS, AWARDS, AND PRIZES

The Profession

Miami University Presidential Medallion Award (2020).

Miami University Faculty Teaching Commendation, Center for Teaching Excellence (2020, 2017, 2015).

Miami University Associated Student Government (ASG) Outstanding Professor Award Nominee (2018).

Best Conference Paper Prize for Practice Implications Finalist, Strategic Management Society (2014).

For the paper, "Managerial myopia in new firms: Resource allocation and managerial choice in IPO-stage new ventures".

Best Conference Paper Prize Finalist, Strategic Management Society (2013).

For the paper, "The effects of loss aversion, risk-taking propensity, and outcome timing on entrepreneurs' opportunity exploitation decisions".

Most Cited Article for 2007-2012, Journal of Operations Management (2012).

For the paper, "Toward a model of strategic outsourcing".

College of Business Summer Research Grant Award, Florida State University, College of Business (2010).

Committee on Faculty Research Support (COFRS) Award, Florida State University, Council on Research & Creativity (CRC) (2010).

Kauffman Foundation Junior Faculty Fellowship in Entrepreneurship Research (Finalist), Kauffman Foundation (2009).

College of Business Summer Research Grant Award, Florida State University, College of Business (2009).

Committee on Faculty Research Support (COFRS) Award, Florida State University, Council on Research & Creativity (CRC) (2009).

First-year Assistant Professor (FYAP) Award, Florida State University, Council on Research &

Creativity (CRC) (2008).

College of Business Summer Research Grant Award, Florida State University, College of Business (2008).

Irene M. McCarthy Award for Best Paper on the Topic of High Technology, Babson College Entrepreneurship Research Conference (2007).

For the paper, "Resources, industry membership, and firm performance: The role of capability configurations in value creation for IPO-stage new ventures".

Mays Business School Dean's Award for Outstanding Research, Texas A&M University (2007).

Mays Business School Research Grant Award, Texas A&M University, Mays Business School (2007).

Best Conference Paper Prize Finalist, Strategic Management Society (2006).

For the paper, "Momentum, industry uncertainty, and firm behavior: A multilevel examination of acquisition activity".

Doctoral Workshop Scholarship Grant Award, Strategic Management Society (SMS) (2006).

Best Conference Paper Prize Finalist and Honorable Mention Best Paper, Strategic Management Society (2005).

For the paper, "Strategic actions and value creation: The case of firms facing crisis".

Center for International Business Studies (CIBS) Summer Research Grant Award, Texas A&M University (2005).

Other Honors, Awards, and Prizes

Finalist, Startup and Venture Capital Catalyst of the Year for the State of Ohio, VentureOhio (2019).

Finalist, Southwest Ohio Startup Mentor of the Year Award, The Greater Cincinnati Venture Association (GCVA) (2017).

Member, ULM Cornerstone Society, The Kitty DeGree Bell Tower Society Program for Distinguished Donors, University of Louisiana at Monroe (2014).

Recipient, University of Louisiana at Monroe Golden Arrow Outstanding Alumnus Award, University of Louisiana at Monroe (2005).

Recipient, Outstanding Alumnus Award, Pi Kappa Alpha (2001, 1990).

Recipient, Head-Above-The-Crowd Outstanding Consultant Award, Accenture (1989).

NCAA Men's Track & Field Scholarship, University of Louisiana at Monroe (1981-1984).

PROFESSIONAL AFFILIATIONS

Academy of Management (AoM).

Strategic Management Society (SMS).

Southern Management Association (SMA).

The Institute for Operations Research and the Management Sciences (ORMS).
United States Association of Small Business and Entrepreneurship (USASBE).

SELECTED CONSULTING EXPERIENCE

Startups and early-stage growth ventures, including Block Key Capital, SekurX, mIQroTech, ReliaQuest, Cerkl, OROS, Cloverleaf.me, Devoo, Gotcha Group, SuiteSeat, Tecille, Swivel Ventures, Hunt Club, Linkedü, Inteo, Thornberry Technologies, Navantage, WellSol, inDegree, Notelog.com, WearIt2Win!, Omega Space Systems Inc., MyWellCorp, and others (1999-present)

Telia AB. Managed Network Services (2001–2003).

Telefónica. Managed Network Services (2001–2003).

AT&T Wireless. 3G Wireless Network Services Design and Build (1999–2002).

Nike. Global Supply Chain Management for Apparel Division (1997–1999).

PepsiCo. Customer Service and Relationship Management (1994–1998).

Randalls Food Markets and Tom Thumb Grocery. M&A Integration Strategy (1993–1995).

Frito-Lay. Direct Store Delivery Strategic Redesign (1997-1998) and IT Strategy (1992–1993).

Lufthansa Airlines. Customer Service Reservations and Passenger Ticketing (1991–1993).

Pratt & Whitney Government Engine Business. Flightline Maintenance System (1988–1990).

Federal Express. Airport Ramp Management/Operations (1987–1988).