



Department of Management

Spears School of Business Oklahoma State University

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Greetings,

This issue of The Executive Scholar provides updates on Oklahoma State University's Ph.D. in Business *for Executives* program. The program has had remarkable success in a very short time. At the time of this publication, we have conferred 31 PhD degrees in total with 20 students still in the dissertation stages. Also, we have matriculated 15 new students who are currently in their first year of classes. The program has attracted executive students from all across the world, including Brazil, Canada, Malaysia, Mexico, and The Netherlands, and from 22 states.

We market the program as one of the few fully AACSB-accredited Executive PhD programs in the world. The course work is extremely rigorous and comparable to traditional PhD programs. Ted Washington (Walmart), one of our newest students, recently said, "I chose the OSU program because of the opportunity to compete intellectually and to obtain a PhD degree that will compare favorably with the best in the country and even the best in the world."

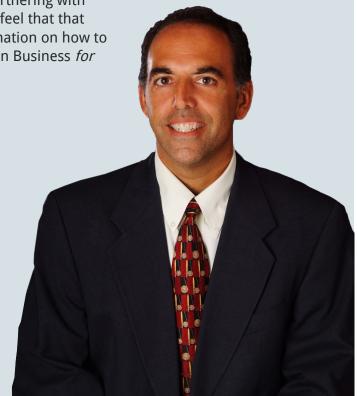
Initially, we designed the program to attract professionals like Mr. Washington who wanted to apply data-driven decisions in their respective organizations. This sentiment is common with our recent students which include professionals from American Airlines, Bank of America, Citigroup, Deloitte, Dell, Pfizer, Sprint, Walmart, and Wells Fargo.

In recent cohorts, we have begun to find that our graduates are increasingly transitioning into academic positions as well. We have seen students take positions at a number of research universities. While some students join the program to learn about applied business analytics and some focus on the transition to academia, we also know that some students are attracted by the opportunity for personal and professional development. Whatever the case, the program has quickly gained a solid reputation for offering a high quality degree that's attainable in an executive format. Still, we have very lofty goals for the coming years.

Our focus will be research output – whether it's theoretical, applied or even pedagogical. With outstanding researchers at OSU partnering with outstanding practitioners from around the globe, we feel that that partnership will continue to flourish. For more information on how to become a member of the 2017 class, go to the Ph.D. in Business *for*

Executives website: http://phdexec.okstate.edu.

Jim Pappas Head, Department of Management Spears School of Business Oklahoma State University



From the Desk of the Director

These are exciting times in the Executive PhD program at Oklahoma State University. As you can see from the pages of this newsletter, there are great things going on in the program. I would like to share with you the view from where I am sitting.

We have just graduated members of our third cohort and we are currently accepting applications for our sixth cohort which will start in August. Our students and alumni continue to engage in important research that expands the knowledge in their respective fields and makes their organizations more successful. It is gratifying to see our students and alumni become experts who are expanding the conversations in their respective research areas.

It seems like we are never more than just a couple of months away from "the next big thing" in the Executive PhD program. In April, we will hold a Research Workshop for our next group of applicants. In August we will welcome our next cohort of candidates. Our students & faculty will attend the Engaged Management Scholarship Conference in September and many other domain-specific academic conferences throughout the year. In October we will hold our second 2017 Research Workshop.

Our pipeline is full of students from the first five cohorts and we graduate new PhD's every semester. The interest in our program grows each year. It is said that a person reaps what he sows and the Executive PhD program continues to sow seeds of excellence. The best is yet to come! Wouldn't you like to be a part of that?

Toby Joplin, CPA, PhD Director of Executive Doctoral Programs Spears School of Business Oklahoma State University



Staff Profiles



Jim Pappas, PhD, is head of the Department of Management and an associate professor in the Spears School of Business at Oklahoma State University. His research focuses on strategy making from the middle management level in organizations as well as management control systems. His work has been published in Journal of Management Studies, Industrial Marketing Management, Healthcare Management Review and the Journal of Behavioral and Applied

Management. Before coming to Oklahoma State University, he worked at State Street Bank and Trust, Mayo Medical Center, Arthur Andersen, and Massachusetts General Hospital.



Toby Joplin, CPA, PhD, is the Director of the Executive Doctoral Programs and a clinical professor at Oklahoma State University. He teaches management courses in OSU's MBA program. He is the founder of the TaxAlmanac website which was named one of the Top 50 Uses of the Web in 2005 by *Bloomberg Business Week* magazine and has been recognized by many other publications including *Time, Forbes*,

and *Harvard Business Review*. Oklahoma State University named Toby one of 50 distinguished MBA alumni of the last 50 years. He speaks frequently to professional and student groups and consults with organizations on a variety of management topics.



Donna Lamson is the Program Coordinator for the Ph.D. in Business *for Executives* program. Lamson had a successful 27-year career as a major account technology sales consultant with Xerox Corporation before transitioning to the world of academia and OSU's Executive PhD program in 2012. She is the focal point to set-up, coordinate and facilitate all monthly residencies and special events. In addition, she is the point person for the Exec PhD students

and faculty chair/members activities required during the dissertation process and graduation process.



Brandy Kennedy is an Administrative Support Specialist for the Spears School's Department of Management. She previously was employed at the Oklahoma State Capitol where she was a legislative assistant to State Rep. Michael Rogers during the 55th Legislative session. Brandy earned her master's degree from OSU after teaching in Ukraine as a Peace Corps volunteer. She received her bachelor's degree from Texas

State University while majoring in International Studies.

OSU's Ph.D. in Business for Executives welcomes new cohort of doctoral students

By Terry Tush

Oklahoma State University's innovative doctoral program for executives continues to grow as the fifth cohort of the Ph.D. in Business *for Executives* features 16 participants from across the United States.

The three-year doctoral program in OSU's Spears School of Business kicked off in August with an orientation session at the Helmerich Research Center on the OSU-Tulsa campus. The fifth cohort joins 51 participants from across the world already taking part in the Ph.D. in Business for Executives program.

"We are very excited to welcome our fifth cohort to the executive doctoral program," said Ken Eastman, dean of the

Spears School of Business. "The program has exceeded our expectations and I am very impressed with the quality and diversity of individuals in the program. We have representatives from such companies as American Airlines, Bank of America, Citigroup, Deloitte, Dell, Pfizer, Sprint, Walmart, and Wells Fargo. The program has a very good reputation and it shows in the quality of individuals who are admitted."

"The high caliber of executives in the fifth cohort of our executive PhD program reflects the strong competition from the increasing number of applicants who apply to the program each year," Toby Joplin, director of Executive Doctoral Programs, said.

"OSU was one of the first and is still one of the few universities to offer an AACSB accredited PhD in business in an executive format. The reputation of the program has grown around the world over the past five years as our graduates have made their mark with their research and in their respective industries and profession," Joplin added.

The cohort includes managing partners, senior executives, vice president of finance and controllers, and managers from well-known and respected companies across the United States. The program consists of individuals representing California, Illinois, Kansas, Maryland, Ohio, Oklahoma, Pennsylvania, Texas and Wisconsin.



"I chose the OSU program because of the opportunity to compete intellectually and to obtain a PhD degree that will compare favorably with the best in the country and even the best in the world," said Ted Washington of Walmart.

"This is important because it has been a long standing goal of mine. The format of the program allows me the opportunity to balance work and my study with being a full-time working mom," said Julia Kirkland of Pfizer, Inc.

The doctoral program has graduated 31 students from the first three cohorts. The program has attracted executive students from all across the world, including Brazil, Canada, Malaysia, Mexico, and The Netherlands, and from 22 states.

Those students are from industries such as energy, banking and financial, higher education, manufacturing, aerospace/airlines, state government, health care, non-profits, telecommunications, transportation, bioscience, entertainment, information technology and engineering.



Felix Acquah Vice President Finance Citigroup, Inc Irving, Texas



Emmanuel Aidoo Auditor IV State of Texas Health and Human Services Commission Grand Prairie, Texas



Derrick Bonyuet Finance Controller Dell, Inc. Austin, Texas



Julia Kirkland Senior Manager, U.S. Strategic Marketing Pfizer Inc. Buffalo Grove, Illinois



Kipp Krukowski Founding and Managing Director Equipment Appraisal Services Youngstown, Ohio



Jamie Leonard Founder/President Evlos Technology Westminster, Maryland



Marcio Salles Melo Lima Director Metalsider Carlsbad, California



Alfredo Felipe Perez Technical Support Director Azteca Milling LP Dallas, Texas



Nagesh Ramesh IT Director, Enterprise Applications CSL Behring King of Prussia, Pennsylvania



Stephanie Royce Operations Manager WeamcoMetric Tulsa, Oklahoma



Lana Scroggins Tax Analyst II Sprint Merriam, Kansas



Alicia Smales Director, Eastin Center for Talent Development Spears School of Business Stillwater, Oklahoma



Ted Washington Assistant General Manager Wal-Mart Corporation Mansfield, Texas



Lawrence Justin White Jr. General Manager Castle Park, a Palace Entertainment Property Riverside, California



Jonathan Wild Partner and Cofounder WF1 Holdings Madison, Wisconsin

Graduates now excelling in academia

The PhD in Business *for Executives* program at the Spears School of Business not only helps those in industry but also students in academia. We asked graduates currently involved in academia to share their thoughts about the program and how the program has benefitted their career.



David Altounian (Cohort I)
Assistant professor, Entrepreneurship
St. Edward's University
Austin, Texas

■ What attracted you to the Executive PhD program at Oklahoma State University?

It was a program that had a full PhD program rather than a DBA. I was interested in becoming an academic and wanted to be a part of the research community. It also was a program that allowed me to work while I pursued the PhD while many other programs wanted full-time commitments to the PhD program. In addition, it was an on-campus, cohort-based program which meant that I would be able to work with other students and faculty and build relationships and a network.

■ What impressed you about the program?

The commitment to the students from the faculty and the relationships that were built. OSU made us feel a part of the university with things like the lunches and events with faculty and administration, the participation in game day events, and the Stillwater Applied Research Practicum meetings.

■ What is/are your research interest(s)?

I have a paper examining network effect on Capital Funding in metro areas in R&R in one journal and am working on a paper on User Generated Content sites from my dissertation with another faculty member. I'm also involved in a digital marketing exploratory survey project with three other faculty members and a global business case with a global business faculty member.

■ How has the program helped you and your organization?

The OSU brand means something in academia and being able to work with faculty and develop streams of research has put me ahead of other 'fresh out' PhDs.

■ How will what you have learned in the program help you and your organization in the future?

The OSU EPhD program allowed me to take my practical experience (which is valued by students), tie it to my freshly developed academic experience, and be hired as a tenure track faculty member. I believe that the things that I learned at OSU have provided an excellent foundation for my second life career as a full academic.

Do you have any other comments about the program?

This was one of the best decisions in my career. I value every bit of my experience from the faculty members that I worked with to the other students in my cohort. I am extremely orange. Go Pokes!



Russell Rhoads (Cohort IV)
Director of Education/Adjunct instructor
Chicago Board Options Exchange/Loyola University - Chicago
Chicago, Ill.

■ What attracted you to the Executive PhD program at Oklahoma State University?

Having the ability to complete a PhD from an accredited university while staying at my job was attractive as well as the program length being three years. I liked that I was able to continue working while getting my PhD on the side.

■ What impressed you about the program?

Most of the professors were very responsive when I needed help or had a question. Participating in this program being long-distance would not have been easy had they not been responsive.

■ What is/are your research interest(s)?

I'm currently working on a project that combines market data with data that indicates professional investor sentiment with respect to companies that have made positive or negative announcements.

■ How has the program helped you and your organization?

The combination of my current role and soon completing a PhD has resulted in universities approaching me about teaching positions next year.

■ How will what you have learned in the program help you and your organization in the future? I've learned what is involved in properly conducting academic research as well as new technical skills that I will carry forward in my career.



Patricia Jordan (Cohort I)
Assistant professor, Information Systems and Supply Chain Management
Texas Christian University
Fort Worth, Texas

■ What attracted you to the Executive PhD program at Oklahoma State University?

I wanted to get my PhD and start a second career in academia.

■ What impressed you about the program?

The faculty and support staff were all very helpful and caring.

■ How will what you have learned in the program help you and your organization in the future? It provided me a great foundation for my new career in academia.

■ Do you have any other comments about the program?

This is a great program and I would recommend it to any professional who has the desire get their PhD. The program is challenging and rigorous but at the same time very rewarding.

Graduates making a difference in industry

The students in the Spears School's PhD in Business *for Executives* program are discovering new knowledge and using that knowledge to create best practices to benefit their company or organization. We asked several graduates to share the impact the program has had on their careers and the benefits for their company.



Bob Reid (Cohort II) Executive Director J. F Maddox Foundation Hobbs, New Mexico

■ What attracted you to the Executive PhD program at Oklahoma State University?

For over 20 years, I searched for a PhD program in business that would allow me to continue my professional activities. However, I had very specific expectations about a PhD program. There were a number of doctoral programs that surfaced, but most were terminal degree programs not a PhD. Further, emerging executive programs seemed to lack the level of rigor I sought. Oklahoma State offered something very special. The curriculum was essentially the same as the more traditional PhD programs offered at OSU, but offered in a format that allowed continued employment. So many executive programs seem to offer convenient class times with significantly less rigorous curricula, but OSU's program was nothing less than a genuine PhD curriculum with world-class professors. The program was very challenging – an undertaking completely consistent with a rigorous PhD program.

■ What most impressed you about the program?

The fact that the curriculum was less "executive" and more "traditional" with respect to curriculum. At OSU, the Executive PhD program is "executive" only with respect to the manner in which classes are scheduled in an accessible manner for working professionals.

■ What is/are your research interest(s)?

My research interests have been primarily in private philanthropic practice.

■ How has the program helped you and your organization?

At the J. F Maddox Foundation, we are often interpreting research findings to inform project development. Further, we are continuously involved in outcome assessment and evaluation. With regard to these kinds of activities, the OSU program equipped me with the knowledge and skills needed. We actively interact with researchers across the nation and I have found that OSU prepared me very well for such interactions.

Did the program change the way you view and solve problems or capitalize on opportunities in your organization?

Absolutely. The program blended research and practitioner perspectives resulting in a remarkable level of preparation with regard to both. So, we have changed our entire approach to project development – all projects now have evidence-informed logic models that guide both design and evaluation.

■ What research projects are you currently working on?

I am continuing to further my research in private philanthropy – working with a couple of OSU faculty in this regard. Also, I am actively presenting the findings from my research.

■ How will what you have learned in the program help you and your organization in the future?

My understanding of research methodologies allows for actively engagement with other researchers and academics.

■ Do you have any other comments about the program?

I wish there was a different way to refer to this program other than as "executive." There must be a better way to differentiate this program from other executive doctoral programs. After 20 years of searching for an appropriate program only OSU seemed to meet my criteria. While I very much appreciate that the program's method of delivery worked with my active work schedule, the content was not what the industry typically refers to as an "executive" program. In my experience, OSU maintained very high standards, admitted exceptionally qualified students, and demanded performance worthy of an on campus PhD program. This program is not for the faint of heart. Instead, it is for genuine scholars who are in their mid-career stage of professional development. The solid curriculum, remarkable faculty, and high-performing students made this program one of a kind from my perspective.



Timothy Coomer, PhD (Cohort III) CEO and co-founder SIGMA Actuarial Consulting Group, Inc. Brentwood, Tenn.

■ What attracted you to the Executive PhD program at Oklahoma State University?

I considered numerous PhD and DBA programs ranging from traditional fulltime on campus programs to online programs. OSU offered a robust, analytically rigorous, and comprehensive program that made no compromises but recognized the unique challenges of a PhD student who was also an executive. I attended one of the information sessions and met Dr. [Ramesh] Sharda and Dr. [Craig] Wallace, along with some of the students in the program. The caliber of all of these people was impressive and I knew this was where I wanted to be.

■ What most impressed you about the program?

The entire Executive PhD experience far exceeded my expectations. I believe there were several reasons for this. First, my fellow students were some of the most experienced and wisest business professionals I have ever known. Second, my class supported and encouraged each other and this made every residency something to look forward to. The content of the program and the quality of instruction was the best I have ever experienced. I learned certain analytical techniques and tools that have made a real impact on my business. I personally grew tremendously and dramatically improved my ability to digest and act on massive amounts of reading material and research. Finally, I cannot say enough good things about the professors I worked with and the opportunity to build relationships with them. It is impossible to pick just one aspect of the program that was most impressive – it was an overall stellar experience.

■ What is/are your research interest(s)?

My research/dissertation is in the area of personality and sales performance in the arena of business-to-business high dollar sales. While most of my work experience is in the arena of applied analytics, I have always enjoyed a personal study of psychology. The PhD program gave me an opportunity to explore this personal interest more and to conduct research with my clients (insurance brokers) to address an industry challenge related to hiring the best salespeople. I am continuing with this work and hope to develop products and services that can be brought to the marketplace.

■ What research projects are you currently working on?

Some of my research is for clients and is covered under a non-disclosure agreement – so I can't share that – but it is really cool stuff! I do continue to work on expanding my dissertation work into personality and sales performance. One challenge is that the things I learned at OSU have had such a positive impact on my business that I feel I have limited time as it relates to more academic research. However, I maintain a list of ideas for pure research and know I will get to those topics as life settles down.

■ How has the program helped you and your organization?

My organization certainly benefited from my time at OSU. First, the new analytical skills and knowledge of mathematical modeling tools has allowed me to expand the service offerings of my business. As a result, we have new clients and new capabilities. Second, the research into personality and sales performance gives me a topic of interest to discuss with current and potential clients. This research will ultimately result in new products and services that we can offer in the marketplace. As an analytical consulting company, we have credentialed actuaries and analysts on staff. I was able to add a "PhD" to our staff credentials that enhances our position in the market. Other benefits are almost too numerous to list – but here are a couple of examples. A better understanding of culture in the workplace has allowed me to self-assess our culture, discuss with my business partner, and address some concerns we had with a specific plan of action. My research skills now allow us to tackle some projects we would not have completed in the past. Finally, the personal growth has made me a better leader.

■ Did the program change the way you view and solve problems or capitalize on opportunities in your organization?

Most certainly! The PhD program teaches you a rigorous process of research, exploration, and decision-making. It also gives you a high level of efficacy that allows you to confidently tackle projects that previously may have seemed too complex. I have seen this on some specific projects just during the past few months. We have a new client that engaged us to mathematically model risks associated with single point exposures greater than \$100 million dollars. As part of a new software company we recently launched, we are building models based on predictive analytics to forecast particular types of claim severity. I would say our appetite has grown and our confidence within the entire organization has been enhanced.

■ How will what you have learned in the program help you and your organization in the future?

We are expanding our business to have a broader scope of analytical offerings. Traditionally, we have stuck pretty close to the typical property and casualty actuarial projects. However, with my new skills and with the addition of another PhD to our staff (his focus was computational science) we will be growing in new directions. My having a PhD and knowledge of the rigorous academic approach to problem solving makes me more inclined to hire other PhDs.



Dessie Nash, PhD (Cohort I) Senior Vice President, Market Investment Director U.S. Trust, Bank of America Private Wealth Management Dallas, Texas

■ What attracted you to the Executive PhD program at Oklahoma State University?

I choose the Oklahoma State program for several reasons. First, I wanted a program that would confer a Ph.D. degree and that was relatively close to my home. Second, it was important that the program would teach me the research and scientific methods necessary to solve problems at my company. An added benefit of the program is it allowed me to work closely with different faculty members to create a good mix of the academic and practical methods to apply in the business community.

■ What most impressed you about the program?

There were several things that impressed me about the program. First, the commitment from the Dean and the faculty to ensure the program would succeed and the willingness for the program leaders to adjust to the needs of the cohort. Finally, during my residency, I had the opportunity to be taught and discuss current issues that affect the business community by top-notch visiting professors. This experience was priceless because I was exposed to different ways to approach and understand problems. In addition, I took advantage of the opportunity to go to academic conferences and actively participate, which gave me another forum to discuss new ideas, and research topics that affect the business world.

■ What is/are your research interest(s)?

How technology affects the relationship between clients, the financial service firm and employees. What drives clients to use technology with their financial services providers.

■ How has the program helped you and your organization?

I am often called upon to help interpret and analyze data, develop and review survey questions. I have also had the opportunity to help organizations understand and develop appropriate programs and strategies based on their results from their data and research.

Did the program change the way you view and solve problems or capitalize on opportunities in your organization?

I now look for the underlying reasons for why strategies do or don't work. In the past we were quick to give up on a strategy because we didn't get the desired results. However, through research I can now point out that we are not asking the right questions and we didn't understand what our desired results were supposed to be. This type of analysis came from the rigor of the OSU PhD program. Now I can recommend what steps can be taken to achieve the results the firm's desires.

■ What research projects are you currently working on?

Developing and testing various theories and models to help financial firms understand the effect of attachment theory and how that affects client's technology readiness.

■ How will what you have learned in the program help you and your organization in the future?

I can now help interpret and analyze data, this can help the department understand what clients and employees are saying and how we can develop a workable and actionable plan to meets the needs of these groups.

■ Do you have any other comments about the program?

I would recommend that Oklahoma State program because it provides a very good balance between the academic rigor and the practical business application. I feel that I can be effective in both the academic arena and the business world. I know have the scientific skills necessary to support or refute business application theories because of the teaching methods at Oklahoma State University.

Faculty Spotlight: Tom Brown

By Ariel West

Isn't it every professor's dream to teach students who are actively engaged with the course material? With the PhD in Business *for Executives* program, marketing professor Tom Brown gets just that.

Brown is the Noble Foundation Chair in Marketing and serves as director of the Center for Customer Interface Excellence (CIE) in the Spears School of Business. Brown's research focuses primarily on factors that influence frontline interactions between customers and an organization's employees, as well as the causes and effects of corporate reputation.

He has been active in the Executive PhD program since its inception, teaching a course that combines marketing theory and frontline research. He notes that working with the students in the program helps bridge what he calls the "relevance gap" between academic theory and real-time problems.

"As scholars, we tend to work on projects we think are really cool, but sometimes we forget to stop and ask ourselves, 'How is this useful?'," Brown says. "The Executive PhD programs gives me the opportunity to step out of the 'ivory tower' and engage with professionals that face these real-world problems in the marketplace, which is very beneficial."

Teaching in the Executive PhD program is a lot different than teaching undergraduates and MBA students, Brown notes. The students in the program have industry experience and take the knowledge they gain directly back to their organization.

Harlan Beverly, former CEO of Key Ingredient, graduated from the Executive PhD program in 2015.

"Dr. Brown was not only my professor; he served as the committee chair for my dissertation," Beverly says. "I was able to apply much of the knowledge learned in class and through research to my company at the time. Not only was I learning from the research and classes, but Dr. Brown was also learning the real problems that were impacting my company, and together we looked at ways to apply research to those problems."

Brown enjoys the opportunity to be in the classroom with business professionals from all across the world.

"Both sides benefit from this program," Brown says. "First, I get to teach and interact with people who want to learn and solve problems their organizations are facing, which in turn gives us scholars access to data resources we might not have had before. Second, it helps the students develop theoretical thinking they can attach to real problems that will help them in the workplace. It's a meeting of two different mindsets to help better each other and the industry. And, it's a lot of fun."



The success of Oklahoma State University's Ph.D. in Business for Executives has been profound since the program's inception in 2012. The list of graduates is impressive.

Cohort I (2012-14)

David Altounian, PhD
St Edward's University
Scott Anderson, PhD
CRI Feeders of Guymon, LLC
Tom Bennett Jr., PhD
Jonathan Butler, PhD
Fred Cleveland, PhD
St Edward's University
CRI Feeders of Guymon, LLC
First Oklahoma Bank
Oklahoma State University
Formerly Westjet Airlines

Durand Crosby, PhD Oklahoma Department of Mental Health and Abuse Services

Warren Dyer, PhD AOE Science

Toby Joplin, PhD Oklahoma State University Patti Jordan, PhD Texas Christian University

Philip McMahan, PhD Formerly First National Bank in Altus

Dessie Nash, PhD US Trust / Bank of America

Tom Totten, PhD Nyhart

Cohort II (2013-15)

Harlan T. Beverly, PhD University of Texas at Austin Michiel Bosman, PhD Dokter Bosman & Open Forest Roger Chacko, PhD Carlson Rezidor Hotel Group Akshay Gehlot, PhD GE Energy Financial Services

Shane Goodwin, PhD Harvard University

Justin Keeler, PhD Ouachita Baptist University

Greg Miller, PhD CrossCom National
Bob Reid, PhD J.F Maddox Foundation
Soheila Rostami, PhD gg Simplicity, Inc.
Walter Slipetz, PhD WBSlipetz Consulting
Zack Varughese, PhD Heritage Biologics

Steven Wilson, PhD Steven L. Wilson & Associates, CPA's, LLP

Cohort III (2014-16)

Tim L. Coomer, PhD SIGMA Actuarial Consulting Group, Inc.

Luis Faura, PhD C&F Foods, Inc.

Lina George, PhD Grady Health Systems
Maribeth Kuzmeski, PhD Red Zone Marketing
Alex Lawrence, PhD Weber State University
Abdel Ben-Mohamed, PhD Wells Fargo Advisors

Bill Periman, PhD Waddell & Reed



