

Master of Science in Product Innovation

Appendix A

Standard Purdue Course Evaluation



Demographics

UofA Student Demographics

Your class

Freshmen Sophomore Junior Senior Graduate Other

Expected Grade

A/PASS B C D F/FAIL

Your college:

College of Education and Health Professions

College of Engineering

Dale Bumpers College of Agricultural, Food and Life Sciences

Fay Jones School of Architecture

J. William Fulbright College of Arts and Sciences

Sam M. Walton College of Business

School of Law

Graduate School

Undeclared

Course Required

YES NO

University Core Course

Overall, I would rate this course as:

Excellent Good Fair Poor Very Poor

University Core Instructor

Overall, I would rate this instructor as:

Excellent Good Fair Poor Very Poor

My Instructor is fluent in English

Strongly Agree Agree Undecided Disagree Strongly Disagree

WCOB College Core: Course Questions

Course Based Questions

When I have a question or comment I know it will be respected.

Strongly Agree Agree Undecided Disagree Strongly Disagree

WCOB College Core: Instructor Questions

Instructor Based Questions

My instructor displays a clear understanding of course topics.

Strongly Agree Agree Undecided Disagree Strongly Disagree

My instructor is actively helpful when students have problems.

Strongly Agree Agree Undecided Disagree Strongly Disagree

My instructor displays enthusiasm when teaching.

Strongly Agree Agree Undecided Disagree Strongly Disagree

My instructor seems well-prepared for class.

Strongly Agree Agree Undecided Disagree Strongly Disagree

Master of Science in Product Innovation

Appendix B

Faculty Curriculum Vitae

SARAH A. GOFORTH

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EDUCATION

2004 M.A. in Science Journalism & TESOL Graduate Certificate, University of Wisconsin-Madison (4.0/4.0)

1998 B.A. with Distinction and Honors in Biology, Hendrix College (3.8/4.0)

PROFESSIONAL EXPERIENCE

Executive Director, Office of Entrepreneurship & Innovation (4/19-present)

Director of Outreach, Office of Entrepreneurship & Innovation (2/17-4/19)

University of Arkansas (Fayetteville, AR)

- Oversee a university-wide unit whose mission is to develop the knowledge economy across Arkansas by developing a self-renewing community of student, faculty, and alumni innovators and entrepreneurs.
- Grew the office through strategic fundraising and revenue generation from a team of three full-time employees with one facility to team of eleven full-time employees across four locations and more than a dozen programs.
- Scaled student involvement in entrepreneurship from 40 students per year to more than 600 students per year.
- Initiated and led statewide Entrepreneurship Support Organization network with more than 40 members across the ESO, policy, university, and investor communities.
- Funded and launched the university's first Startup Village for student and alumni ventures.
- Funded and launched the Greenhouse Outdoor Recreation Program, a community-focused accelerator serving both small and scalable ventures.
- Funded and launched the Heartland Challenge, the university's first international student startup competition.
- Crowdsourced and launched the university's first student seed fund.
- Funded and launched the Graduate Entrepreneurial Fellows program, which provides tuition, GA, and stipend to exceptional graduate students from multiple disciplines each year for the pursuit of deep entrepreneurial training.
- Funded and launched the Venture Intern Program, which places 90+ undergraduate students per year in hands-on internships with local startups.
- Regularly present on investor pitching, persuasive communications, and entrepreneurship to courses offered by faculty across campus, including engineering, health sciences, arts, humanities, business, journalism, and natural science disciplines.
- Serve as a core teaching team member for the statewide NSF I-Corps site, developing and leading curriculum for kick-off workshops and mentoring interdisciplinary commercialization teams.
- Design and implement commercialization and entrepreneurship training programs, including the Arkansas Commercialization Retreat, core innovation workshops, speed consulting, and expert office hours.
- Part of a 3-person team that conceived, launched, and are now growing Innovate 2 Lead, a revenue-generating executive education program for the healthcare and retail/CPG industries drawing from design thinking, lean canvas, and agile methodologies. Serve as lead consultant in the development of the Arkansas Children's Hospital Innovation Initiative, overseeing annual programs serving pediatric clinicians and researchers (Commercialization Scholars, Pediatric Innovation Summit, and Commercialization Retreat)

Adjunct Professor of Entrepreneurship, Department of Strategy, Entrepreneurship and Innovation (8/18-present)

Sam M. Walton College of Business, University of Arkansas (Fayetteville, AR)

- Oversee the Entrepreneurship track of the full-time and Executive MBA programs and serve as Director for the 12-credit-hour Graduate Certificate in Entrepreneurship
- Serve as lead instructor for the following courses: New Venture Development I, New Venture Development II, and Strategic Management for Entrepreneurs
- Serve on multiple curriculum committees and initiated/proposed a new Master's in Product Innovation.
- Serve on the SEVI Department Diversity, Equity, and Inclusion Committee

Adjunct Faculty, National I-Corps, Southwest Node (1/21-present)

VentureWell

- Serve as an adjunct instructor and provide office hours to National I-Corps teams from around the United States via the University of Texas-Austin Southwest I-Corps Node

Instructor (9/17-9/19)

Delta I-Fund Accelerator

- Provided instruction, training, and mentoring to early stage startup teams from across Arkansas and the Delta region for 8 cohorts. Subject matter of core instruction includes lean canvas methodology, customer discovery, investor pitch development, and business model iteration.

Chief Communications Officer (6/15–2/17)

Smithsonian National Museum of Natural History (Washington, DC)

- Served on the senior executive team of the world's largest and most visited natural history museum.
- Oversaw public affairs, strategic communications, digital media, and marketing functions and supervised first and second-line staff.
- Served as co-PI on a successful \$3 million outreach grant from the National Science Foundation (AISL program)
- Led a museum-wide branding and strategic messaging initiative to establish the museum's first standards for voice and graphic identity and empowered scientific staff to support centralized goals.
- Oversaw usability assessment of museum's digital properties and drafted digital strategy charter to launch museum-wide re-architecture of websites, apps, and exhibition media under a single user experience strategy.
- Wrote and implemented museum's first crisis communications plan, in collaboration with operations staff and central Smithsonian leadership. Successfully managed crisis communications task force on multiple occasions.
- Developed thought leadership platforms for museum's executive and scientific staff, drafting talking points, op-eds, and speeches.

- Responsible for building and implementing museum's media strategy, including documentary films, media partnerships, and sponsorships that elevate visibility of the museum's science, collections, and exhibitions.
- Grew revenue from a key Smithsonian Channel output deal from less than \$100,000 per year to more than \$800,000 per year.

Senior Manager, Marketing (2/14–6/15)

Manager, Print & Electronic Publications (5/09–2/14)

Howard Hughes Medical Institute (Chevy Chase, MD)

- Managed marketing and strategic communications initiatives for the second-largest philanthropy in the United States. Responsibilities included budget planning & oversight, project staffing, and metrics reporting.
- Managed a team of writers, editors, and designers in the development of the pilot print/digital HHMI Annual Report in 2009 and subsequent years; reduced budget by 50% while growing online readership by 170%.
- Led a cross-functional team in a successful branding, marketing, and PR campaign supporting the launch of Tangled Bank Studios, HHMI's \$60 million science documentary film unit. Managed PR, social media, and marketing strategies for the Emmy Award-winning PBS series *Your Inner Fish*, and subsequent projects for NOVA and Smithsonian Channel.
- Implemented and managed Institute-wide social media monitoring and sentiment analysis strategies.
- Secured Google AdWords Grant worth \$20,000/month; oversaw the implementation of AdWords marketing campaigns in support of the Institute's goals across departments.

Senior Editor & Producer, Discovery News (12/07–5/09)

Interactive Producer, Discovery News (4/06–12/07)

Discovery Communications, Inc. (Silver Spring, MD)

- Led the editorial strategy for Webby Award-winning Discovery News, the online science journalism arm of the Discovery Channel, commissioning and editing science news, features, and video content.
- Supervised five contract science writers and directed work of designers, photo editors, video producers, third-party developers, and freelance writers.
- Crafted strategic content plans that were key to increases in page views, unique visits, and video streams by triple-digit percentages year over year. Led a metrics strategy that introduced data into editorial planning.
- Conceived and managed syndication deals with corporate and media partners, ensuring dissemination of Discovery News content to new audience segments while boosting advertising revenue.

Principal, Sarah Goforth Science Communications (9/00–4/17)

- Owned and operated an independent science communications and marketing consultancy, serving national publications, private clients, and multiple national science agencies.

- Clients included VIC Technology Venture Development, NASA, NIH, NSF, University of Wisconsin Medical School, *the Dallas Morning News*, *Popular Science*, *The Scientist*, *The Why Files*, *Madison Magazine*.

Research Assistant & Laboratory Manager (11/99–7/01)

Department of Molecular Biology, Princeton University (Princeton, NJ)

- Investigated the quantitative genetics of complex behavioral traits, including aggression and social affiliation; maintained clean room and F1/F2 breeding colonies of laboratory mice.
- Managed equipment, records, and chemical supplies for diverse, seven-member lab group including graduate students, undergraduate fellows, and postdoctoral research associates; oversaw safety protocols, budget, and procurement.

Naturalist/Environmental Educator (05/98–11/99)

Queens College Center for Environmental Education (Huntington, NY)

- Led ecology, natural history, outdoor education instruction for K-12 NYC school groups.

Software Proficiencies: lean and agile product management (GLIDR, Miro, Trello, Jira), web analytics (Google Analytics, Piwik, Omniture, WebTrends), design (Illustrator, InDesign), social media monitoring & sentiment analysis (Radian6, HootSuite), CRM (SalesForce, HubSpot), survey design (Vovici, SurveyMonkey), email marketing (Lyris, MailChimp, Emma), multimedia (Audacity, Soundslides, Photoshop, Brightcove), content management (Drupal, Bubble, Adobe, WordPress), project management (MS Project, Base Camp).

SELECTED INTERVIEWS AND PUBLICATIONS

Interview: "[Sarah Goforth on the Confidence to Try Something New](#)," Full-On Arkansas, October, 2021.

Podcast Appearance: "[Show Me the Money: Exploring Name, Image, and Likeness](#)," *Startup Junkies Podcast*, October 18, 2021.

Podcast Appearance: "[Sarah Goforth on the Role of Collaboration in Innovation](#)," *Innovation Junkies Podcast*, September 20, 2021.

Podcast Appearance: "[Entrepreneurial Mindsets Start Here with Sarah Goforth](#)," *Endeavor NWA Podcast*, 2021.

"[What to Expect from Research Universities in 2021 and Beyond](#)," Goforth, Sarah, *Endeavor NWA 2021 Ecosystem Predictions Report*, 2021.

"Why Thinking Like an Entrepreneur Boosts Careers in Academia," Goforth, Sarah, *The Times of Entrepreneurship*, 2020.

"Sarah Goforth Discusses the Importance of Fundamental Research to Entrepreneurship," Be Epic Podcast, 2018

Refereed Publication: "Identification of Quantitative Trait Loci That Affect Aggressive Behavior in Mice," Brodtkin, Edward; Goforth, Sarah; Keene, A; and Silver, L. *Journal of Neuroscience*, 22(3):1165-70, 2002

"Forget Rocket Ships. Teleport! A physicist writes as if the technology for moving people is already here," Goforth, Sarah, *Popular Science*, 2005.

"The Core of DNA Synthesis," Goforth, Sarah, *The Scientist*, 16. 43-46, 2002.

"New Searches for Old Waves: Physicists seek evidence of gravitational ripples for cosmic events," Goforth, Sarah, *The Dallas Morning News*, 2002.

"Blood Ties: In Africa, the killing of chimps and other primates for food may be spreading AIDS-like viruses, threatening species," Goforth, Sarah, *The Dallas Morning News*, 2002.

"Building Oligos Graphically," Goforth, Sarah, *The Scientist*, 15. 26-26, 2001.

"The Science of Mind Reading," Goforth, Sarah, *The Scientist*, 15. 20-24, 2001.

"Premade cDNA libraries," Goforth, Sarah, *The Scientist*, 15. 20-23, 2001.

SELECTED TALKS AND AWARDS

2021 Talk and Session Organizer, How to Go from Bootstrapped Pilot to Fully Funded: Inside the Venture Intern Program, Global Consortium of Entrepreneurship Centers (Baltimore, MD)

2021 Roundtable Organizer, Inside Name, Image and Likeness Programs for Student-Athletes, Global Consortium of Entrepreneurship Centers (Baltimore, MD)

2021 Talk and Session Co-Organizer, Building a Culture of Bold Innovation, Northwest Arkansas Tech Summit

2020 Panelist, Annual Career Success Symposium, University of Arkansas

2019 Award, Super Mentor of the Year, Elevate Performance

2019 Talk and Session Co-Organizer, *Entrepreneurship Beyond the Business College*, Global Consortium of Entrepreneurship Centers (Stockholm, Sweden)

2019 Panelist, *Entrepreneurship Resources in Arkansas*, Arkansas Association of Asian Businesses

2019 Panelist, *Economic Development in Arkansas*, Fayetteville Leadership Development Program

2018 Panel Producer and Speaker, *Building Entrepreneurship in the Heartland*, Global Consortium of Entrepreneurship Centers (Chicago, IL)
2016 Panel Producer, Jackson Hole Science Media Awards
2010 Talk: "The Role of User Metrics in Editorial Decision-making," University Research Magazine Association
2008 Talk: "Careers Bridging Science and Journalism," Science and Technology in Society Conference, AAAS
2007 Webby Award, Best Online News Platform, Discovery Channel Digital Media
1998 Matt Ellis Volunteer of the Year Award, Hendrix College

COMMUNITY INVOLVEMENT

Northwest Arkansas Council, *Executive Committee Member* (2021-present)
Global Consortium of Entrepreneurship Centers, *Executive Advisory Board Member* (2021-present)
City of Fayetteville Economic Planning and Recovery *Steering Committee Member* (2021-present)
Unseen Connections Exhibit, Smithsonian Natural History, *Advisory Team Member* (2019-present)
UAMS Health Sciences Entrepreneurship Bootcamp, *Volunteer Mentor* (2019-present)
Montana State University Center for Science Communication, *Advisory Board Member* (2016-2020)
DC Newcomers' Center, *Volunteer ESL Instructor, Refugee and Recent Immigrant Program* (2005-2008)
Arlington, VA Café Scientifique, *Founding Organizer* (2006-2008)
UW-Madison Community English, *volunteer ESL instructor* (2003-2004)
Pennsylvania Nature Conservancy, *Burn Crew Volunteer* (1999-2000)
Riddle's Elephant Farm and Wildlife Sanctuary, *Volunteer* (1996-1998)

FUNDRAISING

Pohl, E. (PI), Beitle, B. (Co-PI), Pohl, E. (Co-PI), Sides, C. (Co-PI), Goforth, S. (Co-PI). 2021. University of Arkansas STEP Site (STEAM Training in Entrepreneurial Practices). National Science Foundation. \$75,000.

Greenhouse Outdoor Recreation Program. Served as Co-lead on a cross-disciplinary proposal for a gift from the Walton Family Charitable Support Foundation to develop a new program in outdoor recreation entrepreneurship. \$4,400,000.

Flagship: Name, Image, and Likeness Program for Student-Athletes. Received private donation to strengthen program after successful pilot. 2021. \$25,000.

Heartland Challenge: A Global Graduate Student Competition. Served as PI on a Walton Family Foundation grant to support graduate student entrepreneurs. 2020. \$303,000.

Venture Intern Program. Served as PI on a Walton Family Foundation grant to create this undergraduate-focused program, and later on an extension that allowed us to double student participation in it. 2020. \$415,000.

Graduate Entrepreneurial Fellows. Served as lead proposal developer for funding to allow the creation of a new graduate entrepreneurial fellows program as part of a \$192M gift from the Walton Family Charitable Support Foundation to the University of Arkansas. 2020. \$2,200,000.

Heartland Challenge Secondary Sponsorship, Sam's Club. 2020. \$90,000

Student Seed Fund. Crowdsourced donations from alumni and donors to establish university's first seed fund for student entrepreneurs. \$52,000.

Frank and Judy Fletcher Distinguished Speaker Series. 2017. \$150,000.

Funding for student travel to business plan competitions. 2017-2021. Numerous grants (\$2000-\$5,000) to support our students' travel to business plan competitions. Total amount received approximately \$100,000.

Rosenfeld, M. (PI), Goforth, S (Co-PI), Bolton, A. (Co-PI), 2017. Lineage: A Cross-Platform Learning Experience Exploring the History of Life on Earth. National Science Foundation. \$2,992,401.

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Experience
2020 - Present

UNIVERSITY OF ARKANSAS TECHNOLOGY VENTURES

FAYETTEVILLE, AR

Acting Executive Director, Leadership and Management

- Led a team of 5 people including an assistant director of marketing and business compliance, a venture development program manager, a technology manager, a business analyst, and an intellectual property analyst intern.
- Responsible for overall direction, vision, and mission of Technology Ventures.
- Responsible for the operating and patent budget for Technology Ventures
- Charged by the Chancellor to accelerate the process of transferring innovative solutions outside the walls of the University and into the marketplace.
- Established and maintained relationships with decision makers within business development and research and innovation business units of industry partners.
- Led all aspects of the University's intellectual property commercialization pipeline.
- Worked with faculty, staff, and students to protect intellectual property that arises out of their research and work at the University.
- Managed the intellectual property protection strategy of each technology and actively identifies best-fit collaboration, technology evaluation or development, and licensing opportunities with private industry and startups.
- Developed and maintained quality relationships with the local and regional entrepreneurial and innovation ecosystem (Northwest Arkansas Council, Innovate Arkansas, Arkansas Economic Development Commission, Arkansas Small Business and Technology Development Center, I-Corps, Office of Entrepreneurship and Innovation, Brewer Family Entrepreneurship Hub, Startup Junkie, coworking spaces, Design Solution Challenge, VIC Technology Development, Delta I-Fund, Genesis Technology Incubator, maker spaces, Arkansas Small Business Development Center, Techstars Startup Weekend Northwest Arkansas, Science Venture Primer Partnership, etc.).
- Member of the Licensing Executives Society (LES), Association of University Technology Managers (AUTM), and the National Science Foundation (NSF) Innovation Corps (I-Corps) site teaching and mentoring team.

2020 - Present

UNIVERSITY OF ARKANSAS RESEARCH AND TECHNOLOGY PARK

FAYETTEVILLE, AR

Interim Director, Leadership and Management

- In FY2022 (year to date) responsible for executing deals worth \$1.4 million.
- In FY2021 responsible for executing deals worth \$100,000.
- Led a team of 2 other people including an operations manager and an administration and finance manager.
- Managed three multi-tenant buildings and three multi-disciplinary research facilities, which comprise approximately 285,000 square feet of research and development capacity, is home to 30 companies, and supports a population of about 350 people.

2020 - Present

UNIVERSITY OF ARKANSAS

FAYETTEVILLE, AR

DEPARTMENT OF STRATEGY, ENTREPRENEURSHIP, AND VENTURE INNOVATION

Adjunct Professor of New Venture Development, Entrepreneurship and scalable venture development

- In the 2021-2022 academic year mentored 12 teams through the two-semester course and teams will compete for prize money in Spring 2022.
- In the 2020-2021 academic year mentored 5 teams through the two-semester course and teams won \$77,500.00 in prize money from participating in international business plan pitch competitions.
- Taught opportunity valuation, customer discovery, and lean startup methodology to graduate students in programs including master's in business administration, finance, accountancy, fine arts and science, technology, engineering, and math (STEM) PhD students.

2018 - 2019

UNIVERSITY OF ARKANSAS TECHNOLOGY VENTURES

FAYETTEVILLE, AR

Associate Director, Leadership and Management

- Led the office to a record number of invention disclosures (47) in FY2019, which was an increase of 90% relative to the office's historical average and a 52% increase compared to FY2018.
- Had a record year in FY2019 in terms of provisional patent applications by filing 27 provisional applications, which was an increase of 73% relative to the office's historical average and a 35% increase compared to FY2018.
- Filed 27 non-provisional patent applications in FY2019, which was a record for the office and a 39% increase compared to the office's historical average as well as a 13% increase compared to FY2018.

- Reduced legal fee spending per application by 1% compared to the office's historical average and 13% compared to FY2018.
- Issued a record number of patents in FY2019 at 12, which was a 43% increase compared to the office's historical average and a 71% increase compared to FY2018.
- Executed 6 license/option agreements for transferring 8 innovations in FY2019, which was a 100% and 74% increase, respectively, compared to the office's historical average.
- Managed around 180 active pieces of intellectual property.
- Responsible for overall direction, vision, and mission of Technology Ventures.
- Managed patent and operating budget.
- Directed the intellectual property protection strategy and worked with internal copyright counsel and external patent counsel.
- Supervisor and approver for staff in Technology Ventures including a Technology Manager and various interns.
- Negotiated and executed license agreements, amendments to agreements, option agreements, non-disclosure agreements, and intellectual property terms of sponsored research agreements.
- Launched an online invention disclosure and management system.
- National Science Foundation (NSF) Innovation Corps (I-Corps) Industry Mentor for team AMBOTS (2019 DMV Node in Washington, DC), National Science Foundation (NSF) Innovation Corps (I-Corps) Industry Mentor for team Severa Technologies (2019 Node in Philadelphia, PA).
- Guest lecturer for Microelectronics-Photonics 5253 (Emerging Technologies in Industry), Arts 495V (Special Topics: Arts Entrepreneurship), Industrial Engineering 4911 (IE Capstone Experience), Microelectronics-Photonics 6811 (Operations Management Seminar), Biomedical Engineering 4813 (Biomedical Engineering Design I), BMEG 4823 (Biomedical Engineering Design II), McMillon Innovation Studio Student Orientation, the Office of Entrepreneurship and Innovation Commercialization Retreat, the Science Venture Primer Partnership series, the Industrial Engineering Faculty Retreat, the Chemical Engineering Faculty Retreat, the Computer Science and Computer Engineering Faculty Retreat, the Electrical Engineering Faculty Retreat, the 2020 AICC The Independent Packaging Association Selling Digital Print conference, graduate student seminar in analytical chemistry, Management 3933 (Entrepreneurship and New Venture Development).

2016 - 2018

UNIVERSITY OF SOUTH ALABAMA

MOBILE, AL

Licensing and Marketing Associate, Technology Evaluation, Development, and Commercialization

- Performed technology assessments, lead licensing efforts of research innovations, and executed marketing strategies.
- Implemented an electronic invention disclosure solution, which increased disclosure submissions by 125%.
- Negotiated and executed license and know-how agreements to commercialize University technology.
- Evaluated and triaged invention disclosures and conducted market research to identify commercial potential.
- Researched companies to determine technology needs to identify potential licensing opportunities.
- Built industry relations with executives with the intent to create collaborations and license technology.
- Implemented and maintained internal and external marketing strategies.
- Worked with entrepreneurs, venture capitalists, inventors, and funding agencies to assist with the creation of start-up companies to license and develop technologies.
- Helped faculty startups create business plans and pitch presentations.
- Managed a Marketing Specialist, a Marketing Intern, and an Intellectual Property Intern.
- Completed NSF I-Corps Train the Trainer program with the Georgia Tech node.
- Member of the USA Innovation and Entrepreneurship Committee, USA Marketing and Communications Advisory Committee, Licensing Executives Society (LES), Association of University Technology Managers (AUTM), the NSF Innovation Corps teaching team, and the TechStars Mobile Startup Weekend coaching team.
- Guest lecturer in Management 365 (New Venture Creation), Mechanical Engineering 410 (Principles of Design), and Biomedical Sciences 490 (Difficult Decisions: Ethics in Research).

2015 - 2016

MAYO CLINIC VENTURES

ROCHESTER, MN

Technology Transfer Internship, Technology Commercialization

- Leveraged a business incubator to develop a start-up solution to fill healthcare needs.
- Discovered healthcare gaps focusing on those that could be solved with novel medical device solutions.
- Performed due-diligence to identify which problems had the greatest potential for start-up spinoff.
- Consulted with a business incubator in Israel to develop solutions to unmet healthcare needs into start-ups.
- Facilitated use of a web-based application to streamline material transfer agreements (MTAs).

2015

MAYO CLINIC BUSINESS ACCELERATOR

ROCHESTER, MN

Business Development Internship, Early Stage Business Development and Management Consulting

- Conducted market analysis and business model development for entrepreneurs within the accelerator.

- Participated in Rochester Area Economic Development, Inc (RAEDI) Economic Development Fund (\$5M) meetings to conduct due-diligence on 2 early stage investment opportunities (sports company and healthcare IT company).
- Helped one start-up that was attempting to sell induced pluripotent stem cells generated from common patient populations pivot their focus to specialized patient populations based on the saturation of the market.
- Navigated the FDA regulatory environment to help a start-up determine the scope of a clinical trial to properly evaluate a new heart valve material.
- Generated revenue models based on comparable products to inform start-ups the optimal revenue strategy.
- Generated executive reports on tenants of the accelerator for venture capital firms.

2012 - 2014

REFERRALROO.COM

ROCHESTER, MN

Co-Founder, Entrepreneur Experience

- Referralroo was a referral code marketplace where you could refer more people than just your friends and take advantage of retailer referral offers.
- Co-founded with 2 business partners.
- Responsible for strategic decision making.
- Entered business plan pitch competitions.
- After building and marketing the web application and wondering why we not generating the traffic we expected, learned from talking to people that spending time interacting with our service, and the hassle of putting money into an escrow account was not worth the few dollars that they would be making by selling their referral.
- Learned that many companies take months to payout on referrals reducing incentive of an immediate bonus.

2011 - 2013

DAJOMI.COM

ROCHESTER, MN

Co-Founder, Entrepreneur Experience

- Dajomi was a web application that facilitated placement of students from top universities into positions at highly competitive firms worldwide by replacing the outdated resume-drop process with an innovative platform that allowed applicants to differentiate themselves through their performance in case competitions.
- Co-founded with 2 business partners.
- Responsible for strategic decision making.
- Entered business plan pitch competitions.
- Eventually realized that the average Human Resource manager and recruiter does not have to time or knowledge to evaluate performance of candidates in case competitions.
- Learned that a candidate's personality was more important than their ability to perform in a case competition.

2008 - 2013

MAYO CLINIC COLLEGE OF MEDICINE

ROCHESTER, MN

Research Technician, Neurobiology of Alcoholism and Drug Addiction Laboratory

- Part of ten-person laboratory examining new pharmacological treatments for alcoholism and drug addiction.
- Conducted research examining new pharmacological treatments for alcoholism and drug addiction.
- Published 14 peer reviewed research manuscripts in the field of personalized medicine, pharmacology, neurobiology, psychiatric disorders and cognitive disorders.
- Presented 7 posters at national and international conferences including.

Education

2017 - 2019

UNIVERSITY OF SOUTH ALABAMA MITCHELL COLLEGE OF BUSINESS

MOBILE, AL

Master of Business Administration (MBA). GPA: 4.0/4.0.

- Champion of the Melton Center for Entrepreneurship and Innovation 2018 Coastal Venture Pitch Competition.
- Finalist in the Melton Center for Entrepreneurship and Innovation 2017 Causeway Pitch Competition.

2013 - 2016

MAYO CLINIC GRADUATE SCHOOL OF BIOMEDICAL SCIENCES

ROCHESTER, MN

Doctor of Philosophy (PhD) in Neurobiology. GPA: 3.9/4.0. Graduated in 3 years with a PhD in Neurobiology.

- Published 16 peer reviewed research manuscripts in the fields of personalized medicine, pharmacology, neurobiology, psychiatric disorders and cognitive disorders.
- Received 7 awards for acknowledgement of research contributions or for conference attendance.
- Developed biomarker assay for prediction of treatment efficacy.
- Conducted research focused on personalized medicine and new pharmaceuticals for the treatment of alcoholism and addiction.
- Identified biomarkers of treatment response for one of the FDA approved drugs for alcoholism.
- Participated in Mayo Graduate School Graduate Student Association as the First Year Representative (2013-2014) and then as the Neurobiology of Disease Track Representative (2014-2015).

Bachelor of Arts (B.A.) in Spanish with a minor in Education. GPA: 3.9/4.0. magna cum laude. Activities included University of Nebraska club lacrosse (captain in 2007) and member of Phi Beta Kappa Honorary Society.

Publications (h-index = 19)

1. Chen J, Nam HW, Lee MR, Hinton DJ, Choi S, Kim TH, Kawamura T, Janak PH, Choi DS. (2010) Altered glutamatergic neurotransmission in the striatum regulates ethanol sensitivity and intake in mice lacking ENT1. *Behav Brain Res*. 208(2), 636-642. PMID: 20085785. PMCID: PMC2831139. doi: 10.1016/j.bbr.2010.01.011.
2. Lee MR, Hinton DJ, Song JY, Choo C, Johng H, Unal SS, Richelson E, Choi DS. (2010) Neurotensin receptor type 1 regulates ethanol intoxication and consumption in mice. *Pharmacol Biochem Behav*. 95(2), 235-241. PMID: 20122953. PMCID: PMC2830308. doi:10.1016/j.pbb.2010.01.012.
3. Nam HW, Lee MR, Hinton DJ, Choi DS. (2010) Reduced effect of an NMDA receptor antagonist on ethanol-induced ataxia and striatal glutamate levels in mice lacking ENT1. *Neurosci Lett*. 479(3), 277-281. PMID: 20570605. PMCID: PMC2913865. doi:10.1016/j.neulet.2010.05.079.
4. Lee MR, Hinton DJ, Unal SS, Richelson E, Choi DS. (2011) Increased ethanol consumption and preference in mice lacking neurotensin receptor type 2. *Alcohol Clin Exp Res*. 35(1), 99-107. PMID: 21039631. PMCID: PMC3058519. doi: 10.1111/j.1530-0277.2010.01326.x.
5. Kim TH, Hinton DJ, Choi DS. (2011) Protein Kinase C Regulated A β Production and Clearance. *Int J Alzheimers Dis* Vol. 2011. 7 pages. Article ID 857368. PMID: 21274428. PMCID: PMC3026967. doi:10.4061/2011/857368.
6. Lee MR, Hinton DJ (co-first authors), Wu J, Mishra PK, Port JD, Macura SI, Choi DS. (2011) Acamprosate reduces ethanol drinking behaviors and alters the metabolite profile in mice lacking ENT1. *Neurosci Lett*. 490(2), 90-95. PMID: 21172405. PMCID: PMC3032037. doi:10.1016/j.neulet.2010.12.033.
7. Nam HW, McIver S, Hinton DJ, Thakkar MM, Sari Y, Parkinson F, Haydon P, Choi DS. (2011) Adenosine and Glutamate Signaling in Neuron-Glial Interactions Implications in Alcoholism and Sleep Disorders. *Alcohol Clin Exp Res*. 36(7), 1117-1125. PMID: 22309182. PMCID: PMC3349794. doi: 10.1111/j.1530-0277.2011.01722.x.
8. Nam HW, Lee MR, Zhu Y, Wu J, Hinton DJ, Choi S, Kim TH, Hammack N, Yin JCP, Choi DS. (2011) Type 1 Equilibrative Nucleoside Transporter (ENT1) Regulates Ethanol Drinking through Accumbal NMDA Receptor Signaling. *Biol Psychiatry*. 69(11), 1043-1051. PMID: 21489406. PMCID: PMC3090461. doi:10.1016/j.biopsych.2011.02.013. [Comment: Holmes, A. (2011) Merger Fever: can two separate mechanisms work together to explain why we drink? *Biol Psychiatry* 69(11), 1015-1016. PMID: 21550435. PMCID: PMC3145200. doi:10.1016/j.biopsych.2011.04.010.]
9. Hinton DJ, Lee MR, Jacobson TL, Mishra PK, Frye MA, Mrazek DA, Macura SI, Choi, DS. (2012) Ethanol withdrawal-induced brain metabolites and the pharmacological effects of acamprosate in mice lacking ENT1. *Neuropharmacology*. 62(8), 2480-2488. PMID: 22616110. PMCID: PMC3531991. doi: 10.1016/j.neuropharm.2012.02.022.
10. Hinton DJ, Jacobson TL, Adams CA, Choi DS. (2012) "A β production and clearance by protein kinase C". In: *Research Progress in Alzheimer's Disease and Dementia, Fifth Edition*. Sun MK, (editor). Nova Science Publisher. 199-214. ISBN: 978-161942192-9.
11. Lee MR, Denic A, Hinton DJ, Choi DS, Pirkio I, Rodriguez M, Macura SI. (2012) Preclinical 1H NMR neurochemical profiling in neurological and psychiatric disorders. *Bioanalysis*. 4(14), 1787-1804. PMID: 22877223. PMCID: PMC3922617. doi: 10.4155/BIO.12.129.
12. Lee MR, Ruby CL (co-first authors), Hinton DJ, Choi S, Adams CA, Kang NY, Choi DS. (2013) Striatal Adenosine Signaling Regulates EAAT2 and Astrocytic AQP4 Expression and Alcohol Drinking in Mice. *Neuropsychopharmacology*. 38(3), 437-445. PMID: 23032072. PMCID: PMC3547194. doi:10.1038/npp.2012.198.
13. Kim TH, Hinton DJ, Johng S, Wang JB, Choi DS. (2013) Levo-Tetrahydropalmatine Decreases Ethanol Drinking and Antagonizing Dopamine D₂ Receptor-Mediated Signaling in the Mouse Dorsal Striatum. *Behav Brain Res*. 244C, 58-65. PMID: 23376703. PMCID: PMC3922614. doi:10.1016/j.bbr.2013.01.028.
14. Nam HW, Hinton DJ, Kang NY, Kim TH, Lee MR, Oliveros A, Adams CA, Ruby CL, Choi DS. (2013) Adenosine Transporter ENT1 Regulates the Acquisition of Goal-Directed Behavior and Ethanol Drinking Through A_{2A} Receptor in the Dorsomedial Striatum. *J Neurosci*. 33(10), 4329-4338. PMID: 23467349. PMCID: PMC3600060. doi:10.1523/JNEUROSCI.3094-12.2013.
15. Austin SA, Santhanam AV, Hinton DJ, Choi DS, Katusic ZS. (2013) Aged eNOS^{-/-} mice display altered APP expression and processing, microglial activation and impaired performance in a spatial memory test. *J Neurochem*. 127(5):691-700. PMID: 23745722. PMCID: PMC3825764. doi: 10.1111/jnc.12334.
16. Hinton DJ, Lee MR, McGee-Lawrence ME, Kwong HK, Westendorf JJ, Choi DS. (2014) Aberrant Bone Density in Aging Mice Lacking the Adenosine Transporter ENT1. *PLoS ONE*. 9(2), e88818. PMID: 24586402. PMCID: PMC3929493. doi: 10.1371/journal.pone.0088818.

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19. Vadnie CA, Hinton DJ, Choi YB, Ruby CL, Oliveros A, Cancino MP, Park JH, Choi DS. (2014) Activation of Neurotensin Receptor Type 1 in the Nucleus Accumbens Attenuates Locomotor Activity. *Neuropharmacology*. 85:482-492. PMID: 24929110. PMCID: PMC4107019. doi: 10.1016/j.neuropharm.2014.05.046.
20. Hinton DJ, Lee MR, Jang JS, Choi DS. (2014) Type 1 Equilibrative Nucleoside Transporter Regulates Glial Fibrillary Acidic Protein Expression in the Striatum. *Brain Behav*. 4(6):903-914. PMID:25365803. PMCID: PMC4178301. doi: 10.1002/brb3.283.
21. Nam HW, Karpyak VM, Hinton DJ (co-first authors), Geske JR, Ho AMC, Prieto ML, Biernacka JM, Frye MA, Weinshilboum RM, Choi DS. (2015) Pharmacometabolomics Biomarkers for Acamprosate Response in Alcohol Dependent Subjects. *Transl Psychiatry*. 5:e621. PMID: 26285131. PMCID: PMC4564571. doi: 10.1038/tp.2015.120.
22. Ayers-Ringler J, Oliveros A, Qiu Y, Lindberg D, Hinton DJ, Moore R, Choi DS. (2016) Label free proteomic analysis reveals increased glutamatergic signaling in the caudate and putamen during acute withdrawal. *Front Behav Neurosci*. 10:46. PMID: 27014007. PMCID: PMC4786553. doi: 10.3389/fnbeh.2016.00046.
23. Ho AMC, Aguiar FS, Qiu Y, Jia JF, Hinton DJ, Karpyak VM, Weinshilboum RM, Frye MA, Choi DS. (2016) Combined Effects of Acamprosate and Escitalopram on Ethanol Consumption in C57BL/6J Mice. *Alcohol Clin Exp Res*. 40(7):1531-1539. PMID: 27184383. PMCID: PMC5020905. doi: 10.1111/acer.13099.
24. Frye MA, Hinton DJ (co-first authors), Karpyak VM, Biernacka JM, Gunderson LJ, Geske J, Feeder SE, Choi DS, Port JD. (2016) Elevated Glutamate Levels in the Left Dorsolateral Prefrontal Cortex Are Associated with Higher Cravings for Alcohol. *Alcohol Clin Exp Res*. 40(8):1609-1616. PMID: 27439218. doi: 10.1111/acer.13131.
25. Frye MA, Hinton DJ (co-first authors), Karpyak VM, Biernacka JM, Gunderson LJ, Feeder SE, Choi DS, Port JD. (2016) Anterior Cingulate Glutamate Is Reduced by Acamprosate Treatment in Patients With Alcohol Dependence. *J Clin Pharmacol*. 36(6): PMID: 27755217. PMCID: PMC6352725. doi: 10.1097/JCP.0000000000000590
26. Oliveros A, Cho CH, Cui A, Choi S, Nam HW, Vadnie CA, Hinton DJ, Jang MH, Choi DS. (2017) Adenosine A2A Receptor and ERK Driven Impulsivity Potentiates Hippocampal Neuroblast Proliferation. *Trans Psychiatry* 7(4):e1095: PMID: 28418405. PMCID: PMC5416704. doi: 10.1038/tp.2017.64..
27. Hinton DJ, Santiago M, Hitschfeld MJ, Geske JR, Ho AMC, Karpyak VM, Biernacka JM, Choi DS. (2017) Metabolomics biomarkers to predict acamprosate treatment response in alcohol-dependent subjects. *Sci Rep*. 7(1):2496: PMID: 28566752. PMCID: PMC5451388. doi: 10.1038/s41598-017-02442-4.
28. Reker AN, Oliveros A, Sullivan JM 3rd, Nahar L, Hinton DJ, Kim T, Bruner RC, Choi DS, Goeders NE, Nam HW. (2018) Neurogranin in the nucleus accumbens regulates NMDA receptor tolerance and motivation for ethanol seeking. *Neuropharmacology*. 131:58-67: PMID: 29225043. doi: 10.1016/j.neuropharm.2017.12.008.
29. Germany CE, Reker AN, Hinton DJ, Oliveros A, Shen X, Andres-Beck LG, Wininger KM, Trutschl M, Cvek U, Choi DS, Nam HW. (2018) Pharmacoproteomics Profile in Response to Acamprosate Treatment of an Alcoholism Animal Model. *Proteomics*. 18(7):e1700417: PMID: 29437267. PMCID: PMC6287941. doi: 10.1002/pmic.201700417.
30. Hinton DJ, Andres-Beck LG, Nett KE, Oliveros A, Choi S, Veldic M, Choi DS. (2019) Chronic caffeine exposure in adolescence promotes diurnal, biphasic mood-cycling and enhanced motivation for reward in adult mice. *Behav Brain Res*. 370: 111943: PMID: 31095992. PMCID: PMC6662205. doi: 10.1016/j.bbr.2019.111943

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EDUCATION

- | | |
|--------------|--|
| August, 1995 | Ph.D. in Business Administration, Management <ul style="list-style-type: none"> • Indiana University, School of Business, Bloomington, Indiana. • Dissertation: <i>Boards of Directors and Agency Problem Outcomes: A Test of Board Dependence and the Adoption of Multiple Takeover Defenses.</i> • Minor: Philosophy of Science |
| May, 1990 | Master of Business Administration <ul style="list-style-type: none"> • University of Arkansas, College of Business Administration, Fayetteville, Arkansas. |
| May, 1984 | Bachelor of Science, Zoology <ul style="list-style-type: none"> • University of Arkansas, Fulbright College of Arts and Sciences, Fayetteville, Arkansas. |

APPOINTMENTS

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|--------------|--|
| 2008-present | Walton College Professor of Sustainability, University of Arkansas |
| 2009-present | Co-Founder, Chairman of the Board, The Sustainability Consortium |
| 2007-2015 | Founder, Applied Sustainability Center, University of Arkansas |
| 2007-present | Professor, Sam M. Walton College of Business, University of Arkansas |
| 2001-2007 | Associate Professor, Sam M. Walton College of Business, University of Arkansas |
| 1996-2001 | Assistant Professor, Sam M. Walton College of Business, University of Arkansas |
| 1995-1996 | Visiting Assistant Professor, School of Business, Indiana University |
| 1991-1995 | Associate Instructor, School of Business, Indiana University |
| 1991 | Assistant Instructor, College of Business Administration, University of Arkansas |

PUBLICATIONS

- Forthcoming Bilgili, H., Johnson, J. L., Bilgili, T. V., & Ellstrand, A. E. Research on social relationships and processes governing the behaviors of members of the corporate elite: A review and bibliometric analysis. *Review of Managerial Science*.
- 2020 Bilgili, H., Campbell, J. T., O'Leary-Kelly, A. M., Ellstrand, A. E., & Johnson, J. L. The Final Countdown: Regulatory Focus and the Phases of CEO Retirement. *Academy of Management Review*, 45: 58-84.
- 2019 Connelly, B. L., Kang, B. L., Tihanyi, L., Certo, S. T., & Johnson, J. L. Something in common: Competitive dissimilarity and performance of rivals with common shareholders. *Academy of Management Journal*, 62: 1-21.
- 2018 Dooley, K. J., Pathak, S. D., Kull, T. J., Wu, Z., Johnson, J. L., & Rabinovich, E. Process network modularity, commonality, and greenhouse gas emissions. *Journal of Operations Management*, Forthcoming.
- 2018 Johnson, J. L., Dooley, K. J., Hyatt, D. G., & Hutson, A. M. Cross-sector relations in global supply chains: A social capital perspective. *Journal of Supply Chain Management*, 54: 21-33.
- 2017 Bilgili, H., Campbell, J. T., Ellstrand, A. E., & Johnson, J. L. Riding off into the sunset: Organizational Sensegiving, Shareholder Sensemaking, and Reactions to CEO Retirement. *Journal of Management Studies*, 54: 1019-1049.
- 2017 Dixon-Fowler, H. R., Ellstrand, A. E., & Johnson, J. L. The role of board environmental committees in corporate environmental performance. *Journal of Business Ethics*, 140: 423-438.
- 2016 Hyatt, D. G. & Johnson, J. L. Expanding boundaries: Nongovernmental organizations as supply chain members. *Elementa: Science of the Anthropocene*.
- 2015 Dooley, K. J. & Johnson, J. L. The Sustainability Consortium's approach to measurement of product category-level sustainability performance. *Journal of Industrial Ecology*, 19: 337-339.
- 2015 Waller, M. A., Fawcett, S. E., & Johnson, J. L. The luxury paradox: How systems thinking and supply chain collaboration can bring sustainability into mainstream practice. *Journal of Business Logistics*, 36: 303-305.
- 2014 Sykes, T. A., Venkatesh, V., & Johnson, J. L. Enterprise System Implementation and Employee Job Performance: Understanding the Role of Advice Networks. *MIS Quarterly*, 38: 51-72.
- 2013 Dixon-Fowler, H. R., Ellstrand, A. E., & Johnson, J. L. Strength in numbers or guilt by association?: Intra-group effects of female chief executive announcements. *Strategic Management Journal*, 34: 1488-1501.

- 2013 Dixon-Fowler, H. R., Slater, J. D., Johnson, J. L., Ellstrand, A. E., & Romi, A. M. Beyond "Does it Pay to be Green?" A Meta-Analysis of Moderators of the CEP–CFP Relationship. *Journal of Business Ethics*, 112: 353-366.
- 2011 Connelly, B. L., Johnson, J. L., Tihanyi, L. & Ellstrand, A. E. More than adopters: Competing influences in the interlocking directorate. *Organization Science*, 22: 688-703.
- 2006 Duffy, M. K., Ganster, D. C., Shaw, J. D., Johnson, J. L., & Pagon, M. The social context of undermining behavior at work. *Organizational Behavior and Human Decision Processes*, 101: 105-126
- 2005 Shaw, J. D., Duffy, M. K., Johnson, J. L., & Lockhart, D. E. Turnover, social capital losses, and performance. *Academy of Management Journal*, 48: 594-606.
- 2005 Johnson, J. L., Ellstrand, A. E., Daily, C. M., & Dalton, D. R. Board reputation and stockholder wealth: The influence of the financial press. *Strategic Management Journal*, 26: 461-471.
- 2004 Johnson, J. L., Ellstrand, A. E., Daily, C. M. & Dalton, D. R. A fine grained analysis of director dependence: Examining board composition in detail. *Journal of Business Strategies*, 21: 111-132.
- 2003 Johnson, J. L. & O'Leary-Kelly, A. M. The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior*, 24: 627-647.
- 2002 Ellstrand, A. E., Tihanyi, L. & Johnson, J. L. Board of directors' involvement in international risk assessment: The effects of board structure on political risk diversification. *Academy of Management Journal*, 45: 769-777.
- 1999 Ellstrand, A. E., Daily, C. M., Johnson, J. L. & Dalton, D. R. Governance by committee: The influence of board of director's committee composition on corporate performance. *Journal of Business Strategies*, 16: 67-88.
- 1999 Rich, G.A., Bommer, W.H., MacKenzie, S.B., Podsakoff, P.M., & Johnson, J. Apples and apples or apples and oranges? A meta-analysis of objective and subjective measures of salesperson performance. *Journal of Personal Selling and Sales Management*, 19: 41-53.
- 1999 Daily, C. M., Johnson, J. L. & Dalton, D. R. On the measurements of board composition: Poor consistency and a serious mismatch of theory and operationalization. *Decision Sciences*, 30: 83-106.
- 1999 Dalton, D. R., Daily, C. M., Johnson, J. L. & Ellstrand, A. E. Number of directors on the board and financial performance: A conceptual synthesis and meta-analysis. *Academy of Management Journal*, 42: 674-687.

- 1999 Dalton, D. R., Johnson, J. L. & Daily, C. M. On the use of "intent to..." variables in organizational research: An empirical and cautionary assessment. *Human Relations*, 52: 1337-1350.
- 1998 Dalton, D. R., Daily, C. M., Ellstrand, A. E. & Johnson, J. L. Board composition, leadership structure, and financial performance: Meta-analytic reviews and research agenda. *Strategic Management Journal*, 19: 269-290.
- Reprinted in 2004, *Corporate Governance (Volume 2: Anglo-American Corporate Governance)*. Clarke, T. (Ed.). London: Routledge.
- 1998 Daily, C. M., Johnson, J. L., Ellstrand, A. E. & Dalton, D. R. Board governance as a determinant of CEO compensation. *Academy of Management Journal*, 40: 209-220.
- 1997 Baldwin, T., Bedell, M. D., & Johnson, J. L. The social fabric of an M.B.A. program: Network effects on student satisfaction and performance. *Academy of Management Journal*, 40: 1369-1397.
- 1997 Daily, C. M. & Johnson, J. L. Sources of CEO power and firm performance implications: A longitudinal assessment. *Journal of Management*, 23: 97-118.
- 1996 Johnson, J. L., Daily, C. M., & Ellstrand, A. E. Research on boards of directors: A review and research agenda. *Journal of Management*, 22: 409-438.
- 1995 Dalton, D. R. & Johnson, J. L. The iron law of paternalism: Gender bias in arbitration outcomes? *Psychological Reports*, 77: 1027-31.
- 1995 Bommer, W. H., Johnson, J. L., Rich, G. A., Podsakoff, P. M. & MacKenzie, S. B. On the interchangeability of objective and subjective measures of employee performance: A meta-analysis. *Personnel Psychology*, 48: 587-605.
- 1994 Johnson, J. L. & Burton, B. K. Chaos and complexity theory for management: Caveat emptor. *Journal of Management Inquiry*, 3: 320-328.
- 1994 Johnson, J. L. & Podsakoff, P. M. Journal influence in the field of management: An analysis using Salancik's index of influence in a dependency network. *Academy of Management Journal*, 37: 1392-1407.

CONFERENCE PRESENTATIONS

- August, 2018 Johnson, J. L., Dooley, K. J., & Hyatt, D. H. The role of social capital in cross-sector supply chains. Academy of Management Annual Meeting, Chicago.

- October, 2017 Hasija, D., Bilgili, H., Johnson, J. L., & Ellstrand, A. E. Does Board Capital Matter? A Meta Analyses of the Board Capital and Firm Performance Relationship. Strategic Management Society Annual Meeting, Houston.
- August, 2017 Bilgili, T., Bilgili, H., Ridge, J. W., Ellstrand, A. E., & Johnson, J. L. Exploring the Relationship between Peer Network Structure and CEO Compensation. Academy of Management Annual Meeting, Atlanta.
- August, 2017 Roumpi, D., Giannakis, P., & Johnson, J. L. Diffusion of Organizational LGBT-Friendliness through an Interlocking Directory Network . Academy of Management Annual Meeting Atlanta.
- October, 2016 Bilgili, H., Bilgili, T., Ridge, J. W., Ellstrand, A. E., & Johnson, J. L. Exploring the Relationship between Peer Network Structure and CEO Compensation Strategic Management Society Annual Meeting, Berlin, Germany.
- August, 2016 Worrell, D., Bilgili, H., Ellstrand, A. E., Johnson, J. L. Cognitive Isomorphism Among B Corporations. Academy of Management Annual Meeting, Anaheim, CA.
- August, 2016 Bilgili, H., Johnson, J. L. , Joanna, C., Ellstrand, A. E., Bilgili, T. Nexus of Committees: Boards of Directors, Interfirm Networks, and Firm Performance. Academy of Management Annual Meeting, Anaheim, CA.
- August, 2016 Bilgili, H., Tilton, J., Ellstrand, A. E., & Johnson, J. L. Toward and Affect-based View of Principal-Agent Problems. Academy of Management Annual Meeting, Anaheim, CA.
- August, 2015 Bilgili, H., Worrell, D., Ellstrand, A. E., Johnson, J. L. Breaking the Mold of Traditional Business: The Emergence and Diffusion of B-Organizational Forms. Academy of Management Annual Meeting, Vancouver, BC.
- August, 2015 Bilgili, H., Worrell, D., Ellstrand, A. E., Johnson, J. L. Breaking the Mold of Traditional Business: The Emergence and Diffusion of B-Organizational Forms. Academy of Management Annual Meeting, Vancouver, BC.
- September, 2014 Campbell, J. T., Bilgili, H., Ellstrand, A. E., Johnson, J. L. Riding off into the sunset: Shareholder reactions to CEO retirements. Strategic Management Society Annual Meeting, Madrid.
- August, 2014 Bilgili, H., Campbell, J. T., Ellstrand, A. E., Johnson, J. L. Hero or Custodian? The Polarization of Retiring CEO Beliefs and Strategic Risk Taking. Academy of Management Annual Meeting, Philadelphia.
- August, 2013 Campbell, J. T., Ellstrand, A.E., Bilgili, H., Johnson, J. L. Going out on top (or with a fizzle?): Upper echelons perspective on CEO retirement. Strategic Management Society Annual Meeting, Atlanta.

- August, 2012 Johnson, J. L., Rose, A. S., Ellstrand, A. E. Streams flow through it: Mapping the evolution of corporate governance research. Academy of Management Annual Meeting, Boston.
- August, 2010 Slater, D., Johnson, J. L. Compliance and Discretionary Corporate Social Performance: Refining Dimensionality and Measurement. Academy of Management Annual Meeting, Montreal.
- August, 2010 Dixon-Fowler, H., Ellstrand, A. E., Johnson, J. L. The role of board environmental committees in corporate environmental performance. Academy of Management Annual Meeting, Montreal.
- April, 2010 Johnson, J. L., "On becoming a network entrepreneur: Notes from the field." Intraorganizational Networks Conference, Lexington, Kentucky.
- August, 2009 Dixon-Fowler, H. R., Slater, D., Romi, A., Johnson, J. L. & Ellstrand, A. E. Beyond "Does it pay to be green?" A Meta-Analysis of Moderators of the CEP and CFP relationship. Academy of Management Annual Meeting, Chicago, Illinois.
- August, 2008 Dixon-Fowler, H. R., O'Leary-Kelly, A. M., & Johnson, J. L. Ideology-Infused Psychological Contract Formation: An Organizational- and Employee-Level Perspective. Academy of Management Annual Meeting, Anaheim, California.
- August, 2008 Dixon-Fowler, H. R., Ellstrand, A. E., & Johnson, J. L. Strength In Numbers Or Guilt By Association?: Intra-Group Effects Of Female CEO Announcements. Academy of Management Annual Meeting, Anaheim, California.
- August, 2007 Connelly, B. L., Johnson, J. L., Tihanyi, L., & Ellstrand, A. E. Network perspectives of governance and foreign direct investment: The effects of board interlocks on entry into China. Accepted for presentation at 2007 Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
- August, 2006 Johnson, J. L., Ellstrand, A. E., & Kepes, S. Main path analysis of the management literature, 1983-2005: Toward a methodology for meta-review. 2006 Academy of Management Annual Meeting, Atlanta, Georgia.
- March, 2006 Dunn, C. P. & Johnson, J. L. The Comedy of the Commons. 2006 International Association for Business and Society, Yucatan, Mexico.
- August, 2005 Johnson, J. L. & Kepes, S. Networks of Order and Chance: Archetypes, Emergence, and Randomness in Organizational Structures. 2005 Academy of Management Annual Meeting, Honolulu, Hawaii.
- August, 2005 Shaw, J. D. & Johnson, J. L. Social Capital, Organizational, and Environmental Predictors of Quits, Discharges, and Intra-Organizational Mobility. 2005 Academy of Management Annual Meeting, Honolulu, Hawaii.

- August, 2004 Johnson, J. L. Preferential Attachment and Clustering Among Unpreferred Others: Emergent Structural Characteristics and Negative Tie Networks. Academy of Management Annual Meeting, New Orleans, Louisiana.
- August, 2004 Duffy, M. K., Johnson, J. L., & Shaw, J. D. Structural Characteristics of Workplace Undermining Relationships: "Hot Spots" at Work. 2004 Academy of Management Annual Meeting, New Orleans, Louisiana.
- April, 2004 Duffy, M. K., Johnson, Jonathan L., Shaw, J. D. Structural Dynamics Of Social Undermining At Work. Society of Industrial and Organizational Psychologists, 19th Annual Conference, Chicago, Illinois.
- October, 2003 Gay, D. E. R., Gentry, J., Johnson, J. L. Creating MBA Partnership Classes: General Principles and Strategies. Eleventh Annual Southwestern Business Administration Teaching Conference, Houston, Texas, October, 2003.
- August, 2003 Duffy, M. K., Shaw, J. D. & Johnson, J. L. The social structure of undermining. Academy of Management Annual Meeting, Seattle, Washington, August 2003.
- August, 2003 Shaw, J. D., Duffy, M. K. & Johnson, J. L. Embeddedness, social capital, ties, and turnover. Academy of Management Annual Meeting, Seattle, Washington, August 2003.
- August, 2002 Johnson, J.L., Ellstrand, A.E. & Hennelly, M. The financial press as a monitoring mechanism. 2002 Academy of Management Annual Meeting, Denver, Colorado, August 2002.
- August, 2000 Johnson, J. L. Weighing the social ledger: Alter influence and negative tie consequences. Academy of Management Annual Meetings, 2000. Toronto, Ontario.
- August, 2000 Johnson, J. L., Dalton, D. R., Ellstrand, A. E., & Daily, C. M. The value of good governance: Board Reputation Effects On Shareholder Wealth. Academy of Management Annual Meetings, 2000. Toronto, Ontario.
- August, 1999 Johnson, J. L. & O'Leary-Kelly, A. M. The development of workplace cynicism and trust: Is it who you know or who you are? Academy of Management Annual Meetings, 1999. Chicago, Illinois.
- November, 1998 Tschirhart, M. & Johnson, J. L. Infidels at the gate and rebels in the ranks: Protection from takeovers in nonprofit membership organizations. Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, 1998. Seattle, Washington.
- November, 1998 Johnson, J. L. & Baldwin, T. Human resources as an investment in social capital. Southern Management Association Annual Meetings, 1998. New Orleans, Louisiana.
- August, 1998 Ellstrand, A. E., Tihanyi, L., & Johnson, J. L. Political risk and board composition. Academy of Management Annual Meetings, 1998. San Diego, California.

- November, 1997 Dalton, D. R., Ellstrand, A. E., Daily, C. M., & Johnson, J. L. Boards of directors reputation and financial performance: A perception/performance disconnect? 1997 Annual Meeting of the Decision Sciences Institute, San Diego, California.
- November, 1997 Ellstrand, A. E., Daily, C. M., Johnson, J. L., & Dalton, D. R. Governance by committee: The influence of committee composition on corporate performance. 1997 Annual Meeting of the Decision Sciences Institute, San Diego, California.
- August, 1997 Johnson, J. L., Dalton, D. R., & Daily, C. M. A fine grained analysis of the relationship between directors and CEOs: Effects on anti-takeover provisions. Academy of Management Annual Meetings, 1997. Boston, Massachusetts.
- August, 1997 Dalton, D. R. , Daily, C. M. , Johnson, J. L., & Ellstrand, A. E. Number of Directors on the Board & Financial Performance: A Conceptual Synthesis & Meta-Analysis. Academy of Management Annual Meetings, 1997. Boston, Massachusetts.
- November, 1996 Daily, C. E., Johnson, J. L., Ellstrand, A. E., & Dalton, D. R. Assessing the impact of board composition on CEO compensation. Decision Sciences Institute National Conference, 1996. Orlando, Florida.
- November, 1996 Dalton, D. R., Daily, C. M., Johnson, J. L., & Ellstrand, A. E. Boards of Director Size and Financial Performance: Meta-Analytical reviews and research agenda. 1996 Annual Meeting of the Decision Sciences Institute. Orlando, Florida. Orlando, Florida.
- November, 1996 Dalton, D. R., Johnson, J. L., & Daily, C. M. On the use of "intent to..." variables in organizational research: An empirical and cautionary assessment. 1996 Annual Meeting of the Decision Sciences Institute. Orlando, Florida.
- August, 1996 Daily, C. M., Johnson, J. L., Ellstrand, A. E., & Dalton, D. R. Institutional investor activism: Follow the leaders? Academy of Management Annual Meetings, 1995. Cincinnati, Ohio.
- August, 1996 Daily, C. M., Johnson, J. L., & Ellstrand, A. E. Board governance as a determinant of CEO Compensation. Academy of Management Annual Meetings, 1996. Cincinnati, Ohio.
- June, 1996 Daily, C. M., Johnson, J. L., Ellstrand, A. E., & Dalton, D. R. Board governance as a determinant of CEO Compensation. 1996 Workshop on Managerial Pay and Firm Performance, Tilburg, The Netherlands.
- April, 1996 Johnson, J. L. & Engle, S. L. Informal organizations and social networks: Insights from the Hawthorne program and Chester Barnard. 11th Annual Texas Conference on Organizations, 1996.

- November, 1995 Dalton, D. R., Rechner, P. L., Daily, C. M., Hill, R. C., Johnson, J. L. Board composition CEO duality, and organizational performance: A lagged and transposed assessment. 1995 Annual Meeting of the Decision Sciences Institute.
- September, 1995 Stephens, R. D., Kelley, S. R., Johnson, J. L. & Siefers, J. L., Jr. The structure of international business research: An author cocitation and main path analysis. International Business Conference, Seoul, South Korea, 1995.
- August, 1995 Daily, C. M., Johnson, J. L. & Dalton, D. R. The many ways to board composition: If you have seen one, you certainly have not seen them all. Academy of Management Annual Meetings, 1995. Vancouver, British Columbia.
- August, 1995 Johnson, J. L. Boundary-work in the reformation of business schools: The science of management. Academy of Management Annual Meetings, 1995. Vancouver, British Columbia.
- August, 1994 Bommer, W. H., Johnson, J. L. & Rich, G. A. A review and extension of Heneman's meta-analysis of objective and subjective measures of performance. Academy of Management Annual Meetings, 1994. Dallas, Texas.
- August, 1994 Johnson, J. L. Citizenship at Hawthorne: A network analysis of friendship, clique membership and helping behaviors in the bank wiring room. Academy of Management Annual Meetings, 1994. Dallas, Texas.
- February, 1994 Johnson, J. L., Ellstrand, A. E., Bommer, W. H. & Byers, K. M. Partitioning firms in interlocking directorates among publicly held U. S. firms. Fourteenth International Sunbelt Social Networks Meetings. New Orleans, Louisiana.
- October, 1993 Johnson, J. L. & Burton, B. K. Chaos theory and management: Caveats and possibilities. First Annual Doctoral Students' Conference. SUNY, Albany.

BOOK REVIEWS

- July, 2006 Brokerage & Closure: An Introduction to Social Capital, Ronald S. Burt. *Academy of Management Review*, 31: 757-759.

GRANTS & FUNDING

- 2009-present The Sustainability Consortium
- Wal-Mart Foundation/Wal-Mart Corporation gifts to establish and support *The Sustainability Consortium* (~\$9 million).
 - Corporate and NGO membership dues (~\$21 million to UA).
 - Intellectual property royalties (~\$2.5 million).

| | |
|-----------|---|
| 2010-2012 | Dooley, K.J. (Principal), Johnson, J.L., Kull, T., Pathak, S., & Wu, Z. (Co-Principals). <i>Supply Network Design and Product Environmental Performance</i> . National Science Foundation. \$316,000. |
| 2007 | Wal-Mart Foundation gift to establish the <i>Applied Sustainability Center</i> , Sam M. Walton College of Business. \$1.5 million. |

COURSES TAUGHT

| | |
|-----------------|---|
| 2014-2016 | Seminar in Research Methods (Ph.D.) |
| 1997-2016 | Strategic Management (MBA) |
| 2012 | Honors Colloquium: Seminar in Applied Sustainability (Undergraduate) |
| 1997-2016 | Seminar in Organization Theory (Ph.D.) |
| 2005 | Business Ethics and Corporate Social Responsibility (Undergraduate) |
| 2005 | Seminar in Strategy (Ph.D.) |
| 2004-2005 | Seminar in Teaching (Ph.D.) |
| 2004 | Departmental Honors Colloquium: Metaphors for Management |
| 1997-2003 | Entrepreneurship Practicum (Undergraduate, MBA) |
| 2000-2003 | Understanding Complex Organizations (Undergraduate) |
| 2002 | College Honors Colloquium: Philosophical Approaches to Management (Undergraduate) |
| 1999-2000, 2004 | Freshmen Business Connections (Undergraduate) |
| 1995-1997 | Strategic Management (Undergraduate) |
| 1992-1995 | Organizational Behavior (Undergraduate) |
| 1993-1994 | Business Management and the Natural Environment (Undergraduate) |

HONORS

| | |
|--------------|--|
| 2017 | Outstanding MBA Faculty. |
| 1998, 2005 | All-Around Outstanding Faculty Member, Walton College of Business. |
| 2001-Present | Teaching Academy, University of Arkansas. |
| 1999 | Faculty Excellence in Advising Award, Walton College of Business. |
| 1998-1999 | Outstanding Faculty Member Award, Business Graduate Student Association, Walton College of Business. |
| 1995 | Richard D. Irwin Foundation Doctoral Dissertation Fellowship. |

SELECTED SERVICE AND ACTIVITIES

| | |
|-----------------|---|
| 2000-2004 | Editorial Review Board: <i>Academy of Management Journal</i> |
| Ad hoc reviews: | <i>Academy of Management Journal, Administrative Science Quarterly, Strategic Management Journal, Journal of Management, Journal of Management Inquiry, Organization Science.</i> |
| 2015-Present | National Fish Habitat Partnership Fund, Board Member. |
| 2017-Present | Watershed Conservation Resource Center, Board Member. |
| 2018-Present | BikeNWA, Board Member. |
| 2009-2015 | Carbon Disclosure Project, U.S. Advisory Council. |
| 1997-2015 | Ozark Natural Science Center, Board Member (President 2002-2005). |
| 1990-1997 | Sierra Club, National Membership Committee. |

SUMMARY & HIGHLIGHTS

- 25+ Years of Leading People; Visualizing Opportunities; Delivering Results - Especially Under Pressure
- 25+ Years of Innovation & Operational Improvements; History of Making Large Impact on Organizations
- 15+ Years of Executive Success in Leadership; Management; Negotiating; & People Skills

EDUCATION**Masters of Science – Construction Management | Louisiana State University (Baton Rouge, LA)**

Oct. 2020

- Summa Cum Laude – G.P.A. 4.20

Masters of Business Administration | University of Arkansas (Fayetteville, AR)

May 2010

- MBA Student Advisory Board Member ■ Emphasis in Corporate Finance and Entrepreneurship
- Winner of the prestigious Rice Business Plan Competition ■ Featured FORTUNE

Bachelor of Science (Major: Civil Engineering) | United States Military Academy (West Point, NY)

May 1994

- Major GPA: 3.75 ■ Awarded Dean's Wreath (QPA > 3.0) ■ Finished #1 – Advanced Structural Analysis Course
- Captain, Intercollegiate Racquetball Team ■ 'Master Fitness Trainer' (fitness certification, difficult to obtain)

EXPERIENCE & EVIDENCE OF SKILLS

Multi-Craft Contractors, Inc. (Springdale, AR)

Jan. 2020 – Present

Executive Vice President

- Member Corporate Executive Committee
- Manage All Corporate Contracts, Risk Programs
- Operational Oversight ~ \$150MM Annual Revenue
- Oversee ~ 675 Employees, 3 Regions - Multiple States

Graypoint Consulting – Veteran Owned Business (Alma, AR)

Nov. 2009 – Present

Founder & CEO

- Construction Management Consulting Services
- \$50M in projects - 93% on time - 100% within budget
- Expert Witness – Claims, Arbitration, Contract Disputes
- International Conference Speaker – Construction Analytics
- Interim City Engineer – Constructability and Plan Reviews
- Technical Review Committee - City Planning Commission

BLACKSTONE CONSTRUCTION LLC (Russellville, AR)

Apr. 2008 – Jan. 2020

Senior ExecutiveLeadership & Management · People Skills · Negotiating

- Developed a proprietary bidding algorithm which accurately predicts competitor bids. Increased the percentage of winning bids (public projects) from ~58% to ~80%. Algorithm maximized profit margin (cut % "left on the table" by a factor of 3).
- Conducted due-diligence and comprehensive valuations for three private acquisitions. Analysis reviewed and substantiated by independent investment banks and CPA's to facilitate the purchase of an existing business. Led three acquisitions.
- Built comprehensive financial model which laid out the strategic vision for the company; Conducted due-diligence on potential markets, pricing consequences, competition, suppliers, the macro economy, etc.; Models analyzed multiple scenarios & identified the best course of action for the company; Enabled company to grow from \$6M to \$82M within 5 years.
- Lowered the company's energy costs by ~10% – by negotiating and improving the process of purchasing from utilities; Qualified the company for many tax incentives & savings; Increased revenue from the development of new products

OLD CASTLE MATERIALS INC / ASHLAND, INC (Fort Smith, AR)

Jul. 2000 – Mar. 2008

Project Engineer | General Manager | Division Vice PresidentLeadership & Management · Leveraging Relationships · Innovation & Initiative

- Excelled at (from concept to completion) the installation of a \$3.1M plant; Awarded 'NAPA national award' for plant operations, safety & environmental stewardship; Excelled due to technical, leadership & management skills (teaching a new way to do business)
- Received multiple letters of commendation senior company executives
- Reduced plant waste by ~15% by taking the initiative, developing a plan & training plant operators, implementing new technology

- Developed safety program (training & tracking) (similar to ISO) which became ‘gold standard’ for corporation; Led plant to becoming the only one in the company w/ 0 deficiencies; Recognized by the Director Arkansas Dept. of Labor Director for excellence Business Development · Operations Improvement · Problem Solving · Innovation & Initiative
- Reduced costly plant shutdowns by ~50%, reduced inventory by ~40%, reduced overtime hrs, improved customer satisfaction & lowered maintenance costs by: making production more efficient & developing a proactive, preventative maintenance plan; (Details:) Identified inefficiencies in the production schedule, figured out how to better forecast customer demand & conduct maintenance more frequently & efficiently; lower production costs led to being awarded 3 major interstate highway projects
- Solved a challenging, recurring plant operations problem & saved: 15% in fuel & 5% in production costs; Provisional Patent (Details:) Consulted w/ an independent materials company to develop solution; Equipment manufacturer implemented solution
- Implemented the first ever fiber optic-computer controlled asphalt plant; Equipment manufacturer used the successful launch as a marketing ‘model’, directed potential clients to analyze success & commented: ‘Paul’s technical & operational skills led to successful adaptation’
- Recognized by the Arkansas Dept. of Environmental Quality for excellence in operations – due to making operations more efficient & by creating unique reporting system; Paraphrasing: ‘If every plant in Arkansas did this good of a job, there would be no need for us’
- Led company in operations & safety; Plants under management became model for all divisions & the topic of 2 day conference

R.P. INDUSTRIES, INC. (Franklin, TN)

May. 1999 – Jun. 2000

Project Manager*Managed construction projects, took initiative in leading business development efforts*Business Development · Execution · Leadership & Management · Relationship Building

- Received a contract bonus & praise from City’s Director of Engineering for completing challenging, accelerated & highly publicized construction of Costco (\$2.6M, in 92 days) & managing the construction of the connected city street; Success came from commitment to long hours & taking the initiative to become quickly licensed in ‘blasting’, after default of critical sub-contractor
- Increased division revenue by ~10% & secured multiple repeating contracts bypassing the bidding process – engaging developers early in the planning process, ‘pre-engineering’ cost savings & establishing valuable relationships
- Took the initiative & created a system which better accounted for the cost & utilization of the company’s equipment; Company’s VP approved the system to be used company wide; Worked w/ accounting & IT departments to integrate it into company’s financials

UNITED STATES ARMY (Mobile, AL | Ft. Stewart, GA | Central America | Middle East)

Mar. 1998 – May. 1999

Chief of Projects (Infrastructure Projects Coordinator) (Mar’98 – May’99, Mobile, AL / Central America) | **Captain** (final rank)**Project Engineer** (Battalion Civil Engineer, Company Executive Officer) (Feb.’95 – Mar.’98, Ft. Stewart, GA / Middle East)Leadership & Management · Excellence Under Pressure · Operational Improvement

- Awarded the Humanitarian Service Medal for developing a rapid short & long-term infrastructure recovery plan in Honduras, after Hurricane Mitch devastated the region; Led & coordinated the recovery effort w/ the US military & embassy, international relief agencies, local governments & various civilian agencies; Supervised the repair of 5 key bridges (~\$3.7M), among other infrastructure
- Planned & supervised a \$3.5M of construction throughout Central America (schools, clinics, roads, etc.); Awarded the Army Commendation Medal & selected to represent & negotiate the interests of the US government at meetings (job far above pay grade)
- Coordinated a challenging, high profile \$7.5M highway expansion project; Worked & developed plans w/ civilian & military engineers, Georgia Department of Transportation, other agencies; Received many recognitions for excellence: the Army Achievement Medal, a Letter of Commendation from Director of Public Works & commendation from senior officer for excellent coordination
- Awarded the Army Commendation Medal for the design & construction of security improvements to the American compound in Kuwait following the Khobar Towers terrorist attack; Wrote & presented well received article for Engineer Magazine discussing the experience & outlining how the Army could better equip combat engineering units (presented as a junior officer)
- Selected ‘Battalion Civil Engineer’ (a position above rank) because of performance, professionalism & ability to excel under pressure
- Singled out by name during National Training Center Exercise Review by senior commanders for “*actually delivering the plan you developed... accurately matching engineering assets and capabilities with appropriate risk factors and real world limitations was the critical factor to the mission success.*”
- Awarded Army Physical Fitness Badge on every fitness test while in service

ADDITIONAL EXPERIENCE

University of Arkansas – Sam Walton College of Business

Aug. 2014 – Present

Adjunct Professor

- Teach Multiple Graduate Level Courses – Entrepreneurship, Global Business and International Economics, MBA Guest Lecturer
- Designed and started an entrepreneurship business course for STEM students enrolled in advanced technical degree programs
- Guest Lecturer – Colorado State University, Arkansas Tech University, United States Military Academy
- Strategic Advisor, Board Member, Mentor, various startup companies

R2M Solution (Milan, Italy)

Jul. 2011 – Present

Co-Founder & Managing Partner

- Profitable within 6 months. Awarded ~ €13.1M contracts for research & technology transfer opportunities in European Union
- Research Contracts focus on Innovations in Construction Materials, Energy, LEED Certification, and Sustainability
- Expanded to 30 Employees and 3 countries within 6 years
- Assisted clients in raising ~ €7.5M in private equity and grand funding

BIOLOGICSMD, INC. (Fayetteville, AR)

Aug. 2009 – Present

Co-Founder, President & CEO (May 2013) - Senior Advisor *(Current Role)*

- Awarded \$2.3M Department of Defense Contract for the development of a new innovative pharmaceutical compound
- Raised ~ \$1M Venture Capital & Private Equity for new biotech start-up company despite the Great Recession
- Implemented everything from A-Z; setting the company up to starting operations (lab, office, hiring, HR policies, accounting, etc.)

ARKANSAS VETERANS' COMMISSION

Oct. 2020 – Present

Member

- Advisor – North Little Rock Veterans Cemetery Expansion Projects, Phase I and Phase II
- Member – Working Group Committee, NW Arkansas Veterans Home Business Case Study