

## **Timothy D. Hubbard**

Assistant Professor and Donnelly Fellow in Participatory Management  
Mendoza College of Business – University of Notre Dame  
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### **EDUCATION:**

Doctor of Philosophy – University of Georgia. 2017.

Major: Strategic Management

Advisor: Scott D. Graffin

Master of Business Administration – Thunderbird School of Global Management. 2010.

Major: International Business, Summa Cum Laude

Bachelor of Science – University of Illinois at Urbana-Champaign. 2005.

Major: Mechanical Engineering, Summa Cum Laude

Minor: Technology & Management

### **RESEARCH INTERESTS:**

I investigate the influence that social and cognitive factors have on firms and their upper echelons. As examples of social factors, I study reputation, media coverage, and discourse. I explore cognitive factors that influence executives, such as core self-evaluation, through archival and laboratory studies. Most recently I have taken an interest in biometric lab studies.

### **PUBLICATIONS:**

Quigley, T.J., Hubbard, T.D., Ward, A., & Graffin, S.D. (in-press). Unintended consequences: Information releases and CEO stock option grants. *Academy of Management Journal*.

Hubbard, T.D. 2018. The role of the Chief Executive Officer in firm environmental decisions. *Fordham Environmental Law Review*, 30: 13–31.

Lampert, C.L., Kim, M., Hubbard, T.D., Roy, R., & Leckie, G. (in-press). Fearlessly swimming upstream to risky waters: The role of geographic entry in innovation. *Journal of Management Studies*.

Hubbard, T. D., Pollock, T. G., Pfarrer, M. P., & Rindova, V. P. 2018. Safe bets or hot hands? How status and celebrity influence strategic alliance formation by newly-public firms. *Academy of Management Journal*, 61: 1976–1999.

Hubbard, T. D., Christensen, D. M., & Graffin, S. D. 2017. Higher highs and lower lows: The role of Corporate Social Responsibility in CEO dismissal. *Strategic Management Journal*, 38: 2255–2265.

Zavyalova, A. A., Pfarrer, M. P., Reger, R. K., & Hubbard, T. D. 2016. Reputation as a benefit and a burden? How stakeholders' organizational identification affects the role of reputation following a negative event. *Academy of Management Journal*, 59: 253–276.

### **REFEREED CONFERENCE PROCEEDINGS:**

Campbell, R.J., Hubbard, T.D., & Graffin, S.D. 2017. Why leave now? Examining the antecedents of CEO voluntary turnover. *Proceedings of the 77<sup>th</sup> Annual Meeting of the Academy of Management*.

Quigley, T. J., Hubbard, T.D., & Ward, A. 2017. Still in control: Information releases and CEO stock options. *Proceedings of the 77<sup>th</sup> Annual Meeting of the Academy of Management*.

Hubbard, T.D., Pollock, T.G., Pfarrer, M.P., & Rindova, V.P. 2016. Pump up the volume: The effects of celebrity and status on newly public firms' access to resources. In John Humphreys (Ed.), *Proceedings of the 76<sup>th</sup> Annual Meeting of the Academy of Management*.

### **MANUSCRIPTS UNDER REVIEW:**

Graffin, S.D., Hubbard, T.D., Christensen, D.M., & Lee, E.Y. (conditionally accepted) [CEO Political Ideology and Initial Pay] *Strategic Management Journal*.

### **WORKING PAPERS:**

Graffin, S.D., Quigley, T.J., Hubbard, T.D., & Short, C.E. (preparing for new submission) CEO Quality. Target: Organization Science.

Hubbard, T. D. & Shropshire, C. (preparing new submission). Six ways to Sunday: Board and top management team capital, discourse and internationalization. Target: Organization Science.

Bundy, J., Hubbard, T. D., Graffin, S. D., & Christensen, D. M. (expanding scope) CEO political orientation and extreme outcomes. Target: Strategic Management Journal.

Zavyalova, A., Zyung, D., Callahan, C., & Hubbard, T.D. (data analyses) The role of (dis)identification for stakeholders' approval of an organization following positive and negative events. Target: Academy of Management Journal.

Hubbard, T.D. & Park, S. (writing) When to lobby for increased regulations your own industry: Intra-industry pro-regulatory political engagement. Target: Academy of Management Review.

### **EARLY STAGE PROJECTS:**

Hubbard, T.D. (All Studies Completed, Writing) Building strategic management theory in the lab: Understanding the foundations of political ideology's relationship to CSR. Target: Organization Science.

Hubbard, T.D. (426 participants collected; Target 1,000 participants) A formal laboratory test of Upper Echelons Theory: A deep learning study. Target: Academy of Management Journal.

Hubbard, T.D. & Aliberti, D. (Writing) The differences in explaining controversial decisions to men versus women: A biometric study. Target: Strategic Management Journal.

Hubbard, T.D. & Curran, K. (Study 1 in progress; 39 collected) How character and competence violations influence perceptions of high reputation firms: A study of physiological differences. Target: Academy of Management Journal.

Meikle, N., Rees, M., Tenbrunsel, A., & Hubbard, T.D. (IRB approved; Study 1 starting) Physiological reactions to artificial intelligence versus human decision making. Target: Academy of Management Journal.

Mishina, Y. & Hubbard, T.D. (Study 1 collected and analyzed; Designing Subsequent Studies) Information overload: Examining the limits of information search under constraints. Target: Academy of Management Journal.

Hubbard, T.D. (Final sample of eMBA students collected; Analyzing complete dataset) Macro under the microscope: The influence of CEO personality and feedback on strategic decision making. Target: Academy of Management Journal.

Hubbard, T.D., Halebian J. & Colquitt, J.A. (Study 1 collected and analyzed; Designing Study 2) The role of hubris in acquisition evaluation: An experimental approach to the effects of managerial hubris. Target: Administrative Science Quarterly.

Hubbard, T.D. & Wowak, A. (designing experiment) Upper Echelons Theory's first step: A visual attention and policy capturing study. Target: Academy of Management Journal.

Hubbard, T.D. & Vilano, M. Controversy in the boardroom: A virtual reality study of individual interactions during boardroom conflict. Target: Academy of Management Journal.

Hubbard, T.D., Christensen, D. & Olsen, K. The influence of CEO narcissism on dismissal and award winning. Target: Strategic Management Journal.

Hubbard, T.D. & Short, C.E. (writing) An upper echelons perspective on signaling theory. Target: Academy of Management Review.

## **DISSERTATION:**

**Title:** Macro under the microscope: The role of CEO core self-evaluation and feedback in understanding strategic decisions.

**Abstract:** This dissertation develops theory on the influence of executive characteristics and feedback on a number of strategic decisions. Specifically, I examine the influences of an executive's core self-evaluation, media coverage and performance feedback. The study builds theory on an executive's natural strategic tendencies—the strategic profiles executives gravitate towards when unconstrained. Furthermore, it explores how executives change their strategy over time based on media coverage and performance feedback considering their core self-evaluation. I test my arguments using a novel business simulation that addresses the internal validity and generalizability critiques of past research. In doing so, my research platform breaks open the black box of upper echelons research and allows for a more nuanced examination of strategic decision making.

## **CONFERENCE PAPERS & PRESENTATIONS:**

Hubbard, T.D. & Park, S. (2019) Why and When Do Firms Seek Greater Regulation? Corporate Political Activity as Pro-Regulatory Strategy. Common ground presentation at the SMS Special Conference. Las Vegas, NV.

Hubbard, T.D. (2019) Panelist and facilitator in *Early Career Consortium* at the SMS Special Conference. Las Vegas, NV.

Chen, G., Devers, C., Helfat, C., Wade, J., Zhu, D., & Hubbard, T.D. (2018) In Hubbard, T.D. & Zhu, D. (Organizers), *Frontiers of Psychological Research in Strategic Management*. Panel symposium at the Annual Meeting of the Academy of Management. Chicago, IL.

Graffin, S.D., Hubbard, T.D., Christensen, D. & Lee, E. (2018) The Influence of CEO Risk Tolerance on Initial Pay Packages and Strategic Change. Paper presentation at the Annual Meeting of the Academy of Management. Chicago, IL.

D'Oria, L., Hubbard, T.D., Lovelace, J., Pfarrer, M. & Zavyalova, A. (2018) Organizer and Discussant in *Celebrity in Strategic Management and Organizational Studies*. Panel symposium at the Annual Meeting of the Academy of Management. Chicago, IL.

Hubbard, T.D. (2018) Facilitator in *Content Analysis in Organizational Research: Techniques and Applications PDW* at the Annual Meeting of the Academy of Management. Chicago, IL.

Lampert, C., Kim, M., Hubbard, T.D., Roy, R., & Leckie, G. (2018) Fearlessly Swimming Upstream to Risky Waters: The Role of Geographic Entry in Innovation. Paper presentation at the Academy of International Business Annual Meeting. Minneapolis, MN.

Hubbard, T.D. (2018) Structural Equation Modeling in Strategic Management Research. Presentation at RMD-CARMA Junior Faculty and Doctoral Student Consortium.

Hubbard, T.D. (2017) Upper Echelons in the Lab: How Functional Background Influences Field of Vision, Perception and Interpretation. Paper presentation at the Annual Meeting of the Strategic Management Society. Houston, TX.

Hubbard, T.D. (2017) Experimental Considerations in Strategic Management. Presenter in Advances in Empirical Analysis in Strategy Research session at the Annual Meeting of the Strategic Management Society. Houston, TX.

Short, C., Hubbard, T.D., Quigley, T.J., & Graffin, S.D. Who Gets It Right and When? Internal and External Evaluations of CEO Quality. Paper presentation at the Annual Meeting of the Strategic Management Society. Houston, TX.

Hubbard, T.D. (2017) Experimental Procedures for Upper Echelons. Presenter and Facilitator in Experiments in Institutional Theory and Strategy Research PDW at the Annual Meeting of the Academy of Management. Atlanta, GA.

Hubbard, T.D. (2017) Using MTurk to Improve Content Analyses. Presenter and Facilitator in Content Analysis in Organizational Research: Techniques and Applications PDW at the Annual Meeting of the Academy of Management. Atlanta, GA.

Bitektine, A., Boivie, S., Eisenhardt, K., Fang, C., Zhu, D., & Hubbard, T.D. (2017) In Hubbard, T.D. & Zhu, D. (Organizers), *Frontiers of Psychological Research in Strategic Management*. Panel symposium at the Annual Meeting of the Academy of Management. Atlanta, GA.

Campbell R.J., Hubbard, T.D. & Graffin, S.D. (2017) Why Leave Now? Examining the Antecedents of CEO Voluntary Turnover. Paper presentation at the Annual Meeting of the Academy of Management. Atlanta, GA.

***Included in Conference Proceedings***

Quigley, T.J., Hubbard, T.D., & Ward, A. (2017) Still in Control: Information Releases and CEO Stock Options. Paper presentation at the Annual Meeting of the Academy of Management. Atlanta, GA.

***Included in Conference Proceedings***

Campbell R.J., Hubbard, T.D. & Graffin, S.D. (2016) Why Quit Now? Examining the Antecedents of CEO Voluntary Turnover. Paper presentation at the Annual Meeting of the Strategic Management Society. Berlin, Germany.

***Nominated for SMS Berlin Best Paper Prize***

Hubbard, T., Pollock, T., Pfarrer, M. & Rindova, V. (2016) It's how you look at it: The effects of celebrity and status on newly public firms' access to resources. Paper presentation at the Annual Meeting of the Academy of Management. Anaheim, CA.

***Included in Conference Proceedings***

Reger, R. Rindova, V., Pfarrer, M., Zavyalova, A., D'Oria, L., Curran, K. & Hubbard, T. (2016) In D'Oria L., Curran, K. & Hubbard, T. (Organizers), *Celebrity in Strategic Management and Organizational Studies*. Symposium at the Annual Meeting of the Academy of Management. Anaheim, CA.

Hubbard, T. & Shropshire, S. (2015) Building the board for multinational growth. Paper session at the Southern Management Association's Annual Meeting. St. Petersburg, FL.

Bundy, J., Hubbard, T. D., Graffin, S. D., & Christensen, D. M. (2015) To the Extreme: CEO Political Orientation and Extreme Corporate and Career Outcomes. In A. Gupta & J. Bundy (Organizers), *Political ideology and organizations*. Paper symposium at the Annual Meeting of the Academy of Management. Vancouver, BC.

Graffin, S. & Hubbard, T. (2014) Beyond strategic change: A dynamic study of strategic staging in strategy execution. Paper session at the Southern Management Association's Annual Meeting. Savannah, GA.

Graffin, S. & Hubbard, T. (2013) Understanding the potential downside of strategic deviation on CEO reputation and outcomes. In A. Wowak (Organizer), *A darker side of upper echelons: How*

*executives and board can unintentionally harm stakeholders.* Symposium at the Annual Meeting of the Academy of Management. Orlando, FL.

### **HONORS AND AWARDS:**

- Donnelly Fellow of Participatory Management, 2019–present
- Recognition from Notre Dame’s Men’s Basketball Team at Faculty Appreciation Night, 2019
- Student Career Development Award, UGA Career Center (for greatly contributing to the career development of UGA students), 2016
- SMS Berlin Best Paper Prize Nomination, Annual Meeting of the Strategic Management Society, 2016
- Student Career Development Award, UGA Career Center (for greatly contributing to the career development of UGA students), 2015
- Above and Beyond the Call of Duty Award, Academy of Management OMT division (for high quality emergency reviews), 2015
- Center of Excellence Design Award, Shell Oil, 2012
- Alfred K. Knight Award, Thunderbird School of Global Management (valedictorian honor), 2010
- President’s Circle Award, Thunderbird School of Global Management (for significant contribution to the Thunderbird experience), 2010
- James Scholar, University of Illinois, 2005

### **FUNDING AND GRANTS:**

- 2019 – Prochaska Grant, University of Notre Dame, \$3,900
- 2018 – International Research Travel Grant, University of Notre Dame, \$2,500
- 2018 – Provost Grant for Faculty Success Program, University of Notre Dame, \$3,950
- 2018 – Wakonse Fellowship, University of Notre Dame, \$600
- 2017 – Prochaska Grant, University of Notre Dame, \$2,230
- 2013 – President’s Venture Fund, University of Georgia \$1,000

### **PROFESSIONAL ACTIVITIES AND SERVICE:**

Reviewing:

- Academy of Management Journal
  - 2019 – Editorial Review Board Member
  - 2014–2019 (Ad hoc)
- Organizational Behavior and Human Decision Processes 2018–Present (Ad hoc)
- Organizational Research Methods 2018–present (Ad hoc)
- Strategic Management Journal 2017–present (Ad hoc)
- Journal of Management Studies 2017–present (Ad hoc)
- Academy of Management Review 2016–present (Ad hoc)
- Conference: Annual Meeting of the Academy of Management; OMT Division 2013–2018; BPS Division 2014–2018
- Conference: Strategic Management Society; Behavioral Strategy 2014–2018; Strategic Leadership & Governance, 2016-2018; Corporate Strategy, 2016-2018
- Conference: Southern Management Association; 2013–2016

#### Professional Affiliations:

- Member, Academy of Management, 2012–Present
- Member, Strategic Management Society, 2012–Present
- Member, Southern Management Association, 2012–Present

#### Invited Talks:

- University of Florida, April 2019. John S. Carroll Memorial Case Study Roundtable discussant. Research Presentation: Building Strategic Management Theory in the Lab: Understanding the Foundations of Political Ideology’s Relationship to CSR.
- University of Illinois – Urbana/Champaign, March 2019. Research Presentation: Political Orientation, Initial Pay Packages, Strategic Change and Biases.
- University of Arizona, October 2018. Research Presentation: Towards Understanding Ethics and CSR in the Mind of the Corporate Executives.
- Fordham University, March 2018. Corporate Sustainability in the Era of Shifting Federal Priorities.

#### University and College Committees:

- Member, Mendoza Behavioral Lab Strategy Group, 2018–Present

#### Formal Mentorship:

- Lauren Yankanich, Undergraduate Merit Scholar, 2018–Present

### **MEDIA COVERAGE**

#### Internet & Print Media Coverage:

- Forbes article by Erik Sherman titled “CEO Get Big Pay Raises For Being In The Right Place At The Right Time” published on 3/25/2019 ([link](#))
- Directors and Boards article by Jonathan Berr titled “Papa John’s Board Kept Calm and Carried On” published on 3/6/2019 ([link](#))
- NBC News article by Erik Sherman titled “New study details the sneaky way some CEOs can make money when the company's stock falls” published 2/20/2019 ([link](#))
- CNN article by David Goldman titled “How Howard Schultz ran Starbucks tells us how he might run America” published 1/29/2019 ([link](#))
- USA Today article by Maria Puente titled “CBS: Ex-CEO Les Moonves will be denied \$120 million severance package” published on 12/17/2018 ([link](#))
- Washington Post article by Simon Denyer titled “Nissan says chairman Carlos Ghosn has been arrested over alleged financial misconduct” published on 11/19/2018 ([link](#))
- USA Today article by Mike Snider titled “GE replaces CEO John Flannery; shares rise 15 percent” published on 10/01/2018 ([link](#))
- MarketWatch article by Tomi Kilgore titled “GE replaces CEO and investors cheer, despite a profit warning and huge charge” published on 10/01/2018 ([link](#))

- Life Science Leaders article by Gail Dutton titled “Mitigating Risks in Countries With Poor IP Protection” published on 08/02/2018 ([link](#))
- Variety article by Brian Steinberg titled “Wall Street Uneasy Over CBS in Wake of Leslie Moonves Allegations” published on 07/27/2018 ([link](#))
- CNBC article by Sarah Whitten titled “Howard Schultz, architect of modern Starbucks, to step down as executive chairman” published 06/06/2018 ([link](#))
- Wall Street Journal article by Vanessa Fuhrmans titled “When Doing Good Ends Badly for CEOs” in print on 10/17/2017 ([link](#))
- Agenda by the Financial Times article by Jack Buehrer titled “How CSR Initiatives Can Backfire on a CEO” published 10/16/2017 ([link](#))
- Other: ND News ([link](#)) ([link](#)) ([link](#)), Forbes ([link](#)), Fox Business ([link](#)) ([link](#)), Chicago Tribune ([link](#)), CEO Magazine Blog ([link](#)), The Guardian ([link](#)), Post Online Media ([link](#)), Trillions Magazine ([link](#)), AOL ([link](#)), The Economic Times ([link](#)), Business Standard ([link](#)), Mic ([link](#)), Indiana Ag Connection ([link](#)), Scienmag ([link](#)) ([link](#)), Technology Breaking News ([link](#)), Arizona Daily Independent ([link](#)), EurekAlert! ([link](#)) ([link](#)), Newswise ([link](#)), Times of News - China ([link](#)), Newzeb ([link](#)), Pro Bono Australia ([link](#)), Yahoo News India ([link](#)), Inside Indiana Business ([link](#)), ADVFN ([link](#)), Science Daily ([link](#)), Morningstar ([link](#)), Philanthropy Network ([link](#)), among others

#### Broadcast Television:

- Interview of Aljazeera English regarding Carlos Ghosn on 11/19/2018.
- Interview on Quest Means Business aired on CNN International titled “Nissan Chairman Ghosn Arrested Over Financial Misconduct” on 11/19/2018 ([link](#)).

#### National Radio Coverage:

- Knowledge@Wharton on SiriusXM channel 132:
  - “Looking at How CEOs are Taking Advantage of their Information Releases for Personal Gain” live on 2/26/2019
  - “Knowledge@Wharton's 2019: A Look Ahead, Corporate Leaders” live on 1/29/2019
  - “Pay, Power and Politics: Where Did Carlos Ghosn Go Wrong?” live on 11/20/2018 ([link](#))
  - “Tesla Replacing Elon Musk with Robyn Denholm” live on 11/9/2018
  - “GE's Leadership Problem Goes Beyond Its CEO” live on 10/3/2018 ([link](#))
- Interview with John Ydstie on All Things Considered on National Public Radio titled “BlackRock CEO Says Companies Need to Do More Than Deliver Profits” aired on 1/16/2018 ([link](#))
- Interview with Shankar Vedantam on Morning Edition on National Public Radio titled “Study: CEOs Who Invest in Social Responsibility Initiatives Risk Their Jobs” aired on 10/31/2017 ([link](#))



### Blog Contributions:

- Hubbard, T.D. & Short, C.E. 2016. Interview with Huang & Pearce covering their 2015 Administrative Science Quarterly article Managing the Unknowable: The Effectiveness of Early-stage Investor Gut Feel in Entrepreneurial Decisions. *ASQ Blog*. ([link](#))
- Rhee, E., Hubbard, T.D., Reinmoeller, P., Litrico, J., Moosmayer, D., Petkova, A., & Wang, T. 2016. “Tips from the OMT ABCD Award winners series #1: First-time AOM reviewers” *Organization Management & Theory Blog*. ([link](#))
- Hubbard, T.D. & Aceves, C. 2015. Interview with Chatterjee & Hambrick covering their 2011 Administrative Science Quarterly article Executive Personality, Capability Cues, and Risk Taking: How Narcissistic CEOs React to Their Successes and Stumbles. *ASQ Blog*. ([link](#))
- Hubbard, T.D. & Aceves, C. 2014. Interview with Zhu, Shen, & Hillman covering their 2014 Administrative Science Quarterly article Recategorization into the In-group: The Appointment of Demographically Different New Directors and Their Subsequent Positions on Corporate Boards. *ASQ Blog*. ([link](#))

### TEACHING EXPERIENCE:

- MGTO 30120. Strategic Management (undergraduate). University of Notre Dame.
  - Fall 2017, Spring 2019. 350 students. 4.73/5.0
- MGMT 7400. Strategic Management (co-taught, MBA). University of Georgia.
  - Spring 2016. 52 students.
- MGMT 5560. International Strategic Management (undergrad). University of Georgia.
  - Fall 2015. 55 students. 4.72/5.00
  - Fall 2014. 45 students. 4.70/5.00
- Graduate Assistant for Kip Pirkle and Ryan Atkins, University of Georgia (2012–2013).
  - MGMT 3000: Principles of Management (8 sections)
  - MGMT 3010: Business Leadership (3 sections)
- Certified Instructor of Organizational Change Management at IBM. 2010–2012.

### INDUSTRY EXPERIENCE:

IBM Global Business Services; Cambridge, MA. 2010–2012

Senior Strategy Consultant (Corporate Strategy & Organizational Change Management)

Caterpillar Inc. 2005–2009

Senior Business Analyst & Business Process Consultant; Peoria, IL

Power Systems Product Support Manager; Monterrey, Mexico

Global Marketing Representative; Peoria, IL & Miami, FL

### OTHER:

- Non-native fluency in Spanish, ‘fading’ intermediate ability in Arabic
- Expatriate work experience in Latin America
- International studies in India and United Arab Emirates
- Executive education in Strategic Decision and Risk Management at Stanford University

### REFERENCES:

Academic references available upon request.