

Arun K. Pillutla, Ph.D.

EDUCATION

- 1993 – 1999 Ph.D., Washington State University
Major: Strategic Management and Organization Theory
Supervisor: Dr. John Cullen
- 1987 – 1989 Masters in International Business, Indian Institute of Foreign Trade
Major: International Marketing
- 1983 – 1987 Bachelor of Engineering, Osmania University
Major: Mechanical Engineering

ADMINISTRATIVE EXPERIENCE

ACADEMIC LEADERSHIP

- 2024 – 2025 **Associate Dean**, College of Business, Central Washington University
Supervision & Monitoring: course schedules, assessment & assurance of learning, engagement with employers, accreditation reports, assisting in personnel reviews, representing college internally and externally.
Mission & Vision: reinforcing mission through culture and investments, directing initiatives towards the College's vision to maintain AACSB accreditation, supporting retention, engaging college advisory council.
Accreditation: Lead AACSB activities and reporting, leading College's re-accreditation, visit in Fall 2025.
- 2019 – 2024 **Associate Dean**, Patricia VanBruwaene College of Business
Supervision & Monitoring: personnel reviews, departmental curricular revisions & reviews, course schedules, assessment & assurance of learning, student clubs, engagement with employers, accreditation reports, enrollment management, representing college internally and externally.
Mission & Vision: reinforcing mission through culture and investments, directing initiatives towards the College's vision to achieve AACSB accreditation, growing enrollment, engaging college advisory council.
Accreditation: Co-champion for ACBSP and AACSB, co-authored the College's initial self-evaluation report (iSER) for AACSB initial accreditation.
- 2020 – 2022 **Director** of MBA and Master of Organizational Leadership (MOL) programs
Ongoing program management: curriculum, enrollment management, faculty teaching assignments, student evaluations, program assessment, student life, financial administration, delivery format development.
- 2010 – 2015 **Chair, Management Department**
Responsibilities include hiring new faculty, personnel reviews, class scheduling, hiring/managing adjunct faculty, assessment of student learning, representing Department at College and University forums, monitoring student experience, participating on College of Business Chairs & Program Directors Committee,

recruit new and transfer students, review faculty teaching evaluations, and completing educational policies committee's five-year review of Management Department.

GOVERNANCE & BOARD LEADERSHIP

- 2022 – 2023 **Past President**, Midwest Academy of Management
- 2021 – 2022 **President**, Midwest Academy of Management
Chief executive officer, strategic planning, fundraising, organizational renewal through membership growth and new programing
- 2022 – 2023 **Vice-Chair**, RIA Federal Credit Union Board
Assist Chair in board governance, manage regulatory measures, preside as Chair pro tempore, head M&A committee
- 2020 – 2021 **Program Chair**, Midwest Academy of Management 2021 Annual Conference, Davenport, IA
Chief conference program manager—managing submissions, managing review process, fundraising, hosting conference, scheduling sessions, budget management, promotion, media coverage
- 2012 – present **Chairperson**, Finance Management Committee, RIA Federal Credit Union, asset liability management (ALM) role

FACULTY

- 2025 – Associate Professor, Management Department, Central Washington University
- 2012 – 2024 Professor of Management, St. Ambrose University
- 2022 (July) **Fulbright** Specialist, University of Finance and Economics, Mongolia
- 2017 Awarded Faculty Fellowship to Israel, Dec 27, 2017 – Jan 9, 2018
- 2017 – 2019 DBA Alumni **Research Fellow**
- 2007 – 2012 Associate Professor of Management, St. Ambrose University
- 1999 – 2007 Assistant Professor of Management, St. Ambrose University
- 2009 – 2016 **Director**, *American Business Experience*, 4-week summer program
Recruiting students, co-developing curriculum with faculty, arranging daily visits to companies, working with foreign partners, leading staff members, coordinating with various University departments, designing safe and active evening and weekend programs, leading/arranging tour to Chicago, organizing welcome and farewell events, reporting grades to foreign institutions, writing recommendation letters for students, maintaining connections with 'alums,' and facilitating ABE student applications for SAU grad programs.

INTERNATIONAL TEACHING

2022	Strategic Management seminar, Research Methods, Ulan Baatar, Summer 2022
2009	Strategic Management, Paris, France, March 2009
2003	Strategic Management in Shenyang, China, Fall 2003
2000	International Management, Summer 2000 at The Centers for Interamerican Studies in Cuenca (CEDEI), Ecuador

INDUSTRY

1991 – 1993	Asea Brown Boveri (ABB), New Delhi, India, Export/Import Department ABB is a multi-product transnational corporation with headquarters in Zurich, Switzerland. Worked on bids for multi-million dollar electrical projects in South Asia.
1989 – 1991	CIMMCO International, New Delhi, India, Export/Import Department Responsible for delivery and order fulfillment of export contracts by working with order generating departments in the company and externally with shipping, inspection, regulatory, and customs offices at sea ports and airports.

CONSULTING

2019	Strategy for Digital Transformation, within Product Support function
2014	Deere & Co. on message development to engineering teams
2014	Children's Therapy Center, New Strategic Initiative Development
2013	Wahl Corporation, International Organizational Restructuring
2013	Wahl Corporation, Transfer Pricing & Export Markets
2013	Wahl Corporation, International Marketing of Clippers in Nigeria
2012	Success Bank, Mergers & Acquisitions
2012	College of Business, SAU, Predictors of First Year Retention at SAU
2007	KJWW, 'Using Economics Strategically'
2006	Cultural Adaptation Training, KJWW
2006	Culture Training, Meridian Eaton & John Deere & Co.

BOARDS

2022 – 2023	Vice-Chair, RIA Federal Credit Union Board
2012 – present	Chairman, Finance Management Committee, RIA Federal Credit Union
2003 – present	Member of the Board, RIA Federal Credit Union, Bettendorf, IA.

- 2022 – 2023 Past President, Midwest Academy of Management
- 2021 – 2022 President, Midwest Academy of Management
- 2020 –2021 Program Chair, 64th Annual Conference, Midwest Academy of Management
- 2015 – 2019 Board Member, Midwest Academy of Management
- 2018 – present Member of the Board, World Affairs Council
- 2007 – 2012 Member of the Board, Quad City Hindu Temple, Rock Island
- 2002 – 2012 Chairman, Membership Committee, RIA Federal Credit Union
- 2002 – 2004 Volunteer Counselor, Quad City chapter of SCORE, a volunteer-based national organization, supporting entrepreneurs and small businesses

HIGHER LEARNING COMMISSION

2007 – present Peer Reviewer for the Higher Learning Commission, a regional accreditor. Participated in accreditation teams, and Evaluators Panels. See partial listing below of visits.

(The below list is privileged information and not to be shared beyond the selection committee.)

- Phillips Theological Seminary, 2024
- Southwest Baptist University, 2023
- Philander Smith College, Sep 2022
- University of St. Francis, Joliet, July 2022
- Bellevue University, Feb 2018
- Knowledge Systems Institute, April, 2016
- Goshen College, March, 2014
- Millikin University, June, 2014
- Bacone College, November, 2014
- University of Wisconsin, Whitewater, DBA Program, September, 2013
- Franklin University, Chengdu, Kuala Lumpur, Singapore, March 2010
- Dana College, May, 2010
- Jones International University, December, 2010
- Future Generations Graduate School, October, 2009
- Benedictine College, Hong Kong, February, 2009
- Southwest Baptist University, September 2008
- Oral Roberts University, 2007

HLC Competency Based Education, Peer Reviewer training, August 2022

HLC Peer Reviewer training, April 2005, April 2008

SABBATICALS

- 2018 – 2019 Sabbatical, Customer Product Support department – Deere & Co. consulting with teams that developed strategic plans for incorporating digital technologies into products and services.
- 2008 – 2009 Sabbatical, Moline Technology & Innovation Center – Deere & Co. teams that were identifying and developing innovative business opportunity areas
- Served on the team that designed technology strategy for John Deere. Engaged in large group events in scanning the environment, evaluating internal strengths & capabilities, discovering potential areas for technological expansion, building pathways that bridge the gap between the present status and the desired future.

NEW PROGRAM DEVELOPMENT

- 2009 – 2016 Developed and directed, *American Business Experience* program. Developed initial idea and essential strategy, implemented strategic initiatives, designed ABE program and student experiences, created budgets, selected faculty, produced videos & social media promotion, handled ongoing international partner management, and produced ABE Handbook. Students from India, Croatia, Brazil, and Nepal participated.

FULBRIGHT

- 2022 Fulbright Specialist, University of Finance and Economics, Mongolia
- 2017 Appointed as Fulbright Specialist for three years (2017 – 2022)

RESEARCH

RESEARCH INTERESTS

New Firm Growth
Political Ideology in Organizations
Organizational Visioning

PUBLICATIONS, PROCEEDINGS & CONFERENCE PRESENTATIONS

Badawy, R., Heath, M., Karri, R., Pillutla, A., and Ro, Y. (2023). An Introduction to the “Midwest Academy of Management—Pressing On & Moving Forward” Special Issue. *Journal of Managerial Issues*, 35(3).

<https://go.gale.com/ps/i.do?p=EAIM&u=anon~e0e4daae&id=GALE|A765908134&v=2.1&it=r&sid=sitemap&asid=9c4ee8c9>

Wolbers, G. & Pillutla, A. (2022). Mid-Size Firm Growth: The Process and Empirical Examination of Key Drivers, *International Small Business Journal*, 40(6).

Wolbers, G. & Pillutla, A. (June 2021). What drives growth in midsize firms? *Harvard Business Review*. <https://hbr.org/2021/06/what-drives-growth-in-midsize-firms>

- Wolbers, G. & Pillutla, A. (Aug, 2019). Mid-Size Firm Growth: The Process and Empirical Examination of Resource Orchestration by Managers. Presented at the Academy of Management Annual Conference, Boston, MA.
- Wolbers, G. & Pillutla, A. (Oct, 2017). A Process Model for SME Growth: The Differential Role of Relationships and Capabilities Across the Life Cycle. Presented at the Midwest Academy of Management, Chicago, IL.
- Debrey, D. & Pillutla, A. (October, 2017). Political Ideology and Performance Management: Investigation of an Implicit Bias in Performance Assessment. Presented at the Midwest Academy of Management, Chicago, IL
- Wolbers, G. & Pillutla, A. (June, 2017). A Process Model for SME Growth: The Differential Role of Relationships and Capabilities Across the Life Cycle. Will be presented at the Midwest Strategy Meeting, Ames, IA.
- Debrey, D. & Pillutla, A. (October, 2016). Rational or Ideological? The Unexplained Role of Political Ideology in Executive Decisions. Presented at the 2016 Midwest Academy of Management Conference, Fargo, ND.
- Pillutla, A. & Wolbers, G. (October, 2016). An American Genesis in Japan. Presented at the 2016 Midwest Academy of Management Conference, Fargo, ND.
- Pillutla, A. & Pillutla, P. (April, 2015). Do CSR practices lead to firm performance? A Review of theoretical approaches and empirical findings. MBAA International Conference, Chicago, IL.
- Pillutla, A. & Mishra, S. (October, 2014). An Investigation into the Role of Board Structure as an Antecedent of Firm-Level Sustainability Practices. Presented at 6th International Conference on Sustainability and Responsibility, Berlin, Germany.
- Zama, A., & Pillutla, A. (October, 2014). Antecedents of TMT Composition: The Role of the Incoming CEO. Paper presented at the Midwest Academy of Management meeting, Minneapolis, MN.
- O'Connell, D. J., Hickerson, K. A. & Pillutla, A. K. (2011). Organizational visioning: An integrative review. *Group and Organization Management*, 36(1): 103-125.
Received **Best Macro Paper Award** based on the citations received for a paper published in the journal in 2011.
- Jayne, R. & Pillutla, A. (October, 2011). Business Angel Social Capital and New Venture Performance. Presented at the 31st Annual International Conference of the Strategic Management Society, Miami, FL.
- Jayne, R., & Pillutla, A. (August, 2011). Business Angel Knowledge Spillover and New Venture Performance. Paper presented at the Academy of Management, San Antonio, TX
- Jayne, R., & Pillutla, A. (October, 2010). How Do Startups Acquire Social Capital? Role of Angel Investors and Social Capital Creation Processes. Paper presented at the Midwest Academy of Management, Grand Forks, ND.

Pillutla, A., O'Connell, D. J. & Hickerson, K. A. (August, 2010). Large group visioning. Presented at the Annual Meeting of the Academy of Management, Montreal, CA.

Jayne, R. & Pillutla, A. K. (October, 2008). Experienced business angels: Evaluating their knowledge contribution to a start-up firm's performance. Presented at the 28th Annual International Conference of the Strategic Management Society, Cologne, Germany.

O'Connell, D. J., Pillutla, A. K. & Hickerson, K. A. (May, 2006). Vision 2020: An Embryo Case Study of the Purpose, Process and Performance Outcomes of Visioning. Presented at The CASE Association meeting, in conjunction with the Eastern Academy of Management conference, Saratoga Springs, NY.

Pillutla, A. K., O'Connell, D. J. & Hickerson, K. A. (May, 2006). The Vision Shrinker: An experiential exercise for management students learning about vision. Presented at the Experiential Learning Association meeting, in conjunction with the Eastern Academy of Management conference, Saratoga Springs, NY.

Hickerson, K. A., O'Connell, D. J. & Pillutla, A. K. (Oct, 2006). Sally's Dilemma: Making Tough Choices in Collaborative Visioning. Midwest Academy of Management Meeting, Louisville, KY.

Sundberg, L., O'Connell, D. J. & Pillutla, A. K. (Spring, 2005). Doctoral Education at Regional Universities: Improvisation in Purpose, Content, and Impact. Symposium presented at Midwest Academy of Management, Chicago, IL.

Hickerson, K. A., O'Connell, D. J. & Pillutla, A. K. (2008). Sally's dilemma: Making tough choices in collaborative visioning. *The CASE Journal*, 4(2): 3-19.

Ramaya, K., Narayanan, V. K. & Pillutla, A. K. (2002). Internationalization of R&D and Operations in dominant product U.S. firms: The role of configuration and competitive positioning. *Journal of Transnational Management Development*, 6(4): 145-166. (NOTE: Journal was renamed as *Journal of Transnational Management*.)

Eveleth, D. & Pillutla, A. K. (2003). Task Demands, Task Interest, and Task Performance: Implications for Human Subjects Research and Practicing What We Preach. *Ethics & Behavior*, 13(2): 153-172.

Allison, J. & Pillutla, A. K. (October, 2001). E-Commerce 2.0: Nature of Competition and Suggestions for Effective Strategies. Presented at the 21st Annual International Conference of the Strategic Management Society, San Francisco, CA.

Pillutla, A. K. (2000). Commitment to TQM: The role of external dependence and competition. Proceedings of the Midwest Decision Sciences Institute Conference, Chicago, IL.

Pillutla, A. K. (1998). Persistence of inter-firm differences in quality: A theoretical explanation. Presented at the 18th Annual International Conference of the Strategic Management Society, Orlando, FL.

Pillutla, A. K. (1998). Adoption of and commitment to TQM: The differential role of institutional context and top management compensation. Presented at the Western Academy of Management Conference, Portland, OR.

Pillutla, A. K. (Spring, 1998). TQM implementation: How do successful efforts differ from unsuccessful ones? Proceedings of the Midwest Business Administration Association Conference, Chicago, IL.

MANUSCRIPTS IN DEVELOPMENT

Marketing Orientation and Organizational Commitment, with Les Hollingsworth

Interplay of operational and dynamic capabilities in a mid-sized firm, with Gary Wolbers

INVITED TALKS

Keynote Address, Midwest Academy of Management, Cleveland, Oct 2025

Strategic Planning for **Diversity Equity & Inclusion**, NCUA, Nov 2023

Strategic Planning for Corporate Sourcing Specialists, John Deere, Sept, 2017

Corporate Social Responsibility: A Review of Perspectives Practices, and Performance, Invited Speaker, Utkal University, Bhubaneshwar, India, 2014

Leadership Lessons from International Experiences, Destination Leadership Conference, February, 2013

Invited Keynote Speaker, eBRF Conference, Tampere, Finland, 2005

TEACHING

TEACHING INTERESTS

Strategic Management, Organization Theory, International Business, Entrepreneurship, Dissertation Design, Research Methods, Philosophy of Science

COURSES TAUGHT

Undergraduate & Master of Business Administration—Strategic Management and Business Policy, Organization Behavior & Organization Theory, International Strategy, Entrepreneurship, Principles of Management

Doctor of Business Administration—Readings in Strategic Management, Readings in Organization Theory, Case Research Method, Technology Management, Entrepreneurship Theory, Dissertation Design & Development, Corporate Social Responsibility

2020 – 2024 Honors Program faculty

- 2016 – 2017 **Faculty Member of the Year** nomination
- 2014 Advisor to Student Team that completed a (follow up) project on Quad Cities Economic Development for Quad Cities First
- 2013 Advisor to Student Team that completed a project on Quad Cities Economic Development for Quad Cities First

NEW COURSES DEVELOPED

Readings Seminar in Strategic Management
Readings Seminar in Organization Theory
Case Research Methods
Technology Management
Corporate Social Responsibility
Dissertation Design and Development, Spring 2017
Interdisciplinary Research Perspectives, 2023

DISSERTATIONS

Chaired over ten doctoral dissertations and currently chairing one. I have served or serving as a member (in a non-chair role) on several dissertation committees.

SERVICE

PROFESSIONAL ASSOCIATION SERVICE

Past President, Midwest Academy of Management, 2022 – 2023

President, Midwest Academy of Management, 2021 – 2022

Program Chair, 2021 Midwest Academy of Management Conference, Oct 2021, Davenport, IA

Secretary & Board Member, Midwest Academy of Management, 2016 – 2019

Track Chair, Teaching track of the Midwest Academy of Management, Omaha, NE, Oct 2019

Track Chair, Strategic Management and Organization Theory track of the Midwest Academy of Management, Grand Forks, ND, Oct 2010

Track Chair, Strategic Management and Organization Theory track of the Midwest Academy of Management conference, Chicago, IL, Oct 2009

Track Chair, Strategic Management and Organization Theory track of the Midwest Academy of Management conference, St. Louis, MO, Oct 2008

Served as ad hoc reviewer, *Journal of Management, Group and Organization Management*

Peer Reviewer for Higher Learning Commission, 2007 – present

Served as reviewer for Academy of Management, since 2000 – present

Served as reviewer for Midwest Academy of Management conferences, since 2005 – present

ST. AMBROSE UNIVERSITY SERVICE

Doctoral Faculty Council, 1999 – 2024

Chair, Promotion Tenure and Standards Committee, 2022 – 2023

Member, Promotion Tenure and Standards Committee, 2021 – 2024, 2015 – 2017, 2009 – 2012

Member, Faculty Finance Committee, 2019 – 2022, 2017 – 2018

Honors Council, 2019 – present

Member, Admissions & Retention Committee for the DBA program 2013 – present

Member, Resource Allocation Process committee May 2014

Chair, Faculty Assembly, 2013 – 2014

- Conducted Faculty Assembly meetings & Special Meetings
- Represented faculty at SAU Board of Trustees meetings
- Reported on Faculty Assembly activities to SAU Board of Trustees
- Conducted Faculty Assembly committee elections
- Supported Faculty Assembly committees
- Liaised with SAU Senior Administration
- Coordinated with Staff Assembly on relevant activities

Chair-Elect, Faculty Assembly 2012 – 2013

Chair, Search Committee for Managerial Studies position 2013

Chair, Search Committee for Managerial Studies position 2012

Member, MBA Advisory Council, 2012 – 2014

Member, COB International Committee, 2012 – 2015

Adviser and mentor to international exchange students, 2012 – present

Chair, Educational Policies Committee, Spring 2008

Academic Institutions Liaison, Center for International Education in India, 2008 – 2016

Liaison with universities, US Consulates, Indian Consulates, University Grants Commission, Osmania University

Organized & Coordinated Sr. Joan Lescinski's visit to St. Francis College and visit to Indian Higher Ed Institutions, 2016

Organized & Coordinated American Business Experience Alum Event held in Hyderabad, India, March, 2016

Organized & Coordinated Sr. Joan Lescinski and Dr. David O'Connell's visit to St. Francis College, FLAME University, John Deere India, University Grants Commission, US Consulates, 2009

Member, **Diversity** Work Group, 2005

Co-conducted, 'Diversity in the Curriculum' survey, 2017

Authored, 'Rationale for Diversity' for SAU, 2005

Member, Diversity Equity and Inclusion Committee, 2023-
Chair, Faculty Development Committee 2003 – 2004

COMMUNITY & VOLUNTEER SERVICE

Vice-Chair, RIA Federal Credit Union Board, 2022 – present

Board Member, RIA Federal Credit Union, 2003 – present

Board Member, World Affairs Council, 2018 – present

Volunteer for River Action, 2010 – 2016

Volunteer, Quad City Symphony Orchestra, 2012 – 2013

Board Member, Quad City Hindu Temple, 2007 – 2012

Member, Davenport Civil Rights Commission, 2009 – 2011

Counselor for Service Core of Retired Executives (SCORE), 2002 – 2004

PROFESSIONAL MEMBERSHIPS

Member, Academy of Management

Member, Strategic Management Society

Member, Midwest Academy of Management