

## **Donald J. (DJ) Schepker**

Darla Moore School of Business  
University of South Carolina  
1014 Greene Street  
Columbia, SC 29208  
(803) 777-5977  
[Donald.Schepker@moore.sc.edu](mailto:Donald.Schepker@moore.sc.edu)

### **ACADEMIC POSITIONS**

Assistant Professor  
Department of Management, University of South Carolina August 2012-present

### **EDUCATION**

University of Kansas  
Doctor of Philosophy in Business Administration, Management, 2012  
School of Business  
Dissertation: "The Role of Executive Capital and the Market for Alternative  
Candidates in CEO Dismissal and Labor Market Consequences for Dismissed  
Executives"

Babson College  
Bachelor of Science in Business Administration, 2003

### **REFEREED JOURNAL PUBLICATIONS**

Schepker, D.J. & Barker, V.L. 2018. How stigmatized are dismissed chief executives? The role of character questioning causal accounts and executive capital in dismissed CEO re-employment. *Strategic Management Journal*, 39: 2566-2586.

Liang, X., Barker, V.L., & Schepker, D.J. 2018. Top management team cognition, turnaround strategy, and turnaround attempts of declining firms. *Journal of Change Management*, 18: 304-326.

Schepker, D.J., Nyberg, A.J., Ulrich, M., & Wright, P.M. 2018. Planning for the future of leadership: Board comprehensiveness and Chief Executive Officer influence in succession planning. *Academy of Management Journal*, 61: 523-552.

Schepker, D.J., Oh, W.Y., & Patel, P.C. 2018. Interpreting equivocal signals: Market reaction to specific purpose poison pill adoption. *Journal of Management*, 44: 1953-1979.

Wangrow, D.B., Schepker, D.J., & Barker, V.L. III. 2017. Power, performance, and expectations in the dismissal of NBA coaches: A survival analysis study. *Sport Management Review*. DOI: 10.1016/j.smr.2017.08.002.

- Schepker, D.J., Kim, Y., Patel, P.C., Thatcher, S.M.B., & Campion, M. 2017. CEO succession, strategic change, and post-succession performance: A meta-analysis. *Leadership Quarterly*, 28: 701-720.
- Luth, M.T. & Schepker, D.J. 2017. Antecedents of corporate social performance: The effects of task environment managerial discretion. *Social Responsibility Journal*, 13: 339-354.
- Martynov, A. & Schepker, D.J. 2017. Risk preference and asset ownership: Integrating prospect theory and transaction cost economics. *Managerial and Decision Economics*, 38: 125-143.
- Wangrow, D.B., Schepker, D.J., & Barker, V.L. 2015. Managerial discretion: An empirical review and focus on future research directions. *Journal of Management*, 41: 99-135.
- Schepker, D.J., Oh, W.Y., Martynov, A., & Poppo, L. 2014. The many futures of contracts: Moving beyond structure and safeguarding to coordination and adaptation. *Journal of Management*, 40: 193-225.
- Schepker, D.J. & Oh, W.Y. 2013. Substitutes or complements? Corporate governance mechanisms and poison pill repeal. *Journal of Management*, 39: 1729-1759.
- Poppo, L. & Schepker, D.J. 2010. Repairing public trust in organizations, *Corporate Reputation Review*, 13: 124-141.

## **BOOK CHAPTERS AND OTHER ARTICLES**

- Nyberg, A.J., Schepker, D.J., Cragun, O.R., & Wright, P.M. 2017. Succession planning: Talent management's forgotten, but critical tool. In D. Collings, W. Cascio, & K. Mellahi (Eds.), *Oxford Handbook of Talent Management*.
- Wright, P., Schepker, D. J., Nyberg, A. J., Ulrich, M. D. 2016. Choosing the Next CEO: Assessment Practices and Challenges. In P. Wright, D. Ulrich, R. Antoine, & L. Sartain (Eds.), *View from the Top: Leveraging Human and Organization Capital to Create Value*.
- Wright, P.M. & Schepker, D.J. 2015. Why boards go awry in their hiring decisions. *The Wall Street Journal*, October 26, page R8.
- Schepker, D.J., Ulrich, M.D., Nyberg, A.J., & Wright, P.M. 2015. Board processes and CEO succession planning. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*, Online ISSN: 2151-6561.
- Poppo, L. & Schepker, D.J. 2014. The repair of public trust following controllable or uncontrollable organizational failures: A conceptual framework. In J.D. Harris, B. Moriarty, & A.C. Wicks (Eds.), *Public Trust in Business*. 326-360. Cambridge University Press: Cambridge, UK.

## **RESEARCH UNDER REVIEW OR REVISION**

- Chadwick, C., Schepker, D.J., & Allen, D. Firms' responses to changes in terms of trade in related factor market segments: A natural experiment. Revise and resubmit, *Strategic Management Journal*.
- Bliese, P.D., Schepker, D.J., Ployhart, R.E., & Essman, S. Endogeneity and multilevel data: A cross-disciplinary review. Proposal accepted, preparing full revision for *Journal of Management*.
- Maltarich, M., Park, J., Schepker, D.J., & Thatcher, M.B. What you see is what you get: A dynamic model of individual expectations, faultline perceptions, conflict, and satisfaction. Revise and resubmit at *Journal of Management Studies*.
- Kolev, K., Wangrow, D.B., Schepker, D.J., & Barker, V.L. III. Where the real work is done? Reviewing board committee literature to motivate future research. Revise and resubmit at *Journal of Management Studies*.
- Schepker, D.J. & Pearce, J. The impact of managerial discretion on strategic change for spinoffs with linkages to their parent firms. Under review, *Organization Science*.
- Nyberg, A.J., Thatcher, S.M.B., Schepker, D.J., & Wright, P.M. Lessons from the board room: Building inductive theory on CEO succession planning. Under review, *Strategic Management Journal*.

## **CONFERENCE PRESENTATIONS**

- Essman, S., Nyberg, A.J., & Schepker, D.J. Unraveling the CEO compensation – CEO succession paradox. To be presented at the Annual Conference of the Strategic Management Society, 2018, Paris.
- Schepker, D.J. & Oh, W.Y. Signal to noise? How strategic noise influences investor responses to firm decisions. Presented at the Annual Meeting of the Academy of Management, Chicago, 2018.
- Schepker, D.J. Leading to turnover: CEO succession planning. Presented in symposium for Changing of the guard: New directions in CEO turnover research at the Annual Meeting of the Academy of Management, Chicago, 2018.
- Wangrow, D.B., Schepker, D.J., & Barker, V.L. Making it personal: Developing a new managerial discretion scale to examine CEO traits. Presented at the Annual Meeting of the Academy of Management, Atlanta, 2017.

- Park, J., Maltarich, M., Thatcher, S.M.B., & Schepker, D.J. The dynamic nature of activated faultlines: Does task allocation matter? Presented at the Annual Meeting of the Academy of Management, Atlanta, 2017.
- Park, J., Maltarich, M., Thatcher, S.M.B., & Schepker, D.J. Faultlines and decision-making structure in teams over time. Presented at the SIOP Annual Conference, Orlando, 2017.
- Poppo, L., Kammerer, K., Cheng, Z., & Schepker, D.J. Is negative news always bad news? The coupling of reputation, trust, and ambiguous negative news. Presented at the Annual Conference of the Strategic Management Society, Berlin, 2016.
- Schepker, D.J., Ulrich, M.D., Nyberg, A.J., & Wright, P.M. Reconciling tensions: Board and CEO influences on CEO succession planning processes, Presented at the Annual Conference of the Strategic Management Society, Denver, 2015.
- Schepker, D.J., Pearce, J.A., & Robinson, R.B. Limiting discretion: The role of parental ties and spin-off strategic change, Presented at the Annual Conference of the Strategic Management Society, Denver, 2015.
- Schepker, D.J., Ulrich, M.D., Nyberg, A.J., & Wright, P.M. Board processes and CEO succession planning, Presented at the Annual Meeting of the Academy of Management, Vancouver, 2015.
- Schepker, D.J. & Oh, W.Y. Governance context and market reaction to specific purpose poison pill adoption, Presented at the Annual Meeting of the Academy of Management, Vancouver, 2015.
- Schepker, D.J., Pearce, J.A., & Robinson, R.B. Breaking free: Spin-off ties to parent firms, managerial discretion, and spin-off strategic change, Presented at the Annual Meeting of the Academy of Management, Vancouver, 2015.
- Poppo, L., Kammerer, K., & Schepker, D.J. Falling from grace: Why great reputations fail to protect companies from alleged violations, Presented at the Strategic Management Society Annual Conference, Madrid, 2014.
- Wangrow, D.B., Schepker, D.J., & Barker, V.L. How do new CEOs implement change? The mediating effects of TMT turnover on new CEO ability to implement strategic changes, Presented at the Annual Meeting of the Academy of Management, Philadelphia, 2014.
- Pearce, J.A., Robinson, R.B., & Schepker, D.J. Board independence and stability reduce variability in firm performance, Presented at the Annual Meeting of the Academy of Management, Philadelphia, 2014.
- Schepker, D.J. & Barker, V.L. Overcoming the stigmatization of dismissal: The role of executive capital in the re-employment of dismissed CEOs, Presented at the Strategic Management Society Annual Conference, Atlanta, 2013.

- Schepker, D.J. & Barker, V.L. What happens to dismissed CEOs: Human, reputational, and social capital in CEO re-employment, Presented at the Annual Meeting of the Academy of Management, Orlando, 2013.
- Chadwick, C., Schepker, D.J., & Allen, D. Insights on chief executive dismissal from a natural experiment in the National Football League, Presented at the Strategic Management Society Annual Conference, Prague, 2012.
- Chadwick, C., Schepker, D.J., & Allen, D. It's not only wins and losses, it's when you play the game: Chief executive dismissal in the National Football League, Presented at the Annual Meeting of the Academy of Management, Boston, 2012.
- Luth, M.T. & Schepker, D.J. Why do firms do good? Industry conditions and firms' motivation for social responsibility, Presented at the Annual Meeting of the Academy of Management, San Antonio, 2011.
- Schepker, D.J. & Barker, V.L. Winning isn't everything: Effects of power, reputation, and expectations in NBA coach dismissals, Presented at the Annual Meeting of the Academy of Management, Montreal, 2010.
- Poppo, L. & Schepker, D.J. Public trust in organizations: Its origins, violations, and optimal repair mechanisms, Presented at the Annual Meeting of the Academy of Management, Montreal, 2010.
- Schepker, D.J. & Oh, W.Y. Firm governance and the repeal of poison pills, Presented at the Annual Meeting of the Academy of Management, Montreal, 2010.
- Schepker, D.J. Responding to organizational crises: Impression management activities to repair firm reputation, Presented at the Annual Meeting of the Academy of Management, Chicago, 2009.
- Schepker, D.J. Firm performance, industry performance, and CEO succession: A theoretical framework, Presented at the Annual Meeting of the Academy of Management, Chicago, 2009.
- Schepker, D.J. The effects of motivational orientations on CEO compensation, Presented at the Annual Meeting of the Academy of Management, Anaheim, 2008.

## **WORKING PAPERS**

- Schepker, D.J., Nyberg, A.J., Ulrich, M., & Wright, P.M. The relationship between outside CEO successors and firm performance over time. In data collection and writing..

Wangrow, D., Schepker, D.J., & Barker, V.L. How do new CEOs implement change? The mediating effects of TMT turnover on new CEO ability to implement strategic changes. Revising for publication.

Schepker, D.J., Oh, W.Y., & Patel, P.C. Making sense of all that noise: How investors interpret noisy poison pill adoptions. Data collected, writing for publication.

Essman, S., Nyberg, A.J., & Schepker, D.J. Pay dispersion, TMT turnover, and outside succession. Data collected, analysis ongoing and writing for publication.

Park, J., Maltarich, M., Thatcher, S.M.B., & Schepker, D.J. Faultlines and decision making structure over time. Revising for publication.

### **PAPERS/PROJECTS IN DEVELOPMENT**

Schepker, D.J. Real options and CEO dismissal.

Schepker, D.J., Bliese, P., & Nyberg, A.J. Does CEO dismissal work? Using matched pairs to explore when and how CEO dismissal affects firm prospects.

Schepker, D.J. Directing attention: How director experiences influence attention on organizational activities.

### **AWARDS AND HONORS**

*Outstanding Reviewer Award*, Strategic Management Society International Meeting, Strategic Leadership and Governance Group, 2015, 2016

*Outstanding Reviewer Award*, Academy of Management Conference, Strategic Management (formerly Business Policy & Strategy) Division, 2010, 2013, 2014, 2015, 2016, 2017, 2018

*2011 BPS Doctoral Consortium*, Selected to participate in the 2011 Business Policy & Strategy Doctoral Consortium at the Academy of Management meeting in San Antonio.

*Dissertation Fellowship*, University of Kansas School of Business, Academic year 2011-2012, Awarded annually to three doctoral students recognizing outstanding achievement to allow students to work full time on their dissertations.

*2011 Max E. Fessler Dissertation Award*, Awarded to one School of Business doctoral student annually to recognize the potential quality of doctoral dissertation research.

*2011 Constance B. Ducey Doctoral Student Teaching Award*, Awarded annually to one School of Business doctoral student to recognize outstanding teaching.

*2010 John O. Tollefson Doctoral Student Teaching Award*, Awarded annually to two School of Business doctoral students to recognize teaching by doctoral students.

## **TECHNICAL REPORTS**

- Wright, P.M., Nyberg, A.J., Schepker, D.J., Cragun, O.R., & Hymer, C.B. 2017. Inside the C-Suite: The CEO, the Board, and the ELT. Results of the 2017 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Nyberg, A.J., Schepker, D.J., Cragun, O.R., & Hymer, C.B. 2017. Diversity in CEO Succession Pools: Present State, Past Obstacles, and Future Solutions. Results of the 2017 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Schepker, D.J., Nyberg, A.J., & Ulrich, M.D. 2016. The Chief HR Officer's Role in CEO Succession: The View from the Board.
- Wright, P.M., Cragun, O.R., Nyberg, A.J., Schepker, D.J., & Ulrich, M.D. 2016. CEO Narcissism, CEO Humility, and C-Suite Dynamics. Results of the 2016 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Nyberg, A.J., Schepker, D.J., Cragun, O.R., & Ulrich, M.D. 2016. The Changing Chief Human Resources Officer Role. Results of the 2016 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Nyberg, A.J., Schepker, D.J., Cragun, O.R., & Ulrich, M.D. 2016. Current practices in CEO succession. Results of the 2016 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Schepker, D.J., Nyberg, A.J., Call, M.L., & Ulrich, M.D. 2015. C-Suite Succession Failures: Causes, Effects, and Prevention. Results of the 2015 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Call, M.L., Nyberg, A.J., Schepker, D.J., & Ulrich, M.D. 2015. The Chief HR Officer Role: Results of the 2015 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Call, M.L., Nyberg, A.J., Schepker, D.J., & Ulrich, M.D. 2015. Building the C-Suite Talent Pipeline: Insights from the 2015 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Nyberg, A., Schepker, D., & Ulrich, M. 2014. CHRO Succession: Results of the 2014 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Schepker, D., Nyberg, A., & Ulrich, M. 2014. CEO Successor Assessment and Onboarding: Results of the 2014 HR@Moore Survey of Chief HR Officers.
- Wright, P.M., Ulrich M., Nyberg, A., & Schepker, D. 2014. The Impact of the PPACA on Employment Strategies: Results of the 2014 HR@Moore Survey of Chief HR Officers.

Wright, P.M., Nyberg, A., Schepker, D., & Ulrich, M. 2013. The Critical Role of the CHRO in CEO Succession: Results of the 2013 HR@Moore Survey of Chief HR Officers.

## **RESEARCH GRANTS / FUNDING**

*2013 General Research Fund Grant, University of Kansas*, Included on a university-wide summer grant to work with Dr. Vince Barker on paper titled “Where’s the discretion? Exploring the effects of coaches on performance in NBA versus NCAA basketball.”

*2011 General Research Fund Grant, University of Kansas*, Included on a university-wide summer grant to work with Dr. Laura Poppo, Alex Martynov, and Won Y. Oh on paper titled “A synthesis and re-direction of governance for complex inter-organizational exchanges.”

*2010 General Research Fund Grant, University of Kansas*, Included on a university-wide summer grant to work with Dr. Laura Poppo on paper titled “Repairing a reputation for trustworthiness: A conceptual framework.”

## **TEACHING EXPERIENCE**

University of South Carolina:

MGMT478 – Strategic Management – Required course for all business majors  
DMSB750 / 715 / 711– Strategic Management – Strategy course for one year MBA and IMBA programs  
MBAD702 – Strategic Management – Strategy capstone for Global MBA program

Executive Education

South Carolina Governor’s School for Science and Mathematics, Certificate in Leadership Excellence Program

Translating Strategy into Results, November / December 2018

Valmet Leadership Forum, Valmet North America – June 2018

School Leadership Executive Institute

Translating Strategy into Results – March 2017

Certificate in Leadership Excellence,

Translating Strategy into Results – October 2016, February 2017, Fall 2017

Regional Leadership Program, Prysmian North America

Case Development – Fall 2015

Teaching – December 2015, July 2016

Project Team Mentoring – December 2015-January 2017

Business Analysis and Metrics – February 2015

Strategic Thinking and Analysis – March, November 2014

Business Acumen – May 2014



University of Kansas:

MGMT455 – General Management Processes and Change – Required course for all management majors

MGMT498 – Business Policy and Strategy – Required course for all business majors

## **SERVICE**

### **Service to the Profession:**

Editorial Board, *Journal of Management* – 2015-Present

Outside Dissertation Committees

Karl Kammerer 2015 – University of Kansas

David Wangrow 2016 – University of Kansas

Session Chair

Strategic Management Society Annual Meeting, 2015, Denver, CO

Academy of Management Annual Meeting, 2016, Anaheim, CA

Strategic Management Society Annual Meeting, 2018, Paris

Ad Hoc Reviewer for:

Academy of Management Journal

Academy of Management Review

European Management Review

Human Resource Management

Journal of Applied Psychology

Journal of Business Research

Journal of International Business Studies

Journal of Management Studies

Managerial and Decision Economics

Organizational Research Methods

Strategic Management Journal

Conference Reviewer

Academy of Management Annual Conference, 2008-2018

Strategic Management Society, Annual Meeting, 2015-2018

Strategic Management Society, Special Conference – Milan, 2017; Las Vegas, 2019

### **Service to the University of South Carolina**

Management Department, PhD Student Committee

Undergraduate Program Faculty Committee, Darla Moore School of Business  
Management department representative on committee to oversee undergraduate curriculum  
Fall 2017-present

Center for Executive Succession, Research Director  
Advisory Board member – Fall 2018-present  
Manage research activities for the Center for Executive Succession at the Darla Moore School of Business  
Completed summary of CEO succession process  
Conducted interviews and site visits with center members  
Worked with prospective member to provide research on CEO succession relevant to their situation  
Research briefs  
2015 – 8  
2016 – 4  
2017 – 6  
2018 – 10

Course Coordinator, MGMT478 – Fall 2017-Present

Junior Faculty Accreditation Review Group - 2014

Dissertation Committees  
Ormonde Cragun, 2016-2018

Honors College Thesis  
Advisor  
2012-13, Colin Irvine  
Reader  
2016-17, Brad Hajdin  
2017-18, Becca Kamer

Faculty search committee member  
Strategy search committee, Fall 2015  
Strategy search committee, chair, Fall 2014  
Innovation chair search committee, Fall 2013-Spring 2016  
Strategy search committee, Fall 2012

Development of Carolina Core standards for MGMT478 – January 2013

Capstone simulation for business school accreditation  
Assisted in developing standards for use of Capstone in evaluating business school seniors in accordance with accreditation requirements, Spring 2013

## **PROFESSIONAL EXPERIENCE**

PricewaterhouseCoopers, LLP, Boston, MA

August 2005 – July 2007 – **Senior Associate, Internal Audit Services**

July 2003 – August 2005 – **Associate, Internal Audit Services**

Perform internal audits related to client business processes and provide operational and financial recommendations to clients.

Supervise audit staff on internal audit engagements at firm clients.

Communicate status and findings with internal and external senior management.

## **AFFILIATIONS**

Academy of Management

Strategic Management Society

## **RESEARCH INTERESTS**

Executive succession planning

Antecedents and consequences of executive dismissal

Decision-making of top managers and boards across multiple organizations

Managerial characteristics and firm decision making

Corporate governance and board decision making