

CURRICULUM VITAE

Jerome Patrick (“Jerry”) Flynn, PhD
Assistant Professor of Professional Practice

Rutgers Business School
Management and Global Business
Janice H. Levin Hall, Office 243a
Piscataway, NJ 08854
email: jerry.flynn@rutgers.edu
Phone: (540) 553-1463

EDUCATION

Virginia Polytechnic Institute and State University (VA)

Ph.D. in Management (12/2018)

Major: Organizational Behavior & Human Resources *Minor:* Strategy

Dissertation: What Happens while We Learn? The Idiosyncratic Nature of Learning from Experience.

Dissertation Chair: Dr. Kevin Carlson

Interdisciplinary Graduate Program in Regenerative Medicine, 2012-2016

Cleveland State University (OH)

Executive Masters of Business Administration (2010)

Major: General Management and International Business

Supplemented with additional Graduate Research Methods Coursework

Bachelor of Business Administration

Majors: Economics and Marketing (1978)

EMPLOYMENT

Rutgers Business School, Assistant Professor of Professional Practice, 2019 -

Virginia Polytechnic Institute and State University, Adjunct Professor, 2014 - 2019

IBM Corporation, Multiple Assignments, 1978-2009

Sequent Corporation, District Manager, 1996-2000

Classics, Owner / Entrepreneur, 2001-2008

Prior to joining academia, a career in the hi-tech industry provided extensive experience in systems and technology while working in sales, marketing and consulting capacities. Roles included first, second and third level management responsibilities. During this time, I interacted regularly with senior executive teams across many industries including automotive, manufacturing, process, distribution, R&D, aerospace, healthcare, and legal.

My first career began and concluded with the IBM Corporation, with a five year "tour in the middle" with the Sequent Corporation as District Manager. Sequent was then acquired by IBM. In recent years, working with a partner, I established and provided part-time oversight

for a retail enterprise gaining first-hand experience in the world of small business and entrepreneurship while functioning as CFO and CIO.

While working in the business world, I have garnered significant experience and proficiency in many disciplines. A sample of this work follows:

SELECT BUSINESS EXPERIENCES AND PROFICIENCIES

Corporate Sales – Co-managed IBM’s largest and most productive commercial account sales team. Sales to Fortune 10 automotive account consistently exceeded budget generating more than \$250 million in annual revenue.

International Marketing – Operating between London and the US with a Fortune 10 client in the oil and gas industry, secured global contract for a new line of IBM technology, a first for this line of business.

Supply Chain Management – As a consulting specialist in supply chain solutions, led multi-year business development effort with a Fortune 100 heavy equipment manufacturer to accelerate integration of key suppliers in the industry. Engaged in multiday briefings with CEO’s, CFO’s and CIO’s from 250 clients around the world.

Process Reengineering – Sold and managed consulting effort to Fortune 200 client in process industry to apply continuous flow (discrete manufacturing) techniques to production process.

National Technology Rollouts – Sold and managed multi-year consulting contract to deploy new systems and technology in support of retail, wholesale, and prepping operations across more than 3,000 locations, the largest coatings distribution network in the United States.

Business Analysis and Data Warehousing – Sold and managed the custom development and deployment of large-scale analytics and data warehousing solutions using a problem focused incremental approach (data-mart’s) to business analysis. These efforts earned a national best practice award from the Data Warehousing Institute.

Artificial Intelligence – Consulted with leading steel manufacturer in developing AI based solution for production scheduling of continuous casting operations.

Knowledge Management – Consulted with top five global law firm on the development of KM suite including document management, e-mail management, and expert management systems.

ERP Implementation – Conducted a consulting engagement at a large chemical company to complete a comprehensive assessment of enterprise functions and processes and recommend an approach for upgrading systems and software to support full business integration.

R&D Application Transfer – Assessed the requirements and tools being used by scientists and engineers at a Fortune 50 chemical company research lab. Recommended and deployed a large scale “virtual machine” environment with scientific and development software.

Business Outsourcing – Working with a client CFO in the aerospace industry, initiated business outsourcing proposal and requirements assessment which ultimately resulted in a multi-year IT outsourcing agreement.

Business Planning / Facilitation – Organized and facilitated multiple planning engagements for IBM's largest client teams and external client organizations. Used nominal group technique extensively in leading these large scale engagements, including as many as 100 active participants.

Executive Education – Organized and conducted numerous senior executive briefings of varying durations on technology and industry directions and select business applications for large enterprises. Sessions included members of the senior executive team and select board members (e.g. Fortune 100 Conglomerate, Fortune 25 Oil & Gas Company, Fortune 500 Office Products Company, Fortune 200 Process Control Manufacturer ...)

Human Resource Management – Many assignments have included management responsibilities at varying levels. This has led to a broad set of experiences where the emphasis at times was on recruiting, training and retention, while at other times on reorganization and reductions in the workforce.

Select Development and Training opportunities:

Harvard University (MA), Business strategy for executives and consultants.

IBM Management Development Program (NY): Annual training in strategy, leadership and HR topics.

IBM Development Program (NY), Fifteen-month national marketing & technical training program focusing on marketing and communication skills, industry consulting and information systems technical training. An industry benchmark training program referenced to this day. #1 classroom performer among cohorts.

PUBLICATIONS

Select Manuscripts and Working Papers

Flynn, J.P., Carlson, Kevin D., A Microdynamic View of Experiential Learning, Manuscript being revised for submission, target journal: *Academy of Management Review*.

Flynn, J.P., Carlson, Kevin D., Exploring Commonalities and Idiosyncrasies while Learning from Experience. Manuscript being revised for submission, target journal: *Academy of Management Journal*

Flynn, J.P., Carlson, Kevin D., Cognitive Ability, Load and Breaks while Learning from Experience. Manuscript being revised for submission, target journal: *Journal of Applied Psychology*

Conference Papers

- Flynn, J.P., Carlson, Kevin D., Learning Microdynamics: Explanation for Variability in Learning Behavior and Outcomes. Presented at the *Academy of Management*, Boston, Mass, August 2019.
- Flynn, J.P., Carlson, Kevin D., Exploring Commonalities and Idiosyncrasies while Learning from Experience. Presented at the *Academy of Management*, Chicago, IL, August 2018.
- Flynn, J.P., Carlson, Kevin D., Cognitive Ability, Load and Breaks while Learning from Experience. Presented at the *Academy of Management*, Chicago, IL, August 2018.
- Flynn, J.P., Zimmerman, R.D., Swider, B.W., Arthur, J.B. (2015) Extra Work On-and-Off-the-Job: Differentiating Occupational versus Organizational Turnover. Presented at the *Society for Industrial and Organizational Psychology*, Philadelphia, PA, April 2015.
- Flynn, J.P., (2015). Mentoring: A Dynamic and Socially Driven Process of Learning. Presented at the *Society for Industrial and Organizational Psychology*, Philadelphia, PA, April 2015.
- Flynn, J.P., (2014). Uncovering Functionality of Turnover within the R&D Process. Presented at the Regenerative Medicine Retreat at Mountain Lake Lodge, *Virginia Tech Interdisciplinary Graduate Education Program*, Blacksburg, VA May 2014.
- Carlson, K.D., Zeitzmann, H.K., Flynn, J. P., (2012) Add Artifact Control Variables Last in Hierarchical Regression Analyses. *Academy of Management*, Boston, MA August 2012.
- Carlson, K.D., Watson, R.C., Flynn, J.P., Herdman, A.O., Mecham III, R.L., (2012) Turnover Dynamics: Insights into Variance in Turnover Functionality, Presented at the *Academy of Management*, Boston, MA August 2012.
- Carlson, K.D., Herdman, A.O., Mecham III, R.L., Watson, R.C., Flynn, J.P., (2012). The Evolution of Workforce Analytics: Impressions for Science and Practice. *Society for Industrial and Organizational Psychology*, San Diego, CA April 2012.
- Carlson, K.D., Watson, R.C., Flynn, J.P., Herdman, A.O., Mecham III, R.L., (2012). Rethinking Turnover: From Managing Rates to Employee Flows. *Society for Industrial and Organizational Psychology*, San Diego, CA April 2012.

TEACHING EXPERIENCE SUMMARY

While pursuing my research agenda, I have enjoyed many “shared learning experiences” with students in the classroom. Practical experience in business and technology combined with growing theoretical insights have transferred well to instruction. Courses (43 sections delivered to date) include Organizational Behavior, Business Strategy, Human Resource Management, Employee and Labor Relations, Management and Leadership Theory, Management Skills and Executive Leadership (Graduate & Undergraduate). With experiential learning theory central to much of my research, I strive to create highly interactive, team-oriented classrooms when possible, an environment which I believe heightens learning and enjoyment for most students. In the fall of 2020, I prepared and delivered a hybrid (synchronous/asynchronous) variant of my graduate course in Executive Leadership (MGT 603). I was recently asked to prepare and deliver a new course for the

Rutgers MBA program, Leading in the Digital Economy (MGT 696), delivered for the first time in the Spring in 2021.

The year 2020 introduced new challenges to all members of the academic community. An aggressive move to “virtual delivery” has required the development of new skills and capabilities very quickly. I have used the time to develop proficiencies in the Canvas LMS coupled with Zoom virtual classroom capabilities. This comes on the “heels” of developing new skills in Blackboard, Collaborate and WebEx in the preceding semester. Technical dexterity will likely be an important dimension in the classroom for the foreseeable future.

Classroom / Hybrid* Instruction

<u>Semester</u>	<u>Course #</u>	<u>Course Name</u>	<u>Sec.</u>	<u>#Stds.</u>	<u>Instr. Rating</u>	
Fall 2021	MGT 603*	Exec. Leadership-NB	60	27	TBD/ 5.00 / TBD	
	MGT 410	Exec. Leadership-NB	1A	32	TBD/ 5.00 / TBD	
	RBS	MGT 410	Exec. Leadership-NW	62	38	TBD/ 5.00 / TBD
		MGT 302	Mgt. Skills-NW	05	45	TBD/ 5.00 / TBD
Spring 2021	MGT 696	Leadership/Digital-NB	40	19	4.56 / 5.00 / 95%	
	MGT 603*	Exec. Leadership-NW	40	21	4.26 / 5.00 / 90%	
	RBS	MGT 302	Mgt. Skills-NW	08	45	4.31 / 5.00 / 86%
		MGT 410	Exec. Leadership-NB	01	29	4.53 / 5.00 / 90%
		MGT 410	Exec. Leadership-NW	01	40	4.79 / 5.00 / 88%
Fall 2020	MGT 603*	Exec. Leadership-NB	60	18	3.83 / 5.00 / 100%	
	MGT 410	Exec. Leadership-NB	01	24	4.29 / 5.00 / 100%	
	RBS	MGT 302	Mgt. Skills-NB	06	45	4.69 / 5.00 / 89%
		MGT 302	Mgt. Skills-NB	13	43	4.79 / 5.00 / 91%
Spring 2020	MGT 603	Exec. Leadership-NW	40	10	4.88 / 5.00 / 80%	
	MGT 603	Exec. Leadership-NB	60	13	4.62 / 5.00 / 100%	
	RBS	MGT 410	Exec. Leadership-NB	01	18	4.53 / 5.00 / 94%
		MGT 410	Exec. Leadership-NW	01	44	4.81 / 5.00 / 100%
Fall 2019	MGT 410	Exec. Leadership-NB	01	23	4.19 / 5.00 / 91%	
	MGT 302	Mgt. Skills-NB	06	49	4.51 / 5.00 / 90%	
	RBS	MGT 302	Mgt. Skills-NB	09	42	4.79 / 5.00 / 91%
		MGT 302	Mgt. Skills-NB	13	43	4.73 / 5.00 / 86%
Spring 2019	MGT 3324	Organizational Beh.	1	48	5.47 / 6.00	
	MGT 3324	Organizational Beh	2	47	5.46 / 6.00	
	VT	MGT 3324	Organizational Beh	3	39	5.44 / 6.00
Fall 2018	MGT 3304*	Mgt. & Ldr. Theory	1	34	5.48 / 6.00	
	MGT 3304*	Mgt. & Ldr. Theory	2	42	5.16 / 6.00	
	MGT 3304*	Mgt. & Ldr. Theory	3	39	5.03 / 6.00	
	VT	MGT 3324	Organizational Beh.	1	46	5.42 / 6.00
		MGT 3324	Organizational Beh	2	34	5.48 / 6.00
Spring 2018	MGT 4394	Business Strategy	1	41	5.05 / 6.00	

	MGT 4394	Business Strategy	2	42	5.32 / 6.00
VT	MGT 4394	Business Strategy	3	49	5.49 / 6.00
Fall 2017	MGT 3344	Labor Relations	1	35	5.16 / 6.00
VT	MGT 3324	Organizational Beh.	1	52	5.10 / 6.00
	MGT 3324	Organizational Beh	2	38	5.31 / 6.00
Spring 2017	MGT 3324	Organizational Beh.	1	38	5.64 / 6.00
VT	MGT 3324	Organizational Beh.	2	47	5.35 / 6.00
Fall 2016	MGT 3324	Organizational Beh.	1	44	5.49 / 6.00
VT					
Spring 2016	MGT 4394	Business Strategy	1	35	5.67 / 6.00
VT					
Summer 2015	MGT 4394	Business Strategy	1	14	6.00 / 6.00
VT	MGT 4394	Business Strategy	1	12	6.00 / 6.00
Spring 2015	MGT 3334	Human Resources	1	37	5.32 / 6.00
VT					
Spring 2014	MGT 4394	Business Strategy	1	47	5.64 / 6.00
VT					

Additional Lectures

Commercialization & Payoff in Scientific Research in Academia. Graduate interdisciplinary program in regenerative medicine. Spring 2015.

Pursuing creative insights in the laboratory. Graduate interdisciplinary class in regenerative medicine, Fall 2014.

Trends in Funding Biotechnology Research Efforts. Graduate interdisciplinary class in regenerative medicine, Spring 2014.

Intellectual property in biotechnology & regenerative medicine. Graduate interdisciplinary class in regenerative medicine, Spring 2013.

Science as Business, Graduate interdisciplinary class in regenerative medicine, Spring 2013.

Does good science lead to valuable knowledge? Graduate interdisciplinary class in regenerative medicine, Fall 2012.

Intellectual structure of stem cell research. Graduate interdisciplinary class in regenerative medicine, Fall 2012.

SELECT SERVICE EXPERIENCE

Department

- DBA dissertation committees (2) – chair and committee member (Rutgers, 2021-)
- Counseling “lead” in Executive Leadership courses (Rutgers, 2020-)
- Substitute Teaching: A willing and able volunteer (Ethics & Skills courses, 2020-)

- Marshal support for Pamplin Undergraduate Graduation (VT, 2018)
- Marshal support for Pamplin Undergraduate Graduation (VT, 2018)
- Teaching Mentorship Role for New Adjunct Instructors (VT, 2017)
- Continuing Departmental Support Through Proctoring and Advising (VT, 2017)
- Leadership role in development of 7-year doctoral program assessment (VT, 2014)
- Participation in the Management Graduate Studies Committee (VT, 2013/2014)
- Helped to organize and conduct Mid Atlantic Strategy Colloquium (VT, 2013)
- Assist with PhD candidate interviews and recruiting (VT, Ongoing)

College and University

- Truist Case Competition coach – Florida Southern National Case Competition Winner (Rutgers, 2021)
- J&J Case Competition coach – Finalist (Rutgers Newark, 2021)
- Core Curriculum Requirements Committee Member and Participant (Rutgers, 2021-)
- Active Honors Program Mentor for Rutgers SAS Honors Program (Rutgers, 2020-)
- Participation in the Pamplin Graduate Studies Committee
- Founding member of Regenerative Medicine Interdisciplinary Graduate Education Program (2012 – 2019)

Community

- Family Promise – Supporting the homeless in Roanoke County, Virginia
- “To Our House” / New River Community Action – Supporting the homeless in Montgomery County, Virginia
- United Way – United Way contributor / coordinator for many years while at IBM

ACADEMIC HONORS, AWARDS AND RECOGNITION:

- Litschert Award (1) – Pamplin management research award for research excellence (2015)
- Doctoral Consortium Award – Award and Nomination to Attend Doctoral Consortium in field of study (2015)
- Outstanding Graduate Student Teaching Award – Demonstrating a sustained record of great teaching performance including ratings and feedback (2015)
- Phi Kappa Phi – America’s oldest and most selective multi-disciplinary honor society. Inducted Fall 2014
- Pamplin Summer Research Award and Grant, Summer 2014, *Accounting for differences in decisions to leave an organization versus decisions to leave a profession: An empirical evaluation with public school teachers*. Pamplin College & Management departmental award
- Interdisciplinary Graduate Education Program Grant – Regenerative Medicine – Representing Pamplin College of Business. \$24,000 / 12 month grant initiated August 2012, and funding 1 year of PhD program
- Litschert Award (1) – Pamplin management research award for research excellence (2012)
- Beta Gamma Sigma – An honor society for leading business students around the world. Inducted January 2010.

MEMBERSHIP IN ACADEMIC & PROFESSIONAL ORGANIZATIONS:

- Society for Industrial and Organizational Psychology (2011 - Current)
- Academy of Management (2011 - Current)