

Kurt Allen Heppard

Curriculum Vita

(as of 17 March 2005)

United States Air Force Academy
Department of Management
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EDUCATION

Ph.D.	University of Colorado at Boulder, 1998
Major:	Business Policy and Strategy
Minors:	Entrepreneurship and Communication
M.B.A	UCLA, 1989
Major:	Management
Thesis/Field Study:	Strategic Analysis of Commercial Nuclear
Industry	
B.S.	United States Air Force Academy, 1982
Major:	Management

Research Interests:

Entrepreneurial strategies, new organizational forms, complexity theory, performance measurement, and strategic innovation.

Dissertation:

Supervised by Professor Anne S. Huff
"Interorganizational Adaptation, Interorganizational Strategies, and Firm Performance."

Published Books, Articles, and Chapters

Heppard, K.A. and Meyer, G.D. 2005. Entrepreneurial dominant logic. In *The Blackwell Encyclopedia of Management: Entrepreneurship, Second Edition*, M. Hitt and R.D. Ireland (Eds). Oxford, UK: Blackwell Publishing, 73-76.

Davis, K.J., Green, S.G., Heppard, K.A., Jennings, W.W., and Lowe, J.K. 2004. Accounting program assessment at the United States Air Force Academy Department of Management. In *Best Practices in Accounting Program Assessment*, T.G. Claderon, B.P. Green, and M.D. Harkness (Eds). Sarasota, FL: American Accounting Association.

Reed, T.S., Heppard, K.A., and Corbett A.C. 2004. I get by with a little help from my friends: Entrepreneurs in Rock and Roll Networks. *Management Communication Quarterly*, 17:3.

Koberg, C., DeTienne, D. R. & Heppard, K. 2003. An Empirical Test of Environmental, Organizational, and Process Factors Affecting Incremental and Radical Innovation. *Journal of High Technology Management*, Spring, 14:1.

DeTienne, D.R., Koberg, C. & Heppard, K. 2001. A Fresh Look at Incremental and Radical Innovation in the Entrepreneurial Firm. *Proceedings of the United States Association of Small Business and Entrepreneurship*.

Meyer, G.D. & Heppard, K.A. 2000. *Entrepreneurial strategies*. Thousand Oaks, CA: Sage Publishing.

Miles, R.E, Miles, G, Snow, C.C. & Heppard, K.A. 2000. Entrepreneurial competencies and organizational form. In *Entrepreneurial strategies*, G.D. Meyer & K.A. Heppard (Eds). Thousand Oaks, CA: Sage Publishing.

Koberg, C.S., Chesley, J.A., Heppard, K.A. 2000. Adaptive latitude: Individual, organizational and environmental influences. *Journal of Business Research*, October, 2000.

Heppard, K.A. & Blasick, J. 2000. Strategic Issues in the U.S. pharmaceutical industry (1970-1990). In *Stress, inertia, and organization renewal*, A.S. Huff & J.O. Huff (Eds). New York: John Wiley & Sons.

Heppard, K.A. 1998. High expectations, supportiveness, and the management hall of fame: A conversation with Raymond Miles. *Journal of Management Inquiry*, 7(4): 294-304.

Tompkins, P. K., Heppard, K.A. & Melville, C. 1998. Deviance from normality or the normalization of deviance: Making sense of "The Challenger Launch Decision." *Organization*, 5(4): 620-629.

Heppard, K.A. 1998. A guide for academic writers and reviewers. In *Scholarly writing: A guide for authors*, by A.S. Huff. Thousand Oaks, CA: Sage Publishing.

Conference Presentations & Panels

Heppard, K.A., Lowe, J.K., and Green, S.G. 2004. Capabilities-based strategic planning. Presented at AACSB International “Learning from Leaders” Conference, Denver, CO.

Green, S.G., Heppard, K.A., and Forster, W.R. 2004. Measuring mission impact of competitive sourcing activities. Presented at the SCEA National Conference, Los Angeles, CA.

Reed, T.S., Heppard, K.A., and Belko, M.E. 2003. Government as Venture Capitalist: Identifying and Developing Technology as a Core Competency. Presented at Strategic Management Society Annual Meeting, Baltimore, MD.

Reed, T.S., and Heppard, K.A. 2003. Government as Venture Capitalist. Accepted for presentation at the Babson-Kauffman Entrepreneurship 2003 Research Conference, Boston, MA

Heppard, K.A., Koberg, C.S., and DeTienne. 2002. Innovation and “Competing on the Edge: An empirical test of Brown and Eisenhardt (1998). With Koberg and Detienne. Presented at the Academy of Management 2002 Annual Conference, Denver, CO.

Reed, T.S., Heppard, K.A., et al. 2002. I get by with a little help from my friends: Entrepreneurs in Rock and Roll Networks. Presented at the Academy of Management 2002 Annual Conference, Denver, CO.

DeTienne, D., Koberg, C.S., and Heppard, K.A. 2001. Towards an understanding of how an innovative culture can lead to sustained competitive advantage for the entrepreneurial firm. Presented at the 2001 Babson/Kauffman Entrepreneurship Research Conference, Jonkoping, Sweden.

Heppard, K.A., and Reed, T.S. 2001. Maximizing foreign firm value at time of IPO: Using U.S. markets to enhance legitimacy and market capitalization. Presented at the Strategic Management Society 2001 Annual Conference, San Jose, CA.

Reed, T.S., and Heppard, K.A. 2001. Coming to America: An exploratory study of foreign firms conducting initial public offerings (IPOs) in the United States. Presented at the Academy of Management 2001 Annual Conference, Washington, DC.

DeTienne, D.R., Koberg, C. & Heppard, K. 2001. A Fresh Look at Radical and Incremental Innovation. United States Association of Small Business and Entrepreneurship Conference, Orlando, FL.

Heppard, K.A., Reed, T.S. 2000. Firm legitimacy and performance: Evidence from initial public stock offerings. Presented at Strategic Management Society Annual Meeting, Vancouver, BC, Canada.

Heppard, K.A., Reed, T.S. 2000. Firm legitimacy and cooperative agreements: Evidence from initial public stock offerings. Presented at the Academy of Management Annual Meeting, Toronto, Canada.

Heppard, K.A. 1999. Interorganizational strategies, cultural heterogeneity, and globalization. Paper presented at the Strategic Management Society Annual Meeting, Berlin, Germany

Heppard, K.A. 1999. Technology mediated distance learning. Symposium chaired at the Academy of Management Annual Meeting, Chicago, IL.

Heppard, K.A. & Koberg, C.S. 1999. Adaptive adjustments: An interorganizational extension of the principle of minimum intervention. Presented at the Academy of Management Annual Meeting, Chicago, IL.

Heppard, K.A., Green, S.G., Gaines, D.A. 1998. Milstar program change: Decision making in cyber-space. 1998 Western Academy of Management Annual Meeting - Western Case Writers Association, Portland, OR.

Heppard, K.A. 1997. Strategic Alliances. Panel chaired at the Academy of Management Annual Meeting, Boston, MA.

Heppard, K.A. 1997. Entrepreneurship as Strategy: A delphi study through the lens of six distinguished scholars. Panel chaired at the Academy of Management Annual Meeting, Boston, MA.

Heppard, K.A. 1997. Entrepreneurship as Strategy: Entrepreneurial competencies and new organizational forms. Presented at the Academy of Management Annual Meeting, Boston, MA.

Green, S.G. & Heppard, K.A. 1997. Innovative Uses of the LAN: USAF Academy Classroom Experiences. 14th Annual Microcomputers in Education Conference, Arizona State University, Tempe, Arizona.

Heppard, K.A., Chesley, J.A., & Koberg, C.S. 1996. Interorganizational strategies & adaptation: Do dynamic network characteristics increase adaptive latitude? Strategic Management Society Annual International Conference, Phoenix, Arizona.

Chesley, J.A., Koberg, C.S. & Heppard, K.A. 1996. The influence of organizational scanning on radical and incremental adaptation. National Academy of Management Annual Meeting, Cincinnati, Ohio.

Koberg, C.S., Chesley, J.A., Heppard, K.A. & Westerman, J. 1995. Adaptive latitude: Individual, organizational and environmental influences. National Academy of Management Annual Meeting, Vancouver, British Columbia.

Green, S.G. & Heppard, K.A. 1995. Bringing distance learning to an arms length. 13th Annual Microcomputers in Education Conference, Arizona State University, Tempe, Arizona.

Green, S.G. & Heppard, K.A. 1994. Transforming Michael Porter's value chain for undergraduate management students. Western Social Sciences Annual Conference, Albuquerque, New Mexico.

Green, S.G. & Heppard, K.A. 1994. Resource maximization through structured analysis of economic information, TIMS XXXII International Conference, University of Anchorage, Anchorage, AK.

Heppard, K.A. & Choquette, S. 1993. Public stakeholders as large stockholders: Public sector influence on private sector corporations. American Society of Public Administration National Conference, San Francisco, California.

Heppard, K.A. & Choquette, S. 1993. Innovative Uses of Information Technology in Systems Program Office. Western Governmental Research Association Annual Conference, Anaheim, California.

Heppard, K.A., Green, S.G. & Choquette, S. 1993. Strategic planning and coalition building to enhance logistics management in the public sector. Society of Logistics Engineers International Symposium, Colorado Springs, Colorado.

Green, S.G. & Heppard, K.A. 1992. Activity-based costing: A detailed evaluation framework for decision makers. ORSA/TIMS National Conference, Washington, D.C.

Heppard, K.A., Green, S.G. 1992. Strategic planning and coalition building for the public sector. Western Governmental Research Association Annual Meeting, San Francisco, CA

Green, S.G. & Heppard, K.A. 1992. Activity-based costing in the defense environment. Society of Cost Estimating and Analysis National Conference, Washington, D.C.

Heppard, K.A., Green, S.G. 1992. Total quality management and national security situations: A model for research allocation. American Society of Public Administration National Conference, Chicago, Illinois.

Heppard, K.A. 1991. Betting on the private sector: A sampling of USAF privatization issues. American Society of Public Administration Regional Conference, Las Vegas, Nevada.

1. Teaching

United States Air Force Academy, 1990-2004

MGT 210	Intro to Management	25 Sections	1990-2000
MGT 437	Corporate Finance	2 Sections	1992
		3 Sections	1997
		2 Sections	1999
MGT 472	Strategic Management	2 Sections	1992
		8 Sections	1998
		4 Sections	2001
		4 Sections	2003
		4 Sections	2004
		4 Sections	2005
MGT 498	International Management	4 Sections	2000
		4 Sections	2001
		4 Sections	2002
		4 Sections	2003
		4 Sections	2004
MGT 499	Independent Research	16 Sections	1992-2000

University of Colorado at Boulder

BPOL 7500	Business Policy and Strategy		1998, 2002, 2003
	Web Based PhD Seminar (Socrates)		1998
	Doctoral Comprehensive Exam Committee	3 Candidates	1998-2000
	Doctoral Dissertation Committee (Tim Reed)		1998-2000

2. Administrative Activities

Director of Accreditation, 2002-Present

Responsible for coordinating and maintaining AACSB/IAME accreditation and re-accreditation activities for the Department of Management

Director of Consulting, 2000-2002

Responsible for coordinating and implementing consulting activities for the Department of Management.

Director of Accreditation, 1997-1999;

Responsible for coordinating and implementing AACSB/IAME accreditation activities for the Department of Management.

Department of Management Executive Officer, 1992-1993

Responsible to oversee and conduct administrative activities for the department of management which included twenty-four military instructors and two civilians.

Course Director, 1992-1994; 1997-2002

Responsible for course design, administration, and supervision of instructors in the Strategic Management Course (capstone for majors) and Introduction to Management Course (department's largest course offering, mandatory for all cadets).

Air Force Academy Awards Fund Manager, 1990-1992

Responsible for administrative and investment management for the Air Force Academy's Awards Fund.

3. Consulting Activities

Strategic Planning: IITA Bird Avoidance Model Strategic Plan (2005)

Strategic Planning: USAFA and Dean of Faculty Strategic Plan (2004-2005)

Collaboration and Coordination: MITRE Corp/CIA (2001)

Strategic Planning: USAFA Athletics (2001)

Content Analysis: Inside Track, Inc. (2001)

Strategic Planning: Center for Creative Leadership (2000)

Business Plan Review: Founders University (1999-2000)

New Venture Planning: Starbooster Corporation (1999-2000)

Strategic Benchmarking: Lawson Corporation (1999)

Outsourcing Depot Functions: Competition Analysis, Hill AFB, UT (1998)

"Contracting 2000" Project, Deputy Asst Secretary of the Air Force for Contracting (1997-1998)

Air Force Outsourcing Study, Rand and Secretary of the Air Force for Acquisition (1997-1998)

Air Force Element Restructuring, Defense Finance and Accounting Center, Denver, CO (1996)

Measurement and Metrics for Lockheed Missile and Space, Sunnyvale, CA (1993)

Falcon AFB Satellite Pre- Pass Process Review, Falcon AFB, CO (1992)

Strategic Uses of Information Technology, Los Angeles AFB, CA (1992-1995)

4. Non-Academic Work Experience

Office of the Secretary of the Air Force, Special Projects. Los Angeles, CA

Deputy Director of Contracts for Advanced Technology Programs, 1989-1990.

Chief negotiator/administrator of several experimental small satellite programs

Created highly responsive and effective approach to maintain critical satellite launch schedules. Developed and implemented effective on-orbit incentive programs for small satellites.

National Reconnaissance Office, Secretary of the Air Force Special Projects Division, Los Angeles, CA.

Deputy Director of Contracting for Research and Development, 1987-1988.
Chief negotiator/administrator of numerous research and development contracts.
Developed & implemented innovative special clauses for R&D contracts.
Chief of schedule section of special cost/schedule review of B-2 Program
Supervised four civilian personnel

Air Force Institute of Technology Education With Industry Fellowship
1986-1987

Hughes Aircraft Company, Los Angeles, CA
Administrator; F-18 Radar Systems subcontracts
Administrator/negotiator; F-18 Radar Systems international contracts
Author/negotiator special warranty clauses and provisions for Army night vision systems

HQ Space Division, Joint MILSTAR Program Office, Los Angeles AFB, CA
1982-1986

System Acquisition Project Officer (Business Management)
Chief, Schedule Analysis Section (1985-1986)
Chief, Budget Analysis Section (1984-1985)
Developed and coordinated integrated schedules for the MILSTAR Satellite Program
Chief, schedule systems compliance Section; cost schedule control systems reviews
Co-author of independent cost and schedule estimates for several major satellite programs

Honors and Awards

William H. Heiser Award for USAFA Senior Outstanding Educator, 2001
Taylor Award for Outstanding Research in Management, 2000
Certified Acquisition Professional - Program Management, Level III, 1995
Dean's List, Graduate School of Management, UC Boulder, 1994-1997
Full scholarship and assignment for doctoral study of management, 1994-1997
Company Grade Officer of the Year, Social Sciences Division, 1994
Outstanding Academy Educator Award in Management, 1993
Helmer Award for outstanding classroom instruction in management, 1992, 1998
Dean's List, Anderson Graduate School of Management at UCLA, 1986-1989

Military Awards and Decorations

Meritorious Service Award
Air Force Achievement Award

Joint Service Achievement Award
Air Force Commendation Award
Joint Service Commendation Award

University Service

Academy of Management Local Area Committee (Denver Conference) 2002
Newsletter Editor, Management Education and Development Division (1999-Present)
Treasurer and Faculty Advisor Management Honor Society (1998-Present)
Officer in Charge, USAFA Team Handball Team (2003-Present)
Coordinator, Front Range Finance Association Spring Conference (1998)
Coordinator, Front Range Finance Association Fall Conference (1997)
Proceedings Coordinator, 1997 Academy of Management Meetings
Member, UC Boulder College Of Business Distance Learning Committee (1995-1997)
Member, UC Boulder College Of Business Budget Committee (1995-1997)
Ad Hoc Reviewer, Journal of Management Inquiry
Reviewer, Academy of Management 1996-2001 National Conferences
Reviewer, HBJ Strategic Management Text (Honorarium)
Reviewer, Southwestern Introduction to Business Text (Honorarium)
Reviewer, HBJ Strategic Management Text (Honorarium)

Professional Affiliations

Academy of Management; Member
Strategic Management Society, Member
Air Force Association, Member
Beta Gama Sigma Honor Society, (USAFA Chapter), Faculty Advisor
Institute for Operations Research & Management Science, Member

Community Service

Baseball Coach: Dry Creek Little League (1995-2001)
Basketball Coach: Littleton YMCA (1995-2001)
Football Coach: South Suburban Recreation District (1998-2000)
Neighborhood Webmaster (1998-2004)