

## PHILIP ARCHEL GIBBS

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Washington & Lee University  
Williams School of Commerce, Economics, & Politics  
Department of Business Administration  
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### EDUCATION:

- PhD            Massachusetts Institute of Technology, Sloan School of Management  
Strategy and International Management with minor in Industrial Economics.
- MBA            University of Chicago, Graduate School of Business  
Finance and International Studies.
- BSc            The University of Texas at Austin, College of Engineering  
Chemical Engineering.

### RESEARCH INTERESTS:

- Challenges of managing innovation and the impacts of innovation upon organizations
- Strategic concepts for managing technology-oriented entrepreneurial businesses
- Mergers & acquisitions from a general manager's perspective
- Strategic leadership and decision-making in context of organizational learning and change.
- Role of the board of directors in strategic decision-making.

### PUBLICATIONS AND PRESENTATIONS:

#### Publications- Sole Author

"Corporate governance and free cash flow as determinants of corporate restructuring,"  
Strategic Management Journal. Special Issue on Corporate Restructuring, Summer 1993.  
(193 citations on Google Scholar) 25 new for 2012

#### Publications- Co-author

"Developing leaders: How winning companies keep on winning," Sloan Management Review, Fall 2000. Co-authored with Robert Fulmer and Marshall Goldsmith. (83 citations on Google Scholar) 16 new for 2012

“The new HP way: Leveraging strategy with diversity, leadership development, and decentralization,” Strategy & Leadership, Oct/Nov/Dec, 2000. Co-authored with Robert Fulmer and Marshall Goldsmith. (2 citations on Google Scholar)

"The second generation learning organizations: New tools for sustaining competitive advantage," Organization Dynamics, Autumn, 1998. Co-authored with Robert Fulmer and Bernard Keys. (9 citations on Google Scholar) 3 new for 2012

“Life-long learning at the corporate university,” Career Development International, vol. 3, no. 5, pp. 177-84. Co-authored with Robert Fulmer. (14 citations on Google Scholar) 3 new for 2012

### Books

Instructor’s Resource Guide for Strategic Management by Garth Saloner, Andrea Shepard, and Joel Podolny, New York: John Wiley & Sons, 2001.

### Chapters in books

“New tools for sustaining competitive advantage,” in The Knowledge Management Yearbook 2000-2001, James W. Cortada, John A. Woods (eds.), Woburn, MA. Butterworth-Heinemann, 2000. Co-authored with Robert Fulmer and Bernard Keys. (9 citations on Google Scholar) 1 new for 2012

"Self-directed careers," in Keys to Employee Success in Coming Decades, Ronald R. Sims and John Veres (eds.), Westport, CT: Quorum Books, 1999. Co-authored with Robert Fulmer. (2 citations on Google Scholar) 2 new for 2011

### Invited presentations

"Impact of corporate governance on changes in diversification level," College of Business Administration, Candidate Seminar, De Paul University, March 29, 1999.

"Impact of corporate governance on changes in diversification level," Kelley School of Business, Candidate Seminar, Indiana University, January 13, 1999.

"Linkage between corporate governance and diversification," School of Business Administration, Research Seminar, College of William and Mary, April 3, 1998.

"Portfolio restructuring, diversification, and corporate governance," Department of Management, Research Seminar, Old Dominion University, November 11, 1994

“Financial restructuring: The role of corporate governance," Financial Research Seminar, Graduate School of Business, Georgetown University, October 8, 1994.

"Portfolio restructuring, diversification, and corporate governance," Business Policy and Strategy Seminar, College of Business Administration, University of Maryland, October 29, 1993.

"Determinants of corporate restructuring: The relative importance of corporate governance and free cash flow," Conference on Corporate Restructuring, Wharton School of Business, University of Pennsylvania, September 24-26, 1992.

#### Invited book reviews

Collis, David and Cynthia Montgomery. Corporate Strategy, New York: Irwin/McGraw-Hill. Reviewed current textbook and recommended revisions for new edition.

Unknown Author(s). Strategy Formulation and Implementation: A Management Field Guide, Cincinnati, Ohio: South-Western College Publishing. Reviewed prospectus.

Saloner, G., A. Shepard, and J. Polodny. Strategic Management, New York: John Wiley & Sons, 2001. Reviewed proposal and draft chapters for John Wiley & Sons.

Mankiw, N. Gregory. Principles of Economics. Ft. Worth: The Dryden Press, 1997. Reviewed textbook pre-publication for The Dryden Press.

Kosnik, Rita and Sayan Chatterjee. Corporate Governance, Cincinnati: South-Western College Publishing, forthcoming. Reviewed chapters for authors.

#### **TEACHING EXPERIENCE:**

##### Washington & Lee University: 1993-2004

*Associate Professor*, 2004 to present. Teach Strategic Management, Managerial Finance, Organizational Behavior, Financial Statement Analysis, Managerial Accounting and Applied Statistics.

*Adjunct Professor*, 1996 to 2004. Taught Financial Statement Analysis, Quantitative Models, Elementary Applied Statistics, Organizational Behavior, Marketing, Financial Accounting, and Macroeconomics.

*Visiting Assistant Professor*, 1993 to 1996. Taught Strategic Management, Entrepreneurship, Organizational Behavior, Applied Organizational Research Methods, Principles of Management, and Financial Statement Analysis.

Virginia Tech: Adjunct Professor, Fall 2001 to present. Teach MIT course – Strategic Leadership in Technology-Based Organizations – and EMBA course – Strategic Business Environment – and PMBA course – Business and Corporate Strategy.

College of William & Mary: Visiting Assistant Professor, 1995 to 2001. Taught Strategic Management, Mergers & Acquisitions, Corporate Governance, and Organizational Behavior in undergraduate, MBA, and executive programs. First runner-up for best teaching award, Evening MBA program, 1997.

George Mason University: Visiting Assistant Professor, 1992-93. Taught Industry and Competitive Analysis and Business Strategy and Policy in undergraduate and evening MBA programs. Received superior teaching evaluations (90<sup>th</sup> percentile).

Georgetown University: Visiting Instructor, 1991-92. Taught Business Policy course. Received superior teaching evaluations (overall rating: 4.8 out of 5.0, 95<sup>th</sup> percentile).

Boston University: Instructor, 1989-91. Taught Strategic Management, Management and Society, and Managerial Economics. Received superior teaching evaluations (overall rating: 4.65 out of 5.0).

University of Houston: Visiting Instructor, 1987-89. Taught Business Policy and Organizational Behavior in undergraduate and evening MBA programs.

Massachusetts Institute of Technology: Full-time student, 1983-87; Teaching Assistant/Technical Instructor, 1985-87.

Senior Executive Program, 1987: Economics

Sloan Fellow Program, 1985-87: Strategic Management, International Management, Economics

Masters Program, 1986: Human Resource Management

Undergraduate Program, 1985-87: Managerial Psychology

## **ONLINE TEACHING EXPERIENCE**

Walden University, NTU School of Engineering: Contributing Scholar, Spring 2004 to Fall 2009.. Developed, videotaped, and advised faculty on distance-learning MBA course – Strategy and Negotiation.

Jones International University, Graduate School of Business: Course Designer, October 2006 to July 2007. Developed doctoral seminar on Organizations and Innovation.

University of Maryland – University College: Adjunct Professor, Summer 2003. Taught on-line MBA course – Strategic Management.

Virginia Tech: Adjunct Professor, Fall 2001 to 2007. Taught online course for MIT program – Strategic Leadership in Technology-Based Organizations.

## **BUSINESS EXPERIENCE:**

MedSci Technologies, Inc.: Chief Financial Officer and Director, 2001 to present.

Prepared business plan and financial materials for first-round financing. Co-leader of negotiating team for strategic partnership and licensing agreements. Overseeing due diligence process. Designed incentive compensation plan for top management.

Renaissance Management Consulting: Founder and Principal, 2000 to present.

Provide turnkey services for technology start-ups, including business models and planning, market research, financial analysis and valuation, executive compensation, and due diligence with investors and strategic partners. Partial list of clients: Highland Union Bank, MedSci Technologies, Inc., Expression Network, Inc., PrivacyClick, Inc.

HAY Management Consultants: Principal, 1980-83 (on project basis, 1983-87)

Implemented strategic management, organization development, and reward management projects with over 25 clients in the higher education, petroleum, mining, chemical, construction, and heavy manufacturing industries. Partial list of clients includes: Brown University, British Petroleum, Du Pont, Exxon, Gulf States Utilities, Petroleos de Venezuela, Smith International, and TRW.

FMC Corporation: 1977-80

Manager, Marketing Planning, Petroleum Equipment Division

Organized and managed market research, product management, and advertising & promotion functions.

Manager, Financial Analysis, Construction Equipment Division

Designed and directed implementation of financial analysis and control systems.

Senior Financial Analyst, Corporate Controller's Office

Performed financial analysis of major capital expenditures and acquisitions/divestitures.

UOP Inc (Subsidiary of Allied-Signal): 1970-77

Assistant to the President, Process Division

Special projects including product line evaluation, new business venture analysis, and corporate policy changes.

Planning Coordinator

Coordinated business plan with emphasis on business diversification and human resource planning.

Senior Marketing Analyst

Conducted refinery optimization studies using linear program model.

Technical Service Engineer

Served as technical consultant on refinery unit start-ups.

Development Engineer

Conducted R&D pilot plants studies on catalytic processes.

## **SELECTED TEACHING ACTIVITIES:**

Developing doctoral seminar on Organizations and Innovation for Jones International University, Graduate School of Business, Summer 2007.

Developed and introduced new Engineering MBA course on Strategy and Negotiations at National Technology University, Summer 2004.

Developed and introduced new Executive MBA course on Mergers & Acquisitions (BUS 725) at W&M, Summer 1998.

Developed and introduced new MBA course on Mergers & Acquisitions (BUS 595) at W&M, Fall 1997.

Developed and introduced new MBA course on Corporate Governance (BUS 595) at W&M, Fall 1996.

Co-developed and reintroduced Financial Statement Analysis course (ACCT 211) at W&L, Spring 1995.

Developed and introduced Applied Organizational Research course (MGMT 340) at W&L, Winter 1994.

Developed and introduced new Principles of Management course, Business in a Changing World, (MGMT 101) at W&L, Fall 1993.

## **SELECTED SERVICE ACTIVITIES:**

Faculty Advisor for Club Lacrosse, 2007 to present.

President, Beta Chapter of Beta Gamma Sigma, 2006- present.

President of Washington and Lee chapter of Omicron Delta Epsilon, 2005-2006.

Curriculum Review Committee for full-time MBA Program, College of William & Mary, Spring 1998.

Panelist, Flexible Work Arrangements, MBA Organizational Behavior class, College of William & Mary, Fall 1997.

Adjunct member, Search Committee for Director of MBA Career Development & Placement, College of William & Mary, Fall 1997.

MBA Student Orientation, Ropes Course, College of William & Mary, Fall 1997 & 1998.

Coordinated Strategic Management Program, Washington & Lee University, Winter 1994 and Winter 1996.

Freshman advisor and major advisor, Washington & Lee University, 1994-96.

Faculty representative at First Union Scholars Day, Fall 1995.

Curriculum Review Committee (and subcommittees on Gender and on Writing), Management Department, Washington & Lee University, 1994-95.

Co-leader for Washington & Lee University, New York City Investment Banking Trip, Spring 1994.

Management Policy Coordination Committee, Boston University, 1989-91.

Management & Society Coordination Committee, Boston University, 1989-91.

Class Representative, Ph.D. Committee, Sloan School of Management, Massachusetts Institute of Technology, 1985-86.

#### **SELECTED CONSULTING ACTIVITIES:**

Business plan for new internet privacy software venture for second-round financing.

Business plan review for new DSL internet service provider venture for first-round financing.

Acquisition screening criteria, valuation, and due-diligence procedure for medical technology company roll-up and IPO.

Business plan for new medical equipment venture for second-round financing.

Operational planning for teleconferencing facilities for legal services non-profit.

Strategic planning retreat for major real estate development firm.

Strategic planning seminar for property & casualty division of Fortune 50 insurance co.

Divestment analysis for industrial equipment division of Fortune 500 corporation.

Executive incentive compensation plan for utility company.

Organization design and development program for large independent petroleum refiner.

Total quality management survey for major defense contractor.

Reward management projects for research divisions of major petroleum company.

Team-building for purchasing subsidiary of foreign industrial manufacturing firm.

### **PROFESSIONAL ACTIVITIES:**

Ad hoc reviewer: Academy of Management Journal, 1993- present  
Business Policy and Strategy Division, Academy of Management,  
1996-2000  
Strategic Management Journal, 1992-95

Member: Academy of Management  
Strategic Management Society

Conferences: Annual Meeting of the Strategic Management Society, Orlando,  
Florida, October 21-24, 2005

Annual Meeting of the Academy of Management, Toronto,  
Ontario, Canada, August 5-9, 2000.

Annual Meeting of the Academy of Management, Chicago,  
Illinois, August 7-11, 1999.

Annual Meeting of the Academy of Management, San Diego,  
California, August 1-5, 1998.

Annual Meeting of the Academy of Management, Boston,  
Massachusetts, August 8-13, 1997.

Annual Meeting of the Academy of Management, Cincinnati,  
Ohio, August 10-14, 1996.

Annual Meeting of the Academy of Management, Vancouver,  
British Columbia, Canada, August 12-16, 1995.

Business Ethics Conference, Washington & Lee University,  
Lexington, Virginia, May 12-13, 1995.

Annual Meeting of the Academy of Management, Dallas, Texas,  
August 14-17, 1994.

Annual Meeting of the Academy of Management, Atlanta,  
Georgia, August 8-11, 1993.

Conference on Corporate Restructuring, Wharton School of  
Business, University of Pennsylvania, September 24-26, 1992.



Annual Meeting of the Academy of Management, Las Vegas, Nevada, August 9-12, 1992.

Doctoral Consortium, Business Policy and Strategy, Las Vegas, Nevada, August 8-9, 1992.

Conference on Corporate Governance, University of Minnesota, Minneapolis, Minnesota, October 22-24, 1991.

#### **INTERNATIONAL WORKSHOPS:**

Conducted one-day workshop on Conflict Management, Department of Conflictology, St. Petersburg State University, St. Petersburg, Russia, July 1996.

Conducted one week workshop on Team-building, Washington & Lee Academics Abroad Program, Sofia, Bulgaria, June 1996.

Conducted one week workshop on Industry & Competitive Analysis, Washington & Lee Academics Abroad Program, Sofia, Bulgaria, April 1995

#### **AWARDS AND HONORS:**

Beta Gamma Sigma, 2006

Evening MBA Program Best Teaching Award (first runner-up), 1997

Omicron Delta Epsilon, 1994

Doctoral Consortium, Business & Policy Division, Academy of Management, 1992

Hyundai Doctoral Fellowship, 1985-87

UOP Graduate Fellowship, 1974-76

Dow Chemical Fellowship, 1965-67

President's Honor Roll, Rice University, 1965-66