

Aaron S. Duncan
Daniels College of Business
Phone: 720-971-2267
E-mail: Aaron.Duncan@du.edu

ACADEMIC EXPERIENCE

Director, Digital Leadership Program, Daniels College of Business, (September 2021 to present)

Oversee all areas of the program including operations and supporting administrative matters. Work to attract instructors to develop courses and to teach in the program. Collaborate with program stakeholders to ensure the smooth operation of the program and to ensure all needs are being met. Continue to develop the program's strategic plan and work towards areas of opportunity.

Assistant Teaching Professor in the Department of Marketing, Daniels College of Business, University of Denver (January 2020 to present)

Teaching responsibility of three classes per 10-week quarter for three quarters. Teaching responsibilities include both undergraduate and graduate-level courses using traditional and hybrid delivery methods. Participate in Department and College faculty meetings, curriculum development, assurance of learning, and advising of students.

Visiting Teaching Assistant Professor in the Department of Business Information and Analytics, Daniels College of Business, University of Denver (September 2019 to January 2020)

Teaching responsibility of three classes per 10-week quarter for three quarters. Teaching responsibilities include both undergraduate and graduate-level courses using traditional and hybrid delivery methods. Participate in Department and College faculty meetings, curriculum development, assurance of learning, and advising of students.

Adjunct Faculty, University of Denver, Daniels College of Business (March 2013 to September 2019)

Taught all classes in accordance with the mission of the college and the objectives of the course. In charge of the course including preparing and delivering lectures, assignments, and exams as well as assessing and grading student work.

Academic Program Manager for Herat University MBA Development, University of Denver, Daniels College of Business (March 2018 to July 2019)

Work collaboratively with college administration, faculty, and representatives from partner organizations to maintain appropriate articulation, affiliation, and related agreements that support the academic mission of the program. Responsible for providing administrative leadership in the

development, management, and maintenance of academic initiatives between the college, other academic institutions, governmental agencies, and other program stakeholders. Conduct curriculum development and assurance of learning workshops for partnering faculty. Plan and implement activities that increase participation in academic partnership initiatives. Prepare evaluative reports on the efficacy of academic agreements and initiatives. Advise senior administration on matters related to academic partnerships and initiatives.

EDUCATION

Ph.D. in Organizational Development and Change, Fielding Graduate University (2020)

Dissertation: “Developing Dynamic Capabilities in Emerging Industries”

Major Fields: The Fourth Industrial Revolution, Industry 4.0, Digital Transformation, Leadership, Dynamic Capabilities, and Additive Manufacturing

M.A. in Human and Organizational Systems, Fielding Graduate University (2016)

Major Fields: Organizational Development; Sustainability, Leadership

M.B.A. with honors, University of Denver (2013)

Major Fields: Global Finance, Trade, and Economic Integration

Concentration Core: Political Economy of Globalization, Multinational Organizations, and International Business Transactions.

M.A.S. in Technology Management, University of Denver (2008)

Major Fields: Project Management

B.S. in Marketing with honors, Metropolitan State University of Denver (1998)

RESEARCH AND TEACHING INTERESTS

Research Areas: The Fourth Industrial Revolution, Digital Transformation, Competitive Strategy, Dynamic Capabilities, Microfoundations, Emerging Industries, Innovation, Organizational Absorptive, and Adaptive Capacity.

Research Emphasis: Investigating how firms in emerging industries leverage their dynamic capability for success. Specifically, looking at the microfoundations of the firm’s dynamic capabilities which include the absorptive, adaptive, and innovation capabilities of the organization.

Teaching: Fourth Industrial Revolution, Digital Transformation, Marketing, Strategic Management, Analytics, Business Model Innovation, Organizational Behavior, Finance, Entrepreneurship, and Leadership.

WORKING PAPERS AND PUBLICATIONS

Duncan, A. Developing Dynamic Capabilities in an Emerging Industry: A Study of the Microfoundations of Dynamic Capabilities Within the Additive Manufacturing Industry (*working paper, preparing for journal submission*)

Duncan, A. Identifying the Barriers to Small and Medium-Sized Enterprises Achieving Eco-Advantage: An Exploratory Study (*working paper, preparing for journal submission*)

Duncan, A. Contrasting Common Leadership Conceptualizations with Sustainability Leadership: A Case Study in the Practice of Sustainability Leadership (*working paper, preparing for journal submission*)

Other Publications

Duncan, A. (2016, February 12). Blue Sky Cafe: Where Good Food Builds Community (*exemplar recognition*). <http://aim2flourish.com/innovation/view/109/blue-sky-cafe-where-good-food-builds-community>

CONFERENCE PRESENTATIONS

"Developing Dynamic Capabilities in an Emerging Industry: A Study of the Microfoundations of Dynamic Capabilities Within the Additive Manufacturing Industry," EURAM 2021, Brussels via Zoom, June 16, 2021.

"Exploration into the Synergies Emanating between Sustainable Business Model Innovation and Social Entrepreneurship." Global Cleaner Production and Consumption Conference, Barcelona, Spain, November 2015.

ACADEMIC SERVICE

University of Denver

- Daniels College of Business, served as dissertation chair, spring 2023 to present
- Daniels College of Business, served as faculty mentor for student group case competition, spring 2023
- Daniels College of Business, created new marketing analytics course, winter 2023
- Daniels College of Business, faculty representative for orientations session for incoming UG students, fall 2022

- Daniels College of Business, served on faculty hiring committee, winter 2022
- Daniels College of Business, served on marketing course offering portfolio analysis committee, fall 2021
- Daniels College of Business, served as faculty mentor for student group case competition, spring 2021
- Daniels College of Business, served on three faculty hiring committees, winter 2021
- Daniels College of Business, dissertation committee participant (three committees), fall 2020 to present
- Daniels College of Business, Daniels Winter Break UG Student Mini Case Faculty Judge, fall 2020
- College of Education, Ricks Center, served as faculty mentor for student group case competition, fall 2020
- Ritchie School of Engineering, guest lecturer, fall 2020
- Daniels College of Business, student distinction advisor, summer 2020 to present
- Daniels College of Business, Faculty Senate Representative, spring 2020 to present
- Daniels College of Business, participate in Department and College faculty meetings, fall 2019 to present
- Daniels College of Business, faculty mentor for student capstone project, fall 2019 to spring 2020
- Daniels College of Business, faculty sponsor for DU's student Foodie Club, fall 2019 to present
- Daniels College of Business, participate in all MBA@Denver faculty meetings, fall 2018 to winter 2020
- Daniels College of Business, faculty reviewer for Madden Challenge Open Call, spring 2013 to present
- Daniels College of Business, faculty reviewer, Madden Challenge Event, spring 2013 to present
- Daniels College of Business, acting as a faculty judge for Ricks Center pitch competition, fall 2019
- Daniels College of Business, faculty mentor for student internship, summer 2019

- Daniels College of Business, assist in transitioning Daniels Gateway to Business course (BUS 1000) to the Fourth Industrial Revolution course (BUS 1440), summer 2019
- Daniels College of Business, supported Compass Project students and event, spring 2019
- Daniels College of Business, acting as a case competition coach for undergraduate teams, spring 2019
- Daniels College of Business, participated in developing curriculum and teaching MBA faculty on such topics as curricula design and assurance of learning during the Herat University/University of Denver exchange in Rwanda, summer 2018
- Daniels College of Business, supported Compass Project students and event, spring 2018
- Daniels College of Business, acting as a case competition coach for undergraduate teams, spring 2018
- Daniels College of Business, help develop online and on-ground curriculum for Daniels Center of Excellence hybrid curriculum for BUS 1000, summer 2014
- Daniels College of Business, served on U.S. Presidential Debate committee, fall 2012

European Academy of Management

- European Academy of Management, conference paper reviewer, spring 2021

Fielding Graduate University

- Lee Barnes, M.B.A, Ph.D., 2016 – Dissertation Committee. Turnover in Retail Service Sector Franchisee Organizations: Exploring How and Why Low Wage Service Workers Quit

UNDERGRADUATE AND GRADUATE TEACHING EXPERIENCE

Instructor:

Fall 2023	Methods of Marketing Research – MKTG 2930 (Undergraduate, 1 section)
	Fourth Industrial Revolution – BUS 1440 (Undergraduate, 2 sections)
Spring 2023	International Marketing – MKTG 3630 (Undergraduate, 2 sections)

Winter 2023	Fourth Industrial Revolution – BUS 1440 (Undergraduate, 1 section)
Winter 2023	Methods of Marketing Research – MKTG 2930 (Undergraduate, 2 sections)
Fall 2022	Fourth Industrial Revolution – BUS 1440 (Undergraduate, 2 sections)
Fall 2022	International Marketing – MKTG 3630 (Undergraduate, 1 section)
Summer 2022	Mobile Marketing – MKTG 3475/4825 (Undergraduate/Graduate, 1 section)
Spring 2022	Foundations of Digital Marketing – MKTG 3480/4805 (Undergraduate/Graduate, 1 section)
Spring 2022	International Marketing – MKTG 3630 (Undergraduate, 2 sections)
Winter 2022	Foundations of Digital Marketing – MKTG 3480/4805 (Undergraduate/Graduate, 1 section)
Winter 2022	International Marketing – MKTG 3630 (Undergraduate, 1 section)
Fall 2021	Foundations of Digital Marketing – MKTG 3480/4805 (Undergraduate/Graduate, 1 section)
Fall 2021	Fourth Industrial Revolution – BUS 1440 (Undergraduate, 1 section)
Fall 2021	International Marketing – MKTG 3630 (Undergraduate, 1 section)
Summer 2021	Mobile Marketing – MKTG 3475/4825 (Undergraduate/Graduate, 1 section)
Summer 2021	Introduction to Marketing – MKTG 2800 (Undergraduate, 2 sections)
Spring 2021	International Marketing – MKTG 3630 (Undergraduate, 2 sections)
Spring 2021	Methods of Marketing Research – MKTG 2930 (Undergraduate, 2 sections)
Winter 2021	International Marketing – MKTG 3630 (Undergraduate, 2 sections)
Winter 2021	Mobile Marketing – MKTG 3475/4825 (Undergraduate/Graduate, 1 section)
Fall 2020	Fourth Industrial Revolution – BUS 1440 (Undergraduate, 1 section)
Fall 2020	International Marketing – MKTG 3630 (Undergraduate, 2 sections)

Fall 2020	Methods of Marketing Research – MKTG 2930 (Undergraduate, 2 sections)
Fall 2020	Project Management – ENGR 4810 (Graduate, 1 section)
Spring 2020	International Marketing – MKTG 3630 (Undergraduate, 2 sections)
Spring 2020	Methods of Marketing Research – MKTG 2930 (Undergraduate, 1 section)
Spring 2020	Analytics II Stat & Analysis – INFO 1020 (Undergraduate, 3 sections)
Winter 2020	International Marketing – MKTG 3630 (Undergraduate, 2 sections)
Winter 2020	Mobile Marketing – MKTG 3475/4825 (Undergraduate/Graduate, 1 section)
Winter 2020	Foundations of Business – INFO 4000 (Graduate, 1 Section)
Winter 2020	Analytics I Data & Analysis – INFO 1010 (Undergraduate, 2 sections)
Fall 2019	The Fourth Industrial Revolution – BUS 1440 (Undergraduate, 1 section)
Fall 2019	Project Management and Simulation – INFO 3340 (Undergraduate, 3 sections)
Fall 2019	Strategic Management – MGMT 4690 (Graduate, 2 sections - Online)
Summer 2019	Strategic Management – MGMT 4690 (Graduate, 2 sections - Online)
Summer 2019	Business Policy and Strategy – MGMT 3000 (Undergraduate, 1 section - Online)
Summer 2019	Internship in Management– MGMT 3980 (Undergraduate, 1 section)
Spring 2019	Strategic Management – MGMT 4690 (Graduate, 1 section - Online)
Spring 2019	Leading High-Performance Teams – MGMT 2100 (Undergraduate, 3 sections)
Spring 2019	Gateway to Business – BUS 1000 (Undergraduate, 1 section)
Winter 2019	Financials for Leaders – MGMT 4330 (Graduate, 1 section)
Winter 2019	Leading High-Performance Teams – MGMT 2100 (Undergraduate, 1 section)
Winter 2019	Gateway to Business – BUS 1000 (Undergraduate, 1 section)

Fall 2018	Leading High-Performance Teams – MGMT 2100 (Undergraduate, 1 section)
Fall 2018	Gateway to Business – BUS 1000 (Undergraduate, 3 sections)
Spring 2018	Gateway to Business – BUS 1000 (Undergraduate, 1 section)
Winter 2018	Gateway to Business – BUS 1000 (Undergraduate, 2 sections)
Fall 2017	Gateway to Business – BUS 1000 (Undergraduate, 3 sections)
Fall 2015	Gateway to Business – BUS 1000 (Undergraduate, 1 section)
Winter 2015	Gateway to Business – BUS 1000 (Undergraduate, 1 section)
Fall 2014	The Essence of Enterprise – BUS 4610 (Graduate, 1 section)
Fall 2013	The Essence of Enterprise – BUS 4610 (Graduate, 1 section)
Fall 2013	Gateway to Business – BUS 1000 (Undergraduate, 1 section)
Summer 2013	Business Policy and Strategy – MGMT 3805 (Undergraduate, 1 section – Women's College)
Spring 2013	Gateway to Business – BUS 1005 (Undergraduate, 1 section – Women's College)
Guest Lecturer:	
Spring 2019	International Political Economies (Graduate), Prof. P.A. Valizadah, Herat University, Afghanistan
Winter 2019	Research Methods (Graduate), Prof. Temory Davoud, Herat University, Afghanistan
Spring 2009	Undergrad Research Writing (Undergraduate), Prof. Virginia Panzer, Metropolitan State University of Denver

- Fall 2008 Undergrad Research Writing (Undergraduate), Prof. Virginia Panzer, Metropolitan State University of Denver
- 2006 – 2010 Graduate Research Writing (Graduate), Prof. Kerry Mitchell, Regis University

PROFESSIONAL EXPERIENCE

- 2010 – Present **Organizational Effectiveness Consultant, Moxy Solutions, LLC.**
- Serve as an organization strategy and change consultant. Provide coaching to all levels of management on organization-related issues. Collaborate with executives to diagnose and analyze current organizational systems, structures, culture, competencies, and related organizational practices to identify gaps between actual and desired states and recommend solutions for change. Conduct research to determine industry benchmarks and best practices. Facilitate feedback and action planning sessions to drive organizational improvements. Design and delivers organization change, organization design, and organization strategy programs.
- 2004 – 2017 **Market Research Project Manager, Daniels College of Business, University of Denver**
- Used knowledge of college's strategic, financial, and marketing objectives and apply that understanding in support of the institution's strategic plan. Formulated and implement ongoing strategies that enhance the value and reputation of the institution and its academic programs. Worked on administrative improvement initiatives designed to increase program performance in targeted areas relating to rankings and revenue generation. Engaged with faculty and academic departments to collaborate on program quality, accreditation, and overall student experience. Stewarded the financial management process from budget development to end-of-year financial reporting. Held supervisory role for college staff.
- 2000 - 2004 **Senior Client Analyst Abacus Direct, a division of DoubleClick, Inc.**
- Analyzed client's operations and developed visual strategic presentations on the impact of their multichannel marketing, financial, and operational strategy initiatives. Consulted with clientele and made recommendations towards revenue, market share, and return-on-investment opportunities. Researched and reacted to competitor intelligence and trends in efforts to mitigate their impact both internally and externally. Synthesized and analyzed large data sets and communicated their outcomes clearly to internal and external stakeholders. Actively lead company's continuous improvement efforts. Worked internationally with Abacus U.K. to train management in market analysis and on industry best practices.

ACADEMIC AWARDS, AFFILIATIONS, ACTIVITIES, AND CERTIFICATIONS

Awards:

- University of Denver, Provost Teaching Celebration Dinner (Top 10% of teaching faculty invited), AY 2023
- University of Denver, Office of Teaching & Learning Faculty Spring Celebration Nominee, AY 2022
- University of Denver, Provost's First Annual Service Celebration Dinner, AY 2022
- University of Denver, Provost Teaching Celebration Dinner (Top 10% of teaching faculty invited), AY 2021

Affiliations:

- European Academy of Management (EURAM)
- Academy of Management (AOM)
- Organizational Behavior Teaching Society (MOBTS)
- Alliance for Research on Corporate Sustainability (ARCS)
- International Leadership Association (ILA)

Activities:

- 2021 European Academy of Management (EURAM), Brussels, Belgium
- 2015 Academy of Management Conference (AOM), Vancouver, BC, Canada
- 2015 Sustainability, Ethics and Entrepreneurship (SEE) Conference, Denver, CO

Certifications:

- Hubspot Academy – Email Marketing
- Hubspot Academy – Inbound Marketing
- Google – Fundamentals of Digital Marketing
- Google – Google Analytics