

Jonathan Phares, PhD

Assistant Professor, Department of Supply Chain Management
Ivy College of Business, Iowa State University
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RESEARCH INTERESTS

- Supply chain policy
- Trucking markets (carrier & labor)
- Healthcare operations management
- Supply chain integration

ACADEMIC EXPERIENCE

Ivy College of Business, Iowa State University Ames, IA
Assistant Professor, Supply Chain Management August 2021 – Current

Sam M. Walton College of Business, University of Arkansas Fayetteville, AR
Senior Graduate Assistant, Supply Chain Management August 2018 – July 2021
Lecturer, Supply Chain Management August 2016 – August 2018

EDUCATION

University of Arkansas Fayetteville, AR
Doctor of Philosophy in Business Administration, Supply Chain Management 2021
Dissertation: Unintended Consequences of Public Policy and Government Regulation on Supply Chain Structure, Conduct, and Performance
Chair: Brian S. Fugate

The Pennsylvania State University State College, PA
Master of Business Administration 2016
Scored in the 94th percentile on the Major Field Test for MBAs

The Ohio State University Columbus, OH
Bachelor of Science in Business Administration, Operations Management 2012
President, Purchasing & Supply Management Association

AWARDS & HONORS

2024: Nominee, Assistant Professor Teaching Award, Ivy Dean's Advisory Council, Ames, IA
2023: Winner, E. Grosvenor Plowman Award for best research paper, CSCMP ARS, Orlando, FL
2022: Finalist, E. Grosvenor Plowman Award for best research paper, CSCMP ARS, Nashville, TN
2022: Nominee, Doctoral Dissertation Award, CSCMP ARS, Nashville, TN
2021: First Place, Three Minute Thesis Competition, Walton College, University of Arkansas
2020: Don Lavoie Fellowship, Mercatus Center, George Mason University
2020, 2019, 2018: Distinguished Doctoral Fellowship, University of Arkansas
2020, 2019, 2018: SCMRC Supply Chain Policy Initiative Ph.D. Fellowship, University of Arkansas
2019: Adam Smith Fellowship, Mercatus Center, George Mason University

RESEARCH

Published Articles

6. Balthrop, **Phares, J.**, A, Gordon, R. & Scott, F.A. (2024) “Marijuana legalization and truck safety.” *Journal of Business Logistics*, Forthcoming.
5. Miller, J.W., **Phares, J.**, & Burks, S.V. (2024) “Job gain and job loss dynamics in the truck transportation industry.” *Journal of Business Logistics*, 45(3), e12391.
4. Balthrop, A. & **Phares, J.** (August 22, 2023) “Market or roadway mayhem? A fundamental supply chain dilemma.” *Supply Chain Management Review*, online: <https://www.scmr.com/article/market-or-roadway-mayhem-a-fundamental-supply-chain-dilemma>.
3. **Phares, J.** & Balthrop, A. (2022) “Investigating the Role of Competing Earnings Opportunities in Truck Driver Occupational Choice.” *Journal of Business Logistics*, 43(2), 265-289.
2. **Phares, J.**, Dobrzykowski, D. & Prohofsky, J. (2021) “How Policy Is Shaping the Macro Healthcare Delivery Supply Chain: The Emergence of a New Tier of Retail Medical Clinics.” *Business Horizons*, 64(3), 333-345.
1. **Phares, J.** & Richey, R.G. (2021) “Planned Disruption and Unintended Consequences: Postponement by Strategy Versus Intervention in the US Beer Supply Chain.” *Business Horizons*, 64(3), 369-377.

Manuscripts Under Review

1. **Phares, J.**, Miller, J.W., & Burks, S.V. “Shedding light on truck driver supply and demand: Heterogeneous state-level recovery of trucking employment following the COVID-19 employment shock.” Under 1st round review at *Transportation Journal*.

Working Papers

6. **Phares, J.**, Dobrzykowski, D. & Fugate, B.S. “Certificate of Need laws and case complexity in hospital operations: An examination of cost and quality tradeoffs.” Reject & resubmit at *Journal of Operations Management*. Previously rejected & resubmitted to *Production & Operations Management*, and subsequently rejected.
5. Miller, J, **Phares, J.** & Burks, S. “Bring out the bulls: Employment dynamics of trucking firms during highly procyclical market conditions.” Target journal: *Journal of Business Logistics*.
4. **Phares, J.**, Falcone, E. & Karim, M.D. “To share or not to share: Exploring the moderating role of brokerage orientation on advice-giving in supply chains.” Target journal: *Journal of Supply Chain Management*.
3. Karim, M.D. & **Phares, J.** “Investigating the Relationship Between Shareholder ESG Investment in Target Firms and Suppliers’ ESG Performance.” Target journal: *Journal of Supply Chain Management*.
2. **Phares, J.**, Scott, F.A. & Balthrop, A. “Investigating the effects of nuclear verdicts on motor carrier safety and insurance spending.” Target journal: *Journal of Business Logistics*.
1. **Phares, J.** & Fugate, B.S. “Barriers to supply chain collaboration in relationship-focused regulatory environments: Lessons from the beer industry.” Target journal: *Journal of Supply Chain Management*.

Conference Manuscripts/Presentations

16. Karim, M.D. & **Phares, J.** (2023) “Investigating the Relationship Between Shareholder ESG Investment in Target Firms and Suppliers’ ESG Performance.” Decision Sciences Institute Conference (DSI): Atlanta, GA.
15. Miller, J, **Phares, J.** & Burks, S.V. (2023) “Job Creation and Job Destruction Dynamics in the Truck Transportation Industry in Online Retailing.” DSI: Atlanta, GA.
14. Miller, J, **Phares, J.** & Burks, S.V. (2023) “Job Creation and Job Destruction Dynamics in the Truck Transportation Industry.” Council for Supply Chain Management Professionals Academic Research Symposium (CSCMP ARS): Orlando, FL. ***Winner, best research paper.**
13. **Phares, J.** & Dobrzykowski, D. (2023) “Investigating the Mediating Effect of Utilization on the Relationship Between Certificate of Need and Hospital Operational Performance.” Industry Studies Association (ISA): Columbus, OH.
12. **Phares, J.**, Dobrzykowski, D. & Fugate, B.S. (2022) “Effect of capacity-limiting regulation on hospital operations within the context of complexity.” DSI: Houston, TX.
11. Balthrop, A., Gordon, R., **Phares, J.** & Scott, F.A. (2022) “Marijuana Legalization and Truck Safety: Does the Pineapple Express Damage More Pineapples?” DSI: Houston, TX.
10. Balthrop, A., Gordon, R., **Phares, J.** & Scott, F.A. (2022) “Marijuana Legalization and Truck Safety: Does the Pineapple Express Damage More Pineapples?” CSCMP ARS: Nashville, TN. ***Finalist, best research paper.**
9. **Phares, J.**, Miller, J.W. & Burks, S.V. (2022) “Trucking employment responses to demand generation and rivalry for labor from other industries: New insights from the pandemic.” Industry Studies Association (ISA): Philadelphia, PA.
8. **Phares, J.**, Dobrzykowski, D. & Fugate, B.S. (2022) “Investigating the impact of capacity-limiting regulation and case complexity on hospital operations.” ISA: Philadelphia, PA.
7. **Phares, J.**, Dobrzykowski, D. & Fugate, B.S. (2022) “Implications of Structural Regulations on Hospital Operational Performance.” Production & Operations Management Society (POMS): Virtual.
6. **Phares, J.**, Dobrzykowski, D. & Fugate, B.S. (2021) “How Capacity-Limiting Regulation Affects Hospital Performance.” DSI: Virtual.
5. **Phares, J.**, Dobrzykowski, D. & Fugate, B.S. (2021) “The Effects of Structural Regulation and Complexity on Hospital Operations.” POMS: Virtual.
4. **Phares, J.** (2020) “Assessing the Impact of Market Volatility on Motor Carrier Failure.” CSCMP ARS: Virtual.
3. Balthrop, A., **Phares, J.** & Scott, F.A. (2020) “Causal Graphs as a Tool in Empirical Logistics and Supply Chain Management Research.” CSCMP ARS: Virtual.
2. **Phares, J.** (2019) “Need Drivers? Raid the Unemployment Line.” CSCMP ARS: Anaheim, CA.
1. **Phares, J.** & Falcone, E. (2019) “To Share or Not to Share: Exploring the Moderating role of brokerage orientation on Advice-giving in Supply Chains.” CSCMP ARS: Anaheim, CA.

Non-Academic Conference Presentations

8. **Phares, J.** (2024) “Driven away – How wage options influence a decision to work in trucking and manufacturing.” Iowa State University Supply Chain Forum, Iowa State University: Ames, IA.

7. **Phares, J.** (2024) “Issues in the US Trucking Labor & Carrier Markets Worth Watching.” Iowa Freight Advisory Council, Iowa Department of Transportation: Ames, IA.
6. **Phares, J.** (2023) “Issues in the US Trucking Labor & Carrier Markets Worth Watching.” Vorhees Supply Chain Conference. Iowa State University: Ames, IA.
5. Burks, S.V., Monaco, K., Miller, J.W. Kildegaard, A. & **Phares, J.** (2022) “Why Teenaged Truckers Will Not Fix What the US Trucking Industry Perceives as a Driver Shortage.” University of Nottingham Centre for Decision Research and Experimental Economics: Virtual.
4. Gordon, R., Balthrop, A, **Phares, J.** & Scott, F.A. (2022) “Don’t Fear the Reefer: The Impact of Marijuana Legalization on Trucking Safety.” Department of SCM PhD Colloquium. University of Tennessee: Knoxville, TN.
3. **Phares, J.** & Balthrop, A. (2019) “Research in Transportation Policy: ELDs, Labor Scarcity, and Regulatory Enforcement.” SCMRC Emerging Research Symposium. University of Arkansas: Fayetteville, AR.
2. **Phares, J.** (2019) “Truck Driver Turnover: An Occupational Choice Problem.” Department of SCM PhD Colloquium. University of Arkansas: Fayetteville, AR.
1. **Phares, J.** (2019) “Using CPS Data for Truck Driver Analysis.” Supply Chain Policy Institute. University of Arkansas: Fayetteville, AR.

TEACHING

Experience (in-person & undergraduate unless otherwise noted)

<i>Ivy College of Business, Iowa State University</i>	Ames, IA
Healthcare Supply Chain Management (SCM 503; online, graduate)	August 2022 – Current
Supply Chain Management (SCM 301)	August 2021 – Current
<i>Sam M. Walton College of Business, University of Arkansas</i>	Fayetteville, AR
Supply Chain Management Strategy (SCMT 4653; hybrid)	August 2019 – May 2021
Advanced Inventory Mgmt. & Forecasting (SCMT 3623; online)	May 2018 – August 2018
Retail Supply Chain Analysis (SCMT 3653; course designer)	January 2018 – May 2018
Supply Chain Management Strategy (SCMT 3613)	August 2016 – December 2017

Invited Lectures

5. “Creating an Omnichannel Customer Experience/ The Role of Retail Medical Clinics in the Healthcare Supply Chain.” Invited lecture on December 1, 2020, for MBA students and December 2, 2020, for MS students at the Walton COB, University of Arkansas: Fayetteville, AR.
4. “Partnering to Innovate.” Invited lecture on October 22, 2018, March 28, 2019, & October 29, 2019, for undergraduate SCM students at the Walton COB, University of Arkansas: Fayetteville, AR.
3. “Mastering the Three-horned Monster: An Introduction to Causal Analysis.” Colloquium presentation on October 25, 2019, to the Department of SCM at the Walton COB, University of Arkansas: Fayetteville, AR.
2. “Barriers to Innovation in Large Organizations.” Invited lecture on April 17, 2019, for executive MBA students at the Walton COB, University of Arkansas: Fayetteville, AR.
1. “Working in Supply Chain Management.” Invited lecture on February 28, 2019, for undergraduate SCM students at the Walton COB, University of Arkansas: Fayetteville, AR.

Student Mentoring

McMillon Innovation Studio Design Teams, University of Arkansas: Fayetteville, AR.

Odessa Elie, Project Leader-Supply Chain (2019-20)

Monica Sewell, Project Leader-Supply Chain (2018-19)

Supply Chain Management Honors Thesis, University of Arkansas: Fayetteville, AR.

Brooks Crane (Spring 2020)

SERVICE

Committees

2023 – Present	Member: Decision Sciences Institute Professional Development committee
2023 – Present	Member: Ivy College of Business International Programs committee
2023 – Present	Member: Ivy College of Business Undergraduate Student Recruiting committee
2022 – 2023	Member & organizer: Vorhees Supply Chain Conference planning committee
2021 – 2021	Liaison: Iowa State University Libraries

Research Affiliations

2021 – Present	Truckers & Turnover Project Research Affiliate, University of Minnesota, Morris
2018 – 2023	Research Fellow SCMRC Supply Chain Policy Initiative, University of Arkansas

Reviewing

2023	Journal of Operations Management , Ad hoc
2023	International Journal of Physical Distribution & Logistics Management , Ad hoc
2023	Council of Supply Chain Management Professionals, Conference
2023	Hawaii International Conference on System Sciences, Conference
2022 – Present	Journal of Supply Chain Management , Editorial Review Board
2022	Health Care Management Science, Ad hoc
2021 – Present	Journal of Business Logistics , Ad hoc
2021	Decision Sciences , Conference
2021 – 2022	Journal of Supply Chain Management , Junior Editorial Review Board

Conference Service

3. Session chair. (2023) “Policy and market impacts on healthcare operations.” POMS: Orlando, FL.
2. Session chair. (2022) “Service lines in healthcare operations.” DSI: Houston, TX.
1. Session co-chair w/ Dobrzykowski, D. (2021) “Policy Impacts on Healthcare Operations Management.” DSI: Virtual.

Invited Panels

6. Jazairy, A., **Phares, J.**, & Wiedmer, R. (2024) “What do the Assistants say?” Moderated by Darby, J. Patricia J. Daugherty Logistics Doctoral Symposium: Colorado State University, Fort Collins, CO.
5. Kistler, J., **Phares, J.**, Dreyfus, D. & Kotsi, T. (2023) “How to Transition from a Ph.D. Student to a Full-Time Faculty.” Moderated by Sharma, L. DSI Doctoral Consortium: Atlanta, GA.
4. Bell, J., Tate, W., Yan, T., Diebel, W., Hatton, M., **Phares, J.** & Dohman, A. (2022) “The review process: Conducting a peer review and responding to comments.” DSI: Houston, TX.

3. Craighead, C., Adams, F., **Phares, J.** & Shaheen, I. (2022) “Job search process: Perspectives from both sides.” Moderated by Pienkofer, S. CSCMP Bowersox Doctoral Symposium: Nashville, TN.
2. **Phares, J.**, Lewis-Webber, B., Lane, J. & Seeb, E. (2019) “Portfolio management in the future.” Beer Industry Collaboration Congress: Denver, CO.
1. **Phares, J.**, Dinur, Y., Davidi, A. & Wyness, T. (2019) “Inventory management in the beer supply chain.” Beer Industry Collaboration Congress: Denver, CO.

INDUSTRY ENGAGEMENT

Media

17. Quoted: Transport Topics. “ATA Reports Dip in Truck Tonnage for June.” July 23, 2024: <https://www.ttnews.com/articles/ata-tonnage-june-2024>.
16. Quoted: Transport Topics. “ATA Reports Tonnage Turnaround for May With 1.5% Rise.” June 20, 2024: <https://www.ttnews.com/articles/ata-tonnage-rises-may>.
15. Mentioned: Supply Chain Dive. “Shippers should lock in trucking rates soon: experts.” March 7, 2024: <https://www.supplychaindive.com/news/expert-suggest-back-to-normal-for-rates-freight-market/706387/>.
14. Quoted: Supply Chain Dive. “8 logistics trends to watch in 2024.” January 30, 2024: <https://www.supplychaindive.com/news/8-logistics-trends-to-watch-in-2024/>.
13. Mentioned: Trucking Dive. “Schneider: EV fleet is a competitive advantage.” November 22, 2023: <https://www.truckingdive.com/news/schneider-national-views-ev-investment-as-competitive-advantage/700421>.
12. Quoted: Trucking Dive. “How JB Hunt’s purchase of BNSF’s brokerage assets helps both companies.” September 26, 2023: <https://www.truckingdive.com/news/jbhunt-acquires-bnsf-brokerage-intermodal>.
11. Quoted: Supply Chain Dive. “Yellow’s top 30 unsecured creditors may see little or no money.” August 16, 2023: <https://www.supplychaindive.com/news/yellow-corp-unsecured-creditors-bankruptcy-payment/690844/>.
10. Quoted: Transport Dive. “Managing expenses, growing revenues will be top challenges for CH Robinson CEO.” June 16, 2023: <https://www.transportdive.com/news/ch-robinson-msu-iowa-state-university-of-wisconsin-new-CEO/652896/>.
9. Guest: FreightWaves TV: MODES. “New trucking fleets are getting hammered.” June 1, 2023: <https://tv.freightwaves.com/player/35572/stream> [alternate: <https://www.youtube.com/watch?v=pQuLWogNzF8>].
8. Quoted: Transport Dive. “CH Robinson expects headcount reductions to drive \$100M in savings.” May 11, 2023: <https://www.transportdive.com/news/ch-robinson-head-count-reduction-cost-savings/649869/>.
7. Quoted: Transport Dive. “Falling truck rates give supply chains chance to cut costs.” February 14, 2023: <https://www.supplychaindive.com/news/truck-rates-supply-chains-2023-outlook/642440/>.
6. Quoted: Transport Dive. “Why Trimble spent \$2B on a European logistics firm.” January 20, 2023: <https://www.transportdive.com/news/trimble-transporeon-tms-transportation-management-system/640558/>.

5. Featured research: Overdrive Magazine. “Marijuana legalization not linked to traffic accidents, study shows.” July 28, 2022: <https://www.overdriveonline.com/regulations/article/15294546/new-study-explores-marijuana-legalization-and-heavytruck-crashes>.
4. Featured research: High Times. “Study shows decrease in heavy truck crash rates since cannabis legalization.” July 11, 2022: <https://hightimes.com/study/study-shows-decrease-in-heavy-truck-crash-rates-since-cannabis-legalization>.
3. Featured research: FreightWaves. “Legal marijuana may lower the risk of truck accidents, says new research.” July 7, 2022: <https://www.freightwaves.com/news/legal-weed-may-lower-the-risk-of-truck-accidents-says-new-research>.
2. Featured research: Northwest Arkansas Democrat-Gazette. “Truck drivers are highly sought, but the pay often doesn’t measure up, research shows.” June 5, 2022: <https://www.nwaonline.com/news/2022/jun/05/truck-drivers-are-highly-sought-but-the-pay-often/>.
1. Guest: KCCI 8 Des Moines (CBS) 5 pm News (picked up by multiple outlets nationwide). “Meowy: Where has the cat food gone in Iowa?” March 30, 2022: <https://www.kcci.com/article/iowa-meowy-where-has-the-cat-food-gone-in/39589255>.

Executive Education

Innovate 2 Lead. Facilitator at Dean’s Alumni Advisory Council in Student Success workshop held April 26, 2019, by the McMillon Innovation Studio of the Sam M. Walton College of Business, University of Arkansas: Fayetteville, AR.

Innovate 2 Lead. Influencer & facilitator with Walmart and suppliers over a four-part innovation workshop held between February 22, 2019, and April 5, 2019, by the McMillon Innovation Studio of the Sam M. Walton College of Business, University of Arkansas: Fayetteville, AR.

Consulting

July 2021. Interviewed by Steve Viscelli, PhD to discuss implications trucking labor markets in preparation for presentation to Biden Administration during development of the Biden-Harris Administration Trucking Action Plan to Strengthen America’s Trucking Workforce.

May – December 2020. Transportation business development project. Lead investigator on project for J.B. Hunt with Sam M. Walton College of Business SCMRC and School of Engineering Innovation Center of Excellence, University of Arkansas: Fayetteville, AR.

PROFESSIONAL BACKGROUND

Experience

<i>Walmart eCommerce</i>	San Bruno, CA/ Bentonville, AR
Senior Manager II, New Customer Propositions	December 2017 – August 2018

Led team to design & implement new business models to attract & engage customers, e.g., crowd-sourced delivery, Express delivery, responsive operating model, alcohol delivery, pharmacy delivery.

Senior Strategy Manager II	March 2016 – December 2017
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Created compelling cases for investing in cutting-edge innovation & technology (e.g., automation, crowd-sourced delivery, etc.) to build the next generation of competitive retail capabilities.

<i>Walmart Transportation</i>	Bentonville, AR
Senior Strategy Manager	July 2013 – March 2016

Worked directly with Senior Vice President to implement strategy development/strategic planning process for complex organization: >10,000 employees nationwide and \$5 billion in annual revenue.

Strategy Project Manager July 2012 – July 2013

Led cross-functional teams to implement key projects to improve organizational efficiency, sustainability & customer service & consulted multiple levels of leadership on 35+ continuous improvement initiatives.

Walmart Logistics

Grove City, OH

Logistics Manager

January 2010 – June 2012

Quality Assurance Manager

September 2007 – January 2010

Led multiple kaizen events across several roles saving millions of dollars by reducing unneeded miles, labor hours & damages as well as improving on-time delivery & productivity.

Certifications

2013: Lean Six Sigma Green Belt, Walmart