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EDUCATION

Ph.D., Sociology, Stanford University, 1982.
M.A., Sociology, Stanford University, 1977.
B.A., Sociology and Urban Studies, Indiana University, 1975.

ACADEMIC POSITIONS

The Adams Distinguished Professor of Management (2019-present), Laurence W. Lane Professor of Organizations (2001-2019), Graduate School of Business, and (by courtesy) Professor of Sociology, Department of Sociology, Stanford University, (2000-).

Senior Associate Dean for Academic Affairs, Graduate School of Business, Stanford University, (2008-17).

Professor (part-time), Durham Business School, Durham University, Durham, U.K. (2004-19).

Dean's Visiting Professor, National University of Singapore Business School, Singapore (2009-13).

Professor II, Department of Sociology and Human Geography, University of Oslo, Norway (2003-9).

Professor, Management Division, Graduate School of Business, and (by courtesy) Department of Sociology, Columbia University (2004-6).

Paul J. Cortese Distinguished Professor of Management (1989-2002), Director of Ph.D. Program (1989-1996), Associate Professor (1986-1989), Assistant Professor (1982-1986), Haas School of Business; Affiliated Faculty Member, Department of Sociology; Faculty Associate, Institute of Industrial Relations; University of California at Berkeley.

Assistant Professor, Department of Sociology; Director, Social Science Data Center; Associate Member, Population Studies and Training Center; Brown University, 1982.

Visiting Professor Appointments:

School of Business Administration, National University of Singapore, 1997 (Sept);
 School of Business, University of Maastricht, the Netherlands, 1997 (April);
 School of Management, Hong Kong University of Science and Technology, Hong Kong, 1996 (summer and fall);
 Institut für Soziologie, University of Bern, Switzerland, 1992 (June);
 Institut für Soziologie, University of Munich, Federal Republic of Germany, 1987 (summer), 1988 (summer);
 Max-Planck-Institut für Bildungsforschung, Berlin, Federal Republic of Germany, 1984-1985 (academic year), 1986 (summer), 1998 (winter);
 Zentrum für Umfragen, Methoden und Analysen, Mannheim, Federal Republic of Germany, 1981 (fall), 1988 (summer).

BOOKS AND EDITED VOLUMES

Arguing Strategy: A Practical Guide for Executives. Coauthor with Jesper B. Sørensen. Manuscript of 344 pages currently under review with several publishers. 2020 (expected).

Logics of Organizational Theory: Audiences, Codes and Ecologies. Coauthor with Michael T. Hannan and László Pólos. Princeton NJ: Princeton University Press. 2007.

Culture and Demography in Organizations. Coauthor with J. Richard Harrison. Princeton NJ: Princeton University Press, 2006.

The Demography of Corporations and Industries. Coauthor with Michael T. Hannan. Princeton NJ: Princeton University Press, 2000.

Recipient of the Max Weber Award from the American Sociological Association, Section on Organizations, Occupations and Work.

Chapter 10 reprinted in The Sociology of Organizations: Classic, Contemporary and Critical Readings, edited by M. Handel. Sage, 2002.

Chapter 2 reprinted in The Sociology of Organizations: An Anthology of Contemporary Theory and Research, edited by Amy Wharton. Roxbury, 2007.

Firms, Markets and Hierarchies: The Transaction Cost Economics Perspective. Coeditor with David J. Teece. New York: Oxford University Press, 1999.

Translated into Spanish as Empresas, mercados y jerarquias. San Rafael, Mexico: Oxford University Press, 2000.

Organizations in Industry: Strategy, Structure and Selection. Coeditor with Michael T. Hannan. New York, NY: Oxford University Press, 1995.

Dynamics of Organizational Populations: Density, Competition and Legitimation. Coauthor with Michael T. Hannan. New York, NY: Oxford University Press, 1992.

Ecological Models of Organizations. Editor. Cambridge, MA: Ballinger, 1988.

Organizational Approaches to Strategy. Coeditor with David Vogel. Cambridge, MA: Ballinger, 1988.

Publish and Perish: The Organizational Ecology of Newspaper Industries. Greenwich, CT: JAI Press, 1987.

Strategy and Organization: A West Coast Perspective. Coeditor with David Vogel. Boston, MA: Pitman, 1984.

ARTICLES AND CHAPTERS

"The kind of authenticity customers will pay for," (with Kieran O'Connor and David W. Lehman). <https://hbr.org/2019/06/the-kind-of-authenticity-customers-will-pay-more-for?ab=hero-subleft-2>

"Authenticity and institutional context: Individual preferences in China," (with Mi Feng, Yuanqiong He, Kieran O'Connor and Lihua Wang), Journal of International Consumer Marketing 31 (2019): 429-446.

"Acting on authenticity: Individual interpretations and behavioral responses," (with David W. Lehman and Kieran O'Connor). Review of General Psychology 23 (2019): 19-31.

"Organizational and corporate demography," (with Olga M. Khessina), Chapter 20 (pp. 521-554) in Dudley I. Poston Jr. (ed.), Handbook of Population (Second edition). Cham, Switzerland: Springer Nature, 2019.

"The beholder's eyes: Audience reactions to organizational self-claims of authenticity," (with David W. Lehman and Balázs Kovács), Socius (2018) (online journal).

"Donn, Vic and tiki bar authenticity," (with Dennis Ray Wheaton), Consumption, Markets and Culture 22 (2018): 157-182.

"Commentary on 'Authenticity and the sharing economy' by Eliane Bucher, Christian Fieseler, Matthes Fleck and Christophe Lutz," (with Balázs Kovács), Academy of Management Discoveries (2017) (online open access journal).

"Disambiguating authenticity: Interpretations of value and appeal," (with Kieran O'Connor and Balázs Kovács), PLoS ONE 12 (2017) (online open access journal), June 26.

"Where did 'Tex-Mex' come from? The divisive emergence of a social category," (with Dennis Ray Wheaton), Research in Organizational Behavior 37 (2017): 143-166.

"Commentary on 'Algorithms and authenticity' by Arthur S. Jago," (with Kieran O'Connor), Academy of Management Discoveries (2017) (online open access journal).

"The perils of proclaiming an authentic organizational identity," (with Balázs Kovács and David W. Lehman), Sociological Science (2017) (online open access journal), January 23.

"Authenticity: Attribution, value and meaning," In R. A. Scott and S. M. Kosslyn (eds.). Emerging Trends in the Social Sciences. Wiley (online), 2015.

"Restaurant inspections," (with Balázs Kovács and David W. Lehman), In Ken Albala (ed.), Sage Encyclopedia of Food Issues, Thousand Oaks CA: Sage, 2015.

"Biology, evolution and organizations: Promises and challenges in building the foundations," (with Kieran O'Connor), Pp. 311-342 in S. M. Colarelli and R. D. Arvey (eds.), Biological Foundations of Organizational Behavior, Chicago: University of Chicago, 2015.

"Organizational ecology," (with Michael T. Hannan), Pp. 358-362 in Volume 17, International Encyclopedia of Social and Behavioral Sciences, (second edition), James Wright (ed.), Elsevier: 2015.

"The Handover in Hong Kong: Impact on business formation," (with Mi Feng and Jeroren Kuilman), Sociological Science, (2014) (online open access journal).

"Conflicting social codes and organizations: Hygiene and authenticity in consumer evaluations of restaurants," (with David W. Lehman and Balázs Kovács), Management Science 60 (2014): 2602-2617.

"Authenticity and consumer value ratings: Empirical tests from the restaurant domain," (with Balázs Kovács and David W. Lehman), Organization Science 25 (2014): 458-478.

"Sociology and strategy," (with Jesper Sørensen). In D. Teece and M. Augier (eds.), Palgrave Encyclopedia of Strategic Management. London: Palgrave Macmillan, 2014.

"Organizational ecology," (with Giacomo Negro). In D. Teece and M. Augier (eds.), Palgrave Encyclopedia of Strategic Management. London: Palgrave Macmillan, 2014.

"Initial conditions," (with Magali Fassiotto). In D. Teece and M. Augier (eds.), Palgrave Encyclopedia of Strategic Management. London: Palgrave Macmillan, 2014.

"Challenger groups, commercial organizations, and policy enactment: An empirical study of local lesbian/gay rights ordinances," (with Giacomo Negro and Fabrizio Perretti), American Journal of Sociology 119 (2013): 790-832.

"Selection and variation in organizational evolution," (with J. Richard Harrison and David G. McKendrick), Industrial and Corporate Change 21 (2012): 217-244.

"Restaurant organizational forms and community in the U.S. in 2005," (with Magnus Thor Torfason), City & Community 10 (2011):1-24.

"It's not about the beer, really," Pp. 124-127 in P. Phan and G. Markman (eds.). Market Entry, Competitive Dynamics, and Entrepreneurship. Cheltenham: Edward Elgar, 2011.

"Niche width and scale in organizational competition: A computational approach," (with Balázs Kovács), Computational and Mathematical Organization Theory 16 (2010) 29-60.

"Organizational form emergence and competing professional schemata of Dutch accounting, 1884-1939," (Sandy Bogaert and Christophe Boone), Research in the Sociology of Organizations 31(2010): 115-152.

"Organizational evolution with fuzzy technological formats: Tape drive producers in the world market, 1951-1998," (with Mi Feng, Gael Le Mens and David G. McKendrick), Research in the Sociology of Organizations 31(2010): 203-233.

"The social lives of products: Analyzing product demography for management theory and practice," (with Olga Khessina and David G. McKendrick), Academy of Management Annals, 4 (2010):157-205.

"The organizational construction of authenticity: An examination of contemporary food and dining in the U.S.," (with Dennis Ray Wheaton), Research in Organizational Behavior, 29 (2009) 255-282.

"Studying populations of organizations over time," (with David G. McKendrick, Mi Feng, Gael Le Mens) Pp. 213-229 in A. Bryman and D. Buchanan (eds.) Handbook of Organizational Research Methods, Newbury Park CA: Sage, 2009.

"Growing church organizations in diverse U.S. communities 1890-1926," (with Özegun Koçak), American Journal of Sociology, 113 (2008): 1272-1315.

"Product demography of *de novo* and *de alio* firms in the optical disk drive industry, 1983-1999," (with Olga M. Khessina), Organization Science 19 (2008): 25-38.

"Simulation modeling in organizational and management research," (with J. Richard Harrison, John Lin and Kathleen Carley), Academy of Management Review 32 (2007): 1229-45.

"Organizational demography," Pp. 1042-44 in S. Clegg and J. Bailey (eds.) International Encyclopedia of Organization Studies, Volume 3, Newbury Park CA: Sage, 2007.

"The ecology of entrepreneurship," (with Olga M. Khessina), Pp. 167-200 in R. Agrawal, S.A. Alvarez and O. Sorenson (eds.). Handbook of Entrepreneurship: Disciplinary Perspectives. New York: Kluwer, 2005.

"Organizational and corporate demography," (with Olga M. Khessina), Pp. 451-477 in Dudley I. Poston Jr. and Michael Micklin (eds.), Handbook of Population. New York: Plenum/Kluwer, 2005.

"Size, differentiation and the performance of Dutch daily newspapers," (with Christophe Boone and Arjen van Witteloostuijn), Industrial and Corporate Change 13 (2004): 117-148.

"The evolution of inertia," (with Michael T. Hannan and László Pólos), Industrial and Corporate Change 13 (2004): 213-242.

"The fog of change: Opacity and asperity in organizations," (with Michael T. Hannan and László Pólos), Administrative Science Quarterly 48 (2003): 399-432.

"The organizational niche," (with Michael T. Hannan and László Pólos), Sociological Theory 21 (2003): 309-340.

"Cascading organizational change," (with Michael T. Hannan and László Pólos), Organization Science 14 (2003): 463-482.

"In the bud? Analysis of disk array producers as a (possibly) emergent organizational form," (with David G. McKendrick, Jonathan Jaffee and Olga Khessina), Administrative Science Quarterly 48 (2003): 60-93.

"Size (and competition) among organizations: Modeling scale-based selection among automobile producers in four major countries, 1885-1981," (with Stanislav Dobrev), Strategic Management Journal 24 (2003): 541-558.

"Shifting gears, shifting niches: Organizational inertia and change in the evolution of the U.S. automobile industry, 1885–1981," (with Stanislav Dobrev and Tai-Young Kim), Organization Science 14 (2003): 264-282.

"Theorie der Ressourcenteilung in der Organisationsökologie," (with Stanislav Dobrev and Anand Swaminathan), Kölner Zeitschrift für Soziologie und Sozialpsychologie 42 (2002) Sonderheft S.381-413.

"Come together? The organizational dynamics of post-merger cultural integration," (with J. Richard Harrison), Simulation Modelling Practice and Theory 10 (2002): 349-368.

"Organizational processes of resource partitioning," (with Stanislav Dobrev and Anand Swaminathan), Research in Organizational Behavior 24 (2002): 1-40.

"Niche and scale in organizational evolution: A unified empirical model of automobile manufacturers in the U.S. 1885-1981," (with Stanislav Dobrev and Tai-Young Kim), Administrative Science Quarterly 47 (2002): 233-264.

"Resource distributions and market partitioning: Dutch daily newspaper organizations from 1968 to 1994," (with Christophe Boone and Arjen van Witteloostuijn), American Sociological Review 67 (2002): 408-431.

"The dynamics of cultural influence networks," (with J. Richard Harrison), Computational and Mathematical Organization Theory 8 (2002): 5-30.

"Foundations of a theory of social forms," (with László Pólos and Michael T. Hannan), Industrial and Corporate Change 11(2002): 85-115.

"Marktwerving is selectiewerk: Van populatie-ecologie naar organisatiedemografie," (with Michael T. Hannan and Arjen van Witteloostuijn) Bedrijfskunde 73 (2001), No. 4: 31-37.

"On the genesis of organizational forms: Evidence from the market for disk drive arrays," (with David G. McKendrick), Organization Science 12 (2001): 661-682.

"Modeling organizational culture: Demography and influence networks," (with J. Richard Harrison), Pp. 185-216 in J. Chatman, T. Cummings, P.C. Early, N. Holden, P. Sparrow and W. Starbuck (eds). The International Handbook of Organizational Culture and Climate. New York: John Wiley, 2001.

"Modeling culture in organizations: Formulation and extension to ecological issues," (with J. Richard Harrison), Pp. 37-62 in A. Lomi and E. Larsen (eds). Dynamics of Organizations: Computational Modeling and Organization Theories. Menlo Park and Cambridge: MIT Press, 2001.

"Why the microbrewery movement? Organizational dynamics of resource partitioning in the U.S. brewing industry," (with Anand Swaminathan), American Journal of Sociology 106 (2000): 715-62. Reprinted in Market Entry, Competitive Dynamics, and Entrepreneurship, G.D. Markman and P. H. Phan (eds.), Edward Elgar.2011.

"Custom service: Application and tests of resource partitioning theory among Dutch auditing firms from 1886 to 1982," (with Christophe Boone and Vera Broecheler) Organization Studies 21 (2000): 355-82.

"The demography of corporations and industries: Selected policy implications of organizational diversity," (with Michael T. Hannan). California Management Review 42 (2000): 148-63.

"Transaction cost economics: Its influence on organization theory, strategic management and political economy," (with D.J. Teece and P. Spiller). Pp. 60-88 in G.R. Carroll and D. J. Teece (eds). Firms, Markets and Hierarchies: The Transaction Cost Economics Perspective. New York: Oxford University Press, 1999.

"Markets, hierarchies and firms: Introduction and overview," (with D.J. Teece). Pp. 3-13 in G.R. Carroll and D. J. Teece (eds). Firms, Markets and Hierarchies: The Transaction Cost Economics Perspective. New York: Oxford University Press, 1999.

"Organizational demography and culture: Insights from a formal model and simulation," (with J. Richard Harrison) Administrative Science Quarterly 43 (1998): 637-667.

"Organizational mortality in the European and American automobile industries, Part I: Revisiting the effects of age and size," (with Michael T. Hannan, Stanislav Dobrev and Joon Han) European Sociological Review 14 (1998): 279-302.

"Organizational mortality in the European and American automobile industries, Part II: Coupled clocks," (with Michael T. Hannan, Stanislav Dobrev and Joon Han) European Sociological Review 14 (1998): 303-313.

"Geography and organizational density: Regional patterns of foundings of American automobile producers, 1885-1981," (with Lyda Bigelow, Lucia Tsai and Marc-David Seidel) Social Science Research 26 (1997): 377-398.

"Long-term evolutionary change in organizational populations: Theory, models and empirical findings from industrial demography," Industrial and Corporate Change 6 (1997): 119-145.

"Creative self-destruction among organizations: An empirical study of technical innovation and organizational failure in the American automobile industry," (with Albert C. Teo) Industrial and Corporate Change 5 (1996): 619-644. Reprinted in Markets, Hierarchies and Firms, G. R. Carroll and D. J. Teece (eds.), Oxford University Press, New York, 1999.

"The fates of de novo and de alio producers in the American automobile industry, 1885-1981," (with Lyda Bigelow, Marc-David Seidel and Lucia Tsai), Strategic Management Journal 17 (1996): 117-138. Reprinted in Audretsch, David B., and Steven Klepper, (eds.) Innovation, Evolution of Industry and Economic Growth. Edward Elgar Publishing Limited, United Kingdom, 1999.

"On the social networks of managers," (with Albert C. Teo), Academy of Management Journal 39 (1996): 421-440.

"Modeling internal organizational change," (with William P. Barnett), Annual Review of Sociology 21 (1995): 217-236.

"Theory building and cheap talk about legitimation (Reply to Baum and Powell)," (with Michael T. Hannan), American Sociological Review 60 (August 1995): 539-544.

"Organizational evolution in multinational context," (with Michael T. Hannan, Elizabeth A. Dundon and John C. Torres), American Sociological Review 60 (1995): 509-528. Reprinted in W.H. Starbuck (ed.), Organizational Learning and Knowledge Management. Edward Elgar, 2008.

"Focus on industry: The organizational lens," (with Michael T. Hannan). Pp. 3-16 in G. R. Carroll and M. T. Hannan (eds.), Organizations in Industry: Strategy, Structure and Selection. New York: Oxford University Press, 1995.

"An introduction to organizational ecology," (with Michael T. Hannan). Pp. 17-32 in G. R. Carroll and M. T. Hannan (eds.), Organizations in Industry: Strategy, Structure and Selection. New York: Oxford University Press, 1995.

"Newspaper publishers," Pp. 183-194 in G. R. Carroll and M. T. Hannan (eds.), Organization in Industry: Strategy, Structure and Selection. New York: Oxford University Press, 1995.

"Automobile manufacturers," (with Michael T. Hannan). Pp. 195-214 in G. R. Carroll and M. T. Hannan (eds.), Organizations in Industry: Strategy, Structure and Selection. New York: Oxford University Press, 1995.

"Beer brewers," (with Anand Swaminathan). Pp. 223-243 in G. R. Carroll and M. T. Hannan (eds.), Organizations in Industry: Strategy, Structure and Selection. New York: Oxford University Press, 1995.

"On the historical efficiency of competition between organizational populations," (with J. Richard Harrison), American Journal of Sociology 100 (1994): 720-749.

"Organisajoner-jo mindre de blir," Tidsskrift for samfunnsforskning 34 (1994): 525-542. Reprinted (in English) as "Organizations...the smaller they get" California Management Review 37 (1994): 28-41.

"A sociological view on why firms differ," Strategic Management Journal 14 (1993): 237-249.

"How institutional constraints affected the organization of early American telephony," (with William P. Barnett), Journal of Law, Economics and Organization 9 (1993): 98-126.

- "On theory, breweries and strategic groups," (with Anand Swaminathan), Industrial and Corporate Change 2 (1993): 55-62.
- "Brewery and Brauerei: The organizational ecology of brewing," (with Peter Presidendoerfer, Anand Swaminathan and Gabriele Wiedenmayer), Organization Studies 14 (1993): 155-188.
- "Organization ecology approaches to institutions," (with William P. Barnett), Pp. 171-182 in S. Lindenberg and H. Schreuder (eds.), Interdisciplinary Perspectives on Organization Studies. Oxford: Pergamon, 1993.
- "Evolution among competing organizational forms," (with J. Richard Harrison), World Futures: The Journal of General Evolution 36 (1993): 91-110.
- "The organizational ecology of strategic groups in the American brewing industry from 1975 to 1990," (with Anand Swaminathan), Industrial and Corporate Change 1 (1992): 65-97.
- "Careers in organizations: An ecological view," (with Heather Haveman and Anand Swaminathan), Life-Span Development and Behavior 11 (1992): 111-144.
- "Keeping the faith: A model of cultural transmission in formal organizations," (with J. Richard Harrison), Administrative Science Quarterly 36 (1991): 552-582.
- "Density dependent organizational evolution in the American brewing industry from 1633 to 1988," (with Anand Swaminathan), Acta Sociologica 34 (1991): 155-175.
- "Density dependence in the organizational evolution of the American brewing industry across different levels of analysis," (with James B. Wade), Social Science Research 20 (1991): 271-302.
- "On the interpretation of density dependence in rates of organizational mortality (A Reply to Petersen and Koput)," (with Michael T. Hannan and David Barron), American Sociological Review 56 (1990): 410-415.
- "Karrieren in Organisationen: Eine ökologische Perspektive," (with Heather Haveman and Anand Swaminathan), Kölner Zeitschrift für Soziologie und Sozialpsychologie, (Sonderheft) 31 (1990): 146-78.
- "The organizational ecology of Chester Barnard," Pp. 56-71 in O. Williamson (editor), Organizational Theory: From Chester Barnard to the Present and Beyond. New York: Oxford University Press, 1990.
- "Managing the institutional environment: Evidence from Hungarian agricultural cooperatives," (with Jerry Goodstein and Antal Gyenes), European Sociological Review 6 (1990): 25-38.
- "Density delay in the evolution of organizational populations: A model and five empirical tests," (with Michael T. Hannan), Administrative Science Quarterly 34 (1989): 411-430. Reprinted in Organizational Evolution: New Approaches, J. Singh (editor). Newbury Park, CA: Sage. 1990.
- "Density dependence in the evolution of populations of newspaper organizations," (with Michael T. Hannan), American Sociological Review 54 (1989): 524-541. Chinese translation: in The new

institutionalism in the sociology of organizations, edited by Yonghong Zhang. Shanghai: Shanghai Century Publishing Group. Russian translation: in Readings in Organization Theory (edited by Galina Shirokova). Reprinted in W.H. Starbuck (ed.), Organizational Learning and Knowledge Management. Edward Elgar, 2008.

"On using institutional theory in studying organizational populations (Reply to Zucker)," (with Michael T. Hannan), American Sociological Review 54 (1989): 545-548.

"Organizations and the state: Effects of the institutional environment on agricultural cooperatives in Hungary," (with Jerry Goodstein and Antal Gyenes), Administrative Science Quarterly 33 (1988): 233-256.

"The diffusion of the automobile and the telephone in the United States, 1902-1937," (with Claude S. Fischer), American Journal of Sociology 93 (1988): 1153-1178.

"The political environments of organizations: An ecological view," (with Jacques Delacroix and Jerry Goodstein), Research in Organizational Behavior, 10 (1989): 352-390. Reprinted in The Evolution and Adaptation of Organizations, B. Staw and L. Cummings (eds.). Greenwich, CT: JAI Press, 1990.

"Organizational and electoral paradoxes of the Knights of Labor," (with Yangchung Paul Huo). Pp. 175-193 in Glenn R. Carroll (editor), Ecological Models of Organizations. Cambridge, MA: Ballinger, 1988.

"Organizational ecology in theoretical perspective," Pp. 1-6 in Glenn R. Carroll (editor), Ecological Models of Organizations. Cambridge, MA: Ballinger, 1988.

"Career dynamics of self-employment," (with Elaine Mosakowski), Administrative Science Quarterly 32 (1987): 570-589. Reprinted in The Foundations of Entrepreneurship, S. Shane (ed.), Cheltenham Glos, UK: Edward Elgar, 2000.

"Competition and mutualism among early telephone companies," (with William P. Barnett), Administrative Science Quarterly 32 (1987): 400-421.

"Jobs and classes: Structural constraints on career mobility," (with Karl Ulrich Mayer), European Sociological Review 3 (1987): 14-38. Reprinted in Event-History Analysis of the Life Course, K. U. Mayer and N.B. Tuma (eds.). Madison, WI: University of Wisconsin Press, 1990. Reprinted (in Hungarian) in replika 9 (1993): 135-160.

"Job-shift patterns in the Federal Republic of Germany: The effects of social class, industrial sector and organizational size," (with Karl Ulrich Mayer), American Sociological Review 51 (1986): 323-341.

"Organizational task and institutional environments in ecological perspective: Findings from the local newspaper industry," (with Yangchung Paul Huo), American Journal of Sociology 91 (1986): 838-973.

"Concentration and specialization: Dynamics of niche width in populations of organizations," American Journal of Sociology 90 (1985): 1262-1283. Reprinted in Russian Management Journal 3 (2005): 145-62.

"Organizational ecology," Annual Review of Sociology 10 (1984): 71-93.

"Organizational effects in the wage attainment process," (with Karl Ulrich Mayer), Social Science Journal 21 (1984): 5-22.

"Time-series models for event counts," (with Terry Amburgey), Social Science Research 13 (1984): 38-54.

"The specialist strategy," California Management Review 26 (1984): 126-137.

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"A stochastic model of organizational mortality: Review and reanalysis," Social Science Research 12 (1983): 303-329.

"The liability of newness: Age dependence in organizational death rates," (with John Freeman and Michael T. Hannan), American Sociological Review 48 (1983): 692-710. Russian translation: in Readings in Organization Theory (edited by Galina Shirokova).

"Dynamic analysis of discrete dependent variables: A didactic essay," Quality and Quantity: A European-American Journal of Methodology 17 (1983): 425-460.

"Organizational foundings: An ecological analysis of the newspaper industries of Argentina and Ireland," (with Jacques Delacroix), Administrative Science Quarterly 28 (1983): 274-291.

"Capital cities and the American urban system: The impact of state expansion," (with John Meyer), American Journal of Sociology 88 (1982): 565-578.

"Organizational mortality in the newspaper industries of Argentina and Ireland: An ecological approach," (with Jacques Delacroix), Administrative Science Quarterly 27 (1982): 169-198. Reprinted in Readings in Organizational Decline, K. S. Cameron, R. I. Sutton, and D. A. Whetten (eds.). Cambridge, MA: Ballinger, 1988.

"National city-size distributions: What do we know after 67 years of research?" Progress in Human Geography 6 (1982): 1-43.

"Dynamics of organizational expansion in national systems of education," American Sociological Review 46 (1981): 585-599.

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Organizational Environments by John W. Meyer and W. Richard Scott. Social Forces 64 (1985): 528-529.

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BUSINESS CASES FOR MBA AND EXECUTIVE TEACHING (Supervised)

"Scoot: Singapore Airlines' Low-Cost Carrier Strategy" (with Jesper B. Sørensen), Stanford Graduate School of Business (Case SM-321), January, 2019 (expected).

"Coppersea: Growing a Craft Distillery" (with Jesper B. Sørensen), Stanford Graduate School of Business (Case SM-233), December, 2019 (expected).

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GlobeOp Financial Services: The First Ten Years, 2000-2010. Book format publication of the three Stanford cases on GlobeOp, OD-6A, 6B and 6C.

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"Maria Yee, Inc.," Stanford Graduate School of Business (Case SI-110), January, 2009. See also follow-up in Maria Shao, "Case Study: A Fine Green Niche," Stanford Social Innovation Review 7 (Fall, 2009): 68-71.

"Monitoring Factories Around the Globe: The Fair Labor Association and the Workers Rights Consortium," Stanford Graduate School of Business (Case SI-108), June 2008.

"GlobeOp: Enabling Hedge Funds, 2000-2003" (jointly supervised with David Modest), Stanford Graduate School of Business (Case OD-6), February 2008.

"Cocoa Pete's Chocolate Adventures," Stanford Graduate School of Business (Case E-153), March 2003. See also condensed versions in "Cocoa Pete's Chocolate Adventures (Abridged)" Stanford Graduate School of Business (Case E-187), November 2004 and "Note on the U.S. Chocolate Market," Stanford Graduate School of Business (Case E-188), November 2004.

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"American Heart Association: Reorganization of the Western States Affiliates," Stanford Graduate School of Business (Case OD-2), March 2002. See also follow-up in Kristina Ho Vannoni, "Case Study: A Heart Association Affiliate Reorganizes," Stanford Social Innovation Review 1 (2004): 58-67.

"Agilent Technologies: Organizational Change (A) and (B)" (jointly supervised with W. P. Barnett), Stanford Graduate School of Business (Case OD-1), October 2001.

"Dreyer's Grand Ice Cream (A) (B) and (C)" (jointly supervised with J. Chatman), Stanford Graduate School of Business (Case OB-35), January 2001. See also condensed version in Dreyer's Grand Ice Cream (Abridged)," Stanford Graduate School of Business (Case OB-53A), 2005.

"American Craft Brew International" (jointly supervised with W. P. Barnett), Stanford Graduate School of Business (Case SM-), May 1998.

"Mendocino Brewing Co." (jointly supervised with W. P. Barnett), Stanford Graduate School of Business (Case SM-15), January 1995.

RESEARCH PAPERS PRESENTED AT PROFESSIONAL MEETINGS

"Generating authenticity in automated work," (with Arthur S. Jago and Mariana Lin), Academy of Management Annual Meetings, Boston, August 2019.

"Exposition and essentialism: Authenticity in the craft-based microdistillery movement," (with J. Cameron Verhaal), Academy of Management Annual Meetings, Boston, August 2019.

"Socially constructed authenticity," Invited panelist remarks at Symposium on Authenticity and Strategy: Opportunities for Integration Academy of Management Annual Meetings, Boston, August 2019.

"Exposition and essentialism: Authenticity in the craft-based microdistillery movement," (with J. Cameron Verhaal), Nagymaros Workshop, Stanford, August 2019.

"Generating authenticity in automated work," (with Arthur S. Jago and Mariana Lin), Fifth Annual Workshop on Authenticity, Emory University, Atlanta, May 2019.

"Generating authenticity in automated work," (with Arthur S. Jago and Mariana Lin), Berkeley Haas

Culture Conference, Berkeley, January 2019.

"Boundary kinking in public grading schemes: The effects of tie strength in social relationships," (with Balázs Kovács and David W. Lehman), UNC-Duke Economic Sociology Conference, Chapel Hill, September 2018.

"Grade inflation and social ties in restaurant hygiene inspections" (with Balázs Kovács and David W. Lehman), People and Organizations Conference, Wharton School, September 2018.

"Boundary kinking in public grading schemes: The effects of tie strength in social relationships," (with Balázs Kovács and David W. Lehman), Academy of Management Annual Meetings, Chicago, August 2018.

"Authenticity and institutional context: An empirical study into individual preferences in China," (with Mi Feng, Qiong Heyuanqiong, Kieran O'Connor and Lihua Wang) Academy of Management Annual Meetings, Chicago, August 2018.

"Boundary kinking in public grading schemes: The effects of tie strength in social relationships," (with Balázs Kovács and David W. Lehman), Nagymaros Workshop on Organizational Ecology, Cambridge University, June 2018.

"Authenticity dilemmas in artists' careers: An empirical study of Grammy nominees," (with Giacomo Negro and Balázs Kovács), Fourth Annual Workshop on Authenticity, Northwestern University, Chicago May 2018.

"Authenticity in markets for products and services," Invited panelist remarks at All-Academy Symposium on Authenticity at the Interface, Academy of Management Annual Meetings, Atlanta GA, August 2017.

"Acting on authenticity: Audience responses to varying meanings," (with David W. Lehman and Kieran O'Connor), Third Annual Workshop on Authenticity, Yale University, New Haven CT May 2017.

"Authentic kitsch? Donn, Vic and the emergence of the tiki bar social category," (with Dennis Ray Wheaton), Academy of Management Annual Meetings, Anaheim CA, August 2016.

"Authentication: Self-proclamations and audience perceptions," (with Balázs Kovács and David W. Lehman), Second Annual Workshop on Authenticity, University of Virginia, Charlottesville VA May 2016.

"Authentication: Self-proclamations and audience perceptions," (with Balázs Kovács and David Lehman), Workshop on Organizational Ecology, Barcelona, Spain, July 2014.

"Conflicting social codes and organizations: On how hygiene and authenticity shape consumer evaluations of restaurants," (with Balázs Kovács and David Lehman), Annual Meetings of the Academy of Management, Orlando, August 2013.

"Conflicting social codes and organizations: On how hygiene and authenticity shape consumer evaluations of restaurants," (with Balázs Kovács and David Lehman), Workshop on Organizational Ecology, Budapest, Hungary, July 2013.

"Socially constructed authenticity and consumer choice: Empirical tests of an organizational theory," (with Kieran O'Connor), Annual Meetings of the Academy of Management, Boston, August 2012.

"Value and categories in socially constructed authenticity: Empirical tests from on-line restaurant reviews," (with Balázs Kovács and David Lehman), Annual Meetings of the Academy of Management, Boston, August 2012.

"Value and categories in socially constructed authenticity: Empirical tests from on-line restaurant reviews," (with Balázs Kovács and David Lehman), Workshop on Organizational Ecology, Copenhagen, Denmark, July 2012.

"Value and categories in socially constructed authenticity: Empirical tests from on-line restaurant reviews," (with Balázs Kovács and David Lehman), Joint 2012 Annual Meetings and Conference of the Agriculture, Food and Human Values Society (AFHVS), Association for the Study of food and Society (ASFS), and Society for Anthropology of Food and Nutrition (SAFN), New York, June 2012

"Value and categories in socially constructed authenticity: Empirical tests from on-line restaurant reviews," (with Balázs Kovács and David Lehman), Asian Workshop on Organizational Ecology, Seoul, South Korea, April 2012.

"Authenticity and consumer taste: Tests of a sociological theory," (with Kieran O'Connor), Workshop on Organizational Ecology, Lugano, Switzerland, July 2011.

"The Handover in Hong Kong: Impact on business formation," (with Mi Feng and Jeroren Kuilman), Workshop on Organizational Ecology, Lugano, Switzerland, July 2011.

"On the durability of resource partitioning" (with László Pólos and Michael T. Hannan), Conference on Resource Partitioning, Stanford Graduate School of Business, October 2010.

"'We are everywhere': Organizational diversity and the enactment of gay rights ordinances in U.S. communities, 1972-2008," (with Giacomo Negro and Fabrizio Perretti), Annual Meetings of the Academy of Management, Montreal, August 2010.

"'We are everywhere': Organizational diversity and the enactment of gay rights ordinances in U.S. communities, 1972-2008," (with Giacomo Negro and Fabrizio Perretti), Annual Meetings of the American Sociological Association, Atlanta, August 2010.

"On the durability of resource partitioning" (with László Pólos and Michael T. Hannan), Conference on Resource Partitioning, Durham Business School, Durham, U.K., March 2010.

"Restaurant organizational forms and community in the U.S. in 2005" (with Magnus Thor Torfason), Annual Meetings of the Academy of Management, Chicago, August 2009.

"Organizations and socio-legal change: Adoption of gay rights ordinances in US communities, 1972-2008," (with Giacomo Negro and Fabrizio Perretti), Workshop on Organizational Ecology, Siena, Italy, July 2009.

"The organizational construction of authenticity," (with Dennis Ray Wheaton), Annual Meetings of the Academy of Management, Anaheim, August 2008.

"Niche width and scale in organizational competition: A computational approach," (with Balázs Kovács), Annual Meetings of the Academy of Management, Anaheim, August 2008.

"Organizational evolution in a fuzzy technological environment: Tape drive producers in the world market, 1951-1998," (with Mi Feng, Gael Le Mens and David G. McKendrick), Annual Meetings of the American Sociological Association, Boston, August 2008.

"Organizational evolution in a fuzzy technological environment: Tape drive producers in the world market, 1951-1998," (with Mi Feng, Gael Le Mens and David G. McKendrick), Annual Meetings of the Academy of Management, Anaheim, August 2008.

"Research in organizational ecology on transformation," Harvard Business School 100th Birthday Celebration, Harvard Business School, Cambridge, November 2007.

"Restaurant organizational forms and community in the U.S. in 2005," (with Magnus Thor Torfason), Annual Meetings of the American Sociological Association, New York, August 2007.

"Restaurant organizational forms and community in the U.S. in 2005," (with Magnus Thor Torfason), Workshop on Organizational Ecology, Istanbul, Turkey, June 2007.

"Growing church organizations in diverse U.S. communities 1890-1906," (with Özegun Koçak), Annual Meetings of the American Sociological Association, Montreal, August 2006.

"Contentious legitimacy: Professional association and density dependence in the Dutch audit industry 1884-1939," (with Sandra Boegart and Christophe Boone), Workshop on Organizational Ecology, Sintra, Portugal, June 2006.

"Diverse organizational identities of newspapers: An empirical study of election turnout in American local communities, 1870-1972," (with Hongwei Xu and Özegun Koçak), Annual Meetings of the Academy of Management, Honolulu, August 2005.

"Emergence of organizational forms," (with Michael T. Hannan and László Pólos), Workshop on Organizational Ecology, Durham Business School, Durham, U.K., June 2005.

"Organizational diversity and religious participation," (with Özegun Koçak), Workshop on Organizational Ecology, Durham Business School, Durham, U.K., June 2005.

"The emergence of categories and forms I: Clustering and categorization," (with L. Pólos and G. R. Carroll). Presented at the Conference on Forms, Functions, and Organization. University of Bologna, September, 2004.

"The emergence of categories and forms II: Legitimation," (with L. Pólos and G. R. Carroll). Presented at the Conference on Forms, Functions, and Organization. University of Bologna, September, 2004.

"Product dynamics of de novo and de alio firms in the worldwide optical disk drive industry, 1983-1999," (with Olga Khessina), Conference on Strategy and Ecology, Washington University, St. Louis, April 2004.

"Similarities and forms," (with László Pólos and Michael T. Hannan), Conference on Strategy and Ecology, Washington University, St. Louis, April 2004.

"The ecology of strategic positioning: Mutualism, competition, and inertia," (with Stanislav Dobrev and Tai-Young Kim), Academy of Management Meetings, Seattle, August 2003.

"Size, differentiation and the growth and profitability of Dutch daily newspapers," (with Christophe Boone and Arjen van Witteloostuijn), 25th Anniversary Celebration of Organizational Ecology, Stanford University, December 2002.

"The co-evolution of organizational architecture and culture," (with László Pólos and Michael T. Hannan), 25th Anniversary Celebration of Organizational Ecology, Stanford University, December 2002.

"Williamson and organizational sociology," Conference to celebrate the 70th birthday of Oliver E. Williamson, Berkeley, October 2002.

"Product dynamics of de novo and de alio firms in the worldwide optical disk drive industry, 1983-1999," (with Olga Khessina), Academy of Management Meetings, Denver, August 2002.

"Shifting gears, shifting niches: Organizational inertia and change in the evolution of the U.S. automobile industry, 1885–1981," (with Stanislav Dobrev and Tai-Young Kim), American Sociological Association Meetings, Chicago, August 2002.

"Cooling out the mark: The dynamics of post-acquisition cultural assimilation," (with J. Richard Harrison), 18th EGOS Colloquium, Barcelona, July 2002.

"A formal theory of the organizational niche," (with Michael T. Hannan and László Pólos), 18th EGOS Colloquium, Barcelona, July 2002.

"Shifting gears, shifting niches: Organizational inertia and change in the evolution of the U.S. automobile industry, 1885–1981," (with Stanislav Dobrev and Tai-Young Kim), 18th EGOS Colloquium, Barcelona, July 2002.

"Come together? The organizational dynamics of post-merger cultural integration," (with J. Richard Harrison), Conference on Identifying Culture, Stockholm, June 2002.

"Studying ethnic entrepreneurship and career mobility," Conference on The Multi-Ethnic City, Università Commerciale Luigi Bocconi, Milan, June 2002.

"Resource partitioning among organizations in a market" (with Stanislav Dobrev and Anand Swaminathan), Organizational Ecology Workshop, University of Chicago, Graduate School of Business, August 2001.

"Foundations of organizational ecology: Change, mortality and the evolution of inertia" (with Michael T. Hannan and László Pólos), Organizational Ecology Workshop, University of Chicago, Graduate School of Business, August 2001.

"Niche and scale in organizational evolution: A unified empirical model of automobile manufacturers in the US, 1885-1981" (with Stanislav Dobrev and Tai-Young Kim), American Sociological Association Meetings, Anaheim, August 2001.

"In the bud? Analysis of disk array producers as a (possibly) emergent organizational form" (with David G. McKendrick, Jonathan Jaffee and Olga Khessina), Academy of Management Meetings, Washington D.C., August 2001.

"On the logic of social codes" (with László Pólos and Michael T. Hannan), Academy of Management Meetings, Washington D.C., August 2001.

"The influence of organizational demography and networks on cultural transmission and enculturation: An empirical investigation" (with Jennifer Chatman, J. Richard Harrison and Gwendolyn Lee), Academy of Management Meetings, Washington D.C., August 2001.

"Come together? The organizational dynamics of post-merger cultural integration" (with J. Richard Harrison), Eurosim 2001 Congress, Delft, the Netherlands, June 2001.

"Foundations of a theory of social forms" (with László Pólos and Michael T. Hannan), Conference on Corporate Governance in a Globalizing World, Netherlands Institute for Advanced Study, Wassenaar, the Netherlands, April 2001.

"Emergent organizational form? Evidence from the market for disk arrays" (with David G. McKendrick), Conference on Corporate Governance in a Globalizing World, Netherlands Institute for Advanced Study, Wassenaar, the Netherlands, April 2001.

"Structural inertia in organizations" (with László Pólos and Michael T. Hannan), Stanford Strategy Conference, Stanford University, March 2001.

"Niche and scale in organizational evolution: A unified empirical model of automobile manufacturers in the US, 1885-1981" (with Stanislav Dobrev and Tai-Young Kim), Stanford Strategy Conference, Stanford University, March 2001.

"On the genesis of organizational forms: Evidence from the market for disk drive arrays" (with David G. McKendrick), Academy of Management Meetings, Toronto, August 2000.

"Size (and competition) among organizations: Modeling scale-based selection among automobile producers in four major countries, 1885-1981" (with Stanislav Dobrev), Academy of Management Meetings, Toronto, August 2000.

"The dynamics of cultural influence networks" (with J. Richard Harrison), Computational Social and Organizational Science Conference, Carnegie Mellon University, July 2000.

"On the genesis of organizational forms: Evidence from the market for disk drive arrays" (with David G. McKendrick), Research Policy Conference on Technology Entrepreneurship, University of Maryland, May 2000.

"Scale competition in the American automobile and beer industries: A resource partitioning approach" (with Stanislav Dobrev), Workshop on Selection and/or Adaptation in Industries, Rotterdam School of Management, Erasmus University, Rotterdam, November 1999.

"Environmental resource distributions and the market partitioning of Dutch daily newspaper organizations" (with Christophe Boone and Arjen van Witteloostuijn), Workshop on Selection and/or Adaptation in Industries, Rotterdam School of Management, Erasmus University, Rotterdam, November 1999.

"Identities, forms and populations" (with László Pólos and Michael T. Hannan), Workshop on Selection and/or Adaptation in Industries, Rotterdam School of Management, Erasmus University, Rotterdam, November 1999.

"Market resource distributions and the partitioning of Dutch newspaper organizations" (with Christophe Boone and Arjen van Witteloostuijn), Academy of Management Meetings, Chicago, August 1999.

"Demography and communication networks in enculturation processes in organizations" (with J. Richard Harrison), Academy of Management Meetings, Chicago, August 1999.

"The demography of corporations and industries" Keynote speaker, Association of Management/ International Association of Management Annual Conference, San Diego, August 1999.

"Implications of a population perspective for corporate demography" (with Michael T. Hannan), Population Association of America Meetings, New York, March, 1999.

"Forms and identities (On the structure of organizational forms)" (with Michael T. Hannan, Gabor Péli and László Pólos), American Sociological Association Meetings, San Francisco, August 1998.

"How regulation and globalization affected organizational legitimation and competition among commercial banks in Singapore, 1840-1994" (with Albert C. Teo), Academy of Management Meetings, San Diego, August 1998.

"Why the microbrewery movement? Organizational dynamics of resource partitioning in the American brewing industry after Prohibition" (with Anand Swaminathan), European Group on Organization Studies (EGOS) Conference, Maastricht, July 1998.

"Custom service: Application and tests of resource partitioning theory among Dutch auditing firms from 1880 to 1982" (with Christophe Boone, Vera Broecheler, and Arjen Van Witteloostuijn), European Group on Organization Studies (EGOS) Conference, Maastricht, July 1998.

"Forms and identities (On the structure of organizational forms)" (with Michael T. Hannan, Gabor Peli and Laszlo Polos), European Group on Organization Studies (EGOS) Conference, Maastricht, July 1998.

"Governance and knowledge issues in industries experiencing renewal" Conference on Corporate Governance, St. Petersburg University, June 1997.

"Ecology of resource partitioning" Conference on Sociology of Strategy, University of Chicago Graduate School of Business, May 1997.

"Issues in modeling resource partitioning" Conference on Evolutionary Theories of the Firm, University of Michigan School of Business Administration, May 1997.

"The rise and proliferation of specialist producers" Inaugural Meeting of Fellows of the Netherlands Institute of Business and Economic Research, University of Maastricht, the Netherlands, April 1997.

"Theory and formalization of resource partitioning" Conference on Logic in Organization Theory: Rational Reconstruction and Formal Reasoning, University of Amsterdam Applied Logic Laboratory, April 1997.

"The fates of de novo and de alio producers in the American automobile industry 1885-1981" (with Lyda Bigelow, Marc-David Seidel and Lucia Tsai), Conference on Evolutionary Approaches to Strategy, Stanford Graduate School of Business, September 1995.

"Creative self-destruction among organizations: Technical innovation and organizational change in the American automobile industry 1885-1981" (with Albert C. Teo), Conference on Firms, Markets and Hierarchies, Berkeley, October 1995.

"Geography and organizational density: Regional patterns of foundings of American automobile producers, 1885-1981" (with Lyda Bigelow), Academy of Management Meetings, Vancouver, August 1995.

"Cultural transmission and structural differentiation" (with J. Richard Harrison), Academy of Management Meetings, Vancouver, August 1995.

"Manufacturing dissent: The emergence of organizational subcultures" (with J. Richard Harrison), EGOS Meetings, Istanbul, July 1995.

"Organizational demography and culture" (with J. Richard Harrison), American Sociological Association Meetings, Los Angeles, August 1994.

"Organizational ecology: Theory and research" Conference on Technological Regimes, Organizational Demography and the Evolution of Industries. International Institute for Applied Systems Analysis, Laxenburg, Austria, July 1994.

"Organizational demography and culture: The inherent link?" (with J. Richard Harrison), TIMS Workshop on Mathematical Organization Theory, Chicago, May 1993.

"Chance and rationality in organizational evolution" (with J. Richard Harrison), American Sociological Association Meetings, Pittsburgh, August 1992.

"Evolution among competing organizational forms" (with J. Richard Harrison), Public Choice Society Meetings, New Orleans, March 1992.

"A sociological view on why firms differ" Conference on Fundamental Issues in Strategy, Napa Valley, December 1990.

"Community ecology and the rise of new organizational forms in the American brewing industry" Celebration of 40th Anniversary of Amos Hawley's book Human Ecology, Cornell University, October 1990.

"Organizational ecology approaches to institutions" (with William P. Barnett), International Conference on Organizations, Netherlands Institute for Advanced Study, Wassenaar, Netherlands, May 1990.

"Cross-national implications of cultural transmission dynamics" (with J. Richard Harrison), First International Western Academy of Management Conference, Shizuka, Japan, June 1990.

"An ecological view of organizational learning" (with Anand Swaminathan), Strategic Management Society Meetings, San Francisco, October 1989.

"The organizational ecology of strategic groups in the contemporary American brewing industry" (with Anand Swaminathan), Academy of Management Meetings, Washington, D.C., August 1989.

"Keeping the faith: A model of cultural transmission in formal organizations" (with J. Richard Harrison), American Sociological Association Meetings, San Francisco, August 1989.

"Ecological models of competition and mutualism," American Sociological Association Meetings, San Francisco, August 1989.

"Density delay in the evolution of organizational populations: A model and five empirical tests" (with Michael T. Hannan), American Sociological Association Meetings, San Francisco, August 1989.

"Brewery und Brauerei: The comparative organizational ecology of American and German brewing industries" (with P. Preisendoerfer, A. Swaminathan and G. Wiedenmayer), EGOS Meetings, Berlin, July 1989.

"Density delay in organizational evolution" (with Michael T. Hannan), Wharton Conference on Organizational Evolution, Philadelphia, December 1988.

"Ecological models of organizational strategy" (with Anand Swaminathan), Nova Conference on Strategy, Edmonton, Alberta, November 1988.

"Density dependence in the evolution of populations of newspaper organizations" (with Michael T. Hannan), American Sociological Association Meetings, Atlanta, August 1988.

"Organizations and the state: Effects of the institutional environment on agricultural cooperatives in Hungary" (with Jerry Goodstein and Antal Gyenes), American Sociological Association Meetings, Chicago, August 1987.

"Managing the institutional environment: Evidence from Hungarian agricultural cooperatives" (with Jerry Goodstein and Antal Gyenes), Conference on Institutional Approaches to Organizational Change, Center for Advanced Study in the Behavioral Sciences, Palo Alto, May 1987.

"Competition and commensalism among early independent telephone companies" (with William P. Barnett), Pacific Sociological Association Meetings, Eugene, Oregon, April 1987.

"Jobs and classes: Structural constraints on career mobility" (with Karl Ulrich Mayer), American Sociological Association Meetings, New York, August 1986.

"Career dynamics of entrepreneurship" (with Elaine Mosakowski), Academy of Management Meetings, Chicago, August 1986.

"Structural constraints on occupational careers" (with Karl Ulrich Mayer), International Conference on Event History Analysis in Life Course Research, sponsored by Social Science Research Council, Berlin, June 1986.

"Theoretical perspectives and variables of interest." Workshop on Data Base for Organizations, National Science Foundation, Washington, D.C., April 1986.

"Job-shift patterns in the Federal Republic of Germany: The effects of industrial sector, social class and organizational size" (with Karl Ulrich Mayer), Meeting of the International Sociological Association, Research Committee on Stratification and Mobility, Harvard University, September 1985.

"Organizational task and institutional environments in ecological perspective: Findings from the local newspaper industry" (with Yangchung Paul Huo), American Sociological Association Meetings, Washington, D.C., 1985.

"Job-shift patterns in the Federal Republic of Germany: The effects of industrial sector, social class and organizational size" (with Karl Ulrich Mayer), American Sociological Association Meetings, Washington, D.C., 1985.

"The liability of newness: Age dependence in organizational death rates" (with John Freeman and Michael T. Hannan), American Sociological Association Meetings, Detroit, September 1983.

"Dynamics of publisher control in newspaper organizations: A test of the succession-crisis hypothesis" Academy of Management Meetings, Dallas, August 1983.

"Time-series models for event counts" (with Terry Lee Amburgey), American Sociological Association Meetings, San Francisco, August 1982.

"Industrial development and the changing life chances of newspaper organizations" (with Terry Lee Amburgey and Jacques Delacroix), Academy of Management Meetings, New York, August 1982.

"Survival of newspaper organizations during periods of ownership concentration." Academy of Management Meetings, San Diego, August 1981.

"The expansion of national education systems: An extension of the Nielsen-Hannan model." Pacific Sociological Association Meetings, San Francisco, April 1980.

TECHNICAL REPORTS NOT PUBLISHED ELSEWHERE

"Diverse organizational identities of newspapers: An empirical study of election turnout in American local communities, 1870-1972" (with Hongwei Xu and Özegan Koçak), Working Paper 1915, Graduate School of Business, Stanford University.

"How regulation and globalization affected organizational legitimation and competition among commercial banks in Singapore, 1840-1994" (with Albert C. Teo), Working Paper IMIO-4, Institute of Management, Innovation and Organization, Haas School of Business, July 1998.

"Manufacturing dissent: The emergence of organizational subcultures" (with J. Richard Harrison), Working Paper OBIR-63, Center for Research in Management, Haas School of Business, UC Berkeley, July 1995.

"Report of the oversight review panel for the sociology program at the National Science Foundation" (with P. England, K. Mason, B. Reskin and H. Winsborough), submitted to the National Science Foundation, March 1990.

"Documentation for public-use data set on American breweries" (with Anand Swaminathan), Working Paper OBIR-37, Center for Research in Management, Haas School of Business, U.C. Berkeley.

"The state as institutional environment: Implications for the structure and management of agricultural cooperatives" (with Jerry Goodstein and Antal Gyenes), Working Paper OBIR-25, Center for Research in Management, Haas School of Business, UC Berkeley, 1988.

"Report of the opinion survey of FMC women." FMC Corporation, San Jose, January 1981.

"Alternative estimation procedures for event-history analysis: A Monte Carlo study" (with Michael T. Hannan, Nancy B. Tuma, and Barbara Warsavage). Technical Report No. 70, Laboratory for Social Research, Stanford University, December 1978.

"The impact of measurement error in the analysis of log-linear rate models: Monte Carlo findings" (with Michael T. Hannan, Nancy B. Tuma, and Barbara Warsavage). Technical Report No. 69, Laboratory for Social Research, Stanford University, November 1978.

AWARDS AND HONORS

Robert T. Davis Faculty Award, Stanford University, 2018.

Spence Faculty Fellow, Stanford University, 2017-18.

Richard D. Irwin Outstanding Educator Award, Academy of Management, 2017.

Stanford Leadership Academy, 2009-2010.

Business School Trust Fellow, Stanford University, 2003-04.

Max Weber Award, American Sociological Association, 2002.

Doctor Honoris Causa (Applied Economics), University of Antwerp, 2002.

Fellow, John Simon Guggenheim Memorial Foundation, 1997-98.

Cheit Award for Teaching Excellence, Haas School, 1995, 2000.

Fellow, Netherlands Institute for Advanced Study, 1990.

Fellow, Center for Advanced Study in the Behavioral Sciences, 1987-88.

Schwabacher Prize, U.C. Berkeley, 1985.

U.C. Regents Junior Faculty Fellowship, 1983.

N.I.M.H. Fellowship, 1980-81.

Phi Beta Kappa, 1975.

GRANTS

Citigroup Behavioral Sciences Research Council, 1999-2000, "Cultural Transmission in an Organizational Setting" (with Jennifer Chatman and J. Richard Harrison).

National Institute of Aging, 1999-2000, "Human Aging and the Demography of Corporations and Industries" (with Michael T. Hannan), awarded through the Department of Demography at U.C. Berkeley.

Alfred P. Sloan Foundation, 1995-1998, "The Demography of Corporations and Industries" (with M. T. Hannan), 2000, "Dessimination" (with Michael T. Hannan).

Hong Kong RGC, Direct Allocation Grant, 1996, "Dynamics of Organizational Populations."

Numerous University of California at Berkeley awards from the Institute of Industrial Relations and the Committee on Research.

REVIEW AND EDITORIAL BOARDS

Department Editor for Organizational Design and Practice (from 2019-present), Management and Business Review.

Academic Steering Group-Research, Stanford University, 2017.

Advisory Council, Food Business School, Culinary Institute of America, 2015-6.

Coeditor (from 1999-present), Industrial and Corporate Change, 1991-present.

Guest editor, Special Section: John Freeman Memorial, February 2012.

Guest editor, Symposium on Structural Holes, August 2008.

Guest coeditor, Special Issue Honoring Oliver E. Williamson, April 1996.

International Academic Advisory Board, Russian Management Journal, 2004-present.

Advisory Board, Evolutionary Theories in the Social Sciences Web Page (www.etss.net), 1999-present.

International Advisory Panel, School of Business, National University of Singapore, 2008.

Consulting Editor, Sociological Science, 2013-16.

Editorial Board, Organization Science, 2004-15.

Editorial Board, Organization Studies, 2003-15.

Editorial Council, Stanford Social Innovation Review, 2002-2008.

Editorial Board, California Management Review, 1988-2005.

Board of Reviewers, Industrial Relations, 1987-2000.

Editorial Board, Journal of Law, Economics and Organization, 1989-1997.

Associate Editor, American Sociological Review, 1989-1991; 1994-1996.

Consulting Editor, American Journal of Sociology, 1990-1994.

Editorial Board, European Sociological Review, 1990-1994.

Editorial Board, Administrative Science Quarterly, 1983-1989.

Advisory Editor, Sociological Methodology, 1984-86.

Reviewer Panel, Center for Advanced Study in the Behavioral Science, 1998, 2000, 2002.

External Review Committee, Fuqua School of Business, Duke University, 1994.

Review Committee, Organized Research Units of the Berkeley Campus, U.C. Berkeley, 1995.

Review Committee, Accounting Group, Haas School of Business, U.C. Berkeley, 1994.

External Review Committee, School of Management, University of Texas at Dallas, 1993.

External Review Committee, College of Business Administration, University of Oregon, 1992.

External Review Committee, Kellogg Graduate School of Management, Northwestern University, 1990, 1995.

Oversight Panel Chair, Sociology Program, National Science Foundation, 1989.

Advisory Panel, Sociology Program, National Science Foundation, 1986-87.

Board of Directors, Berkeley Finance Foundation, 1988-1990.

Advisory Panel, Organizations Data Base Initiative, National Science Foundation, 1987-88.

Executive Committee, Survey Research Center, U.C., Berkeley, 1988-95, 1998-present); Chair (1993-95, 1998-present).

Faculty Advisory Board, Lester Center for Entrepreneurship, University of California at Berkeley, 1992-93.

Steering Committee, Institute of Industrial Relations, University of California at Berkeley, 1992-96, Spring 1997.

Advisory Committee, Institute of Industrial Relations, University of California at Berkeley, 1997.

Organized Research Unit Review Committee, Division of Research, University of California at Berkeley, 1995-96.

PROFESSIONAL ACTIVITIES

Discussant, Symposium on The Role of Communities in Organizational Emergence and Proliferation, Annual Meetings of the Academy of Management, Boston, August 2019.

Discussant, Symposium on The Dark Side of Authenticity, Annual Meetings of the Academy of Management, Chicago, August 2018.

Organizer, Symposium on Authenticity in Markets: Organizations, Principals and Audience, Annual Meetings of the Academy of Management, Atlanta, August 2017.

Co-Organizer, Workshops on Authenticity, Stanford (2015), University of Virginia (2016).

Discussant, Symposium on Virtual Collective Production, Annual Meetings of the Academy of Management, Philadelphia, August 2014.

Discussant, Symposium on Product Demography and Organization Theory, Annual Meetings of the Academy of Management, Philadelphia, August 2014.

Invited Speaker and Participant, Doctoral Consortium for Organizational and Management Theory, Academy of Management, Anaheim, 2008.

Featured speaker, Leading Organizational Transformation Conference, Harvard Business School 100th Birthday Celebration, Harvard Business School, November 2007.

Panelist, Meet the Editors Session, Junior Faculty Consortium, Annual Meetings of the Academy of Management, Honolulu, August 2005.

Co-Editor, Special Issue Celebrating Organizational Ecology, Industrial and Corporate Change, February, 2004.

Co-Organizer, Celebration of 25 Years of Organizational Ecology Conference, Stanford University, December 2002.

Keynote speaker, Association of Management/International Association of Management Annual Conference, San Diego, August 1999.

Co-Organizer and Convener, Section on Organizational Ecology, EGOS conference, Maastricht, July 1998.

Discussant, Conference on Strategic Management, Stanford University, 1997.

Co-Organizer, Conference on "Firms, Markets and Hierarchies," University of California, Berkeley, 1995.

Invited Participant, Workshop on Organizations and Purposive Social Change, National Research Council, April 1993.

Invited Participant, GMAC/AACSB Conference on "New Approaches to Doctoral Education," Dallas, 1992.

Organizer, Sessions on Organizations, American Sociological Association Meetings, Pittsburgh, 1992.

Organizer and Presider, Session on Recent Advances in Methodology, Pacific Sociological Association Meetings, Irvine, CA, 1991.

Discussant, Conference on "The New Economics of Organization," U.C. Berkeley, 1991.

Invited Speaker, Conference on Fundamental Issues in Strategy, Napa Valley, December 1990.

Distinguished Speaker, Management Department, Washington State University, March 1990.

Invited Speaker, MBA Forums, San Francisco, 1989, 1990, 1992, 1993, 1994, 1995.

Invited Speaker, Strategic Management Society Meetings, San Francisco, October 1989.

Invited Participant, Conference on Organizational Evolution, Wharton School, Philadelphia, December 1988.

Invited Participant, Conference on Strategic Management, University of Alberta, Edmonton, October 1988.

Invited Panelist, Session on Controversies in the Analysis of Organizations and Occupations, American Sociological Association Meetings, Atlanta, August 1988.

Invited Participant, Conference on International Regimes and Organization, sponsored by Social Science Research Council, Palo Alto, January 1988.

Presider and Discussant, Session on Organizational Change, Academy of Management Meetings, Anaheim, August 1988.

Invited Participant, Workshop on Organizational Timetables and Individual Development, Russell Sage Foundation, New York City, April 1987.

Organizer, Session on Empirical Research Using Rate Models, Pacific Sociological Association Meetings, Eugene, Oregon, April 1987.

Co-Editor, Special Issue on Strategy and Organization, California Management Review, 1987.

Program Committee, American Sociological Association, Section on Organizations and Occupations, 1986.

Invited Speaker, Doctoral Consortium for Organizational and Management Theory, Academy of Management, 1986.

Discussant, Symposium on Organizational Foundings, Academy of Management Meetings, Chicago, August 1986.

Organizer and Presider, Session on Organizations and Occupations in Political Context, American Sociological Association Meetings, New York, August 1986.

Discussant, Session on Organizational Change, American Sociological Association Meetings, New York, August 1986.

Discussant, International Conference on Event-History Analysis in Life Course Research, Max Planck Institute, Berlin, June 1986.

Participant, Junior Faculty Consortium, Academy of Management, 1983.

Co-Editor, Special Issue on Strategy and Organization, California Management Review, 1983.

Member (lapsed), American Sociological Association.

Member, Academy of Management.

Member (lapsed), International Sociological Association.

Member (elected, inactive), Sociological Research Association.

Member (elected, inactive), Macro Organizational Behavior Society

UNIVERSITY SERVICE (MAJOR ACTIVITIES AND RESPONSIBILITIES ONLY)

Senior Associate Dean for Academic Affairs, Graduate School of Business, Stanford University, 2008-17. At various times, portfolio included: Faculty groups of Finance, Organizational Behavior, Political Economics; Degree programs for M.S. (Sloan and part-time) and Ph. D.; Center for Social Innovation; Behavioral Lab; Academic Administration; CIRCLE; and Executive Education.

Committee Member, Academic Steering Group-Research, Long-Range Planning for Stanford University, 2017.

Director, Ph.D. Program, Graduate School of Business, Stanford University, 2008-9.

Co-Director, Singapore Program on International Management (joint National University of Singapore/Stanford), 2003-4, 2008-present.

Area Coordinator, Organizational Behavior Group, Graduate School of Business, Stanford University, 2002-4.

Performance Assessment Committee, Haas School, U.C. Berkeley, 1999-2000.

Group Chair, Organizational Behavior and Industrial Relations Group, Haas School, 1998-2000.

Associate Director, Institute of Industrial Relations, U.C. Berkeley, 1993-95.

Acting Director, Institute of Industrial Relations, U.C. Berkeley, May-July 1993, June 1995.

Director, Ph.D. Program, Walter A. Haas School of Business, 1989-96.

Policy and Planning Committee, Haas School of Business, 1989-91, 1992-94.

Doctoral Field Advisor, School of Business Administration, 1983; 1985-87; 1988-89.

COURSES TAUGHT AND OTHER UNIVERSITY TEACHING ACTIVITIES

Graduate School of Business, Stanford University (2000-Present)

OB518, Leading Through Culture (MBA)
 GSBGEN 202, Critical Analytical Thinking (MBA)
 OB266/366/566, Organization for Strategic Advantage (MBA)
 OB540, Strategy and Organization in the Brewing Industry (MBA)
 R271, OB271, Dynamics of Organizations (MBA)
 R672, OB672 Environments and Organizations (PhD)
 OB670, Designing Social Research (PhD)

Medici School, Authenticity and Organizations, Bologna, Italy (June 2015)

Durham University D.B.A. program at the School of Economics, Fudan University, China (Winter 2008)

Four-day module on Organizational Ecology (with M. Hannan and L.Pólos)

Department of Sociology and Human Geography, University of Oslo (Spring 2006)
 Workshop on Organizational Ecology

Durham Business School, University of Durham (June 2005)
 Workshop on Event-History Analysis (with M.T. Hannan)

Graduate School of Business, Columbia University (2004-2006)
 B6702B, Creating Effective Organizations (MBA)
 B9707, Organization Theory (PhD)

Department of Sociology and Human Geography, University of Oslo (Spring 2004)
 Intensive Seminar on Organization Theory

Bocconi University, Milan (2000)
 Organizational Ecology Workshop (with M.T. Hannan and L. Pólos)

School of Business and Management, Hong Kong University of Science and Technology (1996)
 Management of Organizations 541 Management Policy
 Management of Organizations 710 Behavioral Science

Stanford University Center for Organizations Research (1992)
 Workshop on Organizational Ecology (with W. P. Barnett and M.T. Hannan)

Zentrum für Umfragen, Methoden und Analysen, Mannheim (1988)
 Workshop on Event-History Analysis

Max-Planck-Institut für Bildungsforschung, Berlin (1985)
 Methods of Dynamic Analysis

Haas School of Business, University of California, Berkeley (1982-present)
 Business Administration 150. Organizational Behavior
 Business Administration E257. Seminar in Organizational Behavior
 Business Administration 205. Organizational Behavior and Industrial Relations

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| Business Administration 250. | Organization Diagnosis and Change |
| Business Administration 250 | Organizing for Strategic Advantage |
| Business Administration 254B. | Research Seminar in Macro Organizational Behavior |
| Business Administration 258. | Organization, Environment and Technology |
| Business Administration 259A. | Power and Politics in Organizations |
| Business Administration 292B. | Integral Concepts in Research and Theory in Business Administration |
| Business Administration 292D. | Applied Behavioral Science Methods |
| Business Administration 298. | Doctoral Seminar in Business Administration |
| Business Administration 298. | Doctoral Seminar on Pedagogy |
| Business Administration 298. | Research Seminar on Strategy |
| Business Administration 299C | Organizing for Strategic Advantage |
| Sociology 272D. | Advanced Quantitative Research Methods |

Department of Sociology, Brown University (1982)

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| Sociology 222. | Advanced Quantitative Methods of Sociological Analysis |
| Sociology 110. | Introductory Statistics for Social Research |

Teaching Fellow, Department of Sociology, Stanford University (1979)

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| Sociology 281. | Design and Analysis of Sociological Research |
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EXECUTIVE EDUCATION

General Motors' "Transformational Leadership Program" (Year-long multi-cohort, Stanford custom program taught at four locations around the globe and via the web, faculty director and designer, 2014-present, in sixth cohort)

Caterpillar's "Digging Deep" (Year-long multi-cohort, Stanford custom program taught at four locations around the globe and via the web, faculty director and designer, 2009-2014)

Caterpillar's "Powering the Future Program" (Months-long, multi-cohort, Stanford custom program, faculty director, 2010-13)

Executive Program in Strategy and Organization (Stanford)

Executive Leadership Development (Stanford)

Korean Association for Information Technology

Stanford-Chief Executive China Program (Stanford)

UTStarcom Program on Urban Planning (Stanford)

Korean Federation of Companies (Stanford)

Singapore Program on International Management (joint National University of Singapore/Stanford, faculty director)

Executive Management Program (Stanford)

Advanced Management College (Stanford)

Leading Change and Leveraging Culture (Haas School)

Berkeley Advanced Management Program (Haas School)

Berkeley Executive Program (U.C. Extension)

Numerous other programs for custom clients, both for Stanford and privately

DISSERTATIONS SUPERVISED

Committee member, (U.C. Berkeley), Warren Boeker, "Environmental imprinting and the founding of semiconductor manufacturers," 1986.

Chair, (U.C. Berkeley), Yangchung Paul Huo, "How organizational boundaries affect the adoption of technological innovations," 1987.

Committee member, (U.C. Berkeley), John Shen, "Modeling long-term care: The selection of care settings in a consolidated service," 1987.

Chair, (U.C. Berkeley), Jerry Goodstein, "Institutional change and the organizational structure of the health care sector," 1988.

Committee member, (U.C. Berkeley), Gary Pisano, "Innovation through markets, hierarchies and joint ventures," 1988.

Committee member, (U.C. Berkeley), Elaine Mosakowski, "Structure, strategy and the performance of entrepreneurial firms: A dynamic analysis of the computer industry," 1988.

Committee member, (U.C. Berkeley), Melanie Archer, "Merchants and proprietors in late nineteenth century Detroit: Family and social mobility in an era of industrial change," 1988.

Chair, (U.C. Berkeley), William P. Barnett, "Technological innovation in the evolution of the telephone industry," 1988. (Derivative paper won Academy of Management award.)

Committee member, (U.C. Berkeley), Nancy Bell, "The assignment of blame in organizational settings," 1988.

Committee member, (U.C. Berkeley), Will Mitchell, "Dynamic commercialization: An organizational economic analysis of innovation in the medical diagnostic imaging industry," 1988.

Committee member, (U.C. Berkeley), Jack Brittain, "Environmental change and ecological succession," 1989.

Chair, (U.C. Berkeley), Heather Haveman, "Organizational inertia revisited," 1990. (Derivative paper won Academy of Management award.)

Chair, (U.C. Berkeley), Anand Swaminathan, "The evolution of new organizational forms in established industries: The case of beer brewing and wine making," 1992.

Chair, (U.C. Berkeley), James B. Wade, "Dynamics of organizational communities and technological change: An empirical investigation of technological variation, innovation and performance in the microprocessor market," 1993.

Chair, (U.C. Berkeley), Sylvia Flatt, "The innovative edge: How top management team demography makes a difference," 1993.

Chair, (U.C. Berkeley), Albert Teo, "Innovation and firm longevity: The experience of American automakers, 1880 to 1982," 1994.

Committee member, (U.C. Berkeley), W. Douglas Creed, "Unmet expectations: The effect of status inconsistency on quitting and internal job changing," 1994.

Committee member, (U.C. Berkeley), Ishak Saporta, "The promotion-turnover relationship: The case of a large bureaucracy," 1995.

Committee member, (U.C. Berkeley), Dan Gentry, "Bureaucratization, legitimation and organizational performance: A study of the response by AIDS service organizations to the Ryan White Care Act of 1990," 1996.

Committee member, (U.C. Berkeley), Joel Ostrow, "Institutional design and legislative behavior: A comparative analysis of Post-Soviet legislatures in Russia and Estonia," 1997.

Chair, (U.C. Berkeley), Marc-David Seidel, "Competitive realignment in the airline industry: A dynamic analysis of generalist and specialist organizations under different route network structures," 1997.

Committee member (University of Amsterdam), Jeroen Bruggeman, "Formalizing organizational ecology: Logical and mathematical investigations in organizational ecology," 1997.

Committee member, (U.C. Berkeley), Joao de Figueiredo, "The politics of the court and the strategy of the firm," 1997.

Committee member (Stanford University), Stanislav D. Dobrev, "The dynamics of the Bulgarian newspaper industry in a period of transition," 1997.

- Committee member, (U.C. Berkeley), Alan Inouye, "The external social networks of software designers: An empirical study of their association with the features and quality of microcomputer software packages," 1997.
- Committee member, (U.C. Berkeley), Lucia Tsai, "The spatial aggregation of automobile manufacturing activities in the American Midwest," 1999.
- Committee member, (U.C. Berkeley), Laura Schmidt, "The corporate transformation of American health care: A study in institution building," 1999.
- Chair, (U.C. Berkeley), Lyda Bigelow, "The evolution of the boundaries of the firm: Transaction cost alignment and organizational survival in the early American automobile industry," 2001.
- Chair, (U.C. Berkeley), Jonathan Jaffee, "An organizational ecology of the legal profession: The competitive dynamics of generalist and specialist law firm strategies," 2001.
- Committee member, (U.C. Berkeley), Elnora Tena Webb, "Governance networks and their influence on teaching in community colleges," 2002.
- Committee member, (Stanford University), Bilian Ni, "Solution generation in different contexts: Problems and rules in the U.S. airline industry," 2003.
- Chair, Olga Khessina, "Entry mode, technological innovation and firm survival in the worldwide optical disk drive industry, 1983-1000," 2003.
- Committee member (University of Rotterdam), Jeroen Kuilman, "The re-emergence of foreign banks in Shanghai: An ecological analysis," 2005.
- Committee member (University of Oslo), Karen Modesta Olsen, "Inside out: Non-standard work, employment and diverse interests," 2006.
- Committee member (Columbia University), Arik Lifschitz, "Nets at sea: Horizontal and vertical interfirm networks in the Clyde River maritime economy," 2006.
- Chair, Hongwei Xu, (Stanford University), "Organizational diversity and formation of cultural institutions in U.S. communities 1870-1999," 2006.
- Committee member (University of Oslo), Tommy Høyvarde Clausen, "Sources and impacts of R&D and innovation in the Norwegian innovation system: Firms, sectoral and policy perspectives," 2007.
- Committee member, (University of Antwerp), Sandy Bogaert, "Antecedents and consequences of turnover of professional employees: Three empirical studies," 2008.
- Committee member (Stanford University), Mi Feng, "Organization scope and identity: Competition among California retail banks between 1900 and 1990," 2009.

Committee member (Stanford University), Balázs Kovács, "Essays on the similarity of organizations," 2009.

Committee member (Stanford University), Bryan Christopher Price, "Removing the devil you know: Unraveling the puzzle behind decapitation effectiveness and terrorist group duration," 2009.

Committee member (Columbia University), Magnus Torfason, "My brother's keeper: The impact of third-party sanctioning on social network dynamics," 2010.

Committee member (Stanford University), Anthony Vashevko, "Strategic responses to categorization," 2017.

Co-Advisor (Stanford University), Anjali Bhatt, "Three Essays on Organizational Culture," Expected 2020.

Committee member (Stanford University), Samuel M. Chang, "Public participation in China," Expected 2021.

SELECTED DETAILS FROM ADMINISTRATIVE ACTIVITIES

Primary responsibilities as Senior Associate Dean at Stanford GSB (varied over time):

- key senior decision-maker in overall management of the GSB, including 475 staff, 125 tenure-line, faculty, 140 lecturers, 1000 students and annual budget of \$250 million
- oversight of annual budget of approximately \$50 million in personnel and activities
- management oversight of approximately 100 staff employees, including key senior staff
- member of Executive Dean's Management Group charged with setting GSB policy
- oversaw numerous units of the GSB, including Executive Education, CIRCLE, Academic Administration, the MSx program, SCPKU, Behavioral Lab, Center for Social Innovation, Center for Entrepreneurial Studies
- oversight of faculty groups of approximately 10-20 tenure-line faculty in each, including Finance, Accounting, Marketing, Political Economy and Organizational Behavior
- management of tenure-line and adjunct faculty including decision-making, hiring, promotion, and compensation
- served under three different Deans of the GSB

Major initiatives undertaken and led as Senior Associate Dean of Stanford GSB:

- reorganization of the centers of the GSB, included realignment of two centers, closing of two centers, launch of new research services support group with data science emphasis, and development of research initiatives

- initiated review and repositioning of one-year Sloan MS program to multi-section MSx program
- oversaw launch of Global Innovation Programs and IGNITE program
- designed and implemented new multi-faceted faculty mentoring program
- developed international faculty study trips for GSB
- initiated review and revitalization of Executive Education programs, leading to faculty generational transfer and growth of revenue from about \$18 million annually to over \$40 million in five years, including establishment of long-term multi-module partnerships with Caterpillar, Alfa, H-P, General Motors, Intel, Infosys, PG&E, Colgate.