

KAREN SCHNATTERLY
Associate Professor of Management
Department of Management
Pamplin College of Business
Virginia Tech
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EDUCATION

University of Michigan, Ann Arbor, MI
School of Business Administration
Ph.D. Corporate Strategy

Masters of Business Administration

University of Illinois, Urbana, Champaign, IL
Masters in Fine Arts: Stage and Theater Management

Colgate University, Hamilton, NY
Bachelors of Arts in English/
Minor in Asian Studies/India

ACADEMIC EXPERIENCE

Associate Professor, Department of Management
Acting Department Head
Associate Department Head
Virginia Tech

July 2020 to present
June 10 2022-Dec 24, 2022
January 2022 to present

Associate Professor, Department of Management
PhD Coordinator
Emma S. Hibbs Distinguished Professor
Frances Ridge Gay MBA Professor
University of Missouri-Columbia

August 2010-July 2020
9/1/2015 to 8/1/18
9/1/2013 to 7/1/20
2/2012-9/1/2013

Assistant Professor, Department of Management
University of Missouri-Columbia

August 2006
to July 2010

Assistant Professor, Carlson School of Management
University of Minnesota
Juran scholar

September 1999 to
May 2006
2005

Faculty Appointment: Lecturer in Finance and Corporate Strategy,
University of Michigan Business School

1994-1995
1997-1998

RESEARCH INTERESTS

Wrongdoing and Leadership:

When and how organizations, boards, systems allow people to commit wrongdoing is a constant theme in my research (ethics and anti-ethics). This research is focused on individuals at the top of the organization—its leadership.

Entrepreneurship and Innovation

Entrepreneurial organizing

How environments and innovators facilitate and communicate about innovation can vary widely. Equally, as we move into a more digital environment, how this, in and of itself, can create problems, even facilitate wrongdoing. This is a dimension above and beyond cybersecurity. This is an area that is completely unexplored and is drawing my attention going forward. Further, do different kinds of entrepreneurs and different types of entrepreneurial projects/start-ups require different forms of communication and interaction to gain traction with investors and customers?

Corporate governance

Institutional investors

Corporate boards

Governance and boards are relevant to public, private and not-for-profit firms. Governance represents the limits on leaders and influences the actions that leaders can take. While there is still a lot we do not know about boards, we also do not know what a board that can manage governing big data would look like, or what skills they may need to accomplish this task.

PUBLICATIONS

Peer reviewed journals:

13. Schnatterly, K, Calvano, F, Berns, J, Deng, C. Board Expertise and Firm Risk Misalignment. 2021, Vol 42(11) 2162-2191 *Strategic Management Journal*. <http://doi.org/10.1002/smj.3291>
12. Berns, JP, Gupta, VK, Schnatterly, K, Steele, CR. CEO Dismissal: A Multidisciplinary Integration and Critical Analysis. 2021, Vol. 46(2) 362–398, *Group & Organization Management* <https://doi.org/10.1177/1059601120987452>
11. Schnatterly, K., Clark, B.B., Howe, J, DeVaughn, M.L. 2019 Regulatory and governance impacts on bank risk-taking. *Risk Management* 21: 99. <https://doi.org/10.1057/s41283-018-0044-1>
10. Schnatterly, K, Gangloff, KA, Tuschke, A. 2018. On Wrongdoing in the Organization. 44: 6, *Journal of Management* <doi.org/10.1177/0149206318771177>
Also a blog for the London School of Economics:
<https://blogs.lse.ac.uk/businessreview/2018/07/18/why-ceos-misbehave/>

9. Schnatterly, K, Johnson SG. 2014. Independent boards and the institutional investors that prefer them: Drivers of institutional investor heterogeneity in governance preferences. *Strategic Management Journal*. 35: 1552–1563.
8. Johnson, SG. Schnatterly, K, Hill, A. 2013. Board composition beyond independence: Social capital, human capital and demographics. *Journal of Management*. 39(1): 232-262. Received a 2016 Emerald Citation of Excellence for one of the most highly cited and highly influential papers published in 2015 in the areas of Business Management, Finance, Accounting, Economics and Marketing. 2018 Nominee for the JoM's Impact award, one of five papers published in 2013 with the highest impact of all JoM papers published in that year.
7. Johnson, SG, Schnatterly, K, Bolton, J, Tuggle, C. 2011. Antecedents of new director social capital. *Journal of Management Studies*, 48(8): 1782-1803.
6. Johnson, RA, Schnatterly, K, Johnson, SG, Chiu, SC. 2010. Institutional investors and institutional environment: A comparative analysis and review. *Journal of Management Studies*, 47 (8): 1590-1613.
5. Schnatterly, K. 2010. Operational governance and firm value. *International Journal of Strategic Change Management*. 1(4): 349-376.
4. Tuggle, C, Schnatterly, K & Johnson, RA. 2010. Attention patterns in the boardroom: How board composition and processes affect discussion of entrepreneurial issues. *Academy of Management Journal*. 53(3): 550-571.
3. Schnatterly, K, Johnson, SG. 2008. Competing to be CEO in high-tech firms: Insider, board member, or outsider candidates. *Journal of High Technology Management Research*. 18: 132-142.
2. Schnatterly, K. Shaw, K, Jennings, W.W. 2008. Information advantages of large institutional owners. *Strategic Management Journal*, February 29(2): 219–227.
1. Schnatterly, K. 2003. Increasing firm value through detection and prevention of white collar crime. *Strategic Management Journal*, July, 24(7): 587-614.

Increasing firm value through detection and prevention of white collar crime. 2005.

Schnatterly, K. Encyclopedia entry: Encyclopedia of Executive Governance, ESCP-EAP European School of Management

Book chapters:

5. Klein, P, Packard, M., Schnatterly, K, 2019. Interorganizational Collaboration and Corporate Entrepreneurship, in J.J. Reuer and S. F. Matusik (eds) *Entrepreneurship and Collaboration*, Oxford University Press Handbook

4. Berns, J. Schnatterly, K. Angel Investors: Early Firm Owners. 2015. In M Goranova and LJ Ryan (eds) *Shareholder Empowerment*. New York, NY: Palgrave Macmillan.
3. Ferris, S. Schnatterly, K. International corporate governance and convergence. 2010. Oxford University Press. H. Kent Baker, ed.
2. Schnatterly, K. Maritan, C.A. 2002. Resources, management systems and governance: keys to value creation. in B. Chakravarthy, G. Mueller-Stewens, P. Lorange & C. Lechner (eds.), *Strategy Process: Shaping the Contours of the Field*. Blackwell Publishing
1. Jennings, W.W., Schnatterly, K. Seguin, P.J. 2002. Institutional ownership, information and liquidity, Innovations in Investments and Corporate Finance, *Advances in Financial Economics*, 7:41-71

Practice-related publications:

Bank privatization in transitional economies: A general framework with application to Hungary's Magyar Kulkereskedelmi Bank transaction, Roger Kormendi, Edward A. Snyder, Karen Schnatterly and Christopher Jereb, *The Financier*, vol 5, No 2&3, Summer/Autumn 1998

M&As and fraud: the hidden cost, *Financial Times Mastering Corporate Governance Series*, Capron, L and Schnatterly, K. June 3, 2005.

Competitive process: A number of scholars were invited to submit proposals for the Financial Times: Mastering Corporate Governance editions (May and June, 2005). 19 were selected. From the FT Mastering Corporate Governance introduction: "Written by academics from the world's leading business schools, it will be essential reading for executives grappling with compliance and corporate governance best practice, investors keen to protect their assets and anyone interested in the trends that are shaping global business."

RESEARCH UNDER REVIEW

Maritan, C., Schnatterly, K., & Calvano, F. Boards and Resource Allocation: An Integrative Review. Revise and resubmit to the *Journal of Management* for the review issue

Eulitz, Simone, Schnatterly, Karen, Calvano, Felipe. Staying on Task: An Attention Based View on How Committee Scope and Heterogeneity Influence Committee Work Under review at *Academy of Management Journal*

Clark, B., Schnatterly, K., Calvano, F., Gangloff, K.A., Berns, J., & Devers, C. Aligning the Stars: How Pairing Human and Financial Capital on Technology Committees Drives Firm Innovation. Under review at the *Journal of Management*

Schnatterly, K, Clark, B, Moake, T, Berns, J, and Mitchell, W. Disorder and the Fraud Triangle: Explaining Misconduct. Under Review *Journal of Business Ethics*

RESEARCH IN PROGRESS:

Working Papers

Wrongdoing and Leadership

CEOs and Wrongdoing:: A MASEM: Target AMJ

Schnatterly, K, Berns, J, Steele, C. Lawsuit up! Female Directors as Insurance against Gender Discrimination Lawsuits. Target JoM

Governance and Boards

Calvano da Silva, F, Schnatterly, K. Right People, Right Place: The Impact of Ability, Motivation and Opportunity on Directors' Monitoring Effectiveness. Target *Strategic Management Journal*

Schnatterly, K, Gangloff, A, Yore, A, Souther, M. When They Don't Feel the Love: Undervalued Directors, Departure and Effort. Winner of the 2019 Winemiller Excellence in Research Award (U Missouri campus level award). Target: *Journal of Management*

Entrepreneurship and Innovation

Schnatterly, K, Jiang, L, Steele, C, Zahra, S. Are Innovative Firms More Likely to Commit Misconduct? Target: *Strategic Management Journal*

Work in Progress

Wrongdoing and Leadership

Gangloff, KA, Schnatterly, K, Calvano da Silva, F. Rationalizing Wrongdoing: When is it Acceptable? Target: *Strategic Management Journal*.

Governance and Boards

Schnatterly, K, Johnson, R, Berns, J, Gentry, R, Howe, J. One Step Forward, Two Steps Back: Why firms declassify. Target: *Strategic Management Journal*

Board Communication and wrongdoing

Entrepreneurship and Innovation

Calvano, F., Kumar, P., & Schnatterly, K. International Innovation and Foreign Knowledge Use in MNEs: The Role of Foreign Expert Directors. Target: *Academy Management Journal*.

PRESENTATIONS

Professional-Invited

1. National Council for Behavioral Health Annual Conference (NatCon 2019), March 25-27, 2019, Nashville, TN. Not-for-Profit Board Effectiveness and Board Strategy (to est 100+)

Academic-Invited

14. Strategic Management Society 2022, London
 DEI at work Panel
 Experiments in Strategy
 Broadening DEI Research
13. Strategic Management Society 2020-Online.
 Research Methods Paper development Workshop, panelist
12. Strategic Management Society Annual Conference, Research Methods Community Research
 Methods Paper Development Workshop panelist 2019
11. State of the field panel. Southern Management Association conference, Norfolk, 2019.
10. Institutional ownership symposium. Academy of Management conference, Boston, 2019.
9. Early Career Workshop Panelist, to Doctoral and Junior Faculty at the SMS Special
 Conference in Vegas, March 2019.
8. Tilburg University (Netherlands): October, 2017
 - a) Research Presentation: Corporate Disorder and Wrongdoing
 - b) Publishing Presentation: Writing for the JoM Review Proposal call
 - c) Seminar Presentation: Fraud, market failures and governance; 4 papers
7. PDW on Boards of Directors: Panelist. Academy of Management Annual meeting. Anaheim.
 August, 2016.
6. Schnatterly, K. Corporate Governance: Where are we and where can we go. Research Ideas.
 Invited Panel. Lehigh Singelton Governance Conference, Bethlehem, PA, May, 2016.
5. Schnatterly, K. Current and Future research Themes in Strategy. Invited Panel. 6th Annual
 Israel Strategy Conference. December, 2015.
3. Schnatterly, K. Foundational Issues in Research Methods. Invited Panel. Strategic
 Management Society Annual meeting. Denver. August, 2015.
3. Schnatterly, K. Publishing in Corporate Governance. Invited Panel. Strategic Management
 Society Annual meeting. Denver. October, 2015.
2. Schnatterly, K. Exploring the dark side of business. Invited Panel. Strategic Management
 Society Annual meeting. Madrid, Spain. September, 2014.
1. Schnatterly, K. Internal vs External Governance mechanisms. Panel. Academy of
 Management Annual meeting. Philadelphia. August, 2014.

Peer reviewed (conference):

- Braun M, & Schnatterly K CEOs and Wrongdoing: A Masem Strategic Management Society 2022, London
- Calvano, F. & Schnatterly, K. 2021. Right Person, Right Place: The Impact of Ability, Motivation, and Opportunity on Directors' Monitoring Effectiveness. Annual Conference of the International Corporate Governance Society, Groningen, Netherlands and Virtual
- Calvano, F. 2021. Oracles or Unreliables? Discussing the Advisory Effectiveness of the Board of Directors. SMS Symposium, with Feldman, E., Devers, C., Schnatterly, K., & Zahra, S. (Panelists), Strategic Management Society Conference, Virtual Conference.
- Calvano, F., Kumar, P., & Schnatterly, K. 2021. International Innovation and Foreign Knowledge Use in MNEs: The Role of Foreign Directors. Strategic Management Society Conference, Virtual Conference.
- Symposium: From Genius to Crooks: A Discussion of The Dark Side of Innovation
Felipe Calvano, Symposium Coordinator, other participants: Wei Shi, Christy Shropshire, Siri Ann Tejersen, Shaker Zahra. Academy of Management. August 2021-Virtual
- Clark, B, Schnatterly, K, Calvano, F, Gangloff, A. Johnson, RA Devers, C Eliminating Shiny Objects: Technology Committee Presence, Composition, and Innovation. Babson Conference June 2021
- Schnatterly, K, Jiang, L, Steele, C, Zahra, S. Firm Innovativeness and Fraud. Babson Conference June 2021
- Schnatterly, K, Clark, B, Moake, T, Berns, J, and Mitchell, W. Rehabilitation, Unintended Consequences or Inertia: Recovery from Wrongdoing is no Picnic. Strategic Management Society 2020 Annual Conference
- Eulitz, Simone, Schnatterly, Karen, Calvano, Felipe. Board Committees and Heterogeneity. Academy of Management 2020 Annual Conference
- Calvano da Silva, F, Schnatterly, K. Right People, Right Place: The Impact of Ability, Motivation and Opportunity on Directors' Monitoring Effectiveness. Academy of Management 2020 Annual Conference
- Clark, B, Schnatterly, K, Calvano, F, Gangloff, A. Johnson, RA Devers, C Eliminating Shiny Objects: Technology Committee Presence, Composition, and Innovation. Academy of Management 2020 Annual Conference
- Schnatterly, K, Jiang, L, Steele, C, Zahra, S. Firm Innovativeness and Fraud. Wharton's Annual Corporate Strategy and Innovation Conference, December 2019; Strategic Management Society's Annual Conference, Minneapolis, October 2019
- Schnatterly, K. Whitworth, JD, Gangloff KA. Snow, N. Wheeler, P. Lowering the Barrier to Funding: How the influence of engagement and disclosure vary with Entrepreneurial

- experience and type of project, Strategic Management Society's Annual Conference, Minneapolis, October 2019
- Schnatterly, K., Berns, J., Calvano da Silva, F. Board Capability Gaps and Firm Performance. Academy of Management Annual Conference, Boston, August, 2019.
- Schnatterly, K., Berns, J., Steele, C. Lawsuit up! Female Directors as Insurance against Gender Discrimination Lawsuits. Strategic Management Society Special Conference, Vegas, March 2019.
- Schnatterly, K., Berns, J., Calvano da Silva, F. Board Capability Gaps and Firm Performance. Strategic Management Society Special Conference, Vegas, March 2019.
- Gangloff, KA, Schnatterly, K., Calvano da Silva, F. Rationalizing Wrongdoing: When is it Acceptable? Strategic Management Society Special Conference, Vegas, March 2019
- Schnatterly, K., Johnson, R., Berns, J., Howe, J. One Step Forward, Two Steps Back: Why firms declassify. Strategic Management Society Conference, 2018
- Schnatterly, K., Gangloff, A., Yore, A., Souther, M. When They Don't Feel the Love: Undervalued Directors, Departure and Effort. Strategic Management Society Conference, 2018.
- Schnatterly, K., Jiang, L., Steele, C., Zahra, S. Firm Innovativeness and Fraud. Academy of Management Conference, August 2018.
- Schnatterly, K., McDonnell, MH, Berns, JB, Steele, C. Women on the Board and Reputation Insurance: The Case of Discrimination Lawsuits. Academy of Management Annual meeting. Atlanta. August, 2017
- Klein, P., Packard, M., Schnatterly, K., Interorganizational Collaboration and Corporate Entrepreneurship, at the Entrepreneurship and Collaboration conference February 2017 at UC Boulder
- Schnatterly, K., Islam, H., Peteraf, M. CEO Characteristics and Fraud: A 'What if' Model of Misconduct. Strategic Management Society Annual meeting. Berlin. October 2016
- Schnatterly, K., Clark, B., Moake, T., Mitchell, W. Disorder and Organizational Wrongdoing. Academy of Management Annual meeting. Anaheim. August, 2016.
- Schnatterly, K., Ward, A., Veiga, S., Berns, J. Negative certification: Bad boards and future directorships. Strategic Management Society Annual meeting. Denver. October 2015
- Schnatterly, K., Berns, J. Angel Investors. Professional Development Workshop. Academy of Management Annual meeting. Philadelphia. August, 2014.

- Clark, B, Schnatterly, K, Johnson, RA, Johnson SG. The impact of a technology board committee on firm performance. Strategic Management Society annual meeting, Prague. October, 2012.
- Schnatterly, K., Veiga, S. P. d. M., Ward, A. Negative certification: Bad boards and future directorships. May, 2011, TCoB Corporate Governance conference
- DeVaughn, M.L, Schnatterly, K. Howe, J, Stricter rules, looser governance: Regulatory intensity, board monitoring and their joint performance effects in commercial banks. May, 2011, TCoB Corporate Governance conference
- Schnatterly, K, Bluedorn, A, Jaussi, K, McCullough, C. CEOs, Firm Timescapes and Firm Performance. Academy of Management annual meeting. 2010
- Schnatterly, K, Clark, B, and Mitchell, W Crime virus. 2010. Strategic Management Society annual meeting
- Schnatterly, K., Ferris, S., Johnson, S.G. 2009. White Knight or Trojan Horse? Sovereign wealth fund investment in US firms. Strategic Management Society annual meeting
- Schnatterly, K. 2009. Invited Symposium on Corporate Governance. Academy of Management annual meeting.
- Johnson, S., Schnatterly, K., Bolton, J., Tuggle, C. 2009. How to get the board you want: Attracting directors who have social capital. Corporate Governance Symposium, sponsored by the Corporate Governance Institute.
- Schnatterly, K. Johnson, R, Bradshaw, C, Tuggle, C. Why some boards declassify and others don't: Entrenchment vs good governance. 2008 Strategic Management Society meeting
- Schnatterly, K, Johnson S. Is board quality valuable and can boards do their job? 2007 Strategic Management Society meeting
- Johnson, S, Schnatterly, K. Competition for CEO succession: Retired directors and disinherited heirs. 2007 Strategic Management Society meeting
- Tuggle, C, Schnatterly, K, Johnson, RA. Attention to Opportunities. 2007 Strategic Management Society meeting (The SMS has a 'rule of two', so my name does not appear in the program with this paper, but I am second author.)
- Johnson, S, Schnatterly, K, Bolton, J, Tuggle, C. Antecedents of Board Compensation: How to Pay to Get the Directors You Want. 2007 Academy of Management
- Johnson, S, Schnatterly, K & Johnson, RA. CEOs vs Boards of Directors: Drivers of Board Composition, 2007 Academy of Management

- Johnson, S, Schnatterly, K, Johnson, RA. CEOs vs Boards of Directors: Drivers of Board Composition. Presented at SMS 2006
- Schnatterly, K, Lee, P, Ward, A. Certification, reputation and legitimacy: Concentric concepts, with accepted for Academy of Management, August 2006
- Schnatterly, K, Johnson S. CEO Origins: Closer to home. Academy of Management, August 2006
- DeVaughn, M.L. Schnatterly, K. Stricter rules, looser governance: Regulatory intensity, board monitoring and their joint performance effects in commercial banks at the First Annual Conference on Institutional Mechanisms for Industry Self-Regulation, Tuck School, Dartmouth College, Feb 24-25 2006.
- Schnatterly, K, Johnson S. Do institutions notice good governance? Strategic Management Society Annual conference, October 2005.
- Schnatterly, K, Johnson S. Do institutions notice good governance? Academy of Management Annual conference, August 2005.
- Invited panelist, Hubert H. Humphrey Institute of Public Affairs conference on Nonprofit Accountability: Underlying Issues and Challenges. 2005
- Schnatterly, K, Johnson S. Institutions and monitoring. Strategic Management Society annual conference, November 2004.
- Schnatterly, K, Johnson S. CEO origins: Closer to home? Strategic Management Society annual conference, November 2004.
- DeVaughn, M.L. Schnatterly, K. Regulation and governance. Academy of Management Annual conference, August, 2004.
- DeVaughn, M.L. Schnatterly, K. Regulation and governance. University of Texas invited governance conference, April 15-18, 2004.
- Schnatterly, K, Johnson S, Zellmer-Bruhn, M. Board dynamics. Strategic Management Society Annual Meeting, Baltimore, MD, November 9-12, 2003
- DeVaughn, M.L. Schnatterly, K. Regulation and governance. Strategic Management Society Annual Meeting, Baltimore, MD, November 9-12, 2003
- Schnatterly, K. Measurement methodology, SMS Pre-Conference of the Special Conference on Competitive Strategy and the Resource Based View, Baltimore, MD, November, 2003
- Schnatterly, K, Maritan, C. Operational governance and firm value. Showcase symposium. Academy of Management Annual Meeting, Seattle, August 3-6, 2003

- Schnatterly, K, Johnson S. Boards of directors and individual skills. Showcase symposium. Academy of Management Annual Meeting, Seattle, August 3-6, 2003
- Schnatterly, K,. Invited presenter, Moral Imagination conference, Carlson School, May 2003, “Prevention and detection of white collar crime”
- Schnatterly, K. Johnson, S. Boards of directors, monitoring and firm performance: when is more monitoring necessary? - Academy of Management Annual Meeting, Denver, August 9-14, 2002
- Schnatterly, K, Maritan, C. Intangible Capital as Drivers of Value: Resources, Capabilities and Management Systems, nominated for Best Paper Proceedings, Academy of Management Annual Meeting, Denver, August 9-14, 2002
- Johnson, S. Schnatterly, K. Boards of directors in high tech firms: individuals matter, Strategic Management Society Annual Meeting, Paris, France, September 21-25, 2002
- Maritan, C. Schnatterly, K High level vs. operating level governance: differential impacts on firm value. Strategic Management Society Annual Meeting, Paris, France, September 21-25, 2002
- Maritan, C. Schnatterly, K Measuring Intangible Capital: Which Assets Support High Firm Values. Strategic Management Society Annual Meeting in San Francisco, October 2001
- Schnatterly, K. Johnson, S. Governance in high-tech firms: boards matter. Strategic Management Society Annual Meeting in San Francisco, October 2001
- Maritan, C. Schnatterly, K Governance, Systems and Resources: Keys to Value Creation, Strategic Management Society Mini-Conference, St. Gallen, Switzerland, May 20-22, 2001.
- Maritan, C. Schnatterly, K Resources, Management Systems and Governance: Keys to Value Creation at the 2001 Strategic Management Society Annual Meeting, San Francisco
- Maritan, C. Schnatterly, K Caviar or fish eggs: Are some firms’ high value justified? at the 2000 Strategic Management Society Annual Meeting, Vancouver
- Schnatterly, K. Internal governance as a source of firm value: The impact of internal governance on the incidence of white collar crime. at the 1999 Strategic Management Society Annual Meeting, Berlin
- Schnatterly, K, Walsh, JP, Seward, JK. Corporate Restructuring and CEO Compensation: A Hawthorne Effect? 1998 Strategic Management Society Annual Meeting.

Schnatterly, K, Jennings, WW, Seguin, P. Institutional Owners, Information and Liquidity. 1998 Financial Management Association Annual Meeting.

Schnatterly, K. Distance Learning: Interactive Video as a Teaching Tool to the Social Issues in Management Faculty Development Workshop at the Academy of Management meeting, August 1995, Vancouver, Canada.

PROFESSIONAL MEMBERSHIP/COMMITTEES/OFFICES

Association and Society Leadership Roles:

Community Chair, Research Methods Community, Strategic Management Society, 2018

Program Chair, Research Methods Community, Strategic Management Society, 2017

Associate Program Chair, Research Methods Community, Strategic Management Society, 2016

Temporary Acting Program Chair, Competitive Strategy IG, Strategic Management Society, Annual Conference Planning Meeting, 2016

Special Track Chair, SMS Special Conference, Rome. June 5-7, 2016.

Program Chair, Research Methods Community, 2015, Strategic Management Society.

Chair, Strategic Leadership and Governance Interest Group, 2014, Strategic Management Society

Program Chair, Strategic Leadership and Governance Interest Group, 2013, Strategic Management Society

Associate Track Chair, Strategic Leadership and Governance Interest Group, 2012, Strategic Management Society

Corporate Governance Interest Group Executive Committee, 2007-2009, Strategic Management Society

Academy of Management Business Policy and Strategy Division Teaching Committee, March 2004-2006

Executive Committee, Competitive Strategy Interest Group, Strategic Management Society, 2003-2005. Served on the Interest Group review committee. Coordinated a mini-conference on Competitive Strategy and Resources that preceded the Annual Strategic Management Society meeting, 2004. Organized a headlining symposium session in the main conference.

Academy of Management Business Policy and Strategy Division Research Committee, March 2003-2005

Assistant Chair, Competitive Strategy Interest Group, Strategic Management Society, 2002-2003
Coordinated a mini-conference on Competitive Strategy and Resources that preceded the Annual Strategic Management Society meeting in Baltimore, 2003. Co-chaired two of four sessions.

Conference Leadership:

Track Chair for the Strategic Management Society's Special Conference on Strategic Leadership, Las Vegas, March, 2019

Academy of Management's first Specialized Conference on Big Data, Track Chair of the Governance and Big Data Track, April 2018

Annual Conference Best Paper Review Committee Strategic Management Society 2017

Best Paper Committee, Annual Conference, Strategic Management Society 2016

Best PhD Paper Committee, Strategic Management Society Annual Conference, 2016
International Conference on Corporate Governance: Law, Economics, Accounting, Finance and Management fields. Co-organized a conference at the University of Missouri with paper sessions across multiple fields. 2011.
Organized and assembled SMS 2008 Annual meeting pre-conference sessions for the Corporate Strategy and Governance Interest Group (2 panels, 1 round table with 8-10 tables)
International Conference Co-Organizer: Strategic Management Society's Conference to Honor and Extend CK Prahalad's Ideas, San Diego, June 19-22, 2011.
Assisted the Business Policy and Strategy Division Chair in processing papers for review, selecting papers, organizing sessions, etc for 2003 annual conference.
Conference Coordinator: Conference on "Search for a New Strategy Paradigm" CK Prahalad and Gary Hamel co-conveners, Strategic Management Society, 1995

PROFESSIONAL ACTIVITIES

Associate Editor

Journal of Management (April 2015-December 2020)

Member of the Scholarly Impact Award Subcommittee (composed of 4-6 AEs) to decide the top 5 and top 1 winners of the Scholarly Impact Award of papers that have been published 5 years ago, 2015-2017

This journal is on the **Financial Times 50** list (used for their rankings of MBA and execMBA programs around the world). It is also **ranked 3rd in Management, 2nd in Business, and 1st in Applied Psych** academic journals, with an **impact factor of 7.73** (as of 2016)¹.

Editorial Boards

Strategic Management Journal (from January 2008) FT 50, (Impact factor of 4.46)

Corporate Governance: An International Review (from January 2014) (Impact factor of 3.57)

Journal of Management (July 2008-April 2015, January 2021-present)

Journal of Management SR (Xavier's thing) April 2022-present

International Journal of Strategic Change Management (from 2006)

Assistant to the Editor, Strategic Management Journal Special Issue, Summer 1994, "Search for a New Strategy Paradigm", CK Prahalad and Gary Hamel, guest editors.

Ad hoc referee for the Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Managerial Finance, Journal of International Business Studies, Organizational Science, Journal of Business Research, Managerial and Decision Economics, Organization Studies, Strategic Entrepreneurship Journal

¹ 2016 Journal Citation Reports® (Clarivate Analytics, 2017)

Other reviewing:

Academy of Management Annual Meeting 1996-2012, Business Policy and Strategy Track (Winner 2002 and 2003 BPS Outstanding Reviewer: BPS), occasional reviewer OMT and International Tracks
Strategic Management Society Annual Meeting 1996, 2003- 2015
2012 SMS Strategic Research Foundation Dissertation Grant Reviewer (read 4 dissertation proposals)
2012 SMS Best PhD paper award committee member (read 5 proposals and two papers)
2011 SMS Best PhD Paper award committee member (read 10 PhD papers).
2008 SMS Best PhD Paper award committee member (read 22 PhD papers).

Tenure Letters:

Eight written.

GRANTS

Trulaske College of Business Small Grant, \$1,800, Summer 2012. (for Director Reputation paper)

Trulaske College of Business Small Grant, \$2500, Summer 2012 (for Board technological committee paper)

Mizzou Advantage Grant for a conference on Boards of Directors, May 19-22, 2011, Columbia, MO

Juran Scholar Grant, 2005-2006, \$10,000

2005-2006, McKnight Business and Economics Research Grant, \$4587

2003-2005, Grant-in-Aid of Research, Artistry and Scholarship, \$19,482

2003-2004, McKnight Business and Economics Research Grant, \$16, 100

2002, International Travel Grant to support research, \$1,565

2000-2002, Grant-in-Aid of Research, Artistry and Scholarship, \$16,933

TEACHING EXPERIENCE

Executive (degree programs):

Winter 2020 University of Missouri-Columbia, execMBA program (online+in person hybrid), Strategy Capstone, 17 students

Winter 2020 University of Missouri-Columbia, execMBA program (online+in person hybrid), Business and Government Relations, 30 students

- Winter 2019 University of Missouri-Columbia, execMBA program (online+in person hybrid), Strategy Capstone, 27 students
- Winter 2019 University of Missouri-Columbia, execMBA program (online+in person hybrid), Business and Government Relations, 17 students
- Summer 2019 Purdue University, Executive MBA program (online and in-person course), Corporate Governance, 24 students
- Winter 2018 University of Missouri-Columbia, execMBA program (online+in person hybrid), Strategy Capstone, 30 students
- Summer 2018 Purdue University, Executive MBA program (online and in-person course), Corporate Governance, 27 students
- Winter 2017 University of Missouri-Columbia, execMBA program (online+in person hybrid), Strategy Capstone, 31 students
- Winter 2017 University of Missouri-Columbia, execMBA program (online+in person hybrid), Corporate Governance and Professional Accountability, 30 students
- Winter 2016 University of Missouri-Columbia, execMBA program (online+in person hybrid), Strategy Capstone, 30 students
- Winter 2016 University of Missouri-Columbia, execMBA program (online+in person hybrid), Corporate Governance and Professional Accountability, 31 students
- Winter 2015 University of Missouri-Columbia, execMBA program (online+in person hybrid), Strategy Capstone, 28 students
- Winter 2015 University of Missouri-Columbia, execMBA program (online+in person hybrid), Corporate Governance and Professional Accountability, 31 students
- Winter 2014 University of Missouri-Columbia, execMBA program (online+in person hybrid), Strategy Capstone, 19 students
- Winter 2014 University of Missouri-Columbia, execMBA program (online+in person hybrid), Corporate Governance and Professional Accountability, 28 students
- Winter 2013 University of Missouri-Columbia, execMBA program (online+in person hybrid), Corporate Governance and Professional Accountability, 19 students
- Spring 2003 University of Minnesota Carlson Executive MBA Program. Core strategy class. Enrollment of 58.

- Fall 2002 University of Minnesota Executive Education: 6 hours on governance, boards and crime for the Minnesota Executive Program
- Spring 2002 University of Minnesota Executive Education: 4 hours on governance, boards and crime for the Rexam Advanced Management Program
- Spring 2002 University of Minnesota Carlson Executive MBA Program. Designed and taught the core strategy class. Enrollment of 64
- Graduate:
- Winter 2020 University of Missouri-Columbia, MGMT8900, Business and Government Relations, 38 students
- Winter 2015 University of Missouri-Columbia, MGMT 8970. 2 sections of the MBA capstone strategy class, 26 and 26 students
- Winter 2014 University of Missouri-Columbia, MGMT 8970. 2 sections of the MBA capstone strategy class, 46 and 46 students
- F2012, W2013, F2013, W 2014 Integrated Business Perspectives: A required multi-disciplinary workshop for first year MBA students. Three session, of which I participate in two.
- Fall 2013 University of Missouri-Columbia, MGMT 8970. 1 section of the MBA capstone strategy class, 24 students
- Winter 2013 University of Missouri-Columbia, MGMT 8970. 2 sections of the MBA capstone strategy class, 31 and 31 students
- Fall 2012 University of Missouri-Columbia, MGMT 8970. 1 section of the MBA capstone strategy class, 41 students
- Winter 2012 University of Missouri-Columbia, MGMT 8970. 2 sections of the MBA capstone strategy class, 25and 28 students
- Fall 2011 University of Missouri-Columbia, MGMT 8001-3 (Topics Class). New class in Professional Responsibility and Corporate Governance for MBAs. 12 students.
- Fall 2011 University of Missouri-Columbia, MGMT 8970. 1 section of the MBA capstone strategy class, 38 students
- Winter 2011 University of Missouri-Columbia, MGMT 8970. 1 section of the MBA capstone strategy class, 27 students
- Winter 2010 University of Missouri-Columbia, MGMT 8970. 2 sections of the MBA capstone strategy class, 33and 39 students

- Fall 2009 University of Missouri-Columbia, MGMT 8970. 1 section of the MBA capstone strategy class, 42 students
- Fall 2005 University of Minnesota Part Time MBA Program. 3 core strategy classes (55-64 students/section)
- Spring 2005 University of Minnesota Part Time MBA Program. 3 core strategy classes (50-64 students/section)
- Spring 2004 University of Minnesota Part Time MBA Program. 3 core strategy classes.
- Fall 2002 & Spring 2003 University of Minnesota Full Time MBA program, 2 sections of 65. Required strategy course, part of the first year core, integrated, a semester and a half.
- Fall 2000 University of Minnesota: Industry Analysis and Competitive Strategy, MGMT6031: Elective course for MBAs. Designed and taught three sections of
- Fall 1999 University of Minnesota: Strategic Management, MBA6300: Required course for entering evening MBAs. Designed and taught three sections of 46, 54 and 64 students.

Doctoral seminars:

- Fall 2022 (scheduled Spring and Summer 2023) Art of the Profession PhD Seminar, 6 students
- Fall-Summer 2021-2022 Art of the Profession PhD Seminar, 7 students
- Fall 2018 Strategy PhD Seminar, 4 students
- Fall 2015, Spring 2016, Fall 2016, Spring 2017, Fall 2017 PhD seminar in the Art of the Profession, 2-7 students
- Fall 2012 Strategy PhD seminar, 7 students
- Winter 2011 Strategy PhD seminar, 9 students
- Fall 2008 Strategy PhD seminar, 5 students

Doctoral Committees:

Chair:

- Felipe Calvano da Silva, 2022
- Nahyun Oh, 2018
- Mark Packard, 2016
- John Berns, 2016
- Brent Clark, 2013

Member:

- Koen van den Oever Tilburg University, Strategy PhD, October 2017
- *Finalist for the STR Wiley Blackwell Outstanding Dissertation Award, 2018

- Clarissa Steele Management PhD, May 2020
- Anne Albrecht Accounting PhD, May 2016.

Christy Ferris Finance PhD, May 2016
Dani Dong, Marketing, 2012
ShiChi Chiu Management, 2009

Scott Johnson, Management, University of Minnesota, 2004

Undergraduate:

Spring 2022 Pamplin College of Business, Virginia Tech. MGMT 3440 Leadership and Ethics, 1 section (42 students/section)

Spring 2021 Pamplin College of Business, Virginia Tech. MGMT 3440 Leadership and Ethics, 3 sections (approx 32 students/section)

Fall 2009 University of Missouri-Columbia, MGMT 4970. 1 section of the undergrad capstone strategy class, 37 students

Winter 2009 University of Missouri-Columbia, MGMT 4970. 2 sections of the undergrad capstone strategy class, 41 and 42 students

Fall 2008 University of Missouri-Columbia, MGMT 4970. 1 section of the undergrad capstone strategy class, 38 students

Winter 2008 University of Missouri-Columbia, MGMT 4970. 2 sections of the undergrad capstone strategy class, 42 and 42 students

Fall 2007 University of Missouri-Columbia, MGMT 4970. 2 sections of the undergrad capstone strategy class, 34 and 33 students

Winter 2007 University of Missouri-Columbia, MGMT 4970. 2 sections of the undergrad capstone strategy class, 39 and 37 students

Fall 2006 University of Missouri-Columbia, MGMT 4970. undergrad capstone strategy class, 35 students

Winter 1998 & University of Michigan: Corporate Strategy 390: Capstone course for senior BBAs

Winter 1995 Independently taught one section each semester to 55-57 students. This course is primarily case-based.

Fall 1997 & University of Michigan: Finance 300: Introductory course to junior BBAs.

Fall 1994 Independently taught two sections each semester to 50-60 students. Served as core course coordinator for six sections of this course in Fall 1994. This course is primarily a lecture format.

Workshops and Exec Ed (non-degree, some were part of a certificate program):

Spring 2016 Ethics and the Workplace developmental session for Central Bank of Boone County, January 12, 2016

- Fall 2015, 2016 execMBA Orientation: Welcome back to school orientation session; Case analysis workshop
- Summer 2014 Leadership Development Workshop. Designed for AMC Theatres. Delivered by several faculty I recruited for a 1.5-day workshop.
- Fall 2004 University of Minnesota Executive Education, MEP, Governance and crime session, 8 hours 37 students
- Fall 2004 University of Minnesota Executive Education, Rexam AMP, Governance session, 4 hours, 24 students
- Fall 2003 University of Minnesota Executive Education, MEP, Governance session, 8 hours 28 students
- Fall 2003 University of Minnesota Executive Education, Rexam AMP, Governance session, 4 hours, 20 students
- Fall 2003 University of Minnesota Executive Education, HEC MBA, Governance session, 2 hours, 25 students
- Winter 1995 University of Michigan: Business Economics 605: Public Policy and the Financial System: An interactive video/distance learning class conducted jointly with George Washington University in Washington, D.C. Served as one of three instructors for this MBA course, coordinated by Roger Kormendi, Professor, Business Economics at the University of Michigan.
- March 1996 & Feb 1996 Managing Your Physical Presence for the Teacher Development Program: Designed and conducted several workshops at the University of Michigan to help people teach more effectively by managing their physical and vocal presence in the classroom.

SERVICE ACTIVITIES

University:

Office of Postdoctoral Education Advisory Committee, Member from September 28, 2015-July 2018

Committee on the Graduate Student Experience, University of Missouri, member, Spring 2015-December 2015. Chair, Subcommittee on Interdisciplinary Environment

Conference co-organizer: Mizzou Advantage Conference on Boards of Directors, May 20-22, 2011.

Dean's and Chancellor's Panel on the Financial Crisis, Fall 2008.

College:

Academic Heads Committee, member, Summer and Fall 2022

Trulaske College of Business Research and Development Committee Fall 2019-present

Trulaske College of Business Dean Search Committee, member, Spring 2016-Fall 2016
Chair, Trulaske College of Business PhD Committee, from September 2015
Trulaske College of Business Database Committee, member, from 2014.
MBA Curriculum Review Committee, Chair, 2013
Trulaske College of Business Strategic Planning Committee, member, 2012-2013.
Member of the Trulaske College of Business Hybrid/Executive MBA Task Force, 2011
Faculty Advisor, Trulaske Consulting Association, 2010 to Fall 2015
Faculty Advisor, Trulaske Association of Businesswomen, 2011 to Fall 2015
Coordinator, Corporate Governance Group, 2008-2011, Trulaske College of Business. Coordinates corporate governance brown bags and invite in guest speakers (one brown bag per semester, invited Ben Hermalin Spring 2008).
Core Faculty Committee, Carlson School of Management, 2002-2003.
CSOM MBA Program Committee member, Fall 2001- Summer 2002
Day MBA Task Force, Carlson School, Fall 2000-Spring 2001
Assorted doctoral student leadership and Business School fundraising activities, University of Michigan Business School

Department:

Pamplin -Management Dept

Management Head Administrative Review Committee, Chair, October 2021-
Search Committee, Chair (full professor), June 2021- Dec 2021
Research Seminar Series Committee, Chair (July 2020-present)
Promotion and Tenure Committee and Personnel Committee, Member (August 2020-present)
Grad Studies Committee Member (August 2020-present)

Trulaske College of Business:

Management Department Search Committee (for Strategy, OB and MIS positions), 2017-2018.
Management Department Visiting professor in Strategic Management Search Committee, June 2017-August 2017

Management Department PhD Coordinator, July 2015-2018

Coordinated guest speakers:

Michael Barnett, October 2016

Bill Schulze, Winter 2015

Joe Mahoney, Winter 2013

Boeing Panel, Winter 2013

Debra Woog (involving buy-in from MBA and Undergrad programs as she is a professional coach and mentor to women execs), Fall 2012

Shaker Zahra, Fall 2012 Hibbs Speaker

Andy Van de Ven Spring 2012, Management Speaker Series

Robert Wiseman, Fall 2011

Teaching Mentor: Mark Packard, 2012, John Berns, 2012. James Wilbanks 2009, Brent Clark 2010, Shih chi Chiu 2007-2008, Tal Zarankin 2008

Recruiting Committee, Carlson School of Management, Department of Strategic Management and Organization, 2002-2003.

CSOM MBA Management Concentration coordinator, Carlson School, Fall 2001-Summer 2002

CSOM Departmental Curriculum Coordinators, Department of Strategic Management and

Organization, Fall 2000- Summer 2002.
Recruiting Committee, Carlson School of Management, Department of Strategic Management
and Organization, 2000-2001.
Core course coordinator, Finance 300, 1994-1995

Community:

Governance Committee, Women’s Foundation of Minnesota, Feb 2003-2006

AWARDS AND RECOGNITIONS

Virginia Tech Academic Leaders Program, AY 2022-2023
Bruce & Pam Walker Outstanding Faculty Service Award, 2017-2018
Trulaske College of Business execMBA Outstanding execMBA Faculty Member (Alumni),
Inaugural Award, 2016
Trulaske College of Business execMBA Outstanding execMBA Faculty Member for Year Two,
Inaugural Award, 2014
Trulaske College of Business Summer Scholar Award 2014-2015
John A. Riggs Jr. Excellence in MBA Teaching Award, 2011-2012
Bruce & Pam Walker Outstanding Faculty Service Award, 2011-2012
Richard D. Miller Summer Scholar Award 2010
Strategic Management Journal Outstanding Editorial Board Member, 2010, 2014
Faculty Research Development Award 2008-2009

MEDIA RELATIONS

Extensive radio and paper quotes on governance issues in the financial crisis and bailout.
Extensive radio and paper quotes on crime and governance (including Midmorning and
Midafternoon on MPR (one-hour call-in radio talk shows)). University of Minnesota Alumni
Magazine, Carlson School Alumni Magazine

Columbia-Northwest Rotary Club, 2 presentations on corporate ethics and fraud, May 2007
First Tuesday, January 10, 2006². ‘Corporate crime and corporate ethics: How do shareholders trust
again?’

Extensive press citations and interviews on governance, boards of directors and white-collar crime.

PROFESSIONAL EXPERIENCE

Bank Morski, Bank Systems and Strategic Planning Consultant 1991

² The Carlson School of Management's First Tuesday Luncheon Series began in August 1992 to provide an opportunity for alumni and friends of the Carlson School to continue their management education. The First Tuesday Luncheon Series features top-notch executives as keynote speakers addressing hot topics in business and leadership. Held on the first Tuesday of every month, the program attracts alumni and business leaders from throughout the corporate community, and has become an attractive spot for people in the metropolitan area to network.: Carlson School website

worked/consulted for a summer with a small private bank in Szczecin, Poland
 taught Bank Management and Human Resources mini-courses
 Asolo Touring Theater, Sarasota, FL
 Stage/Tour Manager, National Tour 1989-1990
 Alley Theater, Houston, TX
 Company Manager, Tour Manager,
 Assistant Production Manager 1988-1989
 Stage manager, production manager at regional and University theaters 1985-1988

LANGUAGES

Functional in French
 Familiar with German, Spanish and Polish
 Lived in France for a year, Poland for 3 months, and India for 4 months