

**RUSSELL W. COFF**

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**EDUCATION**

- Ph.D., Anderson School of Management, University of California, Los Angeles (1993).  
 Dissertation: Corporate acquisitions of human-asset-intensive firms: Let the buyer beware
- B.A. in Economics and Psychology (*high honors and high distinction*), University of Michigan,  
 Ann Arbor (1983). Thesis: The Social Environment and Economic Performance

**EXPERIENCE**

- University of Wisconsin-Madison,  
 UW Foundation Chairman Orr Bascom Professor of Strategic Management (2015-present)  
 Senior Associate Dean for Faculty and Research (2015-Present)  
 Associate Dean of Research and the PhD Program (2013-2015)  
 Director, INSITE Research Center (2012-2016)  
 Wisconsin Naming Partners Chair in Strategic Management (2010-2015)
- Goizueta Business School, Emory University,  
 Associate Professor of Organization and Management (1999-2011)
- University of Pennsylvania, Wharton School, Visiting Associate Professor (2008)
- HEC School of Management, Paris France, Visiting Associate Professor (2007)
- Washington University in St. Louis, John M. Olin School of Business,  
 Assistant Professor of Organization and Strategy (1993-1999)
- Management Systems Research Corporation.  
 Project Manager, litigation economics and human resource accounting (1983-1994).  
 Senior Consultant, strategic planning and management development (1989-1993).

**REFEREED JOURNAL ARTICLES**

- Bacon-Gerasymenko, V., Coff, R.W., and Durand, R. 2016. Taking a Second Look in a Warped  
 Crystal Ball: Explaining the accuracy of revised forecasts. Journal of Management Studies.  
 53(8): 1292-1319

- Raffiee, J. and Coff, R.W. 2016. Micro-Foundations of Firm-Specific Human Capital: When Do Employees Perceive Their Skills to be Firm-Specific? Academy of Management Journal. 59(3):1-25.
- Campbell, B., Coff, R.W., and Kryscynski, D. 2012. Re-thinking Competitive Advantage from Human Capital. Academy of Management Review. 37(3): 376-395.
- Perry-Smith, J.E. and Coff, R.W. 2011. Navigating a Darwinian Process of Entrepreneurial Creativity: How optimal group mood differs for generating and selecting creative business ideas. Strategic Entrepreneurship Journal. 5(3): 247-268.
- Coff, R. 2010. The Co-evolution of Rent Appropriation and Capability Development. Strategic Management Journal. 31(8): 711-733.
- Makadok, R. and Coff, R. 2009. Both Market and Hierarchy: An incentive-system theory of hybrid governance forms. Academy of Management Review. 34(2): 297-319.
- Winner of the Academy of Management Review Best Paper Award for 2009.
  - Winner of the 2007 Glueck Best Paper award from the Business Policy and Strategy Division of the Academy of Management.
- Chacar, A.S., Coff, R.W., and Surysekar, K. 2008. Research Note on the Incremental Value of Knowledge Workers. Review of Business Information Systems. 12(3): 55-60.
- Coff, R.W., Coff, D., and Eastvold, R. 2006. The Knowledge Leveraging Paradox: How to scale up without making knowledge imitable. Academy of Management Review. 31(2): 452-465.
- Ahuja, G., Coff, R. and Lee, P. 2005. Managerial Foresight and Attempted Rent Appropriation: Insider Trading on Knowledge of Imminent Breakthroughs. Strategic Management Journal. 26(8): 791-808.
- Blyler, M. and Coff, R. 2003. Dynamic Capabilities, Social Capital, & Rent Appropriation: Ties that Split Pies. Strategic Management Journal. 24(7): 677-686.
- Coff, R. and Lee, P. 2003. Insider Trading as a Vehicle to appropriate Rent from R&D. Strategic Management Journal. 24(2): 183-190.
- Coff, R. 2003. Bidding Wars Over R&D Intensive Firms: Knowledge, opportunism and the market for corporate control. Academy of Management Journal. 46(1): 74-85.
- Coff, R. 2003. The Emergent Knowledge-Based Theory of Competitive Advantage: An evolutionary approach to integrating economics and management. Managerial and Decision Economics. 24(4): 245-251.
- Coff, R. and Hatfield, D.E. 2003. Tinkering in Class: Using the Tinker Toy Exercise to Teach First Mover Advantages and the Resource-based View. Journal of Strategic Management Education. 1(1): 289-303.

- Coff, R. 2002. Human Capital, Shared Expertise, and the Likelihood of Impasse in Corporate Acquisitions. Journal of Management, 28(1): 115-137.
- Awarded the best paper published by the Journal of Management in 2002.
- Coff, R., and Laverty, K. 2001. Roadblocks to Competitive Advantage: How institutional constraints and decision biases hinder investments in strategic resources. Journal of High Technology Management Research, 12: 1-24.
- Coff, R. 1999. When Competitive Advantage Doesn't Lead to Performance: Resource-based theory and stakeholder bargaining power. Organization Science. 10(2): 119-133.
- Reprinted in Stakeholders, edited by R.A. Phillips and R.E. Freeman, 2010.
  - Reprinted in Competitive Strategy, edited by C.A. Maritan and M.A. Peteraf, 2011.
- Coff, R. 1999. How Buyers Cope with Uncertainty When Acquiring Firms in Knowledge-Intensive Industries: Caveat emptor. Organization Science. 10(2): 144-161.
- Reprinted in International Mergers and Acquisitions: A reader, edited by Buckley and Ghauri, 2002.
- Coff, R.W. 1999. How Control in Human-asset-intensive Firms Differs from Physical-asset-intensive Firms: A multi-level approach. Journal of Managerial Issues. 11(4): 389-405.
- Coff, R. 1997. Human Assets and Management Dilemmas: Coping with Hazards on the Road to Resource-based Theory. Academy of Management Review. 22(2): 374-402.
- Flamholtz, E.G., and Coff, R. 1994. Human Resource Valuation and Amortization in Corporate Acquisitions: A Case Study. Advances in Management Accounting. 3: 55-83.
- Flamholtz, E.G., Searfoss, D.G., and Coff, R. 1988. Developing Human Resource Accounting as a Decision Support System. Accounting Horizons. 2(3): 1-9.

## **INVITED ARTICLES IN REFEREED JOURNALS**

- Coff, R. & Raffiee, J. 2015. Toward a Theory of Perceived Firm-Specific Human Capital. Academy of Management Perspectives. 29: 326-341.
- Coff, R. and Kryscynski, D. 2011. Drilling for Micro-Foundations of Human Capital Based Competitive Advantages. Journal of Management. 37(5): 1429-1443.

## **COMMENTS AND DIALOG PIECES**

- Coff, R., and Lee, P. 2007. Insider Trading as a Path to Competitive Advantage? Strategic Organization. 5(1): 1-5.

Makadok, R. and Coff, R.W. 2002. The Theory of Value and the Value of Theory: Breaking new ground vs. reinventing the wheel. Academy of Management Review. 27(1): 10-12.

Coff, R.W. 1999. Boundary decisions. Sloan Management Review. 41(1): 7-7.

## **EDITORIAL PIECES**

Coff, R.W., Felin, T., Langley, A. and Rowley, T. 2015. More SO! in 2015. Strategic Organization. 13(1): 3-5.

Wright, P., Coff, R. and Moliterno, T. 2014. Strategic Human Capital: Crossing the Great Divide. Journal of Management. 40(2).

Coff, R.W., Felin, T., Langley, A. and Rowley, T. 2014. SO! What's New? Strategic Organization. 12(1): 3-5.

Coff, R., Felin, T., Langley, A., and Rowley, T. 2013. So!apbox Forum: The Business Model: A Valuable Concept for Strategic Organization? Strategic Organization. 11(4).

Coff, R.W., Felin, T., Langley, A. and Rowley, T. 2013. And SO! It Goes. Strategic Organization. 11(1): 3-6.

Coff, R.W., Langley, A. and Rowley, T. 2012. Tenth anniversary So!apbox special issue: Editorial introduction. Strategic Organization. 10(3): 205-206.

Coff, R.W., Langley, A. and Rowley, T. 2012. Meet the New Boss(es). Strategic Organization. 10(1): 3-5.

## **BOOK CHAPTERS**

Coff, R. 2010. Maximizing Value from Human Capital. In The Oxford Handbook of Human Capital, Alan Burton-Jones and J.C. Spender (Eds.). Oxford University Press.

Coff, R.W., and Laverty, K. 2007. Real Options Meet Organizational Theory: Coping with path dependencies, agency costs, and organizational form. In Advances in Strategic Management, Volume 24: Real Options Theory, Jeffrey Reuer and Tony Tong (Eds.). Elsevier Publishing.

Coff, R.W. 2005. Entrepreneurial Human Capital. In Entrepreneurship Encyclopedia, Michael Hitt and Duane Ireland (Eds.). Blackwell Publishing.

Coff, R.W. 2003. Teamwork as Competitive Advantage. In International Handbook of Organizational Teamwork and Cooperative Working, Michael West, Dean Tjosvold, and Ken Smith (Eds.). John Wiley & Sons.

Chacar, A., and Coff, R.W. 2000. Deconstructing a Knowledge-based Advantage: Rent generation, rent appropriation and 'performance' in investment banking. In Winning Strategies in a Deconstructing World, Mike Hitt, Rudi Bresser, Dieter Heuskel, Christoph Nettesheim and Robert Nixon (Eds.). John Wiley & Sons.

Coff, R.W. and Rousseau, D. 2000. Sustainable Competitive Advantage from Relational Wealth. In Relational Wealth. Edited by C.R. Leana and D.M. Rousseau. New York: Oxford University Press.

Coff, R. 1998. Human Assets and Value Creation in Mergers & Acquisitions. In Out of the Vortex: Finding order in merger and acquisition chaos, E. Marquardt Editor. Scottsdale, Arizona: American Compensation Association.

Flamholtz, E.G., Coff, R., and Randle, Y. 1992. Corporate Life Cycles and Organizational Development in a Global Economy. In Managing Organizations in a Global Economy, R. Schwartz, (Ed.), UCLA, Institute of Industrial Relations.

Flamholtz, E.G. and Coff, R., 1988. Human Resource Accounting: New Thinking About People Assets. In Handbook for Creative and Innovative Managers, R. Kuhn Editor. New York: McGraw Hill.

#### **ARTICLES IN NON-REFEREED JOURNALS**

Maggitti, P.G., Coff, R.W., Hatfield, D. E., and Ferrier, W.J. 2012. Dynamics of Rivalry. Journal of Industrial Organization Education. 6(1): 1-10.

Coff, R. 2002. Are Employees Taking Home Your Competitive Advantage? Strategy & Business. Issue 27, 2<sup>nd</sup> Quarter: 10-11.

Coff, R. and Laverty, K. 2001. Real options of knowledge assets: Panacea or Pandora's box? Business Horizons, 44(6): 73-79.

Coff, R.W., and Flamholtz, E.G. 1993. Corporate Investments in Human Capital: How financial accounting standards undermine public policy. Stanford Law & Policy Review. 5(1): 31-40

Flamholtz, E.G., and Coff, R., 1989. Valuing Human Resources in Buying Service Companies. Mergers & Acquisitions. 23(4): 40-44.

#### **REFEREED CONFERENCE PROCEEDINGS**

Makadok, R. and Coff, R. 2007. Both Market and Hierarchy: A formal theory of hybrid governance forms. Academy of Management Best Papers Proceedings.

Coff, R. 2000. Opportunism and knowledge-based assets: Human Capital, Management Buyouts and the Market for Corporate Control. Academy of Management Best Papers Proceedings.

## **MANUSCRIPTS UNDER REVIEW AT JOURNALS**

Kryscynski, D , Coff, R.W., and Campbell, B. 2014. Utility Players and Utility Functions: Value creation and capture from ex ante worker-firm complementarities. Under review at Strategic Management Journal.

## **MANUSCRIPTS UNDER REVIEW FOR CONFERENCES**

### **WORKING PAPERS**

Makadok, R. and Coff, R. 2004. Apples and Oranges in Strategic Factor Markets: Inter-firm heterogeneity in the value and type of complementarities.

Makadok, R. and Coff, R. 2004. Strategic Factor Markets Revisited: The limits of foresight as a source of profitable new resource advantages.

### **CONFERENCE PRESENTATIONS**

Coff, R.W. 2015. Teaching Strategy with Experiential Exercises: The MicroTech negotiation. Presentation at the annual Academy of Management meeting, Vancouver, BC. (August, 2015).

Coff, R.W. 2015. The Development and Organization of Startup Human Capital. Symposium Discussant presentation at the annual Academy of Management meeting, Vancouver, BC. (August, 2015).

Coff, R.W. 2015. Firm-Specific Human Assets, Competitive Advantage & HR Dilemmas. Symposium Discussant presentation at the annual Academy of Management meeting, Vancouver, BC. (August, 2015).

Coff, R.W. 2015. Filling the Cracks in our Microfoundations. Presented at the annual Strategic Management Society special conference, Denver Co. (October, 2015).

Coff, R.W. 2015. Look a Puppy: Competitive advantage as a fad. Plenary presentation at the Atlanta Competitive Advantage Conference, Atlanta, GA (May, 2015).

Coff, R.W. 2015. Human Capital. Discussant presentation at the Atlanta Competitive Advantage Conference, Atlanta, GA (May, 2015).

- Coff, R.W. 2015. In General, What's the Specific Link Between Human Capital & Competitive Advantage? Presented at BYU University of Utah Winter Strategy Conference, Park City, UT (March, 2015).
- Coff, R.W. 2014. Examining Context in the Study of Human Capital. Discussant presentation at the annual Academy of Management meeting, Philadelphia, PA. (August, 2014).
- Coff, R.W. 2014. Exploring Innovative Ways of Teaching Strategy. Presentation at the annual Academy of Management meeting, Philadelphia, PA. (August, 2014).
- Raffiee, J., and Coff, R.W. 2014. Micro-Foundations of Firm-Specific Human Capital: An empirical challenge to competitive advantage theory. Presented at annual Academy of Management meeting, Philadelphia, PA. (August, 2014).
- Coff, R.W. 2014. Foundational Strategy Constructs are Meaningless Without the Individual: Homer's oddity. Presented at the Strategic Management Society special conference on Microfoundations, Copenhagen Denmark (June, 2014).
- Campbell, B., Kryscynski, D. and Coff, R.W. 2014. Wanting to Play on a Winning Team: Utility cascades and competitive advantage from human capital. Presented at the Strategic Management Society special conference on Microfoundations, Copenhagen Denmark (June, 2014).
- Coff, R.W. 2015. Russ' Wicked Problem. Plenary presentation at the Atlanta Competitive Advantage Conference, Atlanta, GA (May, 2014).
- Raffiee, J., Feng, J. and Coff, R.W. 2013. Perceptions of Firm-specific Human Capital: Untenured and uncommitted. Presented at the
- annual Strategic Management Society conference, Atlanta, GA (October, 2013)
  - annual Academy of Management conference, Orlando, FL (August, 2013)
  - Atlanta Competitive Advantage Conference, Atlanta, GA (May, 2013)
- Coff, R.W. 2012. Individual Differences & Competitive Advantage, Presented at Strategic Management Society, Prague, Czech Republic. (October).
- Coff, R.W. 2012. Lights, Camera, Strategy: Teaching with video segments. Presented at Strategic Management Society, Prague, Czech Republic. (October).
- Coff, R.W. 2012. What Happens if You Don't Pay Your Utilities? Presented at Strategic Management Society, Prague, Czech Republic. (October).
- Coff, R.W. 2012. What in the World is a Firm? Rethinking underlying assumptions in strategy research. Presented at Strategic Management Society, Prague, Czech Republic. (October).

- Coff, R.W. 2012. Paradoxes of Strategic Human Capital. Presented at Academy of Management, Boston, MA. (August).
- Coff, R.W. 2012. Where will a Causally Ambiguous Research Stream Flow? Presented at the Atlanta Competitive Advantage Conference, Atlanta, GA. (May 2012).
- Campbell, B., Coff, R.W., and Kryscynski, D. 2012. Utility Players and Utility Functions: How compensating differentials affect rent appropriation in the NBA.
- Presented at the Annual Academy of Management Conference. Boston, MA (August, 2012)
  - Presented at Atlanta Competitive Advantage Conference. Atlanta, GA (May, 2012).
  - Presented at Utah Winter Strategy Conference. Snowbird, UT (March, 2012).
  - Presented at KITEs Conference on New frontiers in the economics and management of innovation. Bocconi University, Italy (March, 2012).
- Coff, R.W. 2011. Executive Compensation: Occupy SMS! Presented at Strategic Management Society, Miami, FL. (November).
- Coff, R.W. 2011. Micro Foundations of Resource Redeployment: Exercising sound judgment. Presented at Strategic Management Society, Miami, FL. (November).
- Coff, R.W. 2011. Psyched Out on Strategy! Presented at Strategic Management Society, Miami, FL. (November).
- Coff, R.W. 2011. Resource Orchestration: A new tune for rent generation & appropriation. Presented at Strategic Management Society, Miami, FL. (November).
- Coff, R.W., Durand, R., and Gerasymenko, V. 2011. Foreseeing Dynamic Capabilities: The critical link between organizational learning and predicted outcomes. Presented at Academy of Management, Boston, MA. (August).
- Coff, R.W. 2011. Strategic Human Capital: How Homer's odyssey challenges the strategy field. Presented at Academy of Management, Boston, MA. (August).
- Perry-Smith, J.E. and Coff, R.W. 2011. Getting Closer to Entrepreneurial Creativity: How optimal group density differs for generating and selecting business ideas. Presented at the annual Strategic Management Society Meetings, Miami, FL (November).
- Campbell, B., Coff, R.W., and Kryscynski, D. 2011. Home Court Advantage: Appropriating rent through reverse compensating differentials in the NBA. Presented at the annual Strategic Management Society Meetings, Miami, FL (November).
- Coff, R.W., Durand, R., and Gerasymenko, V. 2011. The Need to Suspend Learning in Dynamic Capabilities: When a Rosy Past Leads to a Wilted Future. Presented at the Annual Academy of Management Conference, San Antonio, TX (August).



- Coff, R. and Kryscynski, D. 2010. Drilling for Micro-Foundations of Human Capital Based Competitive Advantages. Presented at the Strategic Management Society Conference, Rome, Italy (September).
- Coff, R.W. 2010. Dark Secrets of Agency Theory. Presented at the annual Academy of Management, Montreal, Canada (August).
- Campbell, B., Coff, R.W., and Kryscynski, D. 2010. Re-thinking Competitive Advantage from Human Capital: How the concept of firm-specificity has led theorists astray.
- Presented at Academy of Management, Montreal, Canada. (August).
  - Presented at Atlanta Competitive Advantage Conference, Atlanta GA (May))
- Coff, R.W., Durand, R., and Gerasymenko, V. 2009. Reading Tea Leaves Through a Warped Crystal Ball: How past experience and divergence from organizational routines alter forecasts.
- Presented at the Israel Strategy Conference, Be'er Sheva, Israel (December).
  - Presented at the annual Academy of Management, Chicago, IL (August).
  - Presented at the annual Strategic Management Society conference, Cologne, Germany (October).
- Perry-Smith, J.E. and Coff, R.W. 2008. Collective Mood Swings and Shifting Closeness: How Optimal Affect and Density Configurations Differ for Generating and Selecting Creative Ideas. Presented at the annual Academy of Management, Anaheim, CA (August).
- Coff, R.W., Durand, R., and Gerasymenko, V. 2008. Reading Tea Leaves Through a Warped Crystal Ball: Implicit contracts and performance assessments under uncertainty. Presented at the annual Academy of Management, Anaheim, CA (August).
- Perry-Smith, J.E. and Coff, R.W. 2008. Collective Mood Swings and Shifting Closeness: How Optimal Affect and Density Configurations Differ for Generating and Selecting Creative Ideas. Presented at the Atlanta Competitive Advantage Conference, Atlanta, GA (June).
- Coff, R.W., Lee, P.M., and Kim, H. 2007. Managerial Attention, Alliances and Intellectual Property: The paradox of learning from partners while protecting firm capabilities. Presented at the annual Strategic Management Society conference, San Diego, CA (October).
- Coff, R. W., Sacks, M., and Lavery, K. 2007. Is Embeddedness Optional? Social capital as a dilemma for real option theory. Presented at the annual Academy of Management conference, Philadelphia, PA (August).
- Makadok, R. and Coff, R. 2007. Both Market and Hierarchy: A formal theory of hybrid governance forms. Presented at the annual Academy of Management conference, Philadelphia, PA (August).

- Coff, R. W., Sacks, M., and Lavery, K. 2007. Is Embeddedness Optional? Social capital as a dilemma for real option theory. Presented at the European Academy of Management conference, Paris, France (May).
- Coff, R. 2007. Setting Up for the End Game: How stakeholders exploit dynamic knowledge asymmetries as capabilities emerge. Presented at the European Academy of Management conference, Paris, France (May).
- Coff, R., Hayward, S. and Lee, P. 2006. Corporate Secrecy, Technological Breakthroughs, and Insider Trading: Loose lips make the ship come in. Presented at the Strategic Management Society Conference, Vienna, Austria (October).
- Coff, R. W., Sacks, M., and Lavery, K. 2006. The Weakness of Weak Ties: Social capital and escalation of commitment to real options. Presented at the annual Academy of Management conference, Atlanta, GA (August).
- Coff, R. 2005. Competitive advantage in a multi-stakeholder, inter-temporal world. Presented at the annual Strategic Management Society conference, Orlando, FL (October).
- Coff, R. 2005. The Time Warp between Theories of Competitive Advantage and Firm Performance: Inter-temporal rent appropriation and miss-specified models Presented at the annual Academy of Management conference, Honolulu, HI (August).
- Coff, R., Hayward, S. and Lee, P. 2005. Corporate Secrecy, Technological Breakthroughs, and Insider Trading: Loose lips make the ship come in...for some. Presented at the annual Academy of Management conference, Honolulu, HI (August).
- Coff, R., Hayward, S. and Lee, P. 2004. Insider trading, legitimacy and the strategic release of information about breakthrough patents. Presented at the annual Academy of Management conference, New Orleans, LA (August 10<sup>th</sup>).
- Coff, R., and Lee, P. 2004. Knowledge Asymmetries in Theories of Value Creation and the Efficacy of Insider Trading. Presented at the annual Academy of Management conference, New Orleans, LA (August 9<sup>th</sup>).
- Makadok, R. and Coff, R. 2003. Boundary Conditions on Strategic Factor Market Theory: Goldilocks in a Double Bind. Presented at the annual Strategic Management Society meetings, Baltimore, MD (November 10<sup>th</sup>).
- Coff, R., Coff, D., and Eastvold, R. 2003. The Knowledge Leveraging Paradox: How to deploy technology while retaining an inimitable competitive advantage. Presented at the annual Academy of Management meetings, Seattle, WA (August 4<sup>th</sup>).
- Makadok, R. and Coff, R. 2003. Boundary Conditions on Strategic Factor Market Theory: When do bidding wars occur, and when do they preclude systematic profit? Presented at the annual Academy of Management meetings, Seattle, WA (August 4<sup>th</sup>).

- Makadok, R. and Coff, R. 2002. Apples and Oranges in Strategic Factor Markets: Inter-firm heterogeneity in the value and type of complementarities. Presented at the annual strategic Management Society meetings, Paris, France (September, 2002).
- Coff, R. and Blyler, M. 2002. Dynamic Capabilities, Social Capital, & Rent Appropriation: Ties that Split Pies. Presented at the annual Academy of Management meetings, Denver, CO (August, 2002).
- Coff, R., Laverty, K., and Sacks, M. 2002. Social Capital & Escalation of Commitment to Real Options: Even frayed knots may bind. Presented at the annual Academy of Management meetings, Denver, CO (August, 2002).
- Featured in Harvard Business Review (Forethought, December 2002).
- Makadok, R. and Coff, R. 2002. Apples and Oranges in Strategic Factor Markets: Inter-firm heterogeneity in the value and type of complementarities. Presented at the annual Academy of Management meetings, Denver, CO (August, 2002).
- Ahuja, G., Coff, R. and Lee, P. 2001. Insider Trading on Strategic Knowledge of Technological Breakthroughs: Profiting from unannounced patent applications. Presented at the annual Strategic Management Society meetings, San Francisco, CA (October 23).
- Coff, D., Coff, R., and Eastvold, R. 2001. Leveraging Tacit Knowledge with Expert Systems, Robotics, and the Internet: The case of silicon wafer manufacturing. Presented at the annual Strategic Management Society meetings, San Francisco, CA (October 22).
- Coff, R. and Blyler, M. 2001. Dynamic Capabilities, Social Capital, & Rent Appropriation: Ties that Split Pies. Presented at the Southern Management meetings, New Orleans, LA (October 8).
- Coff, R. and Laverty, K. 2001. Exercising Real Options on Technological Knowledge: The risk of escalation or underinvestment. Presented at the annual Academy of Management meetings, Washington D.C. (August 8).
- Coff, R. and Lee, P. 2001. Insider Trading and Knowledge-Based Assets: Human capital, R&D intensity and opportunism. Presented at the annual Academy of Management meetings, Washington D.C. (August 7).
- Coff, R. and Lee, P. 2000. Knowledge-Based Assets and Insider Trading: Knowledge, asymmetric information and opportunism. Presented at the annual Strategic Management Society meetings in Vancouver, British Columbia (October 15).
- Chacar, A., and Coff, R. 2000. Portable Ties and a Knowledge-based Advantage in Investment Banking: Rent Generation and Appropriation from External Social Networks. Presented at the Annual Academy of Management meetings, Toronto, Canada (August 8).

- Coff, R. 2000. Opportunism and knowledge-based assets: Human Capital, Management Buyouts and the Market for Corporate Control. Presented at the Annual Academy of Management meetings, Toronto, Canada (August 8).
- Coff, R. 2000. An Oasis without a Desert: Applying Economics and Management to Study Knowledge-Based Advantages. Presented at the Annual Academy of Management meetings, Toronto, Canada (August 8).
- Chacar, A., and Coff, R. 1999. Deconstructing a Knowledge-based Advantage: Rent Generation, Rent Appropriation and 'Performance'. Presented at the Annual Strategic Management Society meetings, Berlin, Germany (October 3).
- Coff, R. 1998. Getting to "yes" when acquiring human capital intensive firms: When does a shared core competence matter. Presented at the Annual Academy of Management meetings, Chicago, IL. (August 9).
- Coff, R. 1998. Who reaps the gains from social capital? Appropriating Rent from a Dynamic Capability. Presented at the Annual Academy of Management meetings, Chicago, IL. (August 9).
- Coff, R. 1998. Management Buyouts in Human Capital Intensive Industries: Incorporating knowledge into models of corporate governance. Presented at the Annual Strategic Management Society meetings, Orlando, FL (November 3).
- Coff, R., and Laverty, K. 1998. The Option Trap: How Organizational and Individual Preferences Hinder Investments in Strategic Assets. Presented at the Annual Academy of Management meetings, San Diego, CA (August 11).
- Coff, R. and Hatfield, D. 1998. Do Investors Anticipate Hubris in Acquisitions? Human capital and shared core competence as indicators of when buyers are at risk of overbidding. Presented at the Annual Academy of Management meetings, San Diego, CA (August 10).
- Coff, R. and Hatfield, D. 1997. When is it Good to Sell off a Line of Business? Using Expertise Profiles to Predict Value Creation in Divestitures. Presented at the Annual Academy of Management meetings, Boston, MA (August 11).
- Coff, R., and Laverty, K. 1996. How Institutional Constraints and Decision Biases Hinder Investments in Strategic Resources. Presented at the Annual Strategic Management Society Meetings, Phoenix, Arizona (November 11).
- Coff, R. 1996. Resource-Based Theory, Control Dilemmas, and Stakeholders: Dividing Up the Pot of Gold. Presented at the Annual Academy of Management meetings, Cincinnati, Ohio (August 12,).
- Coff, R. 1996. Acquiring Human-Asset-Intensive Firms: Hazards and Holdups on the Road to Resource-Based Theory. Presented at the Annual Academy of Management meetings, Cincinnati, Ohio (August 13).

- Coff, R. 1995. Adapting to Control Dilemmas When Acquiring Human-Asset-Intensive Firms: Implications of the Resource-Based View. Presented at the Annual Academy of Management meetings, Vancouver, British Columbia (August 7).
- Coff, R. and Hatfield, D. 1995. A Resource-Based View of Value Creation in Acquisitions: An Expertise-Based Measure of Relatedness. Presented at the Annual Academy of Management meetings, Vancouver, British Columbia (August 8).
- Coff, R. and Hatfield, D. 1995. Using Core Competence to Predict Value Creation in Acquisitions. Presented at the Annual Strategic Management Society Meetings, Mexico City, Mexico (October 14).
- Coff, R. 1994. Human Assets and Organizational Control: Implications of the Resource-Based View. Presented at the Annual Academy of Management meetings, Dallas, TX (August 15).
- Coff, R. 1993. Human Assets and Organizational Control: Towards an Integration of Organizational Theory. Presented at the Western Academy of Management, San Jose, California (March 26).
- Coff, R. 1993. Human Assets and Organizational Control: Towards an Integration of Organizational Theory. Presented at the Academy of Management meetings, Atlanta, Georgia (August 10).
- Coff, R. 1993. Corporate Acquisitions of Human-asset-intensive Firms: How Buyers Mitigate Uncertainty. Presented at the Academy of Management meetings, Atlanta, GA (August 10).
- Coff, R. 1992. Human Assets and Organizational Behavior. Presented at the Stanford Conference on Organizations, Pacific Grove, California (April 30).
- Coff, R. 1991. Using Advisors to Mitigate Asymmetric Information in Corporate Acquisitions: Transaction Complexity and Human Assets. Presented at the Academy of Management, Miami Beach, Florida (August 12).
- Coff, R. 1989. Voice Response and Unionism: Is Anyone Listening. Presented at the annual Academy of Management meeting, Washington, D.C. (August 15).
- Coff, R. 1989. Dissatisfied Union Members: Why Don't They Just Leave. Presented at the Stanford Conference on Organizations, Pacific Grove, California, (April 24).

## **INVITED PRESENTATIONS**

- Akinsanmi, O., Coff, R.W., and Raffiee, J. 2017. Perceived Firm-Specific Human Capital and Turnover: Stuck in their Heads? Presented at:
- University of Michigan, Ann Arbor MI (November, 2015)

- Ivey Business School, Western University, London Ontario (January, 2016)
- Florida International University, Miami FL (February, 2017)

Coff, R.W. 2015. Elevating our Understanding of Organizational Performance: Bridging the Frontiers of Business and Corporate Strategies. Keynote panel presentation at the annual Strategic Management conference, Denver Co (October, 2015).

Coff, R.W. 2015. In General, What's the Specific Link Between Human Capital & Competitive Advantage? Presented at:

- Bocconi University, Milan Italy (June, 2015)
- Copenhagen Business School, Copenhagen, Denmark (June, 2015)

Raffiee, J., and Coff, R.W. 2014. Micro-Foundations of Firm-Specific Human Capital: An empirical challenge to competitive advantage theory. Presented at

- Tilburg University, Netherlands (June, 2014)
- Oxford University, Oxford England (June, 2014)

Raffiee, J., Feng, J. and Coff, R.W. 2013. Perceptions of Firm-specific Human Capital: Untenured and uncommitted. Presented at

- Tulane University, New Orleans, LA (January, 2013)
- University of Houston, Houston, TX (January, 2013)
- University of Texas-Austin, Austin, TX (February, 2013)
- Washington University, St. Louis, MO (March, 2013)

Campbell, B., Coff, R.W., and Kryscynski, D. 2011. Home Court Advantage: Appropriating rent through reverse compensating differentials in the NBA. Presented at University of California, Irvine (January, 2012).

Campbell, B., Coff, R.W., and Kryscynski, D. 2010. Re-thinking Competitive Advantage from Human Capital: How the concept of firm-specificity has led theorists astray. Presented at

- University of Minnesota, (April, 2011).
- University of Colorado, (April, 2011).

Coff, R.W., Sacks, M., and Lavery, K. 2009. Is Embeddedness Optional? The challenge of balancing social capital and social obligations as a basis for real option capabilities. Presented at Technion University (January, 2010).

Coff, R.W., Sacks, M., and Lavery, K. 2009. Is Embeddedness Optional? The challenge of balancing social capital and social obligations as a basis for real option capabilities. Presented at Ben Gurion University (December, 2009).

Coff, R.W., Sacks, M., and Lavery, K. 2009. Is Embeddedness Optional? The challenge of balancing social capital and social obligations as a basis for real option capabilities. Presented at New York University (November, 2009).

- Coff, R.W., Durand, R., and Gerasymenko, V. 2009. Reading Tea Leaves Through a Warped Crystal Ball: How past experience and divergence from organizational routines alter forecasts. Presented at University of Illinois (October, 2009).
- Perry-Smith, J.E. and Coff, R.W. 2009. Navigating a Darwinian Process of Entrepreneurial Creativity: How optimal group mood differs for generating and selecting creative business ideas. Invited presentation at the Utah Winter Strategy Conference (March, 2009).
- Perry-Smith, J.E. and Coff, R.W. 2008. Navigating a Darwinian Process of Entrepreneurial Creativity: How optimal group mood differs for generating and selecting creative business ideas. Presented at University of South Carolina (May, 2008).
- Makadok, R. and Coff, R. 2007. Both Market and Hierarchy: An incentive-system theory of hybrid governance forms. Presented at INSEAD, Fontainebleau, France (November, 2007).
- Makadok, R. and Coff, R. 2007. Both Market and Hierarchy: An incentive-system theory of hybrid governance forms. Presented at Wharton Business School, Philadelphia, PA (October, 2007).
- Coff, R. W., Sacks, M., and Lavery, K. 2007. Is Embeddedness Optional? Social capital as a dilemma for real option theory. Presented at HEC, Paris (May, 2007).
- Coff, R. 2007. Setting Up for the End Game: How stakeholders exploit dynamic knowledge asymmetries as capabilities emerge. Presented at Rice University, Houston, TX (February, 2007).
- Coff, R. W., Sacks, M., and Lavery, K. 2006. Is Embeddedness Optional? Social capital as a dilemma for real option theory. Presented at the Brigham Young University, Orem UT (December, 2006).
- Coff, R. W., Sacks, M., and Lavery, K. 2006. Is Embeddedness Optional? Social capital as a dilemma for real option theory. Presented at the University of Michigan, Ann Arbor, MI (October, 2006).
- Coff, R. W., Sacks, M., and Lavery, K. 2006. Social capital and escalation of commitment to real options. Presented at the Mitsubishi Bank Foundation International Conference, Tokyo, Japan (August).
- Coff, R. 2005. The Nature of Capabilities. Discussant presentation at the Academy of Management meetings, Honolulu, HI (August).
- Coff, R., Hayward, S. and Lee, P. 2004. Corporate Secrecy, Technological Breakthroughs, and Insider Trading: Loose lips make the ship come in...for some. Presented at the University of Texas, Austin (October 8<sup>th</sup>).

- Coff, R. 2004. Conversations in Business and Competitive Strategy Research: Diverse Theoretical Insights. Professional development workshop presentation at the Academy of Management meetings, New Orleans, LA (August 6).
- Coff, R. 2004. RBV and Dynamic Capabilities. Discussant presentation at the Academy of Management meetings, New Orleans, LA (August 10).
- Coff, R. 2003. Quality/Quantity Tradeoffs: Publishing in strategic management. Presentation to the New Faculty Consortium.
- Ahuja, G., Coff, R. and Lee, P. 2002. Insider Trading on Knowledge of Imminent Technological Breakthroughs: Appropriating rent before competitive advantage materializes. Presented at Purdue University, West Lafayette, IN (September 13).
- Coff, R. 2002. Integrating Acquired Technology. Discussant presentation at the Winter Strategy Conference, Provo Canyon, Utah (March 8)
- Coff, R. and Lee, P. 2001. Insider Trading and Knowledge-Based Assets: Human capital, R&D intensity and opportunism. Presented at Ohio State University, Columbus, OH (April 13).
- Coff, R. 2001. A Knowledge Based Perspective of Entrepreneurship. Discussant presentation at the annual Academy of Management meetings, Washington, DC (August 9).
- Coff, R., and Laverty, K. 1999. The Option Trap: How Organizational Constraints and Individual Decision Biases Hinder Investments in Strategic Assets. Presented at the University of Illinois, Champaign IL (April 23).
- Coff, R. and Hatfield, D. 1998. Do Investors Anticipate Hubris in Acquisitions? Human capital and shared core competence as indicators of when buyers are at risk of overbidding. Presented at Emory University, Atlanta, GA (December 11).
- Coff, R. and Hatfield, D. 1998. Do Investors Anticipate Hubris in Acquisitions? Human capital and shared core competence as indicators of when buyers are at risk of overbidding. Presented at the University of Maryland, College Park, MD (February 5).
- Coff, R. 1997. Sustainable Competitive Advantage v. Employability: Who reaps the gains from social capital. Presented at the Pittsburgh Conference on 21<sup>st</sup> Century Employment Practices, Pittsburgh, PA (October 25).
- Coff, R. 1996. Ownership, Governance and Exchange. Discussant presentation at the annual Academy of Management meetings, Cincinnati, Ohio (August 12).
- Coff, R. 1995. Attaining Competitive Advantage through Organizational Learning. Discussant presentation at the annual Academy of Management meetings, Vancouver, British Columbia (August 7).



Coff, R. 1990. Managing Human Assets in Mergers and Acquisitions. Presented at the Advanced Program in Human Resource Management offered by the UCLA Office of Executive Education, Los Angeles, CA (April 12).

## **REFEREEING ACTIVITIES**

### **Editorial positions**

Co Editor, Strategic Organization (2011-2016)

Guest Editor, Journal of Management Special Issue on Strategic Human Capital

### **Editorial Review Board**

#### **Current**

Academy of Management Journal (2016-present)

Organization Science (2002-present)

Strategic Management Journal (2007-present)

Journal of Management (2013-present)

Journal of Strategic Management Education (2002-present)

#### **Previous**

Academy of Management Journal (2004-2010)

Academy of Management Review (1998-2002)

Strategic Organization (2003-2011)

### **Ad Hoc Referee**

Business Policy and Strategy Division, Academy of Management Meetings

Journal of Management Inquiry

Journal of Management Issues

Journal of Management Studies

Management Information Systems Quarterly

Managerial and Decision Economics

Organization and Management Theory Division, Academy of Management Meetings

Strategic Management Society

## **PROFESSIONAL ACTIVITIES**

### **Academy of Management**

Business Policy and Strategy Division Executive Leadership (2005-2010). Elected to the executive leadership of Business Policy and Strategy Division of the Academy of Management. BPS has more than 5200 members. This involved:

- Assistant Program Chair (2005, Honolulu). Organized the pre-conference (professional development workshop) portion of the BPS program. I generated co-sponsored sessions with all 22 other divisions and interest groups totaling 155 hours of program time.

- Program Chair (2006, Atlanta). I assigned and collected over 2500 reviews on 617 BPS submissions. I cluster analyzed the accepted submissions and organized them into ten tracks to encourage attendance across sessions within each track.
- Best Dissertation (2007). I oversaw the reviewing and selection process for 41 submissions to the Blackwell Outstanding Dissertation award competition.
- Division Chair (2007-2008). Responsible for leading the executive committee which charts the strategic direction for the division. My main objective was to transfer and codify innovations as well as to find ways to more systematically involve members throughout the 5200 person division.
- Past Division Chair (2008-2009). Responsible for running elections for the division. Here, my goal was to broaden participation and implement a more systematic means for identifying people to bring into the division's leadership.

Research Development Workshop Co-Organizer (2004). This pre-conference session assembled a panel of noted facilitators to provide valuable feedback to emerging authors about their research in progress. Additional information about the workshop can be found at: <http://www.bus.emory.edu/Rcoff/RBVworkshop/index.html>.

Division and Interest Group Review Committee (2001-2002). This Academy of Management committee assesses divisions (e.g., five year reviews) and evaluates proposals for changes in division status, such as movement from an interest group to a division.

Executive Committee (1999-2001). Business Policy & Strategy Division of the Academy of Management.

Workshop Co-Chair (1999). "How to Make AoM Sessions Exciting" Professional Development workshop prepared for the Academy of Management Meetings, Business Policy and Strategy Division. With Jing Zhou. Panelists included: Sally Blount-Lyon, Michael Lubatkin, Karl Weick, and Ed Zajac. The session resulted in a report that is provided to all participants at: [http://meetings.aonline.org/2004/exciting\\_sessions.htm](http://meetings.aonline.org/2004/exciting_sessions.htm).

BPS Special Topic Co-Chair (1998). "Knowledge: Strategic Potential & Management Dilemmas" track for the Academy of Management Meetings, Business Policy and Strategy Division. With Rhonda Reger and Joyce Falkenberg. Over 100 papers were submitted to this track which ultimately comprised about 1/3 of the program for the Business Policy and Strategy Division.

**Strategic Management Society.** This 3000 member professional society oversees approximately four academic conferences per year around the world and three scholarly journals (including its flagship, the Strategic Management Journal).

Executive Leadership (2015-2020). Elected to the executive leadership of the Society. This involves a series of positions over six years in the executive leadership ladder:

- President Elect (2015-2016). Responsible for leading several committees of the Board (Membership, etc.). Serves on the Executive Committee of the Board which addresses ongoing business of the society.

- President (2017-2018). Responsible for leading the Board and executive committee, which charts the strategic direction for the society. Also leads critical committees such as Finance and Publications.
- Past President (2019-2020). Responsible for running nominations and elections for the society. Here, my goal is to broaden participation and implement a more systematic means for identifying people to bring into the leadership.

Co-Chair, Milan Special Conference (3/31-4/1/2017). Conference Theme: Strategic Human Capital, Management Practices and Performance. My co-chairs and I oversaw the development of the theme, logistical arrangements, reviewing process, and the program itself.

Board of Directors (1/1/2012 – 12/31/2015). Elected to a three-year term on the SMS board. Chaired the Membership Committee.

Co-Chair, Singapore Special Conference (6/7-9/2012). Conference Theme: Globalization of Innovation Strategies: Novel Moves For a Global Game. My co-chairs and I oversaw the development of the theme, logistical arrangements, reviewing process, and the program itself.

Founding Chair of the Strategic Human Capital Interest Group (2009-2010). Gained approval from Strategic Management Society Executive Board. Once approved, I assembled a team to develop the first conference program. Finally, I ran the election process to bring in elected representatives once the membership was established.

Member: Academy of Management  
INFORMS  
Strategic Management Society

### **Other Conference Organizing**

Atlanta Competitive Advantage Conference (ACAC) co-organizer (2004-2008) and Advisory Board Member (2013 - present)

Midwest Strategy Meeting, Co-organizer (2014). This was a developmental conference for junior faculty and PhD students. It brought over 50 scholars to the Wisconsin School of Business.

## **GRANTS, HONORS, AND AWARDS**

Strategic Management Journal Reviewer Award (2011)

Makadok, R. and Coff, R. 2009. Both Market and Hierarchy: An incentive-system theory of hybrid governance forms. Academy of Management Review. 34(2): 297-319.

- Winner of the Academy of Management Review Best Paper Award for 2009.

- Winner of the 2007 Glueck Best Paper award from the Business Policy and Strategy Division of the Academy of Management.

Organization Science Reviewer Award (2007-2008)

Coff, R. 2007. Setting Up for the End Game: How stakeholders exploit dynamic knowledge asymmetries as capabilities emerge. Winner of the Highly Commended Paper Award Presented at the European Academy of Management conference, Paris, France. Sponsored by the Journal of Knowledge Management.

Journal of Management best paper award winner of 2002 for: Coff (2002) “Human Capital, Shared Expertise, and the Likelihood of Impasse in Corporate Acquisitions.” Journal of Management, 28(1): 115-137.

McKinsey award runner-up at the 1999 SMS meetings for: Chacar, A., and Coff (1999) “Deconstructing a Knowledge-based Advantage: Rent Generation, Rent Appropriation and ‘Performance’.” (\$750 prize and publication)

Nominated for a McKinsey award at the 1998 SMS meetings for: Coff, R. (1998) “Management Buyouts in Human Capital Intensive Industries: Incorporating knowledge into models of corporate governance.”

Summer research support, Goizueta Business School, Emory University (1999-2009)

Summer research support, John M. Olin School of Business, Washington University (1993-1998)

Finalist, INFORMS Best Dissertation Proposal Contest (October, 1991).

Dissertation Fellowship Award; Center for Entrepreneurial Studies, UCLA John E. Anderson Graduate School of Management (July 1990).

Dissertation Fellowship Award; Center for Human Resource Management, UCLA John E. Anderson Graduate School of Management (August, 1990).

## **TEACHING**

Courses taught (teaching evaluations available on request):

- Strategic Management required course (graduate and undergraduate levels)
- Strategic Management Executive MBA (Wisconsin & Washington University)
- Corporate Strategy and M&A MBA elective (at Washington University and Emory)
- Corporate Innovation elective (at HEC, Paris)
- Industry and Competitor Analysis elective (graduate and undergraduate levels)
- Strategy and Competitive Advantage MBA elective (at the Wharton School)
- Mergers & Acquisitions Executive MBA elective (at Washington University)
- Organizational Behavior Undergraduate required course (at Washington University)

Teaching web page: [www.CarpenterStrategyToolbox.com](http://www.CarpenterStrategyToolbox.com) (over 100,000 page reads)

Living Cases Developed (used in conjunction with a guest speaker):

AmFmNP3, 2002 (8p). Used to evaluate a startup .com.

AssistantTreasurer, 2003 (15p). Used to analyze Wachovia's corporate entrepreneurship strategy.

Creative Digital Group, 2006 (12p), Used to analyze a strategic dilemma as the market structure shifts for an interactive (rich) media ad agency.

Colonial Pipeline Company, 2004 (16p). Used to analyze a proposed joint venture in response to a rival attack.

Leveraging a Social Movement: Competitive advantage of Credit Union National Association, Inc. 2012 (10p). Used to discuss leveraging VRINE resources.

Netsurfer, 2003 (14p). Used to evaluate a proposed M&A as a response to a rival attack.

Propex Fabrics: Dogfight over the cotton gin. 2005 (7p) Used to evaluate a response to a rival attack and a vertical integration decision.

Starpound Corporation, 2004 (14p). Used to develop a strategy for how to exploit the company's telecommunications patent.

The Weather Channel Companies, 2004 (10p). Used to analyze and anticipate actions on the part of Weather Channel rivals.

The Weather Channel Companies, 2006 (10p). Used to identify a growth strategy for the newspaper and radio syndication business units.

Traditional Cases Developed

Levi's Personal Pair, 2004 (15p). Used to assess mass customization as a differentiation strategy. This case is used at Emory University and the University of Utah. This case has been published in Barney, J.B. and Hesterly W.S. (2007) Strategic Management and Competitive Advantage.

The GBS Acquisition, 2004 (8p). Disguised GE/NBC acquisition. Students value the target and suggest a bidding strategy based on cash flows generated from anticipated synergies.

Experiential Exercises Developed (and principles demonstrated):

Egg Drop Auction – Strategic factor market dynamics and entrepreneurial innovation

Flight pattern – Demonstrates strategic alignment for a differentiation strategy (e.g., quality)

Gourmet Adventures – The Winners' Curse

MicroDesign Technology Transfer – Transaction costs in a multi-divisional structure

Paper Chase – Hypercompetitive market dynamics

Razing the Ivory Tower – First mover advantage and imitation

Shaping a business plan – Entrepreneurial creativity and strategic factor markets

Course syllabi are published in the Business Administration Reading Lists and Course Outlines for Organizational Behavior (Volume 18) and Strategic Management (Volume 12). Eno River Press, Inc., 1995.

## **EXECUTIVE EDUCATION**

ADP National Account Services Division, *Corporate Strategy* (2007)  
Aspirus, *Strategy in Healthcare* (2013-14)  
Family Business Center, *Strategy in a High Velocity Environment* (2013)  
First Midwest Bank, *Culture and Organizational Change* (2011)  
Huber Mini-MBA, *Industry and Competitor Analysis* (2001, 2002)  
Manheim Auctions, *Strategic Planning* (December 2004)  
Nortel Networks, *Competitor Intelligence* (2000)  
Pediatric Executive Program, *Strategic Thinking* (2008-2009)  
Plexus, *Strategic Thinking* (2012)  
Siemens Medical Solutions, *Competitive and Competence-based Strategy* (2002)  
Woodruff Leadership Academy, *Strategic Thinking* (2004-2010)  
Conference Program Director, *Managing Organizational Transitions in a Global Economy*  
(UCLA, 1990).  
Executive education programs at UCLA and Management Systems Consulting Corporation.  
Topics included Strategic Planning and Mergers & Acquisitions.

## **COMMUNITY SERVICE**

Board Member, Temple Sinai, Atlanta, GA (2006-2007)  
Strategic Planning Committee, Temple Sinai, Atlanta, GA (2003-present)  
Mission Statement Task force, Temple Sinai, Atlanta, GA (2002)  
Vice President and board member, B'nai El Congregation, Frontenac, MO (1994-1999).  
Pro Bono consulting on Board Governance to the Jewish Federation, St. Louis, MO.

## **ACADEMIC SERVICE**

### **University of Wisconsin-Madison**

Senior Associate Dean for Faculty and Research (2015-2017)  
Ad Hoc Committee on the Restructuring of the Graduate School (2015)  
Associate Dean for Research and the PhD Program (2013-2015)  
Director, Initiative for Studies in Transformational Entrepreneurship "INSITE" (2012-2016)  
MS Biotechnology Curriculum Committee (2012- )  
LRM Steering Committee (2014- )  
Educational Innovation Steering Committee (2014-2016)  
MHR Recruiting committees (2011-2015)  
Chair of Search committee for a Director of Executive Education (2013)  
EMBA Curriculum Committee (2011-2012)  
MBA Curriculum Committee (2011-2012)  
Honor Board Representative (2011-2012)

## **Emory University**

Organization & Management Area Coordinator (2009-2010)  
Personnel committee (2006-2008)  
Research Committee (2005-2006)  
Institutional Review Board Committee, Goizueta Business School (2004-2005)  
Doctoral Studies Committee (2002-2004)  
PhD Coordinator for Organization & Management (2003-2004)  
University-wide Library Policy committee (2000-2003)  
Council on Information Resources and Technology (CIRT), Library Task Force (2001-2003)  
Executive MBA curriculum committee (2000-2002)  
BBA orientation representative for Organization & Management (2000-2001)  
MBA orientation case analysis workshop (2001)  
McKinsey case competition undergraduate advisor (1999)  
Organizational behavior recruiting committee (1999-2000, 2005-2006)  
Strategy recruiting committee (2000-2001, 2005-2008)

## **Washington University**

Affirmative action committee (1997-1998)  
Campus-wide committee to develop undergraduate writing and presentation skills  
Disciplinary committee (1996-1997)  
Earnst & Young Case Competition Judge (1998 & 1999)  
Faculty advisor to Delta Sigma Pi, professional fraternity for business students  
Mentor for two new junior faculty members  
Professional MBA curriculum committee (1998-1999)  
Strategy recruiting committee chair (1999)  
Technology Committee (1998)  
Undergraduate curriculum committee (1993-1996)

## **DISSERTATION COMMITTEES**

### **Chair**

Joeseeph Raffiee (2015) – University of Southern California  
Mingxiang Li (2014) – Florida Atlantic University  
Jay O’Toole (2013) – Now at Georgia State University  
David Kryscynski (Emory, 2011) – Now at Brigham Young University

### **Member**

Ulya Tsolmon (2015 Duke University) – Now at Washington University in St. Louis  
Jocelyn Leitzinger (2014) – Now a Post-Doctoral scholar at the University of Michigan  
Scott Hayward (Emory, 2010) – Now at Appalachian State University  
Chad Navis (Emory, 2009) – Now at University of Wisconsin