

**M. Diane Burton**  
Associate Professor  
ILR School, Cornell University  
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### **Academic Appointments**

- 7/09 – Associate Professor of Human Resource Studies  
School of Industrial and Labor Relations, Cornell University, Ithaca, NY  
(Courtesy appointments in Organizational Behavior and Sociology)
- 7/06 – 6/09 Associate Professor of Management,  
MIT Sloan School of Management, Cambridge, MA
- 7/00 – 6/06 Assistant Professor of Management,  
MIT Sloan School of Management, Cambridge, MA
- 7/96 – 6/00 Assistant Professor of Organizational Behavior and Entrepreneurial Management,  
Harvard Business School, Harvard University, Boston, MA
- 9/95 – 6/96 Lecturer in Organizational Behavior and Human Resource Management  
and Social Science Research Associate,  
Graduate School of Business, Stanford University, Stanford, CA

### **Education**

#### **Stanford University, Stanford, CA**

Ph.D. in Sociology, 1996.

Thesis: “The Emergence & Evolution of Employment Systems in High-Technology Firms.”

A.M. in Sociology, 1990.

#### **Harvard University, Graduate School of Education, Cambridge, MA**

M.Ed., Concentration in Interactive Technology in Education, June 1988.

#### **Carnegie Mellon University, Pittsburgh, PA**

B.S., Social and Decision Sciences, May 1987. Graduated with high honors.

### **Publications**

#### **Edited Books**

L. Cohen, M.D. Burton, and M. Lounsbury (eds.). 2016. *The Structuring of Work in Organizations*.  
Volume 47 in *Research in the Sociology of Organizations* series. New York: Elsevier.

#### **Journal Special Issues**

M.D. Burton, S. Dobrev, and J.B. Sørensen (eds.). March 2016. Special Issue on Careers,  
Organizations, and Entrepreneurship. *Entrepreneurship Theory and Practice*. Volume 40, Issue 2.

#### **Journal Articles**

A.J. Ferguson, L. Cohen, M.D. Burton and C. Beckman. Forthcoming. “Misfit and Milestones:  
Structural Elaboration and Capability Reinforcement in the Evolution of Entrepreneurial Top  
Management Teams.” *Academy of Management Journal*.

- M.D. Burton, J.B. Sørensen, and S. Dobrev. 2016. "A Careers Perspective on Entrepreneurship." *Entrepreneurship Theory and Practice*. Volume 40(2)
- C. Beckman and M.D. Burton. 2008. "Founding the Future: The Evolution of Top Management Teams from Founding to IPO." *Organization Science*, 19(1):3-24.
- M.D. Burton and C. Beckman. 2007. "Leaving a Legacy: Role Imprints and Successor Turnover in Young Firms." *American Sociological Review*, 72:239-266.
- C. Beckman, M.D. Burton and C. O'Reilly. 2007. "Early Teams: The Impact of Team Demography on VC Financing and Going Public." *Journal of Business Venturing*, 22(2):147-173.
- M.D. Burton, J.B. Sørensen and C. Beckman. 2002. "Coming from Good Stock: Career Histories and New Venture Formation" In Michael Lounsbury and Marc J. Ventresca (Eds.) *Research in the Sociology of Organizations*, 19:229-262. Oxford, U.K.: Elsevier (JAI Press).
- J.N. Baron, M.T. Hannan and M.D. Burton. 2001. "Labor Pains: Organizational Change and Employee Turnover in Young, High-Tech Firms." *American Journal of Sociology*, 106(4):960-1012.
- J.N. Baron, M.T. Hannan and M.D. Burton. 1999. "Building the Iron Cage: Determinants of Managerial Intensity in the Early Years of Organizations" *American Sociological Review*, 64(4):527-547.
- J.N. Baron, M.D. Burton and M.T. Hannan. 1999. "Engineering Bureaucracy: The Genesis of Formal Policies, Positions, and Structures in High-Technology Firms" *Journal of Law, Economics, and Organization*, 15(1):1-41.
- M.T. Hannan, M.D. Burton and J.N. Baron. 1996 "Inertia and Change in the Early Years: Employment Relations in Young, High-Technology Firms." *Industrial and Corporate Change*, 5(2):503-536.  
Reprinted in Glenn R. Carroll and David J. Teece. 1999. *Firms, Markets and Hierarchies: The Transaction Cost Economics Perspective*. Chapter 16, pages 428-464.
- J.N. Baron, M.D. Burton and M.T. Hannan. 1996 "The Road Taken: The Origins and Evolution of Employment Systems in High-Tech Firms." *Industrial and Corporate Change*, 5(2):239-275.  
Reprinted in Glenn R. Carroll and David J. Teece. 1999. *Firms, Markets and Hierarchies: The Transaction Cost Economics Perspective*. Chapter 17, pages 465-498.
- M.D. Burton and D.B. Grusky. 1992. "A Quantitative History of Comparative Stratification Research." *Contemporary Sociology*, 21(5):623-631.

### **Book Chapters**

- M.D. Burton, L.E. Cohen and M. Lounsbury. 2016. "Bringing Jobs Back In: Toward a New Multi-Level Approach to the Study of Work and Organizations." Pp. 1-22 in Cohen, L., Burton, M.D. and Lounsbury, M. *The Structuring of Work in Organizations*. Research in the Sociology of Organizations Volume 47. Emerald Group Publishing.
- M. Diane Burton. 2012. "Internal Labor Markets Revisited." Pp. 11-42 in Osterman, P. (Ed.). *Economy and Society: Essays in Honor of Michael J. Piore*. Cambridge, MA: MIT Press.
- C. Beckman and M.D. Burton. 2011. "Bringing Organizational Demography Back In: Time, Change and Structure in Top Management Team Research". Chapter 3 in Carpenter, M. (Ed). *The Handbook of Research on Top Management Teams*. NY: Edward Elgar.

- C.B. Schoonhoven, M.D. Burton, and P.D. Reynolds. 2009. "Reconceiving the Gestation Window: Consequences of Competing Definitions of Firm Conception and Birth." Chapter 6 in Reynolds, P.D. and R.T. Curtin (Eds). *New Firm Creation in the United States: Preliminary Explorations with the PSED II Data Set*. New York, NY: Springer
- M.D. Burton, P.C. Anderson and H.E. Aldrich. 2009. "Beyond Ownership: Rethinking Founding Team Membership." Chapter 11 in Reynolds, P.D. and R.T. Curtin (Eds). *New Firm Creation in the United States: Preliminary Explorations with the PSED II Data Set*. New York, NY: Springer
- P. Osterman and M.D. Burton. 2004. "Ports and Ladders: The Nature and Relevance of Internal Labor Markets In A Changing World." In P.Tolbert and R. Batt (Eds.) *Oxford Handbook on Work and Organization*. Oxford: Oxford University Press.
- M.D. Burton. 2001. "The Company They Keep: Founders' Models for Organizing New Firms." Pp. 13-39 in C.B. Schoonhoven and E. Romanelli (Eds.) *The Entrepreneurship Dynamic: Origins of Entrepreneurship and the Evolution of Industries*. Stanford, CA: Stanford University Press.

### **Proceedings**

- J.E. Lee and M.D. Burton 2014. "External and Internal Influences on Human Capital Acquisition Strategy and Implementation." *Academy of Management Best Paper Proceedings*.
- M.J. Bidwell and M.D. Burton. 2007. "It's the Thought that Counts: How Manager's Beliefs Shape the Effects of Monitoring." *Academy of Management Best Paper Proceedings*.

### **Book Reviews**

- M.D. Burton 2011. Review of *The Entrepreneurial Group: Social Identities, Relations, and Collective Action* by Martin Ruef. *Administrative Science Quarterly*. 56(1):140-143.
- M.D. Burton 2008. Review of *Staircases or Treadmills* by Chris Benner, Laura Leete and Manuel Pastor. *Administrative Science Quarterly*. 53(4):756-8.
- M.D. Burton 2003. Review of *Headhunters: Matchmaking in the Labor Market* by William Finlay and James E. Coverdill. *Industrial & Labor Relations Review*. 56(3):555.

### **Working Papers**

- M.D. Burton, C.O'Reilly and M.J. Bidwell. "The Micro-Management of Innovation: The Effects of Organizational Structure and Managerial Practice on R&D Project Outcomes."
- M.J. Bidwell and M.D. Burton. "Thinking about Employment: How Managerial Reward Assumptions Shape the Employment Relationship." Working Paper.
- M.J. Bidwell and M.D. Burton. "It's the Thought that Counts: The Role of Management Beliefs in Shaping the Effects of Formal Management Practices." Working Paper.
- M.D. Burton, M. Bidwell, I. Fernandez-Mateo, and T.Kochan. "HRM Challenges for Managing Varied Employment Relationships: IT Employees, Independent Contractors and Consultants." Manuscript prepared for the conference, "New Models of Strategic HRM: An International Perspective" Cornell University, May 9-10, 2003.
- M.D. Burton and C. O'Reilly. "Walking the Talk: The Impact of High Commitment Values and Practices on Technology Start-ups." Working Paper.

## Work in Progress

- M.D. Burton, M. Colombo, C. Rossi, and N. Wasserman. Special Issue on Organizational Design of Entrepreneurial Ventures. *Strategic Entrepreneurship Journal*. Anticipated publication in 2020.
- M.D. Burton, R. Fairlie, and D. Siegel. Special Issue on The Labor Market and Human Resource Management Implications of Entrepreneurship. *Industrial and Labor Relations Review*. Anticipated publication in 2018.
- M.D. Burton, M.S. Dahl and O. Sorenson. “Do Startups Create Good Jobs?” (under review).
- M.D. Burton, M.S. Dahl, O. Sorenson, and R. Canales. “The Career Consequences of Working for a Startup.”
- M.D. Burton and J.E. Lee. “The Changing Contours of Managerial Careers: The Case of Non-Profits.”
- J.E. Lee and M.D. Burton. “Can They or Should They? External and Internal Influences on Human Capital Acquisition Strategies.”

## Seminars and Conferences

- 2016 Hebrew University, Jerusalem; Oxford University; University of Maryland
- 2015 LERA/ASSA, Boston, MA; McGill University, Montreal Canada; LERA, Pittsburgh, PA; NBER Summer Institute, Boston, MA; Academy of Management Annual Meeting, Vancouver; Wharton People & Organizations Conference (organizing committee); Rotman School, University of Toronto.
- 2014 Economy and Society at Yale, New Haven CT; Smith Entrepreneurial Research Conference, College Park, MD; Wharton People & Organizations Conference (organizing committee); Academy of Management Annual Meeting, Philadelphia, PA.
- 2013 Cornell Technology Roundtable; Wharton People & Organizations Conference (organizing committee); DRUID (keynote speaker); Structure of Work in and across Organizations (organizing committee)
- 2012 Academy of Management Annual Meeting, Boston, MA; Wharton People & Organizations Conference (organizing committee); SASE, Boston MA; Michigan State University.
- 2011 Academy of Management Annual Meeting, San Antonio, TX; Wharton People & Organizations Conference (organizing committee); SMS Human Capital Initiative Conference, Ohio State University; Industry Studies Association Annual Conference, Pittsburgh, PA.
- 2010 Academy of Management Annual Meeting, Montreal, Canada; MIT Sloan School of Management Conference to Honor Michael Piore; Wharton People & Organizations Conference (organizing committee).
- 2009 University of Connecticut Distinguished Entrepreneurship Researcher Speaker Series; Babson College Entrepreneurship Research Conference; Academy of Management Annual Meeting, Chicago, IL.
- 2008 Academy of Management Annual Meeting, Anaheim, CA.; UCLA, Anderson School of Management, Policy Research Seminar; Cornell University, Johnson School, Organizations and Management Seminar; Dartmouth College, Tuck; NYU Stern School

- 2007 Academy of Management Annual Meeting, Philadelphia, PA.; Boston College, Carroll School, Winston Center for Leadership Seminar; Boston University, School of Management, Strategy & Policy Seminar; Duke University, Fuqua School, Strategy Area Seminar; MIT/Portugal Organizational Behavior Seminar, Lisbon; Ohio State University, Fischer College of Business, Management & Human Resources Seminar; Wharton Macro-HR Conference
- 2006 Academy of Management Annual Meeting, Atlanta, GA.; Carnegie Mellon University, SETChange Seminar; Cornell University, School of Industrial and Labor Relations, Human Resources Seminar; INSEAD, Singapore, Entrepreneurship Seminar; University of Kansas, School of Business, Distinguished Scholar Seminar; University of Toronto, Rotman School of Management, Strategy
- 2005 University of Virginia, Darden School, Organizational Behavior; Harvard/MIT Economic Sociology Seminar; Harvard Business School Organizational Behavior Seminar; West Coast Research Symposium on Technology Entrepreneurship, Seattle, WA.; Wharton School Center for Human Resources Careers Conference; University of Maryland Entrepreneurship Conference
- 2004 Academy of Management Annual Meeting, New Orleans, LA.; Management Science Entrepreneurship Conference. Case Western Reserve; MIT ILP Conference Driving Innovation throughout the Organization
- 2003 Academy of Management Annual Meeting, Seattle, WA.; Cornell University, ILR Conference, New Models of Strategic HRM: An International Perspective;
- 2002 Academy of Management Annual Meeting, Denver, CO; Initiative for Studies of Technology Entrepreneurship (INSITE) Seminar, Weinert Center for Entrepreneurship, University of Wisconsin-Madison
- 2001 Academy of Management, Washington D.C.
- 2000 Academy of Management, Toronto; University of Maryland Technology Entrepreneurship Conference; Wharton Management Department
- 1999 American Sociological Association, Chicago, IL.; Entrepreneurship Research Seminar. Robert H. Smith School of Business, University of Maryland
- 1998 Academy of Management, San Diego, CA. August 1998; MIT Sloan School of Management Industrial Relations Seminar
- 1996 Academy of Management, Cincinnati, OH
- 1995 Firms, Markets, and Hierarchies Conference. Haas School of Business, University of California, Berkeley, CA
- 1994 American Sociological Association, Los Angeles, CA.; Social Science History Association, Atlanta, GA
- 1993 Stanford Conference on Organizations, Asilomar, CA.
- 1987 American Sociological Association, Chicago, IL.

## **Cases and Teaching Materials**

### **Harvard Business School Cases**

- Jerry Sanders**    Jerry Sanders (498021)  
                           Interview with Jerry Sanders, Managing Director (498501)  
                           Jerry Sanders Teaching Note (400008)

**Morgan Stanley** Morgan Stanley: Becoming a “One-Firm Firm” (400043)  
 The Firmwide 360-degree Performance Evaluation Process (498053)  
 Morgan Stanley Teaching Note (400078)

Rob Parson at Morgan Stanley (A) (498-054)  
 Rob Parson at Morgan Stanley (B) (498-055)  
 Rob Parson at Morgan Stanley (C) (498-057)  
 Rob Parson at Morgan Stanley (C-Abridged) (498-056)  
 Rob Parson at Morgan Stanley (D) (498-058)  
 Rob Parson at Morgan Stanley Teaching Note (400-007)

**SCORE!** SCORE! Educational Centers (A) (499056)  
 SCORE! Educational Centers (B) (499057)  
 SCORE! Educational Centers (C) (499058)  
 SCORE! Educational Centers (D) (499059)  
 SCORE! Educational Centers: Supplement (499060)  
 SCORE! Educational Centers Teaching Note (400009)  
 Rob Waldron at SCORE! Educational Centers (400040)

**Center for Quality of Management Cases:**

Roger Dowdell and American Power Conversion Corporation, circa 2001  
 Ted Nixon at D.D. Williamson

## Teaching Experience

**MBA & Masters Courses**

*ILRHR6650 Business Strategy and Human Resource Management.*  
 26 session course for MILR Students. Cornell University ILR School, 2009-2010

*15.388 Designing and Leading the Innovative Organization.*  
 12 session course for Sloan Fellows. MIT Sloan School of Management, 2005-2009.

*15.394 (15.396) Designing and Leading the Entrepreneurial Organization*  
 25 session MBA elective. MIT Sloan School of Management, 2001-2009.

*15.660 Strategic Human Resource Management*  
 18 session MBA extended core course. MIT Sloan School of Management, 2001-2004

*Leadership and Organizational Behavior*  
 36 session required first-year MBA course. Harvard Business School, 1996-2000

*Human Resources in Entrepreneurial Companies: GSB-H303*  
 20 session MBA elective. Graduate School of Business, Stanford University, Fall 1995

**Doctoral Courses**

*ILRID9400 Doctoral Seminar on Creativity, Innovation & Entrepreneurship*  
 ILR School Cornell University. 2014-2015.

*ILRHR9630 Introduction to Research Methods*  
 ILR School Cornell University. 2009-present

*ILRHR9650 Research Methods: Special Topics*  
 Multi-University IR/HR/OB Consortium via distance learning 2009-2012.

*15.342 Doctoral Seminar in Organizations and Environments*  
 MIT Sloan School of Management. Co-taught: E. Zuckerman 2005, R. Fernandez 2007.

*15.347 Doctoral Seminar in Research Methods I*

MIT Sloan School of Management. 2005-2006. Co-taught: J. Sorensen.

*15.676 Doctoral Seminar in Industrial Relations and Human Resource Management*

MIT Sloan School of Management. 2000, 2002, 2004, 2006. Co-taught: T. Kochan.

*Design of Field Research in Administration*

Harvard Business School. Co-taught: J. Gabarro 1998-99, C. Christensen 1999-00

**Undergraduate Courses***ILRID 1700 Introduction to Organizations and Management*

Cornell University, Fall 2013-present. Co-taught: P. Tolbert & L. Hyman, 2013-2014; M. Besharov, 2015.

*ILRHR 4641 Business Strategy, Organizational Design and Human Resource Management*

Cornell University, Fall 2012

*ILRHR 6611 Seminar on Entrepreneurs and Entrepreneurial Organizations*

Cornell University, Fall 2008 (half semester), 2009-present (full semester)

*Sociology 148 Women, Work & Marriage in the 20th Century*

20 sessions. Stanford University, Fall 1992

**Executive Education and Other Short Courses**

*Strategic Human Resource Management.* Cornell Center for Advanced Human Resource Studies. Instructor in week-long program from senior HR executives. 2009-present.

*Managing People,* National Arts Strategies. Instructor in two day workshop for leaders of non-profit arts organizations. 2004- present.

*Working SPACES: Architecture, Management & Communication,* MIT Sloan School of Management. Instructor in three day workshop for architects & managers. 2004- 2006.

*Entrepreneurial Development Program,* MIT Sloan School of Management

Lecturer in one-week entrepreneurship executive education program. 2001- 2009.

*Harvard Trade Union Program,* Harvard University

Guest lecturer in mid-career executive program for trade unionists. January 1999- 2002.

*Crimson Greetings,* Harvard Business School

Two-day simulation for 1<sup>st</sup> year MBAs. Instructor 1996-1998, Module Head 1999-2000.

*Summer Ventures in Management Program,* Harvard Business School

Instructor for a 3-session module on Entrepreneurial Management. 1998-2000.

*Strategic Human Resource Management ,* Harvard Business School 1998-2000. Cornell ILR School, 2009-present. Instructor in one-week Executive Education Program.

**On-Line and Distance Learning Instruction**

*Coaching and Employee Development.* Cornell Human Capital Development. Instructor in a three module online executive education course for Accenture. 2013-present.

*Emerging Leaders Certificate Program.* Coordinator and Course Author for an online certificate program offered by eCornell. 2015-present.

**PhD Committees by year with first placement. (\*Asterick indicates chair or co-chair.)**

Maw Der Foo, MIT Sloan School. Ph.D. 1999. (National University of Singapore)  
 David Hsu, MIT Sloan School. Ph.D. 2001. (University of Pennsylvania, Wharton)  
 Matthew Bidwell, MIT Sloan School. Ph.D. 2004. (INSEAD)  
 Isabel Fernandez-Mateo, MIT Sloan School. Ph.D. 2004. (London Business School)  
 Charles Easley, MIT Sloan School. Ph.D. 2009 (Stanford University)  
 Felice Klein, Cornell ILR School Ph.D. 2012. (Michigan State University)  
 Sun Wook Chung, Cornell ILR School. Ph.D. 2012. (Sogang University)  
 Mallika Banerjee, Cornell ILR School. Ph.D. 2013. (McGill University).  
 Gun Jea Yu\*, Cornell ILR School. Ph.D. 2013. (Hongik University)  
 Jae Eun Lee\*, Cornell ILR School. Ph.D. (expected) 2016. (Ithaca College)  
 Chaturong Napathorn, Cornell ILR School. Ph.D. (expected) 2016.  
 Kyle Albert, Cornell Sociology Department. Ph.D. (expected) 2016.  
 Jae Beum Cho, Cornell City and Regional Planning Department. Ph.D. (expected) 2016.  
 Yisook Lim\*, Cornell ILR School. Ph.D. (expected) 2017.  
 Joon Woo Sohn, Cornell ILR School. Ph.D. (expected) 2017.

**University Service****Cornell University**

Entrepreneurship@Cornell core faculty, 2009-present  
 Undergraduate Business Minor Advisory Committee 2012-present  
 Faculty Fellow, Keeton House, 2015-present  
 Johnson School Management & Organizations Tech Campus Recruiting Committee, 2015  
 Dyson School Clark Professor of Entrepreneurship Recruiting Committee, 2013  
 Sociology Department Faculty Recruiting Committee, 2009-2010

**Cornell ILR School**

First year Colloquium Instructor, 2009-present  
 ILR School Computing Committee, 2010-2013; 2015-present  
 Center for Advanced Human Resource Studies Advisory Board, 2011-present  
 Strategic Planning Committee on ILR in NYC, NY State and the Nation, 2015-present

**MIT**

Committee on Outside Professional Activities, 2008-2009  
 University Parking and Transportation Committee, 2005-2007

**MIT Sloan School of Management**

Entrepreneurship & Innovation Program Steering Committee, 2006-2008  
 Institute for Work and Employment Research Seminar Co-Coordinator, 2000-2008

**Harvard Business School**

Faculty Teaching Seminar Facilitator, 1997, 1998  
 Organizational Behavior Recruiting Committee, 1997-1999  
 Organizational Behavior Research Seminar Co-Coordinator, 1996-2000  
 Human Resources Initiative, 1998-2000

**Honors and Awards**



Lady Davis Visiting Professor Fellowship. 2016-2017. Hebrew University of Jerusalem  
 Public Voices Fellow. 2015-2016. Cornell University  
 Macro-Organizational Behavior Society (MOBS). Elected 2011.  
 Fred Kayne (1960) Career Development Professorship. 2005-2008. MIT Sloan School  
 Ray Stata Outstanding Contributor. 2003. Center for Quality of Management, Cambridge, MA  
 Michael M. Koerner '49 Career Development Professorship. 2001-2005. MIT Sloan School  
 Class of 1961 Fellow. 1999-2001. Harvard Business School, Harvard University  
 Cilker Teaching Award. 1993. Department of Sociology, Stanford University  
 Stanford University Fellowship. 1989. Department of Sociology, Stanford University  
 Edith Alexander Award for Best Undergraduate Thesis. 1987. Carnegie Mellon University  
 Vira I. Heinz Travel Study Award. 1986. Carnegie Mellon University

## **Professional Activities**

### **Professional Association Memberships**

Academy of Management	1995 - present
American Sociological Association	1987 - present
INFORMS	1999 - present
Labor and Employment Research Association	2000, 2007 - present
Sloan Foundation Industry Studies Affiliate	2006 – present

### **Professional Association Activities**

Academy of Management Organization and Management Theory (OMT) Division:

Teaching Committee Chair (Appointed)	2010-2012
Rep-at-Large (Elected)	2007-2010
Doctoral Consortium Organizer	2009
Doctoral Consortium Panelist	2008
Junior Faculty Consortium Panelist	2007

Academy of Management Entrepreneurship Division:

Research Committee Chair (Appointed)	2007-2008
Research Committee Member (Appointed)	2005-2007

### **Editorial Activities**

Senior Editor	Organization Science	2010-2014
Associate Editor:	Management Science	2009-2010
Review Board Member:	Administrative Science Quarterly	2006-present
	Industrial and Labor Relations Review	2011-present
	Journal of Business Venturing	2006-present
	Strategic Entrepreneurship Journal	2009-present
	Organization Science	2007-2010

Ad Hoc Reviewer:

Academic Journals: Academy of Management Journal; Academy of Management Review; Administrative Science Quarterly; American Journal of Sociology; American Sociological Review; Entrepreneurship Theory and Practice; Human Resource Management Journal; Journal of Business Venturing; Journal of Management; Journal of Management Studies; Management Science; Organization

Research Methods; Organization Science; Research Policy;  
 Research in the Sociology of Organizations; Strategic Management  
 Journal

Trade and Text Books: Harvard Business School Press; McGraw-Hill; Prentice Hall  
 Stanford University Press

### **Other Professional Activities**

Co-founder and organizing committee member, Annual People & Organizations Conference. Wharton School, University of Pennsylvania, Center for Human Resources. 2008-present.

Creativity, Innovation and Entrepreneurship Theme Project Team Leader, Cornell University Institute for the Social Sciences. Awarded \$300,000 to lead a team of 10 faculty from across the university in an interdisciplinary research initiative.

National Arts Strategies, 2004-present. Instructor in the “Business of Arts and Culture” program. Consultant and advisor on survey research projects.

National Study of Charter Management Organization (CMO) Effectiveness Technical Working Group, 2008-2011. Advisor to a multi-year research study commissioned by the NewSchools Venture Fund.

Ewing Marion Kaufmann Foundation

Reviewer for Entrepreneurship Grant Programs, 2006-present.

Data Advisory Committee for the Panel Study of Entrepreneurial Dynamics II, 2004-2009.

### **Other Professional Experience**

6/90-12/91	Marketing Consultant Higher Education Marketing Group	Apple Computer Cupertino, CA
6/88-8/89	Educational Computing Coordinator Division of Academic Computing	Northeastern University Boston, MA
8/87-6/88	Instructional Design Research Assistant Interactive Videodisc Project, Harvard Law School	Harvard University Cambridge, MA