

# Samina Z. Karim

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D'Amore-McKim School of Business, Northeastern University  
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## EDUCATION

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**Ph.D.**, Strategy, 2002

University of Michigan, Ross School of Business, Ann Arbor, MI

**M.A.**, Applied Economics, 1999

University of Michigan, Department of Economics, Ann Arbor, MI

**Ed.M.**, Education, 1995

Harvard University, Graduate School of Education, Cambridge, MA

**B.S.**, Electrical Engineering, 1994

Cornell University, College of Engineering, Ithaca, NY

## EMPLOYMENT

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**Northeastern University**, D'Amore-McKim School of Business, Boston, MA

Full & Associate Professor, Entrepreneurship & Innovation Group, 2015-present

**Boston University**, Questrom School of Business, Boston, MA

Associate & Assistant Professor, Strategy & Innovation Department, 2002-2015

**Hewlett-Packard Co.**, Medical Products Group R&D, Andover, MA

Software Design Engineer, intermittent 1992-1995, continuous 1995-1997

## VISITING POSITIONS

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**Dartmouth College**, Tuck School of Business, Hanover, NH

Visiting Scholar, Fall 2021

**University of Illinois at Urbana-Champaign**, College of Business, Champaign, IL

Visiting Scholar, Fall 2009

## RESEARCH: Journal Publications

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Karim, Samina, Chi-Hyon Lee and Manuela Hoehn-Weiss (2023 forthcoming). "Task and resource bottlenecks: A holistic examination of task systems through an organization design lens." *Strategic Management Journal*.

Brusoni, Stefano, Joachim Henkel, Michael G. Jacobides, Samina Karim, Alan MacCormack, Phanish Puranam, and Melissa Schilling (2023). "The power of modularity today: 20 years of "Design Rules"" *Industrial and Corporate Change* 32(1): 1-10.

Xiao, Ting, Mona Makhija and Samina Karim (2022). "A knowledge recombination perspective of innovation: Review and new research directions." *Journal of Management* 48(6): 1724-1777. (Review Issue)

Lee, Chi-Hyon, Manuela Hoehn-Weiss and Samina Karim (2021). "Competing both ways: How combining Porter's low-cost and focus strategies hurts firm performance." *Strategic Management Journal* 42(12): 2218-2244.

Davis, Gerald F., Michel Anteby, Forrest S. Briscoe, P. Devereaux Jennings, Samina Karim, Aseem Kaul, Sergio Lazzarini, Banu Özkazanç-Pan, Paul Donnelly, Andreas Rasche, Anne S. Tsui, Thomas A. Wright, and Todd R. Zenger (2019). "Politics, governance, and leadership: What can we learn from the Academy of Management's response to EO13769?" *Journal of Management Inquiry* 28(3): 283-290.

Rickley, Marketa and Samina Karim (2018). "Managing institutional distance: Examining how firm-specific advantages impact foreign subsidiary CEO staffing." *Journal of World Business* 53(5): 740-751.

Girod, Stéphane J.G. and Samina Karim (2017). "Restructure or reconfigure? Designing the reorg that works for you." *Harvard Business Review* 95(2): 128-132.

Hoehn-Weiss, Manuela, Samina Karim and Chi-Hyon Lee (2017). "Examining alliance portfolios beyond the dyads: The relevance of redundancy and nonuniformity across and between partners." *Organization Science* 28(1): 56-73.

Folta, Timothy B., Constance E. Helfat and Samina Karim (2016). "Examining resource redeployment in multi-business firms." *Advances in Strategic Management* 35: 1-17.

Karim, Samina, Timothy N. Carroll and Chris P. Long (2016). "Delaying change: Examining how industry and managerial turbulence impact structural realignment." *Academy of Management Journal* 59(3): 791-817.

Lee, Chi-Hyon, Manuela Hoehn-Weiss and Samina Karim (2016). "Grouping interdependent tasks: Using spectral graph partitioning to study complex systems." *Strategic Management Journal* 37(1): 177-191.

Karim, Samina and Lawrence Capron (2016). "Reconfiguration: Adding, redeploying, recombining and divesting resources and business units." *Strategic Management Journal* 37(13): 54-62.

Dobrajska, Magdalena, Stephan Billinger and Samina Karim (2015). "Delegation within hierarchies: How information processing and knowledge characteristics influence the allocation of formal and real decision authority." *Organization Science* 26(3): 687-704.

Karim, Samina and Aseem Kaul (2015). "Structural recombination and innovation: Unlocking internal knowledge synergy through structural change." *Organization Science* 26(2): 439-455.

Helfat, Constance E. and Samina Karim (2014). "Fit between organization design and organizational routines." *Journal of Organization Design* 3(2): 18-29.

Hoehn-Weiss, Manuela and Samina Karim (2014). "Unpacking functional alliance portfolios: How signals of venture viability affect new-venture outcome." *Strategic Management Journal* 35(9): 1364-1385.

Karim, Samina (2012). "Exploring structural embeddedness of product market activities and resources within business units." *Strategic Organization* 10(4): 333-365. (Lead article)

Karim, Samina and Charles Williams (2012). "Structural knowledge: How executive experience with structural composition affects intrafirm mobility and unit reconfiguration." *Strategic Management Journal* 33(6): 681-709.

Carroll, Timothy N. and Samina Karim (2011). "A framework of organisations as dynamic structures." *International Journal of Strategic Change Management* 3(3): 230-246.

Karim, Samina (2009). "Business unit reorganization and innovation in new product markets." *Management Science* 55(7): 1237-1254.

Karim, Samina (2006). "Modularity in organizational structure: The reconfiguration of internally developed and acquired business units." *Strategic Management Journal* 27(9): 799-823. (Lead article)

Karim, Samina and Will Mitchell (2004). "Innovating through acquisition and internal development: A quarter-century of boundary evolution at Johnson & Johnson." *Long Range Planning* 37(6): 525-547.

Karim, Samina and Will Mitchell (2000). "Path-dependent and path-breaking change: Reconfiguring business resources following acquisitions in the U.S. medical sector, 1978-1995." *Strategic Management Journal* 21(10-11): 1061-1081.

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### RESEARCH: Book Chapters

Castañer, Xavier and Samina Karim (2013). "Implementing acquirers' synergistic intent: Cost reduction, revenue enhancement and bilateral interactions with the target." *Mergers and Acquisitions: Practices, Performance and Perspectives*. Etienne Perrault (ed.) Nova Publishers, New York, pp.75-108.

Carroll, Timothy N. and Samina Karim (2009). "Predicting Organizational Reconfiguration." *New Approaches to Organization Design: Theory and Practice of Adaptive Enterprises*. Anne Bøllingtoft, Dorthe Døjbak Håkonsson, Jørn Flohr Nielsen, Charles C. Snow, John Ulhøi (ed.) Springer, New York, pp 79-99.

Karim, Samina and Will Mitchell (2003). "Path-dependent and path-breaking change: Reconfiguring business resources following acquisitions in the U.S. medical sector, 1978-1995." *The SMS Blackwell Handbook of Organizational Capabilities: Emergence, Development and Change*. Constance E. Helfat (ed.) Blackwell Publishers, Oxford, pp 218-252.

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### RESEARCH: Papers in Progress (Available at <http://ssrn.com/author=370314>)

"Core or periphery: Examining where to allocate exploring innovators and the impact on breakthrough innovation" (with Babak Heydari, Shinjinee Chattopadhyay and Soumyakant Padhee)

"Hierarchy expansion in young firms: Impact of internal versus external hiring on performance" (with Chris Poliquin Megan and Lawrence)

"Negotiating termination fee provisions in acquisition contracts: Examining the roles of bargaining power and acquisition capabilities" (with Adele Xing)

"Post-acquisition inventive productivity: Exploring inventor characteristics, firms' knowledge resources, and scientists' inventions in the context of acquisitions" (with Shinjinee Chattopadhyay)

"Reconfiguration through acqui-hires: Redeployment and retention of human capital post-acquisition" (with Beril Bakir and Mahmut Özdemir)

"Who gets redeployed? Inventor characteristics and resource redeployment decisions" (with Isin Guler and Kyungsoo Kim)

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### RESEARCH: Work in Progress

"Through the revolving door: Understanding human resource mobility between the public and private sector in the context of the commercial space industry" (with Jeff Martin and Aseem Kaul)

"Human resource reconfiguration and a new stakeholder theory of management: A study of the Brazilian public education sector" (with Thomaz Teodorovicz and Anita McGahan)

## **RESEARCH: Grants & Honors**

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Ronald Copeland Best Paper Award, D'Amore-McKim School of Business, Northeastern University, 2017

SMS Best Conference Paper Prize Nominee. "Take or Give: How resource flows into and out of alliance portfolios affect firm performance" (with Manuela Hoehn-Weiss), 2014

Slatkin Family Research Grant, Questrom School of Business, Boston University, 2014

Best Symposium (presenter), Academy of Management Careers Division, "Living with the past: Individuals' prior experiences and organizational behaviors and outcomes," 2009

Academy of Management BPS Division's Free Press Best Dissertation Competition Finalist, 2003

Blue Cross Blue Shield of Michigan Foundation's Excellence in Research Award for Students (Honorable Mention), 2002

INFORMS/Organization Science Dissertation Proposal Competition Finalist, 2001

## **RESEARCH: Interests**

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Reconfiguration and Innovation

Organization Design

Acquisitions and Alliances

Market Entry and Exit

## **RESEARCH: Invited Seminars**

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CUNY Baruch College (NYC, NY). May 2023e.

University of South Carolina (Columbia, SC). Mar 2023e.

University of Texas - Austin (Austin, TX). Nov 2022

University of Southern California (Los Angeles, CA). Oct 2022.

University of Colorado (Boulder, CO). Oct 2022.

Stanford University (SIEPR, Stanford, CA). Mar 2020 – cancelled due to COVID.

University of Texas - Austin (Austin, TX). Nov 2019.

Syracuse University (Syracuse, NY). Sep 2019.

Universidad Carlos III de Madrid (Madrid, Spain). May 2019.

University of Pennsylvania (Wharton, Philadelphia, PA). May 2019.

University of Southern Denmark (Odense, Denmark). Apr 2019.

HEC Lausanne & Ecole Polytechnique Federale de Lausanne (Lausanne, Switzerland). Mar 2019.

HEC Paris (Paris, France). Feb 2019.

Purdue University (West Lafayette, IN). Oct 2018.

University of New South Wales (Sydney, Australia). Oct 2018.

Melbourne Business School (Melbourne, Australia). Oct 2018.

IESE Business School (Barcelona, Spain). Jun 2018.

London Business School (London, United Kingdom). Feb 2018.

Copenhagen Business School (Copenhagen, Denmark). Apr 2017.

University of North Carolina (Chapel Hill, NC). Mar 2017.

Politecnico di Milano (Milan, Italy). Jun 2016.

George Washington University (Washington D.C.). Apr 2016.

Oregon State University (Corvallis, OR). Apr 2016.

INSEAD (Fontainebleau, France). Jun 2015.  
BI Norwegian Business School (Oslo, Norway). May 2015.  
Northeastern University (Boston, MA). May 2015.  
University of California - Irvine (Irvine, CA). Feb 2015.  
Harvard University (HBS, Cambridge, MA). Dec 2014.  
University of Illinois (Champaign, IL). Nov 2014.  
University of Connecticut (Storrs, CT). Apr 2014.  
Dartmouth College (Hanover, NH). Dec 2013.  
Copenhagen Business School (Copenhagen, Denmark). Nov 2013.  
Ecole Polytechnique Federale de Lausanne (Lausanne, Switzerland). Nov 2013.  
Stanford University (SIEPR, Stanford, CA). Apr 2013.  
Ohio State University (Columbus, OH). Sep 2012.  
University of Minnesota (Minneapolis, MN). Apr 2012.  
University of Wisconsin (Madison, WI). Nov 2011.  
University of Michigan (Ann Arbor, MI). Nov 2011.  
Tulane University (New Orleans, LA). Oct 2008.  
University of Illinois (Champaign, IL). Sep 2008.  
London Business School (London, UK). Feb 2008.  
University of Washington (Seattle, WA). Jan 2008.  
University of Texas (Austin, TX). Jan 2008.  
University of Maryland (College Park, MD). Jan 2008.  
Boston College (Boston, MA). Dec 2007.

#### **RESEARCH: Conference Presentations**

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Wharton Corporate Strategy & Innovation Conference (Philadelphia, PA). *Paper*: “Who gets redeployed? Inventor characteristics and resource redeployment decisions” (with Kyungsoo Kim and Isin Guler). Dec 2022.

Consortium for Research in Strategy (Austin, TX). Co-organizer. *Paper*: “Who gets redeployed? Inventor characteristics and resource redeployment decisions” (with Kyungsoo Kim and Isin Guler). Nov 2022.

Strategic Management Society Annual Conference (London, UK). *Panelist*: “Microfoundations in corporate strategy” session. *Paper*: “Core or periphery: Where should firms locate exploring innovators? Exploring with an NK model” (with Shinjinee Chattopadhyay, Babak Heydari and Soumyakant Padhee). Sep 2022.

Academy of Management Annual Meeting (Seattle, WA). *Paper*: “Post-acquisition inventive productivity: exploring inventor characteristics, firms’ knowledge resources, and scientists’ inventions in the context of acquisitions” (with Shinjinee Chattopadhyay). *Paper*: “Hierarchy in small firms: Does it help firms’ performance?” (with Megan Lawrence and Chris Poliquin). Both presented in “Leveraging Human Capital in Inventions and New Venture Formation” Symposium. Aug 2022.

Utah-BYU Winter Strategy Conference (Park City, Utah). *Paper*: “Firms’ Innovation Trajectories and Inventors’ Productivity in the Context of Acquisitions” (with Shinjinee Chattopadhyay). Jan 2022.

Strategic Management Society Virtual Annual Conference (virtual). *Panelist*: “Resource redeployment: A conversation between strategic human capital and corporate strategy” session. *Panelist*: “Implementing reconfiguration strategies” session. Sep 2021.

Consortium for Research in Strategy (virtual). Co-organizer & Presenter: Welcome & opening remarks. May 2021.

Wharton Conference on Technology & Innovation (Philadelphia, PA). *Paper*: “Acqui-hires: Redeployment and retention of human capital post-acquisition” (with Beril Bakir and Mahmut Özdemir). Apr 2021.

Organization Design Community webinar celebrating “Baldwin and Clark’s Design Rules I: Twenty years after.” Panelist. Nov 2020.

Strategic Management Society Virtual Annual Conference (virtual). *Panelist*: “Mergers and acquisitions: New research insights” session. Oct 2020.

Academy of Management Virtual Annual Meeting (originally planned for Vancouver, Canada). *Paper*: “Task and resource bottlenecks: How organization design informs the microfoundations of RBT” (with Chi-Hyon Lee and Manuela Hoehn-Weiss). *Panelist*: “Fostering Publications from Around the World in Leading Organization and Strategy Journals” PDW. Aug 2020.

Consortium on Competitiveness and Cooperation (virtual). *Presenter*: “CCC Olympics Awards Ceremony.” Jun 2020.

Strategic Management Society Annual Conference (Minneapolis, MN). *Paper*: “Horizontal differentiation and efficiency advantage in the U.S. airline industry: A replication of Makadok” (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Sep 2019.

Academy of Management Annual Meeting (Boston, MA). *Panelist*: “Learning and Adaptation within Hierarchies: Mechanisms and New Questions” Symposium. *Discussant*: “Advances in Corporate Scope and the Theory of the Firm” Showcase Symposium. Aug 2019.

European Academy of Management Annual Meeting (Lisbon, Portugal). *Panelist*: “Celebrating the 60<sup>th</sup> anniversary of Penrose's 1959 seminal book 'A theory of the growth of the firm'” Symposium. *Panelist*: “Best Practices in Reviewing”. Jun 2019.

Consortium on Competitiveness and Cooperation (Duke & UNC; Durah & Chapel Hill, NC). Invited conference participant. Jun 2019.

Consortium for Research in Strategy (New York City, NY). Co-organizer; *Panelist*: “Frontiers in research on organization design”. *Discussant* on “The corporate parenting effect, revisited (Feldman)”. May 2019. Corporate Strategy and Innovation Conference (U of Pennsylvania, Philadelphia, PA). Invited conference participant. Dec 2018.

Strategic Management Society Annual Conference (Paris, France). *Paper*: “Resource reallocation and redeployment” (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Sep 2018.

Academy of Management Annual Meeting (Chicago, IL). Organize all conference program sessions for STR Division in role of STR Program Chair. *Paper*: “Horizontal differentiation and efficiency advantage in the U.S. airline industry: A replication of Makadok” (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Aug 2018.

Strategy Science Conference (U of Pennsylvania, Philadelphia, PA). *Paper*: “Task and resource bottlenecks: Examining task interdependence and task complexity” (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Jun 2018.

Consortium for Research in Strategy (Boston, MA). Co-organizer. *Discussant* on “Learning within Hierarchies (Joseph, Rhee and Wilson)”. Jun 2018.

Consortium on Competitiveness and Cooperation (UC Berkeley; Berkeley, CA). Invited conference participant. Mar 2018.

Indian School of Business, Strategy Summer Research Camp (Atlanta, GA). Invited as senior faculty discussant. Aug 2017.

Consortium for Research in Strategy (Philadelphia, PA). Co-organizer. *Paper*: “Task and resource bottlenecks: Examining task interdependence and resource allocation” (with Chi-Hyon Lee and Manuela Hoehn-Weiss). *Discussant* on “NGOs and the creation of value in supply chains (Chatain and Plaksenkova)” June 2017.

SMS Special Conference on Strategic Human Capital (Bocconi U.; Milan, Italy). Invited conference participant. Mar 2017.

Consortium on Competitiveness and Cooperation (Wharton; Philadelphia, PA). Invited conference participant. Mar 2017.

Entrepreneurship and Collaboration Conference (Boulder, CO). *Paper*: "Examining alliance portfolios beyond the dyads: The relevance of redundancy and nonuniformity across and between partners" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). Feb 2017.

Strategic Management Society Annual Conference (Berlin, Germany). *Paper*: "Recombinative synergies: Examining how overlap in recombined resources may influence spillover for acquirers versus non-acquirers" (with Hendrik Meder). *Panelist*: Corporate Strategy IG's workshop on "Resource Redeployment". Sep 2016.

Academy of Management Annual Meeting (Anaheim, CA). *Paper*: "Task interdependence and resource allocation: Examining concepts of decentralization and interchangeability" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). *Discussant*: At symposium paper session on "Reconfiguring capabilities for knowledge development and market entry". *Panelist*: At symposium session on "Internal resource redeployability and the theory of the multibusiness firm". Aug 2016.

Dartmouth Junior Faculty Strategy Research Summer Camp (Tuck, Hanover, NH). Invited as senior faculty participant. Aug 2016.

Consortium on Competitiveness and Cooperation (Bocconi U; Milan, Italy). Invited as senior faculty discussant for session on Adaptation & Learning. Jun 2016.

Singapore Management University, Strategy Summer Research Camp (Singapore). Invited as senior faculty discussant. May 2016.

Conference on Corporate Strategy & Resource Redeployment (Strasbourg, France). Co-organizer (with Tim Folta and Connie Helfat). Nov 2015.

Strategic Management Society Annual Conference (Denver, CO). *Paper*: "Interdependence of tasks and resources: Examining concepts of decentralization and fungibility" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). *Panelist*: Paper Development Workshop on "The Interplay of Competition and Cooperation". Oct 2015.

Organization Design Community Annual Conference (Simon Frasier U; Vancouver, Canada) Conference participant. Aug 2015.

Academy of Management Annual Meeting (Vancouver, CA). *Paper*: "How managers build trust through their control applications" (with Chris Long and Tim Carroll). *Presenter*: Professional Development Workshop on "Current research in organization design: Topics, tools, and triumphs". Aug 2015.

Dartmouth Junior Faculty Strategy Research Summer Camp (Tuck, Hanover, NH). Invited as senior faculty discussant for session on Corporate Strategy. Aug 2015.

Consortium on Competitiveness and Cooperation (NYU; New York City, NY). Invited conference participant. Apr 2015.

Strategic Management Society Annual Conference (Madrid, Spain). *Paper*: "Take or Give: How resource flows into and out of alliance portfolios affect firm performance" (with Manuela Hoehn-Weiss). *Nominated for Best Conference Paper Prize*. *Panelist*: Competitive Strategy Interest Group's Junior Faculty and Paper Development Workshop. Sep 2014.

Organization Design Community Annual Conference (Wharton; Philadelphia, PA). Co-chair and conference participant. Aug 2014.

Academy of Management Annual Meeting (Philadelphia, PA). *Paper*: "Take or Give: How resource flows into and out of alliance portfolios affect firm performance" (with Manuela Hoehn-Weiss). *Discussant*: BPS Junior Faculty Paper Development Workshop. *Co-organizer*: Professional Development Workshop on "Current research in organization design: Topics, tools, and triumphs". Aug 2014.

SMS Special Conference on Microfoundations in Strategy (Copenhagen, Denmark). *Paper*: “Delegation of decision authority in complex task structures: An empirical investigation of decentralization” (with Stephan Billinger and Magda Dobrajaska). *Facilitator*: Session on TMT Impact. Jun 2014.

Consortium on Competitiveness and Cooperation (Boston University; Boston, MA). Conference co-organizer and invited conference participant. Apr 2014.

International Conference on Information and Social Science (Nagoya, Japan). *Paper*: “Delegation of decision authority in complex task structures: An empirical investigation of decentralization” (with Magda Dobrajaska and Stephan Billinger). Sep 2013.

Academy of Management Annual Meeting (Lake Buena Vista, FL). *Paper*: “Decentralization of formal and real decision authority: An empirical investigation” (with Magda Dobrajaska and Stephan Billinger). *Paper*: “Managing uncertainty: Executive appointments in foreign subsidiary environments” (with Marketa Rickley). Aug 2013.

CRIOS Conference (Milan, Italy). *Paper*: “Is unit spanning by executives associated with strategic change?” (with Charlie Williams). Jun 2013.

DRUID Conference (Barcelona, Spain). *Paper*: “Decentralization of formal and real decision authority: An empirical investigation” (with Magda Dobrajaska and Stephan Billinger). Jun 2013.

Consortium on Competitiveness and Cooperation (Kauffman Foundation; Kansas City, MO). Conference co-organizer and invited conference participant. Mar 2013.

Strategic Management Society Annual Conference (Prague, Czech Republic). *Panelist*: Session on “Capabilities and Corporate Strategy”. *Paper*: “Structural recombination and innovation: The roles of technological capability, diversity and coherence”. Oct 2012.

West Coast Research Symposium on Technology Entrepreneurship (U of Southern California; Los Angeles, CA). *Paper*: “Unpacking alliance portfolios: How signals of venture viability affect new venture outcomes” (with Manuela Hoehn-Weiss). Sep 2012.

Academy of Management Annual Meeting (Boston, MA). *Paper*: “Unpacking alliance portfolios: How signals of venture viability affect new venture outcomes” (with Manuela Hoehn-Weiss). *Paper*: “Structural recombination and innovation: The roles of technological capability, diversity and coherence” (with Aseem Kaul). *Paper*: “Decentralization of formal and real decision authority: An empirical investigation” (with Magda Dobrajaska and Stephan Billinger) at symposium on “Architecture of Adaptation: Role of the corporate office in adaptation of the multibusiness firm.” Aug 2012.

Atlanta Competitive Advantage Conference (Atlanta, GA). *Paper*: “Structural recombination and innovation: The roles of technological capability, diversity and coherence” (with Aseem Kaul). May 2012.

Wharton Conference on Technology & Innovation (Philadelphia, PA). *Paper*: “Structural recombination and innovation: The roles of technological capability, diversity and coherence” (with Aseem Kaul). Apr 2012.

Consortium on Competitiveness and Cooperation (U of Maryland; College Park, MD). Invited conference participant. Apr 2012.

Strategic Management Society Annual Conference (Miami, FL). *Paper*: “Unpacking alliance portfolios: How signals of venture viability affect new venture outcomes” (with Manuela Hoehn-Weiss). *Paper*: “How acquirers’ goals affect acquirer-target interactive actions” (with Xavier Castañer). Nov 2011.

Academy of Management Annual Meeting (San Antonio, TX). *Paper*: “Implementing acquirers’ synergistic intent: The necessary bilateral interaction with the target” (with Xavier Castañer). Aug 2011.

European Academy of Management Annual Meeting (Tallinn, Estonia). *Paper*: “Implementing acquirers’ synergistic intent: Cost reduction, revenue enhancement and bilateral interactions with the target” (with Xavier Castañer). Jun 2011.



Consortium on Competitiveness and Cooperation (MIT; Cambridge, MA). Invited conference participant. Apr 2011.

SMJ Special Issue Conference on Organizational Architecture (Boston, MA). *Paper*: "Structural knowledge: How executive experience with structural composition affects intrafirm mobility and structural change" (with Charles Williams). Oct 2010.

Academy of Management Annual Meeting (Montreal, Canada). *Panelist*: "Using M&A as a context to study knowledge transfer and collaboration across organizational boundaries" PDW. Topic: "Integration as an organizational design challenge". Aug 2010.

Strategy Research Forum (Reykjavik, Iceland). *Paper*: "The effects of internal and external turbulence on structural reorganization" (with Tim Carroll). May 2010.

Consortium on Competitiveness and Cooperation (U of Michigan; Ann Arbor, MI). Invited conference speaker to Faculty Pre-conference. Topic: "Why and when organizational structure matters". Apr 2010.

Strategic Management Society Annual Conference (Washington D.C.). *Paper*: "The effects of internal and external turbulence on structural reorganization" (with Tim Carroll). Oct 2009.

Academy of Management Annual Meeting (Chicago, IL). *Co-organizer*: Professional Development Workshop on "Organization structure and design". *Paper*: "Promoting inertia: How executive movement influences market entry and exit in medical firms" (with Charles Williams). *Paper*: "Acquiring managers' intent and actions in acquisition implementation" (with Xavier Castañer). Aug 2009.

Strategy Research Forum (Annapolis, MD). Invited conference participant. May 2009.

Organization Science Winter Conference (Steamboat Springs, CO). *Paper*: "Effects of internal and external turbulence on structural reorganization" (with Tim Carroll). Feb 2009.

Harvard Conference on Organization Design (Boston, MA). Invited conference participant. Dec 2008.

Academy of Management Annual Meeting (Anaheim, CA). *Paper*: "Promoting inertia: How executive movement influences market entry and exit in medical firms" (with Charles Williams). Aug 2008.

DRUID Fundamental (Copenhagen, Denmark). *Paper*: "Reorganization and innovation". Jun 2008.

CORE Organization Design Workshop (Aarhus, Denmark). *Paper*: "The effects of internal and external turbulence on firm reorganization" (with Tim Carroll). May 2008.

Strategy Research Forum (Asheville, NC). *Paper*: "Promoting inertia: How executive movement influences market entry and exit in medical firms" (with Charles Williams). May 2008.

Wharton Conference on Technology & Innovation (Philadelphia, PA). *Paper*: "Reorganization and innovation". Apr 2008.

Duke University, Strategy Conference (Durham, NC). Conference participant. Apr 2008.

Harvard Strategy Conference (Boston, MA). Invited conference participant. Oct 2007.

Strategic Management Society Annual Conference (San Diego, CA). *Paper*: "Parallel paths: How top executive movement shapes the market evolution of firms" (with Charles Williams). Oct 2007.

Academy of Management Annual Meeting (San Diego, CA). Conference participant. Aug 2007.

Atlanta Competitive Advantage Conference (Atlanta, GA). *Paper*: "Parallel paths: How top executive movement shapes the market evolution of firms" (with Charles Williams). Jun 2007.

Organization Science Winter Conference (Steamboat Springs, CO). Conference participant. Feb 2006.

Academy of Management Annual Meeting (Honolulu, HA). *Participant* in Professional Development Workshop: "BPS Division Junior Faculty Consortium". *Paper*: "The embedded nature of resources within structure". *Paper*: "Structural reconfiguration and Innovation". Aug 2005.

Atlanta Competitive Advantage Conference (Atlanta, GA). Paper: "Modularity in organizational structure: The reconfiguration of internally developed and acquired business units". Jun 2005.

Strategic Management Society Annual Conference (San Juan, PR). *Paper*: "Structural reconfiguration and innovation". *Paper*: "Creating firm-specific value through reconfiguration of internally developed and acquired units". Nov 2004.

Harvard Strategy Conference (Boston, MA). Invited conference participant. Oct 2004.

Academy of Management Annual Meeting (New Orleans, LA). *Paper*: "Creating firm-specific value through reconfiguration of internally developed and acquired units". Aug 2004.

Atlanta Competitive Advantage Conference (Atlanta, GA). *Paper*: "Structural reconfiguration and innovation: A framework of what goes where and why". Jun 2004.

Harvard Business School Teaching Workshop (Boston, MA). Professional Development Workshop (participant): "The art & craft of discussion leadership". May 2004.

Strategic Management Society Annual Conference (Baltimore, MD). Paper: "Retention of resources and units: Evidence of the embedded nature of resources in an acquisition context". Nov 2003.

Academy of Management Annual Meeting (Washington D.C.). Professional Development Workshop (participant): "BPS Division Doctoral Consortium". Aug 2001.

Consortium on Competitiveness and Cooperation (Durham, NC). Paper: Dissertation overview. Apr 2001.

Academy of Management Annual Meeting (Toronto, Canada). Paper: "Business dynamics: A quarter-century of inter-twined resource and organizational reconfiguration by Johnson & Johnson." Aug 2000.

## TEACHING EXPERIENCE

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### **Northeastern University, D'Amore-McKim School of Business (Professor, 2015-present)**

Bachelors      ENTR4225 (UG, elective): Growth, Acquisitions & Alliances  
                    STRT4501 (UG, required capstone): Strategy in Action  
Masters         ENTR6225 (GR, elective): Acquisitions, Alliances & Growth  
Executive       Programs on acquisitions, alliances, corporate & competitive strategy.  
                    Clients including Ericsson, Dell EMC, Novant Health, IDG's CIO Magazine (faculty director).

### **Boston University, Questrom School of Business (Professor, 2002-2015)**

Bachelors      SM454 (honors seminar): Corporate Strategy  
                    MG422 (required capstone): Strategy & Policy  
Masters         SI750-751 (required capstone): Competition, Innovation & Strategy  
                    Course coordinator (2011-2015); client projects for Nokia & IBM.  
                    SI830 (elective): Corporate Strategy  
                    Course coordinator (2010-2015); client projects for US Bank.  
Doctoral        DS915/916 (required): Professional Seminar  
                    SI920 (required): Organizations in Strategy & Economics  
Executive       Programs on strategy, acquisitions, alliances, organization design,  
                    organizational capabilities and adaptation. Clients including IBM, BP, KPN, IDG.

### **University of Michigan, Ross School of Business (Instructor, 2004)**

Bachelors      CS390 (required capstone): Corporate Strategy

### **Harvard University (Teaching Assistant, 1994-1995)**

Bachelors      Department of Mathematics

Masters Graduate School of Education

**Cornell University (Teaching Assistant, 1990-1994)**

Bachelors Department of Computer Science  
Department of Mathematics  
Department of Education

**TEACHING: Awards & Honors**

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#1 of Top 10 Professors at Northeastern U., OneClass.com online publication, 2018  
<https://oneclass.com/blog/northeastern-university/80461-top-10-professors-at-northeastern-university.en.html>

Favorite MBA Professor (Poets & Quants), Boston U., 2014  
<http://poetsandquants.com/2015/06/18/the-top-mbas-name-their-favorite-business-school-professors/>

Professor of the Year Award (MBA Cohort A), Boston U., 2013

Commencement Faculty Speaker (elected by MBA class), Boston U., 2013

Senior Class Legacy Awards of Teaching Appreciation, Boston U., 2005 & 2007

**TEACHING: Expertise**

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Corporate and competitive strategy  
Acquisitions and alliances  
Organization design  
Innovation strategy and management

**TEACHING: Citations & Invitations**

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Invited endorsement quote for textbook:

Richard M. Burton, Børge Obel and Dorthe Døjbak Håkonsson (2020). Organizational Design (4<sup>th</sup> Edition). Cambridge University Press, Cambridge, UK.

Vignettes/Citations in textbook:

Irene M. Duhaime, Michael A. Hitt and Marjorie A. Lyles (2021). Strategic Management: State of the field and its future. Oxford University Press, London, UK.

David A. and Andrzej A. Huczynski (2019). "Reorganization: restructure or reconfigure?" in Chapter 16 on Organization Design. Organizational Behavior (10<sup>th</sup> edition). Pearson Publishers, London, UK, pp.542.

**TEACHING: Student Advising**

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Dissertation Co-Advisor

Sina Koshokhan (2019 PhD, Strategy & Innovation, Boston U.) "The Role of Intellectual Property Rights on Innovation"

- \* *Finalist*, Best Dissertation Award 2021, TIM Division, Academy of Management.
- \* *Winner*, Litschert Best Conference Student Paper Award 2018, STR Division, Academy of Management.
- \* *Recipient*, Kauffman Foundation Dissertation Fellowship 2017.
- \* *Recipient*, SRF Dissertation Research Grant 2016.

#### Dissertation Chair & Advisor

Marketa Rickley (2015 PhD, Strategy & Innovation, Boston U.) "Strategic Human Capital Allocation in Multinational Companies"

\* *Finalist*, Best Dissertation Award 2016, STR Division (formerly BPS), Academy of Management

\* *Winner*, Emerald Best International Dissertation Award 2016, Academy of Management

#### Post-Doctoral Fellowship Advisor (at Northeastern U.)

Ting Xiao (Ph.D. Ohio State University) 2017-18

#### Dissertation Committee Member (at Northeastern U.)

Soumyakant Padhee (Mechanical Engineering doctorate 2024e) "Dynamics of innovation in engineering design teams: Complex network approach"

#### Dissertation Committee Member (at Boston U.)

Mahfuja Malik (Finance doctorate 2015) "The impact of targets' social performance on acquisition premiums"

Manuela Hoehn-Weiss (Strategy doctorate 2006) "The effects of alliances and financial partnerships on performance of VC-funded new ventures between 1990 and 2002 in the United States"

#### Visiting PhD Student (at Boston U.)

Magda Dobrajska (U of Southern Denmark) 2011

#### PhD Comprehensive Exam Committee Member (at Boston U.)

Sina Khoshokhan 2015, Marketa Rickley 2012, Yulia Muzyrya 2012, Kyungho Kim 2008, John Verostek 2006

#### Undergrad Senior Thesis Advisor (at Northeastern U.)

Sanna Tietjen (2020, Reutlingen U. & Northeastern U.)

Patrick Kludt (2018, Reutlingen U. & Northeastern U.)

### **INSTITUTIONAL SERVICE**

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#### Northeastern University

Chair, DMSB Dean Search Committee, 2021-2022.

ADVANCE Office of Faculty Development. Presented at Workshop on "Dealing with Competing Priorities as an Assistant Professor," Oct 2017.

NU Student chapter of Alzheimer's Foundation of America. Faculty Advisor. 2017-2019.

Student Alumni Association (SAA) (with Office of Alumni Relations). Speaker in session of "Connecting Huskies to Huskies" event. Presented session on "Moving Up and Moving Out". March 2016.

ADVANCE Office of Faculty Development. Presented at Workshop on "Mapping Goals". Explained the "Dashboard" tool for self-assessment, Feb 2016.

#### D'Amore-McKim School of Business

Junior Faculty Mentoring Luncheons (organizer, once a semester), 2015-present

Organize luncheons for all junior faculty once a semester with a senior colleague to discuss challenges & strategies of pursuing tenure.

Tenure and Promotion Committee, 2017-2019

Co-organizer DMSB Reception for 500 people at Academy of Management Annual Meetings 2017, 2018, 2019

DMSB Research Committee, Spring 2016

Junior Faculty Development “Dashboard”, 2015-present

Created and trained junior faculty on how to use Dashboard tool for self-assessment and mentoring.

#### Entrepreneurship & Innovation Group

Group Representative to DMSB Research Committee, Spring 2016

Seminar Series Organizer, Spring 2016

Recruiting Committee Member, 2015-2016, 2022-2023

### **PROFESSIONAL SERVICE**

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#### Editorial Leadership

Organization Science (Deputy Editor) 2020-present

Strategic Management Journal (Associate Editor) 2014-2020

Journal of Organization Design (Senior Editor) 2013-2017

#### Special Issue Editorship

Brusoni, Stefano, Joachim Henkel, Michael G. Jacobides, Samina Karim, Alan MacCormack, Phanish Puranam and Melissa Schilling, editors. Jan 2023. “The Power of Modularity Today: 20 Years of “Design Rules”.” *Industrial and Corporate Change* 32(1).

Folta, Timothy B., Constance E. Helfat and Samina Karim, editors. Sep 2016. “Resource Redeployment and Corporate Strategy.” *Advances in Strategic Management* (Vol 35) Emerald Group Publishing.

Karim, Samina and Laurence Capron, editors. Mar 2015. “Reconfiguration: Adding, Redeploying, Recombining, and Divesting Resources and Business Units.” *Strategic Management Journal* 37(13).

#### Editorial Review Boards

Journal of Organization Design, 2012-present (Senior Editor: 2013-2017)

Organization Science, 2009-present (Deputy Editor: 2020-present)

Strategy Science, 2013-present

Strategic Organization, 2012-present

Strategic Management Journal, 2009-present (Associate Editor: 2014-2020)

#### Adhoc Reviewing

*Journals:* Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Management Science, Research Policy, Strategic Entrepreneurship Journal, and more.

*Conferences:* Academy of Management Annual Meetings, Strategic Management Society Annual Meetings

#### Appointed Review Positions

National Science Foundation, several grant panels, 2021-2023.

Industry Studies Association, Emerging Scholar in Innovation and Entrepreneurship Award Committee. 2020.

Strategic Management Society, SRF Dissertation Research Grant Committee. 2016 & 2017.

Strategic Management Society, Best PhD Paper Committee. 2013.

Academy of Management, TIM Division Best Paper Award Committee. 2011.

### Elected Leadership Positions

Academy of Management: Strategic Management Division (~6000 members)

*Division Chair 2020: organized STRonger Together initiatives during the COVID-19 pandemic*

Officer. 5-year rotation. Assistant Program Chair → Program Chair → Division Chair Elect → Division Chair → Outgoing Division Chair. 2016-2021.

Executive Committee. 2010-2012.

Research Committee. 2008-2010.

Strategic Management Society: Competitive Strategy Interest Group.

*Interest Group Chair 2016.*

Officer. 3-year rotation. Assistant Program Chair → Program Chair → Interest Group Chair. 2014-2016  
Representative-at-Large. 2012-2014.

Consortium on Competitiveness and Cooperation (CCC).

Board member. 2016-present.

### Conferences, Consortia & Initiatives Organized

CCC Initiatives, Consortium on Competitiveness and Cooperation, in role as CCC Board Member.

- Strategy, Innovation & Entrepreneurship (SIE) Speaker Series, initiated this monthly series with *The PhD Project* to encourage PhD applicants who are underrepresented, 2021-present
- Brown Bag Series for Junior Cohorts 2020-21
- Mentor Cafés 2020-21

STRonger Together Initiatives, STR Division, Academy of Management (online). Initiated and helped organized STRonger Together Initiatives in role of *STR Division Chair*. Apr-Jul 2020.

- April: Café Zoom Conversations (on working from home)
- April: PhD Workshops (roundtable paper feedback to doctoral students)
- May: Café PhD & Regional Conversations (for doctoral students, for different regions)
- May & June: Coffee Wish Conversations (between junior & senior scholars)
- May & June: Virtual Symposia (research oriented presentations)
- June: Café Cultural Conversations (for language communities)
- July: Virtual Professional Development Workshops
- July: Meet The Scholar Series (interviews of senior scholars)
- April-July: Pet Pals Photo Booth (for some fun)
- April-July: Establish Online & Social Media Presence (including launch of STR YouTube channel, Twitter & Instagram accounts)

Consortium for Research in Strategy (CRS)(co-founder & co-organizer). 2017-present

SMS Special Conference on Global Growth Strategies (Sao Paulo, Brazil)(advisory board member). 2017

Conference on Resource Redeployment & Corporate Strategy (Strasbourg, France)(co-organizer). 2015

Organization Design Community Annual Conference (co-chair). 2014

Consortium on Competitiveness and Cooperation (CCC)(co-organizer). 2013, 2014

BPS (now STR) Doctoral Consortium, Academy of Management (co-chair). 2011, 2012

BPS (now STR) Irwin Educator Award Reception, AoM (organizer). 2011, 2012

Strategy Research Forum (SRF)(Longboat Key, FL)(co-organizer). 2011

### Service Presentations

Strategic Management Society Annual Conference (London, UK). *Panelist & Roundtable Mentor*:

“Competitive Strategy IG Junior Faculty PDW on Your Tenure Package: How Do Letter Writers Read and Evaluate It?” Sep 2022.

Strategic Management Society – Member Engagement Activities (online). *Co-Host* (with Aseem Kaul): SMS “PhD Chats” Series. May 2021-present:

- May 2021 – Transitioning out of your PhD
- June 2021 – Preparing your job packet
- August 2021 – Job talks and visits
- December 2021 – Planning your dissertation

The Tenure Project Conference (Seattle, WA). Mentor for junior faculty. Aug 2022.

The PhD Project's Management Doctoral Student Association Conference (online). *Panelist*: Editors Panel Workshop. July 2021.

Strategy Science Conference Doctoral Workshop (online). *Panelist* and roundtables with students to review dissertation research. May 2021.

Macquarie University led Innovation, Strategy & Entrepreneurship Paper Development Workshop (online). *Panelist*: "How to publish in leading Strategy journals". Mar 2020.

Academy of Management Annual Meeting (Boston, MA). Organize all awards committees for STR Division in role of STR Division Chair Elect. *Discussant*: "STR Junior Faculty Paper Development Workshop". Aug 2019.

European Academy of Management Annual Meeting (Lisbon, Portugal). *Panelist*: "Best practices in reviewing" Workshop. Jun 2019.

Strategic Management Society Annual Conference (Paris, France). *Panelist*: "Competitive Strategy IG Junior Faculty PDW". Sep 2018.

Academy of Management Annual Meeting (Chicago, IL). Organize all conference program sessions for STR Division in role of STR Program Chair. Aug 2018.

Academy of Management Annual Meeting (Atlanta, GA). Organize all PDW sessions for BPS Division in role of BPS Assistant Program Chair. *Panelist*: "Managing Your Dissertation" Workshop. Aug 2017.

Strategic Management Society Annual Conference (Berlin, Germany). *Panelist*: Corporate Strategy IG's workshop on "Resource Redeployment". *Panelist*: Competitive Strategy IG's Junior Faculty Development Workshop, "Reviewing for Journals" Sep 2016.

Academy of Management Annual Meeting (Anaheim, CA). *Panelist*: Professional Development Workshop on "Fostering publication from around the world in leading organization and strategy journals". *Panelist*: Professional Development Workshop: BPS Dissertation Consortium – "Editors' perspectives on rejections and revise-and-resubmit process". *Panelist*: Professional Development Workshop: TIM Doctoral Consortium – "Building your network". Aug 2016.

Strategic Management Society Annual Conference (Denver, CO). *Panelist*: Paper Development Workshop on "The Interplay of Competition and Cooperation". Oct 2015.

Strategic Management Society Annual Conference (Madrid, Spain). *Panelist*: Competitive Strategy Interest Group's Junior Faculty and Paper Development Workshop. Sep 2014.

Academy of Management Annual Meeting (Philadelphia, PA). *Panelist*: BPS Junior Faculty Paper Development Workshop. Aug 2014.

Academy of Management Annual Meeting (Boston, MA). *Presentation* "Managing Work-Life Balance" at BPS Doctoral Consortium. Aug 2012.

Strategic Management Society Annual Conference (Miami, FL). *Panelist*: SMS Doctoral Workshop - led roundtable discussion of research proposals on Organizational Strategy. Nov 2011.

Academy of Management Annual Meeting (San Antonio, TX). *Presentation* "Managing Work-Life Balance" at BPS Doctoral Consortium. Aug 2011.

Academy of Management Annual Meeting (New Orleans, LA). *Presented* at Professional Development Workshop on “Managing your dissertation”. Aug 2004.

#### Professional Service Awards

Service Award for Leadership of Strategic Management Division, Academy of Management, 2018  
Service Award for Leadership of Competitive Strategy Interest Group, Strategic Management Society, 2017  
Outstanding Reviewer Award, Business Policy & Strategy Division, Academy of Management, 2009

#### Nonprofit Service

Consortium on Competitiveness and Cooperation (CCC), Board of Directors	2016-present
50-50 Startups, Board of Directors	2018-2019
Outreach360, Board of Directors	2015-2020

#### Media & External Citations

OneClass.com online publication, Ranked #1 in “Top 10 Professors at Northeastern University” Jul 20, 2018

<https://oneclass.com/blog/northeastern-university/80461-top-10-professors-at-northeastern-university.en.html>

NU DMSB Leaders at Work blog “Why tech leaders need business smarts” Apr 7, 2017

<https://leadersatwork.northeastern.edu/careers/why-tech-leaders-need-business-smarts/>

NU DMSB Leaders at Work blog “Challenges ahead for Bayer after acquiring Monsanto” Sep 15, 2016

<https://leadersatwork.northeastern.edu/entrepreneurship/challenges-ahead-for-bayer-after-acquiring-monsanto/>

NU DMSB Leaders at Work blog “Corporate acquisitions and splits: What can we learn from them?” May 12, 2016

<https://leadersatwork.northeastern.edu/strategy/corporate-acquisitions-and-splits-what-can-we-learn-from-them/>

Poets & Quants article “The top MBAs name their favorite business school professors” Jun 18, 2015

<http://poetsandquants.com/2015/06/18/the-top-mbas-name-their-favorite-business-school-professors/>

The Daily Free Press article “Death of a sales floor: RadioShack faces bankruptcy, 1,784 closures” Feb 12, 2015

<http://dailyfreepress.com/2015/02/12/death-of-a-sales-floor-radioshack-faces-bankruptcy-1784-closures/>

Ideas for Leaders (#451) “How to design organizational structures by understanding organizational routines” Oct 1, 2014

<https://www.ideasforleaders.com/ideas/how-to-design-organizational-structures-by-understanding-organizational-routines>

The Boston Globe article “AT&T-DirecTV deal could level playing field” May 21, 2014

<https://www.bostonglobe.com/business/2014/05/20/antitrust-experts-big-deals-better-than/uzQd4iOhiRBRvv0UWbi4xl/story.html>

Los Angeles Times article “AT&T deal for DirecTV driven by desire to pare programming costs” May 19, 2014

<http://www.latimes.com/business/la-fi-ct-att-directv-video-20140520-story.html>

E-Commerce Times article “Yahoo buys Blink team, app to go dark” May 15, 2014

<http://www.ecommercetimes.com/story/80461.html>

San Jose Mercury News article “FTC asks Safeway for details on merger plans” Apr 11, 2014



[http://www.mercurynews.com/business/ci\\_25541204/ftc-asks-safeway-more-information-merger-plans](http://www.mercurynews.com/business/ci_25541204/ftc-asks-safeway-more-information-merger-plans)

San Jose Mercury News article "Store closures loom as Safeway sale heads to FTC" Mar 28, 2014

[http://www.mercurynews.com/business/ci\\_25443799/store-closures-loom-safeway-sale-heads-ftc](http://www.mercurynews.com/business/ci_25443799/store-closures-loom-safeway-sale-heads-ftc)

San Jose Mercury News article "Safeway sale would transform supermarket industry" Mar 6, 2014

[http://www.mercurynews.com/business/ci\\_25282421/safeway-sale-would-transform-supermarket-industry](http://www.mercurynews.com/business/ci_25282421/safeway-sale-would-transform-supermarket-industry)

Los Angeles Times article "Nestle Sells Jenny Craig Weight-Loss Brand to Equity Firm" Nov 7, 2013

<http://www.latimes.com/business/la-fi-mo-nestle-sells-jenny-craig-diet-brand-to-equity-firm-20131107-story.html>

East Bay Times article "Safeway Executives Sell Stock After Rumors of Buyout Offer" Oct 25, 2013

[http://www.eastbaytimes.com/news/ci\\_24405445/safeway-executives-sell-stock-after-rumors-buyout-offer](http://www.eastbaytimes.com/news/ci_24405445/safeway-executives-sell-stock-after-rumors-buyout-offer)

Reuters blog "Why Airline Mergers are Inevitable" Oct 9, 2013

<http://www.reuters.com/article/us-karim-mergers-idUSBRE99814620131009>

The Daily Free Press article "Capital One Cafés Coming Soon" Nov 29, 2012

<http://dailyfreepress.com/2012/11/29/capital-one-cafes-coming-soon/>

New York Times article "Concessions Entangle Universal's Bid for EMI" Jul 15, 2012

[http://www.nytimes.com/2012/07/16/business/media/europes-demands-could-affect-worth-of-universal-emi-deal.html?\\_r=0](http://www.nytimes.com/2012/07/16/business/media/europes-demands-could-affect-worth-of-universal-emi-deal.html?_r=0)

## **OTHER**

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### Leaves of Absence

Sabbatical Leave : Fall 2021 (to Dartmouth College)

Sabbatical Leave: Fall 2009 (to Univ. of Illinois at Urbana-Champaign)

Maternity Leaves: Fall 2003 & Fall 2006

### Memberships

Cornell University's *Quill and Dagger* Honor Society, 1994-present

Institute of Electrical and Electronics Engineers (Cornell chapter Treasurer 1993-94), 1992-1994

Society of Women Engineers (Cornell chapter President 1993-94), 1990-1997

### Interests

Science fiction, Singing, Strategy board games, Travel, Family service, Fast cars