

## *Vita*

**Michael D. Santoro**

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College of Business  
Lehigh University  
621 Taylor Street  
Bethlehem, PA 18015  
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### **I. Education**

***PhD - Organization Management***

Rutgers University  
Graduate School - Newark  
Newark, New Jersey

May, 1998

**Graduated with honors**

**Dissertation:** "Key factors in establishing and sustaining high intensity industry-university technology relationships", successfully defended March 2, 1998.

***MBA - Strategic Management***

Rutgers University  
Graduate School of Management  
Newark, New Jersey

May, 1998

***MBA - General Management***

Adelphi University  
School of Business  
Garden City, Long Island, New York

January, 1983

**Graduated with honors**

***BA - Education***

The William Paterson University of New Jersey  
School of Education  
Wayne, New Jersey

May, 1973

### **II. Employment/Professional Experience - Academic**

***Professor of Management (tenured),***

***College of Business***

Lehigh University - Bethlehem, PA  
Teaching interests and courses taught:  
MBA Integrative Experience  
Introduction to the Organization and its Environment  
Business Strategy  
Strategic Management  
Government and Society

2012-present

***Associate Professor of Management (tenured),***

- College of Business*** 2005-2012  
 Lehigh University - Bethlehem, PA  
 Teaching interests and courses taught:  
 MBA Integrative Experience  
 Introduction to the Organization and its Environment  
 Business Strategy  
 Strategic Management
- Co-Director, Center for Value Chain Research*** 2006-2009  
***College of Business***  
 Lehigh University – Bethlehem, PA
- Assistant Professor of Management,*** 1998-2005  
***College of Business***  
 Lehigh University - Bethlehem, PA  
 Teaching interests and courses taught:  
 Business Management Policies  
 Managerial Policy & Decision Making  
 MBA Integrative Experience  
 Introduction to the Organization and its Environment
- Instructor, Faculty of Management, Rutgers Business School*** 1997-1998  
 Rutgers University - New Brunswick and Newark NJ campuses  
 Courses taught:  
 Management Fundamentals (undergraduate program)  
 Business Policy & Strategy (undergraduate program)  
 Managing Technology (undergraduate program)
- Teaching Assistant, Rutgers Business School*** 1994 - 1997  
 Rutgers University - Newark, NJ  
 Courses taught:  
 Management Fundamentals (undergraduate program)  
 Business Policy & Strategy (undergraduate program)
- Adjunct Instructor, Graduate School of Business*** 1984 - 1987  
 Philadelphia University - Philadelphia, PA  
 Course taught:  
 Management Information Systems (MBA program)

### **III. Employment/Professional Experience - Corporate**

- ◆ ***Division Director, Strategic/Product Planning and Product Marketing*** 1987 - 1994  
ADP Corporate Headquarters - Roseland, NJ  
Senior staff manager responsible for the overall strategic planning, product management, product marketing, and product planning of ADP's core payroll business.

Key Responsibilities:

- Analyzed external/market needs and internal capabilities
- Created annual Strategic and Product Plans
- Developed new products and services
- Designed, monitored, and evaluated test markets
- Managed new product launches and published product releases

- ◆ ***Regional Vice President, Operations and Client Services*** 1982 - 1987  
ADP Philadelphia Regional Center - Fort Washington, PA  
Senior line manager in profit center with annual revenues of \$40 Million

Key Responsibilities:

- Directed Client Service, Implementation and Operations staffs (200+ associates)
- Created and evaluated regional performance and service levels
- Developed various regional growth strategies
- Controlled operating budget in excess of \$10 Million

- ◆ ***Regional Director, Client Services*** 1979 - 1982  
ADP Long Island Regional Center - Melville, NY  
Senior line manager in profit center with annual revenues of \$60 Million

Key Responsibilities:

- Directed Client Service, Implementation and Sales Support staffs (90+ associates)
- Evaluated regional performance and service levels
- Controlled operating budget in excess of \$6 Million

- ◆ ***Regional Manager, Supervisor of Account Executives, CS Rep.*** 1973 - 1979  
ADP Metropolitan Regional Center - Clifton, NJ  
Middle and first line manager in profit center with annual revenues of \$100 Million

## **IV. Research**

### **A. Research Interests and Foci**

My overall research interests intersect the related areas of organizational strategy and technology and innovation management. Primary focus is on strategic change, strategic alliance formation and performance, alliance portfolios, and the external sourcing of knowledge and new technologies. Related areas of foci deal with intra-firm collaboration and communication and MNE regional/global strategies and performance.

## **B. Publications**

### **Book Contributions**

Santoro, M. & Chakrabarti, A. (1999). Why collaborate? Exploring industry's strategic objectives for establishing industry-university technology relationships. In Kocaoglu, D. & Anderson, T. (eds.), *Technology and Innovation Management*, IEEE Publications, Piscataway, NJ: pp. 55-61.

Betts, S.C. & Santoro, M. D. (2003). Industry and academe working together: Factors that give life to initial and continuing success. In Kocaoglu, D. & Anderson, T. (eds.), *Technology Management for Reshaping the World*, IEEE Publications, Piscataway, NJ: pp. 165-171.

Hitt, M.A., Ireland, R.D. & Santoro, M.D. (2004). Developing and managing strategic alliances, building social capital, and creating value. In Ghobadian, A., O'Regan, N., Gallear, D and Viney, H. (eds.), *Strategy and Performance: Achieving Competitive Advantage in the Global Market Place*, pp. 13-34, Palgrave-Macmillan Publishing, London, UK.

**Article was Reprinted in:** Segal-Horn, S. (2005). *The Strategy Reader*, Second Edition, Blackwell Publishing, London, UK.

McGill, J. & Santoro, M.D. (2004). Managing value and vulnerability in complex collaborations: Allying with competitors. In Beyerlein, M., Johnson, D. and Beyerlein, S. (eds.), *Advances in Interdisciplinary Studies of Work Teams-Complex Collaborations: Building the Capabilities for Working Across Boundaries*, Vol. 10, Chapter 10, pp. 263-286, JAI/Elsevier Publishing, London, UK.

Santoro, M.D. (2005). Patent protection. In Hitt, M.A. and Ireland, R.D. (eds.), *The Blackwell Encyclopedic Dictionary of Entrepreneurship*, pp. 202-204, Blackwell Publishing, Oxford, UK.

Santoro, M.D. (2012). Patent protection. In Kuratko, D. and Morris, M.H. (eds.), *The Wiley Encyclopedic Dictionary of Entrepreneurship*, Second Edition, Wiley Publishing, Oxford, UK.

Betts, S. & Santoro, M.D. (2014). Champions and Trust as Drivers of Industry/University Collaborations: A Relationship Marketing Perspective. In Kliewe, T., Baaken, T. and Kesting (eds.), *Modern Concepts of Organisational Marketing: New Insights into Business-to-Business and Science-to-Business Marketing and its Linkages*, pp. 269-284, Springer-Gabler, Oxford, UK.

Santoro, M.D. (2014). Patent protection. In Kuratko, D. and Morris, M.H. (eds.), *The Wiley Encyclopedic Dictionary of Entrepreneurship*, Third Edition, Wiley Publishing, Oxford, UK.

Betts, S.C. & Santoro, M.D. (2019). The engaged and entrepreneurial university: A model for success for smaller programs. In Kliewe, T., Plewa, C., Baaken, T. and Kesting, T. (eds.), *Developing Engaged and Entrepreneurial Universities: Theories, Concepts and Empirical Findings*. Springer Publishers, Oxford, UK.

### **Refereed Journal Articles**

- Santoro, M. & Chakrabarti, A. (1999). Building industry-university research centers: Some strategic considerations. *International Journal of Management Reviews*, 1, 3, pp 225-244.
- Santoro, M. (2000). Success breeds success: The linkage between relationship intensity and tangible outcomes in industry-university collaborative ventures. *Journal of High Technology Management Research*, Vol. 11 (2), pp 255-273.
- Santoro, M. & Gopalakrishnan, S. (2000). The institutionalization of knowledge transfer activities within industry-university collaborative ventures. *Journal of Engineering and Technology Management*, 17, pp 299-319.
- Santoro, M. & Chakrabarti, A. (2001). Corporate strategic objectives for establishing relationships with university research centers. *IEEE Transactions on Engineering Management*, Vol. 48, No. 2, pp 157-163.
- Santoro, M. & Gopalakrishnan, S (2001). Relationship dynamics between university research centers and industrial firms: Their impact on technology transfer activities. *Journal of Technology Transfer*, Vol. 26, No.1, pp 163-171.
- Santoro, M. & Chakrabarti, A., (2002). Firm size and technology centrality in industry-university interactions. *Research Policy*, Vol. 31, No. 7, pp 1163-1180.
- Santoro, M. & Betts, S. (2002). Making industry-university partnerships work. *Research-Technology Management*, Vol. 45, No. 3, pp 42-46.
- Santoro, M. & Saporito, P. (2003). The firm's trust in its university partner as a key mediator in advancing knowledge and new technologies. *IEEE Transactions on Engineering Management*, Vol 50, No. 3, pp 362-373.
- Gopalakrishnan, S. & Santoro, M. (2004). Distinguishing between knowledge transfer and technology transfer activities: The role of key organizational factors. *IEEE Transactions on Engineering Management*, Vol. 51, No. 1, pp 57-69.
- Chakrabarti, A. & Santoro, M. (2004). Building social capital and learning environment in industry-university relationships. *International Journal of Learning and Intellectual Capital*, Vol. 1, No. 1, pp 19-36.
- Santoro, M. & McGill, J. (2005). The effect of uncertainty and asset co-specialization on governance in biotechnology alliances. *Strategic Management Journal*, **26**: 1261-1269.
- Santoro, M. & Saporito, P. (2006). Self-interest assumption and relational trust in university-industry knowledge transfers. *IEEE Transactions on Engineering Management*, Vol. 53, No. 3, pp. 335-347.
- Santoro, M. & Bierly, P. (2006). Facilitators of knowledge transfer in university-industry collaborations: A knowledge-based perspective. *IEEE Transactions on Engineering Management*, Vol. 53, No. 4, pp. 495-507.

Santoro, M.D., Bierly, P.E. & Gopalakrishnan, S. (2007). Organizational learning from external sources: New issues and performance implications. *International Journal of Technology Management*, Vol. 38, Nos. 1/2, pp. 1-10.

Betts, S.C. & Santoro, M.D. (2007). Integrating leadership theories and team research: A conceptual framework based on level of analysis and type of control. *Journal of Organizational Culture, Communications and Conflict*. Vol. 11, No. 1, pp. 1-17.

Gopalakrishnan, S., Scillitoe, J. & Santoro, M. (2008). Tapping deep pockets: The role of resources and social capital on financial capital acquisition by biotechnology firms in biotech-pharma alliances. *Journal of Management Studies*. Vol. 45, No. 8, pp. 1354-1376.

Bierly, P., Damanpour, F. & Santoro, M. (2009). The application of external knowledge: Organizational conditions for exploration and exploitation. *Journal of Management Studies*. Vol. 46, No. 3, pp. 481-509.

McGill, J. & Santoro, M. (2009). Alliance portfolios and patent output: The case of biotechnology alliances. *IEEE Transactions on Engineering Management*. Vol. 56, No. 3: 388-401.

**Note: “Alliance portfolios and patent output: The case of biotechnology alliances” was selected by the editor-in-chief and all department editors of *IEEE Transactions on Engineering Management* as the “Best Paper” published in this journal for the year 2009 from among over 50 other articles published in the year 2009.**

Banalieva, E. & Santoro, M.D. (2009). Local, regional, or global? Geographic orientation and relative financial performance of emerging market multinational enterprises. *European Management Journal*. Vol. 27: 344-355.

Jiang, J., Tao, T. and Santoro, M.D. (2010). Alliance portfolio diversity and firm performance. *Strategic Management Journal*. Vol. 31, Issue 10: 1136-1144.

Betts, S. & Santoro, M.D. (2011). Somewhere between markets and hierarchies: Controlling industry university relationships for success. *Academy of Strategic Management Journal*. Vol. 10, Number 1: 19-44.

Stryker, J. & Santoro, M.D. (2012). Facilitating face-to-face communication in high-tech teams. *Research-Technology Management*. Vol. 55, Issue 1: 51-56.

Banalieva, E., Santoro, M.D. & Jiang, J. (2012). Home region focus and technical efficiency of multinational enterprises: The moderating role of regional integration. *Management International Review*. Vol. 52, Issue 4: 493-518.

Stryker, J., Santoro, M.D. & Farris, G. (2012). Creating collaboration opportunity: Designing the physical workplace to promote high-tech team communication. *IEEE Transactions on Engineering Management*. Vol. 59, Issue 4: 609-620.

Santoro, M.D. (2013). Uncertainty, governance alignment, and firm performance in biotechnology alliances. *International Journal of Biotechnology*. Vol. 12, Issue 4: 225-248.

- Santoro, M.D. (2014). Organising for knowledge and technology-related outcomes in industry-university relationships. *International Journal of Technology Transfer and Commercialisation*. Special Issue on Industry-University Collaboration. Vol. 13, Nos. 1/2: 33-56.
- Tao, T., Jiang, J. & Santoro, M. (2015). Expand or retrench: Alliance portfolio adaptation to environmental jolts. *International Journal of Business Environment*. Vol. 7, Issue 1: 79-97.
- Brown, J., Gianiodis, P. & Santoro, M.D. (2015). Following doctors' orders: Organizational change as a response to human capital bargaining power. *Organization Science*. Vol. 26, Issue 5, September-October: 1284-1300.
- Santoro, M.D. and Gopalakrishnan, S. (2015). Alliances with universities – How firms absorb and apply knowledge. *International Journal of Knowledge Management Studies*. Volume 6, Issue 2: 175-199.
- Scillitoe, J, Gopalakrishnan, S. & Santoro, M.D. (2015). The Impact of External Contexts on Alliance Governance in Biotech-Pharmaceutical Firm Alliances. *Organization Management Journal*. Volume 12, Issue 3: 110-122.
- Brown, J., Gianiodis, P., & Santoro, M.D. (2017). Managing co-opetition for shared utility in dynamic environments. *California Management Review*. Volume 59, Issue 4: 114-139.
- Osiyevskyy, O., Tao, T., Jiang, J. & Santoro, M.D (2017). Opportunity is in the eye of the beholder: Behavioral drivers of alliance portfolio adaptation to performance and environmental jolts. *International Journal of Entrepreneurship and Innovation*, Vol. 18, No. 2: 1-37.
- Mithani, M., Gopalakrishnan, S. & Santoro, M.D. (2021). Does exposure to a traumatic event make organizations resilient? *Long Range Planning*, Volume 54, Issue 3, June 2021.
- Yang, K., Zhu, J., & Santoro M.D. (forthcoming). The effect of Inter-firm managerial social ties on alliance formation: How poorly embedded firms overcome network disadvantages. *British Journal of Management*. Accepted for publication May 31, 2021.

## Invited Articles

- Santoro, M. (1999). What makes for good industry-university cooperation? *Management Research from Rutgers, The State University of New Jersey*, Number 34, Winter 1999, page 4.
- Santoro, M. & Chakrabarti, A. (1999). Research applications: Focus on culture, champions and prior outcomes to strengthen your university technology partnership. *CIMS Technology Management Report*, Number 1, pp. 1-2.
- Santoro, M.D. & Sutherland, J. (2006). University research centers: Fulfilling industry's knowledge needs. *CSCMP Newsletter*, Fall, pp. 14-15.
- Santoro, M.D. & Sutherland, J. (2009). Keep America connected: (Re)Invest in our supply chain. *A New Path Forward, Lehigh University College of Business and Economics*, Spring, pp. 8-9.

## Refereed Conference Proceedings

Santoro, M. (1993). The relationship between cultural similarity and innovation in technology based strategic alliances. *1993 Association of Management Conference Proceedings*, pp 68-73.

Santoro, M. & Slowinski, G. (1994). Cultural similarity and its effect on innovation in strategic alliances of small and large firms. *1994 Eastern Academy of Management Conference Proceedings*, pp 21-24.

Santoro, M. (1995). Make, buy, or collaborate: A fit of core competence and culture. *1995 Eastern Academy of Management Conference Proceedings*, pp 213-216.

Santoro, M. (1995). Strategy: A bountiful cornucopia of means, meanings, and practices. *1995 Eastern Academy of Management Conference Proceedings*, pp 260-263.

Santoro, M. (1996). Combating competence destroying technologies through full-equity and limited-equity strategic alternatives. *1996 Eastern Academy of Management Conference Proceedings*, pp 208-211.

Santoro, M. & Chakrabarti, A. (1997). Key factors in establishing and sustaining high intensity industry-university technology relationships. *1997 R&D Management Conference Proceedings*, Manchester Business School, Manchester, UK, Volume 2, No. 45, pp 1-29.

Santoro, M. (1997). Weaving organizational linkages: A model of technological development and commercialization. *1997 Eastern Academy of Management Conference Proceedings*, pp 84-87.

Betts, S. & Santoro, M. (1997). Building bridges for the future: Spanning the gap between leadership and team research. *1997 Eastern Academy of Management Conference Proceedings*, pp 202-205.

Santoro, M. (1999). Pumping life into industry-university technology relationships: The linkage between relationship intensity and tangible outcomes. *1999 Eastern Academy of Management Conference Proceedings*, pp 65-68.

Santoro, M. & Gopalakrishnan, S. (2000). Technology transfer activities between university research centers and their industrial partners: The effect of trust and other relationship factors. *European Institute for Advanced Studies in Management Conference Proceedings*, pp 427-442.

Gopalakrishnan, S. & Santoro, M. (2000). Strategic alliances between university research centers and industrial partners: Their impact on technology and knowledge transfer. *Eastern Academy of Management Conference Proceedings*, pp 27-43.

Gopalakrishnan, S., Santoro, M. & Scillitoe, J. (2002). Strategic alliance characteristics as predictors of early alliance success. *Proceedings of the 9<sup>th</sup> International Product Development Management Conference*, pp. 333-346.



Betts, S.C. & Santoro, M.D. (2006). Leadership theories and team research: An integrative framework based on level of analysis and type of control. *Proceedings of the Allied Academies International Meeting, Academy of Organizational Culture, Communications and Conflict*, Vol. 11, No. 1, pp. 1-5. Paper received the Academy of Organizational Culture, Communications and Conflict Distinguished Research Award.

Gopalakrishnan, S., Scillitoe, J., & Santoro, M.D., (2006). Keeping Financially Afloat: The influence of resources and social capital on financial capital acquisition by small biotechnology firms from Large Pharmaceutical firms. *Proceedings of the Portland International Conference on the Management of Engineering and Technology*, pp. 2114-2123.

Scillitoe, J., Gopalakrishnan, S. & Santoro, M.D. (2009). Geographic and social contexts on alliance governance in biotechnology-pharmaceutical firm alliances. *Best Paper Proceedings of the Annual Meeting of the Academy of Management*, August.

McGill, J. & Santoro, M.D. (2009). Alliances and governance in biotechnology: Firm level effects on performance. *Best Paper Proceedings of the Annual Meeting of the Academy of Management*, August.

Betts, S. & Santoro, M.D. (2009). Controlling Industry-University Relationships for Initial and Continuing Success. *Best Paper Proceedings of the Allied Academies Annual Meeting*, 8(1), pp. 12-17. April.

Banalieva, E., Jiang, J. & Santoro, M.D. (2010). Regional integration, home region focus, and operational efficiency of multinational enterprises. *Best Paper Proceedings of the Annual Meeting of the Academy of Management*, August.

Gopalakrishnan, S., Santoro, M.D. & Mithani, M. (2014). Joint ventures: Power through knowledge acquisition or vulnerability through knowledge leakage? *Best Paper Proceedings of the Eastern Academy of Management Annual Meeting*. Newport, RI, May.

Santoro, M.D. & Gopalakrishnan, S. (2015). Assimilating External Knowledge: A Look at University-Industry Alliances. *Best Paper Proceedings of PICMET (Portland International Conference for the Management of Engineering and Technology)*. Portland, Oregon, August.

Yang, K., Zhu, J. & Santoro, M.D. (2017). Inter-Firm Managerial Social Ties and Strategic Alliances Formation: A Multiplexity Perspective. In Guclu Atinc (ed.) *Proceedings of the Seventy Seventh Annual Meeting of the Academy of Management*. Online ISSN: 21516561. Atlanta Georgia, August.

Santoro, M.D. & Betts, S.C. (2018). Engaged and entrepreneurial universities: What does that mean? *Proceedings of the IGBR International Conference*. New Orleans, LA. April.

Farazi, S., Gopalakrishnan, S. & Santoro, M.D. (2018). Raising Financial Capital in Biopharma Alliances: A New Look at Technological Resources. *Proceedings of the 2018 European Academy of Management Conference*, Reykjavik Iceland, June.

Banalieva, E., Eddleston, K., Jiang, J. & Santoro, M. D. (2018). Institutional Environment and the Mixed Gamble of Internationalization. *Best Paper Proceedings of the Seventy Eight Annual Meeting of the Academy of Management*, Chicago, IL., August.

### **Manuscripts Currently in Revise and Resubmit Status at Peer Reviewed Journals**

Osiyevskyy, O., Tao, T., Jiang, J. & Santoro, M.D. Cast a Wide Net in Familiar vs. Unfamiliar Waters: Alliance Partner Diversity and Firm Performance. First revision to be submitted to *European Management Journal* targeted for January 2022.

Banalieva, E., Eddelston, K., Jiang, J. & Santoro, M. Raising or folding the bet? Institutional dynamics and the mixed gamble perspective on the internationalization of family firms versus non-family firms from transition economies. First revision to be submitted to *Thunderbird International Business Review* targeted for November 2021.

### **Selected “Works in Progress”**

Farazi, S, Samei, A., Gopalakrishnan, S. & Santoro, M.D. Impact of financial capital on biotech alliances. For submission to *Journal of Management Studies*, targeted for December 2021.

Brown, J., Gianiodis, P. & Santoro, M.D. A stakeholder perspective of intra-organizational co-opetition. For submission to *Academy of Management Perspectives*, targeted for March 2022.

## **V. Honors and Awards**

- Received the 1-MBA Teaching Excellence Award, College of Business, Lehigh University, 2020.
- Received the Robert and Christine Staub Faculty Excellence Award, College of Business and Economics, Lehigh University, April 2017.
- Received the Christian and Mary Lindback Award for Distinguished Teaching, Lehigh University, May 2016.
- Awarded William R. Kenan Jr. Professorship, College of Business and Economics, Lehigh University. Initial five-year appointment was from July 1, 2012 through June 30, 2017. Re-appointment of this Professorship is for five-year term from July 1, 2017 through June 30, 2022.
- Received the “Best Paper Award” from *IEEE Transactions on Engineering Management* for the best paper published in this journal for the year 2009. Selection was made by the editor-

in-chief and all department editors of the journal and was chosen from among over 50 other articles published during the year 2009.

- Awarded James T. Kane Faculty Fellowship Professorship, College of Business and Economics, Lehigh University, Academic years 2008-2009 and 2009-2010.
- Received “MBA Core Teacher of the Year” award, College of Business and Economics, Lehigh University for the academic year 2007-2008.
- Received “MBA Core Teacher of the Year” award, College of Business and Economics, Lehigh University for the academic year 2006-2007.
- Received the Carl R. and Ingeborg Beidleman Research Award, Lehigh University, May 2006.
- Awarded the Class of 1961 Professorship, Lehigh University for academic years 2005-2006 and 2006-2007.
- Received “MBA Core Teacher of the Year” award, College of Business and Economics, Lehigh University for the academic year 2005-2006.
- Received “MBA Core Teacher of the Year” award, College of Business and Economics, Lehigh University for the academic year 2004-2005.
- Awarded James T. Kane Faculty Fellowship, College of Business and Economics, Lehigh University, Academic years 2002/2003 and 2003/2004.
- Awarded Swartley Professorship, College of Business and Economics, Lehigh University, Academic years 1999/2000 and 2000/2001.
- Recognized as "Outstanding Reviewer" by the Eastern Academy of Management, May 1999
- Received "Teacher of the Year" award from the Rutgers Business School, Rutgers University for the academic year 1997-1998. This award is given to one member of the full-time faculty to recognize pedagogical excellence and exceptional commitment to classroom instruction. Voted on by the students and administration of the Rutgers Business School.
- Nominated to Beta Gamma Sigma, Alpha Chapter - National Business Honor Society, May 1998
- Graduated PhD program with honors, Rutgers University, May, 1998
- Nominated to Doctoral Consortium - TIM Division, 1996 Academy of Management Annual Meeting
- Nominated to Delta Mu Delta, Beta Xi Chapter - National Honor Society in Business Administration, January, 1983

- Graduated MBA program with honors, Adelphi University, January, 1983
- Awarded "Client Relations Executive of the Year" for calendar year 1982, Automatic Data Processing, Inc.

## **VI. Research Funding Grants and Awards**

- Awarded \$3K (competitively judged research proposal) research grant from the Center for Entrepreneurship, College of Business, James Madison University to conduct an empirical study titled "Alliance Portfolio Strategies in Changing Environments: Evolution of Multinational Corporations in Chinese Auto Market from 1983 to 2010". Study will be conducted with Tom Tao of James Madison University. Grant awarded July 2011. Completed, 2014.
- Awarded \$10K (competitively judged research proposal) research grant from the College of Business and Economics, Lehigh University (co-principal investigator with Professor Tom Tao of Lehigh University) to conduct an empirical study titled "Exploring alliances in the Chinese auto industry and their impact on firm performance". Award received October 2007 – work began November 2007. Completed, 2012.
- Awarded \$10K (competitively judged research proposal) research grant from the College of Business and Economics, Lehigh University (co-principal investigator with Professors Joy Jiang and Tom Tao of Lehigh University) to conduct empirical study titled "Sourcing technology using strategic alliances: Antecedents, contexts, and outcomes". Award was received June 2004 - work began September 2004. Completed, 2010.
- Awarded \$42K to serve as the Principal Investigator for the Materials Research Center, Lehigh University to conduct a comprehensive assessment of industry's use of external research organizations in the biotechnology, optics, and materials characterization industrial sectors from July 2001 through July 2002. Primary data collection was completed July 2002. Secondary data, (which was beyond the scope of the original study), was subsequently collected by the PI during spring and summer 2003.
- Awarded \$7.4K (competitively judged research proposal) summer research grant from the College of Business and Economics, Lehigh University to investigate the formation and performance of strategic alliances in the biotechnology and pharmaceutical industrial sectors. Secondary data collected during summers 2001, 2002, and 2003.
- Awarded \$12K (competitively judged research proposal) from the Center for Innovation Management Studies at Lehigh University to support the author's dissertation research on industry-university collaboration from August 1997 through December 1998.
- Awarded \$3K (competitively judged research proposal) from the R&D Management Journal's Scholarship Research Fund to conduct preliminary research in the UK in collaboration with the University of Manchester. The purpose of this preliminary research

was to conduct an exploratory study on industry-university relationships in the UK from July 1997 through August 1998.

## **VII. Journal Editor**

Served as Guest Editor for a special issue of the *International Journal of Technology Management* titled “Organizational Learning from External Sources: New Issues and Performance Implications”. Issue was published in January, 2007.

## **VIII. Editorial Review and Academic Board Memberships**

- Editorial Review Board Member for *IEEE Transactions on Engineering Management*. May 2010 to July 2017.
- Academic Board Member for the *University Industry Innovation Network (UIIN)*. September 2014 to present.

## **IX. Professional Presentations and Invited Talks**

### **Refereed Presentations**

Santoro, M. (1993). The relationship between cultural similarity and innovation in technology based strategic alliances. *11th Annual Association of Management Conference*, Atlanta, Georgia, August.

Santoro, M. & Slowinski, G. (1994). Cultural similarity and its effect on innovation in strategic alliances of small and large firms. *31st Annual Eastern Academy of Management Conference*, Albany, New York, May.

Santoro, M. (1995). Make, buy, or collaborate: A fit of core competence and culture. *32nd Annual Eastern Academy of Management Conference*, Cornell University, Ithaca, New York, May.

Santoro, M. (1995). Strategy: A bountiful cornucopia of means, meanings, and practices. *32nd Annual Eastern Academy of Management Conference*, Cornell University, Ithaca, New York, May.

Santoro, M. (1996). Combating competence destroying technologies through full-equity and limited-equity strategic alternatives. *33rd Annual Eastern Academy of Management Conference*, Crystal City, Virginia, May.

Santoro, M. & Chakrabarti, A. (1997). Key factors in establishing and sustaining high intensity industry-university technology relationships. *R&D Management Conference*, Manchester Business School, Manchester, UK, July.

Santoro, M. (1997). Weaving organizational linkages: A model of technological development and commercialization. *34th Annual Eastern Academy of Management Conference*, New Brunswick, New Jersey, May.

**Paper nominated as Showcase Session.**

Betts, S. & Santoro, M. (1997). Building bridges for the future: Spanning the gap between leadership and team research. *34th Annual Eastern Academy of Management Conference*, New Brunswick, New Jersey, May 1997.

Santoro, M. & Coombs, J. (1999). Fostering greater intensity and outcomes in industry-university relationships: The role of geographic proximity. *Annual Meeting of the Academy of Management - Entrepreneurship Division*, Chicago, Ill, August.

Santoro, M. & Gopalakrishnan, S. (1999). The impact of internal context and trust on knowledge and technology transfer activities within industry-university cooperative ventures. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Chicago, Ill, August.

Santoro, M. & Chakrabarti, A. (1999). Why collaborate? Exploring industry's strategic objectives for establishing industry-university technology relationships. *Portland International Conference on the Management of Engineering and Technology (PICMET)*, Portland State University, Portland, Oregon, July.

Coombs, J. & Santoro, M. (1999) Geographic proximity: A stimulus for greater knowledge transfer and technological outcomes in industry-university relationships. *Babson Annual Entrepreneurship Conference*, University of South Carolina, Columbia, SC, May.

Santoro, M. (1999). Pumping life into industry-university technology relationships: The linkage between relationship intensity and tangible outcomes. *36th Annual Eastern Academy of Management Conference*, Philadelphia, PA, May.

Santoro, M. & Saporito, P. (2000). The role of trust in industry-university collaborative ventures: Antecedents and outcomes. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Toronto, Canada, August.

Santoro, M. & Gopalakrishnan, S. (2000). Relationship dynamics between university research centers and industrial firms: Their impact on technology transfer activities. Workshop on University Technology Transfer, Krannert School, Purdue University, May.

Santoro, M. & Gopalakrishnan, S. (2000). Technology transfer activities between university research centers and their industrial partners: The effect of trust and other relationship factors. *European Institute for Advanced Studies in Management Annual Conference*, Leuven, Belgium, May.

Gopalakrishnan, S. & Santoro, M. (2000). Strategic alliances between university research centers and industrial partners: Their impact on technology and knowledge transfer. *Eastern Academy of Management's Annual Meeting*, Danvers, Mass., May.

Gopalakrishnan, S. & Santoro, M. (2001). Do size and slack matter? Exploring the multi-dimensions of innovation. *Portland International Conference on the Management of Engineering and Technology (PICMET)*. Portland State University, Portland, Oregon, July.

Gopalakrishnan, S. & Santoro, M. (2001). Exploring the role of key organizational factors on knowledge and technology transfer activities. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Washington, D.C., August.

Betts, S. & Santoro, M. (2001). Key factors for the initial and continuing success of collaborative ventures between industry and academe. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Washington, D.C., August.

Santoro, M. & Coombs, J. (2001). Organizing for knowledge and technology creation: An analysis of industry-university relationships. *Annual Meeting of the Academy of Management – Entrepreneurship Division*, Washington, D.C., August.

Santoro, M. & Scott, A.K. (2002). The linkage between national culture and corruption: An investigation of 46 nations. *Annual Meeting of the Academy of Management – Social Issues in Management Division*, Denver, Colorado, August.

Gopalakrishnan, S., Santoro, M. & Scillitoe, J. (2002). Technological alliances in the bio-pharmaceutical arena: The relationship between alliance context and performance. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Denver, Colorado, August.

Santoro, M. & McGill, J. (2002). Strategic similarity, alliance locus, and alliance structure in Bio-Pharm alliances. *Annual Meeting of the Academy of Management – Business Policy and Strategy Division*, Denver, Colorado, August.

Gopalakrishnan, S., Santoro, M. & Scillitoe, J. (2002). Strategic alliance characteristics as predictors of early alliance success. *The 9<sup>th</sup> International Product Development Management Conference*, Sophia Antipolis, France, May.

Santoro, M., Gopalakrishnan, S. & Scillitoe, J. (2003) Looking at alliance performance through the lenses of social capital and resource based theories. *Annual Meeting of the Academy of Management – Business Policy and Strategy Division*, Seattle, Washington, August.

Santoro, M. & Saporito, P. (2003). Two faces of trust: The effects of calculus-based and identification-based trust on knowledge transfer. *Annual Meeting of the Academy of Management – Business Policy and Strategy Division*, Seattle, Washington, August.

Santoro, M. & Bierly, P. (2003). Facilitators of knowledge transfer in university-industry relationships: A knowledge-based view. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Seattle, Washington, August.

Betts, S. & Santoro, M. (2003). Industry and academe working together: Factors that give life to initial and continuing success. *Portland International Conference on the Management of Engineering and Technology (PICMET)*. Portland State University, Portland, Oregon, July.

Santoro, M. & Bierly, P. (2004). External knowledge application: The role of internal and external facilitators. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, New Orleans, Louisiana, August.

Santoro, M., Bierly, P., Damanpour, F., Gopalakrishnan, S., McGill, J., & Spender, J.C. (2005). Organizational learning from external sources: New issues and performance implications. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Honolulu, Hawaii, August.

Salazar, A., Green, L., McGill, J., Santoro, M., & Spender, J.C. (2005). Teaching theories of IT-enabled transformation to diverse audiences. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Honolulu, Hawaii, August.

Betts, S.C. & Santoro, M.D. (2006). Leadership theories and team research: An integrative framework based on level of analysis and type of control. *Allied Academies International Meeting, New Orleans, LA, April 2006*. **Paper received the Academy of Organizational Culture, Communications and Conflict Distinguished Research Award.**

Scillitoe, J., Gopalakrishnan, S. & Santoro, M. (2006). Keeping financially afloat: The influence of resources and social capital on financial capital acquisition by small biotechnology firms from large pharmaceutical firms at alliance formation. *Portland International Conference on the Management of Engineering and Technology (PICMET)*, Istanbul, Turkey, July.

McGill, J. & Santoro, M. (2006). Alliance search behavior and firm performance. *Annual Meeting of the Academy of Management – Business Policy and Strategy Division*, Atlanta Georgia, August.

Jiang, J., Tao, T. & Santoro, M. (2006). Global alliance portfolio diversity and firm performance. *Annual Meeting of the Academy of Management – International Management Division*, Atlanta Georgia, August.

Santoro, M., Bierly, P., & Damanpour, F. (2006). The application of external knowledge in industry-university relationships. *Beyond Knowledge Management Conference – Durham University*, Durham UK, September.

Banalieva, E. and Santoro, M. (2007). No place like home? Toward a theory of ambidextrous internationalization via regional strategies. Academy of International Business/Journal of International Business Studies Paper Development Workshop. *Annual Meeting of the Academy of International Business*, Indianapolis, Indiana, June.

Banalieva, E., Rugman, A., Savarthy, R., Zalan, T., Contractor, F. and Santoro, M. (2007). What are regional strategies telling academics, managers, and society about multinational businesses? *Annual Meeting of the Academy of Management – International Management Division*, Philadelphia, PA., August.



Tao, T., Santoro, M., Jiang, J. and Tang, Z. (2007). Evolution of alliance portfolio diversity and firm performance: The case of the global telecom industry. *Annual Meeting of the Academy of Management – International Management Division*, Philadelphia, PA., August.

McGill, J. and Santoro, M. (2007). Aligning uncertainty and governance in biotechnology alliances: Effects on firm performance. *Annual Meeting of the Academy of Management – Business Policy and Strategy Division*, Philadelphia, PA., August.

Brown, J., Gianiodis, P., and Santoro, M. (2008). Sibling rivalry: Non-profit hospitals competing with their own for-profit subsidiaries. *Atlanta Competitive Advantage Conference – ACAC*, Atlanta, GA, June.

Banalieva, E. and Santoro, M. (2008). A typology of business and geographic orientations of corporate foreign divestitures. *Annual Meeting of the Academy of Management – International Management Division*, Anaheim, California, August.

McGill, J. and Santoro, M. (2008). Alliance portfolios and patent output: The case of biotechnology alliances. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Anaheim, California, August.

Betts, S.C. & Santoro, M.D. (2009). Beyond markets and hierarchies. *Allied Academies International Meeting, New Orleans LA, April 2009*. **Paper received the Academy of Strategic Management Distinguished Research Award.**

Scillitoe, J., Gopalakrishnan, S. & Santoro, M.D. (2009). Geographic and social contexts on alliance governance in biotechnology-pharmaceutical firm alliances. *Annual Meeting of the Academy of Management – Business Policy and Strategy Division*, Chicago, IL, August.

McGill, J. & Santoro, M.D. (2009). Alliances and governance in biotechnology: Firm level effects on performance. *Annual Meeting of the Academy of Management – Business Policy and Strategy Division*, Chicago, IL, August.

Brown, J.A., Gioniodis, P. & Santoro, M.D. (2009). Sibling rivalry: Structural change, intra-firm adaptation, and co-opetition. *Annual Meeting of the Academy of Management – Business Policy and Strategy Division*, Chicago, IL, August.

Banalieva, E., Jiang, J. & Santoro, M.D. (2010). Regional integration, home region focus, and operational efficiency of multinational enterprises. *Annual Meeting of the Academy of Management – International Management Division*, Montreal, Canada, August.

Styker, J., Farris, G. & Santoro, M.D. (2010). Designing the workplace to promote communication and collaboration opportunity: A field study. *Annual Meeting of the Academy of Management – Organizational Communication and IS Division*, Montreal, Canada, August.

Jiang, J., Banalieva, E. & Santoro, M.D. (2010). Regional integration: Effect on home regional focus and operational efficiency. *Annual Meeting of the Academy of International Business*, Rio de Janeiro, Brazil, June.

Brown, J.A., Gioniodis, P. & Santoro, M.D. (2011). Human capital bargaining power in the health care sector. *Annual Meeting of the Academy of Management – Business Policy and Strategy Division*, San Antonio, Texas, August.

Banalieva, E., Jiang, J. & Santoro, M.D. (2011). Home regional focus and firm efficiency: The moderating role of regional integration. *Annual Meeting of the Academy of Management – International Management Division*, San Antonio, Texas, August.

Santoro, M.D. (2012). Applying external knowledge from university-industry relationships. *Annual Meeting of the Academy of Management – Technology and Innovation Management Division*, Boston, Mass., August.

Brown, J., Gianiodis, P. & Santoro, M. (2013). Stakeholder power and intrafirm co-opetition in hybrid nonprofit/for-profit hospitals. *2013 SMS Glasgow Special Conference with the theme “Strategy in Complex Settings.”* Glasgow, Scotland, June.

Eddelston, K., Jiang, J., Santoro, M. & Banalieva, E. (2013). Internationalize to escape? Evidence from China. *Academy of International Business Annual Conference*. Istanbul, Turkey, July.

Eddelston, K., Jiang, J., Santoro, M. & Banalieva, E. (2013). Institutional Escapism and Internationalization of Family Firms from Transition Economies. *Strategic Management Society Annual Conference*. Atlanta, Georgia, October.

Gopalakrishnan, S., Santoro, M.D. & Mithani, M. (2014). Joint ventures: Power through knowledge acquisition or vulnerability through knowledge leakage? *Eastern Academy of Management Annual Meeting*. Newport, RI, May.

Eddelston, K., Jiang, J., Santoro, M.D. & Banalieva, E. (2014). The internationalization of family firms. *Academy of International Business Annual Meeting*. Vancouver, CA. July.

Tao, T., Jiang, J. & Santoro, M.D. (2014). Expand or retrench? Alliance portfolio adaptation to environmental jolts. *Annual Meeting of the Academy of Management*. Philadelphia, PA. August.

Santoro, M.D., Chakrabarti, A., Damanpour, F., Spender, JC, Gopalakrishnan, S., Kessler, E., Gallagher, S. & Kolodinsky, R. (2014). Paul Bierly’s legacy to TIM research: Lessons learned and thoughts for scholars at all career stages. *Annual Meeting of the Academy of Management*. Philadelphia, PA. August.

Santoro, M.D. & Gopalakrishnan, S. (2015). Assimilating External Knowledge: A Look at University-Industry Alliances. *PICMET (Portland International Conference for the Management of Engineering and Technology)*. Portland, Oregon, August.

Osiyevskyy, O., Tao, T., Jiang, J. & Santoro, M.D. (2015). Rational and Behavioral Drivers of Alliances Portfolio Adaptation to Performance Shortfalls and Environmental Jolts. *Strategic Management Society Annual Conference*. Denver, Colorado, October.

- Eddleston, K., Jiang, J., Santoro, M.D. & Banalieva, E. (2016). Performance of family firms in China. *Academy of International Business Special Conference on Emerging Markets*. Miami, Florida, January.
- Brown, J.A., Gianiodis, P. & Santoro, M.D. (2016). Managing co-opetition in non-profit and for-profit organizations: Lessons from the US hospital sector. *Cross-Sector Social Interactions 2016 conference*. Toronto, Canada, April.
- Mithani, M., Gopalakrishnan, S. & Santoro, M.D. (2017). Environmental Jolts and Strategic Alliances in the Aftermath of the 9/11 Terrorist Attacks. *Managing in a Global Economy XVII Conference*. Gold Coast, Australia, June.
- Yang, K., Zhu, J. & Santoro, M.D. (2017). Inter-Firm Managerial Social Ties and Strategic Alliances Formation: A Multiplexity Perspective. *Academy of Management Annual Meeting*, Atlanta, Georgia, August.
- Mithani, M., Gopalakrishnan, S. & Santoro, M.D. (2017). Environmental Jolts and Organizational Resilience. *Academy of Management Annual Meeting*, Atlanta, Georgia, August.
- Santoro, M.D. & Betts, S.C. (2018). Engaged and entrepreneurial universities: What does that mean? *IGBR International Conference*. New Orleans, LA. April.
- Farazi, S., Gopalakrishnan, S. & Santoro, M.D. (2018). Raising Financial Capital in Biopharma Alliances: A New Look at Technological Resources. *2018 European Academy of Management Conference*, Reykjavik Iceland, June.
- Banalieva, E., Eddleston, K., Jiang, J. & Santoro, M. D. (2018). Institutional Environment and the Mixed Gamble of Internationalization. *Academy of Management Annual Meeting*, Chicago, IL., August. **Paper selected for Best Paper Proceedings.**
- Santoro, M.D. (2019). Meeting the challenges of a rapidly changing higher education environment: The role of more engaging and more entrepreneurial universities. *Cyrus Institute of Knowledge Conference at MIT*. MIT, Cambridge MA. April.
- Brown, J., Gianiodis, P., & Santoro, M.D. (2019). A Stakeholder Perspective of co-opetition: Lessons for sustainability in the co-creation of Value. 2019 Sustainability, Ethics, and Entrepreneurship Conference, Miami, FL, March.
- Santoro, M.D. (2019). Key Success factors and strategic considerations for creating industry-university technology relationships. *Industry Studies Association Annual Conference*. Nashville, TN. May.
- Farazi, S, Gopalakrishnan, S., Santoro, M.D. & Saleh, A. (2019). Raising financial capital in Biopharma alliances: Unraveling the roles of technology depth and breadth. *Academy of Management Annual Meeting*, Boston, MA. August.
- Santoro, M.D. (2020). Traumatic Events, Organizational Resilience, and Their Effect on Alliance Formation. *IGBR International Conference (conducted virtually due to COVID-19)*. New Orleans, LA. April.

Osiyevskyy, O., Tao, T., Jiang, J. & Santoro, M.D. (2020). Impact of Alliance Partner Diversity on Level and Reliability of Firm Performance. *Academy of Management Annual Meeting (conducted virtually due to COVID-19)*. Vancouver, BC, Canada. August.

Farazi, S., Gopalakrishnan, S., Santoro, M.D. & Samei, A. (2021). Navigating the Interplay Between Partners' Technological Diversity and the Financial Capital Raised in Biopharma Alliances. *Strategic Management Society (SMS) Annual Meeting*, Toronto, CA. September.

Farazi, S., Gopalakrishnan, S., Santoro, M.D. & Samei, A. (2021). Financial capital in technology alliances: unraveling the role of the interplay between partners' technological diversity. *R&D Management Conference*. University of Strathclyde, Glasgow Scotland. July.

### **Invited Presentations**

Santoro, M. & Chakrabarti, A. (1998). Key factors in establishing and sustaining high intensity industry-university technology relationships. *Center for Innovation Management Studies Corporate Sponsors Meeting*, Lehigh University, June.

Santoro, M. (1999). Industry's strategic objectives for collaborating with university research centers. *INFORMS Fall 1999 Conference*, Philadelphia, PA, November.

Santoro, M. (1999). Industry's collaborative strategies for establishing relationships with university research centers. *Center for Innovation Management Studies Corporate Sponsors Meeting*, Lehigh University, June.

Santoro, M. (1999). The impact of internal context and trust on knowledge transfer activities within industry-university cooperative ventures. *FDU Business Symposium*, Fairleigh Dickinson University, Madison Campus, April.

Santoro, M. (2008). What firms want: Firms' strategic objectives for collaborating with university research centers. *Center for Innovation Studies Symposium*, Rutgers University, New Brunswick, NJ. March.

Santoro, M. (2008). Keynote Address. *National Science Foundation (NSF) Industry-University Cooperative Research Center Evaluators Conference*. Washington, DC. June.

### **Session Discussant/Session Chair**

- Discussant - Academy of Management's Annual Meeting - TIM Division paper session
- Session chair - Academy of Management's Annual Meeting - TIM Division paper session

## **X. Teaching and Advising**

## Teaching Interests

Strategic Management, Business Policy & Strategy, Managerial Decision-Making, Management of Technology & Innovation, Organization Theory

## Summary of Courses Taught, including enrollments and key questions from course evaluations

Summary of Courses Taught, # of Grades Given and Student Course Ratings						
			Student rating summary (All scores are out of a 5.00 maximum score)			
	Course/Section Taught (indicate co-teachers)	# of grades given	Q1 Q4	Q2 Q5	Q3 Q6	# of respondents
Fall 2020	MGT 301-010	28	4.89 4.78	4.89 5.00	5.00 5.00	9
Fall 2020	MGT 301-011	24	5.00 5.00	5.00 5.00	4.67 5.00	3
Fall 2020	MBA 456-010	17	4.86 4.71	4.71 4.86	5.00 5.00	9
Fall 2020	MBA 462-010	17	4.71 4.57	4.71 4.71	4.71 4.71	7
Fall 2019	MBA 456-010	14	5.00 5.00	5.00 5.00	5.00 4.92	12
Fall 2019	MBA 462-010	14	5.00 5.00	5.00 4.75	5.00 4.75	12
Fall 2019	MGT 301-010	21	4.80 5.00	4.90 5.00	4.80 5.00	10
Fall 2019	MGT 301-011	28	5.00 5.00	5.00 4.78	4.78 4.89	9
Fall 2018	MBA 456-010	15	5.00 4.92	5.00 5.00	5.00 4.92	15
Fall 2018	MBA 462-010	15	5.00 4.92	5.00 5.00	5.00 5.00	15
Fall 2018	MGT 301-010	30	5.00 5.00	5.00 5.00	5.00 5.00	10
Fall 2018	MGT 301-011	13	5.00 5.00	5.00 5.00	5.00 4.80	5
	<b>Change in Course Evaluation Questions</b>		<b>Q1</b>	<b>Q2</b>	<b>Q14</b>	
Fall 2017	MGT 301-010	31	4.89	4.78	4.67	18
Fall 2017	MGT 301-011	33	4.93	4.93	4.79	14
Fall 2017	MGT 301-012	33	5.00	5.00	4.73	15
Fall 2016	MGT 301-010	20	5.00	5.00	5.00	20
Fall 2016	MGT 301-011	23	5.00	5.00	4.83	23
Fall 2016	MGT 301-012	32	5.00	5.00	4.97	32
Spring 2016	MGT 301-011	33	4.93	4.96	4.89	32
Spring 2016	MGT 301-012	30	5.00	5.00	4.81	29

Fall 2015	MGT 301-012	32	5.00	5.00	4.89	28
Fall 2015	MGT 301-013	35	5.00	4.97	4.94	32
Spring 2015	MGT 301-011	27	4.96	5.00	5.00	25
Spring 2015	MGT 301-012	28	5.00	4.96	4.96	24
Fall 2014	MGT 301-012	32	5.00	5.00	4.87	30
Fall 2014	MGT 301-013	33	4.97	5.00	4.76	33
Spring 2014	MGT 301-011	33	4.97	5.00	4.91	33
Spring 2014	MGT 301-012	29	4.86	4.82	4.75	28
Fall 2013	MGT 301-012	27	4.96	4.96	4.91	23
Fall 2013	MGT 301-013	28	5.00	5.00	5.00	28
Spring 2013	MGT 301-012	32	5.00	5.00	5.00	30
Spring 2013	MGT 301-013	33	5.00	5.00	5.00	29
Fall 2012	MGT 301-012	32	5.00	5.00	4.93	29
Fall 2012	MGT 301-013	32	5.00	4.97	4.84	31
Spring 2012	MGT 301-011	28	5.00	5.00	4.92	24
Spring 2012	MGT 301-012	29	5.00	4.96	4.85	27
Fall 2011	MGT 301-012	33	5.00	5.00	4.97	32
Fall 2011	MGT 301-013	32	4.97	4.97	4.97	30
Spring 2011	MGT 301-010	35	5.00	4.94	4.81	32
Spring 2011	MGT 301-012	35	4.94	4.91	4.81	32
Fall 2010	MGT 301-010	34	4.91	4.91	4.88	33
Fall 2010	MGT 301-012	35	4.85	4.91	4.74	34
Fall 09	MBA 401-010	24	4.90	4.90	4.62	21
Fall 09	MBA 401-011	39	4.92	4.92	4.77	39
Fall 09	MBA 401-D10	8	4.88	4.88	4.75	8
Fall 09	MBA 406-online	17	5.00	5.00	5.00	6
Spring 09	MBA 406-010 and D12	30	4.93	4.86	4.57	28
Spring 09	MBA 401-010	30	4.93	4.90	4.73	30
Spring 09	BUS 326-011	19	4.89	4.84	4.63	19
Fall 08	MBA 401-010	25	4.96	4.74	4.61	23
Fall 08	MBA 401-D10	8	4.80	4.60	4.60	5
Fall 08	MBA 401-011	24	4.96	4.92	4.75	24
Spring 08	MBA 406 – 010	21	5.00	5.00	5.00	21
Spring 08	MBA 406 – D10	2	5.00	5.00	5.00	2
Spring 08	MBA 406 – D11	4	5.00	5.00	4.75	4
Spring 08	BUS 326 – 010	35	4.66	4.54	4.37	32
Spring 08	MBA 401 – D10	17	4.63	4.38	4.38	8
Fall 07	MBA 401 – 010	24	4.96	5.00	4.92	24
Fall 07	MBA 401 – D10	13	4.92	4.92	4.69	13
Fall 07	MBA 401 – 011	28	4.89	4.93	4.78	27
Spring 07	MBA 401 – D10	20	4.67	5.00	4.67	3
Spring 07	MBA 406 – 010	21	5.00	5.00	4.95	19
Spring 07	MBA 406- D10	10	4.88	4.75	4.88	8

Spring 07	BUS 326-010	42	4.22	4.13	4.69	32
Fall 06	MBA 401 – 010	35	5.00	4.94	4.94	33
Fall 06	MBA 401 – 011	20	5.00	4.88	4.94	17
Fall 06	MBA 401 – D11	28	4.47	4.42	4.74	19
Spring 06	MBA 401- online	7	5.00	5.00	5.00	7
Spring 06	MBA 406-010	24	4.80	4.84	4.85	24
Spring 06	MBA 406-D10	8	4.86	5.00	4.86	7
Spring 06	BUS 326-010	27	4.78	4.74	4.85	27
Fall 05	MBA 401-D10	5	4.80	5.00	5.00	5
Fall 05	MBA 401-010	36	4.89	4.78	4.83	36
Fall 05	MBA 401-011	20	4.94	4.82	4.76	17
Fall 05	MBA 406-010	31	4.62	4.54	4.80	25
Spring 05	MBA 401-010	32	4.84	4.78	4.69	32
Spring 05	MBA 406-010	18	4.88	4.88	4.76	17
Spring 05	MBA 406-D10	6	4.75	4.75	4.75	4
Fall 04	MBA 401-010	38	4.89	4.87	4.79	38
Fall 04	MBA 401-011 (on-site)	23	4.87	4.65	4.70	23
Fall 04	MBA 401-D11 (distance)	13	4.54	4.54	4.46	13
Spring 04	MBA 406 – 010	15	5.00	5.00	5.00	2
Spring 04	MBA 406 – D10	15	4.93	4.93	4.80	15
Spring 04	MBA 401 – 010	31	4.79	4.63	4.63	28
Fall 03	MBA 406 – 010	11	4.70	4.40	4.70	10
Fall 03	MBA 401 - 011 (distance)	20	4.50	4.43	4.64	14
Fall 03	MBA 401 – 010 (on-site)	38	4.76	4.53	4.35	34
Spring 03	MBA 406-10 (on-site)	9	5.00	4.80	4.60	5
Spring 03	MBA 406-D10 (distance)	7	5.00	5.00	5.00	2
Spring 03	MGT 301-13	30	4.95	4.62	4.57	21
Fall 02	MBA 406-10	11	4.75	4.63	4.50	8
Fall 02	MGT 301-14	30	4.85	4.74	4.56	27
Spring 02	MBA 406-10 (on-site)	12	5.00	5.00	5.00	11
Spring 02	MBA 406-D10 (distance). Different form/scale used.	7	A	A	A	No number given
Spring 02	MGT 301-14	29	4.87	4.70	4.39	23
Spring 01	MBA 406 – 10 (on-site)	12	5.00	5.00	4.67	12
	MBA 406 – 11 (distance)	12	4.88	4.88	5.00	8
	MGT 301 – 14	28	4.96	4.78	4.52	27
Fall 01	MBA 406 – 10	8	5.00	4.88	5.00	8
Fall 00	GBUS 411/MBA 406 – 10	28	4.56	4.50	4.39	19
	MGT 301- 14	32	4.77	4.67	4.50	28
Spring 00	GBUS 411/MBA 406 – 10	26	4.78	4.89	4.76	20
	MGT 301 – 13	24	5.00	4.84	4.63	21
Fall 99	MBA 406 – 11	4	5.00	5.00	5.00	4
	GBUS 411 – 10	26	4.57	4.30	4.09	26

Spring 99	MGT 301 – 13	26	5.00	4.94	4.76	24
	MGT 301 – 12	15	4.90	4.60	4.30	12
	MGT 301 – 10	24	4.91	4.77	4.73	22

**NOTE:** Q1. Overall, the instructor's teaching was effective.  
 Q2. Overall, the quality of the course was good.  
 Q14. I learned a great deal in this course.

**All scores are out of a 5.00 maximum score.**

MBA 406 = MBA Integrative Experience (graduate)

MBA 401 = Introduction to the Organization and its Environment (graduate)

BUS 326 = Business Strategy (undergraduate business minor class)

MGT 301 = Business Management Policies (undergraduate)

GBUS 411 = Managerial Policy and Decision Making (graduate)

Copies of the complete Student Evaluation Summaries and student comments will be gladly furnished upon request.

### Course Development

- Completely redesigned the Government and Society (MBA 462) and Strategic Management (MBA 456) courses for the 1-MBA Program.
- Completely redesigned the *Strategic Management* (MGT 301), *Introduction to the Organization and its Environment* (MBA 401), and *MBA Integrative Experience* (MBA 406) courses to better meet the needs of our students and to ensure each were congruous with the mission and objectives of the core curriculum.
- Involved with the development of Lehigh's on-line MBA program. Developed (along with Kathy Clayton) the on-line course for MBA 401 that was taught on-line from 2006-2009.
- Designed and developed the *Business Strategy* (BUS 326) course for the Business Minor program.

### Advising (Dissertation Research)

- Dissertation committee member (External Member) – Helen Takacs, PhD Candidate in Organization Management, Rutgers University, 2003-2005
- Dissertation committee member - Amy Scott, PhD Candidate, Lehigh University, 2000-2002
- Dissertation committee member - Josephine Swartz, PhD Candidate, Lehigh University, 1999-2001

## XI. Service

### A. University, College and Department

- Committee Member, Tuhn Chair for Family Business, July 2021-present.
- Committee Member, Entrepreneurship Search Committee, Sept 2020-January 2021.
- Committee Chair, Q-Review for Marketing Department, Aug 2019-January 2020.
- Committee Member, CBE Professorships Committee, March 2015-present



- Committee Member, Committee of Inquiry, Fall Semester 2018
- Committee Member, University Search Committee for Vice Provost of Admissions and Financial Aid, October 2016-May 2017.
- Committee Member, CBE Global Steering Committee, May 2016-present
- Committee Member, Biedleman Annual Research Award Committee, February 2016-present.
- Chair, Task Force for Master in Management Program (M<sup>2</sup> Program), College of Business and Economics, September 2014 – December 2014.
- Committee Member, University Internal Review Committee (IRC), Lehigh University, September 2011 – September 2014.
- Committee Member, University Research Council, Lehigh University, December 2010-present.
- Reviewer, Faculty Research Grants, Lehigh University, October 2012- May 2014.
- Committee Member, Dean's Review Committee, College of Business and Economics, Lehigh University, April 2012 – August 2012.
- Committee Member, Promotion and Tenure Committee, College of Business and Economics, Lehigh University, May 2010-December 2013.
- Committee Member, Undergraduate Core Curriculum Committee, College of Business and Economics, Lehigh University, May 2011 – present.
- Committee Member, CBE Research Committee, College of Business and Economics, Lehigh University, June 2005-present.
- CBE Junior Faculty Mentoring Committee – College of Business and Economics, Lehigh University, 2005-2013
- University-Wide Junior Faculty Mentor – Lehigh University, 2004-present
- Committee Chair, MBA Phase II Review Team, College of Business and Economics, Lehigh University, February 2008-September 2009.
- Co-Director, Center for Value Chain Research, College of Business and Economics, Lehigh University, May 2006-January 2010.
- Committee Chair, Faculty Recruiting Committee for Strategic Management/International Business candidate, College of Business and Economics, Lehigh University, July 2010-October 2010.
- Committee Chair, Faculty Recruiting for OB Position, Department of Management, College of Business and Economics, Lehigh University, 2007.
- Committee Chair, Faculty Recruiting for Strategic Management Position, Department of Management, College of Business and Economics, Lehigh University, 2006 and 2008.
- Distance Learning Committee – Lehigh University, 2007-2009.
- Strategic Planning Committee – College of Business and Economics, Lehigh University, 2004-2005
- CBE Dean Search Committee – College of Business and Economics, Lehigh University, 2005 and 2006.
- MBA Core Team Committee – College of Business and Economics, Lehigh University, 2002-2009
- Undergraduate Core Curriculum Committee – College of Business and Economics, Lehigh University, Fall 2001-Spring 2005
- College Policy Committee – College of Business and Economics, Lehigh University, 2002-Spring 2005

- Professor of Practice Committee – College of Business and Economics, Lehigh University, 2001-2002
- Recruiting for two strategy candidates – Department of Management and Marketing, College of Business and Economics, Lehigh University, 2001-2002 and 2002-2003
- Recruiting for organizational behavior/human resource candidate – Department of Management and Marketing, College of Business and Economics, Lehigh University, 2003-2004
- Mentor (academic year 1997-1998) - Third year PhD student served as my Teaching Assistant in order to prepare him to teach the Management Fundamentals course the next academic year
- Developed Teaching Portfolio for Teaching Assistants in the PhD in Management Program, Rutgers University, 1996

## **B. Professional**

- Academic Board Member for the *University Industry Innovation Network (UIIN)*. September 2014 to present.
- Editorial Review Board Member - *IEEE Transactions on Engineering Management*, first term served from May 2010-May 2013; second term 2013-2017.
- External Evaluator for Promotion and Tenure decision for Professor Elitsa Banalieva, Assistant Professor, Northeastern University. Asked to provide a “co-authors recommendation” based on my joint work with Prof. Banalieva.
- Journal reviewer (ad hoc) – *Strategic Management Journal*
- Journal reviewer (ad hoc) – *Journal of Management Studies*
- Journal reviewer (ad hoc) – *Strategic Entrepreneurship Journal*
- External reviewer for Promotion and Tenure decision for Professor Meir Russ, Assistant Professor, University of Wisconsin – Green Bay. Evaluation of promotion and tenure package during Dec. 2005 through Jan. 2006. Recommendation completed January 25, 2006.
- Journal reviewer (ad hoc) – *Research Policy*
- Journal reviewer (ad hoc)– *The Journal of Technology Transfer*
- Journal reviewer (ad hoc) – *Science Communication*
- Journal reviewer (ad hoc) - *Academy of Management Journal*
- Journal reviewer (ad hoc) – *Journal of High Technology Management Research*
- Reviewer (ad hoc) – Thompson Publishing to review the Marketplace Simulation Game and strategy textbooks
- Reviewer (ad hoc) – McGraw-Hill Publishing to review strategy textbooks.
- Reviewer - Academy of Management's Annual Meetings, TIM Division.
- Reviewer - Academy of Management's Annual Meetings, BPS Division.

## **XII. Professional Affiliations**

- Academy of Management – Strategic Management Division
- Academy of Management – Technology and Innovation Management Division