

Frances J. Milliken

Department of Management and Organizations
Leonard N. Stern School of Business
New York University
44 West 4th Street
New York, NY 10012
(212) 998-0227

EDUCATION

1985	Ph.D.,	City University of New York; Organizational Behavior;
1982	M.B.A.,	City University of New York; Major: Industrial Psychology;
1978	B.A.,	Barnard College, Columbia University; (Cum Laude with Honors in Psychology)

ACADEMIC EXPERIENCE

9/02- - Present ***Professor and Peter Drucker Faculty Fellow (since 2004)***
Department of Management, Stern School of Business, New York University.

Courses taught include:

- Leadership in Organizations (MBA)
- Leading Sustainable Enterprises (MBA)
- Managing People and Teams (undergraduate)
- Managing Organizations (Executive MBA)
- Introduction to Management (Undergraduate)
- Business and Its Publics (cross-disciplinary undergraduate course)
- Cognition in Organizations; Advanced Seminar in Strategy; Organization Theory (Ph.D.)

9/02 – 9/05 ***Coordinator of the Doctoral Program in Management.***
Department of Management

8/96 - 8/98 ***Associate Dean for Academic Affairs***
Stern School of Business, Undergraduate College, New York University

Responsibilities included:

- ♦ Enrollment planning; design and monitoring of financial aid strategy and policy; Coordination of the Stern Scholars Program (included the coordination of overseas travel for 400 students); participation in a faculty committee to re-design the curriculum; oversight of course planning and scheduling; secured outside funding (GE Foundation) for curriculum initiative.

9/92 – 9/02 ***Associate Professor***
Department of Management, Stern School of Business, New York University

September 2009

- 9/85 - 8/92 **Assistant Professor**
Department of Management, Stern School of Business, New York University
- 9/90 - 7/91 **Visiting Assistant Professor**
Yale School of Organization and Management, Yale University
- Courses taught:
- Organizational Behavior (Graduate)
 - Organizational Analysis (Graduate)
- Adjunct lecturer**
- 1/84-6/84 Department of Management, Baruch College, City University of New York
1/81-1/82 Department of Psychology, Baruch College, City University of New York
- 9/82-6/85 **Senior Research Associate**
Moble-Luciani Associates, Inc., New York, NY
- Worked with educational institution on major strategic planning initiative; developed two guidebooks to strategic planning in educational institutions.

PUBLICATIONS

- Magee, J., Milliken, F. J., and Lurie, A. R. Power Differences in the Construal of a Crisis: The Immediate Aftermath of September 11, 2001. *Personality and Social Psychology Bulletin*. In press.
- Magee, J., Milliken, F. J., and Lurie, A. R. (2009). Power and sense-making in the aftermath of 9/11: Differences in the content and construal of disaster comprehension. *Academy of Management Best Papers Proceedings*.
- Fang, C., Kim, J., and Milliken, F. J. (2009). Lying by Omission: The Effects of Withholding Negative Performance Feedback on Organizational Learning. *Academy of Management Best Papers Proceedings*.
- Milliken, F. J. and Lam, N. (2008). Making the decision to speak up or not: Implications for Organizational Learning. In J. Greenberg, M. Edwards, and C. Brinsfeld, (Eds.), *Voice and Silence in Organizations*, Sage.
- Milliken, F. J., Lant, T. K., and Bridwell-Mitchell, E. (2005). The Difficulty of Learning under Conditions of Ambiguity: Lessons from the Space Shuttle Columbia. In W. H. Starbuck and M. Farjoun (eds.), *Organization at the Limit: NASA and the Columbia Disaster*. Blackwell Publishers.
- Forbes, D. and Milliken, F. J. (2005). How boards of directors interact as decisions making groups. In Jérôme Duval-Hamel and Frank Bournois (eds.), *Encyclopedia of Executive Governance*. Les Editions Economica.
- Milliken, F. J. and Dunn-Jensen, L. (2004). The Changing Time Demands of Managerial and Professional Work: Implications for Managing the Work-Life Boundary. In E. Kossek and S. J. Lambert (eds), *Work and Life Integration: Organizational, Cultural, and Individual Perspectives*. Lawrence Erlbaum Associates.
- Bartel, C. and Milliken F. J. (2004). The Effects of Diversity in Time Orientations on Team Functioning. In E. Mannix and S Blount Lyon (eds.), *Research on Managing Groups and Teams*.
- Milliken, F. J. (2004). Parallel Lives. In R. Stablein and P. Frost (Eds.), *Renewing Research Practice*. Newbury Park, Ca.: Sage Publications.

- Milliken, F. J., Morrison, E. W., and Hewlin, P. (2003). An Exploratory Study of Employee Silence: What employees do not say to their bosses and why." *Journal of Management Studies*.
- Milliken, F. J. and Morrison, E. W. (2003). Shades of Silence: Emerging Themes and Future Directions for Research on Silence in Organizations. *Journal of Management Studies*, Special Issue on Organizational Voice and Silence, September 2003.
- Martins, L., Milliken, F. J., Wiesenfeld, B. and Salgado, S. (2003). Context matters: The effects of diversity on group functioning and outcomes in two different organizational contexts. *Group and Organization Studies*, 28: 1-32.
- Milliken, F. J., Bartel, C., and Kurtzberg, T. (2003). Diversity and creativity in work groups: A dynamic perspective on the affective and cognitive processes that link diversity and performance. Chapter in *Group Creativity* (Paul B. Paulus and Bernard Nijstad, editors), Oxford University Press.
- Morrison, E. W. and Milliken, F. J. (2000). Organizational silence: A barrier to change and development in a pluralistic world. *Academy of Management Review*, 25: 706-725.
- Finalist, Best Paper published in the *Academy of Management Review* in the year 2000.
- Forbes, D. and Milliken, F. (1999). Cognition and corporate governance: Understanding boards of directors as strategic decision making groups. *Academy of Management Review*, 24: 489-505.
- Reprinted in M. Huse (Ed.). (2008) *The Value Creating Board: Corporate Governance and Organizational Behavior*. London: Routledge.
- Milliken, F.J., Martins, L. and Morgan, H. (1998). Determinants of an organization's responsiveness to work-family issues: An integration of competing theories, *Academy of Management Journal*, 41: 580-592.
- Milliken, F.J. and Martins, L. (1996). Searching for common threads: Understanding the multiple effects of diversity in organizational groups. *Academy of Management Review*, 21.
- Miller, D., Lant, T.K., Milliken, F.J. and Korn, H.J. (1996). The evolution of strategic repertoires: Exploring two models of organizational learning. *Journal of Management*.
- Glynn, M., Lant, T., and Milliken, F.J. (1994). Mapping learning processes in organizations: A multi-level framework linking learning and organizing. *Advances in Managerial Cognition and Organizational Information Processing*, pgs. 43-83. Greenwich, CT: JAI Press.
- Morgan, H. and Milliken, F.J. (1992). Keys to action: Understanding differences in organizations' responsiveness to work-and-family issues. *Human Resource Management Journal*, 31, 227-248.
- Lant, T.K., Milliken, F.J., and Batra, B. (1992). The role of managerial learning and interpretation in strategic persistence and reorientation: An empirical exploration. *Strategic Management Journal*, 13, 585-608.
- Milliken, F.J. and Vollrath, D. (1991). Strategic decision making tasks and group effectiveness: Insights from theory and research on small group performance. *Human Relations*, 44, 1229-1253.
- Milliken, F. J. and Lant T. K. (1991). The impact of an organization's recent performance history on strategic persistence and change: The role of managerial interpretations. In J. Dutton, A. Huff and P. Shrivastava (Eds.), *Advances in Strategic Management*, Volume 7, (pgs. 129-156). Greenwich, CT: JAI Press.

Milliken, F. J. (1990) Perceiving and interpreting environmental change: An examination of college administrators' interpretation of changing demographics. *Academy of Management Journal*, 33, 42-63.

Milliken F. J., Dutton, J. E. and Beyer, J. M. (1990) Understanding organizational adaptation to environmental change: The case of work-family issues. *Human Resource Planning*, 13, 91-108.

Dukerich, J. M., Milliken, F. J. and Cowan, D. (1990). The use of in-basket exercises as a methodology for studying information processing. *Simulations and Gaming*, 21, 397-410.

Starbuck, W. H. and Milliken, F. J. (1988) Executives' perceptual filters: What they notice and how they make sense. In D. Hambrick (Ed.), *The Executive Effect: Concepts and Methods for Studying Top Managers*. Greenwich: JAI Press.

Reprinted in *Rationality in Organizations: Thinking, Learning, and Strategizing*. Oxford: Oxford University Press. 2006.

Starbuck, W. H. and Milliken, F. J. (1988) Challenger: Fine-tuning the odds until something breaks. *Journal of Management Studies*, 25, 319-340.

Reprinted in *Rationality in Organizations: Thinking, Learning, and Strategizing*. Oxford: Oxford University Press. 2006.

Milliken, F. J. (1987) Three types of perceived uncertainty about the environment: State, effect, and response uncertainty. *Academy of Management Review*, 12, 133-143.

Monographs and other publications

Milliken, F. J., Magee, J. C., Lam, N, and Menezes, D. (2008). After Hurricane Katrina: The Effects of Hierarchy on Communication in the Disaster's Aftermath. *SternBusiness*. October

Morrison, E. W. and Milliken, F. J. (2004). Sounds of Silence. *SternBusiness*.

Morrison, E. W. and Milliken, F. J. (2003). Editors' Introduction. *Journal of Management Studies*, Special Issue on Organizational Voice and Silence, September 2003.

DiTomaso, N. Kirby, D., Milliken, F. and Triandis, H. (1998). *Effective and Inclusive Learning Environments*. Report prepared for American Assembly of Collegiate Schools of Business.

Pezzimenti, M.G. and Milliken, F.J. (1994) *The American Business Collaborative: A Preliminary Analysis of The New York City Initiative*. A Report prepared for The American Business Collaborative.

Milliken, F.J. (1991) Review of *Creating Alternative Realities at Work* (by Michael Moch and Jean Bartunek), appeared in the *Academy of Management Review*, 16, 634-636.

Milliken F. J. (1991) Promoting problems: A commentary. In F.X. Sligo (ed.), *Organizational Behavior: Case Studies and Commentaries*, pgs. 125-128.

PAPERS UNDER REVIEW AND WORKING PAPERS

Milliken, F. J., Magee, J., Lam, N., and Menezes, D. The Effects of Power on Sense-Making and Communication: The Case of Hurricane Katrina. Submitted to the *Academy of Management Journal*, August 2009.

Fang, C. Kim, J. and Milliken, F. J. Organizational Silence and Organizational Learning. Paper to be submitted to *Management Science*, October 2009.

Martins, L. L. and Milliken, F. J. Organizational responses to strategic issues: The role of managers' issue interpretations in a stakeholder context. Working Paper.

Milliken, F. J. and Rothman, N. Work-Life Spillover: How organizational practices relating to "voice" affect employees in their non-work lives. Working Paper.

Rothman, N. and Milliken, F. J. Identity Complexity: A Model of How Multiple Work-Relevant Identities Affect Creativity at Work. Working Paper: Stern School of Business

Milliken, F.J., Wiesenfeld, B. M., Martins, L. L., Salgado, S. R., and Dunn-Jensen, L. Rethinking diversity and its effects: Using configurations to examine the effects of racioethnic and value diversity on group functioning. Working paper.

Lant, T.K., Milliken, F. J., and Arkan, A. Before and After the Stock Market Jolt: Managerial Predictors of Success in Internet-related start-ups. Working Paper

RESEARCH PROJECTS UNDER WAY

The Language of power: Effects on Subordinates' Inferences about the Leader (project in planning phase with Joe Magee; data collection expected -- Fall 2009).

Organizational Human Resource Practices as Facilitators of Community Engagement and Peace (with Cindy Schipani)

Task Complexity, Time Pressure, and Performance on the Job (project underway with Theresa Lant and Linda Dunn-Jensen)

SELECTED CONFERENCE PRESENTATIONS AND PROCEEDINGS PAPERS

(last 10 years only)

(2009) Magee, J. C. and Milliken, F. J. *Power differences in the construal of crises: Sense-making during the immediate aftermaths of September 11, 2001 and Hurricane Katrina*. Paper to be presented at Public Management Research Association Conference, Columbus, OH.

Magee, J., Milliken, F. J., and Lurie, A. R. Power and sense-making in the aftermath of 9/11: Differences in the content and construal of disaster comprehension. Paper presented at the Academy of Management Meetings, Chicago, Illinois.

- Winner of *the Best Paper Award*, Managerial and Organizational Cognition Division of the Academy of Management.
- Published in the *Academy of Management Best Papers Proceedings*.

Fang, C., Kim, J., and Milliken, F. J. *Lying by Omission: The Effects of Withholding Negative Performance Feedback on Organizational Learning*. Paper presented at the Academy of Management Meetings, Chicago, Illinois.

- Published in *the Academy of Management Best Papers Proceedings*.

Fang, C., Kim, J., and Milliken, F. J. *Lying by Omission: The Effects of Withholding Negative Performance Feedback on Organizational Learning*. Paper presented at the Organization Science Winter Conference, Steamboat Springs, Colorado.

(2008) Milliken, F. J., Fang, C. & Kim, J. *Missed opportunities: Organizational silence and organizational learning*. Paper presented at the Annual Meeting of the Academy of Management, Anaheim, CA.

Milliken, F. J. *The paradoxes of power*. Talk given at the Annual Meeting of the Academy of Management, Anaheim, CA.

Magee, J. C., Milliken, F. J., Lam, N., & Menezes, D. *The lens and language of power: Sense-making and communication in the aftermath of Hurricane Katrina*. Paper presented at Eastern Academy of Management, Washington, DC.

- Winner of the Best Paper Award at the Eastern Academy of Management.

Milliken, F. J., Magee, J. C., Lam, N. and Menezes, D. F. *How power clouds sense making: Learning from Hurricane Katrina*. Paper presented as a part of a plenary panel at the Organization Science Winter Conference, Lake Tahoe, CA..

(2007) Magee, J. C., Milliken, F. J., Lam, N., & Menezes, D. *The lens and language of power: Sense-making and communication in the aftermath of Hurricane Katrina*. Paper presented at Wharton Organizational Behavior Conference, Philadelphia, PA.

Milliken, F. J., Magee, J. C., Lam, N., & Menezes, D. *The effects of power on sense-making and communication: The case of Hurricane Katrina*. Paper presented at Academy of Management, Philadelphia, PA.

Magee, J. C., Milliken, F. J., Lam, N., & Menezes, D. *Power differences in the construal of Hurricane Katrina: Implications for communication in times of crisis*. Paper presented at Psychology and Social Justice Conference, New York, NY.

(2006) Milliken, F. J. *Linking Organizational Practices to Peace: Looking at Individual, Organizational and Institutional Mechanisms*. Paper presented at the "Business as an Agent for World Benefit" Conference, co-sponsored by the United Nations and the Academy of Management, Cleveland, Ohio.

Milliken, F. J. and Lam, N. *Learning from Exploring Organizational Phenomena in Arenas of Public Concern*. Symposium presented at the Academy of Management, Atlanta, Ga.

(2005) Milliken, F. J. and Rothman, N. *Facilitating Community Engagement: The Role of Organizational "Voice" Practices*. Paper presented as a part of a symposium entitled "A Role for Organizations in Sustainable Peace: A New Vision for Management in the 21st Century, the Annual Meeting of the Academy of Management. Honolulu, Hawaii. (was the symposium coordinator with Gretchen Spritzer)

Selected as an All-Academy Symposium

Milliken, F. J., Lant, T. K., and Bridwell-Mitchell, E. *Barriers to the Interpretation and Diffusion of Information About Potential Problems in Organization: Lessons from the Space Shuttle Columbia*. Paper presented at the Annual Meeting of the Academy of Management. Honolulu, Hawaii.

Milliken, F. J. *Keeping Culture in Mind*. Presentation at a symposium at the Annual Meeting of the Academy of Management. Honolulu, Hawaii.

(2004). Milliken, F. J. *The Changing Time Demands of Managerial and Professional Work: Implications for Managing the Work-Life Boundary*. Paper presented at the Academy of Management Conference, New Orleans, Louisiana.

(2003). Milliken, F. J. and Rothman, N. *Work-Life Spillover: How organizational practices relating to "voice" affect employees in their non-work lives*. Paper presented at the Academy of Management Conference, Seattle, Washington

(2002). *The Sounds of Silence in Organizations: Causes and Consequences*. Symposium presented at the Academy of Management, Denver, Colorado. (with Pat Hewlin and Leslie Perlow)

(2001). Milliken, F. J., Dunn-Jensen, L. and Buena, D. *The experience of time compression: Causes and Consequences*. Paper presented at the Academy of Management Meetings, Washington, D.C.

Martins, L. L., Milliken, F. J., Wisenfeld, B. and Salgado, S. *The relative effects of racio-ethnic and value diversity on group functioning in two organizational contexts*. Paper presented at the Academy of Management Meetings, Washington, D.C.

Lant, T. K., Milliken, F. J., and Arikan, A. *Before and After the Stock Market Jolt: Managerial Predictors of Success in Internet-related start-ups*. Paper presented at the Academy of Management Meetings, Washington, D.C.

(2000). *Kairos in Management Education*. a Showcase Symposium at the Annual meeting of the Academy of Management, Toronto, Canada.

Milliken, F. J. and Buena, D. *Time Compression: Work-Life Implications*. Paper presented at the Annual Meeting of the Academy of Management, Toronto, Canada.

The fear of being honest: Silence and self-censorship in organizational settings. Symposium presented at the Annual Meeting of the Academy of Management, Toronto Canada (with Elizabeth Morrison and Pat Hewlin, co-chairs and co-authors of one of the presentations).

INVITED PRESENTATIONS

(last 10 years only)

(2007). Organizational silence: What employees may not be speaking about and why. Presentation to the Society of Competitive Intelligence Professionals, Annual Meeting, New York City, May.

Working Toward a Culture of Communication. Presentation invited by the Human Resources Department of New York University. February 2007.

(2005) Working Toward a Culture of Communication. Presentation invited by the Human Resources Department of New York University. November 2005.

Time Compression. Invited presentation. Boston College Center for Work and Family. November.

How can social scientists from social system change? Presentation at the Conference in Honor of Bill Starbuck's contributions to the field of Management, Stern School of Business, New York University.

(2004) Barriers to the Interpretation and Diffusion of Information about Potential Problems in Organizations: Lessons from the Space Shuttle Columbia. Paper presented at the NYU Conference on the Learning from the Space Shuttle Columbia Disaster (with Theresa Lant and Ebony Bridwell-Mitchell).

(2003). Perceiving and Managing the Work-Life Interface under Conditions of Time Compression. Talk given at the Center for Creative Leadership, Greensboro, North Carolina, May. (with Linda Dunn-Jensen)

Employee Silence. Talk given in the *Interdisciplinary Seminar on Deception, Corruption, and Fraud*, Stern School of Business, New York University.

(2002). The Dynamics of Voice and Silence In Work Organizations: How feeling able to speak up at work affects individuals in their work and non-work lives. Paper presented at the *Conference on Corporate Governance and Sustainable Peace*, the University of Michigan, November 2002.

The effects of diversity in time orientations on team functioning. Paper presented at the *"Time in Groups" Conference, Stanford University, Stanford, Ca.* (May 2002) with Caroline Bartel.

Organizational Silence. Invited talk given at the Harvard Business School, May 2002.

Organizational Silence: Causes and Consequences. Invited Guest Speaker, Erasmus University, Rotterdam, the Netherlands, April 2002.

Choosing to Stay Silent at Work: What Employees are Silent About and Why. Talk given at Rutgers University, Department of Management, Seminar Series, April 2002.

Time Compression at Work. Talk given to the Financial Women's Executive Association of New York, Stern School of Business, April 2002.

(2001). Organizational silence. Invited talk given at the *Stern School of Business, Interdisciplinary Faculty Seminar*, April 2001.

(2000). Understanding and Managing Diversity in Groups and Hierarchies. Invited lecture given at the *Army War College*. Carlisle, Pa., August 2000.

Invited faculty presenter. *Barnard College, Science and Scientists lecture series*, February, 2000.

The effects of organizational context on the experience of diversity in student teams. Invited talk given at the *Multicultural Initiative Seminar, New York University – EQUAL Commission*. (March, 2000).

(1999). Invited Faculty Panelist. *Academy of Management, OB/OMT Junior Faculty Consortium*, Chicago, Ill.

American Express: A Case Study in Flexible Work Arrangements. Talk given at the *Wharton School of Business, Wharton Work-Life Conference*.

(1998). The Undergraduate Curriculum Enhancement Project at Stern. Invited talk given at the *1998 American Assembly of Collegiate Schools of Business Undergraduate Program Seminar*, Charlottesville, VA.

GRANTS AND AWARDS

Best Paper Award, Academy of Management, Managerial and Organizational Cognition Division, 2009.

Best Paper Award, Eastern Academy of Management, 2008.

Finalist, Best Paper published in the *Academy of Management Review* in the year 2000.

Recipient, Peter F. Drucker Faculty Fellowship, Stern School of Business, New York University, 2007-2009.

Recipient, Edward J. Giblin Faculty Fellowship, Stern School of Business, New York University, 2004-2007.

Recipient, Research Grant, Center for Catastrophe Preparedness and Response, New York University, 2006-2007 (\$10,000)

Listed in *Who's Who of American Women*.

Grant writer, *Learning Excellence Grant*, General Electric Foundation for a new freshmen-year course at the Undergraduate College of Stern entitled "Business and Its Publics," 1998. (\$128,000)

Recipient, Summer Research Grant, Stern School of Business, 1999-2003.

Recipient, *Tenneco Award*, Tenneco Fund Program, New York University, 1999, 1989.

Recipient, *Oscar Lasdon Dissertation Award* for the best dissertation in Business, the City University of New York, 1986.

Best Paper Award, Eastern Academy of Management, 1984.

Elected Member, Beta Gamma Sigma.

PROFESSIONAL ACTIVITIES AND SERVICE

Board of Editors, *Organization Science* (2008-present)
Academy of Management Review (2002-2007).
Journal of Management Studies (2002- present).
Academy of Management Journal (1991 to 1996).
Journal of Business Research (1990 to 1996).

Member, Committee to Select Career Achievement Award Winners, *Academy of Management*, 2005

Member, Best Paper Award Selection Committee, *Academy of Management Review*, 2004

Elected Representative, Academy of Management, Advisory Council, 2000.

Nominee, Academy of Management Board of Governors, 1997-1999.

Chair, Managerial and Organizational Cognition Division of the Academy of Management 1995-96; Chair-Elect, MOC, 1994-95; Program Chair, MOC, Academy of Management, 1993-94.

Invited Faculty Panelist, Cognition in the Rough Workshop, Academy of Management, 1997-2010.

Invited Faculty Panelist, OB/OMT Junior Faculty Workshop; Academy of Management, 1995, 1999.

Invited member, AACSB task force on managing diversity in student populations in Schools of Management, 1997.

Ad Hoc Reviewer;

Academy of Management Journal, *Academy of Management Review*; *Administrative Science Quarterly*; *Applied Psychology*; *Canadian Journal of Administrative Sciences*; *Corporate Reputation Review*; *Human Relations*, *Human Resource Management Journal*; *Journal of Applied Psychology*; *Journal of International Business Studies*; *Journal of Management*; *Journal of Management Studies*; *Journal of Occupational and Organizational Psychology*; *Journal of Organizational Behavior*, *Organizational Science*; *Strategic Management Journal*; *The Journal of Strategic Information Systems*; and for the Academy of Management, OMT, OB, and Managerial Cognition Divisions.

Program Chair, Organization and Management Theory Division, Eastern Academy of Management, 1987-88.

Discussant, various paper sessions, Academy of Management and Eastern Academy of Management.

SCHOOL, DEPARTMENT, UNIVERSITY, AND COMMUNITY SERVICE
(Selected)

Stern School Service

Faculty Director, Stern's MBA Program in Westchester, 2009-

Elected representative, Faculty Grievance Committee, 2009-2011

Member, School-wide Promotion and Tenure Committee, 2004-2007.

Co-Chair, Women's Advisory Committee, Stern School of Business, 2003-2008.

University Senator, 2003-2006.

Coordinator, Ph.D. Program in Management, Department of Management, Stern School of Business, New York University, 2003-2005.

Elected member, Dean's Faculty Advisory Committee, 2003-2004.

Elected representative, Stern School of Business, Faculty Council, 1998-2001; 2001-2003

Member, Specialization Committee, Stern School of Business, 2003 -2005.

Member, Faculty Ad Hoc Committee on Distance Learning, 2001

Member, Stern--Westchester Curriculum Re-design Committee, 2001

Elected representative, Faculty Grievance Committee, Stern School of Business, 2000-2001

Chair, Stern School of Business, Undergraduate Program Committee, 2000-2001; member 1998-2000.

Member, Stern School of Business, Review Committee for the Masters of Science in Information Systems program, 2000.

Member, Stern School of Business, Undergraduate Curriculum Review Committee, 1996-1999.

Member, Stern School of Business, Dean Search Committee, 1992.

Elected representative, Stern School of Business, Affirmative Action Committee, 1989-90, 1991-92, 1992-93.

Department Service

Member, Executive Committee of the Departmental P & T Committee, 2008-2010

Chair, Management Department Work-life Committee, 2008-2010

Chair, Management Department, Research Committee, 2005-2008.

Member, Departmental Recruiting Committee, 2007-2008.

Coordinator, Management Department, Doctoral Program, 2003-2005.

Member, Management Department Doctoral Committee, 1998-2003.

Coordinator, *Managing Organizations* course, 1995; Member, *Managing Organizations* course coordination committee, 2000-2004.

Coordinator, Undergraduate Management Course, 1988-1989.

Partial list of Service on dissertation committees for:

- Amy Hurley (Management; Committee member)
- Phil Devin (Information systems; Committee member)
- Helaine Korn (Management; Committee member)
 - Now an Associate Professor at Baruch College.
- Luis Martins (Management; Chair)
 - Now an Associate Professor at Georgia Tech University
- Jim Kennelly (International Business; Committee member)
 - Now an Associate Professor at Skidmore College.
- Dan Forbes (Management; Chair)
 - Now an Assistant Professor at the University of Minnesota.
- Naomi Gardberg (International Business; Committee member)
 - Now an Associate Professor at Baruch College, City University of New York
- Pat Hewlin (Management; Outside reader)
 - Now an Assistant Professor at Georgetown University
- Daniel Beunza (Management; Outside reader)
 - Now an Assistant Professor at Columbia University
- Linda Dunn-Jensen (Management; Chair)
 - Now a Clinical Assistant Professor at Indiana University
- Nancy Lam (Management; Chair)
 - Now an Assistant Professor at Claremont Graduate School

University Service

Member, NYU Center for Teaching Excellence, Advisory Committee.

Elected Faculty Representative, New York University Faculty Senators Council; New York University Senate, 2003-2006.

Member, All-University Task Force on Child Care, 2005-2007.

Member, New York University's Faculty Senators' Council, Committee on Personnel and Affirmative Action, 2003-2006.

Member, All-University Curricular Development Challenge Fund Judging Committee, 1997-1999.

Community Service

Citizens' Finance Advisory Committee, Dobbs Ferry Union Free School District, 2000-2007.

Mission Committee, Dobbs Ferry Union Free School District, 2006.

Destination Imagination, Appraiser, 2001, 2002.

External Training and Consulting

ABC Television, U.S. Army, New York University, Society for Competitive Intelligence Professionals