

**Curriculum Vita**  
**Jennifer A. Chatman**

University of California, Haas School of Business  
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**Positions Held:**

**2001-Present:** Paul J. Cortese Distinguished Professor of Management, Haas School of Business, Affiliated Faculty of the Institute of Personality and Social Research, University of California, Berkeley.

**2001-02:** Marvin Bower Fellow, Harvard Business School.

**1997-2000:** Harold Furst Associate Professor of Management Philosophy and Values, Haas School of Business, University of California

**1993-2001:** Assistant and Associate Professor, Haas School of Business, University of California.

**1991-1992:** Visiting Associate Professor and Research Psychologist, Institute of Personality And Social Research, and Haas School of Business, University of California.

**1987-1993:** Assistant & Associate (untenured) Professor, Kellogg Graduate School of Management, Northwestern University.

**Education:**

Ph.D., 1988, Business Administration, University of California, Berkeley.

B.A., 1981, Psychology, University of California, Berkeley, with Highest Distinction.

**Research Awards and Honors:**

2006 Inducted as a Fellow of the Academy of Management

2005 "Most Influential Paper Award," 1997-2000, Academy of Management, Conflict Management Division for "*Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes*" published in *Admin. Science Quarterly*, 1998, 43 (4): 749-780 (with J. Polzer, S. Barsade, & M. Neale).

2004 Accenture Award, for the article that "made the most important contribution to improving the practice of management" in *California Management Review* for "*Leading by Leveraging Culture*" (with S. Cha).

1998 L.L. Cummings Scholar Award, Academy of Management Organizational Behavior Division, awarded for "outstanding achievement to one researcher in early mid-career."

1997 *Administrative Science Quarterly* Award for Scholarly Contribution, for "the article that had the most impact on the field of organizational behavior over the past five years," for *Mixing and matching people and organizations: Selection and socialization in public accounting firms*.

1996 Schwabacher Research Award, Haas School of Business.

1994 Ascendant Scholar Award, Western Academy of Management.

1991 Best Paper Award, Academy of Management Organization and Management Theory Division for “*Assessing the relationship between industry characteristics and organizational culture: How different can you be?*” (with K. Jehn).

1989 Outstanding Paper Based on a Dissertation Award, Academy of Management Organizational Behavior Division for “*Mixing and Matching People and Organizations: Selection and Socialization in Public Accounting Firms.*”

### **Teaching Awards and Other Honors**

2007 Cheit Teaching Award for Teaching Excellence, Berkeley Columbia Executive MBA program.

1994, 1996, 1997, 1998 Cheit Teaching Award Honorable Mention, Haas School of Business, full time & evening MBA and Ph.D. programs.

1991 Outstanding Teacher of the Year Award, second place, Kellogg Graduate School of Management Evening MBA program.

1980 Phi Beta Kappa.

### **Publications:**

Caldwell, D., Chatman, J., & O'Reilly, C. (in press). Profile comparison methods for assessing person-situation fit. To appear in C. Ostroff and T. Judge (Eds.), **Perspectives on organizational fit**. Lawrence Erlbaum Associates, Mahwah, New Jersey.

Chatman, J, Wong, E., & Joyce, C. (in press). *When Do People Make the Place? Considering the Interactionist Foundations of the Attraction-Selection-Attrition Model*. To appear in, Brent Smith (Ed.), **A Festschrift to Benjamin Schneider.**, pp. 65-88.

Lyons, R., Chatman, J., & Joyce, C. (in press). Leading through innovation in services: Innovation culture in investment banking. To appear in **California Management Review**, Fall 2007.

Spataro, S. & Chatman, J. (in press). The effects of inter-organizational competition on individual commitment: A cross-level investigation. In, C. Bartel, S. Blader, & A. Wrzesniewski, (Eds.), **Identity and the modern organization**, Lawrence Erlbaum Associates, Mahwah, New Jersey.

Anderson, C., Srivastava, S. Beer, J., Spataro, S., & Chatman, J. (2006). Knowing your place: Self-perceptions of status in social groups. **Journal of Personality and Social Psychology**, 91 (6): 1094-1110.

Chatman, J. & Flynn, F. (2005). Full-cycle micro organizational behavior research. **Organization Science**, 16 (4): 434-447.

Chatman, J., & Spataro, S. (2005). Using self-categorization theory to understand relational demography-based variations in people's responsiveness to organizational culture. **Academy of Management Journal**. 48 (2): 321-331.

Chatman, J., O'Reilly, C., & Chang, V. (2005). Developing a human capital strategy at Cisco Systems. **California Management Review**, 47 (2): 137-167.

Chatman, J., & O'Reilly, C. (2004). Asymmetric effects of work group demography on men's and women's responses to work group composition. **Academy of Management Journal**, 47 (2): 193-208.

Chatman, J. & Cha, S. (2003). Leading by leveraging culture. **California Management Review**, 45 (4): 20-34. [And reprinted in S. Chowdhury (Ed.), **Next generation business series: Leadership**, John Wiley & Sons, Publishers.

Malka, A. & Chatman, J. (2003). Intrinsic and extrinsic work orientations as moderators of the effect of annual income on subjective well-being. **Personality and Social Psychology Bulletin**, 29 (6): 737-746.

Boisnier, A., & Chatman, J. (2003). Cultures and subcultures in dynamic organizations. In Mannix, E., and Petersen, R. (Eds.), **The dynamic organization** (pp: 87-114), Lawrence Erlbaum Associates: Mahwah, New Jersey.

Flynn, F. & Chatman, J. (2003). "What's the norm here?" Social categorization as a basis for group norm development. In Polzer, J., Mannix, E., and Neale, M. (eds.) **Research in groups and teams** (pp: 135-160). JAI Press, Elsevier Science: London.

Flynn, F., Chatman, J., & Spataro, S. (2001). Getting to know you: The influence of personality on the impression formation and performance of demographically different people in organizations. **Administrative Science Quarterly**, 46 (3): 414-442.

Flynn, F. & Chatman, J. (2001). Strong cultures and innovation: Oxymoron or opportunity? In S. Cartwright et al., (Eds.), **International handbook of organizational culture and climate**, Sussex: John Wiley & Sons, pp. 263-287.

Chatman, J., & Goncalo, J. (2001). People in organizations. In P.B. Baltes & N.J. Smelser, (Eds.), **International encyclopedia of social and behavioral sciences** (Vol. 16, pp. 11183-9). Elsevier Science Ltd: New York, NY.

Chatman, J. & Flynn, F. (2001). The influence of demographic composition on the emergence and consequences of cooperative norms in groups. **Academy of Management Journal**, 44 (5), 956-974.

Cartwright, S., Cooper, C., Earley, C., Chatman, J., Cummings, T., Holden, N., Sparrow, P. & Starbuck, W. (eds.), (2001). **International handbook of organizational culture and climate**, Sussex: John Wiley & Sons.

Jehn, K.A. & Chatman, J. A. (2000) Reconceptualizing conflict: Proportional and relational conflict. **International Journal of Conflict Management**, 11(1): 51-69

Chatman, J., Caldwell, D., & O'Reilly, C. (1999). Managerial personality and early career success: A semi-idiographic approach. **Journal of Research in Personality**, 33: 514-545.

Chatman, J., Polzer, J., Barsade, S. & Neale, M. (1998). Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. **Administrative Science Quarterly**, 43 (4): 749-780.

Reprinted in Cary L. Cooper and William H. Starbuck, (Eds.) (2005). **Work: Contexts and Consequences: The 100 Best Papers in Organizational Behavior**, Vol. 2 (pp. 87-120). London: Sage Publications.

O'Reilly, C. & Chatman, J., (1996). Culture as social control: Corporations, cults and commitment. In B. Staw & L. Cummings (eds.), **Research in organizational behavior**. Vol. 18. (pp. 157-200) JAI Press.

Chatman, J. & Barsade, S. (1995). Personality, culture and cooperation: Evidence from a business simulation. **Administrative Science Quarterly**, 40 (3): 423-443.

Chatman, J. & Jehn, K. (1994). Assessing the relationship between industry characteristics and organizational culture: How different can you be? **Academy of Management Journal**, 37: 522-553.

O'Reilly, C. & Chatman, J. (1994). Working harder and smarter: A longitudinal study of early career success. **Administrative Science Quarterly**, 39: 603-627.

Chatman, J. (1991). Matching people and organizations: Selection and socialization in public accounting firms. **Administrative Science Quarterly**, 36: 459-484.

Reprinted in **Collection of the Administrative Science Quarterly Award-Wining Papers** (in Chinese), Peking University Press. Pp. 55-91.

Chatman, J., Putnam, L., & Sondak, H. (1991). Integrating communication and negotiation. In, M. Bazerman, R. Lewicki, and B. Sheppard (Eds.) **Research in negotiations in organizations**, 3, Greenwich, CT: JAI Press.

O'Reilly, C., Chatman, J. & Caldwell, D. (1991). People and organizational culture: A Q-sort approach to assessing fit. **Academy of Management Journal**, 34: 487-516.

Caldwell, D., Chatman, J. & O'Reilly, C. (1990). Building organizational commitment: A multi-firm study. **Journal of Occupational Psychology**, 63: 245-261.

Culnan, M., O'Reilly, C. & Chatman, J. (1990). Intellectual structure of research in organizational behavior, 1972-1984: A co-citation analysis. **Journal of the American Society for Information Sciences**, 41: 453-458.

Chatman, J. (1989). Improving interactional organizational behavior: A model of person-organization fit. **Academy of Management Review**, 14: 333-349.

O'Reilly, C., Chatman, J., & Anderson, J. (1987). Message flow and decision making. In Porter, L., Putnam, L., Roberts, K., & Jablin, F. (Eds.), **Handbook of organization communication**. Beverly Hills: Sage Publications, Inc.

Chatman, J., Bell, N., & Staw, B. (1986). The managed thought: The role of self-justification and impression management in organizational settings. In Gioia, D., & Sims, H. (Eds.), **The thinking organization: Dynamics of social cognition**. S.F., CA: Jossey-Bass. p.191-214.

O'Reilly, C., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. **Journal of Applied Psychology**, 71 (3): 492-499.

#### **Revisions Requested and Research Under Review:**

Chatman, J., Berdahl, J., Boinsnier, A., Spataro, S., and Anderson, C. The typical, the rare, and the outnumbered: Distinguishing between numerical distinctiveness and historical typicality in work groups (revision under review at **Organizational Behavior and Human Decision Processes**).

Caldwell, D., Chatman, J., and O'Reilly, C. Change readiness among medical center departments: A longitudinal study (under review).

Goncalo, J., Chatman, J., & Duguid, M. Political correctness and creativity in mixed and same sex groups (under review).

Ager, D. & Chatman, J. Social networks and culture: Modeling person-culture fit through social networks. (R & R from **Administrative Science Quarterly**).

Chatman, J., Goncalo, J., & Brown, R. The importance of being mentored: Resource exchange in mentor-protégé relationships (revision requested from **Groups and Organization Management**).

Chatman, J., Goncalo, J., & Schnog, K. Who are the team players? Using personal collectivism, expected cooperation, and relative ability to predict contribution and cooperation in teams (revision requested from **Journal of Applied Psychology**).

O'Reilly, C., Caldwell, D., and Chatman, J. How Leadership matters: The effects of leadership alignment on strategic execution (revision requested from **The Leadership Quarterly**).

#### **Working Papers and Research in Progress:**

Boinsnier, A., & Chatman, J. Situational flexibility and effectiveness: Charting the chameleon's course (manuscript preparation).

Chatman, J. (2008, forthcoming). Capstone chapter. To appear in In Phillips, K., Mannix, E., and Neale, M. (eds.) **Research in groups and teams**. JAI Press, Elsevier Science: London.

Chatman, J., Lee, G., Carroll, G., & Harrison, J. R. The effects of socially embedded enculturation on compensation and turnover (manuscript preparation).

Chatman, J. & Self, W. Norm durability in groups with changing membership (data analysis).  
Chatman, J., Wong, E., & Ormiston, M. Being a knowable merger partner: Applying social categorization and self-verification theories (manuscript preparation).

Self, W. & Chatman, J. The relative influence of leaders and group norms on performance over time (data analysis).

#### **Published Book Review:**

Chatman, J. (1988). Book review of R. McPhee & P. Tompkins (Eds.) (1985), *Organizational*

communication: Traditional themes and new directions, Beverly Hills: Sage. **Administrative Science Quarterly**, 33, 464-466.

### **Papers Published in Proceedings**

Chatman, J., Schnog, K., & Spataro, S. (1998). Getting people to cooperate in organizations: The influence of personality, formal and informal incentives and being different. **Academy of Management Best Paper Proceedings**.

Chatman, J. & Jehn, K. (1994). Assessing the relationship between industry characteristics and organizational culture: How different can you be? **Academy of Management Best Paper Proceedings**.

Chatman, J. (1989). Matching people and organizations: Selection and socialization in public accounting firms. **Academy of Management Best Paper Proceedings**.

### **Selected Refereed Presentations (last 5 years only):**

Chatman, J. & Self, W. (2007). Norm durability in groups with changing membership. To be presented at the Academy of Management meetings, Philadelphia, PA.

Goncalo, J., Chatman, J., & Duguid, M. (2007). Political correctness and creativity in mixed and same sex groups (manuscript preparation). To be presented at the Academy of Management meetings, Philadelphia, PA.

Showcase Symposium Panelist (2007) Toward Conceptual Clarity and Empirical Rigor on Individualism and Collectivism Research. to be presented at the Academy of Management Meetings, Philadelphia, PA.

Joyce, C. & Chatman, J. (2006). Norm misperception in innovation work groups. Presented at the Academy of Management Meetings, Atlanta, GA.

Self, W., Chatman, J., & Joyce, C. (2006). The relative influence of leaders and group norms on performance. Presented at the Academy of Management Meetings, Atlanta, GA.

Anderson, C., Srivastava, S. Beer, J., Spataro, S., & Chatman, J. (2005). Knowing your place: Self-perceptions of status in social groups. Presented at the Academy of Management Meetings, Oahu, Hawaii.

Caldwell, D., Chatman, J., O'Reilly, C., & Ormiston, M. (2005). The impact of group norms on implementing strategic organizational change. Presented at the Academy of Management Meetings, Oahu, Hawaii.

Ormiston, M. & Chatman, J. (2004). Demography in work groups. Presented at the Academy of Management Meetings, New Orleans, LA.

Ager, D., Elfenbein, H. & Chatman, J. (2003). Redrawing organizational boundaries after a merger: A self-categorization perspective. Presented at the Academy of Management Meetings, Seattle WA.

Chatman, J., Wong, E., & Ormison, M. (2003). Being a knowable merger partner: Applying social categorization and self-verification theories. Presented at the Academy of Management Meetings, Seattle, WA.

### **Invited Research Talks:**

University of Chicago, Columbia University, Cornell University, Dartmouth College, Duke University, Emory University, Harvard, University of Michigan, Northwestern University, Royal Netherlands Academy of Arts and Sciences, Stanford University, University of Texas at Austin, Tulane University, UC Irvine, UCLA, University of Oregon, University of Pennsylvania, University of Utah, University of Washington, USC, University of Wisconsin, Washington University, Yale University

### **Research Grants:**

Chatman, J., Caldwell, D., & O'Reilly, C. (2007-08, pending, one of three semi-finalists). Culture, Cooperation, and Commitment: The Role of Hospital-Physician Culture Fit in Evolving Physician-Hospital Relations. Proposal Submitted to The Center for Health Management Research.

Chatman, J. (2005-06). Cultural dilution as organizations grow. Funded by the Kauffman Foundation.

Chatman, J. (2003-2006). Assessing Change Readiness Across Medical Centers of a Large Health Care Organization. Funded by the Center for Health Research, University of California, Berkeley.

Chatman, J. (2002). Marvin Bower Fellow research grant, Funded by the Harvard Business School.

Chatman, J., Carroll, G., & Harrison, R. (2000-2001). Cultural transmission in an organizational setting: Exploring the empirical implications of a formal model. Funded by the Citigroup Behavioral Sciences Research Council.

Chatman, J. (1996-98). Promoting cooperative behavior in organizations: Interactions between personal characteristics and organizational incentives. Funded by The Citicorp Behavioral Sciences Research Council.

Brown, R. & Chatman, J. (1996-97). Managing organizational culture: Changing work flow and performance evaluation systems to enhance collaborative behavior at the Los Alamos Laboratory. Funded by the Los Alamos National Laboratory.

Chatman, J. (1995-96). Managing organizational culture change: Examining adherence to values resulting from work flow and performance appraisal systems. Funded by the Committee on Research, University of California.

Chatman, J. (1995). Changing values at Citicorp. Funded by The Citicorp Behavioral Sciences Research Council.

Chatman, J. (1994-95). The effects of similarity and liking on internal organizational networks. Funded by the Committee on Research, University of California.

Chatman, J. (1993-94). The importance of being mentored: Resource exchange in mentor-protégé relationships. Funded by the Committee on Research, UC, Berkeley.

Chatman, J. (1992-1993). The effects of organizational culture and demographic characteristics on decision making processes and outcomes. Funded by The Center For Creative Leadership, Greensboro, North Carolina.

Chatman, J. (1989-1991). Borg-Warner Research Professorship (various research projects), Kellogg Graduate School of Management.

Chatman, J. & Neale, M. (1989). Paying attention to justice: How perceptions of justice affect organizational commitment. Funded by Northwestern University Medical School.

Chatman, J. (1988-90). Cultural discrepancies: The effects of mergers and acquisitions on organization members. Funded by The Association of Management Consultants.

### **Teaching Experience:**

#### MBA level courses:

**Leadership Core Course:** Developed an MBA elective course that was recently voted by Haas faculty to become a core course (2006). Course uses self-assessment methods, discussions with senior executives, research findings, and cases to integrate the concepts with the practice of leading change. Offered in the evening and fulltime MBA program, ratings: 7 median (6.6 average) on a 7-point scale.

**Organizational Behavior Core Course:** Teaching evaluations: 7 median (6.8 average) on a 7-point scale. Programs at Haas School of Business: fulltime MBA, evening-weekend MBA, Berkeley-Columbia Executive MBA.

#### **Cases:**

Adele Robbins at LivingNet.com – distributed by the Haas School of Business, UC Berkeley.

Cisco Systems: Developing a Human Capital Strategy (A) and (B) - distributed by *California Management Review* and Harvard Business School (with C. O'Reilly & V. Chang).

Dreyer's Grand Ice Cream (A) and (B) - distributed by Stanford Graduate School of Management (with G. Carroll & V. Chang,).

San Roca Medical Center (A) and (B) – distributed by the Haas School of Business, UC Berkeley (with M. Libresco).

zipRealty (A) and (B) – distributed by the Haas School of Business, UC Berkeley (with V. Chang).

#### Ph.D. level courses:

Core Micro Organizational Behavior Seminar  
Seminar on Organizational Culture, Socialization, and Commitment  
Field Research Methods

#### Executive level courses:

**Topics:** Leading Change and Leveraging Culture for Strategic Success, Leadership, Making Effective Decisions

**Organizations:** Advantage Sales & Marketing, ALZA, American Business Publishers, Bayer, Boise-Cascade, BrassRing, Case Inc., California Public Utilities Commission, Chiron, Cisco Systems, City of San Leandro, The Coca-Cola Company, Conoco-Phillips, Dey, Fannie Mae, Franklin Templeton Investor Services, Freddie Mac, Gallo Winery, Genentech, Guidant, Los Alamos National Laboratory, Marimba, Microsoft, Motorola, New York Life, PG&E, Prudential, PricewaterhouseCoopers, Qualcomm, Sandia National Laboratory, Statoil, Kaiser-Permanente, U.S. Treasury, U.S. Postal Service, UC Berkeley Business and Administrative Services Division.

**Programs:** Leading Change and Leveraging Culture, Berkeley Advanced Management Program, Berkeley Executive Program (now Berkeley Executive Leadership Program), Graduate Management Advisory Council (GMAC), Council on Consulting Firms (ACME Inc.), *Economist* Innovation Summit (Keynote speaker), Institute for Management Studies, Irish Entrepreneurship Seminar, Medical Group Management Association, Museum Management Institute (Getty Foundation), The San Francisco Academy, Duke CE (various programs), Stanford-American Electronics Association Institute, Stanford Alumni Association, Stanford Project Management Program, Statoil Project Executive Institute, Kellogg's Allen Center (various programs), The University of the West Indies Advanced Executive Program, Malaysian Science and Technology Senior Management Study Course.

### **Service on Dissertation Committees:**

William Self (Chair), 5/08 (expected)  
 Margaret Ormiston (Chair), 5/07 now at London Business School  
 Elaine Wong (Chair), 12/05, now at Northwestern University  
 Jack Goncalo (Chair), 12/04, now at Cornell University  
 Alicia Boisnier (Chair), 12/03, now at SUNY Buffalo  
 Francis (Frank) Flynn (Chair), 7/00, now at Stanford University  
 Sandra Spataro (Chair), 6/00, now at Cornell University  
 Rebecca Brown (Chair), 12/99  
 Karen (Etty) Jehn (Chair), 6/93, now at Leiden University, The Netherlands  
 Carmit Tadmor, 5/06, now at Harvard Business School (post-doc)  
 Ari Malka (psychology), 9/04, now at Stanford University (post-doc)  
 Sandra Cha (Harvard Business School), 5/04, now at McGill University  
 Min Soo Kim, 6/02, now at Central Connecticut State  
 Katie Dawson (psychology), 5/96  
 S. Kam (psychology), 12/95  
 Anne Lytle, 6/94, now at Hong Kong University  
 Elizabeth Morrison, 1/91, now at New York University  
 Kristi Whitney (psychology), 5/94 now at CORE

### **Editorial Boards:**

*Academy of Management Annual Reviews* Editorial Committee (2005-present)  
*Academy of Management Journal* (1989-93),  
*Academy of Management Review* (1997- 99; 2002-present)  
*Administrative Science Quarterly* (1992-2002)  
*California Management Review* (1994-present)  
*Journal of Applied Psychology* (1998-99)

*Journal of Personality and Social Psychology* (occasional reviewer)  
*Organizational Behavior and Human Decision Processes* (occasional reviewer)  
*Personality and Social Psychology Bulletin* (occasional reviewer)

### **Professional Activities:**

Fellow, Academy of Management (inducted in 2006)  
 Selection Committee, Conflict Management Division Impact Award Committee, 2006  
 Long-Term/Career All-Academy Awards Committee, Academy of Management, 2004-05  
 External Quintennial Review Committee: The Wharton School's Management Department,  
 University of Pennsylvania, 2004  
 External Reviewer: School of Management, Yale University, 2002  
 Judge, **Administrative Science Quarterly** Scholarly Impact Award Committee, 2000  
 Faculty Presenter, OB Doctoral Consortium, Academy of Management Mtgs., 1998  
 Judge, TIMS College on Organization Best Dissertation Proposal Award, 1995  
 Coordinator, Junior Faculty Workshop, Academy of Management Mtgs., 1994, 1995  
 Representative-At-Large, Academy of Management, OB Division, elected 1993  
 Selection Committee Member, Academy of Management Best Paper Award, 1992  
 Participant, Junior Faculty Workshop, Academy of Management, 1988

### **Association Memberships:**

Academy of Management  
 American Psychological Association  
 American Psychological Society  
 Society for Organizational Behavior

### **Board Memberships and Consulting Affiliations**

Simpson Manufacturing (NYSE: SSD, Director, 2004 to present)  
 Prospect Sierra School (Board of Trustees Member, 2006 to present)  
 BrassRing Systems Inc. (Advisory Board Member, 1998-2006)  
 Thinkshed (Advisory Board Member, 2001-2004)  
 The Trium Group (Professional Affiliate)  
 Unicru (Advisory Board Member, formerly Guru Worldwide, 2002-2006)  
 Ashesi University, Ghana, Africa (Advisory Board Member, 1999-present)  
 Center for the Development of Peace and Well Being (Advisory Board Member, 2002-2006)  
 Center for Health Research (Advisory Board Member, 2003-present)  
 Center for Executive Development at Haas (Advisory Board Member, 1996-98)  
 East Bay Outreach Program, University of California (Faculty Advisor, 1995-99)  
 Institute for Management Studies (Advisory Board Member, 1998-99)

### **School and University Service:**

#### University of California:

Committee on Committees (elected member 2005-2006 and 2007-08)  
 Divisional Council (elected member: 2002-03)  
 Executive Vice Chancellor and Provost Search Committee (1999-2000)  
 Committee on Research (1998-2000)  
 Haas School of Business Dean's Search Committee (1997-1998)  
 Co-Coordinator, IPSR Colloquium Series (fall, 1999)

Cal Day Speaker (1999)  
 Chancellor's Forum speaker (1997)  
 UCB Human Resources Director Search Committee (spring, 1999)  
 Faculty recruiter for minority students (1998-2002)  
 Vice-Chancellor's Advisory Committee on Interactive University Project, (1996-2000)  
 Faculty Advisor, East Bay Outreach Project (1996-2000)

Haas School of Business:

Days at Haas – faculty panelist - 2007  
 Lead faculty – Core Leadership Course – 2006-2008  
 Self Supporting Degree Programs Committee (2000-2002), Chair (2005-2008)  
 Organizational Behavior Group Recruiting Chair – 2006-07  
 Speaker, Haas Women in Leadership Dinner - 2006  
 Haas Strategy Implementation Task Force (2006-present)  
 Faculty Director, Center for Executive Development (2005-2006)  
 Haas Alumni Reunion Weekend speaker (2005)  
 Faculty Director, Haas School of Business Ph.D. Program (2002-2004)  
 Center for Executive Development Faculty Oversight Committee (2001-2004)  
 Chair, OBIR recruiting (1996-1998, 2000, 2002-03, 2006-present; committee member 1993-1996, 2003-04)  
 OBIR Group Chair (2000-2001)  
 OBIR Ph.D. Program Field Advisor (1999-2000)  
 Haas School-Wide Hiring Committee (2000-2001)  
 Admissions Committee (1999-2000)  
 Pilot Program Committee (1998)  
 Performance Assessment Committee (1997-98)  
 Policy and Planning Committee (elected, 1996-1998)  
 Sea-Change Symposium, speaker (1997)  
 Chair, the Miles Organizational Behavior Award Competition (1993 to 1998)  
 MBA Committee (1994-1997)  
 Speaker: Alumni Colloquium, Employer Advisory Council (1994),  
 Junior Faculty Representative (1994)  
 Day at Haas presenter (1994-1997)  
 Judge, Haas Competition (1994)  
 Core Redesign Committee (1993-94)

Kellogg Graduate School of Management:

Mentor Teacher, 1990; 1992.  
 Doctoral Student Recruiting and Advisory Committee, 1987-1990.  
 Faculty Recruiting Committee, 1988-1991.  
 Invited Panelist, National Graduate Business Conference, 1989.

**Media Events:**

Interviewed Jack Welch for the Commonwealth Club – broadcast on NPR, April 27, 2005

*The Economist* Innovation Summit (keynote address), May 2004

Quoted or Research cited in: *Business Week, Business 2.0, The Financial Times, Fortune, Inc., The Jungle, The Los Angeles Times, The New York Times, The San Francisco Chronicle, The San Francisco Examiner, The Wall Street Journal, and Working Mother.*

Television appearances on CNN, Comcast, CSPAN, KPIX news, KTVU news, and radio “appearance” on the Forum program on National Public Radio