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# Curriculum Vitae, 2017-18

## **1. Name, Contact Information**

Bruce A. Heiman

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+..1.650.575.8220 (mobile); +..1.650.577.1377 (h)

Dissertation: “Knowledge and Governance in Collaborations,” (2002), U.C. Berkeley Main Library, for  
Department of Business and Public Policy, Haas School of Business, University of California at Berkeley.

## **2. Education**

University of California at Berkeley, Haas School of Business (Berkeley, CA).

Ph.D. Business and Public Policy (2002).

Thesis Committee: Trond Petersen (Chair), Oliver Williamson, Chris Ansell.

Coursework in economics, sociology, political science, statistics, research methodology.

Nijenrode University (The Netherlands).

M.B.A. (1991).

Thesis area: Telework (telecommuting). Thesis received Hewlett Packard Strategy Prize (~\$27,000) in the  
category “Strategy and Technology.” Class Rank: 1 (Valedictorian).

Stanford University (Stanford, CA).

M.S. Engineering, Product Design (1983).

Master's project: Design for Enhancing the Family Dining Experience.

Coursework in industrial design, human interface design, brainstorming, prototyping, automated manufacturing,  
design process, management. Computer programming in FORTH, Pascal, SAIL and several assembly languages.

Teaching Assistant: Advanced Computer-Aided Design (CAD).

Stanford University (Stanford, CA).

A.B. Psychology (1981).

Studied human memory, cognition, creativity, and perception. Experience in video production, experiment  
design, data analysis.

## **3. Professional Positions**

San Francisco State University (California).

Professor, College of Business, San Francisco State University. 2002-present. Department of International  
Business. Teaching: Creativity Skills for the Global Manager, Doing Business in Europe, Cross-Cultural  
Creativity, International Business Environment Analysis, Global Strategic Management, Business and  
Globalization in the 21<sup>st</sup> Century; substantial experience with undergraduate, MBA, M.S., and executive  
education students, programs, and pedagogies. Research: international aspects of creativity and innovation, the  
problem-finding/problem-solving perspective.

University of California at Berkeley

Visiting Associate Professor, Sociology Department. Fall 2010-Spring 2012. Taught Innovation and  
Entrepreneurship, and Organization Design.

University of San Francisco (California).

Adjunct Professor of Strategy & Marketing, School of Business and Management. 2001-2002. Taught Strategic  
Management, Statistics, and Finite Math, Global Trends in Business.

**Professional Positions (continued)**Universiteit Maastricht (The Netherlands).

Assistant Professor of International Business, Faculty of Economics & Business Administration. 1996-2000.  
Taught International Strategy.

BH Associates (Maastricht, NL).

Authored business plans, e.g., for Universiteit Maastricht Office of International Cooperation's Maastricht McLuhan Institute; plan was funded by founding partners (regional governments, schools) at a level of ~10m Euros. 1997.

Davis and Company (Fremont, CA).

Business Plan Consultant. Authored marketing plan chapters of multimedia startup firm's business plan; presented plans to venture capital firms. Reported to Principal. 1995.

Heiman, Roukens & Associates (Amsterdam, NL; Portola Valley, CA).

Strategic management consultancy focused on rapid response for short duration projects. Clients included Philips NV (NL), SKODA (CZ). 1991-1992.

Nijenrode University (Breukelen, NL).

Business Plan Consultant. Edited/re-wrote university business plan to integrate existing operating units into a coherent whole organization reflecting unified vision under new leadership. 1991.

Terry Morse Software, Inc. (Palo Alto, CA).

Marketing Consultant for the launch of successful software product for Macintosh: DiskDoubler™, a file-compression software product. Reported to the President. 1990.

Reactor Experiments, Inc. (San Carlos, CA).

Vice President, Marketing. Prepared and executed marketing plan; met or exceeded sales revenue goals of small, industrial technical-plastics manufacturing firm. Engaged in extensive government procurement activities as well as industrial sales/marketing. Applied engineering knowledge of nuclear physics, materials science and production engineering to meet customer needs. Member, Health Physics Society. Participated as board member/shareholder in the successful sale of the firm. Reported to the President. 1984-1988.

Visicorp (San Jose, CA).

Human Interface Software Engineer. Worked with other software engineers to design and implement user-friendly business productivity software suite. Performed focus group studies to validate and refine the design of user interface models, developed product specifications and wrote proposals for R&D. Reported to the Director of Advanced R&D. 1983-1984.

Health Physics Dept. Stanford University (Stanford, CA).

Laser Safety Physicist. Conceived, planned and executed pilot laser safety program for university-wide application. Reported to Senior Health Physicist. 1982.

**4. Honors and Awards**

Awarded "Best Article of 2016," for "How Knowledge Management Capabilities Help Leverage Knowledge Resources and Strategic Orientation for New Product Advantages in B2B High-Technology Firms," Im, S., Vorhies, D., Kim, N., Heiman, B. (2016). *Journal of Business to Business Marketing*. 23(2), 23.

**Honors and Awards, continued**

Received Award of \$1000 for Affordable Instructional Materials Initiative (AIM), 2016. Developed completely online class materials for class “Doing Business in Europe,” (IBUS 593), reducing student materials costs from roughly \$150-200 per student to \$0.

Co-led team awarded California State University “Promising Practices” Grant of ~\$52,000 for development and implementation of an online General Education course (IBUS 130–Globalization and Business in the 21<sup>st</sup> Century). Acted as Co-PI, and ran operational/execution part of the grant. Included coordinating a team of 4 other professors and making videos on location and in-studio/classroom that connected to major course themes. The course IBUS 130 (the deliverable) was well-received by students and faculty, and has been reviewed very favorably (but also critically) by QOLT anonymous peer review. The course routinely receives very good SETE scores (average Overall Score is 1.84 for all semesters offered, versus dept. (same semesters) of 1.87. Class sizes have ranged from 90-250 students. The course continues to evolve and improve over time, and has successfully honed its focus on student critical thinking skills. 2013-2015.

Appointed Honorary Member of the Business Editorial Board of MERLOT, based on previous performance, specifically teaching expertise, excellence, use of technology, and participation in initiatives (mainly multiple peer-reviews). 2014.

Awarded Travel/Field Research Grants (with P. Hurmelinna-Laukkanen) from Finnish Government (Tekes) and University of Oulu (used in 2009, 2011, 2013). Successful in a process of competitive review of grant proposals. Grants provided financial resources for travel to Univ. Oulu for research project collaborations with prominent Finnish Scholars. Acted as Featured Invited Speaker for Univ. Oulu classes and at Lappeenranta University of Technology (taught working managers and executives as well as undergraduates). Awards from all sources totaled ~Euros 110,000 for three trips (covering multiple projects/awardees in the grant).

Nominated for Best Paper Award: Heiman, B., S.E. Ozer, 2005. “Winning hearts and minds—Beyond a ‘message content vs. delivery’ debate: Structural and institutional foundations of U.S. public diplomacy failure and success,” presented at the 4<sup>th</sup> International Business and Economy Conference 2005, Honolulu Hawaii.

Best Paper Award-- Second International Business and Economy Conference (IBEC), San Francisco, CA (January, 2003)--“Exploring the tension between knowledge sharing and knowledge expropriation in collaborations,” Presented at Plenary Session.

Received Faculty Prize for Excellence in Education. Universiteit Maastricht, 1997.

Summer Research Fellowship, Nijenrode University, University of Amsterdam, 1995. Received scholarship to pursue transaction cost economics and network analysis research in the Netherlands.

Sasakawa Fellowship, 1992-1995, University of California Berkeley, Haas School of Business.

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## **5. Teaching Experience**

### **List of Recent Courses Taught:**

IBUS 130–Business and Globalization in the 21st Century  
 IBUS 841–Creativity for Managers: A Global perspective  
 IBUS 690–Global Strategic Management  
 IBUS 620–Research Methods in Int'l Business & Markets  
 IBUS 681–Seminar in Comparative Management  
 IBUS 593–Doing Business in Europe  
 IBUS 889–Seminar in International Business  
 IBUS 331–Cross-Cultural Creativity  
 IBUS 590–International Business Environment Analysis  
 BUS 890–Strategic Management/Culminating Experience  
 IBUS 815–Seminar in International Business  
 Executive Seminar: Design Thinking Boot Camp

## **6. Professional Achievement and Growth**

Ritala, P, Heiman, B., and Hurmelinna-Laukkanen, P., (2016) "The need for speed: unfamiliar problems, capability rigidity, and ad hoc processes in organizations," *Industrial and Corporate Change*, 2016 Oxford University Press, Oxford, UK; first publication: August 12, 2016; doi: 10.1093/icc/dtw028.

Im, S., Vorhies, D., Kim, N., Heiman, B. (2016). "How Knowledge Management Capabilities Help Leverage Knowledge Resources and Strategic Orientation for New Product Advantages in B2B High-Technology Firms." *Journal of Business to Business Marketing*, Taylor and Francis Group, London, England (UK); via Zicklin School of Business, CUNY, New York, 23(2), 23. <http://zicklin.baruch.cuny.edu/zk/jbbm/> [Accepted: February 2015, Published: July (3rd Quarter/Summer) 2016, Submitted: May 2014]

Hurmelinna-Laukkanen, P. and Heiman B. A. (2012) "Finding the right problems to solve: Value creation unpacked", *Baltic Journal of Management*, 7(3) (Emerald, UK).

Heiman, B. A. and S. E. Ozer (2008). "Determinants of US public diplomacy success/failure: Structural and institutional elements." *Place Branding and Public Diplomacy* 5(1) February (Palgrave).

Heiman, B. A. and L. Tang (2008). "Chocolate in China: Determinants of western brand loyalty." *Journal of Global Commerce Research*. 1(1).

Heiman, B., L. Weining (South China University of Technology), G. Chan (USF), Salvador D. Aceves (USF), (2008). "Strategic, organizational, and cultural fit: Effects on performance in China-US joint ventures," *Journal of Asia Business Studies* Fall.

**Professional Achievement and Growth (continued)**Peer-reviewed Journals: In Print or In-Press:

Heiman, B., J. Nickerson, 2004. "Empirical evidence regarding the tension between knowledge sharing and knowledge expropriation in collaborations," Managerial and Decision Economics, 25(6-7): 401.

Heiman, B., J. Nickerson, 2002. "Towards reconciling transaction cost economics and the knowledge-based view of the firm: The context of interfirm collaborations," International Journal of the Economics of Business, 9:1 (2002): 97-116.

Peer-reviewed Book Chapters

Heiman, B.A., and P. Hurmelinna-Laukkanen (2010) "Problem Finding and Solving—A Knowledge-based View of Managing Innovation" in Intellectual Capital and Technological Innovation: Knowledge-Based Theory and Practice, Pedro López Sáez (ed.), IGI Global Publishing, 105-130IGI Global (Hershey, PA). Double-blind reviewed.

Heiman, B. A., J. A. Nickerson, et al. (2009). "Governing knowledge creation: A problem-finding and problem-solving perspective," in Knowledge Governance: Multi-disciplinary Perspectives. Nicolai Foss and Snezhina Michailova. Oxford, Oxford University Press. Double-blind reviewed.

Peer-reviewed Journal Articles (pre-2002)

Delmas, M., Heiman B., 2001. "Government credible commitment in the nuclear power industry," Journal of Policy Analysis and Management, Summer 2001, (20)3: 433-456.

Marinov, B., B. Heiman, 1998. "Company Law and Corporate Governance Renewal in Transition Economies: The Bulgarian Dilemma," European Journal of Law and Economics, 6:3, (Nov. 1998): 231-262.

Working Papers (under revision for submission or resubmission to a refereed publication)

Heiman, B.; Hurmelinna-Laukkanen, P.; Dutton, X., Thompson, S. (2016) "Strategic Problem Solving: Evidence from Three Continents." Preparing for submission to *Journal of Management*. This is a major paper, offering the first substantial empirical support for Prof. Heiman's published theory articles (2012, and 2016).

Peer-reviewed Symposia

Heiman, B., J. Nickerson, 2004. "The Problem-Solving Perspective," Presentation at the Academy of Management Annual Meeting--Showcase Symposium New Orleans, August 2004 (organized by J. Nickerson). Papers and symposium proposal were accepted in three tracks: Organization & Management Theory, Technology and Innovation in Management, and Business Policy and Strategy. Symposium proposal was blind refereed via three detailed reviews of proposal. Published in Proceedings of the Academy of Management Annual Meeting, 2004.

Peer-reviewed Conference Papers and Panels

Ritala, P., Heiman, B.A., Hurmelinna-Laukkanen, P. (2013) "The Need for Speed – Emergent Problems, Capabilities Failure, and Organizational Ad-Hoc Processes" Academy of Management Conference, Orlando, FL.

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**Professional Achievement and Growth**Peer-reviewed Conference Papers and Panels (continued)

- Heiman, B., Slowik, B., Salsman, K. (2013) "A Neglected Dimension? Bureaucratic Limitations to FDI- An Empirical Study" 12th International Business and Economy Conference (IBEC 2013) Caen, France. Paper in Proceedings.
- Heiman, B., Hurmelinna-Laukkanen, P., Dutton, X., Thompson, S. (2012) "Empirical evidence for the problem finding / problem solving perspective: US and Chinese firms," 11th International Business and Economy Conference (IBEC 2012) Hawaii, USA. Paper in Proceedings.
- Hurmelinna-Laukkanen, P., Heiman, B. (2011) "Efficient innovation management: Empirical evidence for the Problem Finding/Problem Solving Perspective," The International Society for Professional Innovation Management (ISPIM), XXII ISPIM Conference, 12-15 June 2011, Hamburg, Germany.
- Ritala, P., Hurmelinna-Laukkanen, P., Heiman, B. (2010) "Capabilities On-Demand: Problem-Finding and – Solving in Emergent Situations," Strategic Management Society (SMS) Special Conference, 17-20 March 2010, Lapland, Finland. (Candidate for the Best Paper Award).
- Hurmelinna-Laukkanen, P. and Heiman B. A., Jauhiainen, T. (2008) "Finding the right problems to be solved – Value creation through R&D." R&D Management Conference, 17-20 June 2008, Ottawa, Canada.
- Heiman, B. (Plenary Panel Moderator), S. Beckman (Haas School/UCB), W. Burnett (Stanford), B. Banerjee (Stanford), 2008, Plenary Panel Discussion: "Reflections on the Global Innovation Crisis." IBEC 2008, San Francisco, CA. Plenary Panel Extended Proposal was blind refereed; session was among the most well-attended of the conference.
- Heiman, B. A., and Burnett, W.B. (2007) "The Role of Design Thinking in Firms and Management Education," presented at The 10th International Conference on Global Business & Economic Development; theme: "Creativity & Innovation: Imperatives for Global Business and Development." Kyoto, Japan, August 8-11, Ryukoku University Fukakusa Campus, Kyoto, Japan. Also listed as under revision in Working papers (for journal submission).
- Heiman, B., S. Aceves, and G. Chan, 2006, "JV performance in Sino-US ventures" Proceedings of the 6<sup>th</sup> International Business and Economy Conference, San Francisco, CA (January, 2007). This paper was also previously presented and discussed at the SFSU International Business Dept. Research Lunch Forum.
- Heiman, B., Gueorguieva, E., 2006, "Determinants of the Perceived Importance of Creativity & Innovation for International Trade: A Quantitative Analysis of Bulgaria," presented at 5<sup>th</sup> International Business and Economy Conference, Honolulu, Hawaii (January).
- Chathoth, P., B. Heiman, G. Ungson, 2005. "Coordination costs and mechanisms in alliances: An evolutionary view," presented at the 4<sup>th</sup> International Business and Economy Conference 2005, Honolulu Hawaii.
- Heiman, B., S.E. Ozer, 2005. "Winning hearts and minds—Beyond a 'message content vs. delivery' debate: Structural and institutional foundations of U.S. public diplomacy failure and success," presented at the 4<sup>th</sup> International Business and Economy Conference 2005, Honolulu Hawaii. Best Paper Nominee. Paper included in Proceedings.

**Professional Achievement and Growth**Peer-reviewed Conference Papers and Panels (continued)

- Heiman, B. S. Im, N. Kim, 2005. "Beyond governance: The effects of knowledge-based and transaction cost factors on innovation success," presented at the 4<sup>th</sup> International Business and Economy Conference 2005, Honolulu, Hawaii. paper included in Proceedings. Preliminary version presented at SFSU College of Business, Junior Faculty Research Consortium "Brown Bag" Research Forum, Spring 2004, revised version presented, Fall 2004.
- Heiman, B., P. Chathoth, 2003. "Governance costs in alliances: Combining the evolutionary and transaction cost economics views," presented at the 3<sup>rd</sup> International Business and Economy Conference 2004, San Francisco, January 2004, Paper included in Proceedings.
- Heiman, B., J. Nickerson, 2002. "Exploring the Tension between knowledge sharing and knowledge expropriation in collaborations," presented at the 2nd International Business and Economy Conference 2003, San Francisco, CA. Paper presented at Plenary Session, Winner, Best Paper Award, included in Proceedings.
- Heiman, B., 2000 "Knowledge attributes, knowledge management practices and governance choice: Towards reconciling transaction-cost and knowledge-based views of the firm," presented at European International Business Academy (EIBA), paper included in Proceedings, Maastricht, The Netherlands.
- Heiman, B., 2000. "An Empirical Exploration of Knowledge-based Transaction Attributes and Governance Choice," Conference on European Union National and Industrial Policy (EUNIP), Tilburg, The Netherlands. Paper included Proceedings.
- Heiman, B., 1995. "Bounded Rationality and Opportunism Hazards in Multiparty Interfirm Agreements," presented at International Social Networks Conference, London, England, included in Proceedings.
- Heiman, B. 1995. "On broadening conceptions of governance: Multilateral interfirm agreements," presented at Stanford Conference on Organization Research (SCOR) Spring Meeting, Asilomar, Pacific Grove, CA.
- Heiman, B., M. Delmas, 1994. "Meltdown: A Positive Political Comparison of French and American Nuclear Power Programs," presented at Strategic Management Society, 1994 Annual Meeting, Paris, France; paper included in Proceedings.
- Heiman, B., 1993. "Comparative efficiency in Workgroup Networks," Interdisciplinary Students of Organization Annual Meeting, paper included in Proceedings Seattle, WA.

Invited Works (non-peer-reviewed)Invited Presentations

Global Education Symposium, September 15-17, New York Institute of Technology, New York City. *Presenter, Session Chair, Adviser to Conference Chair*. Presented insights as an educator experiencing the "output" of the K-12 system in the public university system. Designing, creating, and teaching IBUS 130, "Globalization and Business in the 21<sup>st</sup> Century," has left me uniquely positioned to comment on the preparation the K-12 system in the US (and elsewhere) is providing students prior to commencing a rigorous 21<sup>st</sup> Century University Education. In addition to my talk, I chaired three sessions and advised the Symposium Chair on Program design and Symposium themes, as well as technical/operational issues.

**Professional Achievement and Growth**Invited Works (non-peer-reviewed)Invited Presentations (continued)

Heiman, B., 1994. "Some Power-Free Measures of Network Properties," presented at Social Science Information Technology Conference '94, Amsterdam, The Netherlands.

Heiman, B., 1988. "Neutron Shielding for Hot Cells," presented at the Inaugural Meeting of The American Glovebox Society, paper included in Proceedings.

Popular/Trade Articles

"The State of the Art," The Stanford Magazine, March 1984 (short story). Science fiction story about a sentient personal computer.

"Cognitive Human Factors," Computer Graphics World, June 1983. This prescient article anticipates the rise of the mouse as user interface device.

Curricular Innovations

Operational Lead: From 2013 to present (2016), as part of a CSU Grant (Promising Practices), received and lead operational implementation of the design, building, testing and running of a novel online course, IBUS 130. Grant was for the period 2013-14. IBUS 130, Business and Globalization in the 21<sup>st</sup> Century builds student critical thinking skills by challenging the student to unpack the drivers of globalization to better understand past and future consequences of globalization. \$52,000 grant money spent on collaborations between four SFSU professors, to make videos (a small equipment expense), and make a pilot run of the resulting class. Feedback has been uniformly positive. Presently, after two years of offering, the class is being adapted to run well in low-resource environments, but still offer substantial value to students. This is a duplicate entry: Also mentioned in the Honors and Awards section.

**7. Contributions to Campus and Community**Service to the SF State Campus

Co-Program chair, Local Host Committee, International Business and Economy Conference 2018 (IBEC) San Francisco, CA, Jan. 4-7, 2018.

Member Graduate curriculum Committee, 2016-17.

Chair, College of Business, Graduate Curriculum Committee, 2011-16.

Member, Graduate Curriculum Committee, College of Business, 2017.

QOLT Ambassador, 2015-present. Work with Academic Technology staff to promote excellence in online courses. Work involves mentoring, presentations to new QOLT faculty, and peer reviews of online classes.

Featured Speaker (invited) International Business Graduation (undergraduate) Graduation Celebration Event, 2016, Faculty Speaker, 2015.

**Contributions to Campus and Community****Service to the SF State Campus (continued)**

President, Treasurer; Member of the Executive Committee of the Board of Directors, SF State Friends of the J. Paul Leonard Library (FOL), 2009-2016. Facilitate realizing the mission of FOL: provide economic support to Library at SF State. Since my involvement with FOL began, I have been involved in raising over \$1.45 million for the Library. Duties include managing multiple Officers and Committee Chairs, facilitating strategy formulation, preparing agendas and running meetings, addressing Members and Lifetime Members, planning events, working with volunteers and coordinating with Library Staff. Treasurer's duties included reporting on funds under management in operating and reserve funds. Yearly budget preparation, Facilitated Strategic Planning Retreat, Co-author Strategic Plan.

Faculty Advisor, International Business Graduate Association, an MBA-student organization exploring international business; activities include guest speakers, firm-visits, building international networks, and finding related job opportunities; 2012-2016.

Member, University Search Committee, Dean of College of Extended Learning (CEL); successful search and subsequent hire. Fall 2015.

Member, University Search Committee, AVP for Physical Planning and Development; successful search and subsequent hire. Spring 2015.

Founding Faculty Advisor, SF Design Lab, (MBA student organization focused on Design Thinking) 2013-14.

Member, Retention, Tenure and Promotion Committee, Dept. of Design and Industry (DAI). Worked on three junior faculty tenure and promotion cases. Fall 2013

Member, Mid-Appointment Chair Review Committee, Spring 2013

Faculty Advisor, International Business Society (undergraduate student club), 2004-2013.

Member Dept. of International Business Retention, Tenure and Promotion Committee. 2009-12.

Member, Graduate Curriculum Committee, College of Business, 2009-11.

Board Chair, Member of Executive/Finance Committee of the Board, Board Member, Franciscan Shops (S.F. State Bookstore). Worked with managers to ensure compliance and profitability of SFSU Bookstore. During my tenure as Board Chair, yearly sales ranged from \$15-20million. Successfully advocated for several large gifts (>\$250,000) to the University. Fall 2008-Spring 2012.

Faculty Coordinator, International Business Department Spring 2009-2013 Departmental Graduation Celebration. With student assistants and faculty/staff help, managed 700+ person graduation celebration/recognition events.

Board Member, SFSU Friends of the J. Paul Leonard Library, Member, Program Committee. (2005-2008).

Participant, SF State, College of Business, Executive Education Brainstorming Sessions, 2007, 2008.

Chair, Administrative Review Committee for Gail Whitaker, AVP for Academic Program Development and Dean of the College of Extended Learning, Spring, 2005.

**Contributions to Campus and Community**Service to the SF State Campus (continued)

Faculty Marshall, SFSU 2004-2008 Commencement.

Strategic Planning Facilitator (volunteer), SFSU Friends of the Library (FOL), Summer 2005. Facilitated retreat for strategic planning and followed-up with writing/editing of strategic plan documents.

Faculty Advisor, College of Business, Student Services Center, 2003-6.

Senator, SFSU Academic Senate, Fall 2003-2006. 3-year term.

Member, SFSU Senate Standing Committee: Academic Program Review Committee (APRC), Fall 2003-2006.

Member, "Graduate Program Review Task Force," appointed by the Provost to participate in the re-design of the Academic Program review Process for the 6<sup>th</sup> Cycle of program review. spring, Fall 2004-Summer, 2005.

Participant, Ad hoc Planning Group, EMBA Themed Cohort: Creativity, Innovation and Technology. Spring, 2005.

Contributor/Course Description Author to proposal for Advanced MBA (AMBA) Concentration in "Creativity, Innovation and Technology) Proposal was implemented (resulting in a themed cohort) and was deemed a modest success.

Presenter for International Business Department, SFSU College of Business, New Student Orientation for Graduate Business Students. Fall 2004; Spring, 2005, 2006.

Presenter, Asilomar Retreat, SFSU Faculty and Staff, "Problem-based Learning and the Problem-Solving Perspective—An exploration using percussion instruments." Winter, 2005.

Panel participant, Asilomar retreat, SFSU Faculty and Staff, "Pedagogical Style:; Constructing your academic self." Winter, 2005.

Graduate Student Orientation Panel Member, SFSU, College of Business, August, 2004.

Completed SFSU Family Educational Rights and Privacy Act (FERPA) tutorial, Fall 2004.

Member, Interview Board, CSU International Programs, Study Abroad Interviews, Office of International Programs, May 2002, 2004.

Member, SFSU College of Business Computer Acquisition Committee, Fall 2003-present.

Participant, Planning Group Member, "The Academic Experience," Commission on University Strategic Planning (CUSP II), 2002-3. Worked in ad hoc summer (2003) writing group to finalize strategic planning documents.

Presenter, SFSU Asilomar Retreat, 2003, "An Introduction to Problem-based Learning."

Service to the SF State and Academic CommunitiesScholarly Review and Referee Work

Reviewer, International Marketing Review (2016); reviewed two papers. Current impact factor: 3.25 (RG)

**Contributions to Campus and Community**

Service to the SF State and Academic Communities

Scholarly Review and Referee Work (continued)

Reviewer, Human Resource Management (2009-2016); reviewed two papers. Current impact factor: 1.798 (ISI)

Reviewer, European Journal of Innovation Management (2015); reviewed one paper. Impact Factor: 1.88 (RG)

Reviewer, MERLOT, Multimedia Educational Resource for Learning and Online Teaching (2015); reviewed one resource.

Reviewer, Journal of Management Studies (2013); reviewed one paper.

Reviewer, 13<sup>th</sup> International Business and Economy Conference (2013), Tianjin, China.

Reviewer, International Business and Economy Conference (2009), Rajasthan, India.

Conference Co-Chair, Program Chair, Editor, Reviewer, Member, Board of Advisors, International Business and Economy Conference. Review “difficult” papers on request for conference. Advise on conference organization, specifically on maintaining academic rigor throughout the peer review process (each paper receives two double-blind reviews). Vote with other Editors on Best Paper awards for each conference. Over 60 papers reviewed in this period (mostly in Prog. Chair role, 2010), 2010-14.

Reviewer, Industrial and Corporate Change, “Knowledge Management: Does capture impede creation?” July, 2008.

Reviewer, Human Resource Management (HRM) “Attending to value in R&D alliances: The contribution of Human Resource Management.” Reviewed March 2008.

Reviewer, Journal of Law, Economics and Organization “Private Operation with Public Supervision: Evidence of Hybrid Modes of Governance in Prisons.” Reviewed December, 2007.

Review Chair (one of six), International Business and Economy Conference (IBEC), 2005, 2006.

Reviewer, Academy of Management, Entrepreneurship Division, 2006 Annual Meeting of the Academy of Management, Spring, 2006.

Reviewer, Member of Business Editorial Board (2006-2009), MERLOT (online collection of pedagogical materials—blind refereed).

Review Chair (one of several) for 5<sup>th</sup> International Business and Economy Conference, January 2006, Honolulu HI.

Reviewer, Academy of Management, International Management Division, 2005 Annual Meeting of the Academy of Management, Spring, 2005.

Reviewer, Journal of Economic Behavior and Organization, Spring 2004.

Reviewer for Pearson Education, Strategy textbook, Strategic Management, by Carpenter, Spring, 2004.

**Contributions to Campus and Community**Service to the SF State and Academic CommunitiesScholarly Review and Referee Work (continued)

Reviewer, 4<sup>th</sup> International Business and Economy Conference 2005 (IBEC 2005), Honolulu, HI, January 6-9 2005.

Reviewer for Prentice-Hall, Strategy textbook, Strategic Management and Competitive Advantage, by Barney and Hesterly, 2005.

Reviewer, 2003, Journal of Management Education, Special Issue on Problem-based Learning.

Reviewer, 2003-2008. MERLOT, Business Strategy Section, an online database of pedagogical materials for higher education.

Other Service to the Community

Member, Academy of Management (2004-2007, 2013-14).

Member, Stanford Band Alumni Board, Stanford CA, 2010-2014. Non-profit board overseas and advises on multimillion dollar endowment funds for the Stanford University Marching Band.

Board Member, Nazqiz, Inc., an SFSU-student startup firm in the high-end healthy snack food market segment. (2012-2015). Advisor, thereafter.

Guest Percussionist, San Francisco State Handbell Choir, 2006-present.

Volunteer Event Coordinator, July 3<sup>rd</sup> Fireworks Display, Highlands Community and Highlands Recreation District (Volunteer). Managed permitting, inspections (Fire Marshal), site preparation and security, sound, entertainment, cleanup, insurance, and traffic control for community fireworks display. Acted as Liaison to pyrotechnicians, fire, police, recreation district managers, and vendors. 2012-2016 (5 events). Free event typically attracts 3-4000 people.

Webmaster for 5<sup>t</sup> – 8<sup>th</sup> International Business and Economy Conferences, January 2006/2007/2008/2009.

Co-chair, Arrangements, 3<sup>rd</sup> International Business and Economics Conference, (held in San Francisco, in January, 2004). Responsible for marketing, finance, and logistics.

Co-Chair, Arrangements, 4<sup>th</sup> International Business and Economy Conference 2005 (IBEC 2005), Honolulu, HI, January 6-9 2005. responsible for logistics, web site, marketing, planning.

Invited Speaker, University of San Francisco, “Brainstorming for Entrepreneurs and Innovators,” presented to two undergraduate classes: Innovation and creativity in business, and New Product Development, Fall 2004.

Guest Speaker, Lappeenranta University of Technology, University of Oulu, (Finland) 2013.

Board Member, Stanford Band Alumni Board, Stanford CA, 2009-present. Non-profit board overseas and advises on multi-million dollar endowment funds for the Stanford University Marching Band.

**Contributions to Campus and Community**Service to the SF State and Academic CommunitiesOther Service to the Community (continued)

Member, Stanford University Band Oversight Committee, Stanford, CA, 2017-present. Working with Stanford Provost (now former Provost), Stanford Dean of Students, and Senior University Counsel to develop and implement plans to bring the Band's status from "provisional," to independent student-run organization. Following a series of incidents involving sexual harassment, and discrimination (Title IX), and University Alcohol Policy violations, the Oversight Committee works with Band student leadership to develop new governing documents, and decide on steps appropriate to transition from provisional operations to independent operations. Involved with decision-making on student-group self-governance, permission to perform, travel while representing Stanford, and use of alcohol at Band and Non-Band events.

Board Member, Stanford Band Alumni Board (SBAB). Advised current Band Management, Oversaw administration of and made recommendations for policy and expenditures regarding endowed funds of over \$4 million. Worked on development tasks as part of a team of alumni fund raisers. 2009-2015

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Board Member, Viticism, Inc. (a sustainability startup firm in Silicon Valley) 2008-2010.

Board Member, Nazqiz, Inc., an SFSU-student startup firm in the high-end healthy snack food market segment. (2012-2015). Advisor, thereafter.

Event Coordinator, July 3<sup>rd</sup> Fireworks Display, Highlands Community and Highlands Recreation District (Volunteer). Managed permitting, inspections (Fire Marshal), site preparation and security, sound, entertainment, cleanup, insurance, and traffic control for community fireworks display. Acted as Liaison to pyrotechnicians, fire, police, recreation district managers, and vendors. 2012-2014 (3 events). Free event typically attracts 3-4000 people.

Founding Member, UniMMUG (Univ. Maastricht Macintosh Users' Group), 1998-1999. Provided free support and assistance to Macintosh users via this voluntary organization in the South Limburg Region and UM community.

Invited speaker, "Sometimes Three Heads are better than Two: Opportunism and Impaired Learning in Multiparty Interfirm Relationships" ISCORE seminar presentation, Universiteit Utrecht, August, 1995.

Advocate for Ph.D. Student Computing, U.C. Berkeley Association of Doctoral Students in Business Administration; 1992-1994. Acted in the interests of doctoral students regarding computing hardware/software, support and training needs.