

# Benjamin L. Hallen

Curriculum Vita (September 25<sup>th</sup>, 2017)  
Foster School of Business, University of Washington, Seattle, WA  
Email: bhallen@uw.edu

## EDUCATION

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Ph.D. in Strategy, Organizations, and Entrepreneurship, Stanford University, Department of Management Science and Engineering, June 2007

- Dissertation: "The Origin of Network Positions: How Entrepreneurs Raise Funds"
- Winner of Technology and Innovation Management (TIM) Division's Best Dissertation Competition (2008)
- Finalist in Business Policy and Strategy (BPS) Division's Dissertation Competition (2008) and Organization Science Dissertation Proposal Competition (2006)
- Dissertation Committee: Kathleen Eisenhardt (chair), Riitta Katila, Thomas Byers, Pamela Hinds

Master of Computer Science, University of Virginia, 2002

Bachelor of Science in Electrical Engineering (with highest distinction), University of Virginia, 2000

## ACADEMIC EMPLOYMENT

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### University of Washington, Foster School of Business

September 2017 - Present Associate Professor of Management and Organization (Tenure granted on March 31<sup>st</sup>, 2017)

October 2016 – Present Holder of Arthur W. Buerk Entrepreneurship Faculty Fellowship  
August 2014 – September 2017 Faculty Director of Masters of Science in Entrepreneurship Program  
Assistant Professor of Management and Organization

### London Business School

July 2011 – July 2014 Assistant Professor of Strategy and Entrepreneurship

### Robert H. Smith School, University of Maryland

July 2007 – June 2011 Assistant Professor of Management and Organization

## RESEARCH, METHODS, AND TEACHING INTERESTS

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My *research interests* focus on the strategic aspects of entrepreneurs forming early network ties and obtaining support from key resource providers. I study this in the context of entrepreneurs forming (or not) various forms of early investment relationships such as venture capital. Through this research, I seek to contribute to strategy, organizational theory, and entrepreneurship literatures by unpacking the origins of firm networks, how low-power players navigate the dangers of network formation, and the nature and challenges of entrepreneurs learning from others through early network relationships.

My *methodological interests* focus on the complementary combination of inductive field-based methods and statistical, quantitative methods. Specifically, I am interested in the use of inductive field-studies to develop insights that extend and push extant theories in unexpected ways. Then, using my computer science background, I seek to construct, integrate, and manipulate relatively large and complex data to further develop and test these insights using statistical analyses.

My *teaching interests* include entrepreneurship (both core courses and venture finance), strategy, and the management of technology and innovation.

## **AWARDS, GRANTS, AND FELLOWSHIPS**

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Named one of “2017 Best 40 Under 40 Professors”, Poets & Quants. This is a global listing of Top Business School Professors under the age of 40, March 2017.

Winner of “Excellence in Teaching Award” from Monday Section of Class 16 of the Technology Management MBA Program, University of Washington, June 2017 (one of four faculty voted on by students as their best instructors throughout entire MBA program).

Winner of “Faculty of the Quarter Award” from both the Monday and Wednesday Sections of the Technology Management MBA Program, University of Washington, March 2017.

Winner of “Excellence in Teaching Award” from Monday Section of Class 15 of the Technology Management MBA Program, University of Washington, June 2016 (one of three faculty voted on by students as their best instructors throughout entire MBA program).

Winner of “Faculty of the Quarter Award” from both the Monday and Wednesday Sections of the Technology Management MBA Program, University of Washington, March 2016.

Winner of “Excellence in Teaching Award” from both the Monday and Wednesday Sections of Class 14 of the Technology Management MBA Program, University of Washington, June 2015 (one of two faculty voted on by students as their best instructors throughout entire MBA program).

Winner of “Faculty of the Quarter Award” from both the Monday and Wednesday Sections of the Technology Management MBA Program, University of Washington, March 2015.

Winner of Technology and Innovation Management (TIM) Division's Best Paper Award for 2014 Academy of Management Conference for “Do Accelerators Accelerate?”, 2014.

Best Teacher Award, Masters in Management Programme (as voted on by students), London Business School, Spring 2013

Research and Materials Development Fund (£9300) for studying “How Entrepreneurs ‘break into’ and improve their positions within key industry networks”, London Business School, Spring 2012.

Deloitte Institute of Innovation and Entrepreneurship Grant (£3,375) for “A Study of the Impact of Venture Accelerators on Entrepreneurial Fundraising”, London Business School, Fall 2011.

Kauffman Firm Survey Grant (\$12,000) for studying “Regional Variance in Entrepreneur Approaches to Venture Building,” Ewing Marion Kauffman Foundation, 2010.

Teaching Award for Top 15% Teaching Performance (based on student evaluations), R. H. Smith School of Business, University of Maryland, for teaching undergraduate strategy (BMGT 495) in Spring 2009.

Winner of Technology and Innovation Management (TIM) Division's Best Dissertation Competition, 2008.

Finalist in Business Policy and Strategy (BPS) Division's Dissertation Competition, 2008.

Dingman Center for Entrepreneurship Research Competition (University of Maryland): Best Published Paper, 2008.

Graduate Research Board Summer Support Award (\$8,750) from the University of Maryland, 2008.

Distinguished Student Paper Award from the Business Policy and Strategy Division at the Academy of Management Annual Meeting, 2007.

Finalist in Organization Science Dissertation Proposal Competition, 2006.

Ewing Marion Kauffman Foundation Dissertation Fellowship, 2006.

Heitz Fellowship at Stanford University, 2005.

Stanford School of Engineering Fellowship, 2002.

Recipient of Dean's Fellowship for Masters at University of Virginia, 2000-2001.

1<sup>st</sup> Place finish in Darden School of Business Fall 2000 Business Concept Competition, 2000.

Selected as one of 50 Lawn Residents at University of Virginia. Awarded to 4<sup>th</sup> year undergraduates based on academic record and community involvement. Declined in order to graduate a year early. 2000.

Miller Award for Outstanding Electrical Engineering Student at the University of Virginia. 2000.

Tau Beta Pi (Engineering Honors Society), 1999.

Virginia Engineering Foundation's Biomimicry Research Award, 1999.

Rodman Scholar (Engineering Honors Program) at the University of Virginia.

## **PUBLICATIONS**

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*Peer-Reviewed Strategy, Organization Theory, and Entrepreneurship Publications:*

Hallen, Benjamin and Emily Cox Pahnke (2016) “When Do Entrepreneurs Accurately Evaluate Venture Capital Firms’ Track Records? A Bounded Rationality Perspective” *Academy of Management Journal*, October 2016.

Zhang, Lei, Anil Gupta, and Benjamin Hallen (2016) “The Conditional Importance of Prior Ties: A Group-Level Analysis of Venture Capital Syndication” *Academy of Management Journal*, August 2017.

Bermiss, Y. Sekou , Benjamin Hallen, Rory McDonald, and Emily Cox Pahnke\* (2016) “Entrepreneurial Beacons: The Yale Endowment, Run-ups, and the Growth of Venture Capital” *Strategic Management Journal*, Forthcoming.

- (\*) All authors contributed equally.
- An early version of this paper was published in the Academy of Management Meeting 2010 OMT Division best paper proceedings.

Pahnke, Emily, Rory McDonald, Dan Wang, and Benjamin Hallen (2015) “Exposed: Venture Capital, Competitor Ties, and Entrepreneurial Innovation” *Academy of Management Journal*, October 2015.

Hallen, Benjamin, Riitta Katila, and Jeff Rosenberger (2014) “How do Social Defenses Work? A Resource Dependence Lens on Technology Ventures, Venture Capitalists, and Corporate Relationships” *Academy of Management Journal*, August 2014.

Hallen, Benjamin and Kathleen Eisenhardt (2012) “Catalyzing Strategies and Efficient Tie Formation: How Entrepreneurs Obtain Venture Capital Ties” *Academy of Management Journal*, February 2012.

- An early version of this paper was included in the Academy of Management Meeting 2008 best paper proceedings under the title of “How Entrepreneurs Form Relationships”

Hallen, Benjamin (2008) “The Causes and Consequences of the Initial Network Positions of New Organizations: From Whom do Entrepreneurs Receive Investments” *Administrative Science Quarterly* 53: 685–718.

- Received a distinguished student paper award from the BPS division at the 2007 AOM conference and was included in the 2007 Academy of Management BPS Division Best Paper Proceedings.

#### *Computer Science Publications:*

Luebke, David and Hallen, Benjamin. (2001) “Perceptually Driven Simplification for Interactive Rendering”, Rendering Techniques, Ed. Steven Gortler and Karol Myszkowski, Springer-Verlag, London.

Sullivan, Kevin., Griswold, William., Cai, Yuanfang., and Hallen, Benjamin. (2001) “The Structure and Value of Modularity in Software Design”, ACM SIGSOFT Symposium on the Foundations of Software Engineering, Vienna.

## **WORKING PAPERS**

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Hallen, Benjamin, Christopher Bingham, and Susan Cohen (2016) “Do Accelerators Accelerate? The Role of Indirect Learning in New Venture Development”

- Winner of Technology and Innovation Management (TIM) Division's Best Paper Award for 2014 Academy of Management Conference.
- *Revise and Resubmit.*

Cohen, Susan, Christopher Bingham, and Benjamin Hallen “Why are Some Accelerators More Effective?”

- *Revise and Resubmit.*

Hallen, Benjamin, Jason Davis, and Pai-Ling Yin (2017) “Network Isolates: Venture Bootstrapping and Why Some High-Growth Ventures Do Not Raise Venture Capital in the Mobile App Industry”

- In preparation for submission.

Hallen, Benjamin (2017) “Moving on Up: Status Climbing and the Dynamics of Young Ventures Raising from Higher-Status Venture Capital Firms”

- In preparation for submission.

Davis, Jason and Benjamin Hallen\* (2016) “Agentic Networks and Entrepreneurial Opportunities: An Emerging Nonlocal Network Dynamics Perspective”

- (\*) Authors contributed equally and listed alphabetically
- In preparation for submission.

## **PROJECTS IN DEVELOPMENT**

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Hallen, Benjamin, Rory McDonald, and Christopher Bingham (2017) “Fundraising Sequences: Why Entrepreneurs Benefit from Simultaneously Raising from Angels and Venture Capitalists”

- Data analysis completed

Hallen, Benjamin, Jason Davis, and Pai-Ling Yin (2017) “Venture Fundraising, Bootstrapping, and Network Embeddedness in the Mobile App Industry”

- Large quantitative dataset collected of the complete Apple iTunes app-store over 5 years, paired with venture investment databases
- First paper (“Network Isolates”) has been presented at a few seminars and is in preparation for submission.
- Developing subsequent papers around the impact of venture bootstrapping and strategies enabling venture bootstrapping

Hallen, Benjamin and Jen Rhymer (2017) “Entrepreneurship in the E-Commerce Ecosystem: An Exploration of ‘Non-Elite’ But High-Potential Entrepreneurship” (Data collection stage)

- Gathering empirical dataset of entrepreneurship in the e-commerce ecosystem, a setting where anecdotal evidence indicates many entrepreneurs generally come from backgrounds and regions different from founders of venture capital-backed ventures
- Exploring questions of advice seeking, network development, and opportunity identification

## **PROFESSIONAL AND SERVICE ACTIVITIES**

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### **Professional Activities and Associations**

Stanford Technology Ventures Program, Advisory Board Member, Joined in 2016 (Invited Position)

Strategic Management Society, Representative at Large to Knowledge and Innovation Track, 2016-2018  
(Elected Position)

Business Policy and Strategy Division of the Academy of Management, Executive Committee, 2014-2016  
(Elected Position)

Strategic Management Society, Representative at Large to Entrepreneurship and Strategy Division, 2012-2014  
(Elected Position)

Member of Academy of Management BPS Research Committee 2009-2011 (1 of 10 New Members nominated and selected in 2009 by BPS executive committee).

Academy of Management, Reviewer for TIM Best Paper Awards (2012)

Membership in the Academy of Management, BPS, OMT, and ENT divisions (2005-Present).

### **Editorial Review Boards**

Organization Science (2012 – Present)

Strategic Management Journal (2014 – Present)

Academy of Management Journal (2014 – Present)

Administrative Science Quarterly (2016 – Present)

### **Ad hoc Reviewer for**

Administrative Science Quarterly (2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015; Joined ERB in 2016)

Academy of Management Journal (2010, 2011, 2012, 2013; Joined ERB in 2014)

Organization Science (2009, 2011; Joined ERB in 2012)  
Strategic Management Journal (2008, 2013; Joined ERB in 2014)  
Management Science (2009, 2012, 2014, 2015)  
Strategic Entrepreneurship Journal (2009, 2010, 2011, 2012, 2013, 2014, 2016)  
Research Policy (2009, 2010)  
Academy of Management Annual Meetings (2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2016)  
Strategic Management Society Annual Meetings (2010, 2011)  
Academy of Management BPS Best Dissertation Competition (2009, 2010)  
Academy of Management TIM Best Dissertation Competition (2009)  
Strategic Management Society Best Paper Prize (2013)  
Organization Science Dissertation Competition (2009, 2010, 2016)

### **Symposium / Conference Organization**

Co-organizer for “Trends in Entrepreneurial Finance Research” Professional Development Workshop for 2013, 2014, 2015, and 2016 Academy of Management Conferences. Annual panel of senior scholars and journal editors discussing trends in area of entrepreneurial finance research. Sample past participants include Toby Stuart (Berkeley), Suresh Kotha (U. of Washington), Robert Strom (Kauffman Foundation), Timothy Pollock (Pennsylvania State), David Hsu (Wharton), Christoph Zott (IESE), Michael Hitt (Texas A&M), Lauren Huang (Wharton), Gary Dushnitsky (London Business School), David Kirsch (Maryland), Phil Anderson (INSEAD), Sharon Matusik (UC Boulder), Maryann Feldman (UNC), Atul Nerkar (UNC), and Saras Sarasvathy (UVA). Every year session has had over 70 attendees and was standing room only. Co-organized with Riitta Katila (Stanford) and Emily Cox Pahnke (University of Washington) and sponsored by BPS, TIM, and OMT Divisions.

BPS Jr Faculty Paper Development Workshop. Co-organizer for 2014, 2015 Academy of Management Conference. Invited and coordinated 20 senior faculty to offer feedback on the papers of junior scholars.

Symposium co-organizer for 2009 Academy of Management Conference / BPS Division: “Entrepreneurial Networks.” Co-organized with Balagopal Vissa (INSEAD). Participants included Martin Kilduff (Oxford), Toby Stuart (Harvard), and Felipe Santos (INSEAD).

Workshop participant for 2009 Academy of Management Conference / BPS “Managing Your Dissertation Workshop.”

### **University of Washington**

Entrepreneurship Masters Program, Faculty Director (October 2016 – Present)  
Entrepreneurship Masters Committee, Member (Organized by Dean) (2014-2016)  
Co-organizing West Coast Research Symposium Doctoral Consortium (2015, 2016)  
Strategy Hiring Committee, Member (2015-2016)  
Organized Teaching Workshop for Management and Organizations Department (2015)

### **London Business School**

Junior Faculty Recruiting Committee (2012-2013, 2013-2014)  
Seminar Series Co-organizer (2013-2014)  
Research Ethics Committee (2012-2013, 2013-2014)  
Co-organizer of Entrepreneurship and Innovation Track, Sumantra Ghoshal Conference (2011-2012, 2012-2013)

### **University of Maryland**

Smith Entrepreneurship Research Conference, Co-Chair (Spring 2010, Spring 2011). Also co-founded Kauffman Doctoral Consortium on Entrepreneurship Research that precedes conference (now in 9<sup>th</sup> year).  
Undergraduate “Entrepreneurship and Innovation” Honors College (through the Engineering school), Advisory Board (2010-2011)  
MBA Business Plan Competition, Judge (2010)  
University of Maryland \$75K Business Plan Competition, Judge (2010)  
Faculty Search Committee (Fall 2009)  
Co-organizer of Strategy Brown Bag (Spring 2009, 2009-2010, 2010-2011)  
Strategy PhD Admissions Coordinator (2007-2008, 2008-2009)  
Co-organizer of Department Research Day (Fall 2008)

**Stanford University**

Coordinator, Stanford Technology Ventures Speaker Series

Organized, invited, and hosted academic speakers presenting research on strategy, organizational theory, and entrepreneurship.

## **MEDIA COVERAGE**

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Brookings, February 2016: “Accelerating growth: Startup accelerator programs in the United States.” Think tank policy paper that highlighted my working paper “Do Accelerators Accelerate?” as one of “three papers in particular stand out as contributing to our understanding [of venture accelerators].”

Pitchbook, September 2015: 3 page interview summarizing recent research included in “Industry Report on Universities and Venture Capital: 2015-2016 Edition.”

Research Chatter Podcast (Podcast of Strategic Management Society). Podcast 1, July 21, 2015: Highlighted my working paper on “Do Accelerators Accelerate?” in their discussion of venture accelerators.

City AM, October 12, 2012: “Is Sir Richard Branson’s personality the real reason Virgin Group is still shaking up UK Plc?” (200 word opinion quote)

Business Strategy Review, March 6 2012: “How Smart Firms Create Productive Ties”. (Summary of ‘Catalyzing Strategies’ article in Academy of Management Journal.)

Bloomberg View, January 23 2012: “Startups Use Four Catalysts to Win Funding” (Article for Bloomberg “Business Class” series that summarizes academic research)

CNBC.com, October 28 2011: “Myths — And Realities — About Innovation” (Article for CNBC Special Report on the Future of Innovation)

## **DOCTORAL STUDENT ADVISING AND COMMITTEES**

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### **Served on the dissertation committees of:**

Alex Murray, University of Washington PhD Expected 2018

Suho Han, University of Texas at Austin PhD Expected 2017

Daniel Malter, University of Maryland Ph.D. 2012 (Placement: Harvard Business School)

Lei Zhang, University of Maryland Ph.D. 2011 (Placement: University of South Florida)

Byungchae Jin, University of Maryland. 2011 (Placement: Simon Fraser University)

Azi Gera, University of Maryland Ph.D. 2009 (Placement: Drexel University)

## **INDUSTRY EXPERIENCE**

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**Electronic Arts.** Redwood City, California

June 2003 – September 2003

Assistant to Director of Development

Performed an internal analysis of the effectiveness of Electronic Art’s corporate executive development program. Used combination of interviews and empirical valuation analysis based on payroll data. Analysis presented to CEO and other members of senior management. Work won national corporate university award (CUBIC Award, 2005).

**Topik Solutions, Inc.** Charlottesville, Virginia

November 2000 – August 2002

Co-founder, Chief Technology Officer, Interim CEO

Co-founder of company pioneering context-based advertising in email newsletters. Oversaw product design and development. Promoted by board to interim CEO after founding CEO and COO were released. Company went onto secure nearly \$1M in venture financing and reached profitability before being wound-down in 2007.

**Eye Response Technologies, Inc.** Charlottesville, Virginia

Summer Developer

Summer 1999, Summer 2000

Early employee of start-up commercializing “eye-mouse” technology developed at the University of Virginia. Drafted early corporate business plan for CEO as it transitioned from a university research project to a technology and service-based startup. Also assisted with technology development. Company received angel backing and was acquired in 2010.

## PRESENTATIONS

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“The Interesting Middle: Looking Beyond High-growth, VC-backed Startups” **Smith Entrepreneurship Research Conference**, Thought Leadership Talk, April 2017. (Invited presenter)

“Network Isolates: Venture Bootstrapping and Why Some High-Growth Ventures Do Not Raise Venture Capital in the Mobile App Industry” **John Hopkins Carey Business School Seminar**, October 2016. (Invited presenter)

“Network Isolates: Venture Bootstrapping and Why Some High-Growth Ventures Do Not Raise Venture Capital in the Mobile App Industry” **University of Colorado-Boulder Management and Entrepreneurship Department Seminar**, September 2016. (Invited presenter)

“Network Isolates: Venture Bootstrapping and Why Some High-Growth Ventures Do Not Raise Venture Capital in the Mobile App Industry” **West Coast Research Symposium**, University of Washington, September 2016. (Selected presenter)

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **University of Michigan Management and Organizations Department Seminar**, March 2016. (Invited presenter)

“Network Isolates: Venture Bootstrapping and Why Some High-Growth Ventures Do Not Raise Venture Capital in the Mobile App Industry” **INSEAD Entrepreneurship Department Seminar (Presented in Singapore; Telecast to Fontainebleau)**, March 2016. (Invited presenter)

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **National University of Singapore Strategy Department Seminar**, March 2016. (Invited presenter)

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **UC Berkeley Management of Organizations Department Seminar**, March 2016. (Invited presenter)

“Network Isolates: Venture Bootstrapping and Why Some High-Growth Ventures Do Not Raise Venture Capital in the Mobile App Industry” **Kauffman Emerging Scholars Conference**, February 2016. (Selected presenter)

“Network Isolates: Venture Bootstrapping and Why Some High-Growth Ventures Do Not Raise Venture Capital in the Mobile App Industry” **University of Washington Management Department Internal Seminar**, February 2016.

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **Voyager Capital Investment Team Offsite**, September 2015. (Invited presenter)

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **Buerk Center for Entrepreneurship Advisory Board Meeting**, June 2015. (Invited presenter)

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **2015 Social Enterprise @ Goizueta Research Colloquium**, Emory University, May 2015. (Invited presenter)

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **University of Tennessee Seminar**, February 2015. (Invited presenter)

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **University of Colorado Boulder Law School**, December, 2014. (Invited presenter)

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **Strategic Management Society Israel**, March, 2014.

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **University of North Carolina Seminar**, January, 2014 (Invited presenter)



“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **University of Washington Seminar**, January, 2014 (Invited presenter)

“Do Accelerators Accelerate? A Study of Venture Accelerators as a Path to Success” **University of Warwick Strategy Seminar**, October 9, 2013 (Invited presenter)

“Comparison of Super Angels and Venture Capital Firms as Entrepreneurial Investors: Assessing the Extent and Limits of Organizational Advantage,” West Coast Research Symposium, **University of Washington**, September, 2013 (Selected presenter)

“Unpacking the Effects of Social Defenses: The Formation of Corporate Venture Capital Relationships,” Smith Entrepreneurship Conference, **University of Maryland**, April, 2013 (Selected presenter)

“Unpacking the Effects of Social Defenses: The Formation of Corporate Venture Capital Relationships,” Network Evolution Conference 3.0, **INSEAD**, Fontainebleau, October 22-23, 2012 (Selected presenter)

“Unpacking the Effects of Social Defenses: The Formation of Corporate Venture Capital Relationships,” Strategic Management Society 2012, Prague, October 6-9, 2012

“A Study of Entrepreneurs Evaluating Venture Capital Firm Quality: How do Past Performance, Status, and Other Signals Really Influence Perceived Quality?,” Oxford Reputation Symposium 2012, **Oxford University**, Oxford, September 6-8, 2012 (Invited presenter)

“Unpacking the Effects of Social Defenses: The Formation of Corporate Venture Capital Relationships,” West Coast Research Symposium, **University of Southern California**, Los Angeles, September 7-8, 2012 (Selected presenter – note that co-author presented as I was invited to speak at Oxford on same dates)

“Multi-Method Research in Entrepreneurship” (Invited presenter to PDW organized by ENT division) Academy of Management 2012, Boston, August 3-7, 2012

“Unpacking the Effects of Social Defenses: The Formation of Corporate Venture Capital Relationships,” Academy of Management 2012, Boston, August 3-7, 2012

“How Audiences Vary in Using Past Performance and Status-Affiliation Signals: A Study of Entrepreneurs Evaluating Venture Capitalists’ Quality” **Imperial Innovation and Entrepreneurship Seminar**, London, November 9, 2011

“How Audiences Vary in Using Past Performance and Status-Affiliation Signals: A Study of Entrepreneurs Evaluating Venture Capitalists’ Quality” **INSEAD Entrepreneurship Seminar**, Singapore, May 16, 2011

“The Interplay of Legal, Temporal, and Social Defenses in Network Tie Formation: How Laws, Owners, and Villages Influence Entrepreneur Use of Corporate Venture Capital” Wharton Technology Conference, **Wharton**, April 22-23, 2011

“How Audiences Vary in Using Past Performance and Status-Affiliation Signals: A Study of Entrepreneurs Evaluating Venture Capitalists’ Quality” **University of North Carolina**, Chapel-Hill, January 19, 2011

“How Audiences Vary in Using Past Performance and Status-Affiliation Signals: A Study of Entrepreneurs Evaluating Venture Capitalists’ Quality” **London Business School**, London, January 14, 2011

“How Audiences Vary in Using Past Performance and Status-Affiliation Signals: A Study of Entrepreneurs Evaluating Venture Capitalists’ Quality” Mid-Atlantic Strategy Colloquium, **University of Maryland**, College Park, MD, November 12-13, 2010

“How Audiences Vary in Using Past Performance and Status-Affiliation Signals: A Study of Entrepreneurs Evaluating Venture Capitalists’ Quality” West Coast Research Symposium, **University of Oregon**, Eugene, OR, August 27-28, 2010

“Catalyzing Strategies and Efficient Tie Formation: How Entrepreneurs Obtain Venture Capital Ties,” Sumantra Ghoshal Conference on Managerially Relevant Research, **London Business School**, London, UK, May 16-17, 2010

“Individuals and Organizations as Competing Economic Actors: A Comparison of ‘Super’ Angels and Venture Capitalists as Early-Stage Venture Investors.” Darden Entrepreneurship and Innovation Research Conference, **University of Virginia (Darden)**, Charlottesville, VA, April 30 - May 1, 2010

“Individuals and Organizations as Competing Economic Actors: A Comparison of ‘Super’ Angels and Venture Capitalists as Early-Stage Venture Investors.” Smith Entrepreneurship Research Conference, **University of Maryland**, College Park, MD, April 9-10, 2010

“Entrepreneurs, Cross-Market Partner Evaluations, and Network Routers: How do Entrepreneurs Identify High-Quality Venture Capitalists?” Winter Research Conference, **Brigham Young University and University of Utah**, Park City, UT, February 25-27, 2010 (Invited Presenter)

“Catalyzing Strategies and Efficient Network Tie Formation: How Entrepreneurs Obtain Venture Capital,” **University of Chicago Seminar**, Chicago, IL, February 24, 2010 (Invited presenter)

“Institutional Beacons as Alternative Paths to Cognitive Legitimacy: The Rise of Venture Capital, IPOs, and Yale,” Strategic Management Society Conference, Washington, DC, September 11-14, 2009

“Can Entrepreneurs Believe Their Impressions of Venture Capitalists? Does it Matter? Entrepreneur Evaluations and Network Safety Nets,” Strategic Management Society Conference, Washington, DC, September 11-14, 2009

“Institutional Beacons as Alternative Paths to Cognitive Legitimacy: The Rise of Venture Capital, IPOs, and Yale,” West Coast Research Symposium, **University of Washington**, Seattle, WA, September 11-12, 2009

“Can Entrepreneurs Believe Their Impressions of Venture Capitalists? Does it Matter? Entrepreneur Evaluations and Network Safety Nets,” Academy of Management Annual Conference, Chicago, IL, August 7-12, 2009

“The Purchase of Embeddedness: Can Venture Capitalists Buy Prominent Network Positions?” Academy of Management Annual Conference, Chicago, IL, August 7-12, 2009

“Can Entrepreneurs Believe Their Impressions of Venture Capitalists? Does it Matter? Entrepreneur Evaluations and Network Safety Nets,” Atlanta Competitive Advantage Conference, **Emory University, Georgia Tech, and Georgia State**, Atlanta, GA, May 19-21, 2009

“Can Entrepreneurs Believe Their Impressions of Venture Capitalists? Does it Matter? Entrepreneur Evaluations and Network Safety Nets,” Smith Entrepreneurship Conference, **University of Maryland**, College Park, MD, May 1, 2009

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” **Northwestern Management and Organizations (MORS) Seminar**, Evanston, IL, December 8, 2008 (Invited presenter)

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” Network Evolution Conference, **INSEAD**, Fontainebleau, France October 24-25, 2008 (Invited presenter)

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” **Wharton Entrepreneurship Seminar**, Philadelphia, PA, October 7, 2008 (Invited presenter)

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” West Coast Research Symposium, **Stanford University**, Palo Alto, CA, September 5-6, 2008

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” Academy of Management Annual Conference, Anaheim, CA, August 10-13, 2008

“How Entrepreneurs Form Relationships with Other Organizations: The Securing of Investments from Venture Capital and Corporate Investors”, Greif Research Symposium, **University of Southern California**, Los Angeles, CA, March 20-22, 2008 (Invited presenter)

“How Entrepreneurs Form Relationships with Other Organizations: The Securing of Investments from Venture Capital and Corporate Investors”, Mid-Atlantic Strategy Colloquium, **University of Virginia (Darden)**, Charlottesville, VA, November 30-December 1, 2007

“The Origin of the Network Positions of New Organizations”, Academy of Management Annual Conference, Philadelphia, PA, August 3-8, 2007

“The Origin of the Network Positions of New Organizations”, West Coast Research Symposium, **University of Washington**, Seattle, WA, September 7-9, 2007

“How Entrepreneurs Form Relationships with Other Organizations”, Smith Entrepreneurship Conference, **University of Maryland**, College Park, MD, April 19-21, 2007

“The Origin of the Network Positions of New Organizations”, Annual Conference on Entrepreneurship, Venture Capital and Initial Public Offerings **Harvard Business School**, Boston, MA, December 8-9, 2006 (One of 10 papers selected out of over 140 submissions)

“The Origin of the Network Positions of New Organizations”, Stanford Technology Ventures Program Research Seminar, **Stanford Management University**, Stanford, CA, November 16, 2006

“The Origin of the Network Positions of New Organizations” (Poster), West Coast Research Symposium, **University of Washington**, Seattle, WA, September 7-9, 2006

“The Origin of the Network Positions of New Organizations”, Atlanta Competitive Advantage Conference, **Emory University, Georgia Tech, and Georgia State**, Atlanta, GA, June 15-17, 2006

“The Origin of the Network Positions of New Organizations”, Smith Entrepreneurship Conference, **University of Maryland**, College Park, MD, April 22, 2006

## **TEACHING EXPERIENCE**

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### **University of Washington**

#### *Technology Management MBA Curriculum*

Mgmt 530: Entrepreneurship. Required course that introduces students to the principles of “being entrepreneurial” and details the challenges of starting new ventures. Course covers fundamentals of opportunity identification and innovation, competitive issues around pursuing new opportunities, and the unique challenges of new ventures (founder issues, venture finance, hiring, and social entrepreneurship). Also organized multiple guest speaker visits.

- Winter 2017 (2 sections of 28 and 31 Students; 4.7, 4.7)
  - o Received Faculty of the Quarter Award from both sections separately based on student vote
- Winter 2016 (2 sections of 33 and 35 Students; 4.8, 5.0)
  - o Received Faculty of the Quarter Award from both sections separately based on student vote
  - o Received Excellence in Teaching Award (i.e., Faculty of the Program Award) from Monday section based on student vote (co-winner)
- Winter 2015 (2 sections of 38 and 40 Students; Evaluations: 4.8, 4.8)
  - o Received Faculty of the Quarter Award from both sections separately based on student vote

- Received Excellence in Teaching Award (i.e., Faculty of the Program Award) from both sections separately based on student vote (co-winner)

#### *Executive MBA Curriculum*

Mgmt 553: Entrepreneurship. Required course that introduces students to the principles of “being entrepreneurial” and details the challenges of starting new ventures. Organized multiple guest speaker visits. Coordinated and oversaw capstone project for EMBA experience, the Business Plan Competition.

- Spring 2017 (2 sections of 43 and 34 Students)
- Spring 2016 (2 sections of 38 and 32 Students)

#### *Undergraduate Curriculum*

Entre 370: Introduction Entrepreneurship. Elective course that introduces students to the principles of “being entrepreneurial” and details the challenges of starting new ventures. Course covers fundamentals of opportunity identification and innovation, competitive issues around pursuing new opportunities, and the unique challenges of new ventures (founder issues, venture finance, hiring, and social entrepreneurship). Also organized multiple guest speaker visits.

- Spring 2015 (2 sections of 44 and 32 students); Evaluations: 4.6, 4.6

### **London Business School**

#### *Masters in Management*

Entrepreneurial Management. Required course that I designed and created for Masters in Management Programme. Introduces students to the principles of “being entrepreneurial” in the context of both established and nascent companies. Course covers fundamentals of opportunity identification and innovation, competitive issues around pursuing new opportunities, and the unique challenges of new ventures (founder issues, venture finance, hiring, and social entrepreneurship). Also organized weekly guest speakers to complement class case discussions.

- Spring 2014 (2 sections of 80 students each)
- Spring 2013 (Received “Best Teacher Award” in Masters in Management Programme by student vote; 2 sections of 75 students each)
- Spring 2012 (2 sections of 73 students and 72 students)

#### *MBA / Executive MBA Curriculum*

Financing the Entrepreneurial Business (Co-taught). Elective course introducing students to both entrepreneur and investor issues around entrepreneurial businesses use of financial capital, including strategic issues around how to raise, valuation, and identifying promising investment opportunities. Expanded course content to bring in additional connections to strategy, entrepreneurial finance, and social network literatures, and also introduced new cases.

- Winter 2012 (2 sections of 88 and 89 students; Co-taught with Martyn Williams and John Mullins)
- Fall 2012 (2 Sections of 79 and 79 students; Co-taught with Martyn Williams)
- Fall 2013 (2 sections of 75 students each; Co-taught with Martyn Williams)
- Spring 2014 (1 week intensive “Block Week” of 75 students; Co-taught with Martyn Williams)

#### *Executive Education*

Industry Change. Taught full-day session on the drivers and patterns of industry change. Covered technology evolution, business model evolution, and cognitive challenges around change.

- IBM Business and Industry Insights Programme, Winter and Fall 2013, 2014

### **University of Maryland**

#### *MBA Curriculum*

BUSI 660 (Fall 2009, Spring 2011): Entrepreneurship and New Ventures. Core selective course that introduces students to entrepreneurship and low-power strategies in both new ventures and in established organizations. Course covered opportunity identification and analysis, building outside support, and managing the venture. (Note: Spring 2011 section was moved into the MBA core and was taken by all 1<sup>st</sup> year MBAs in full-time program)

- Fall 2009 (2 Sections of 43 and 50 students).
- Spring 2011 (3 Sections of 50, 50, and 51 students; taken by all 1<sup>st</sup> year MBAs in full-time program)

### *Undergraduate*

BMGT 495 (Spring 2008, Spring 2009): Introduction to Business Policy. Strategy capstone course for senior undergraduate business majors. Taught using case methodology. Course covered strategic decision making, five forces, resource-based view, alliances.

- Spring 2009 (3 sections of 30 students each; Received Top 15% Teaching Performance Award)
- Spring 2008 (2.5 sections of 30 students each).

### **Stanford University, Teaching Assistantships**

MS&E 270: Strategy in Technology-based Companies. Head teaching assistant for Kathleen Eisenhardt. Course covered the foundations of strategy, including industry structure, resource-based view, competitive interaction, and strategy as opportunity capture. Responsible for conducting classes (e.g., Standards and Network Effects), student review sessions, and company projects. Fall 2006.

MS&E 272: Venture Entrepreneurship. Head teaching assistant for Doug Mackenzie (Partner at Kleiner Perkins Caulfield and Byers and Adjunct Professor of Entrepreneurship). Course covered the valuation of ventures, the structuring of venture investments, staged investments, and liquidity events. Responsible for conducting classes (e.g., the valuation of ventures), student review sessions, and grading. Spring 2006.

MS&E 180: Organizational Behavior. Teaching assistant for Kathleen Eisenhardt. Course covered individual motivation, group dynamics, organizational decision making, and organizational design. Responsible for conducting classes (e.g., effective team decision making), student review sessions, and grading. Fall 2003, Fall 2004.

E145: High-Technology Entrepreneurship. Head teaching assistant for Thomas Byers and Randy Komisar (Partner at Kleiner Perkins Caulfield and Byers and Adjunct Professor of Entrepreneurship). Course covered opportunity recognition and evaluation, gathering resources, and managing ventures. Responsible for conducting classes (e.g., team effectiveness, finance and valuations, and effective presentations), student review sessions, and grading. Winter 2004, Winter 2005.

### **University of Virginia, Teaching Assistantships**

CS 216: Program and Data Representation. Head teaching assistant for Ruth Anderson. Coordinated 11 other teaching assistants for a 150 student class. Lead weakly lab section for 30 students. Spring 2001.

CS 414: Operating Systems. Teaching assistant for Sang Son. Fall 2000.