

# ALICIA DESANTOLA

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## ACADEMIC EMPLOYMENT

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University of Washington, Foster School of Business	Assistant Professor of Management and Organization <i>(Off tenure clock 2019-'20; 2020-'21; 2023-'24)</i>	July 2019- present
	Helen Moore Gerhardt Faculty Fellow in Entrepreneurship	July 2022- present

## EDUCATION

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Harvard University	Ph.D. in Organizational Behavior <ul style="list-style-type: none"> <li>• <i>Industry Studies Association Dissertation Award</i></li> <li>• <i>Heizer Dissertation Award Finalist</i></li> <li>• <i>Grigor McClelland Award Shortlist</i></li> </ul>	May 2019
Harvard University	A.M. in Sociology	May 2016
Stanford University	M.S. in Management Science & Engineering	June 2010
Stanford University	B.S. with Honors in Science, Technology, & Society B.A. in International Relations	June 2009

## PUBLICATIONS AND ACCEPTED ARTICLES

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### Articles

**DeSantola, A.,** Zhelyazkov, P.I., & Hallen, B.L. 2023. "Windows versus Waves of Opportunity: How Reputation Alters Venture Capital Firms' Resource Mobilization." *Strategic Management Journal*.

**DeSantola, A.,** Gulati, R., & Zhelyazkov, P.I. 2023. "External Interfaces or Internal Processes? Market Positioning and Divergent Professionalization Paths in Young Ventures." *Organization Science*. 34(1): 1-23.

**DeSantola, A.** 2021. "Scaling Considerations for the Social Franchising Model." *Journal of Organization Design*. 10(3): 99-102.

**DeSantola, A. & Gulati, R.** 2017. "Scaling: Organizing and Growth in Entrepreneurial Ventures." *Academy of Management Annals*. 11(2): 640-668.

**DeSantola, A.,** Ramarajan, L., & Battilana, J. 2017. "New Venture Milestones and the First Female Board Member." *Academy of Management Best Paper Proceedings*.

Gulati, R. & **DeSantola, A.** 2016. "Start-Ups That Last: How to Scale Your Business." *Harvard Business Review*. 94(3):54-61.

- Reprinted in *Launch a Start-Up that Lasts*, HBR OnPoint Winter 2016 Edition.

## Book Reviews

**DeSantola, A.** 2022. “Tom Eisenmann: Why Startups Fail: A New Roadmap for Entrepreneurial Success.” *Administrative Science Quarterly*. 67(2): NP18-NP20.

## ARTICLES IN PREPARATION

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**DeSantola, A.** “Ahead of the Curve? New Venture Scaling and the Influence of Early Joiners with Entrepreneurial Experience.” (Revise and Resubmit)

**DeSantola, A.,** Gao, C. & Gheihman, N. “‘Clean’ Meat? Regulatory Entrepreneurship and Jurisdictional Contestation in the Nascent Cell-Cultivated Meat Industry.” (Revise and Resubmit)

**DeSantola, A.,** & Hallen, B. “What is Scaling, Really?”

**DeSantola, A.,** Ramarajan, L., & Battilana, J. “One (and Only)? Momentary Visibility at the Time of the IPO and the Addition of Token Women to Entrepreneurial Boards.”

## AWARDS, GRANTS AND HONORS

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Excellence in Teaching Award (“Instructor of the Year”), MS in Entrepreneurship Program, 2022

Faculty of the Quarter, MS in Entrepreneurship Program (2022, 2023)

Poets & Quants “Best Business School Professors in the World for Undergraduates,” 2021

Nominated for the University of Washington Distinguished Teaching Award, 2021

Named a “Star Teacher” by the UW Management and Organization Department based on high teaching evaluation scores (2020, 2021, 2022, 2023)

Industry Studies Association Dissertation Award, First Place Winner, 2020

Heizer Dissertation Award in New Enterprise Development Finalist, 2020

Grigor McClelland Doctoral Dissertation Award Shortlist, 2020

Kenan Institute Frontiers of Entrepreneurship Research grant in the amount of \$10,000 (with Cheng Gao and Nina Gheihman), 2019

Kauffman Dissertation Fellow, \$20,000 dissertation grant (1 out of 16 Fellows), 2018

Certificate of Distinction in Teaching, Harvard University, 2017

Kauffman Foundation research grant in the amount of \$29,800 (with Rory McDonald), 2015

Sociology General Exam Special Mention in Culture, Harvard University, 2014

Walter G. Vincenti prize for excellence in Science, Technology, and Society research for undergraduate honors thesis, Stanford University, 2009

## PUBLISHED TEACHING MATERIALS AND BLOGS

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Gulati, Ranjay, & DeSantola, A. “Startups Can't Revolve Around Their Founders If They Want to Succeed.” *Harvard Business Review* (website) (March 4, 2016). < <https://hbr.org/2016/03/startups-cant-revolve-around-their-founders-if-they-want-to-succeed>>

Gulati, R., Tahilyani, R., & DeSantola, A. (2014). “Micromax: Scaling the Largest Indian Mobile Handset Company.” HBS Case 9-415-034.

## TEACHING EXPERIENCE

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### University of Washington, Foster School of Business

#### *Doctoral Student Committees*

**Sung ho Park**, University of Washington PhD

**Brit McClellan**, University of Washington PhD

#### *MBA Program*

#### **Entre 510: Entrepreneurial Strategy**

- 4.7/5.0 (Winter 2023, section of 38 students)

#### *MS in Entrepreneurship*

#### **Entre 567: Entrepreneurial Strategy and Decision Making**

- Excellence in Teaching Award (“Instructor of the Year”) for the MS in Entrepreneurship Program (2022)
- Faculty of the Quarter, Autumn 2021, 2022
- Combined Median:
  - 4.7/5.0 (Autumn 2023, section of 34 students)
  - 4.9/5.0 (Autumn 2022, section of 37 students)
  - 4.8/5.0 (Autumn 2021, section of 35 students)

#### *Undergraduate Program*

#### **Entre 370: Introduction to Entrepreneurship**

- Poets & Quants Best Business School Professors in the World for Undergraduates (2021)
- Nominated for University of Washington Distinguished Teaching Award (2021)
- Combined Median:
  - 4.7/5.0 (Winter 2023, section of 50 students)
  - 4.9/5.0 (Autumn 2022, section of 32 students)
  - 4.9/5.0, 4.7/5.0 (Spring 2022, sections of 49 and 15 students)
  - 4.8/5.0 (Autumn 2021, section of 43 students)
  - 4.5/5.0, 4.6/5.0 (Winter 2021, sections of 44 and 45 students)
  - 4.5/5.0, 4.5/5.0 (Autumn 2020, sections of 44 and 45 students)

### Harvard University

#### *Harvard College (Undergraduate Program)*

#### **Economics 970: Entrepreneurship**

- Instructor (designed course, served as sole instructor)
- Recipient, Harvard University Certificate of Distinction in Teaching
- Teaching Rating:
  - 5.0/5.0 (Spring 2017, section of 10 students)

#### **USW 36: Innovation and Entrepreneurship**

- T.F. for Mihir Desai & David Ager

*Harvard Business School*  
**Advanced Management Program**

- T.F. for Ranjay Gulati

**Stanford University**

**STS 101: Science, Technology & Contemporary Society**

- T.A. for Robert McGinn

**STS 200: Science, Technology, & Society Senior Colloquium**

- T.A. for Robert McGinn, Rebecca Slayton, & Patrick Windham

**INVITED TALKS AND CONFERENCE PRESENTATIONS**

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Strategic Management Society. Co-organizer of Symposium “Scaling Up: Theoretical Frontiers and Practical Implications.” Toronto, October 2023

UT Austin Technology and Entrepreneurship Conference (ATEC). “‘Clean’ Meat? Regulatory Entrepreneurship and Jurisdictional Contestation in the Nascent Cultivated Meat Industry.” Austin, February 2023.

Academy of Management Annual Meeting. Seattle. Co-organizer of Symposium “Pivoting and its Challenges: Pushing the Frontiers of an Emerging Domain.” (Chosen as a “Showcase Symposium”). Seattle, August 2022.

Academy of Management Annual Meeting. Seattle. PDW Panelist for “Organizational Scaling: New Research Frontiers.” Seattle, August 2022.

London Business School Strategy, Strategy and Entrepreneurship Department Seminar Series. “External Interfaces or Internal Processes? Market Positioning and Divergent Professionalization Paths in Young Ventures.” May 2022.

Whitaker Institute for Innovation and Societal Change, NUI Galway. “Scaling Up Startup Organizations.” Galway, Ireland. September 2021.

UNC Entrepreneurial Emergence Conference. “One (and Only)? Momentary Visibility at the Time of the IPO and the Addition of Token Women to Entrepreneurial Boards.” Chapel Hill, August 2021.

Academy of Management Annual Meeting (Virtual). Co-organizer of Symposium “Entrepreneurial Pivoting: Theoretical Frontiers and Practical Implications.” August 2021.

Academy of Management Annual Meeting (Virtual). Co-organizer of Symposium “Entrepreneurial Pivoting: New Perspectives and Paths Forward.” (Chosen as a “Showcase Symposium”). August 2020.

Industry Studies Association Virtual Conference. “ISA Award Winners – Backstories.” June 2020.

“Ahead of the Curve? New Venture Scaling and the Influence of Early Joiners with Entrepreneurial Experience.” Autumn 2018. (Various Universities).

Wharton People and Organizations Conference. “First (and Only)? The Role of New Venture Milestones in Adding the First Female Board Member.” Philadelphia, October 2017.

Academy of Management Annual Meeting. “New Venture Milestones and the First Female Board Member.” Atlanta, August 2017.

HEC Montreal. “New Directions in New Venture Development.” Montreal, April 2017.

Strategic Management Society. “The Young Venture Life-Cycle Revisited: Stage-Contingent Benefits of Technical, Commercial & Process Roles.” Berlin, October 2016.

Academy of Management Annual Meeting. “Endorsing or Eclipsing: Collaborator Status and the Consequences of Organizational Successes.” Anaheim, August 2016.

Academy of Management Annual Meeting. “The Young Venture Life-Cycle Revisited: Stage-Contingent Benefits of Technical, Commercial & Process Roles.” Anaheim, August 2016.

Cyberposium. “Scaling Startups.” Boston, November 2014.

Stanford University STS Departmental Commencement. “Challenging Paradigms: The Value of an Interdisciplinary Education in a Multidisciplinary World.” Stanford, June 2009.

## **MEDIA COVERAGE**

*Wall Street Journal*, June 1, 2021: “What Entrepreneurs Have Learned from the Covid-19 Pandemic.” (Opinion Quote)

## **PROFESSIONAL ACTIVITIES AND SERVICE**

### **University of Washington Committee Membership**

**2021, 2022** Management and Organization Macro Hiring Committee Member  
**2021-2023** Management and Organization Speaker Series, Co-Chair  
**2019-** Buerk Center for Entrepreneurship Advisory Board

### **Ad-Hoc Departmental/School Service**

Marshal, University of Washington Commencement (2022)  
Freshmen Direct Admit, Entrepreneurship Concentration Speaker (2021, 2022)  
Peaks and Professors (Undergraduate RSO), Invited Hike Leader (2021)  
UW Undergraduate Women in Business Association, Panel Speaker (2020)

### **External Service**

Strategic Management Society, Representative at Large, Entrepreneurship & Strategy (2022- Present)  
Industry Studies Association, Early Career Development Committee (2021- Present)  
– *Dissertation Award Committee Chair (2023)*  
Technology and Innovation Management Division Doctoral Consortium Mentor (2021)

### **Ad-Hoc Reviewer**

- *Administrative Science Quarterly*
- *Academy of Management Journal*
- *Organization Science*
- *Strategic Management Journal*
- *Management Science*

- *Academy of Management Review*
- *Strategic Entrepreneurship Journal*

## **INDUSTRY EXPERIENCE**

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**Associate Consultant** (Promoted from Associate 06/12)

ZS ASSOCIATES

**06/10-06/13**

San Francisco Bay Area

Management consultant specialized in advising biotechnology and life-sciences executives on the strategic management of pipeline portfolio products.