

ALICIA DESANTOLA

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ACADEMIC EMPLOYMENT

University of Washington, Foster School of Business	Assistant Professor of Management and Organization <i>(Off tenure clock 2019-'20; 2020-'21; 2023-'24; 2025-'26)</i>	July 2019- present
	Helen Moore Gerhardt Faculty Fellow in Entrepreneurship	July 2022- present

EDUCATION

Harvard University	Ph.D. in Organizational Behavior <ul style="list-style-type: none"> • <i>Industry Studies Association Dissertation Award</i> • <i>Heizer Dissertation Award Finalist</i> • <i>Grigor McClelland Award Shortlist</i> 	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

Articles

DeSantola, A., Gao, C. & Guilbeault, N. 2026. “Confronting Grand Challenges: Nonprofit Actors, Impartial Advocacy, and the Orchestration of a New Industry.” (Conditionally Accepted, *Strategic Management Journal*)

Gao, C., **DeSantola, A.,** & Guilbeault, N. 2026. “‘Clean’ Meat? Regulatory Entrepreneurship and Jurisdictional Contestation in a Nascent Industry.” (Forthcoming, *Administrative Science Quarterly*)

DeSantola, A., Zhelyazkov, P., & Hallen, B. 2024. “Windows versus Waves of Opportunity: How Reputation Alters Venture Capital Firms’ Resource Mobilization.” *Strategic Management Journal*. 45(2): 301-332

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.

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

DeSantola, A. “Ahead of the Curve? Early Joiners and Scaling.” (Third Round Minor Revise-and-Resubmit)

Farh, C., Li, Z., Umphress, E., Avolio, B., **DeSantola, A.**, & Drummey, K. “Voice Marginalization in the Boardroom: A Theory of its Emergence, Evolution, and Implications for Board Effectiveness.” (Revise-and-Resubmit)

AWARDS, GRANTS AND HONORS

Fulbright Scholar: Selected as a visiting U.S. Scholar to University College Cork in Ireland, Autumn 2026

Faculty of the Quarter, MS in Entrepreneurship Program (2022, 2023, 2024, 2025, 2026)

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

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, 2024, 2025)

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

PUBLISHED TEACHING MATERIALS AND BLOGS

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

University of Washington, Foster School of Business

Doctoral Student Committees

Sung ho Park (Placement: University of Oregon)

Brit McClellan (Placement: Arizona State University)

MBA Program

Entre 510: Entrepreneurial Strategy

- Combined Median:
 - 4.8/5.0 (Autumn 2025, section of 49 students)
 - 4.7/5.0 (Autumn 2024, section of 44 students)
 - 4.7/5.0 (Spring 2024, section of 31 students)
 - 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: 2022, 2023, 2024, 2025, & 2026
- Combined Median:
 - 4.8/5.0 (Autumn 2025, section of 19 students)
 - 4.8/5.0 (Autumn 2024, section of 30 students)
 - 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:
 - 4.6/5.0 (Autumn 2024, section of 49 students)
 - 4.5/5.0 (Spring 2024, section of 55 students)
 - 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)

Mgmt 300: Leadership and Organizational Behavior (Foster Rome)

- Faculty co-leader of Summer 2024 Foster Rome study abroad program
- Taught Management 300 and co-led company and cultural visits

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

SELECT INVITED TALKS AND CONFERENCE PRESENTATIONS

Academy of Management Annual Meeting. “Developing Hyper-Scalable Business Models in the Age of AI.” Copenhagen, July 2025.

Academy of Management Annual Meeting. “Organizational Growth and Firm Resources – Revisiting Penrose in a New Economy.” Copenhagen, July 2025.

UW Tacoma Milgard School of Business. “‘Clean’ Meat? Regulatory Entrepreneurship and Jurisdictional Contestation in the Nascent Cultivated Meat Industry.” Tacoma, WA. April 2025.

West Coast Research Symposium. “Catalyzing Grand Challenges: Institutional Voids, Nonprofit Actors, and the Orchestration of a Nascent Industry.” University of Oregon, Eugene, OR. September 2024.

Academy of Management Annual Meeting. PDW Panelist for “Scaling and Scalability: Building an Integrated Research Agenda.” Chicago, August 2024.

University of Maryland, Smith School of Business. “‘Clean’ Meat? Regulatory Entrepreneurship and Jurisdictional Contestation in the Nascent Cultivated Meat Industry.” College Park, MD. January 2024.

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 (now University of Galway). “Scaling Up Startup Organizations.” Galway, Ireland. September 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).

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

- 2025** Undergraduate Program Committee Member (Fall Substitute)
- 2025** PhD Admissions Committee Member
- 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 (2021-2023)
- Peaks and Professors (Undergraduate RSO), Invited Hike Leader (2021)
- UW Undergraduate Women in Business Association, Panel Speaker (2020)

External Service

- Academy of Management, Representative at Large, Technology and Innovation Management Division (2025-)
- Strategic Management Society, Representative at Large, Entrepreneurship & Strategy (2022- 2024)
- Industry Studies Association, Early Career Development Committee (2021- 2024)
 - *Dissertation Award Committee Chair (2023, 2024)*
- 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*
- *Strategy Science*

INDUSTRY EXPERIENCE

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.