

Ryan A. Krause

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EDUCATION

- 2013 *Ph.D.*
Kelley School of Business
Indiana University
Major: Strategic Management and Organization Theory
Minor: Entrepreneurship
- 2009 *B.S. with Highest Distinction*
Kelley School of Business
Indiana University
Majors: Finance and Public Policy Analysis

ACADEMIC POSITIONS

Full-Time Positions

- 2017-Present *Robert and Edith Schumacher Faculty Fellow*
- 2017-Present *Associate Professor (Tenured)*
- 2013-2017 *Assistant Professor*
Neeley School of Business
Texas Christian University
- 2009-2013 *Associate Instructor*
Kelley School of Business
Indiana University

Visiting Positions

- 2017-Present *Visiting Fellow/Professor*
LUISS Business School
LUISS Guido Carli University

JOURNAL PUBLICATIONS

- Priem, R., Krause, R., McFadyen, A., and Tantalo, C. Promoting long-term shareholder value by “competing” for essential stakeholders: A new, multi-sided platform logic for top managers. *Academy of Management Perspectives*. Forthcoming.
- Krause, R., Li, W., Ma, X., and Bruton, G. The board chair effect across countries: An institutional view. *Strategic Management Journal*. Forthcoming.
- Semadeni, M. and Krause, R. Innovation in the Boardroom. *Academy of Management Perspectives*. Forthcoming.
- Gras, D. and Krause, R. When does it pay to stand out as stand-up? Competitive contingencies in the CSP-CFP relationship. *Strategic Organization*. Forthcoming.
- Parker, O., Krause, R., and Devers, C. 2019. How firm reputation influences managerial discretion: An integrated theoretical perspective. *Academy of Management Review*, 44(2): 254-278.
- Krause, R., Wu, Z., Bruton, G., and Carter, S. 2019. The coercive isomorphism ripple effect: An investigation of nonprofit interlocks on corporate boards. *Academy of Management Journal*, 62(1): 283-308.
- Bommaraju, R., Ahearne, M., Krause, R., and Tirunillai, S. 2019. Does a customer on the board of directors affect business-to-business firm performance? *Journal of Marketing*, 83(1): 8-23
- Whitler, K., Krause, R., and Lehmann, D. 2018. When and how board members with marketing experience facilitate firm growth. *Journal of Marketing*, 82(5): 86-105.
— *Featured in Harvard Business Review*.
- Li, W., Krause, R., Qin, X., Zhang, J., Zhu, H., Lin, S., and Xu, Y. 2018. Under the microscope: An experimental look at board transparency and director monitoring behavior. *Strategic Management Journal*, 39(4): 1216-1236.
- Oliver, A., Krause, R., Busenbark, J., and Kalm, M. 2018. BS in the boardroom: Benevolent sexism and board chair orientations. *Strategic Management Journal*, 39(1): 113-130.
- Krause, R., Withers, M., and Semadeni, M. 2017. Compromise on the board: Investigating the antecedents and consequences of lead independent director appointment. *Academy of Management Journal*, 60(6): 2239-2265.
— *Featured on the Harvard Law School blog*.

- Parker, O., Krause, R., and Covin, J. 2017. Ready, set, slow: How aspiration-relative product quality impacts the rate of new product introduction. *Journal of Management*, 43(7): 2333-2356.
- Krause, R. 2017. Being the CEO's boss: An examination of board chair orientations. *Strategic Management Journal*, 38(3): 697-713.
- Krause, R., Filatotchev, I., and Bruton, G. 2016. When in Rome, look like Caesar? Investigating the link between demand-side cultural power distance and CEO power. *Academy of Management Journal*, 59(4): 1361-1384.
— *Featured on the London School of Economics blog.*
- Krause, R., Semadeni, M., and Withers, M. 2016. That special someone: When the board views its chair as a resource. *Strategic Management Journal*, 37(9): 1990-2002.
- Roh, J., Krause, R., and Swink, M. 2016. The Appointment of Chief Supply Chain Officers to Top Management Teams: A Contingency Model of Firm-Level Antecedents and Consequences. *Journal of Operations Management*, 44: 48-61.
- Busenbark, J. R., Krause, R., Boivie, S., Graffin, S. D. 2016. Toward a configurational perspective on the CEO: A review and synthesis of the management literature. *Journal of Management*, 42(1): 234-268.
- Krause, R., Priem, R., and Love, L. 2015. Who's in charge, here? Co-CEOs, power gaps, and firm performance. *Strategic Management Journal*, 36(13): 2099-2110.
— *Featured in the Wall Street Journal, New York Times, Harvard Business Review, and Strategy + Business.*
- Krause, R. and Semadeni, M. 2014. Last dance or second chance? Firm performance, CEO career horizon, and the separation of board leadership roles. *Strategic Management Journal*, 35(6): 808-825.
- Krause, R., Whitley, K., and Semadeni, M. 2014. Power to the principals! An experimental look at shareholder say-on-pay voting. *Academy of Management Journal*, 57(1): 94-115.
- Krause, R., Semadeni, M., and Cannella, A. 2014. CEO Duality: A review and research agenda. *Journal of Management*, 40(1): 252-282.

- Krause, R. and Bruton, G. 2014. Agency and monitoring clarity on venture boards of directors. *Academy of Management Review*, 39(1): 111-114.
- Krause, R., Acharya, A., and Covin, J. 2014. Here I come to save the day: Proposing necessary and sufficient conditions for founder-CEO comeback. *Journal of Business Venturing Insights*, 1: 26-30.
- Krause, R., Semadeni, M., and Cannella, A. 2013. External COO/presidents as expert directors: A new look at the service role of boards. *Strategic Management Journal*, 34(13): 1628-1641.
- Krause, R. and Semadeni, M. 2013. Apprentice, departure, and demotion: An examination of the three types of CEO-board chair separation. *Academy of Management Journal*, 56(3): 805-826.
— *Featured on Fox Business Network and in the Wall Street Journal, New York Times, Financial Times, Bloomberg Businessweek, USA Today, Fortune, and Chief Executive.*

EDITORIALS

- Bell, R. G., Filatotchev, I., Krause, R., and Hitt, M. 2018. Challenges and opportunities for advancing strategic management education. *Academy of Management Learning and Education*, 17(3): 233-240.

BEST CONFERENCE PAPER PROCEEDINGS

- Parker, O. and Krause, R. 2018. How product quality and affinity toward the firm influence reputation for quality. Academy of Management Meeting, Organization and Management Theory Division, Chicago, IL. *Academy of Management Best Paper Proceedings*.
- Acharya, A., Gras, D., and Krause, R. 2016. No good deed goes unpunished: Social performance and socially oriented shareholder activism. *Academy of Management Best Paper Proceedings*.
- Whitler, K. and Krause, R. 2014. Board of Marketers: The impact of board-level marketing experience on firm performance. *American Marketing Association Winter Marketing Educators' Conference Proceedings*.
— *Best Paper Award, Marketing Strategy Track*

Krause, R., Parker, O., and Covin, J. 2013. Teach your ventures well: A control-based typology of ICV parenting styles. *Academy of Management Best Paper Proceedings*.

Parker, O. and Krause, R. 2012. The need for speed: How reputation incongruence impacts new product introduction. *Academy of Management Best Paper Proceedings*.

— *Best Student Paper Award, Technology and Innovation Management Division*

Semadeni, M. and Krause, R. 2011. Hired to be fired: Exploring top management use of consultants as professional scapegoats. *Academy of Management Best Paper Proceedings*.

PEER-REVIEWED CONFERENCE PRESENTATIONS

2019 Grieser, W. Krause, R., Li, R., Priem, and Simonov, A. How Organizational Permissiveness Mediates the Effect of Strategy on Innovation and Wrongdoing. Strategic Management Society Annual Conference, Stakeholder Strategy Track, Minneapolis, MN.

2019 Krause, R., Busenbark, J., Chen, C. Board Leadership Structure and Financial Performance: A Meta-Analytic Replication with 20 Years of New Data. Strategic Management Society Annual Conference, Strategic Leadership and Governance Track, Minneapolis, MN.

2019 Panel Symposium: How to Identify and Test Causal Mechanisms of the Decision-making Process in Corporate Governance. Academy of Management Meeting, Boston, MA.

2019 Semadeni, M., Chin, M. K., and Krause, R. In a Holding Pattern: CEO Political Ideology, the National Political Climate and R&D Investment. Academy of Management Meeting, Strategic Management Division, Boston, MA.

2019 Grieser, W. Krause, R., Li, R., Priem, and Simonov, A. How Organizational Permissiveness Mediates the Effect of Strategy on Innovation and Wrongdoing. Academy of Management Meeting, Social Issues in Management Division, Boston, MA.

2019 Wu, Z., Krause, R., and Bruton, G. Capture-Attraction in the Boardroom: Investigating the Antecedents and Consequences of Academic Independent Director Appointment. Strategic Management Society Special Conference, Frankfurt, Germany.

2019 Semadeni, M., Chin, M. K., and Krause, R. Irrational Pessimism? The Effect of National Political Climate & CEO Political Ideology Divergence on RDI. Strategic Management Society Special Conference, Las Vegas, NV.

2019 Krause, R., Waller, M., and Carter, S. Getting Inside the (Simulated) Black Box: Using Team Simulations to Study Behavioral Dynamics on Boards. Strategic Management Society Special Conference, Las Vegas, NV.

- 2018 Krause, R., Harris, T. B., and Semadeni, M. Exploring “Leadership” in Board Leadership Structure: Leadership Saliency, CEO Duality, and Firm Performance Relationships. Southern Management Association Annual Meeting, Lexington, KY.
- 2018 Kalm, M., Krause, R., Gupta, A., and Semadeni, M. The Politics of Corporate Governance: How Board Chairs’ Political Ideologies Influence Governance Orientations. Strategic Management Society Annual Conference, Strategic Leadership and Governance Track, Paris, France.
- 2018 Kalm, M., Krause, R., Gupta, A., and Semadeni, M. The Effect of the Board Chair’s Political Ideology on Governance Orientation. Academy of Management Meeting, Showcase Symposium, Chicago, IL.
- 2018 Krause, R., Waller, M. J., and Carter, S. 2018. A split decision: Emotional and rational appeals during CEO/board chair separation deliberations in boards of directors. Interdisciplinary Network for Group Research (INGRoup) Annual Meeting, Bethesda, MD.
- 2018 Vaid, S., Ahearne, M., and Krause, R. Risky combination: Uncertainty from announcements of joint marketing & sales appointments. American Marketing Association Winter Marketing Educators’ Conference, Sales, Leadership, and Human Resources Track, New Orleans, LA.
- 2017 Krause, R., Krause, R., and Priem, R. Communal consumer relationships and sustained competitive advantage. Strategic Management Society Annual Conference, Stakeholder Strategy Track, Houston, TX.
- 2017 Oliver, A., Krause, R., Busenbark, J., and Kalm, M. BS in the boardroom: Benevolent sexism and board chair orientations. Strategic Management Society Annual Conference, Strategic Leadership and Governance Track, Houston, TX.
- 2017 Krause, R., Mejia, J., and Bruton, G. Negotiating with stakeholders: The role of CEO power. Presenter Symposium on Interfaces of Strategic Leaders: Past, Present, and Future Research Agenda. Academy of Management Meeting, Atlanta, GA.
- 2017 Panel Symposium on AIMing to Impress: Anticipatory Impression Management and the Organization. Academy of Management Meeting, Atlanta, GA.
- 2017 Oliver, A., Krause, R., Busenbark, J., and Kalm, M. BS in the boardroom: Benevolent sexism and board chair orientations. Behavioral Perspectives on Corporate Governance Conference, INSEAD, Fontainebleau, France.
- 2016 Mejia, J., Krause, R., and Bruton, G. Does CEO duality really foster unity of command? Strategic Management Society Annual Conference, Strategic Leadership and Governance Track, Berlin, Germany.

- 2016 Parker, O. and Krause, R. Forging their own chains: How firm reputation influences managerial discretion. Strategic Management Society Annual Conference, Stakeholder Strategy Track, Berlin, Germany.
- 2016 Yu, X., Krause, R., Bell, G., and Bruton, G. A configurational exploration of family relationships, corporate governance, and firm performance. Academy of Management Meeting, Business Policy and Strategy Division, Anaheim, CA.
- 2015 Acharya, A. G., Gras, D., and Krause, R. No good deed goes unpunished: The effect of social performance on socially oriented shareholder activism. Strategic Management Society Annual Conference, Strategic Leadership and Governance Track, Denver, CO.
- 2015 Li, W., Krause, R., Ma, X., and Bruton, G. The board chair effect: A look at U.S. and Chinese firms. Strategic Management Society Annual Conference, Strategic Leadership and Governance Track, Denver, CO.
- 2015 Ye, G., Priem, R., Zheng, J., and Krause, R. Time horizons in a dual-self model of CEO decision-making: Implications for reducing short-termism. Academy of Management Meeting, Organization and Management Theory Division, Vancouver, Canada.
- 2014 Krause, R. and Semadeni, M. Inside knowledge, outside expertise: Investigating the role of lawyers as affiliated directors. Strategic Management Society Annual Conference, Strategic Leadership and Governance Track, Madrid, Spain.
- 2014 Krause, R. and Whitley, K. Gaining a seat at the table: A mediated model of functional representation on top management teams. Academy of Management Meeting, Business Policy and Strategy Division, Philadelphia, PA.
- 2014 Gras, D. and Krause, R. A context of contracts: Rethinking the link between corporate social and financial performance. Academy of Management Meeting, Business Policy and Strategy Division, Philadelphia, PA.
- 2014 Ye, G., Priem, R., Zheng, J., and Krause, R. Time horizons, payoff structures and self-control in a dual-self model of CEO decision making: Implications for reducing economic short-termism. EGOS Colloquium, Rotterdam, The Netherlands.
- 2014 Acharya, A., Krause, R., and Gras, D. Beyond the agency problem: Investigating the benefits of CEO duality at IPO firms. Strategic Management Society Special Conference on Micro-Foundations for Strategic Management Research: Embracing Individuals, Decision-Making and Managers Track, Copenhagen, Denmark.
- 2013 Pierce, J., Carter, S., and Krause, R. Straight from the horse's mouth: When organizations proactively signal corporate criminal convictions. Strategic Management Society Annual Conference, Stakeholder Strategy Track, Atlanta, GA.

- 2013 Krause, R., Maynes, T., and Semadeni, M. Identity crisis: Exploring the nested monitoring roles of securities analysts. Strategic Management Society Annual Conference, Stakeholder Strategy Track, Atlanta, GA.
- 2013 Krause, R. and Semadeni, M. Do boards think and act like organization theorists? Revisiting the contingency model of CEO duality. Academy of Management Meeting, Organization and Management Theory Division, Lake Buena Vista (Orlando), FL.
- 2013 Krause, R., Maynes, T., and Semadeni, M. First do no harm: An identity salience model of analyst recommendations and corporate governance. Academy of Management Meeting, Organization and Management Theory Division, Lake Buena Vista (Orlando), FL.
- 2012 Krause, R. and Whitler, K. That's not fair! An experimental look at shareholder say-on-pay voting. Academy of Management Meeting, Business Policy and Strategy Division, Boston, MA.
- 2012 Semadeni, M. and Krause, R. Taking the fall: How top managers use external scapegoats to counter legitimacy threats. Academy of Management Meeting, Organization and Management Theory Division, Boston, MA.
- 2012 Whitler, K. and Krause, R. Adding insult to injured brands: When CEO pay becomes a marketing problem. American Marketing Association Winter Marketing Educators' Conference, Marketing Strategy and Organization Track, St. Petersburg, FL.
- 2011 Krause, R. and Holehonnur, A. Return of the king: An exploration of comeback founder-CEOs. Academy of Management Meeting, Entrepreneurship Division, San Antonio, TX.

INVITED CONFERENCE PRESENTATIONS

- 2015 Krause, R. In defense of monopolies: How antitrust criminalizes business strategy. Objectivist Summer Conference, Charlotte, NC.
- 2015 Krause, R., Withers, M., and Josefy, M. Beyond "familiness": Toward a typology of family influence in publicly traded firms. Theory of the Family Enterprise Conference, Texas Christian University, Fort Worth, TX.

BOOK CHAPTERS

Krause, R. and Parker, O. 2015. But Steve Jobs Didn't Invent Anything! Objective Value and the Epistemology of Entrepreneurship. In Klein, S. (ed.), *Steve Jobs and Philosophy*: 77-86. Chicago, IL: Open Court Publishing.

PRACTITIONER PUBLICATIONS

Krause, R., Wu, Z., Bruton, G., and Carter, S. "Nonprofit interlocks on corporate boards: corporate board members on the boards of nonprofit organizations," *Work in Progress*. 13 June, 2019.

Krause, R., Withers, M., and Semadeni, M. "Sharing the Lead: Examining the Causes and Consequences of Lead Independent Director Appointment," *Director Notes*. August, 2017. The Conference Board.

Krause, R., Filatotchev, I., and Bruton, G. "Exporters to countries that value CEO power will have more powerful CEOs," *LSE Business Review*. 2 November, 2016.

Krause, R., Whitley, K., and Semadeni, M. "When Do Shareholders Care About CEO Pay?" *Director Notes*. August, 2013. The Conference Board.

Krause, R. and Semadeni, M. "CEO-Board Chair Separation: If It Ain't Broke, Don't Fix It," *Director Notes*. June, 2013. The Conference Board.

Krause, R. and Semadeni, M. "CEO-Board Chair Separation: Promises and Pitfalls," The Conference Board Governance Center Blog. *TCBblogs.org*. 6 February, 2013.

Semadeni, M. and Krause, R. "Splitting the CEO and Chairman Roles: It's Complicated..." The Management Blog. *Businessweek.com*. 1 November, 2012.

ACADEMIC SERVICE

Guest Co-Editor:

- *Academy of Management Learning and Education* 2017-2018
 - Special Issue: Strategic Management Education

Editorial Board Member:

- *Academy of Management Journal* 2015-Present
- *Strategic Management Journal* 2016-Present
- *Organization Science* 2017-Present

- *Journal of Management Studies* 2015-Present
- *Organizational Research Methods* 2017-Present

Ad-Hoc Reviewer:

- *Academy of Management Review*
- *Administrative Science Quarterly*
- *Management Science*
- *Journal of Management*
- *Journal of International Business Studies*
- *Entrepreneurship: Theory and Practice*
- *Journal of Business Research*
- *Strategic Organization*
- *Corporate Governance: An International Review*
- *The Leadership Quarterly*
- *Journal of Supply Chain Management*
- *Journal of Business Venturing Insights*
- *Swiss National Science Foundation*

Conference Reviewer

- Academy of Management Annual Meetings
- Strategic Management Society Annual and Special Conferences
- Southern Management Association Annual Conferences

Representative-at-Large

- Strategic Management Society, Strategic Leadership and Governance IG 2018-2019
- Strategic Management Society, Stakeholder Strategy IG 2016-2017

Conference Co-Organizer

- SMS Extension: Expanding the Boundaries of Corporate Governance October, 2015
Neeley School of Business, Texas Christian University

Invited Discussant or Panel Member:

- Research Methods Division-CARMA Doctoral Student and Junior Faculty Consortium May, 2019

- “Micro and Macro Methods in Strategic Leadership and Governance Research”, SMS Conference September, 2018
- “Challenges to Conducting International Governance Research”, SMS Conference Extension (Texas A&M) October, 2017
- “Board of Directors: Pawns or Potentates?”, SMS Conference October, 2017
- “Shattering the Glass Ceiling”, AoM Conference August, 2016
- “Strategic Leadership and Governance Expanding”, SMS Conference October, 2015
- “Split or No-Split?” Mosaic Dialogue, Proxy Mosaic, LLC March, 2015
- Micro Meets Macro Conference, Arizona State University February, 2015

UNIVERSITY SERVICE

Dean’s Advisory Council (Promotion and Tenure Committee)	2018-Present
Business in Society Task Force	2019
MEL Department Liaison for Neeley Critical Thinking Initiative	2015-2018
Neeley Undergraduate Admissions Committee	2013-2018
Instructor for TCU Neeley Executive Education	2016
Speaker for Neeley Critical Thinking Initiative	2016
MEL Department Faculty Search Committee	2016
MEL Department Faculty Search Committee	2015
Interviewer for BNSF Next Generation Leadership Program Admissions	2014-2015
MEL Department Travel Fund Policy Task Force	2014

COURSES TAUGHT

Graduate

- Strategy Implementation TCU
- Corporate Governance TCU
- Corporate Strategy LUISS

Undergraduate

- Strategic Management TCU
- Analysis of Business Decisions IU
- Advanced Case Analysis and Effective Consulting Presentations IU

AWARDS, HONORS, AND GRANTS

Robert and Edith Schumacher Junior Faculty Fellowship, TCU	2017-Present
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Deans' Research and Creativity Award, TCU (\$2,500)	2019
Fellowship, National Center for the Middle Market, Ohio State University (\$30,000)	2017-2019
Outstanding Reviewer Award, Academy of Management Journal	2018
Neeley Undergraduate Teaching Award – Core, TCU	2018
Robert D. Buzzell MSI Best Paper Award, Marketing Science Institute	2017
Best Reviewer Award, Journal of Management Studies	2016
Ascendant Scholar Award, Western Academy of Management	2016
Karen Legge Prize, Journal of Management Studies	2015
Values and Ventures Research Grant, TCU (\$10,000)	2014
Best Paper, Marketing Strategy Track, AMA Winter Meeting, Orlando, FL	2014
Outstanding Doctoral Student Award (Inaugural Recipient), IU (\$1,000)	2013
Tobias Center for Leadership Excellence Doctoral Fellowship, IU (\$12,500)	2010-2013
Best Student Paper, TIM Division, AoM Annual Meeting, Boston, MA (\$200)	2012
Hegarty Doctoral Research Fund Travel Grant, IU (\$500)	2012

DISSERTATION COMMITTEES

External Committee Member

Sujata Banerjee (LUISS Guido Carli)

INVITED PRESENTATIONS

Bocconi University
 Georgia State University
 King's College London
 Oklahoma State University
 Texas A&M University
 Pontificia Universidade Católica do Paraná
 University of Arizona
 University of Dallas
 University of Missouri
 University of Sydney
 University of Texas at Dallas
 University of Virginia

MEDIA INTERVIEWS AND COVERAGE

“Ka-ching! Tenet’s CEO gets \$30 million in stock with few strings attached,” by Mitchell Schnurman, *Dallas Morning News*. 26 April, 2019.

“Game of thrones: Co-CEOs may prove no match for ice zombies,” by The Associated Press, *New York Times*. 22 April, 2019.

“CMOs on boards: Is change coming?” by Richard Sanderson, Eduardo Tobon and Greg Welch, *Spencer Stuart*. April, 2019.

“Judge proposes preventing PG&E from paying dividends to shareholders until it invests in fire prevention,” by Martha C. White, *NBC News*. 2 April, 2019.

“The torment of founders who cannot let go of their babies,” by Andrew Hill, *Financial Times*. 1 April, 2019.

“The doomed love stories of deal-making chief executives,” by Andrew Hill, *Financial Times*. 17 March, 2019.

“Directors with marketing experience can help firms grow.” *Harvard Business Review*. IdeaWatch. Nov-Dec, 2018, p. 24.

“Insiders say working at Snapchat is ‘like swimming in a shark tank,’” by Katia Moskvitch, *Wired*. 26 September, 2018.

“Where was Nike’s board of directors?” by Kim Moore, *Oregon Business*. Restaurants and Retail. 1 May, 2018.

“The age of the activist investor: Do corporate boards need to be more independent?” by Kim Moore, *Oregon Business*. Industry Spotlight. 27 February, 2018.

“Who’s the Boss?” by Matt Palmquist, *Strategy + Business*. Recent Research. 5 May, 2016.

“It’s Time to Stop Splitting Hairs over Splitting the CEO and Chairman Roles,” by Jeffrey Sonnenfeld, *Chief Executive*. November/December Issue, 2015. 26.

“Bank of America’s CEO Wins Shareholder Vote and Remains Chairman,” by John Maxfield. *The Motley Fool*. 22 September, 2015.

“1 Thing Bank of America Shareholders Need to Know for the Upcoming Week,” by John Maxfield. *The Motley Fool*. 19 September, 2015.

“Big Question for Oracle’s New Leaders: Who’s the Boss?” by Rachel Silverman. *WSJ Blog*. 19 September, 2014.

- “Will Oracle’s Co-CEO Setup Work?” by Walter Frick. *HBR.org*. 19 September, 2014.
- “The Cost of Combining the CEO and Chairman Roles,” by Andrea Ovans. *HBR.org*. 25 June, 2014.
- “Combined Chairman/CEO Roles: Easier than You Think,” by Robin Ferracone. *Forbes*. 5 March, 2014.
- “Dimon’s Victory Still Center of Chairman-CEO Debate,” by Tim Mullaney. *USA Today*. 21 May, 2013.
- “Countdown to the Closing Bell with Liz Claman,” Fox Business. Aired on 9 May, 2013.
- “Job Split Doesn’t Always Work Magic,” by Joann Lublin. *The Wall Street Journal*. 9 May, 2013. C1.
- “The Jamie Dimon Witch Hunt,” by Jeffrey Sonnenfeld. *New York Times*. 9 May, 2013. A29.
- “The Right Time to Separate the CEO and Chairman Roles,” Recent Research. *Strategy + Business*. 12 April, 2013.
- “Time to Ditch the CEO as Chairman,” by Andrew Hill. *Financial Times*. 26 March, 2013.
- “No Litmus Test: Separating the Chairman and CEO Roles,” by Hoffer Kaback. *Directors & Boards*. First Quarter, 2013.
- “At Work: Think Carefully Before Splitting CEO, Chair Posts,” by Leslie Kwoh. *The Wall Street Journal*. 7 November, 2012. B7.
- “Something for the Weekend,” *FT.com*. 19 October, 2012.

AFFILIATIONS

Academy of Management
Strategic Management Society