

**SAMER A. FARAJ**  
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## **SUMMARY**

**Samer Faraj** holds the Canada Research Chair in Technology, Innovation & Organizing at the Desautels Faculty of Management at McGill University. He is head of the research group on Complex Collaboration and is the Director of the Faculty's PhD program. His current research focuses on complex collaboration in settings as diverse as healthcare organizations, knowledge teams, and online communities. He is also interested in how emergent social technologies are transforming organizations and allowing new forms of coordination and organizing to emerge. He has published over 130 journal articles, refereed proceedings, and book chapters in outlets such as: *Academy of Management Journal*, *Management Science*, *Organization Science*, *MIS Quarterly*, *Information Systems Research*, *Journal of AIS*, *Journal of Applied Psychology*, *Harvard Business Review*, *OMICS*, and *Annals of Emergency Medicine*. He has served as Senior Editor at *Organization Science* (2006-2012) and at *Information Systems Research* (2012-2014). He is currently serving on the editorial board of *Organization Science* and *Information and Organization*. He has won multiple best published paper awards, including recently, the AOM Healthcare division (2018) the AOM OCIS division (2016 and 2018) Best Paper Award; the French *FNEGE 2018 Prix Académique de la Recherche en Management*, the AIS 2012 Best Published Paper Award as well as the 2013 Desautels best doctoral advisor award. Institutions such as SSHRC, NSF, IBM, the Fulbright foundation, and the Government of Quebec have funded his research. He is currently a Research Fellow at the Cambridge Judge Business school, a fellow at the Cambridge University Digital Innovation Center and has been a visiting professor at HEC-Paris, VU University (Amsterdam), and a Senior Fulbright Scholar at the American University of Beirut. He is one of the highly cited Management scholars in Canada recognized by 5 ISI Highly Cited Papers awards and more than 5,500 citations in Web of Science and 18,500 Google Scholar citations.

## **ACADEMIC EXPERIENCE**

DESAUTELS SCHOOL OF MANAGEMENT, MCGILL UNIVERSITY, Montreal, QC  
(since 2007)

- **Canada Research Chair in Technology, Innovation and Organizing** (tier 1, 2018-onward)
- **Canada Research Chair in Technology, Management and Healthcare** (tier 2, 2008-2018)
- **Full Professor**, Strategy and Organization area
- **Associate Member, McGill University Department of Social Studies of Medicine** (2018-onward)
- **Head, Research Group on Complex Collaboration** (2010-onward)
- **Director, Desautels Faculty PhD Program** (2013-onward)
- **Director, Joint PhD Program in Management (consortium including McGill, HEC-Montreal, UQAM, and Concordia)** (2018 onward)

- **Interim Associate Dean, Research and international programs** (18 months, 2014-2015)

UNIVERSITY OF CAMBRIDGE, Judge Business School, **Research Fellow** (visiting) Cambridge UK  
2019-2020

FACULTY OF ECONOMICS & BUSINESS, VU University, Amsterdam  
**Visiting Professor**, 2013-2020, Visiting scholar 2005, 2012

UNIVERSITY OF CAMBRIDGE, Digital Innovation Center, Cambridge UK  
**Fellow** 2016 onward

HEC-PARIS, France.  
**Visiting Professor**, June 2011

OLAYAN SCHOOL OF BUSINESS, AMERICAN UNIVERSITY OF BEIRUT  
**Visiting Professor**, 2013  
**Senior Fulbright Scholar**, 2005-2006

SMITH SCHOOL OF BUSINESS, UNIVERSITY OF MARYLAND, College Park, MD  
**Associate Professor** (with tenure), 1997-2007  
Decision and Information Technologies Department.

BOSTON UNIVERSITY, Boston, MA  
**Lecturer**, MIS department, 1996

## **EDUCATION**

BOSTON UNIVERSITY, Boston, MA  
Graduate School of Management  
DBA, MIS Department, 1998  
Dissertation title: Expertise Coordination in Software Development Teams.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA  
School of Engineering  
M.S., Technology and Policy Program, 1986

UNIVERSITY OF WISCONSIN, Milwaukee, WI  
B.S., Civil Engineering, 1980 (Honors)

**GRANTS**      **\$7.1M (not including collaborator/member role). Summary: 2 CRC, 7 SSHRC, 3 NSF and a Fulbright Senior Scholar Award** (ranked 1<sup>st</sup> in two SSHRC and one NSF competitions)

- Canada Research Chair in Technology, Innovation and Organizing (tier 1, 2018-onward) *Social Science and Humanities Research Council* (SSHRC) 14 years award worth \$2.8M
- *Social Science and Humanities Research Council* (SSHRC) grant, "Coordinating expertise across organizational and disciplinary boundaries". \$320,815, 2018-2021. Role: Principal Investigator.
- *National Science Foundation* (NSF) grant, "Convergence HTF: A Research Coordination Network to Converge Research on the Socio-Technological Landscape of Work in the Age of Increased Automation" \$499,796 2018-2022. Role: collaborator
- *Social Science and Humanities Research Council* (SSHRC) grant, "Everyday life in extreme contexts: The roles of identity, routines and emotions". \$67,500, 2016-2018. Role: co-investigator.
- *Fonds de Recherche du Québec - Société et Culture* (FRQSC) "Groupe d'étude sur la pratique de la stratégie" \$360,000, 2017-2021. Role: member.
- *Social Science and Humanities Research Council* (SSHRC) grant, "Emerging Organizational Practices: Lessons from radical hospital re-structuring" \$70,494, 2014-2016. Role: co-investigator. Rank: 1 out of 46.
- *Social Science and Humanities Research Council* (SSHRC) grant, "Complex collaboration in communities of innovation" \$189,409, 2013-2018. Role: Principal Investigator. Rank: 1 out of 90.
- *Canada Research Chair* (renewal), *Social Science and Humanities Research Council* (SSHRC), \$500,000, FY20013-2018.
- *Social Sciences and Humanities Research Council* (SSHRC) to *Canadian Institute of Health Research* (CIHR) *Transition Fund* "Vaccines of the 21<sup>st</sup> Century: Translating Vaccinomics and 'Big Data' to Collective Innovation for Population Health" (2013), \$15,000. Role: Principal Investigator.
- *Social Science and Humanities Research Council* (SSHRC) co-investigator with Genevieve Basselier, "Are teams performing better when using electronic networks of practice?" \$66,120, 2010-2012
- *Social Science and Humanities Research Council* (SSHRC) grant, "Can open-source health information technology improve ambulatory care?" \$109,000, 2009-2011. Top 10 percent award.
- *Canada Research Chair*, *Social Science and Humanities Research Council* (SSHRC), \$500,000, FY2008-2012
- *National Science Foundation* (NSF), "Center for Health Information and Decision Systems (CHIDS)," I/UCRC Planning Grant," \$10,000, FY2007, Role: co-Principal Investigator.
- *Fulbright program*, Senior Scholar award. FY2005-2006. \$74,000. Location: American University of Beirut.
- *Smith School of Business*, "Remote Coordination in Fast Response Environments: The Role of Information Technology in Enabling the Emergency Medical System" Research award, \$12,300, FY2003, Role: Principal Investigator.
- *Smith School of Business*, "Toward the electronic hospital" Center for Human Capital, Innovation, and Technology (HCIT), \$4,000, FY2002-2003. Role: Principal Investigator

- *National Science Foundation*, "Expertise coordination and information technology in high velocity work environments." \$499,934, FY2001-2003. Role: co-Principal Investigator.
- *National Science Foundation*, "Coordination processes and awareness support in dynamic work environments." \$200,000. FY2000-2001. Role: co-Principal Investigator (with Y. Xiao and CF McKenzie).
- *Nextel Corporation*, "IT and trauma communication," grant, \$15,300, FY2001.
- *AMS Corporation*. "Executive education program on electronic commerce, \$350,000. FY2001.
- *IBM Corporation*. "Maryland Electronic Commerce Initiative - SUR 98 Proposal." . \$1,000,000. FY1999. Role: co-Principal Investigator (with H. Frank, J. Olian and 2 more).
- *Center for Knowledge and Information Management*, "Building webbots to support ecommerce research." 1999. Univ. of Maryland. \$2,000, Role: Principal Investigator.
- *IBM Corporation*. "The Impact of Self-Managed Teams on Software Development "1994-1996. \$134,000. Role: co-Principal Investigator.

### **ACADEMIC HONORS AND AWARDS**

- *Best Theory to Practice paper award* at the 2018 Academy of Management (AOM) Conference from the Health Care Management Division, with PhD student Carla Sayegh
- *Best Conference Paper* at the 2018 Academy of Management (AOM) OCIS division for "who contributes knowledge? Embeddedness and marginality in online communities." with Hani Safadi and Steven Johnson.
- *Winner of the FNEGE 2018 Prix Académique de la Recherche en Management* for the Kudaravalli, S., Faraj, S., Johnson, S. (2017) "A Configural Approach to Coordinating Expertise in Software Development Teams" MIS Quarterly 41(1): 43-64.
- *Best Student-led paper* at the 2018 Organizational Behavior and Health Care (OBHC) Conference, coauthored with (McGill) PhD student Karla Sayegh for "Wait, the baby could die! Integrating expertise differences in a hospital merger," Montreal, Canada.
- *Runner up for Best Student led-paper* at the 2018 Organizational Behavior and Health Care (OBHC) Conference with (U. Cambridge) student Stavros PolyKarpou and Michael Barrett for "Pebble in Still Water: How Implementing 3D Printing Reconfigures Boundary Relations" Montreal, Canada.
- *Best published paper award* 2016 from the Academy of Management OCIS division for the Johnson, Safadi and Faraj paper in MISQ.
- *Finalist* for the 2015 *CIONET European Research Paper of the Year*, for Emergence Of Power Laws In Online Communities: The Role Of Social Mechanisms And Preferential Attachment.
- *Information Systems Research 2014 Meritorious Service Award* for service as senior editor 2012-2014

- *Best doctoral advisor award* (2013) from the Doctoral Student Association, Desautels faculty of management, McGill University.
- *Association of Information Systems (AIS) Best Publication award (2012)* for the Faraj et al., "Knowledge collaboration in online communities" Organization Science article.
- *Most highly cited paper award* in 2012 at the Journal of Strategic Information Systems in celebration of JSIS's 20th anniversary for the 2000 article: "It is what one does': Why people participate and help others in electronic communities of practice."
- *Organization Science 2012 Service Award* for extraordinary service as senior editor 2006-2012.
- *Highlight Paper Award (best paper)*, 2011 ASQ-HEC-OMT Coordination Conference, Paris France.
- *Best paper award*, 2008 OCIS division, Academy of Management.
- *INFORMS 2010 service award* for role as Senior Editor at Organization Science.
- *2nd rank on Scopus TOP CITED* articles in the fields of Business, Management and Accounting (1<sup>st</sup> in information systems) for last 5 years (2005 - 2009) for "Why should I share?" 2005 MISQ article (<http://info.scopus.com/topcited/> site visited April 26, 2009).
- *Runner up, Best Paper* International Conference on Information Systems (ICIS) 2008, Paris.
- *Emerald Literati Highly Commended Award for Excellence*, 2005, for Information Technology and People article "Contested artifact: technology sensemaking, actor networks, and the shaping of the Web browser."
- *Top 1% influential scholar award* from Thompson Web of Science for Faraj & Sproull 2000 article (awarded 2005).
- *Selected faculty leader, ICIS doctoral consortium (2011) and ICIS Junior Faculty Consortium (2013)*, International Conference on Information Systems
- Elected to the Executive committee of the OCIS division of the Academy of Management (2005-2007).
- Selected faculty leader, OCIS doctoral consortium, Academy of Management (2004, 2008, 2012, 2018).
- Convenor of AOM symposium on coordination that won "Showcase" status.
- *Runner up, Best published paper award*, OCIS division, Academy of Management meeting 2001.
- Highest rated proposal for NSF ITR 2000 competition, first out of over 1000 proposals (perfect score).
- Winner of the Technology and Policy Alumni Fellowship Award at MIT's Technology and Policy Program (TPP).
- Tau Beta Pi Honor society and honors graduation, University of Wisconsin, Milwaukee.

## **EDITORSHIPS AND EDITORIAL BOARDS**

### Senior Editorships:

- **Information and Organization**, Senior Advisory Board (2019 onward)
- **Information Systems Research**, Senior Editor (2012-2014)
- **Organization Science**, Senior Editor (2006-2012)

### Editor Special Issues:

- **Organization Science**, Co-Editor, special issue on Emerging Technologies and Organizing (2018-2020)
- **Information Systems Research**, Co-Editor, special issue on Collaboration and Value-Creation in Online Communities (2014-2016)
- **Organization Science**, Co-Editor, special issue on IT and organizational form & function, (2005-2007)

### Associate Editor and Editorial Boards:

- **Organization Science**, Editorial Review Board (2004-2006; 2016-onward)
- **Journal of AIS**, editorial board (2007-2014)
- **Information and Organization**, editorial board (2005-onward)
- **International Journal of Accounting Information Systems**, editorial board (2011-2015)
- **Current Pharmacogenomics and Personalized Medicine**, editorial board (2011-2013)
- **Information Systems Research**, Associate Editor (2005-2007)

### Special Issues Editorial Roles:

- **Journal of MIS**, editorial board (2011-2013) Special issue on: Information Technology and Organizational Governance: Symbiosis and Dynamics
- **MIS Quarterly**, Associate Editor (2010-2012) Special issue on Sociomateriality of Information Systems and Organizing
- **Information Systems Research**, Associate Editor (2008-2010) Special issue on IT and Healthcare
- **Information Systems Research** Associate Editor (2007-2009) Special issue on Digital Systems and Competition
- **MIS Quarterly**, Associate Editor, Special Issue on IT and Knowledge Management, (2003-2005)
- **Journal of MIS Research**, associate editor, special issue on Web 2.0 (2007-2008)

### **RESEARCH IMPACT**

- 5,512 ISI Web of Science citations (h-index = 22)
- 18,550 Google Scholar citations (h-index = 37)

### **REFEREED JOURNALS**

1. Safadi, H., Johnson S. and Faraj, S. (accepted) "Core-Periphery Tension in Online Innovation Communities" **Organization Science**.
2. Bourgoin, A., Bencherki, N. and Faraj, S. (Published Online: 25 Jul 2019 <https://doi.org/10.5465/amj.2017.1335>) "The performance of authority: How the sharing of action elicits compliance" **Academy of Management Journal**.
3. Sergeeva, A., Faraj, S. and Huysman, M. (forthcoming) "Losing Touch: How Robots Transform the Practice of Surgery" **Organization Science**.
4. Pachidi, S., Berends, H., Faraj, S., and Huysman, M. (accepted) "Epistemologies in Clash: Encountering Analytics in Knowledge Work" **Organization Science**.
5. Faraj, S., Pachidi, S. and Sayegh, K. (2018) "Working and Organizing in the Age of the Algorithm" **Information and Organization**. 28: 62-70.
6. Kudaravalli, S., Faraj, S., Johnson, S. (2017) "How to Get Experts to Work Together Effectively" **Harvard Business Review**. <https://hbr.org/2017/05/how-to-get-experts-to-work-together-effectively>
7. Kudaravalli, S., Faraj, S., Johnson, S. (2017) "A Configural Approach to Coordinating Expertise in Software Development Teams" **MIS Quarterly** 41(1): 43-64.  
  
--- Winner of the *FNEGE 2018 Prix Académique de la Recherche en Management*
8. Faraj, S., von Krogh, G., Monteiro, E. & Lakhani, K. (2016) "Online Community as Space for Knowledge Flows" **Information Systems Research**, 27(4): 668-684.
9. Schakel, J-K, von Fenema, P., and Faraj, S. (2016) "'Shots Fired!' Switching Practices in Police Work" **Organization Science**, 27 (2): 391-410
10. Schakel, J-K, von Fenema, P., and Faraj, S. (2016) "Shots fired! Why is switching between organisational practices so difficult?" **LSE Business Review**, <http://blogs.lse.ac.uk/businessreview/2016/06/29/shots-fired-why-is-switching-between-organisational-practices-so-difficult/>
11. Kashgary, A., Alsolaimani, R., Mosli, M., and Faraj, S. (2016) "The Role of Mobile Devices in Doctor-patient Communication: A Systematic Review and Meta-Analysis" **Journal of Telemedicine and Telecare**, 23(8): 693-700.

12. Zabliith, F., Faraj, S., and Azad, B. (2016) "Organizational Knowledge Generation: Lessons from Online Communities" **Business Process Management Journal**, 22(1): 33-55.
13. Johnson, S., Safadi, H., and Faraj, S. (2015). "The Emergence of Online Community Leadership". **Information Systems Research**, 26(1): 165-187.  
  
--- Won best published paper award, OCIS division, AOM 2016
14. Safadi, H., Chan, D., Dawes, M., Roper, M., and Faraj, S. (2015). "Open-source health information technology: A case study of electronic medical records." **Health Policy and Technology**, 4(1): 14-28.
15. Faraj, S., Kudaravalli, S., and Wasko, M. (2015). "Leading Collaboration In Online Communities." **MIS Quarterly**, 39(2) 393-412.
16. Johnson, S., Faraj S. and Kudaravalli, S. (2014). "Emergence of Power Laws in Online Communities: The Role of Social Mechanisms and Preferential Attachment." **MIS Quarterly**, 38(3): 795-808.
17. Majchrzak, A., Faraj, S., Kane, G., and Azad, B. (2013). "The Contradictory Influence of Social Media Affordances on Online Communal Knowledge Sharing." **Journal of Computer-Mediated Communication**, 19(1): 38-55.
18. Azad, B. and Faraj, S. (2013). "Using signature matrix to analyze conflicting frames during the IS implementation process." **International Journal of Accounting Information Systems**, 14:2 (120-126).
19. Dove, E., Faraj, S., Kolker, E., and Ozdemir, V. (2012). "Designing a post-genomics knowledge ecosystem to translate pharmacogenomics into public health action." **Genome Medicine**, Nov 29; 4(11): 91-102. PMID 23194449.
20. Faraj, S., Kolker, E., Bevilacqua, L., and Ozdemir, V. (2012). "Collective theranostics and postgenomics entrepreneurship: rethinking innovations as knowledge ecosystems built by complex collaboration." **Expert Review of Molecular Diagnostics**, Nov; 12(8): 787-790. PMID: 23249193 - ISI Impact factor 4.9
21. Majchrzak, A., More, P., and Faraj, S. (2012). "Transcending Knowledge Differences in Cross-Functional Teams." **Organization Science**, 23(4): 951-970.
22. Rindova, V., Yeow, A., Martins, L., and Faraj, S. (2012). "Partnering portfolios, value-creation logics, and growth trajectories: A comparison of Yahoo and Google (1995-2007)." **Strategic Entrepreneurship Journal**. June 6(2): 133-151.
23. Faraj, S. and Johnson, S. "Network Exchange Patterns in Online Communities" (2011). **Organization Science**, 22(6): 1464-1480
24. Ozdemir, V., Rosenblatt, D., Warnich, L., Srivastava, S., Tadmouri, G., Aziz, R., Reddy, P., Manamperi, A., Dove E., Joly, Y., Zawati, M., Hizel, C., Yazan, Y., John, L., Vaast, E., Ptolemy, A., Faraj, S., Kolker, E., and Cotton, R. (2011). "Towards an Ecology of Collective Innovation: Human Variome Project (HVP), Rare Disease Consortium for Autosomal Loci (RaDiCAL) and Data-Enabled Life Sciences Alliance (DELSA)." **Current Pharmacogenomics and Personalized Medicine**, 9(4): 243-251. PMID 22523528
25. Faraj, S., Jarvenpaa S. and Majchrzak, A. (2011). "Knowledge Collaboration in Online Communities" **Organization Science**, 22(5): 1224-1239.



- Winner AIS best published paper award 2012
26. Ozdemir, V., Knoppers, B. M., Avard, D., Pang, T., Faraj, S., and Kolker, E. (2011). "Vaccines of the 21st Century and Vaccinomics: Data-Enabled Science Meets Global Health to Spark Collective Action for Vaccine Innovation." **OMICS: A Journal of Integrative Biology**, 15(9): 523-527. PMID: 21848418
  27. Yeow, A. and Faraj, S. (2011). "Using narrative networks to study enterprise systems and organizational change." **International Journal of Accounting Information Systems**, 12(2): 116-125.
  28. Azad, B. and Faraj, S. (2011). "Social power and information technology implementation: a contentious framing lens." **Information Systems Journal**, 21(1): 33-61.
  29. Ozdemir, V., Faraj, S., and Knoppers, B. M. (2011). "Steering Vaccinomics Innovations with Anticipatory Governance and Participatory Foresight." **OMICS: A Journal of Integrative Biology**, 15(9): 637-646.
  30. Azad, B., Faraj, S., Goh, J-M, and Feghali, T., (2010) "What Shapes Global Diffusion of e-Government: Comparing the Influence of National Governance Institutions" **Journal of Global Information Management**, 18(2): 85-104.
    - Version of article included in: Felix Tan (editor) (2011) International Comparisons of Information Communication Technologies: Advancing Applications. IGI Global Press.
  31. Faraj, S. and Yan, A. (2009). "Boundary Work in Knowledge Teams." **Journal of Applied Psychology**, 94(3): 604-617.
  32. Wasko, M. M., Teigland, R. and Faraj, S. (2009). "The provision of online public goods: Examining social structure in an electronic network of practice." **Decision Support Systems**, 47(3): 254-265.
  33. Sims, H., Faraj, S. and Yun S. (2009). "When should a leader be directive or empowering? How to develop your own situational theory of leadership." **Business Horizons**, 52(1): 149-158.
    - Version of article reproduced in **Leadership Review**, September 2009.
  34. Azad, B. and Faraj, S. (2009). "E-Government institutionalizing practices of a land registration mapping system." **Government Information Quarterly**, 26(1): 5-14.
  35. Kudaravalli, S. and Faraj, S. (2008). "The Structure of Collaboration in Electronic Networks." **Journal of the Association for Information Systems**, (JAIS), 9(10): 706-726.
  36. Kuruzovich, J., Angst, C., Faraj, S., and Agarwal, R. (2008). "Wireless Communication Role in Patient Response Time: A Study of Vocera Integration with a Nurse Call System," **Computers, Informatics, Nursing**, 26(3): 159-166.
  37. Azad, B. and Faraj, S. (2008). "Making e-Government systems workable: Exploring the evolution of frames." **Journal of Strategic Information Systems**, 17(2): 75-98.
  38. Xiao, Y., Schenkel, S., Faraj, S., Mackenzie, C. and Moss, J. (2007). "What Whiteboards in a Trauma Center Operating Suite Can Teach Us About Emergency Department Communication." **Annals of Emergency Medicine**, 50(4): 387-395.
    - Won Editor's top selection award.

- Journal is the #1 ranked journal in emergency medicine and appears in the MEDLINE Abridged Index Medicus (AIM) list of top (120) medical journals (circulation 28K, Impact Factor: 4.1)
39. Zammuto, R., Griffith, T., Majchrzak, A., Dougherty, D., and Faraj, S. (2007). "Information Technology and the Changing Fabric of Organization." **Organization Science**, 18(5): 749-762.
  40. Bailey, J., Faraj, S., and Yao, Y. (2007). "The Road More Traveled: Web Traffic and Price Competition in Internet Retailing" **Electronic Markets**, 17(1): 56-67.
  41. Faraj, S. and Xiao, Y. (2006). "Coordination in Fast-Response Organizations." **Management Science**, 52(8): 1155-1169.
    - Reprinted in Godwyn, M. and Gittel, J. (Eds) (2012) *Sociology of Organizations: Structures and Relationships*. Sage Publishers.
  42. Faraj, S. and Sambamurthy, V. (2006). "Leadership of Information Systems Development Projects." **IEEE Transactions on Engineering Management**, 53(2): 238-249.
  43. Xiao, Y., Kim, Y-J., Gardner, S. D., Faraj, S. and MacKenzie, C. F. (2006). "Communication Technology in Trauma Centers: A National Survey." **Journal of Emergency Medicine**, 30(1): 21-28.
  44. Yun, S., Faraj, S., and Sims, H. P. Jr. (2005). "Contingent Leadership and Effectiveness in Trauma Resuscitation Teams." **Journal of Applied Psychology**, 90(6): 1288-1296.
  45. Wasko, M. and Faraj, S. (2005). "Why should I share? Examining social capital and knowledge contribution in electronic networks of practice." **MIS Quarterly**, 29(1): 35-57.
    - Reprinted in "Organizational Learning and Knowledge Management," (2007), William L. Starbuck (Ed.), UK: Elgar Publishing.
    - 2<sup>nd</sup> most highly cited paper in Business, Management, and Accounting (1<sup>st</sup> in IS) according to Scopus TopCited for 2005-2009, <http://info.scopus.com/topcited/>.
  46. Wasko, M., Faraj, S. and Teigland, R. (2004). "Collective Action And Knowledge Contribution In Electronic Networks Of Practice." Special issue on theory development, **Journal of the Association for Information Systems**, 5(11-12): 493-513.
  47. Faraj, S., Kwon, D., and Watts, S. (2004). "Contested artifact: technology sensemaking, actor networks, and the shaping of the web browser." **Information Technology & People**, Vol. 17(2): 186-209.
    - Winner of the *Emerald Literati Highly Commended Award for Excellence*, 2005
  48. Yun, S., Faraj, S., Xiao, Y., and Sims, H. P. (2003). "Team leadership and coordination in trauma resuscitation." **Advances in Interdisciplinary Studies of Work Teams**, Vol. 9: 183-208.
  49. Faraj, S. and Sproull, L. (2000). "Coordinating Expertise in Software Development Teams." **Management Science**, 46: 1554-1568.
  50. Wasko, M. and Faraj, S. (2000). "'It is what one does': Why people participate and help others in electronic communities of practice." **Journal of Strategic Information Systems**, 9: 155-173.
    - Most highly cited article in the history of the journal.

51. Palmer, J., Bailey, J. and Faraj, S. (2000). "The Role of Intermediaries in the Development of Trust on the WWW." **Journal of Computer Mediated Communication**, 5(3).
52. Guinan, P.J., Coopriider, J. and Faraj S. (1998). "Enabling Software Development Team Performance During Requirements Definition: A Behavioral Versus Technical Approach," **Information Systems Research**, 9: 101-125.

### **JOURNAL ARTICLES UNDER REVIEW**

1. Leone, P., Mantere, S. and Faraj, S. (Revise and Resubmit) "Open theorizing in management and organization studies: Lessons from open science" **Academy of Management Review**
2. Barrett, M., Faraj, S., Perez Hallerbach, I. and Oborn, E (under review) "Technology Affordancing: The Evolution of a Nascent Online Community" **Organization Studies**.
3. Azad, B. and Faraj, S. (R&R, in preparation for 2<sup>nd</sup> round resubmission) "Materializing Practices: When Elusive Work Practices Meet Digitization," **Organization Science**.
4. Safadi H. and Faraj, S. (R&R, in preparation for 2<sup>nd</sup> round resubmission) "Beyond the Core/Periphery Divide: The Dynamic Division of Labor in Open-Source Software Communities" **Information Systems Research**.

### **BOOK CHAPTERS:**

1. Faraj, S., & Shimizu, T. (2018, February 26). Online Communities and Knowledge Collaborations. *Oxford Research Encyclopedia of Business and Management*. Ed. Retrieved 13 Nov. 2018, from <http://business.oxfordre.com/view/10.1093/acrefore/9780190224851.001.0001/acrefore-9780190224851-e-146>.
2. Faraj, S., Sayegh, K., and Rouleau, L. (2017) "Knowledge Collaboration in Organizations: From Information Processing to Social Knowing." In Galliers, R. and Stein, M. C., *The Routledge Companion to Management Information Systems*, 370-386. London; Taylor & Francis Group.
3. Majchrzak, A., Jarvenpaa, S., and Faraj, S. (2017) "Theorizing Knowledge Collaboration in Online Communities" 1-27. In Argote, L. and Levine, J. *Oxford Handbook of Group and Organizational Learning*. Oxford University Press.
4. Sims, H., Faraj, S., Yun, S. and Pearce, C. (2013) "University of Maryland Shock trauma center rotates shared leadership in crisis situations, depending on skill level and crisis severity." In Pearce, C.L., Manz, C.M. & Sims, H.P. (Eds) *Share, Don't Take the Lead*, 15-27. Information Age Publishing.
5. Faraj, S. and Azad B. (2012). "The Materiality of Technology: An Affordance Perspective." In Leonardi, P., B. Nardi, Y. Kallinikos (Eds) *Materiality in Organizing: Social Interaction in a Technological World*, 237-258, Oxford University Press.

6. Azad, B., Faraj, S., Goh, J-M., and Feghali, T. (2011). "What Shapes Global Diffusion of E-Government: Comparing the Influence of National Governance Institutions." In Felix Tan (editor) International Comparisons of Information Communication Technologies: Advancing Applications, 351-371, IGI Global Press.
7. Faraj, S. and Xiao, Y. (2011). "Coordination in Fast-Response Organizations." In Godwyn, M. and Gittel, J. (Eds) Sociology of Organizations: Structures and Relationships, 186-204, Sage Publishers.
8. Wasko, M., Faraj, S. (2008). "Knowledge Exchange in Electronic Networks of Practice: An Examination of Knowledge Types and Knowledge Flows." In Ettore Bolisani (Ed.) Building the Knowledge Society on the Internet: Sharing and Exchanging Knowledge in Networked Environments, 172-194, IGI Global Publisher.
9. Faraj, S., Wasko, M., and Johnson, S. (2008). "Electronic Knowledge Networks: Processes and Structure." in Becerra-Fernandez, I. and Leidner, D. Knowledge Management: An Evolutionary View. 270-291, Sharpe Publisher.
10. Wasko, M. and Faraj, S. (2008). "Why Should I Share? Examining Social Capital and Knowledge Contribution in Electronic Networks of Practice." In William L. Starbuck (Ed.), "Organizational Learning and Knowledge Management," chapter 19, UK: Elgar Publishing.
11. Palmer, J., Bailey, J. and Faraj, S. (2002). "Intermediaries and Trust on the Internet." In Charles Steinfield (Ed). New Directions in Research on E-Commerce, 128-146. Indiana: Purdue University Press.
12. Sproull L. and S. Faraj, (1995). "Atheism, Sex, and Databases: the Net as a Social Technology." In Kahin, Brian. and Keller Jim (eds) Public Access to the Internet, 62-84, MIT Press.
  - Reprinted in Kiesler, Sara (1997). Culture and the Internet, 35-52, Lawrence Erlbaum Publishers.
13. Sproull L. and S. Faraj (1997). "Some Consequences of Electronic Groups." In Stefik, Mark (ed) Internet Dreams: archetypes, myths, and metaphors, 125-134, MIT Press.

#### **REFEREED PROCEEDINGS:**

1. Leone, P., Faraj, S., and Mantere, S. (2019) "Open theorizing, lessons from open science", **Proceedings of the 35<sup>th</sup> EGOS Colloquium**, Edinburgh.
2. Safadi, H., Johnson, S.L., and Faraj, S. (2018) "Who Contributes Knowledge? Embeddedness and Marginality in Online Communities". **Academy of Management Proceedings (Best Papers)**, <https://doi.org/10.5465/AMBPP.2018.35>
3. Sergeeva, A., Huysman, M., and Faraj, S. (2018) "Losing Touch: How Robots Transform the Practice of Surgery". **Academy of Management Proceedings (Best Papers)**, <https://doi.org/10.5465/AMBPP.2018.215>
4. Faraj, S. and Sayegh K. (2018) "Shaping the Buildings that Shape Us: The Entanglement of Space and Care Coordination". **Academy of Management Proceedings**, <https://doi.org/10.5465/AMBPP.2018.12991abstract>

5. Sayegh, K. and Faraj, S. (2018) "Wait, the baby could die! Integrating expertise differences in a hospital merger", **Proceedings of the 34<sup>th</sup> EGOS Colloquium**, Tallinn.
6. Mallampalli, V., Safadi, H., and Faraj, S. (2018) "The Role of Anchoring in Actualizing IT Affordances in EMR Implementations". **Proceedings of the 51<sup>st</sup> Hawaii International Conference on System Sciences**, pp.2998-3008.
7. Faraj, S. and Sayegh, K. (2017) "The Reconstitution of Work Practices Following a Radical Hospital Restructuring". **Academy of Management Proceedings** 2017 (1), 17365
8. Sergeeva, A., Huysman, M., and Faraj, S. (2017), "Robots in the operating room: coordinating surgical work through technology", **Proceedings of the 33<sup>rd</sup> EGOS colloquium**, Copenhagen.
9. Sayegh, K. and Faraj, S. (2016) "The Inseparability of Coordination and Space." **Academy of Management Proceedings** 2016 (1), 17204
10. Sergeeva, A. Huysman, M. and Faraj, S. (2015) "Transforming work practices of operating room teams: the case of the Da Vinci robot" **Proceedings of the International Conference on Information Systems, (ICIS)**, Fort Worth, TX.
11. Azad, B. and Faraj, S. (2015) "Materializing Practices: When Elusive Social Practices Meet Digitization". **Academy of Management Proceedings** 2015 (1), 15358
12. Yeow, A. and Faraj, S. (2014) "Technology and Sociomaterial Performance", B. Doolin et al. (Eds): **IS&O 2014**, IFIP AICT 446, pp. 48-65 (Auckland, NZ).
13. Safadi, H. and Faraj, S. (2014) "Toward a local perspective on online collaboration" in **the Proceedings of Collective Intelligence 2014** Cambridge, MA. arXiv:1406.2977 [cs.SI].
14. Mastroianni, D.; Faraj, S. and Safadi, H. (2014) "Knowledge creation practices in a healthcare collaborative work community" Book of abstracts, **12<sup>th</sup> Annual Open and User Innovation Conference**, Boston, MA p. 86.
15. Mastroianni, D. and Faraj, S. (2014) "Expertise evaluation and integration in knowledge work" **Proceedings for the 2014 ASAC Conference**, Muskoka, Ontario.
16. Azad, B. and Faraj, S. (2014) "The Materiality of Elusive Social Practices: How New Technology Changes "Everything and Nothing" **Academy of Management Annual Meeting Proceedings**, Philadelphia, USA.
17. Pachidi, S., Berends, J.J., Huysman, M. van de Weerd, G. and Faraj, S. (2014) "What Happens When Analytics Lands In The Organization? Studying Epistemologies In Clash" **Academy of Management Annual Meeting Proceedings**, Philadelphia, USA.
18. Safadi, H. and Faraj, S. (2014) "The Power of Words Online: Explaining Tie Formation of New Members in Open Source Online Communities" **Academy of Management Annual Meeting Proceedings**, Philadelphia, USA.
19. Kudaravalli, S. and Faraj, S. (2014) "Task novelty and transformation processes in knowledge sharing" **Proceedings of the 30<sup>th</sup> EGOS Colloquium**, Rotterdam, The Netherlands.
20. Lee K.Y., Lee M., Bassellier G., and Faraj S. (2014) "The Role of Shared Team Passion, Shared Norms of ICT Use, and Expertise on Knowledge Team Creativity." **Proceedings of the Hawaii International Conference on System Sciences (HICSS)**, pp.210-220. Waikoloa, Hawaii, USA.

21. Perez, I., Barrett, M. and Faraj S. (2013) "Emergence in Nascent Online Communities: An Affordance Perspective" **Proceedings of the 34<sup>th</sup> International Conference on Information Systems (ICIS)**, Milan, Italy. 83.
22. Perez-Hallerbach, I., Barrett, M. and Faraj S. (2013) "Emergence and Evolution of Nascent Online Communities: What Inhibits Members to Contribute?" **Academy of Management Proceedings 2013** doi:10.5465/AMBPP.2013.12055abstract.
23. Mastroianni, D. and Faraj, S. (2013) "Entanglement or imbrication? Bridging the divide of sociomateriality literature" **Proceedings of the 29<sup>th</sup> EGOS Colloquium**, Montreal, Canada.
24. Mueller, B.; Raeth, P.; Faraj, S.; Kautz, K.; Robey, D.; Schultze, U. (2012) "On the Methodological and Philosophical Challenges of Sociomaterial Theorizing : An Overview of Competing Conceptualizations" **Proceedings of the 33<sup>rd</sup> International Conference on Information Systems, (ICIS)** Atlanta, GA: AIS Electronic Library (AISeL), 2012. pp. 845-852
25. Mesgari, M. and Faraj, S. (2012) "Technology affordances: the case of Wikipedia." **Proceedings of the Eighteenth Americas Conference on Information Systems**, Seattle, Washington, August 9-12, 2012. <http://aisel.aisnet.org/amcis2012/proceedings/VirtualCommunities/13>
26. Yeow, A. and Faraj S. (2011) "Microprocesses of healthcare technology implementation under competing institutional logics" **Proceedings of the 32<sup>nd</sup> International Conference on Information Systems (ICIS)**, Shanghai, China.
27. Kuduravalli, S. and Faraj, S. (2011) "Knowledge Collaboration in Distributed Communities of Practice" **Proceedings of the 32<sup>nd</sup> International Conference on Information Systems (ICIS)**, Shanghai, China. <http://aisel.aisnet.org/icis2011/proceedings/onlinecommunity/23>
28. Safadi, H. and Faraj, S. (2011) "IT in Healthcare: an integrative study of organizational change" **Proceedings of the 2011 Americas Conference on Information Systems**, Detroit, MI.
29. Faraj, S. and Huising, R. (2011) "Sustaining expertise coordination in fast-response organizations" **Proceedings of the 27<sup>th</sup> EGOS Colloquium**, Gothenburg, Sweden.
30. Safadi, H and Faraj, S. "Customizations And Workaround During The Implementation Of An Open-Source Electronic Medical Record" **Proceedings for the 2011 ASAC Conference** in Montréal, Québec, Canada.
31. Yeow, A., Rindova, V., Martins, L. & Faraj, S. (2011). "Partnering portfolios, patterns of resource use, and growth trajectories: Lessons from Yahoo and Google (1995-2007)" **9<sup>th</sup> West Coast Research Symposium on Technology Entrepreneurship**, Sept. 7-8, 2011, Seattle, USA.
32. Safadi, H., Johnson, S. and Faraj, S. (2011) "Organizational identification in online communities" **Proceedings for the 2011 ASAC Conference** in Montréal, Québec, Canada.
33. Kudaravalli, S. and Faraj, S. (2011) "Practices of Distributed Knowledge Collaboration" **Proceedings of the 27<sup>th</sup> EGOS Colloquium**, Gothenburg, Sweden.
34. Safadi, H. and Faraj, S. (2010) "The Role Of Workarounds During An Open-Source Electronic Medical Record System Implementation" **Proceedings of the 31<sup>th</sup> International Conference on Information Systems (ICIS)**, Saint Louis, Missouri.

35. Lee, K. Y., Lee, M., Bassellier, G. and Faraj, S. (2010) "The Impact Of Emotional Expressions On Knowledge Creation In Online Communities" **Proceedings of the 31<sup>th</sup> International Conference on Information Systems (ICIS)**, Saint Louis, Missouri.
36. Johnson, S., Butler, B., Faraj, S., Jarvenpaa, S., and Kane G. (2010) "New Directions in Online Community Research" **Proceedings of the 31<sup>th</sup> International Conference on Information Systems (ICIS)**, Saint Louis, Missouri. Pp. 173-176.
37. Yeow, A. and Faraj, S. (2010). "The Tension Between Global And Local Practices In An Implementation Of Electronic Medical Record Systems" **Proceedings 26th EGOS Colloquium**, Lisbon, Portugal.
38. Safadi, H. and Faraj, S. (2010) "Impact of Open-Source Software in Adopting and Implementing Electronic Medical Record Systems" **Proceedings ASAC 2010 Annual Conference**, Regina, Canada.
39. Yeow, A. and Faraj, S. (2008). "Marrying Work and the Technical Artifact within the Healthcare organization: A Narrative Network Perspective on IT Innovation-Mediated Organizational Change" **Proceedings of the 29<sup>th</sup> International Conference on Information Systems (ICIS)**, (acceptance ratio: 24%), Paris, France.  
-- Nominee for best conference paper award
40. Azad, B. and Faraj, S. (2008) "Contested Meaning: Power and Frames in IT Implementation" **Academy of Management Best Papers Proceedings**, (acceptance ratio: 3%), Anaheim, California.  
-- Best paper award winner, OCIS division, Academy of Management, August 2008
41. Faraj, S. and Yeow, A. (2007) "Lifting the hood of the technological evolution process for web technologies" **Proceedings of the 28<sup>th</sup> International Conference on Information Systems (ICIS)**, (acceptance ratio: 21%), Montreal, QC. pp. GT-1-18.
42. Azad, B and Faraj, S. (2007). "Examining Alignment of Frames Using Actor-Network Constructs: The Implementation of an IT Project." **Proceedings of the Americas Conference on Information Systems (AMCIS)**, Keystone CO, pp.1-13.
43. Yeow, A., Johnson, S. and Faraj, S. (2006). "Lurking: Legitimate or Illegitimate Peripheral Participation?" **Proceedings of the 27<sup>th</sup> International Conference on Information Systems (ICIS)**, (acceptance ratio: 18%), Milwaukee, WI.
44. Yeow, A. and Faraj, S. (2006) "Beyond Path Creation: Lessons From The Evolution Of Internet Technologies" **Academy of Management Best Papers Proceedings**, (acceptance ratio: 3%), Atlanta, Georgia, pp. OCIS J1-J6.
45. Johnson, S. and Faraj, S. (2005) "Preferential Attachment and Mutuality in Electronic Knowledge Networks." **Proceedings of the 26<sup>th</sup> International Conference on Information Systems (ICIS)**, (acceptance ratio: 12%), Las Vegas, Nevada, pp. 287-299.
46. Faraj, S., Gosain, S., and Yeow, A. (2005). "Survival And Performance In The Internet Industry: Examining Network Characteristics Of High Performing Internet Firms?" **Proceedings of the 10th INFORMS Conference on Information Systems and Technology (CIST)**, San Francisco, CA.

47. Cooper, L., Majchrzak, A., and Faraj, S. (2005) "Learning from project experiences using a legacy-based approach." **Proceedings of the 38<sup>th</sup> Hawaii International Conference on System Sciences (HICSS)**, (acceptance ratio 50%) pp. 253-262.
48. Faraj, S., Gosain, S., and Subramani, M. (2004) "Strategic Action Repertoire And The Performance Of Internet Firms," **Proceedings of the 25<sup>th</sup> International Conference on Information Systems (ICIS)**, (acceptance ratio 16%), pp. 11-24.
49. Tongxiao, C., Faraj, S. and Bailey, J. (2003). "Online Retailers' Strategies to Survive in a Homogeneous Product Market: An Exploratory Analysis." **Proceedings of the 24<sup>th</sup> International Conference on Information Systems (ICIS)**, (acceptance rate 16%), pp. 464-474.
50. Faraj, S. and Sohail, T. (2003). "Relearning the Ropes? An Exploratory Analysis of Determinants for Profitability of Newspaper's Online Ad-ventures." A. Bharadwaj, S. Narasimhan and R. Santhanam (Eds.), **Proceedings of the 8<sup>th</sup> INFORMS Conference on Information Systems and Technology (CIST)**, Atlanta, GA.
51. Yun, S., Faraj, S., & Sims, H. P. Jr. (2003). "Contingent leadership in trauma resuscitation teams." **Proceedings of the Institute of the Behavioral and Applied Management** pp. 134-139, Tampa, FL.
52. Xiao, Y, Seagull, J.F., Faraj, S., & Mackenzie, C.F. (2003). "Coordination Practices for Patient Safety: Knowledge, Cultural, and Supporting Artifact Requirements." **Proceedings of the International Ergonomic Association**.
53. Xiao, Y.; Moss, J.; Mackenzie, C. & S. Faraj (2002) "Transactive responsibility systems and high reliability teams: a tentative formulation." **Proceedings of the Human Factors and Ergonomics Society** 46<sup>th</sup> Annual meeting, pp. 1428-1432.
54. Xiao, Y., Lasome, C., Moss, J, Mackenzie, C.F. & Faraj, S. "Cognitive Properties of a Whiteboard: A Case Study in a Trauma Centre" (2001). In W. Prinz, M. Jarke, Y. Rogers, K. Schmidt, and V. Wulf (eds.), **Proceedings of the Seventh European Conference on Computer-Supported Cooperative Work (ECSCW)**, 16-20 September 2001, Bonn, Germany: Kluwer Academic Publishers, pp. 259-278.
55. Yun, S., Faraj, S., Xiao, Y., & Sims, H. P. Jr. (2001). Leadership in a trauma resuscitation team. **Proceedings of the Collaborative Work Systems Conference**, pp. 119-128, Denton, TX.
56. Gosain, S. and Faraj, S. (2001). "Web Technology Diffusion: Initial Adoption, Assimilation, and Network Prominence." **DIGIT 2001 Proceedings**. Paper 1. <http://aisel.aisnet.org/digit2001/1>
57. Faraj, S and R. Geter "Understanding Software Project Failures" (1998). **Proceedings of the American Information Systems (AIS) Annual Conference**, pp. 860-863.
58. Guinan, PJ, and S. Faraj, "Reducing Work-Related Uncertainty: the Role of Communication and Control in Software development Teams" (1998). **Proceedings of the Thirty-First Annual Hawaii International Conference on Systems Sciences**. Vol. 6, pp. 73-82. IEEE Computer Society.

**CONFERENCE PAPERS AND ACTIVITIES:**



- 2019 Academy of Management Annual Meeting, Boston (facilitator PDW, 2 author symposia)
- 2019 European Group for Organizational Studies, Edinburgh (1 paper)
- 2018 Academy of Management Annual Meeting, Chicago (3 paper sessions, doctoral consortium faculty)
- 2018 European Group for Organizational Studies, Tallinn (1 paper, convenor of track)
- 2018 Open and User Innovation Conference, New York (presenter at meet the editors panel)
- 2017 Academy of Management Annual Meeting, Atlanta (1 Symposium and 2 papers)
- 2017 European Group for Organizational Studies, Copenhagen (1 paper)
- 2016 Academy of Management Annual Meeting, Annaheim (1 PDW symposium panel, 1 paper, 2 regular paper symposia, including one that won all-academy status)
- 2016 Open and User Innovation Conference, Boston (2 paper presentations)
- 2015 Academy of Management Annual Meeting, Vancouver (2 PDW symposia, 1 paper, 2 regular symposia)
- 2015 Open and User Innovation Conference, Boston (2 paper presentations)
- 2015 INGROUPE conference (1 paper).
- 2014 Workshop on extreme contexts, HEC-Montreal (3 papers).
- 2014 Academy of Management Annual Meeting, Philadelphia (1 PDW symposium panel, 3 papers).
- 2014 IFIP 8.2, Philadelphia (1 paper).
- 2014 12<sup>th</sup> Annual Open and User Innovation Conference, Harvard Business School (1 paper)
- 2014 European Group on Organizational Studies (EGOS) Annual Meeting, Rotterdam (2 papers)
- 2013 Academy of Management Annual Meeting, Orlando (1 paper presentation, chair of 1 symposium, and 2 PDW leadership).
- 2013 European Group for Organizational Studies, Montreal (2 paper).
- 2013 European theory development workshop, Paris, France. (one plenary presentation).
- 2012 International Conference on Information Systems (ICIS), Orlando, FL. (panel on sociomateriality)
- 2012 Workshop on Open and User Innovation, Harvard business school (1 paper).
- 2012 Academy of Management Annual Meeting, Boston, (2 paper presentations and 1 PDW panel).
- 2011 International Conference on Information Systems (ICIS), Shanghai, China.
- 2011 Academy of Management Meeting, San Antonio TX, Showcase Symposium (sponsored by 3 AOM divisions).

- 2011 European Group for Organizational Studies, Gothenburg (1 paper).
- 2010 International Conference on Information Systems (ICIS), Saint Louis, MI.
- 2010 European Group on Organizational Studies (EGOS) Lisbon, Portugal.
- 2010 Administrative Science Association of Canada (ASAC), Regina, SK.
- 2009 Academy of Management Meeting, Chicago, IL. (1 paper and 1 Meet the Editors panel).
- 2009 American Conferences on Information Systems, San Francisco, CA.
- 2009 First annual Web 2.0 research workshop, Boston College, MA.
- 2008 NSF research workshop on Digital Challenges in Innovation Research, Temple U., PA.
- 2008 Academy of Management Meeting, Anaheim, CA. 3 presentations.
- 2007 International Conference on Information Systems (ICIS), Montreal.
- 2007 Americas Conference on Information Systems (AMCIS), Keystone CO.
- 2007 Academy of Management Annual Meeting, Philadelphia, PA. 2 presentations.
- 2006 International Conference on Information Systems (ICIS), Milwaukee, WI.
- 2006 Journal of AIS theory workshop selected paper, Milwaukee, WI.
- 2006 Academy of Management Annual Meeting, Atlanta, GA. Showcase symposium.
- 2005 Academy of Management Annual Meeting, Honolulu, HI. 2 presentations.
- 2004 Americas Conference of Information Systems, New York, NY.
- 2003 Institute of Behavioral and Applied Management, Tampa, FL.
- 2003 Academy of Management Annual Meeting, Denver CO.
- 2003 Minnesota Symposium on Knowledge Management, Minneapolis, MN.
- 2002 Academy of Management Annual Meeting, Denver CO. Convener of symposium on coordination that won "Showcase" status
- 2001 Academy of Management Annual Meeting, Washington DC.
- 2001 Society for Industrial and Organizational Psychology (SIOP) San Diego CA.
- 2000 Academy of Management Annual meeting, Toronto, Canada.
- 1999 WISE annual conference, Washington DC.
- 1999 Academy of Management Annual meeting, Chicago IL .
- 1998 Society of Information Management Workshop on Knowledge Management, Helsinki Finland.
- 1998 INFORMS National Fall Meeting, Seattle Washington.
- 1997 Academy of Management Annual Meeting, Boston, MA.
- 1993 Public Access to the Internet Conference, Kennedy School of Government, Harvard University.

- 1984 World Energy Conference, Washington DC.
- 1983 International Development Conference on Energy Analysis, Planning and Policy Development, Reston, VA.

### **DOCTORAL THESES**

#### **Chair:**

1. Anand Bhardwaj (expected 2023)
2. Gina Page (expected 2022)
3. Kate Moloney (expected 2022)
4. Paolo Leone (expected 2021)
5. Wadih Renno (expected 2020)
6. Takumi Shimizu (expected Fall 2019)
7. Carla Sayegh (expected Fall 2019)
8. Mahmood Zargar (May 2017) Placement: assistant professor, VU University.
9. Diego Mastroianni Dela Corte (December 2016) Placement: Director - Implementation Services at Moody's Analytics
10. Hani Safadi (PhD awarded December 2014) Placement: assistant professor University of Georgia.
11. Sri Kudaravalli (PhD awarded July 2010). Placement: assistant and now associate professor at HEC Paris.
12. Adrian Yeow (PhD awarded August 2008). Placement: assistant professor at Nanyang Business School.
13. Steven Johnson (PhD awarded August 2008). Currently Associate Professor at University of Virginia.
14. Sharyn Gardner (PhD awarded December 2004). Currently Associate Professor at California State University, Sacramento.
15. Molly Wasko (PhD degree awarded May 2002). Currently Full Professor at University of Alabama (original placement: Florida State University)
16. Seokhwa Yun (PhD awarded December 2001). Currently Full Professor at Seoul National University

#### **Member of doctoral committee:**

1. Margaux Menaud, HEC- Montreal, external member (expected 2021)
2. Corinna Frey, University of Cambridge, external examiner (June 2018)
3. Maria el-Chababi, HEC-Montreal (expected May 2018)

4. Stella Pachidi, VU University (Netherland) external examiner (January 2016)
5. Julien Meyer HEC-Montreal (August 2016)
6. Changan Zhan, HEC-Montreal (expected September 2017)
7. Marlous Agterberg, Vrije University (Netherland) external examiner (June 2012)
8. Mohamed Chekli (May 2015) HEC-Montreal.
9. Kyung Young Lee (December 2012) Desautels Faculty of Management, McGill
10. Jean Baptiste Litrico (October 2010), Desautels Faculty of Management, McGill.
11. Nikhil Srinivasan (May 2010). Weatherhead Business School, Case Western Reserve University.
12. Meng (Jessie) Ma (August 2005). University of Maryland Smith School of Business.

#### **ACADEMIC PRESENTATIONS (\* indicates Keynote or Distinguished lectures)**

1. *RICK workshop, University of Cambridge*. Talk on “data, algorithms and organizing”, December 11, 2019
2. *Cass Business School, University of London*. talk on “role of space in hospital practices”, October 31, 2019, London, UK.
3. *London School of Economics*, talk on “role of space in hospital practices”, October 29, 2019, London, UK.
4. *Summit for HealthCare Innovation and Performance (Future of the Hospital Conference) “Online Health Communities”*, CHUM, Montreal, November 18, 2019
5. \* Keynote: 11th *International Symposium on Process Studies (PROS)*, “Embodiment in technology”, Crete, Greece, June 19-22 2019.
6. \* Keynote presentation *DIGIERA conference on Organizing in the Era of Digital Technology*, “The little concept that could: from affordances to Affordancing”, ETH-Zurich, June 12-15, 2019 Monte-Verita Switzerland.
7. \* Plenary keynote (given in French): Association Internationale de Management Stratégique, thématique innovation, “What can Innovation Ecosystems learn from research on Open Innovation and Online Community?”, Montreal, October 17-19, 2018.
8. \* Digital Health Forum, *Cambridge University* “How robots are changing healthcare: the case of surgery”, June 18, 2018.
9. *Jewish General Hospital*, workshop on contexts of technological change in medicine, “an organizational perspective on medical innovation”, April 26, 2018.
10. *HEC-Montreal*, talk on “space and organizational change in hospitals” March 12, 2018.
11. *McGill University Faculty of Medicine*, Department of Social Studies of Medicine, “Losing touch: how robots transform the practice of surgery” January 31, 2018.
12. \* *HEC-Montreal*, Conference on “Teaming inside and out: avant-garde research on teams” Keynote panel. October 30<sup>th</sup>, 2017.

13. *University of Cambridge*, Judge School of Business, "Working and Organizing in the Age of the Algorithm" May 17, 2017.
14. *McGill Medical School*, Shoptalk, "The Performativity of Space: Following a NICU after a Radical Hospital Restructuring", April 25, 2017.
15. *Queen's University*, Smith School of Business, "The Reconstitution of Work Practices Following a Radical Hospital Restructuring" January 20, 2017.
16. \* *University of California Santa Barbara*, School of Engineering, Dean's Research Lecture Series. "The reconstitution of work practices during a radical hospital transformation" January 13, 2017.
17. *McGill University Health Center*, Children's hospital Neonatal Rounds. "Ensuring coordination in the Glen NICU: the challenge of new space and new colleagues" October 14, 2016.
18. \* *Aarhus University* School of Business and Social Science, Distinguished Professors Lecture Series "Engaging more fully in the research conversation" June 21, 2016
19. *ETH-Zurich*, Department of Management "Complex Collaboration in Healthcare" January 20, 2016.
20. \* Keynote Address: "Online Communities and Open Innovation" *Open and User Innovation Conference*, Lisbon, Portugal, July 14, 2015.
21. \* Keynote Address *McGill University*, Faculty of Arts, "Boundaries and Interdisciplinary Collaboration in Healthcare" the 7th annual Combining Two Cultures Canadian Conference, January 31-February 1, 2015
22. *HEC-Montreal*, "Practice Switching in Fast Response Organizations" plenary at the Strategizing and Organizing in Extreme Contexts Workshop, October 15, 2014
23. *Montreal Children's Hospital*, "complex collaboration in healthcare" September 24, 2014.
24. *Boston College*, Carroll School of Management, "New Directions in Online Community Leadership Research" May 8, 2014
25. *University of British Columbia*, Sauder School of Business, "The Emergence of Online Community Leadership," April 25, 2014.
26. *HEC-McGill Doctoral Symposium*, "Getting what you came for during your PhD" April 10, 2014.
27. *American University of Beirut*, "The Olayan School of Business: a promising journey" February 14, 2014.
28. \* Keynote address: "Technology and sociomaterial performance," 2<sup>nd</sup> European Organization Theory Workshop, *HEC-Paris* June 18-19, 2013.
29. *Cambridge University*, Judge Business School, "Technology and sociomaterial performance" at the Judge Business School Workshop on Practice, Materiality and Accountability, May 2-3, 2013.
30. *American University of Beirut*, Olayan School of Business, "Engaging more fully in the research conversation", April 11, 2013
31. *University of Western Ontario*, Ivey School of Business, "Can technology tame corruption? The materiality of practices and the practice of technology" February 12, 2013.

32. *Cambridge University, Judge Business School*, "Organizational transformation: the affordances of technology materiality" October 29, 2012.
33. *Norwegian University for Science and Technology (NTNU)* "Is a digital map still a map? Organizational transformation and the leveraging of technology affordance" September 28, 2012.
34. *8<sup>th</sup> International conference on integrated Operations in the Petroleum Industry*, International Speaker, "Complex Collaboration," Trondheim, Norway, September 25-26, 2012
35. *VU University, Amsterdam Business Research Institute*, "Online Knowledge Networks," September 28, 2012
36. *HEC-Montreal*, "Qualitative Research tips and traps," Qualitative research symposium June 4, 2012.
37. *\*Boston University, School of Management* "Complex collaboration" keynote address, Institute of Global Work, April 19, 2012.
38. *\* American University of Beirut*, keynote lecture, Darwazah Center for Innovation Inaugural Lecture, OSB, "The Arab Spring and Management Theory" March 1, 2012.
39. *American University of Beirut, Olayan School of Business* "Can Technology Innovation Transform the Public Sector in the Middle East?" February 22, 2012.
40. *HEC-Paris*, "Technology affordance during IT project implementation," June 15, 2011.
41. *Michigan State University, Broad School of Business*, "IT and corruption: an affordance perspective," October 22, 2010.
42. *Cambridge University, Judge Business School*, "Diverse Research Methodologies in IS and Health Research," June 24-25, 2010.
43. *\* American University of Beirut*, keynote speaker, "Trauma care coordination" Management, Organizational Communication & Technology Forum, June 27-28, 2010.
44. *Boston College, Carroll School of Management*, "dynamics and interactions in online communities" Social Media conference, May 6, 2010.
45. *Stanford University, Dept of Management Science and Engineering*, "How a digital map is not a map: An affordance perspective on technology appropriation," November 29, 2009
46. *Carnegie Mellon University*, "Knowledge creation in online communities," New Perspective on Organization Science Conference, May 22 2009.
47. *Boston College, Carroll School of Management*, "online communities" Web 2.0 conference, May 1, 2009.
48. *University of Texas, Austin, McComb school of Business*. Texas Conference on managerial, group, and organizational cognition. April 16,18, 2009.
49. *American University of Beirut, Olayan School of Business*, March 18, 2009 "publishing in top journals: a conversation."
50. *Temple University, National Science Foundation* "Digital Challenges in Innovation Research Workshop" Invited presentation, September 25-27, 2008.

51. *University of Maryland*, College of Information Studies, colloquium, November 1, 2006, "Exchange structure of electronic knowledge networks."
52. *Temple University*, Fox School of Management, Information Systems Dept. October 26, 2006 "the structure of electronic knowledge networks."
53. *American University of Beirut*, Olayan School of Business, April 13 2006; "Stable structural tendencies of online knowledge networks."
54. *McGill University*, Desautels School of Management, March 21, 2006, "Coordination in fast response medical organizations."
55. *Free University of Amsterdam*, School of Management, November 2005. "Knowledge Networks."
56. *American University of Beirut*, Olayan School of Business, December 15, 2005. Research workshop: "Publish or perish, the art and science of research publishing."
57. *JAIS Theory Workshop*, December 15, 2004, Invited Panelist, "Developing theory for networks of practice" Washington DC, International Conference on Information Systems (ICIS).
58. *University of Maryland* department of Psychology "Coordination in fast response organizations: a reframing." November 2003, Industrial/Organizational seminar serie.
59. *American University*, Kogod School of Business, "Online knowledge exchange." March 2003
60. *University of Maryland*, Smith School of Business "Coordinating expertise in teams." Invited Presentation at the Human Capital, Innovation, and Technology (HCIT) Center Conference on Teams, April 2003.
61. *University of Minnesota*, Carlson School of Management, Information and Decision Sciences research colloquium, "The Web of Knowledge: An Investigation of Knowledge Exchange in Networks of Practice." December 7th, 2001.
62. *Case Western Reserve University*, dept. of IS, "Online communities of practice." November 10, 2000.
63. *Georgia State University*, CIS Dept. Research Colloquium Series, "The Role of Social Capital in Mediating the Exchange of Knowledge in Electronic Communities." March 17, 2000.
64. *University of Maryland Medical School*, dept. of Anesthesiology, "Expertise coordination and communities of practice." October 19, 1999.
65. *Lotus Research Institute*, "Coordinating Expertise in Software Development Teams." December 17, 1997.
66. *University of Texas, Arlington*, "expertise coordination in software teams," Department of Information Systems, February 1997.
67. *Northeastern University*, "expertise coordination in software teams," College of Business Administration, February 1997.
68. *American University*, "expertise coordination in software teams," Kogod School of Business, February 1997.
69. *University of Maryland*, "expertise coordination in software teams," College of Business and Management, February 1997.

70. *Temple University*, Department of Computer Science and Information Systems, "coordination in software teams," February 1997.

### **PUBLIC ACTIVITIES AND PRESS**

- Story about high performing teams and how to structure them in UVA Today (June 21, 2017): <https://news.virginia.edu/content/planning-weddings-creating-software-one-strategy-could-make-it-work>
- Article and interview about my research related to shots fired paper. "Are you quicker than the police? Five questions to ask when reacting to business surprises" Growth Business September 13, 2016. <http://www.growthbusiness.co.uk/news-and-market-deals/business-news/2544751/are-you-quicker-than-the-police-five-questions-to-ask-when-reacting-to-business-surprises.shtml>
- Interview on What effective leaders in online communities do, Globe and Mail August 4 2015. <http://www.theglobeandmail.com/video/talking-management-videwhat-effective-leaders-in-online-communities-do-differently/article25733408/>
- Story about our research re the move of McGill Hospitals into the new Glen site. "Gorillas in our midst" MUHC News July 7, 2015. <https://muhc.ca/newsroom/article/gorillas-our-midst>
- Interview on online communities in innovations, Globe and Mail May 6 2015. <http://www.theglobeandmail.com/report-on-business/video/video-the-role-of-online-communities-in-innovation/article24244648/>
- During 2012-2014, participated and provided a report for the Government of Quebec's Expert Panel on Better Access to Healthcare (with Strumpf E. and Verter V.) "Making Decisions about Activity-Based Financing in Health Care: Payment Mechanisms and Policy Goals." <http://www.groupes.finances.gouv.qc.ca/santefinancementactivite/en/works/documents-papers/index.html>
- Interview and quotation on state of Canadian Health IT: HIMSS Europe Insight November 2013 Vol.2:1 p.60-62.
- Represented McGill at the Conference de Montreal (<http://forum-ameriques.org/>), possibly the largest yearly meeting in Canada of business executives (150 speakers, 3000 attendees). I have specific responsibilities to identify speakers, develop panels and themes, and to help organize a full day on health innovation. June 10-14<sup>th</sup>, 2012.
- Chair, Tele-health session, Conference de Montreal, Le Forum Economique International de Montreal, June 9<sup>th</sup>, 2011 (large business conference, >3000 attendees).
- Interview on "L'informatique en nuage brouille les frontieres" (the issues surrounding Cloud Computing), La Presse, October 28<sup>th</sup>, 2010.
- Interview and quote on Google strategies: "Ex-Google honcho 'comes home' to Lebanon" The Daily Star, June 20, 2006
- Interview and article about my research: "New lessons about leadership from trauma teams" Smith Business Fall 2005 Vol. 7:1



- Interview and article about my research: “When stakes are high and every second counts”  
Smith Business Fall 2002 Vol. 4:1

### **ACADEMIC SERVICE (EXTERNAL)**

- Co-Convenor of EGOS 2020 sub-theme on *New Approaches to Organizing Collaborative Knowledge Creation* (with Georg von Krogh and Shiko Ben-Menahem).
- International Program Committee, Austin Workshop: *Towards Health Futures on Digital Innovation, Infrastructure, and Entrepreneurship on Bio Data, Health Data, and Analytics*, March 27-28, 2020
- Co-convenor, EGOS standing working group: *Organizing in and for Extreme contexts*, 2020-2023
- AOM 2018- OCIS division, doctoral consortium faculty mentor.
- International Program Committee, Austin Workshop: *Towards Health Futures on Digital Innovation, Infrastructure, and Entrepreneurship on Bio Data, Health Data, and Analytics*, 2019
- Co-Convenor of EGOS 2018 sub-theme *New Approaches to Organizing Collaborative Knowledge Creation* (with Georg von Krogh and Shiko Ben-Menahem).
- London School of Economics (2017 onward), Departmental Assessor for our Innovation Systems and Innovation Group.
- American University of Beirut (2017-2018), member, University Promotion and Tenure Committee (UPTC)
- HEC-Montreal, external member, evaluation committee for review of research chairs (2014 onward).
- Track co-chair ICIS 2017 - Digital Platforms, On-line Communities, and Open Governance track
- Co-Convenor of EGOS 2017 sub-theme on *Resilient Organizing: Managing in Extreme Contexts and Situations of Crisis organizing in extreme contexts* (with Markus Hallgren and Daniel Geiger).
- Aarhus University, Committee to review recruitment and promotions to full professor 2016.
- ICIS 2013 (International Conference on Information Systems), Junior faculty consortium faculty mentor.
- AOM 2013- OCIS division, doctoral consortium faculty mentor.
- ICIS 2012 (International Conference on Information Systems), Track Co-Chair for the track on “Digital and Social Networks.”
- ICIS 2011 (International Conference on Information Systems) doctoral consortium faculty mentor
- Organized and co-led (with Wanda Orlikowski of MIT and Anne-Laure Fayard of NYU) international workshop at McGill on “*Materiality and Organization Studies: mapping the territory*” that was also sponsored by the AOM (2010).

- AOM faculty mentor (with Pam Hinds of Stanford and Michael Barrett of Cambridge U.) at the first OCIS Middle East professional/research development workshop on “*Managing organizational communication and technology.*” Beirut, Lebanon, June 28-29 2010.
- Peer Reviewer, Canada Research Chairs program, Canada (2010-onward).
- Meet the journal editors’ panel, OCIS division, AOM 2009
- Election Committee, OCIS division, Academy of Management, 2010.
- Program Committee, Mediterranean Conference on Information Systems, Athens, Greece, September 2009.
- Track chair “breakthrough ideas track”, International Conference on Information Systems (ICIS) 2008.
- OCIS (Academy of Management) doctoral consortium faculty leader (2008)
- NSF project academic advisory panel (2007-2010) “Scalable Computational Analysis of the Diffusion of Technological Concepts” Ping Wang Principal Investigator, IIS 0729459.
- Co-Chair, Professional Development Workshop on international papers development, Academy of Management, August 2007.
- Organizational Communication and Information Systems (OCIS) division of the Academy of Management, 2005-2007, board representative at large of a 1000 member division.
- Academy of Management annual meeting, session chair (2005)
- OCIS (Academy of Management) best dissertation competition judge (2005)
- OCIS (Academy of Management) doctoral consortium faculty leader (2004)
- Associate Editor, ICIS conference (2004, 2005)
- Program Committee & associate editor, INFORMS Conference on Information Systems and Technology (CIST) Oct 18-19, 2003.
- Program committee, Minnesota Symposium on Knowledge Management, March 14-15, 2003.
- National Science Foundation (NSF) member review panel (twice)
- Frequent reviewer for Academy of Management Journal (AMJ), Organization Science (OS), Management Science (MS), Information and Organization (I&O), Journal of Strategic Information Systems (JSIS), Management Information Systems Quarterly (MISQ), Information Systems Research (ISR), Information Technology & People (IT&P), Journal of Management (JOM), Journal of Management Studies (JMS), Academy of Management Review (AMR), National Science Foundation (NSF).

### **ACADEMIC SERVICE (INTERNAL)**

#### **McGill University**

- McGill level: University Tenure Committee, Desautels Faculty (2016-19)

- Member, McGill Research Advisory Council (RAC) (2014 onward)
- Member, McGill Council on Graduate and Postgraduate Studies (CGPS) (2013-onward)
- Member McGill Graduate Advisory Committee (GAC) (2013-onward)
- Member McGill Prizes and Awards Coordinating Committee (2014-2015)
- Member, Committee for the Selection of the Dean of Graduate and Postdoctoral Studies (2014-2015)
- McGill level: Member Internal Review Committee to review Canada Research Chairs – James McGill Professors – William Dawson Scholars (CRC-JMP-WDS) (2007-09; 2013-15)
- McGill level: University Tenure Committee, Faculty of Law (2013-2014)
- Academic director, The McGill Centre for Convergence of Health and Economics (MCCHE) (previously the McGill World Platform for Health and Economic Convergence) (2011-2013)
- University Tenure Committee for Recruitment (UTCR) (2008-2012); committee that reviews and grants tenure across the university across all faculties (10-20 cases per year)
- McGill School of Music: University Tenure Committee (2011-2012, 3 tenure cases)
- McGill representative and program organizer for the Conference de Montreal (2011-2012)
- SSHRC Committee 410-22 Standard Research Grant Competition (2011-2012)
- Pro-dean, dissertation defense, department of anatomy and cell biology (August, 2011)
- McGill School of Medicine: Advisory Committee for the Selection of a Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine, alternate (2010-2011)
- McGill level: University Tenure Committee (alternate, (2010-2011)

### **Desautels Faculty**

- Director, Desautels PhD program (2013-onward)
- Chair, Senior Promotion and Appointment Committee (promotion to Full Professor, 2019 onward)
- Member, Senior Promotion and Appointment Committee (promotion to Full Professor, 2016-2019)
- Faculty Scholar Awards Committee co-chair (2014-2016) (member 2016-onward)
- Member, Academic Committee (2014-onward)
- Member, Dean's Faculty Advisory Committee (2016-onward)
- Interim Associate Dean: Research and International Relations (17 months during 2014 and 2015)
- Chair, Desautels Research Council (2014-2015), member 2008-2010.
- Chair, PhD Program Committee (2013-onward) (member 2007-2008; 2011-2012)

- Marcel Desautels Institute for Integrated Management (MDIIM) faculty recruiting committee (2013-2014)
- IT Committee - School of Continuing Studies (2011-2013)
- Departmental Tenure Review Committee (2010-2011, 2 tenure cases and 5 3<sup>rd</sup>-yr reviews)
- Desautels Faculty: Undergraduate Program Committee (2010-2011)
- Desautels Faculty: Merit Committee (2009-2010)
- Liaison with other Quebec universities and with Quebec and Canada industry certification in IS (2009-2011).
- Desautels Faculty: Masters Programs Committee, member (2007-2010)
- Desautels Faculty: Health Management Consortium, chair (2008-09), member (2007-08)
- Desautels Faculty: MD/MBA program director (2008-2009)
- Desautels Faculty, IS area, co-chair recruiting committee (2008-2009)
- Desautels Faculty: MD/MBA redesign committee, member (2007-2008)
- Desautels Faculty: IS MBA student contact (2007-2010)
- Desautels Faculty: IS faculty liaison for Technology & Innovation Mgmt (TIM) board (2008-2010)
- Desautels Faculty: co-lead, design of MBA Technology and Innovation Management Concentration (2007-2008)

### **University of Maryland**

- Center for Health Information and Decision Systems (CHIDS), research director, human factors 2005-2007.
- IS undergraduate curriculum review committee, chair, 2006-2007.
- Candidate Review Committee (for promotion to Associate professor), one in IS and one in Marketing, member (2006).
- Smith school director of research advisory board 2006-2007 (only associate professor on the board).
- QUEST program (Quality Enhancement Systems and Teams) undergraduate program, Curriculum Review Board (2005-2007).
- Member, Tyser Teaching Fellows governance committee, 2006-2007
- Decision & Information Technologies depart. coordinator position recruiting committee, chair, 2005.
- PhD comprehensive examining committee, Decision & Information Technologies 1998-2006
- School-wide MBA core courses coordinator committee 2001-present.
- IS MBA core course (BMGT 620) coordinator (12 sections/year) 2001-2005.

- Member, R. H. Smith chair in IS recruiting committee 1998-2000.
- Member, IS faculty recruiting committee 1998-2002.
- Faculty associate at: Center for E-Services (2000-2007); Center for Electronic Markets and Enterprises (2000-2007); Center for Human Capital, Innovation and Technology (2001-2007); Center for Information Policy (1999-2002).

### **PROFESSIONAL WORK EXPERIENCE:**

- 89-90 CRYSTAL DECISION SYSTEMS, Brookline, MA. **Senior Software Designer.**  
System designer and database developer on a U.S. Coast Guard research project aimed at developing a novel knowledge representation scheme for storing mathematical simulation models. Responsible for: knowledge representation development, system analysis and design.
- 88-89 XENERGY INC., Burlington, MA. **Project Manager, Software Development.**  
Manager of several energy related software development projects. Updated and maintained the Mass-Save residential energy audit package (over 70,000 audits conducted). Responsible for design and programming on a number of Xenergy software packages. Conceptualized, designed and developed a novel electricity load planning and conservation tool for Con Edison.
- 86-88 INSAN CORPORATION, Boston, MA. **President, software firm**  
Founded and managed an IT consulting firm providing services for clients in the fields of computer equipment selection, and software development. Developed several applications including databases, project management software, and accounting packages for several Boston area legal firms and non-profits.
- 85-87 **Energy economist:** various assignments for the U.S. TRADE AND DEVELOPMENT DEPARTMENT, the RESEARCH TRIANGLE INSTITUTE and the WORLD BANK. Studies included: 1) assessing the technical and economic feasibility of converting coal power plants to fluidized-bed technology in Yugoslavia; a field survey and evaluation of the potential of diesel engines used for rural electrification and irrigation in Morocco for US AID; and 3) a field evaluation of the status of renewable energy development in Syria for the World Bank.
- 82-85 ENERGY & ENVIRONMENTAL ENGINEERING, Cambridge, MA. **Manager, International Division.**  
Technical lead on renewable energy demonstration projects in Egypt and on computer modeling of the energy sector in Morocco. Responsibilities on these projects included: the modeling of several promising energy technologies, the development of national energy assessments, in-depth technical and economic evaluations of selected technologies.
- 82 WORLD BANK, Washington D.C., **Consultant.**  
Performed a comprehensive evaluation of renewable energy technologies for inclusion in the World Bank publication "Energy in the Developing Countries".