



Center for Organizational Research 2011-2012 Annual Report

We appreciate your continued support of the Center for Organizational Research (COR). Enclosed please find the COR 2011-2012 Annual Report. Below are some of the highlights of COR activities:

- Our COR executive committee members currently account for \$2.5 million of research grants from federal agencies, including the NSF, NCI and NAS, and private foundations. Many of these grants represent collaborations among COR members.
- COR has provided over \$60,000 to faculty members and doctoral students doing organizational research since 2006. Reports from 2011 small grant recipients indicate over \$500,000 in additional research support from external and internal sources after receiving the COR grant.
- COR participated in recruitment of faculty to the Bren School of Information and Computer Sciences and the Paul Merage School of Business
- COR hosted one Visiting Fellow in 2011-2012, Torsten Schmid of the Institute of Management of the University of St. Gallen, Switzerland.
- COR sponsored or co-sponsored 7 events, which were attended by numerous faculty and graduate students.

We are looking forward to working with you this coming year in our continued efforts to promote research in organization studies as we submit a renewal application.

Christine Beckman
Martha Feldman (for the 2011-12 academic year)
Nina Bandelj (new for the 2012-13 academic year)
COR Co-Directors

The Center for Organizational Research

The Center for Organizational Research (COR) brings together multi-disciplinary expertise to understand organizations and the process of organizing. Active participation of nearly 40 UCI faculty members in the School of Social Ecology, the Paul Merage School of Business, the School of Social Sciences and the Donald Bren School of Information and Computer Sciences, external faculty affiliates at universities across the United States, and external community affiliates creates a vibrant community that supports both research and its practical applications in this vital field.

Mission

The Center for Organizational Research (COR) facilitates research on organizations by connecting scholars from many different disciplines, providing a focal point and common meeting ground for scholars and practitioners, creating a venue for and financial support for developing collaborative research projects, and offering educational and financial resources for students.

New Challenges in Organizing

Organizing has always been fundamental to economic, political and social wellbeing. As the 21st century unfolds, we increasingly find organizing that diverges from traditional bureaucratic structures. Such possibilities can be found in global teams, web-based collaboration, network structures, collective threats to security and privacy, micro enterprises, international non-governmental organizations, and alliances across private, public, and non-profit fields. These developments raise opportunities for alternative modes of decision-making, just as they present challenges for accountability and efficacy. They also raise questions about how existing distributions of power encourage or limit organizational experimentation.

UC Irvine has enjoyed a long tradition of innovative, interdisciplinary organizational research that dates back to the founding of the campus in the mid 1960s. COR continues and solidifies this tradition with affiliates from anthropology, business, computer science, economics, education, humanities, informatics, organizational studies, political science, public policy, public management, sociology, and urban planning.

COR Co-Directors

Martha S. Feldman, School of Social Ecology (2006-2012)

Christine Beckman, Paul Merage School of Business (2011-2012)

COR Liaisons

Nina Bandelj, School of Social Sciences

Melissa Mazmanian, Bren School of Information and Computer Science

COR Executive Committee Members

Deborah Avant, Social Sciences (Currently on Leave)

Nina Bandelj, Social Sciences

Phillip Bromiley, Paul Merage School of Business

Martha Feldman, Social Ecology

Yan Gong, Paul Merage School of Business

Gloria Mark, Donald Bren School of Information and Computer Science

Melissa Mazmanian, Donald Bren School of Information and Computer Science

Gary Olson, Donald Bren School of Information and Computer Science

Judith Olson, Donald Bren School of Information and Computer Science

Jone Pearce, Paul Merage School of Business

Judith Stepan-Norris, Social Sciences

Dan Stokols, Social Ecology

Alladi Venkatesh, Paul Merage School of Business

Advisor to the Executive Committee

Lyman Porter, Paul Merage School of Business

COR Staff Support

Kenji Klein, Paul Merage School of Business

Affiliated Faculty

UCI Internal Affiliates

- Deborah Avant, Social Sciences
- Nina Bandelj, Social Sciences
- Christine Beckman, Paul Merage School of Business
- Catherine Bolzendahl, Social Sciences
- Philip Bromiley, Paul Merage School of Business
- Carter Butts, Social Sciences
- Yen-Sheng Chiang, Social Sciences
- Simon Cole, Social Ecology
- Joe Dimento, Social Ecology
- Paul Dourish, Donald Bren School of Information and Computer Science
- Katherine Faust, Social Sciences
- Martha Feldman, Social Ecology
- Mary Gilly, Paul Merage School of Business
- Yan Gong, Paul Merage School of Business
- Ann Hironaka, Social Sciences
- Matt Huffman, Social Sciences
- Helen Ingram, Social Ecology
- Raul Lejano, Social Ecology
- Elizabeth Loftus, Social Ecology
- Gloria Mark, Donald Bren School of Information and Computer Science
- Sanjoy Mazumdar, Social Ecology
- David Meyer, Social Sciences

- Bonnie Nardi, Donald Bren School of Information and Computer Science
- Gary Olson, Donald Bren School of Information and Computer Science
- Judith Olson, Donald Bren School of Information and Computer Science
- Jone Pearce, Paul Merage School of Business
- Andrew Penner, Social Sciences
- Francesca Polletta, Social Sciences
- Lyman Porter, Paul Merage School of Business
- Justin Richland, Social Ecology
- Shawn Rosenberg, Social Sciences
- Evan Schofer, Social Sciences
- Kaye Schoonhoven, Paul Merage School of Business
- Carroll Seron, Social Ecology
- Judith Stepan-Norris, Social Sciences
- Dan Stokols, Social Ecology
- Shauhin Talesh, School of Law
- Denis Trapido, Paul Merage School of Business
- Alladi Venkatesh, Paul Merage School of Business
- Libby Weber, Paul Merage School of Business
- Margarethe Wiersema, Paul Merage School of Business

External Affiliates

- Paul Adler, University of Southern California
- Beth Bechky, UC Davis
- Lisa Cohen, McGill University
- Jane Dutton, University of Michigan
- Lynn Eden, Stanford University
- Kimberly Elsbach, UC Davis
- Cristina Gibson, University of Western Australia
- Rodney Lacey, Emory University
- James G. March, Stanford University
- Calvin Morrill, UC Berkeley
- David Obstfeld, California State University Fullerton
- W. Richard Scott, Stanford University
- Lynn Shore, San Diego State University
- Gretchen Spreitzer, University of Michigan
- Diane Vaughan, Columbia University
- Marc Ventresca, University of Oxford
- Mayer Zald, University of Michigan

COR Fellow 2011-2012

Torsten Schmid: Assistant professor of qualitative research methods and a senior research fellow in strategic management at the Institute of Management of the University of St. Gallen, Switzerland. Torsten holds a degree in international business administration from the Universities of Bamberg, Germany, and Alcala de Henares, Spain, and a PhD in strategic management (University of St. Gallen, summa cum laude). His research interests and expertise are in the areas of strategy process and strategy as practice research, with special emphasis on strategic leadership and change in large, complex multi-business firms. Particular research foci are the role of middle managers in strategic innovation and the enactment of executive power in and through strategic programs. His current theoretical and methodological orientation is on practice-based theories of power. He also teaches and consultants widely on qualitative research methods. Building on some working experience in European and US corporations, he aims for an engaged, collaborative form of scholarship and innovative forms of practice-based learning / teaching. Torsten has (co-)authored two books and published in both academic and practitioner journals, including Journal of Management. He serves as a reviewer for several journals, including Journal of Management, Organization Studies, Journal of Management Studies, Long Range Planning and Organization Science.

Professor Schmid provided a workshop on **Executive Power and Resourcing Theory: Inside the Cockpit** on February 28th, 2012 for UCI graduate students. The workshop engaged students in analyzing processes of control and empowerment in a major European airline company. The primary audience was students attending the Power and Empowerment course taught by Professor Feldman. Other students also attended. The workshop benefited students from the Merage School of Business, the Planning, Policy and Design Department of the School of Social Ecology, the Bren School of Information and Computer Sciences and the Sociology Department of the School of Social Sciences. Professor Schmid also met individually with students from the Merage School of Business and the School of Social Ecology to advise them on their research.

Calendar of Events Sponsored or Co-sponsored by COR: 2011-2012

COR's role in the UCI organizational community continues to evolve and change as the needs of the organizational community has changed. COR continues to host speakers, but has focused increasingly on community building and skill building events. COR is also increasingly coordinating with other entities on campus. In 2011-2012, COR sponsored or co-sponsored seven events. The COR website hosted (and we advertised to our mailing list) numerous other events and provided a way for faculty and students interested in organizational research to learn about events sponsored by groups related to COR.

COR sponsors the following types of events:

- **COR Faculty Development Workshops**
Faculty members read a work in progress of one of the affiliates and discuss it. Discussants start the commentary.
- **Seminars**
Organizational scholars present their research to the faculty affiliates and other interested organizational scholars.
- **Skill Building and Community Building Event**
These are opportunities to develop research skills and to disseminate information about resources and activities relevant to organizational research.

The following are the events sponsored by COR this year:

SEPTEMBER 30, 2011: COR SEMINAR

Watching You Watching Me: Communication Technology and the Rise of Psychological Boundary Control. Christine Beckman. Merage School of Business.
Co-sponsored with *the Department of Informatics*.

OCTOBER 14, 2011: COR SEMINAR

Creativity and Culture: Understanding Team Creativity and What Fosters It. Pamela Hinds. Stanford University.
Co-sponsored with *the Department of Informatics*.

OCTOBER 28, 2011: COR FACULTY DEVELOPMENT WORKSHOP

Discussing the work of Melissa Mazmanian, Bren School of Information and Computer Sciences, UC Irvine Assistant Professor in Informatics; *Who's Actually Relating? Bringing the Worker into Theories of Relational Coordination*
Discussants: Christine Beckman, Merage School of Business and Paul Dourish, Bren School of Information and Computer Sciences

OCTOBER 28, 2011: COR COMMUNITY BUILDING EVENT:

Speed Dating: Research discussion in which COR faculty members were matched as pairs for 10 minutes to talk about their research interests, then rotated to a new partner. Created an opportunity for COR faculty members to learn what type of research faculty in other departments and schools were doing.

MARCH 2, 2012: COR SKILL BUILDING EVENT

Training Session on Ethnography & Grounded Theory.

Paul Dourish, Informatics

Michael Muller, IBM

MAY 11, 2012: COR FACULTY DEVELOPMENT WORKSHOP

Discussing the work of Shauhin Talesh, School of Law, UC Irvine Assistant Professor of Law; *How Dispute Resolution System Design Matters: An Organizational Analysis of Dispute Resolution Structures and Consumer Lemon Laws*

Discussants: Evan Schofer, Sociology; Martha Feldman, Planning, Policy, & Design

JUNE 1, 2011: COR COMMUNITY BUILDING EVENT

Small Grant Poster Session featuring research conducted by 2011 COR Fellowship Recipients

COR SMALL GRANTS

Due to uncertainty about funding, COR did not award small grants for 2012-2013.

Progress Reports from 2011-2012 COR Small Grant Recipients

For several grant recipients, COR funding led to securing additional funds or publishing journal articles. Based on COR-funded research:

- Sharmaine Jackson was awarded a President's Dissertation Year Fellowship (\$33,400).
- Natalia Milovantseva was awarded a Fulbright-Schuman grant for 9-months research in Europe (29,000 Euro).
- Kristen Shorette's article "Fair Trade and the Double Movement: The Promise and Contradictions of Improving Labor Standards in the Global South via Market Mechanisms," was published in the *Journal of Workplace Rights*, Spring 2012.
- Katie Pine's article "Fragmentation & Choreography: Caring for a Patient and a Chart during Childbirth," was published in the *Proceedings of Computer Supported Cooperative Work*, 2012, 887-896.
- Amy Voida received conditional acceptance for an NSF grant to extend her study of the use of information systems by nonprofit organizations (\$496,000).

The fellowship and small grant recipients from 2011-12 supplied COR with reports on their use of funds, detailed below.

Kenneth Cruz

A Search for Hopi Ways to End Gender Violence

Last summer, I utilized the small grant I was awarded by the Center for Organizational Research (COR) to travel to Hopi. With the support of this grant, I was able to assist The Nakwatsvewat Institute with a research project for their Hopi Dispute Resolution Services (HDRS) program, strengthen my research contacts at Hopi and learn a tremendous amount about the Hopi culture during my two month stay. In addition, I was able to use the remainder of the small grant to travel to Hopi once again this past spring and participate in a weekend-long HDRS strategic planning session.

At present, no grant proposals have been made to extend this research. While it was my intent that my visit to Hopi would lay the groundwork for such a proposal, the eventual departure of my advisor -Justin Richland- to the University of Chicago turned out to be a critical loss. Since professor Richland was the only Hopi expert in my department, there was no one left to fill his shoes. Although professor Richland and myself discussed ways in which he could still remain involved in the project despite his departure, it became clear that his involvement would have to be limited. In fact, these limitations led us to conclude that it was probably best that I pursue another project for my dissertation.

Although this project will not be extended into a dissertation project, I remain hopeful that I can revisit this project in the future. As indicated, I was able to strengthen my contacts at Hopi and remain involved with HDRS with the support of the COR small grant. Given the strength of these contacts and the viability of HDRS, I am hopeful that I can return to Hopi in the future to explore Hopi ways to end gender violence.

Erin Evans

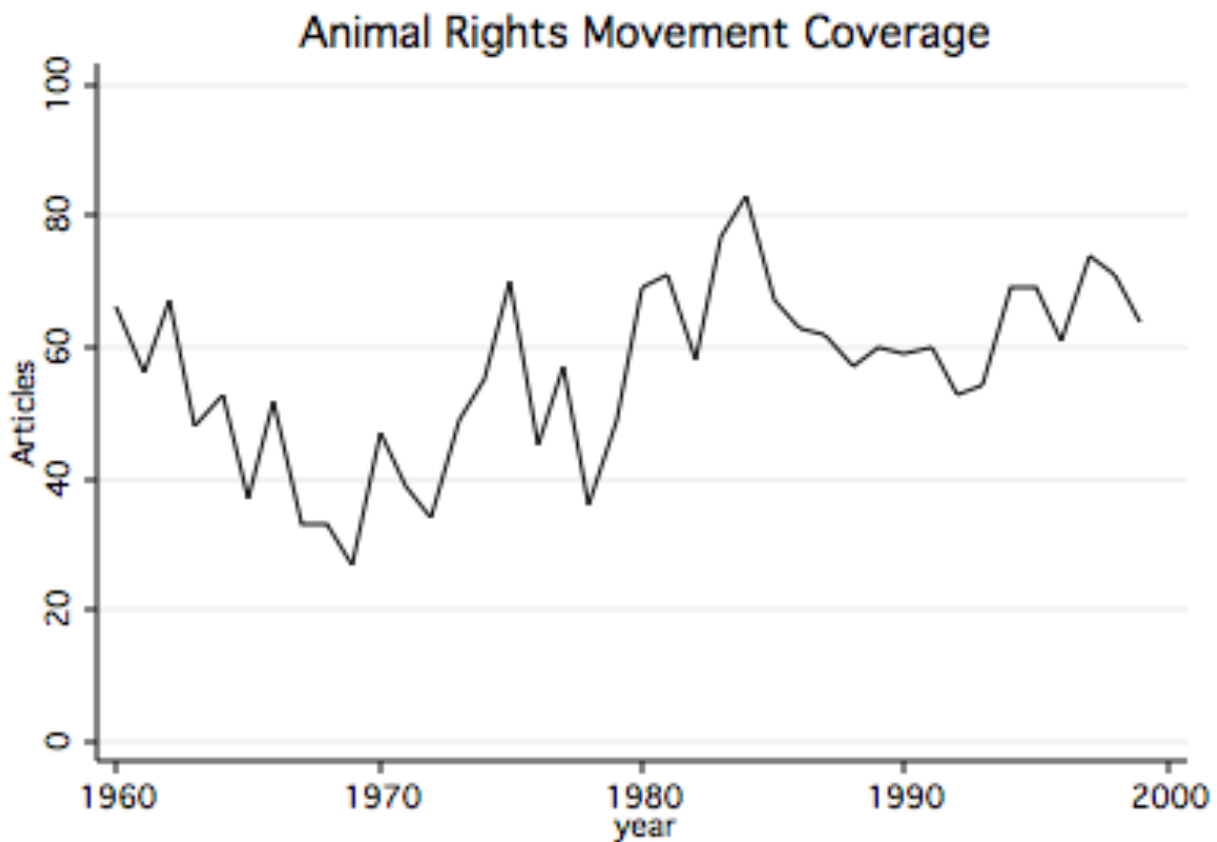
Organizations, Mass Media and the State: Media Representations of the Anti-Vietnam War and Animal Rights Movement Within Varying Political Contexts

In the Summer of 2011 I used COR's small grant to gather and code over 200 New York Times articles. The coding scheme is meant to uncover how social movement organizations interact with mass media based on their tactics, factors internal to media outlets, and the political context. Following this process my co-authors and I (Professor Edwin Amenta and Thomas Elliott) spent several months cleaning the data and defining the project's questions and methods. (See the below memo.)

This project will expand the literature on social movement organizations and media representations to include the more complicated and long-term effects of various social movement tactics, including organizational identity formation based on transgressive protests, assertive actions such as lawsuits and policy reform, and stated goals. It will also consider changing cultural and political contexts as it affects the interaction between movements and media. Although data analyses for the current project are in the preliminary stages, based on the first phase of this project, and on the intricacies of the data available, I am well positioned to contribute to the current literature on social movements, media, and organizational identity.

Using QCA and fuzzy-set QCA I will examine factors influencing the creation of organizational identity and the effects of that identity on media coverage. The project is also well positioned to further parse out the consequences of using transgressive versus institutional protest. I will also examine culturally based variables such as the type of claim (animal testing, wildlife protection, factory farming), which will shed light on how cultural conceptions of the human-animal relationships and animal practices affect media coverage. Thanks to the COR small grant this project is well positioned to contribute significantly to the current discourse on movements and media.

The figure below graphs coverage of the animal rights movement over time



Padma Govindan

On Fire for Justice: The Making of an American Abolitionist Abroad

In the last decade in the United States there has been an explosion of public and non-profit investment in the issue of preventing trafficking into forced prostitution and slavery-like working conditions in developing countries. Trafficking and new articulations of modern-day slavery outside of the United States are both increasingly understood as social justice and law enforcement issues worthy of intervention by American non-profit organizations and the US State Department. Trafficking and slavery have become increasingly foregrounded as pressing social problems on an international scale, and as a result, the imperative to critically examine the ideologies that underpin such a foregrounding and the kinds of interventions that are engendered and silenced has also become that much more urgent.

In the summer of 2011, with funding from COR, I conducted preliminary fieldwork in Chennai, India with International Justice Mission (IJM), a well-funded and controversial American evangelical organization that focuses on ending trafficking and slavery in the developing world. Founded in 1997, IJM has become controversial in anti-trafficking activist circles for pioneering what is now known as the “raid and rescue” strategy. For this strategy, IJM recruits young, post-college graduate Americans to work as program managers in their field offices abroad. Their work involves posing as clients for brothels

or prospective investors with companies that appear to be engaged in trafficking or exploitation. The program managers gather information and then, through collaboration with local law enforcement and local NGOs, raid the workplace, engineer the arrests of the owners, and rescue the people inside by sending them to government remand homes and rehabilitation centers.

My central research question is this: how do program managers understand and define problems of social justice, exploitation, and emancipation in the developing world? How do they make sense of their own interventions into those problems, and by extension, America's geopolitical role as interveners into the social justice problems of the world? Rather than focusing my research on the victims of trafficking and slavery, my research questions are aimed at understanding how American IJM volunteers understand *themselves* as rescuers and abolitionists.

How COR funding was used:

From July to September, 2011 I lived in Chennai, India, where I conducted interviews with volunteers at the IJM field office in the city. I conducted semi-structured interviews with eight current volunteers at IJM and five activists working in the fields of migration, labor organizing, and sex workers' unionizing. I also interacted informally with my interlocutors at IJM after hours on several occasions and attended a panel on ending trafficking organized by IJM. I am currently in Chennai continuing my preliminary fieldwork by establishing formal links with the organization, securing permissions to work with IJM for my fieldwork next year, and continuing interviews with volunteers.

Ongoing grant proposals:

For my first summer of fieldwork in 2011, I received funding from the UC Irvine anthropology department, the Center for Global Peace and Conflict Studies (CGPACS), COR, and the Center for Asian Studies. This summer, I have secured funding from CGPACS, the Center for Asian Studies, and the anthropology department. I have submitted an application for the Peterson Fellowship at the Center for Law, Society, and Culture at UC Irvine. I am also currently preparing applications for fellowships at the following foundations: the Wenner-Gren, the National Science Foundation, the Social Science Research Council, the Fulbright-IIE and Fulbright Hayes, the NSEP Boren, the American Institute of Indian Studies, and the Kellogg Institute for International Studies.

Laura Huang

A Test of the Impact of Gut Feel on Entrepreneurial Investment Decisions

It is with gratitude for the Center for Organizational Research (COR) and COR's financial support in the form of their grants that I write this research report. This award has allowed me to further achieve my educational goals in Management research.

This funding was used to support a research project that provides an empirically grounded understanding of "gut feel" in investment decisions. Prior research has suggested that intuition and gut feelings are integral to a wide range of critical decisions,

yet considerable confusion remains about what gut feel is, how gut feel relates to intuition, and how gut feel drives decisions. This research aims to deconstruct and demystify gut feel – which I conceptualize as a conscious judgment that results in a decision to invest or not invest, based on experience-based components that are influenced by affective and cognitive perceptions of entrepreneurs – within the contextualized environment of entrepreneurial start-up firms who seek angel investments.

Angel investors, or high-net-worth individuals that invest in early-stage start-up companies, face a daunting dilemma – they must decide among proposals with uncertain technologies, sometimes with potential markets that do not yet exist. Being accurate in predicting which entrepreneurs are more likely to be successful would be a tremendous service to those entrepreneurs and society as a whole. Angels investors state that they overwhelmingly make their funding decisions based on what they call “gut feel”, yet neither they, nor we, actually know much about what gut feelings are, how to articulate gut feelings, or how gut feelings work in these investment decisions.

Gut feel is an important component in investment decisions, not only because investors refer to its existence and assert their reliance on it, but also because gut feel serves to represent a portion of the unexplained variance in prior studies of investment criteria, beyond error variance.

Further, I argue that gut feel is functional to investors in their investment decisions because business viability data (or data that are gathered from business plans and financial statements) are insufficient for the types of high-stakes, high-risk early entrepreneurial investment decisions that these investors face; a reliance on gut feel helps investors reduce some of the inherent uncertainty in investment decisions. In other words, written data from a business plan are not enough. Investors need more information to make their decisions, and gut feel is additional information that investors cannot get from business viability data and goes beyond social influences.

As such, the funding from the COR Small Grant was used to further this research by enabling me to collect additional data and disseminate this research to various academic and practitioner communities. Currently, I have not written any additional grant proposals to extend this research, however I am aiming to prepare this research for publication.

These funds have allowed me time and resources to delve into my own research topic, but with a broader scope than I would have been able to otherwise. Therefore, I was honored to have received this grant and have had the opportunity to experience some of COR’s outstanding offerings as a campus-wide center – and I look forward to continued involvement in COR.

Sharmaine Jackson

Voluntary Association and Youth Participation: The Role of the Internet in Organizing Urban Youth Across Two Countries

The funding that I received from COR was used to conduct field research in Melbourne, Australia on Krump dancing. This setting provided an international comparative group to the one that had been studied in the US. The funding was used to pay for a coach ticket between Los Angeles, California and Melbourne, Victoria (Australia). I conducted open-ended interviews and observed various organizational activities specifically focusing on the use of social networking in building the movement. I observed how urban youth make meaning out of their Krump related activities over a 6-week time period from August through mid-September 2011.

The goals at the outset of the project were to uncover the meanings and identities which were developed as part of associational relations. Specifically, why did these particular urban youths join the Krump movement? How do they conceive of the Krump movement's identity? Why does the Krump movement thrive where it does? How is the Internet utilized in the Krump movement? And finally, in what ways has the Krump movement sustained or changed cross-nationally and how has that process occurred?

With regard to the above questions, networks are important in explaining how these urban youth become connected to this movement. The networks are derived from church, school, family or a community center. On the rare occasion, recruitment would occur from witnessing a public display of movement activity. This movement thrives where there is a congregation of young males seeking fellowship and a "street identity." A street identity becomes important where the youth have been labeled as troublesome leading them to redefine their label as something positive. Alternatively, for youth who feel invisible or disempowered, they seek out a street identity to gain a sense of masculinity.

As for how the movement is sustained cross nationally, the Internet is instrumental in building this bridge. I initially argued that by understanding how urban youth utilize the Internet in pushing the Krump movement, the perceptual and experiential elements of organizational identity could be merged. In this case, the Internet does offer a space of virtual engagement in conjunction with actual engagement. However, I have found that when the movement fails to live up (experiential) to a member's expectation (perceptual) there exists some cognitive dissonance that is mediated. Where such conflict cannot be mediated, this leads to a member to break with the organization. However, I did find sufficient evidence of the Internet being used to transcend physical barriers of space and community bringing together diverse participants pursuing the same cause. As such, a sharing of social capital occurred between youth from various societies and countries.

Because this project was to further my dissertation research, I have written several grants over this past year to secure funding for the 2012-2013 academic year. I received the President's Dissertation Year Fellowship which will allow me to continue

this research project and provide funding for write-up through the summer of 2013. I expect to file my dissertation at that time.

Natalia Milovantseva

Understanding How the Markets for Cell Phones Reuse Emerged To Foster More Sustainable Consumption

In this study, I strive to explain what economic, social and regulatory conditions are necessary for the creation of a market to reuse electronic products with an application to cell phones. More specifically, I want to identify and understand the conditions that made it possible for the private sector to get involved in this market, but also the obstacles that needed to be overcome and explore any potential environmental limitations. My overall goal is to define a typology for the most common reuse practices and to identify specific and generic success factors and barriers for the different models derived from this typology.

During the past year I conducted a thorough literature review to obtain grounding in theoretical frameworks and methodological approaches for case study research. Also, I continuously examine written and electronically stored material and information publicized by the organizations on the web. Next, I identified and established contacts with organizations in the United States (such as ReCellular and InterConnection) and in European Union (for example, Ericsson and Dataserv). Furthermore, in the US I conducted semi-structured personal and telephone interviews with key individuals representing 13 organizations. I began qualitative analysis of the data I obtained so far to develop a typology of common reuse operating models in the US, while identifying generic success factors and barriers for the models derived from this typology, applicable to other electronics.

Next, I traveled to three European countries: The Netherlands, Belgium and Switzerland where I participated in a two-week program related to recycling and reuse of electronics industry which allowed me to establish contacts important to the next phase of research - conducting interviews with European companies.

I also have written a successful proposal and received Fulbright-Schuman grant for 9-months research in Europe, which I plan to start in January. The COR grant money was spent on supplies, program participation and, a small portion, on travel.

Katie Pine

Childbirth Re-written as an Organizational Event: The Impact of Accountability Artifacts on Documentation Routines in a Labor & Delivery Unit

The funds from my COR small grant helped me tremendously this past year to finish my dissertation. This research examines how artifacts that prescribe routines in accordance with institutional requirements for auditing hospital work, such as electronic

medical records, impact the situated performance of birthing routines and are shifting the nature of nursing practice. I successfully defended my dissertation in September 2012. The funds from the COR small grant helped me purchase a new laptop, which was instrumental in data analysis and dissertation writing.

This research has resulted in a publication: Fragmentation & Choreography: Caring for a Patient and a Chart during Childbirth. Kathleen H. Pine. Proceedings of Computer Supported Cooperative Work 2012, 887-896. This research has also resulted in a publication under review: Local- universality: Designing EMR to Support Localized Informal Documentation Practices. Sunyoung Park, Kathleen H. Pine, and Yunan Chen. (Revise & Resubmit, Conference on Computer Supported Cooperative Work 2013). I also presented this research at two conferences: "Producing Stability by Protecting Chaos" (with Martha Feldman) Academy of Management Annual Meeting, Boston MA, August 2012, and "Quality Improvement in Practice: Difficulties in Implementing Effective Electronic Documentation Work Systems" American Public Health Association, Washington DC, November 2011.

David Redmiles

Supporting Trust in Distributed Teams: A Single Team with Multiple Perspectives from Multiple-Sites

The terms "virtual" or "distributed" teams are used to refer to groups of employees, typically workers with unique skills, who collaborate primarily through electronic means and are dispersed by geography and time [Al-Ani and Redmiles, 2009]. Most large organizations accept that distributed teams are born of the need to compete in a global market because such teams allow for "follow the sun" workflow; the higher diversity in such teams can also lead to greater innovation in addition to the potential of recruiting a cheaper workforce. These factors, amongst others, have led to distributed teams becoming the norm but not necessarily any less challenging. Researchers and practitioners report challenges that are unique to such teams because of the complexity that collaboration in a virtual space introduces to their collaboration.

Under this research project we pursued a relationship with researchers in Brazil, Drs. Rafael Prikladnicki and Sabrina Marczak, both at the Pontifícia Universidade Católica do Rio Grande do Sul – PUCRS in Porto Alegre. These researchers had access to and were able to interview software developers engaged in outsourced software development. Thus, they were working as part of a distributed or virtual team for international companies, including US companies. These interviews along with previous data we had [Al-Ani and Redmiles, 2009] allowed us to do a more robust analysis of the role of trust in distrusted teams. In particular, the data augment ours in three ways. It provided data about workers communicating back to the US, whereas before we had primarily data about teams communing from the US to remote sites internationally. It gave us information about software developers from more diverse cultural backgrounds. Finally, it provided information from more female software developers. In total, they

collected data on outsourcing for 6 organizations, from 31 developers, 9 of whom were female.

While we are still engaged in the larger context of this project, some initial findings focused on the attitudes developers hold and their usage software technology to support their distributed work. These finding included the following [Al-Ani et al, 2012]:

The alignment between developers' work and their supporting technology is positively associated with DSD practitioner's trust towards collaboration tools.

The experience of being exposed to distributed software development is positively associated with DSD practitioner's trust towards collaboration tools.

Positive organization policies on collaboration tools are positively associated with DSD practitioners' usage of traditional collaboration tools.

This grant reflected only one small portion of on-going efforts:

We have submitted a joint grant with our Brazilian colleagues to CNIC program at NSF. The grant is entitled *Catalyzing International Research on Coordination, Awareness, and Trust in Globally Distributed IT Teams*. It would support travel to additional sites in Brazil to develop collaborations to see out new collaborators for further data collection, as the title implies, for studying globally distributed teams.

We are also at the beginning of a journal paper we intend for the journal, *Information and Software Technology*, a special issue on *Human Factors in Software Development*. We plan to bring together many of our results including analysis on demographic factors such as gender and culture in software development teams.

While the NSF proposal is still pending review, we plan an additional submission this fall for the NSF small deadline in December.

In the end, I accepted only the honor of the award and not the funding. My main intent in applying was to learn more about the COR organization and pursue further interactions. The first goal was resoundly met, while, due to my absence from campus for sabbatical, the second goal is postponed. However, I hope to join my colleagues from Informatics who participate in COR activities this coming year now that I have returned.

Citations

Al-Ani, B. and Redmiles, D. *In Strangers We Trust? Findings of an Empirical Study of Distributed Development*, IEEE International Conference on Global Software Engineering (ICGSE, Limerick, Ireland), July 2009, pp. 121-130.

Al-Ani, B., Wang, Y., Marczak, S., Trainer, E., Redmiles, D. *Distributed Developers and the Non-Use of Web 2.0 Technologies: A Proclivity Model*, The 7th International Conference on Global Software Engineering (ICGSE 2012, Porto Alegre, Brazil), August 2012, pp. 104-113.

Further Reading

(additional papers published during the year as part of a larger project on Trust in Distributed Teams)

- Al-Ani, B., Trainer, E., Redmiles, D., Simmons, E. *Trust and Surprise in Distributed Teams: Towards an Understanding of Expectations and Adaptations*, The 4th ACM International Conference on Intercultural Collaboration (ICIC 2012, Bengaluru, India), March 2012, pp. 97-106.
- Schumann, J., Shih, P., Redmiles, D., Horton, G. *Supporting Initial Trust in Distributed Idea Generation and Evaluation*, The 2012 International ACM SIGGROUP Conference on Supporting Group Work (GROUP 2012, Sanibel Island, FL), October 2012, in press.
- Trainer, E.H., Redmiles, D.F. *Foundations for the Design of Visualizations that Support Trust in Distributed Teams*, International Working Conference on Advanced Visual Interfaces (AVI 2012, Capri Island, Italy), May 2012, pp. 34-41.
- Wang, Y., Trainer, E., Al-Ani, B., Redmiles, D., Marczak, S. *Attitude and Usage of Collaboration Tools in GSE: A Practitioner Oriented Theory*, The 2012 International Workshop on Cooperative and Human Aspects of Software Engineering (CHASE), held in conjunction with the 34th International Conference on Software Engineering (ICSE 2012, Zurich, Switzerland), June 2012, pp. 135-137.

Kristen Shorette

Values in Markets? Explaining the Uneven Rise of Fair Trade Producer Organizations in the Global South

My 2011-2012 COR award supported an archival trip to Washington DC where I gathered data on all Fair Trade Organizations that were previously, but are no longer, Fair Trade Federation members. I spent a week in the Fair Trade Federation headquarters scanning and recording all records of historical members. The COR award was supplemented by a National Science Foundation doctoral dissertation improvement grant which I was also awarded for 2011-2012. These funds allowed me to collect historical membership data at the World Fair Trade Organization, the other Fair Trade Organization screening body in The Netherlands.

These data serve as the dependent variables in two chapters of my dissertation. The first chapter, "Nongovernmental Regulation and Construction of Value in Global Markets: The Rise of Fair Trade Organizations, 1961-2006," is under review at a scholarly journal. The second chapter, "The Institutionalization of Nongovernmental Regulation of Markets: The Uneven Rise of Fair Trade Producer Organizations," is in preparation for submission to a scholarly journal. In addition, I am presenting the second chapter at the annual meeting of the American Sociological Association.

In addition, my paper which as supported by a COR grant in 2010-2011, "Fair Trade and the Double Movement: The Promise and Contradictions of Improving Labor

Standards in the Global South via Market Mechanisms,” was published in the *Journal of Workplace Rights* this spring.

Tony Smith

The organizational flow of human trafficking in the U.S.

I received a COR small grant in the amount of \$500 for the year 2011-2012. The award was given to support a project on human trafficking. The project name is “The Organizational Flow of Human Trafficking in the US.” Emerging technology, including the Internet, presents researchers with new and unprecedented access to, and capacity for analysis of, data. I have so far gathered over 2 million observations of the micro-level data contained in Craig’sList for specific categories in order to answer some specific questions as explained below. First, I developed a “web crawler” – a series of algorithms that are capable of gathering the data of interest. The project is focused on the organization and flow of domestic human trafficking. There are additional avenues of research from this project, but for the purposes of the COR grant, only this first project is germane. Human trafficking is the migration of people for the purposes of labor exploitation. While the exploitation occurs in many categories of labor, the project is particularly concerned with trafficking for the purposes of sexual exploitation. I have collect micro-level data contained in Craig’sLists personal ads (e.g., women seeking men, men seeking men, etc) for 8 cities. Importantly, the web-crawler is capable not only of merely counting the ads, but also assessing and categorizing the qualitative dimensions of the ads. I will continue to collect date through the end of September 2012.

These data will be used to answer three broad questions related to human trafficking.

- 1) Is there a network of human trafficking in the United States that is revealed by significant increases in the presence of these types of ads in responses to exogenous events such as large sporting events, political conventions, trade conventions and other mass gatherings?
- 2) Are different types of events more likely to correlate with increased human trafficking?
- 3) Do different state or local level legal regimes effect the presence of human trafficking in response to the exogenous events ?
- 4) Are there specific dimensions to the flow of human trafficking that reveal the organizational structure of the illicit criminal network?

Once all the micro-level data has been collected, I will then conduct fieldwork to develop qualitative data as well. The \$500 from COR was used to help purchase equipment, specifically it paid for about 2/3rds of an iPad portable computing device. This has been and will be used throughout the project in a variety of applications. I also applied for a Guggenheim fellowship to support this project but was not successful. The project will begin to yield publications over the next 12 months. I anticipate a book and several articles from this work.

Amy Volda

Last year, COR provided a \$250 grant to support the extension of research that I undertook in collaboration with UCI colleagues Ban Al-Ani and Ellie Harmon. The funding was used to purchase supplies to assist with data collection and the collaborative analysis of data from research about the information systems use of nonprofit organizations.

The following outcomes and deliverables have resulted from last year's support by COR:

- Wrote a paper for the premier conference in the field of human-computer interaction (CHI). This paper was accepted and nominated for a best paper award (top 5% of all submissions):

Amy Volda, Ellie Harmon, and Ban Al-Ani. 2012. Bridging between organizations and the public: volunteer coordinators' uneasy relationship with social computing. In *Proceedings of the 2012 ACM annual conference on Human Factors in Computing Systems* (CHI '12). ACM, New York, NY, USA, 1967-1976. DOI=10.1145/2208276.2208341

- Wrote an article, grounded in data from this research, advocating that the field should be conducting more research with nonprofit organizations. This article was published in the high-visibility professional magazine associated with human-computer interaction (*Interactions*):

Amy Volda. 2011. Shapeshifters in the voluntary sector: exploring the human-centered-computing challenges of nonprofit organizations. *Interactions* 18, 6 (November 2011), 27-31. DOI=10.1145/2029976.2029985

- Submitted a NSF proposal to extend our study of the use of information systems by nonprofit organizations. The grant proposal has been conditionally accepted, pending its successful transfer to Cornell, where I have accepted a faculty position starting this fall. The award is for ~\$496,000 and will support the continuation of this line of research for the next three years. The influence of the COR community on this research will continue as Judy Olson has agreed to serve on the advisory board for the grant.

I'd like to express my sincerest thanks for the support of COR. The funding that I have received over the past two years has been instrumental in allowing me to pursue my own research agenda in parallel with the research that I was hired as a postdoc to do. This support has enabled collaborations with four new colleagues, led to three publications (including two papers that have been nominated for best paper awards), and is likely to result in one more publication in the next year. In addition, the research that I carried out as a result of the support of COR yielded key pilot data that was used

to motivate a successful NSF grant proposal. I am extraordinarily grateful to have had the opportunity to work as a postdoctoral researcher at UCI, where COR played a critical role in my career development.

Lydia Zacher

Midwifery Reborn: Crafting a New Model for Women's Health in Mexico

The doctoral dissertation research that I conducted with the support of COR funding took place over the course of 11 months, from August, 2011 until July, 2012. My central research problem emerged from a shift in the Mexican national government's view of midwives from symbols of Mexico's undeveloped past to tools for maternal mortality reduction and, in turn, tools for development. Through this shift, grassroots midwifery organizations across Mexico have just within the past few years been able to gain legitimacy and are trying to create formal paths to midwifery education and midwifery health care within the Mexican health system. My primary question upon entering the field was: how have these grassroots midwives been able to regain their role as experts in the field of reproduction, and what will be the effects of new forms of institutionalization on both the midwifery model and the national health care system?

In order to approach this question, I conducted research with informants and in organizations at three levels: in midwifery clinics, midwifery schools, and with politicians involved in the institutionalization of midwifery in Mexico. This research took place in San Miguel de Allende, Guanajuato, Oaxaca City, Oaxaca, Patzcuaro, Michoacan, and Mexico City; I was also able to conduct skype interviews with informants in Tulum, Quintana Roo, and San Cristobal de las Casas, Chiapas. While I had originally intended to divide my research into sections (for example, look at midwifery in practice for three months before moving on to midwifery education), I found that it was more practical to conduct research at any of the three levels of interest as they became available. That is, in any given week I spent time observing in a midwifery school, but also was able to interview administrators and possibly attend a political meeting. Overall, I feel that this more fluid approach allowed me to constantly circle back on my research questions in a way that may not have been possible had I tried to look at each level separately.

The support that I received from COR was used specifically to help with some of the travel expenses I incurred as I traveled between midwifery training sites, as well as for Atlas.ti qualitative data analysis software that I am planning to use now that I have returned from the field and am beginning the writing process. I am planning on applying for funding for writing up, although I plan on working as a teaching assistant for the upcoming fall quarter as I begin data analysis. I would like to thank COR for its continuing support of my research with midwifery organizations in Mexico over the past four years.

New and Continuing Grants Received by Executive Committee Members

Nina Bandelj, Social Sciences

- 2012 Slovenian Research Agency Grant (PI: Andrej Rus, Co-PI: Nina Bandelj) (\$2,000) - new
- 2012 Center for the Study of Democracy, University of California, Irvine (\$3,000)
- 2009-2012 American Council of Learned Societies, Eastern European Program Conference Grant (\$21,000) (with Dorothy Solinger) - continuing
- 2009-2012 UC World History Project Grant for “1989: Twenty Years After” (\$5,000) (with Dorothy Solinger) - continuing

Christine Beckman, Paul Merage School of Business

- 2011 Don Beall Center for Innovation and Entrepreneurship, University of California Irvine, (\$10,987)

Gloria Mark, Donald Bren School of Information and Computer Science

- 2011-12: Google: co-PI. “Activity-Awareness Everywhere: A Smartphone Infrastructure for Studying and Supporting Ubiquitous Multitasking in Information Work” (\$60,000).
- 2011-12: NSF RAPID: PI. “Citizen Use of Social Media in the Egyptian Uprising” (\$50,000).
- 2011-2012: Northrup Grummon. PI, (\$30,000).
- 2011: NSF WORKSHOP: PI. “Designing Citizen Diplomacy,” (\$39,929): 7/10-6/11.
- 2011: NSF WORKSHOP: PI. “Computer-Supported Cooperative Work Doctoral Colloquium” (\$25,783): 7/10-6/11.

Melissa Mazmanian, Donald Bren School of Information and Computer Science

- 2010-2013: NSF: “Innovating Across Cultures in Virtual Organizations,” Co-PI with Paul Dourish (\$400,000)
- 2010-2013: NSF: “From Cyberspace to Outer Space: Social Computing and Its Effects in Large Scale Planetary Exploration Systems,” Co-PI with Janet Vartesi and Paul Dourish (\$749,257)

Gary Olson, Donald Bren School of Information and Computer Science

- April 2010-April 2013: Google: “Working Together Apart: Challenges of Cross-Cultural Collaboration”, Project Co-Director (\$750,000)
- September 2010 – August 2013: National Science Foundation: “Next Steps in Articulating Success Factors for Distributed Collaborations,” Project Director (\$399,336)

Judith Olson, Donald Bren School of Information and Computer Science

- NSF VOSS grant: “Next steps in articulating success factors for distributed collaborations” (\$399,336 total over three years)
- Gift from Google: “Working together apart: Challenges of Cross-cultural collaboration” (\$500,000 total over two years)

Dan Stokols, Social Ecology

- 2009 – Present: “Tracking the Scientific Impacts of the National Academies Keck Futures Initiative (NAKFI) Through its Seed Grants.” Research contract with the National Academies of Science. (\$135,000)

Alladi Venkatesh, Paul Merage School of Business

- Anonymous (\$10,000) to host a conference at UCIrvine on “Anthropology of Markets and Consumption,” in conjunction with the Center for Ethnography. Co-Organizer – Prof George Marcus, Center Director and Professor, Dept of Anthropology. Conference date November 2012.

Publications by Executive Committee Members in 2011-2012

Nina Bandelj, Social Sciences

- Bandelj, Nina. (2012). "A Polanyian Analysis of Capitalism: A Commentary on Fred Block." Pp. 295-304 in Political Power and Social Theory, Volume 23, edited by Julian Go. Emerald Publishing.
- Bandelj, Nina. (2012). "Relational Work and Economic Sociology." Politics and Society 40(2): 175-201.
- Bandelj, Nina. (2012). "Relevance of Nationality in Cross-Border Economic Transactions." Nationalities Papers 39(6): 963-976.
- Bandelj, Nina and Dorothy J. Solinger. Eds. (In press). Socialism Vanquished, Socialism Challenged: Eastern Europe and China (1989-2009). New York: Oxford University Press.
- Bandelj, Nina and Dorothy J. Solinger. (In press). "Post-socialist Trajectories in Comparative Perspective," in Socialism Vanquished, Socialism Challenged: Eastern Europe and China (1989-2009), edited by Nina Bandelj and Dorothy J. Solinger. New York: Oxford University Press.
- Solinger, Dorothy J. and Nina Bandelj. (In press). "The Fate of the State after 1989: Eastern Europe and China Compared," in Socialism Vanquished, Socialism Challenged: Eastern Europe and China (1989-2009), edited by Nina Bandelj and Dorothy J. Solinger. New York: Oxford University Press.

Christine Beckman, Paul Merage School of Business

- Beckman, Christine, Kathy Eisenhardt, Suresh Kotha, Alan Meyer, and Nandini Rajagopalan. (2012). "The role of the entrepreneur in technology entrepreneurship." *Strategic Entrepreneurship Journal* 6: 203-206.
- Beckman, Christine M., Kathy Eisenhardt, Suresh Kotha, Alan Meyer, and Nandini Rajagopalan. (2012). "Technology entrepreneurship." *Strategic Entrepreneurship Journal* 6: 89-93.
- Beckman, Christine M. and Brooking Gatewood. (2012). "Building Organizations to Change Communities: Educational Entrepreneurs in Poor Urban Areas." In K. Golden-Biddle and J. Dutton (eds.), *Using a Positive Lens to Explore Social Change and Organizations*. Routledge, Taylor and Francis Group.
- Rottner, Renee M. and Christine M. Beckman. (2012). "Making the Invisible Visible: A History of the Spitzer Infrared Telescope Facility (1971-2003)." NASA Monograph, Management Series, SP 2012-4547.
- Beckman, Christine M. and M. Diane Burton. (2011). "Bringing organizational demography back in: Time, change and structure in top management team research." In M. Carpenter (ed.), *Handbook of Top Management Team Research*. Edward Elgar.

Phillip Bromiley, Paul Merage School of Business

- Bromiley, P. and Washburn, M. (2011) "Cost Reduction vs. Innovative Search in R&D," *Journal of Strategy and Management*. 4(3) 196-214.
- Bromiley, P., Rau, D. (forthcoming) "Decision Making," *Oxford University Press, Oxford Bibliographies Online*.

- Bromiley, P. and Rau, D. (forthcoming) "Managing an Entrepreneur's Risk-taking Propensity," in D. Bodde and C.H. St. John (Ed.), *Chance and Intent*. Rutledge, N.Y.
- Holmes, M., Bromiley, P., Devers, C. E., Holcomb, T. and McGuire, J. J. (2011) "Management Theory Applications of Prospect Theory: Accomplishments, Challenges, and Opportunities," *Journal of Management*. 37(4) 1069-1107.
- Rau, D., Bromiley, P. (forthcoming) "Strategic Decision-Making," in *McGraw-Hill Yearbook of Science & Technology 2012*, McGraw-Hill.
- Souder, D., and Bromiley, P. (2012) "Explaining Temporal Orientation: Evidence from the Durability of Firms' Capital Investments," *Strategic Management Journal*, 33:550-569.
- Washburn, M., and Bromiley, P. (forthcoming) "Comparing Aspiration Models: The Role of Selective Attention," *Journal of Management Studies*.

Martha Feldman, Social Ecology

- Pentland, Brian, Martha S. Feldman, Markus Becker and Peng Lui. (2012) Dynamics of organizational routines: A generative model. 2012. *Journal of Management Studies*.
- Jarzabkowski, Paula A., Jane K. Lê and Martha S. Feldman. (2012) Toward a theory of coordinating: Creating coordinating mechanisms in practice. *Organization Science*; 23(4) 907-927.
- Baker, Natalie, Martha S. Feldman, Victoria Lowerson. (2012) Working through disaster. *Disaster Medicine and Public Health Preparedness*.
- Feldman, Martha S. and Wanda J. Orlikowski. (2011) Practicing theory and theorizing practice. *Organization Science*, 22 (5): 1240-1253.
- Quick, Kathryn S. and Martha S. Feldman. (2011) Distinguishing participation and inclusion. *Journal of Planning Education and Research* 31(3): 271-290. Received ACSP's 2012 Chester Rapkin Best Paper Award for the combined volumes 30 and 31 of *JPER*.
- Rerup, Claus and Martha S. Feldman. 2011. Routines as a source of change in organizational schemata: The role of trial-and-error learning. *Academy of Management Journal*. Vol. 54, No. 3, 577-610.
- Feldman, Martha S. (2012). Practicing sustainability: A generative approach to change agency. In *Using a Positive Lens to Explore Social Change and Organizations Building a Theoretical and Research Foundation* K. Golden-Biddle and J. Dutton (Eds.). NY: Psychology Press/Routledge.
- Feldman, Martha S. (2011). A moment of zen: Awakening to an essential feature of analysis and writing. In *Research Alive: Exploring Generative Moments in Doing Qualitative Research*. Arne Carlsen and Jane E. Dutton, eds.: Copenhagen: Liber, Copenhagen Business School Press, and Universitetsforlaget.

Gloria Mark, Donald Bren School of Information and Computer Science

- Al-Ani, B., Mark, G., Chung, J., and Jones, J. (2012). The Egyptian Blogosphere: A Counter-Narrative of the Revolution. *Proceedings of ACM CSCW'12*, Seattle, WA, ACM Press. Honorable mention for Best Paper.
- Dabbish, L., Mark, G., and Gonzalez, V. (2011). Why Do I Keep Interrupting Myself?: Environment, Habit and Self-Interruption. *Proceeding of the twenty-ninth annual*

SIGCHI conference on Human factors in computing systems (CHI 2011). ACM Press, Vancouver, B.C.

Grudin, J., Mark, G., and Riedl, J. (forthcoming). Conference-Journal Hybrids. *Communications of the ACM*.

Mark, G., Bagdouri, M., Palen, L., Martin, J., Al-Ani, B., Anderson, K. (2012). Blogs as a Collective War Diary. *Proceedings of ACM CSCW'12*, Seattle, WA, ACM Press.

Mark, G., Volda, S. and Cardello, A. (2012). "A Pace Not Dictated by Electrons": An Empirical Study of Work Without Email. *Proceeding of the thirtieth annual SIGCHI conference on Human factors in computing systems (CHI'12)*, ACM Press.

Honorable mention for Best Paper.

Ramos, J., Volda, S., Mark, G. (2011). A Design Space Analysis of Interrupter/Interruptee Trade-Offs in Availability-Sharing Systems. *Proceedings of UIST 2011*.

Semaan, B. and Mark, G. (2011). Repairing infrastructure during ongoing crisis: Technology-mediated social arrangements to support recovery. *ACM Transactions on Computer-Human Interaction (TOCHI)*, vol 18, issue 4, December 2011.

Semaan, B. and Mark, G. (2011). Creating a context of trust with ICTs: Restoring a sense of normalcy in the environment. *Proceedings of ACM CSCW'11*, Hangzhou, China, ACM Press.

Semaan, B. and Mark, G. (2012). 'Facebooking' Towards Crisis Recovery and Beyond: Disruption as an Opportunity. *Proceedings of ACM CSCW'12*, Seattle, WA, ACM Press.

Gary Olson, Donald Bren School of Information and Computer Science

Olson, G., Mark, G., Churchill, E., & Rotman, D. (2011) New missions for a sociotechnical infrastructure. *Computer*, 43(11), 37-43.

Olson, G.M., & Olson, J.S. (2012) Collaboration technologies. In J. Jacko (Ed.), *The Human-Computer Interaction Handbook* (3rd Ed.) (pp. 549-564). Mahwah, NJ: Lawrence Erlbaum Associates.

Tomlinson, B., J. Ross, P. André, E.P.S. Baumer, D.J. Patterson, J. Corneli, M. Mahaux, S. Nobarany, M. Lazzari, P. Penzenstadler, A.W. Torrance, D.J. Callele, G.M. Olson, M.S. Silberman, M. Ständer, F.R. Palamedi, A. Salah, E. Morrill, X. Franch, F. Mueller, J. Kaye, R.W. Black, M.L. Cohn, P.C. Shih, J. Brewer, N. Goyal, P. Näkki, J. Huang, N. Baghaei, and C. Saper. 2012. "Massively Distributed Authorship of Academic Papers." ACM Conference on Human Factors in Computing Systems (CHI 2012) Extended Abstracts (alt.chi). 10 pages.

Volda, A., Bos, N.D., Olson, J.S., Olson, G.M., & Dunning, L. (2012) Cross-cutting faultlines of location and shared identity in the intergroup cooperation of partially distributed groups. In the *Proceedings of CHI 2012*. New York: ACM.

Judith Olson, Donald Bren School of Information and Computer Science

Koehne, B., Shih, P. C., Olson, J. S. (2012) Remote and alone: Coping with being the remote member on the team. *Proceedings of the Conference on Computer Supported Cooperative Work. CSCW 2012*.

- Kraut, R., Maher, M.L., Olson, J., Malone, T. W., Pirolli, P., & Thomas, J. C. (2010) Scientific foundations: A case for Technology Mediated Social Participation theory, *IEEE Computer*.
- Olson, G. M. & Olson, J. S. (2010) Collaboration technologies. In J.J. Jacko & A.Sears (Eds.), *Handbook of human-computer interaction* (3rd Ed.). Mahwah, NJ: Lawrence Erlbaum Associates.
- Voida, A., Bos, N. D., Olson, J. S., Olson, G. M., & Dunning, L. (2012) Cross-cutting faultlines of location and shared identity in the intergroup cooperation of partially distributed groups. *Proceedings of the Conference on Human Factors in Computing Systems. CHI 2012*. 3101 – 3110.

Jone Pearce, Paul Merage School of Business

- Pearce, J. L. (2012) *Organizational behavior real research for real managers*. (3rd ed.) Irvine, CA: Melvin & Leigh.
- Pearce, J. L. (2012) Assumptions in employee-organization relationships: A critical perspective from the study of volunteers. In Shore, L. M., Coyle-Shapiro, J. A-M. & Tetrick, L. E. (Eds.) *The Employee-organization relationship: Applications for the 21st Century*. New York: Psychology Press/Routledge, 169-191.
- Pearce, J. L. (2012) Revealing themes: Applying a positive lens to the chapters on poverty and low wage work. In K. Gordon-Biddle & J. Dutton (Eds.) *Using a positive lens to explore social change and organizations*. New York: Psychology Press/Routledge.
- Pearce, J. L. (2012) Creating evidence-based textbooks. In D. M. Rousseau (Ed.) *Handbook of evidence-based management: Corporations, classrooms and research*. New York: Oxford University Press, 377-386.
- Pearce, J. L. and Huang, L. (2012) The decreasing value of our research to management education. *Academy of Management Learning and Education*. 11, 247-262.
- Pearce, J. L. and Huang, L. (2012) Toward an understanding of what actionable research is. *Academy of Management Learning and Education*, 11, 300-301.
- Pearce, J. L. and Xu, Q. J. (2012) Rating performance or contesting status: Evidence against the homophily explanation for supervisor demographic skew in performance ratings. *Organization Science*, 23, 373-385.

Judith Stepan-Norris, Social Sciences

- Lind, Benjamin and Judith Stepan-Norris. (2011). "The Relationality of Movements: Movement and Countermovement Resources, Infrastructure, and Leadership in the Los Angeles Tenants' Rights Mobilization, 1976-1979." *American Journal of Sociology* Vol. 116 (5): 1564-1609.
- Stepan-Norris, Judith. (2011). "Unions" In *The Concise Encyclopedia of Sociology*. George Ritzer and J. Michael Ryan, Eds. West Sussex, UK: Wiley-Blackwell Publishers. (Reformulation of longer version.)
- Stepan-Norris, Judith. (forthcoming). "Labor in the Forgotten 1970s." *Contemporary Sociology*.

- Stepan-Norris, Judith, Jasmine Kerrissey and Benjamin Lind. (2011). "Gender Equity in Faculty Recruitment Experiences under the NSF ADVANCE Program: A Case Study." *The Journal of Academic Administration in Higher Education*. Fall.
- Stepan-Norris, Judith and Benjamin Lind. (2011). "Strikes and Social Movements in the U.S." In *Blackwell Encyclopedia of Social and Political Movements* J. Michael Ryan, Ed.. West Sussex, UK: Wiley-Blackwell Publishers.
- Stepan-Norris, Judith and Matthew Mahutga. (2011). "Ideological Hegemony" In *The Concise Encyclopedia of Sociology*. George Ritzer and J. Michael Ryan, Eds. West Sussex, UK: Wiley-Blackwell Publishers. (Reformulation of longer version.)

Dan Stokols, Social Ecology

- Falk-Krzesinski, Contractor, N., Fiore, S.M., Hall, K.L., Kane, C., Keyton, J., Thompson Klein, J., Spring, B., Stokols, D., & Trochim, W. (2011). Mapping a research agenda for the science of team science. *Research Evaluation*, 20 (2), 145-158.
- Hall, K., Stokols, D., Stipelman, B., Vogel, A., Feng, A., Masimore, B., Morgan, G., Moser, R.P., Marcus, S.E., & Berrigan, D. (2012). Assessing the value of team science: A study comparing center and investigator-initiated grants. *American Journal of Preventive Medicine*, 42(2), 157-163.
- Misra, S., Hall, K.L., & Feng, A., Stipelman, B., & Stokols, D. (2011). Collaborative processes in transdisciplinary research. In M. Kirst, N. Schaefer-McDaniel, S. Hwang, & P. O'Campo (Eds.), *Converging disciplines: A transdisciplinary research approach to urban health problems*. New York: Springer. 97-110.
- Misra, S., & Stokols, D. (2011). Psychological and health outcomes of perceived information overload. *Environment & Behavior*.
<http://eab.sagepub.com/content/early/2011/04/15/0013916511404408>
- Misra, S., Stokols, D., & Heberger-Marino, A. (2011). Using norm-based appeals to increase response rates in evaluation research: A field experiment. *American Journal of Evaluation*,
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- Misra, S., Stokols, D., Hall, K.L., & Feng, A. (2011). Transdisciplinary training in health research: Distinctive features and future directions. In M. Kirst, N. Schaefer-McDaniel, S. Hwang, & P. O'Campo (Eds.), *Converging disciplines: A transdisciplinary research approach to urban health problems*. New York: Springer, 133-147.
- Stokols, D. (in press). Social ecology. In A. C. Michalos (Ed.), *Encyclopedia of Quality of Life Research*. Dordrecht: Springer.
- Stokols, D. (2011). Transdisciplinary action research in landscape architecture and planning. *Landscape Journal*, 30 (1), 1-5.
- Stokols, D., Hall, K.L., & Vogel, A.L. (in press). Transdisciplinary public health: Core characteristics, definitions, and strategies for success. In Haire-Joshu, D., & McBride, T.D. (Eds.), *Transdisciplinary public health: Research, methods, and practice*. San Francisco: Jossey-Bass Publishers.
- Stokols, D., Lejano, R., & Hipp, J. (revised version under review). Enhancing the resilience of human-environment systems: A social ecological perspective. *Ecology & Society*.

Trivedi, C., & Stokols, D. (2011). Social enterprises and corporate enterprises: Fundamental differences and defining features. *Journal of Entrepreneurship*, 20 (1), 1-32.

Alladi Venkatesh, Paul Merage School of Business

Chen, Steven and Alladi Venkatesh (Forthcoming), "An Investigation of How Design-Oriented Organisations Implement Design Thinking," *Journal of Marketing Management*

Joy, Annamma, John F. Sherry, Jr., Alladi Venkatesh, Jeff Wang and Ricky Chan (2012), Fast Fashion, Sustainability, and the Ethical Appeal of Luxury Brands, *Fashion theory*, 16 (3), 273-296.

Shih, Eric, Alladi Venkatesh, Steven Chen and Erik Kruse (Forthcoming), , "Dynamic Use Diffusion Model in a Cross-National Context: A Comparative Study of the U.S., Sweden and India," *Journal of Product Innovation and Management*.

Venkatesh, Alladi. (2012), Guest Editor: "Special Issue On India: Macromarketing Perspectives," *Journal of Macromarketing*, December, 1-5.

Venkatesh, Alladi and Nivein Behairy (2012), "Young American Consumers and New Technologies," in Mike Molesworth and Janice Denegri-Knott (eds), *Digital Virtual Consumption* Routledge, 29-45.

Venkatesh, Alladi, Theresa Digerfeldt-Mansson, Frederic Brunel and Steven Chen (2012), "Design orientation: a grounded theory analysis of design thinking and action," *Marketing Theory*, December, 12 (4).

Venkatesh, Alladi and Debora Dunkle (Forthcoming) "Digitizing Physical Objects in the Home," Russell W. Belk and Rosa Llamas (eds), *The Routledge Companion to Digital Consumption*, Routledge.

Venkatesh, Alladi, Debora Dunkle and Amanda Wortman (2012) "Family Life, Children and Feminization of Computing," in Richard Harper (ed) *The Connected Home: The Future of Domestic Life*, Springer, 59-78.

Venkatesh, Alladi, Seema Khanwalkar, Lynda Lawrence and Steven Chen (Forthcoming), "Ethnoconsumerism and Cultural Branding: Designing "Nano" Car " *Qualitative Market Research*

Ziamou, Paschalina (Lilia), Stephen Gould and Alladi Venkatesh (2012) "Am I Getting It or Not?" The Practices Involved in 'Trying to Consume' a New Technology, *Journal of Product Innovation and Management*. 29 (2), 216-228.

Courses Taught by Executive Committee Members in 2011-2012

COURSE NUMBER	COURSE TITLE	INSTRUCTOR	SCHOOL
Graduate Courses			
SOC 210A	Classical Sociological Theory	Bandelj	Sociology
SOC 202	Proseminar 1	Bandelj	Sociology
SOC 289	Economic Sociology	Bandelj	Sociology
MGMT EP 200	Management of Innovative Organizations	Beckman	Merage
MGMT HC 200	Management of Innovative Organizations	Beckman	Merage
MGMT 297U	Theory of Organizations	Beckman	Merage
MGMT 210	Business Strategy	Bromiley	Merage
MGMT EP 290	Corporate Governance	Bromiley	Merage
MGMT 297I	Applied Multivariate Statistics	Bromiley	Merage
MGMT FE 218I	Business Dynamics	Bromiley	Merage
PP&D 283	Collective Government, Public Management	Feldman	PPD, Merage, Soc, Pol Sci
PP&D 279	Theory of Power & Empowerment	Feldman	PPD, Merage, Soc, Pol Sci
MGMT FE 290	Global Business 1	Gong	Merage
MGMT FE 295	Global Business 2	Gong	Merage
MGMT 291	Topics in Strategic Management	Gong	Merage
INF 251	Computer Supported Cooperative Work	Mark	ICS
INF 295	Social Media in Crisis	Mark	ICS
INF 208S	Seminar – Informatix Research	Mazmanian	ICS
INF 209S	Seminar – Informatix	Mazmanian	ICS
INF 290	Research Seminar	Mazmanian	ICS
INF 205	Quantitative Research Methods in IS	G Olson	ICS
INF 290	Research Seminar	G Olson	ICS
INF 290	Research Seminar	J Olson	ICS
MGMT EP 202	Organizational Behavior	Pearce	Merage
MGMT 291	Foundations of Organizational Behavior Doctoral Seminar	Pearce	Merage

MGMT EP 296	Executive Leadership	Pearce	Merage
SE 200	Social Ecology Seminar	Stokols	SE
SE 261	Strategies of Theory Development	Stokols	SE
MGMT 256	Design Management and Innovation	Venkatesh	Merage
MGMT 291	Doctoral Seminar in Social Media	Venkatesh	Merage
Undergraduate Courses			
PP&D 167	Public Policy & Management	Feldman	PPD
I&C Sci 3	Internet Technology & Society	Mark	ICS
INF 162W	Organizational Information Systems	Mark	ICS
INF 161	Social Analysis of Computerization	Mazmanian	ICS
INF 153	Computer Supported Cooperative Work	G Olson	ICS
INF 143	Information Visualization	G Olson	ICS
INF 151	Project Management	J. Olson	ICS
INF 191 A-B-C	Senior Informatics Projects Course	J Olson	ICS
PPD 151	Environmental Psychology	Skokols	SE
SE 195	Field Study	Skokols	SE

Other Notable News from the Executive Committee:

Nina Bandelj, Social Sciences

- Elected to the Council of the Global and Transnational Sociology of the American Sociological Association (2011-2014 term)
- Elected to Executive Council of the Society for the Advancement of Socio-Economics (term is from 2013-2015)
- Elected to Chair of the Economic Sociology Section of the American Sociological Association (will serve as Chair-Elect in 2012-13 and as Chair in 2013-14).
- Continue as Editor of Socio-Economic Review.

Christine Beckman, Paul Merage School of Business

- Committee for Renewal of *Organization Science* Editor-in-Chief (2012)
- Special Issue Co-Editor, *Strategic Entrepreneurship Journal*, Technology Entrepreneurship (2012)
- Program Chair & Division Chair (Elected position), Organization and Management Theory Division, Academy of Management (continuing 2009-2014)

Martha Feldman, Social Ecology

- September 10-14; Workshop on Analyzing Qualitative Data; University of Zurich, Zurich, SWITZERLAND.
- August 2012. Control & Empowerment: Exploring a Fundamental Tension in Leading Strategic Renewal. Co-presented with Torsten Schmid. Panelist for Symposium on Changing Change, Academy of Management Meetings, Boston.
- August 2012. Creating Order by Protecting Chaos. Co-presented with Katie Pine. Panelist and Symposium convener for Symposium on No Order without Chaos: Routines as the Nexus between Continuity and Disruption, Academy of Management Meetings, Boston.
- August, 2012. Disruption and routines in post-Katrina New Orleans. Panelist and Symposium convener for Symposium on Routines in Hot Situation, Academy of Management Meetings, Boston.
- June 25-30, 2012; Workshop on Qualitative Research; University of Nanjing, Nanjing, CHINA.
- March, 2012. Disruption and routines in post-Katrina New Orleans. Invited speaker, Robert F. Wagner Graduate School of Public Service, New York University, New York.
- October 2011. Disruption and routines in post-Katrina New Orleans. Invited speaker, DeSautels Faculty of Management, McGill University, Montreal, CANADA.

Gloria Mark, Donald Bren School of Information and Computer Science

- Program chair of the CSCW 2012 conference (top conference in the CSCW field)

Judith Olson, Donald Bren School of Information and Computer Science

- Awarded the Athena Lecture from the Association for Computing Machinery (which translates into "Woman of the Year in Computer Science") in 2011-12 and delivered the Lecture at CSCW in 2012

Gary Olson, Donald Bren School of Information and Computer Science

- Re-elected to another 3-year term as Vice President for Finance of ACM SIGCHI

Jone Pearce, Paul Merage School of Business

- Continue to serve as member of the Social Science Panel for the British Research Excellence Framework (the five-year evaluation of research on which the government allocates research funding to universities).

Dan Stokols, Social Ecology

- Invited Address, Science of Team Science Annual Conference, Northwestern University, Chicago IL, April 2012.
- Development of iTunes U online course on Environmental Psychology, June 2012.
- Serve on the Advisory Boards of the International Science of Team Science (SciTS) Conferences and the NCI Team Science Toolkit.
- Serve on the editorial boards of the *Journal of Environmental Psychology*, the *Journal of Architectural and Planning Research*, and the *American Journal of Health Promotion*.
- Faculty instructor and mentor within the UCI Interdisciplinary Summer Undergraduate Research Experience (ID-SURE) fellowship program, including participation in five journal club class sessions with the 2011 and 2012 cohorts of ID-SURE fellows: <http://www.urop.uci.edu/id-sure.html>
- Co-Director of the Social Ecology Research Center. Hosted visitors from Japan, Switzerland, and Australia to SERC and PPD during 2011-2012.

Center for Organizational Research Budget 2011-2012

Income – Office of Research
\$13,000

Income – Affiliated Schools
The Paul Merage School of Business: \$5000

Total income: \$18,000

Due to the budget situation the other 3 schools were unable to provide funding for COR in 2011-2012.

Expenditures

Small Grant Program \$6,226
Events \$ 1,863
Salary \$ 6,000
Miscellaneous \$61

Total expenditures: \$14,152

The Johnson Chair endowment provided additional funding for administrative support staff in 2011-2012.

COR projected budget expenditures 2012-2013: Total=\$20,000

COR PROGRAM	AMOUNT	REASON
Small Grant Program	\$10,000	COR provides research support funds for faculty, postdocs and PhD students.
Events	\$2500	This pays for travel, refreshments and a small thank-you gift.
Administrative salary	\$7500	This pays for a part-time student to organize events, update website and help administer small grants.