November 4, 2008

Dear Executive Committee Members,

We appreciate your continued support of the Center for Organizational Research (COR). Enclosed please find the COR 2007-08 Final Report. In 2008 COR concluded its second full year of operation. Below are some of the highlights of the 2006 – 2008 academic years:
- COR supported research collaborations that led directly to over $2,000,000 in accumulated extramural research funding awarded to COR faculty and graduate affiliates from multiple federal agencies, including the NSF, NIH, NCI, and multiple private foundations.
- COR provided $26, 672 in research support for faculty members and graduate students.
- COR sponsored or co-sponsored 39 events featuring 51 different speakers, which were attended by hundreds of faculty and graduate students.
- COR continues its reach into the international community of organizational scholars by sponsoring two Visiting PhD students, Herlin Chien from National Sun Yat Sen University in Taiwan, and Jonas Sprogöe fro Learning Lab Denmark.

We are looking forward to working with you this coming year in our continued efforts to promote research in organization studies.

Martha Feldman
Co-Director 2006 – 2008
Director 2008 – 2009

Calvin Morrill
Co-Director 2006 – 2008

Center for Organizational Research
University of California, Irvine

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.

Current Major Research Projects

- *Collaboration Resilience: Restoring Human Infrastructure with Technology*. (Martha Feldman, School of Social Ecology and Gloria Mark, Bren School of Information and Computer Sciences, funded by NSF)
- *School Rights: Law and the Dynamics of Everyday School Life*. (Calvin Morrill, School of Social Sciences, funded by NSF)
- *Toward a Science of Transdisciplinarity and Development of Evaluative Metrics for Assessing Transdisciplinarity Research Center Initiatives*. (Dan Stokols, School of Social Science, funded by National Institutes of Health/National Cancer Institute)
- *Organizational Strategy and Environment: A Pilot Study to Collect Disaggregate Data on American Labor Unions 1905-2005*. (Judith Stepan-Norris, School of Social Science, funding by NSF)
- *Brokerage, Social Networks, Knowledge-Based Innovation*. (David Obstfeld, Merage School of Business, funded by NSF)

Below are some of the COR highlights of the 2006-2008 academic years:

- During its first two full years of existence, COR received $37,000 from the Office of Research and has redistributed $26,672 in research support for faculty members and graduate students (the remaining funds will be used for our Fall 2008 activities and 2009 research support program. See Appendix C for details). This program supported research collaborations and led directly to over two million dollars in accumulated extramural research funding awarded to COR faculty and graduate affiliates from multiple federal agencies, including the NSF, NIH, NCI, and multiple private foundations.

- COR sponsored or co-sponsored 39 events featuring 51 different speakers, which were attended by hundreds of faculty and graduate students. Some events had multiple speakers and some speakers participated in more than one event (see Appendix B for details).

- COR continues its reach into the international community of organizational scholars by sponsoring two Visiting PhD students, Herlin Chien from National Sun Yat Sen University in Taiwan, and Jonas Sprogöe from Learning Lab Denmark.

2007-2008 Annual Report

COR Executive Committee Members
Nina Bandelj, Social Sciences
Christine Beckman, Paul Merage School of Business
Martha Feldman, Social Ecology
Cristina Gibson, Paul Merage School of Business
Gloria Mark, Donald Bren School of Information and Computer Science
Calvin Morrill, Social Sciences
David Obstfeld, Paul Merage School of Business
Jone Pearce, Paul Merage School of Business
Dan Stokols, Social Ecology

Advisor to the Executive Committee
Lyman Porter, Paul Merage School of Business

COR Staff Support
Heather Goldsworthy, Social Ecology

Appendix A

UCI Internal Affiliates

- Deborah Avant, Social Sciences
- Nina Bandelj, Social Sciences
- Christine Beckman, Paul Merage School of Business
- Kristin M.j. Behfar, Paul Merage School of Business
- Philip Bromiley, Paul Merage School of Business
- Carter Butts, 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
- Cristina Gibson, Paul Merage School of Business
- 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
- Calvin Morrill, Social Sciences
- Bonnie Nardi, Donald Bren School of Information and Computer Science
- David Obstfeld, Paul Merage School of Business
- 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
- 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
- Alladi Venkatesh, Paul Merage School of Business
- Margarethe Wiersema, Paul Merage School of Business

External Affiliates

- Paul Adler, University of Southern California
- Lisa Cohen, London Business School
- Jane Dutton, University of Michigan
- Lynn Eden, Stanford University
- Kim Elsbach, UC Davis
- Rodney Lacey, UC Davis
- James G. March, Stanford University
- W. Richard Scott, Stanford University
- Lynn Shore, San Diego State University
- Gretchen Spreitzer, University of Michigan
- Diane Vaughan, Columbia University
- Marc Ventresca, Oxford University
- Mayer Zald, University of Michigan

Visiting Students, 2007 – 2008

Herlin Chien
PhD Candidate
Institute of Political Science, National Sun Yat-sen University
Kaohsiung, Taiwan

- **Research Interest:** Comparative Constitutional Development, French political system, role of elite, political myth, organizational change

- **Research Summary:** The puzzle that connects all aspects of my research is how Constitution evolves. Although my specific interest is in the Fifth Republic French Constitution since 1958 and the system of cohabitation, I do believe a comparative constitutional study can yield more constructive insights and allow us to explore different possibilities to build rule of law and a better Constitution, the fundamental judicial pillar of democracy. Currently, I am involved in a 2006-2008 CNRS-NSC Joint Research Project on Elite and Constitutional Development: A Comparartive Study Between Taiwan & France. By utilizing qualitative methods, including in-depth interviews with political and social elites, including Senators, Deputies, law Professors, journalists, social group leaders and analysis of political speechs and news reports, I intend to explore the role of elites in reforming the Constitution and why the Constitution, as an organization, is reformed the way it is.

Appendix B

Calendar of Events 2007 – 2008

COR sponsors the following types of events:

- **COR Faculty 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.
- **Graduate Student Seminars and Workshops**
  Students receive instruction from UCI faculty and organizational scholars from off-campus.

October 2007
Seminar
Co-sponsored with the Department of Sociology
Antislavery in America: The Press, The Pulpit, and the Rise of Antislavery Societies
Heather Haveman
Professor of Sociology and Business
Haas School of Business
UC Berkeley

November 2007
Symposium
Conducting High Quality Field Research In (And With) Organizations
Gary Alan Fine
John Evans Professor of Sociology, Jean Gimbel Lane Professor of the Humanities
Northwestern University

Kimberly D. Elsbach
Professor of Management
Co-director of the Center for Women and Leadership
UC Davis

Susan A. Mohrman
Senior Research Scientist
Marshall School of Business
University of Southern California

Discussant: Michael Montoya
Departments of Anthropology and Chicano/Latino Studies
UCI

December 2007
Faculty Workshop
Does STS Have a Special Sauce, or Is It Just Gravy? Cautionary Notes on Cautionary Notes About STS Interventions in Law
Simon Cole
Professor of Criminology, Law and Society
UCI

Discussants:
Evan Schofer
Professor of Sociology
UCI

Carroll Seron
Professor of Criminology, Law and Society
UCI

February 2008
Seminar
Identity Processes in Institutional Entrepreneurship: Emergence, Contestation and Enactment of a New Role
Jennifer Howard-Grenville
Lundquist College of Business
University of Oregon

Seminar
Addressing the Challenge of Novelty in Distributed Innovation: Stretching from Open Source Software to Toyota Production and Design
Paul Carlile
Professor of Management
Boston University

March 2008
Faculty Workshop
Responses to Organizational Surprises in Startups: The Impact of Improvisation and Memory on Response Outcomes
Yan Gong
Paul Merage School of Business
UCI

May 2008
Seminar
Co-sponsored with the Department of Sociology
Theorizing: Interpretive Work in Qualitative Analysis
Diane Vaughan
School of International and Public Affairs
Columbia University

Symposium
Demystifying the Dark Side of Organizations
Diane Vaughan
School of International and Public Affairs
Columbia University

Michael Kenney
School of Public Affairs
Pennsylvania State University – Harrisburg

Michel Anteby
Harvard Business School
Harvard University
Discussant: Calvin Morrill
Department of Sociology
UCI

June 2008
Open House and Poster Presentations
COR Graduate Student Fellows and Faculty Small Grant Recipients

Steven Boutcher, School of Social Sciences
Pro Bono Publico, The Large Law Firm, and Social Movements: A Relational Approach to the Study o f Cause Lawyering

Jasmine Kerrissey, School of Social Sciences
One Big Union? A Comparative Historical Analysis of Union Merger Causes and Consequences

Sharon Oselin, School of Social Sciences
Unhooked: A Comparative Analysis of Women Exiting Prostitution Via Prostitution Helping Organizations

Kathryn Quick (with Martha Feldman), School of Social Ecology
Creating Resources by Managing Participation Inside and Outside Public Organizations

Leah Reich, School of Social Sciences
A Proposal to Study the Adaptation Mechanisms of Physicians During Periods of Significant Organizational and Technological Change

Nina Bandelj, School of Social Sciences
From Communists to Foreign Capitalists: The Social Foundations of Foreign Direct Investment in Postsocialist Europe

Martha Feldman (with Kathryn Quick), School of Social Ecology
Creating Resources by Managing Participation Inside and Outside Public Organizations

Matt Huffman, School of Social Sciences
Managerial Composition and Gender Segregation in U.S. Work Establishments, 1964-2001

Appendix C

Graduate Student Fellowship and Faculty Small Grants Awarded for the upcoming year, 2008-2009

The Center for Organizational Research (COR) offers fellowships and small grants (up to $1500) and mini-grants (up to $750) to facilitate research on organizations. COR supports a broad definition of research on organizations and welcomes proposals from members of any department or school. Funds can be used for any expenses related to the research process (e.g. purchase of data sets, transcription costs, purchase of equipments such as tape recorders, purchase of video tapes, research related travel costs, subject costs, copying expenses, computer software, etc.). Funds may not be used for salary.

To date COR has distributed $26,672 in fellowships and small grants, including five awards in 2006-07, eleven in 2007-08, and six for 2008-2009.

Graduate Student Fellowship Recipients
- Scott Byrd, School of Social Sciences
  Transnational movement gatherings and coalition work: Complex affiliations, framing strategies, and multi-organizational fields"

- Kelsy Kretschmer, School of Social Sciences
  Origins and trajectories of breakaway organizations

- Kathryn Quick, School of Social Ecology
  Questioning insider/outsider organizational boundaries: Examples from inclusive public management

- Karen Jeong Robinson, School of Social Sciences
  From discipline to choice: The reconstitution of the university student

- Laurent Tambayong, Mathematical Behavioral Sciences
  Strategic behaviors in entrepreneurial alliances: A simulated game-theoretic network model as a theoretical framework in explaining empirical findings

Faculty Small Grant Recipient
- Catherine Bolzendahl, School Social Sciences
  Unintended consequences or organizing differences? Legislatures and legislators 'doing gender' in Germany, Sweden and the United States

Progress Reports from 2007-08 Graduate Student Fellowship and Faculty Small Grant Recipients

The fellowship and small grant recipients from 2007-08 supplied COR with reports on their use of funds, detailed below. For several grant recipients, COR funding led to securing additional funds or publishing journal articles. Based on COR-funded research:

- Steven Boutcher was awarded an NSF dissertation improvement grant through the Law and Social Sciences program, and prepared a chapter of his dissertation to be published in an upcoming volume on the legal profession
- David Frank was awarded a two-quarter Residential Fellowship from the Spencer Foundation
- Matt Huffman developed an article that will be published in *Administrative Science Quarterly* and will be featured prominently in the book he is co-writing
- Jasmine Kerrissey was awarded a mini-grant from the Labor Employment and Research Fund
- Saba Ozyurt received the Francis Benton Fellowship, the UC Regents Dissertation Writing Fellowship and the UC San Diego Center for Comparative Immigration Study Visiting Research Fellowship
- Kathryn Quick and Martha Feldman presented at two conferences, published one paper and had another accepted for publication. Quick also received a dissertation data collection stipend from the School of Social Ecology and a research grant from the department of Planning, Policy and Design.
- Leah Reich was awarded an NIH research grant through the Agency for Health Research and Quality

Nina Bandelj

The grant received from COR, 2006-07, was spent to hire a research assistant to help me compose the index for my book, From Communists to Foreign Capitalists: The Social Foundations of Foreign Direct Investment in Postsocialist Europe (Princeton University Press, 2008). The main goal of the book is to provide a sociological account of economic transformations after the fall of communist regimes in Central and Eastern Europe, which largely coincided with the intensification of global economic connections. Hence, my empirical site is the intersection of market-transition and globalization, and I use the case of foreign direct investment (FDI) into eleven Central and East European countries in the first decade after 1989, to ask some basic questions about how markets are created and how they operate.

I use a wide array of quantitative and qualitative analyses of macro-, meso- and micro-level data, most of which is originally collected, including time series analyses of determinants of FDI flows across countries over time, fixed-effects regressions of FDI flows between Western investors and East-European hosts pairs, interviews with state FDI officials and experts, and organizational case studies of economic decision-making surrounding FDI attempts. In contrast to traditional economic approaches, which treat FDI as a consequence of risk and return calculations of profit-maximizing investors, I conceptualize FDI as a socially constituted relational process, which depends on socially embedded actions of both investors and hosts. The book tells both a macro- and a micro-level story.

At the macro level, I put forth an institutional political economy explanation of FDI by showing that inflows of foreign capital into the postsocialist region after 1989 are not merely a supply-driven phenomenon, which depends on the withdrawal of state from the economy so that profit-maximizing investors are free to buy out domestic assets. Rather, inflows of FDI into Central and Eastern Europe depend on the political economy of demand for FDI, i.e., efforts of institutionalization and legitimization of FDI as a strategy of economic development by post-socialist states. Rather than withdrawing from the economy, states make crucial decisions about FDI, in the process by which they negotiate the pressures of liberalization from international financial organizations with domestic demands for nationalist protectionism.

The micro level story is about economic decision making in conditions of uncertainty. Here, I make an attempt to explicate the social embeddedness of FDI transactions by showing how investors and hosts rely on various social forces to conduct exchanges: social networks, institutions, politics and cultural understandings. Moreover, in conditions of true uncertainty - characteristic of economic transactions during the first years of market transition – actors are creative and employ practical, rather than rational,

economic strategies, such as following commitments, muddling-through situational contingency, and improvisation. In hindsight some of these strategies may be sub-optimal with respect to material efficiency. Uncertainty may help open up new strategic opportunities for entrepreneurial profits but it may also limit efficiency.

Empirically, the book provides one of the first extensive sociological treatments of the process of FDI. It also represents one of the first broadly comparative sociological studies of Central and Eastern Europe to complement mostly qualitative studies of only a few country cases. It provides insights about economic behavior under conditions of uncertainty, market transition and globalization processes. Theoretically, this book makes a contribution to economic sociology by putting forth a social-constructivist explanation of economic change and economic action, which integrates pragmatist theories of action with sociological neo-institutionalism, historical institutionalism, and cultural sociology. This perspective treats economic phenomena as fundamentally social and influenced simultaneously by social structures, power and culture. In contrast to most other work in economics and economic sociology, I do not consider social forces as mere constraints on efficiency-seeking rational actors but as fundamentally constitutive of their behavior. Strategically investigating conditions of social change where the social nature of economic processes comes to the fore, the book provides robust empirical evidence for this social-constructivist perspective.

In the acknowledgements section of the book I thank COR for research support. Since there is no electronic copy of the book, I suggest the link from the COR website be made to the publisher's page: http://press.princeton.edu/titles/8546.html

Steven Boutcher

During the 2007-2008 academic year, the Center for Organizational Research awarded me a grant for my dissertation project "Pro Bono Publico, the Large Law Firm, and Social Movements: A Relational Approach to the Study of Cause Lawyering." I initially asked for the grant money to help defray costs associated with traveling to conduct interviews with law firm managers. However, the interview portion of the project had to be pushed back a year and I was unable to conduct the interviews I had hoped to do with the COR funding. Instead, I used some of the money earmarked for travel to help buy additional supplies that will be needed for my dissertation research, such as software and methodological manuals. COR funding also allowed me to purchase a digital voice recorder to use when I do begin my interviews.

After receiving COR funding, I applied and was awarded an NSF dissertation improvement grant through the Law and Social Sciences Program. That grant will allow me to travel to four different cities (Chicago, Atlanta, Houston, and Boston/New York City) to conduct my interviews with firm managers in person as well as pay for professional transcription services. I am just now beginning that portion of the project, which will carry me through the following academic year. I am also applying for a fellowship in order to focus on continuing my analyses and writing.

With assistance from COR, I have been able to make good progress on my first empirical chapter of the dissertation, which is scheduled to be published in an upcoming volume on pro bono and the legal profession (due to come out next summer by Oxford University Press). I have also begun to further clean and code my data for the rest of the dissertation project.

Presently, the project is still in the early stages. The first empirical chapter is my current focus and will be an extension of my chapter of the edited volume mentioned above. Much of the data is currently collected for this chapter and more analyses will be done over the next month or two. I am also beginning to code and clean data for my two other empirical chapters. The main task for the upcoming year is to conduct my interviews with law firm managers, which needs to be completed by next summer (before my NSF funding is completed). I hope to complete the final dissertation project by June, 2010.

There remains a lot to do before the final project is completed, but I am very happy with the progress to date, which is largely due to the assistance provided by COR. I want to thank COR again for the funding of my dissertation project.

Martha Feldman and Kathryn Quick

We thank the Center for Organizational Research very much for this grant, which has supported our research on the relationships between resources and participation. With this assistance, we were able to collect additional fieldwork that deepened our data analysis. As a result, we have made two conference presentations, published a paper, had another accepted, and are working on the third. In the papers and presentations, we gratefully acknowledged the Center's support for the research.

The first paper is entitled, "Generating Resources through Inclusive Management," which we originally presented at the Public Management Research Association biannual conference in October 2007. We subsequently developed it into an article that has been accepted by the *International Public Management Journal* for a 2009 special issue on inclusive management and ways of knowing. In the paper, we acknowledge that resources are generally considered important for the practice of management. Potential resources, however, have to be put into use in order to fulfill their potential. We use ethnographic research on the city budgeting cycle in Grand Rapids, Michigan, to explore the process of putting potential resources into use to energize a specific framework, the framework of inclusion. Our study reveals the importance of managers' acting upon opportunities to energize inclusion and the propensity to energize non-inclusive frameworks when not energizing inclusive ones. We show that inclusive management is a way of knowing within which public managers use resourcing to help residents and officials work together to solve public problems. Upon publication, we will provide you with an electronic copy of the journal article for posting on the COR website.

Our second paper, a teaching case based upon our observation of a series of experiments in collaborative governance in Grand Rapids, Michigan, won an honorable mention in a competition sponsored by the Program on the Analysis of and Resolution of Conflicts, Maxwell School at Syracuse University. The case puts the readers in the shoes of a public manager in Grand Rapids who is about to embark on a major citywide environmental planning process. It prompts readers to think about how much and what kind of public collaboration is needed and appropriate, as well as how to organize the process accordingly. We are pleased to have the case be part of a free, online resource library for faculty teaching collaborative management and conflict resolution at http://www.maxwell.syr.edu/parc/eparc/cases/inclusive-management-planning-green-grand-rapids.asp.

A third paper is in preparation. In our proposal for this small grant, we also put forth some questions about the similarities and differences, within public institutions, in the organizational practices that relate to internal constituencies such as public employees and those that relate to the public external to and served by the public institution. Over this grant year, our analysis has led us in a slightly different direction, which is the recognition that one of the hallmarks of inclusive management practice is bringing boundaries into play. We see this in the form of Grand Rapids managers' variably affirming, moving, removing, or changing the permeability and meaning of boundaries between the "inside" and "outside" of their organization, among the organizations they draw into collaborative relationships, across public policy issues, and among different kinds of knowing and expertise brought to bear on defining and resolving public problems. In the paper, we draw upon the community of practice literature (particularly the idea of legitimate peripheral participation) and the broader sociological literature on boundaries to consider how learning situated in inclusive practices brings boundaries into play. We presented this paper at the Fall 2007 Association of Colleges and Schools of Planning annual conference and will be submitting the paper this fall to a top-ranked journal in planning.

As proposed, we used the 2007 grant to cover the costs of data collection trips to Grand Rapids, Michigan. During fieldwork there, Kathryn Quick observed two key community meetings; gathered additional data on management practices as a participant observer by helping with the preparation, hosting, and debriefing of those meetings; and conducted ten lengthy, unstructured, fact to face interviews. This supplemented our ongoing document reviews and telephone interviews with Grand Rapids public managers and other community members.

In 2007-08, we successfully sought additional funding to continue this research program. Kathryn Quick has received several graduate student fellowships or small grants to support continuing work, including a $1500 Graduate Student Fellowship from COR, a $2000 dissertation data collection stipend from the

School of Social Ecology, and a $1500 research grant from the Department of Planning, Policy, and Design. Based on the "Generating Resources through Inclusive Management" that paper we coauthored, the Kettering Foundation has tapped her to participate in a workshop this fall for a select group of researchers working on public-government relationships. We hope that this will set the stage for the Kettering Foundation to sustain our project through financial support and providing an ongoing arena for dialogue with government leaders so that our findings bear on practice. In Fall 2008, we will also be parlaying our research findings and funding record to date into a funding proposal of larger scale, most likely to the National Science Foundation divisions for innovation and organizational science and for sociology, Ford Foundation, or Surdna Foundation.

David Frank

During the 2007-08 academic year the Center for Organizational Research provided funding for my work on "The Worldwide Evolution of the University in the 20th Century." The money was earmarked specifically to defray translation costs associated with the project, and it was used as such. I am delighted to take this opportunity to formally thank COR for its support and to provide a progress report on the project to date.

Research on higher education tends to be dominated by local practitioners, focused on particular countries or even institutions. It tends, furthermore, to ignore or gloss over the substance of university training and to changes in this substance over time. The project at hand (undertaken collaboratively with Professor John W. Meyer of Stanford University) seeks to offer a broader perspective on higher education and its spectacular 20th-century global development, on the basis of empirical materials representing many countries from the late 1800s to the present.

A crucial source of such materials comes in the form of university course catalogues, an archive of which – covering many countries from as early as 1860 – is housed at Stanford University. Course catalogues contain extensive and detailed data on higher education – on admissions requirements, course offerings, degree programs, student life, and so on and on. Their comparative and longitudinal coverage offers to broaden contemporary views on higher education considerably.

In order to use these materials, however, non-English-language course catalogues must be translated. The ultimate goal is to have a complete set of catalogues – at 25-year intervals from 1875 to the present – from a main university in the U.S., England, France, Germany, Russia, Japan, India, Egypt, South Africa, Nigeria, and Mexico. In particular, the catalogues from France, Germany, Russia, and Mexico must all be translated.

On this aspect of the larger project, our progress to date is good. We have thus far located and fully translated course catalogues from Heidelberg (Germany) at 1875 and 1900, from Toulouse (France) at 1900 and 1925, from St. Petersburg (Russia) at 1900, and from Autònoma (Mexico) at 1925. While much remains to be done – the process is both time-consuming and costly – the value of the undertaking is already crystal clear. The field suffers from an almost complete paucity of comparative and longitudinal data, and the evolving course-catalogue collection promises to shed many insights (and dispel many myths) on the university's expansion and transformation.

Before applying for the COR grant, I had already received a small grant from the Spencer Foundation (for $40,000) to support the research endeavor. After receiving the COR grant, Spencer further invested in the project, by awarding me a two-quarter Residential Fellowship at their headquarters in Chicago ($86,000).* I just completed my time there, and I was able to devote the entire 6-month period to the project at hand, working with data sources complementary to those described above.

At present, the overall project is mid-stream. The most pressing tasks are to locate missing catalogues and to translate all remaining foreign-language catalogues. Then follows a period of coding and analyzing. All of this will take approximately one more year. The goal thereafter is to write up the project in book form (and possibly in spin-off articles). This final stage of the process remains at least two years from completion.

While the road remains long ahead, I am altogether very pleased with the progress to date. I once again thank COR for its financial support.

Matt Huffman
In 2007, I received a grant from COR to support my research on changing managerial demographics and its effect on gender segregation in work establishments. The money was used for equipment purchases – the datasets analyzed were large, and spanned a 30-year period. Thus, I needed additional computer hardware to support their analyses.

I have provided, under separate cover, a copy of the article that resulted from this work. The article, "Management Matters: Female Managers and Workplace Gender Segregation, 1975-2005" will be submitted for publication (probably to *Administrative Science Quarterly*) in the next three weeks. The analysis will also take a prominent place in the book, tentatively titled, <u>Management Matters: Workplace Inequality and Diversity among American Managers</u>, which I will be writing (with Philip Cohen) during the 2008-2009 academic year, when I'm on sabbatical. Further funding proposals will be written, using the analysis in our current paper as a jumping off point.

I very much appreciate the support from COR.

Jasmine Kerrissey
I was awarded a COR Graduate Student Fellowship for the period of June 30, 2007 to June 30, 2008. This award has allowed me to collect data for my dissertation and to win further funding through outside sources.

At the time of the award I was just beginning to form my dissertation topic: a historical project on the reasons for and the significance of mergers between labor unions. I proposed to use archival data as my main data source.

I used COR's funding to subsidize three archival trips: the Kheel Archives at Cornell University, the Wisconsin Historical Society, and the George Meany Archives in Maryland. The grant helped to pay for the travel to these sites, lodging, and photocopies. The first archival trip, to Kheel Archives, provided me with the necessary data to determine that my dissertation idea was indeed possible. Using the information from this archival trip, I was able to Advance to Candidacy. The second two trips allowed me to gather further data for my dissertation. Additionally, I used the grant to purchase relevant books and supplies.

COR's award allowed me to conduct enough research to show that my project was viable, which in turn provided me greater opportunities for additional grants. Since COR's grant, I received a mini-grant of $4,000 through the Labor Employment and Research Fund (LERF). This fall I plan to apply for the year-long fellowship LERF offers and the NSF Dissertation Improvement Grant. I sincerely thank COR for providing me with these opportunities.

Sharon Oselin
Researchers have examined many aspects of prostitution, including legal restrictions, quality of life, motivations for entry, drug addiction, and stigma, to name a few. However, there has been a paucity of scholarly work on how and why women exit prostitution, and the process through which this is achieved.

My dissertation attempts to address these concerns by drawing on social psychological, criminological, organizational and gender literature. I use surveys and ethnographic methods to examine this process as it unfolds for street prostitutes across 3 prostitution-helping organizations within the U.S. I illuminate and explore the 3 phases that are integral to this transitional process which consist of initial exiting, role distancing, and role embracement/identity change. More specifically, I identify specific motivations for leaving prostitution, how particular factors affect this process overall, and the range of roles and identities that ex-prostitutes embrace. In doing so, I contribute to the body of research concerning role exiting, prostitution, deviance, desistance, and identity change.

In my analysis of prostitution-helping organizations I find that the organizational variation, in terms of culture and structure, shapes the process of role exiting and identity change among street prostitution. Indeed, organizations that are structured similar to total institutions, compared with organizations that are

modeled after support groups, are more effective at facilitating these transitions among program clients. Thus, such findings emphasize the need for more in-depth examinations of the ways that organizations can shape life transitions, particularly as they relate to criminal or "deviant" lifestyles.

I used a portion of the COR small grant funding to re-visit one of the sites and conduct follow-up interviews with both staff members and program clients. This trip included airfare as well as daily expenses. Additionally, I used the remainder of the funding to purchase numerous books, many of which I incorporated into the theoretical sections of my dissertation, and supplies that were integral to the production of my dissertation, such as increased memory on my computer.

I plan to extend this research by examining how staff members interpret and employ discretion when implementing program rules among clients (Lipsky 1980). Given the dearth of research on PHOs generally, I intend to continue to analyze the larger organizational field (encompassing the 30 PHOs) and attempt to assess program variation as it influences client success on a broader, national scale.

Saba Ozyurt
The COR grant I received in 2007 allowed me to travel to the Netherlands to complete my fieldwork on the Muslim community in this country. My research compares the cultural and civic integration of Muslim immigrant women in Southern California and Amsterdam and focuses on how religious institutions affect their integration outcomes. During my first visit to the Netherlands in 2006, I met with many Muslim religious leaders and founders and directors of Muslim women's associations in this country to understand the status of Muslim women and the way in which mosques and Muslim women's associations facilitate the Muslim immigrant women's integration process into their host society. I also interviewed many first and second-generation migrant women to get their perspectives on integration and the status of their community in respect to the larger society. Even though it was quite productive, this first visit didn't allow me to meet with any political/government representatives to get their stories on the integration process. Also, after transcribing the interviews I have completed during my first visit, I realized I should have followed up on some of the points some interviewees have made, or ask them additional questions. The second visit to Amsterdam enabled me to meet with government officials in this city and interview them to have a more complete picture of the status of Muslim women and the activities of Muslim organizations. Also I was able to meet with some of the Muslim women I have interviewed in my previous visit and ask them additional questions that clarified their stories and broadened my understanding of their narratives.

Currently I am in the process of finishing up my dissertation so I haven't applied for any additional funding for research this year. However, I have received additional awards and fellowships such as the Francis Benton Fellowship, the UC Regents Dissertation Writing Fellowship and the UC, San Diego Center for Comparative Immigration Study Visiting Research Fellowship.

Leah Reich
The funding period from June 2007 to June 2008 was divided into two distinct parts: six months of continued preparation work in anticipation of research in Northern California and six months of dedicated research in the field.

During the latter half of 2007, I took multiple trips between UC Irvine and Northern California in order to meet with managers and administrators within the healthcare network to which I had been granted access. Funds from the COR grant were used for a number of these trips, enabling me to forge relationships with key members of the foundation. These individuals provided information necessary for my site selection process within the organization's network of medical offices. They described each of the 18 sites in terms of specialty, location, and number of providers, as well as their perspectives on which offices might be best suited and most receptive to observation. Once I had determined the specialties and offices on which I would focus my observations, the administrators with whom I met were instrumental in introducing me to managers and clinicians within the offices. In particular, I was asked to introduce myself at a weekly meeting to the highly organized OB/GYN group in anticipation of my observations in their offices, giving me my first sense of organization, networks, and mobilization within the foundation and medical group.

Funds from the grant were also used to pay for my travel from Southern and Northern California once my research began. I have been in the field multiple days per week on a near-weekly basis since January 2008, at first spending between 5-10 hours per week observing and eventually spending between 10-20+ hours per week observing and/or interviewing and collecting surveys. Money from the grant paid in part for some parking expenses at the medical offices, on days when I spent more than two consecutive hours at a given site. COR funds enabled me to purchase an excellent Olympus digital recorder with which I have recorded 27 pre-implementation interviews with 25 clinicians, administrators, and staff (As of August 28, 2008, I have conducted 37 interviews). I have also used the recorder during steering committee meetings regarding the EHR implementation.

The ethnographic nature of my research requires both that I have a method for taking notes and for coding notes: COR funds provided supplies for both these needs. I used funding to purchase notebooks for fieldnotes and folders for documentation I receive in the field. I also used funding to purchase the Atlas.ti software, with which I will code my typed field notes, and a mouse (more effective for coding than a laptop touchpad).

I have applied for additional funding by submitting proposals for available resources both external and internal to the university. I sent a proposal to the NSF in February 2008. I submitted a proposal to the Agency for Health Research and Quality at the NIH in response to a call for proposals for health services research dissertations. On August 7, 2008, I received "unofficial notice" from the AHRQ that my application was recommended for funding and that the AHRQ would be pleased to support my research. The process is underway to confirm eligibility of the award and to negotiate the terms of the award/the start date, so the funding source has not yet been finalized. However, should the grant go through, I will be listed as the primary investigator, and the award should be approximately $34,500.
I also sent in proposals to the Newkirk Center and to the UC Irvine Sociology department's call for summer fellowship and research/travel fund applications.

Norman Su

The COR Student Fellowship was used to fund my travel to the premiere human-computer interaction conference, ACM CHI 2008 in Florence, Italy. At that conference, I presented part of my dissertation work on the effects of communication chains in organizations. Communication chains are interactions that happen in rapid succession of each other. Interactions can include face-to-face, email, instant messaging, and phone communications. We collected data from 20 informants (information workers) at a large corporation in Southern California. Each informant was shadowed over 3.5 days. I met with the informant at the beginning of his or her day, and then followed them throughout their workday, recording the start and end time of events (e.g., using productivity software, speaking on the phone). Informants were encourage to think aloud during the day as time permitted, and were free to ask me to leave the room for private matters.

Our study found that workplace stress (measured by the Job Strain scale) could be predicted from communication chains. Those who experienced on average many lengthy chains per day also reported greater job strain. Furthermore, those who experience chains with a lot of *organizational* switching were especially stressed. Organizational switching was measured by the number of times someone switched among different organizational contexts in a chain (e.g., emailing someone in your home department, talking on the phone with someone outside your department and speaking face-to-face with someone in your home department would be a chain with 2 organizational switches). Similarly, we measured the number of times someone switched among different media types (e.g., face-to-face followed by face-to-face followed by instant messaging would be 1 media switch). We found that people who had long chains but with a lot of media switching in fact had less stress overall. We reasoned that those who communicated with a variety of media switching were able to more effectively manage and control their communications in their multitasking lives.

Thanks to the COR fellowship, I was able to present my results in person in Italy, and make contacts with the Palo Alto Research Center (formerly known as Xerox PARC). As of this writing, I am currently conducting a second phase of my dissertation studies, by collecting data on 10 more informants in

conjunction with PARC (as an research intern). This time we are using computer-logging software to more accurately time computer-related work. Also, we are looking into a particular class of routine work. Such work should occur on a routine basis but should not be entirely routine to carry out. Thus, each informant is asked to choose days to be observed when he or she is likely to do these tasks. Because the dataset will now be populated with multiple instances of the same kind of work across multiple days, we can examine what the differences are in how these tasks were conducted. In particular, this will allow me to see how communication affects how routine tasks are conducted. Stress will also be measured to see whether the disruption of routine tasks is related to stress.

Appendix D

New and Continuing Grants Received by Executive Committee Members

Nina Bandelj
- Center for the Study of Democracy Seed Grant, UCI
- Center for Organizational Research Faculty Small Grant, UCI

Christine Beckman
- Managing Innovation over Time: Lessons from the Spitzer Program on Managing Innovation and Uncertainty." Principal investigator, NASA, History of the Scientific Exploration of Earth and Space (HSEES) program, 2008-10, $91,748; with Renee Rottner

Martha Feldman
- National Science Foundation, "Collaboration Resilience: Restoring Human Infrastructure With Technology." Co-PI with Gloria Mark, 2007-2010, $450,000
- Center for the Study of Democracy, UCI, "Deliberative Democracy in Action", $2000, with Francesca Polletta and Shawn Rosenberg
- Newkirk Center Faculty Seed Grant, "Preventing Lead Poisoning: Science Citizenship at the Intersection of Public Health and the New Science of Public Management," $8000

Gloria Mark
- National Science Foundation, "Collaboration Resilience: Restoring Human Infrastructure With Technology." PI, $450,000
- Google Research Award: *Developing 21st Century Skills for the Web: Managing Multi-tasking and Interruptions*

Calvin Morrill
- Kauffman Foundation, "A National Probability Survey of Teachers and Administrators: Tracking Variation in Educators Perceptions and Experiences of Law," New York University, University of California, Berkeley, University of California, Irvine, University of North Carolina-Chapel Hill (Principal Investigator: Richard Arum; Co-Principal Investigators: Lauren B. Edelman, Calvin Morrill, and Karolyn Tyson), 2007-2008, $98,500.
- National Science Foundation, Sociology and Law and Social Science Programs, "Collaborative Project: School Rights: Law and the Dynamics of Everyday School Life," University of California, Irvine, New York University, University of California, Berkeley, University of North Carolina, (Principal Investigator: Calvin Morrill; Co-Principal Investigators: Richard Arum, Lauren B. Edelman, and Karolyn Tyson), 2007-2009, $232,100.
- Smith-Richardson Foundation, "School Rights: A Proposal for Studying Legal Consciousness and Educational Consequences," New York University, University of California, Berkeley, University of California, Irvine, University of North Carolina, (Co-Principal Investigators: Richard Arum, Lauren B. Edelman, Calvin Morrill, and Karolyn Tyson), 2004-2008, $298,500.

David Obstfeld
- National Science Foundation, Innovation and Organizational Change and Sociology, and Law and Social Science Programs, "Brokerage, Social Networks, Knowledge-Based Innovation." PI, 2007-2009, $322,000

Dan Stokols
- National Institutes of Health – National Institute of Diabetes and Digestive and Kidney Diseases, "The Social Ecology of Health Promotion and Disease Prevention." Co-PI with John Whiteley, 2004-2007, $644,000
- National Institutes of Health/National Cancer Institute, "Evaluation of NCI Transdisciplinary Research and Training Initiatives" PI, 2005-2009, $200,000

Appendix E

Publications by Executive Committee Members in 2007-2008

Nina Bandelj
Bandelj, Nina. 2008. *From Communists to Foreign Capitalists: The Social Foundations of Foreign Direct Investment in Postsocialist Europe*. Princeton, NJ: Princeton University Press.

Christine Beckman
Beckman, Christine M., and M. Diane Burton. (2008). Founding the future: The evolution of teams from founding to IPO. *Organization Science 19*: 3-24.

Burton, M.D. & Beckman, C.M. (2007). Leaving a legacy: Position imprints and successor turnover in young firms. *American Sociological Review 72,* 239-266.

Beckman, C., Burton, M.D. & O'Reilly, C. (2007). Early teams: The impact of entrepreneurial team demography on VC financing and going public. *Journal of Business Venturing 22*, 147-173.

Martha S. Feldman
Issues in empirical field studies of organizational routines. (2008). Brian Pentland and Martha S. Feldman. In Markus Becker (ed.) *Handbook of organizational routines.* Cheltanham, UK: Edward Elgar.

Feldman, M.S. Feldman & Pentland, B. (2008). Routine dynamics. In D. Barry and H. Hansen (Eds.), *Handbook of New and Emerging Approaches to Management*. Los Angeles: Sage.

Feldman, M.S. & Khademian, A.M. (2008) The continuous process of policy formation. In K. Ahmed and E. Sanchez-Triana (Eds.), *Strategic environmental assessment for policies: An instrument for good governance.* Washington, D.C: The World Bank.

Feldman, M.S. & Pentland, B.T. (2008). Organizational routines. In S. Clegg (Ed.), *Encyclopedia of Organizational Studies.* Sage.

Pentland, B.T & Feldman, M.S. (2007) Narrative networks: Patterns of technology and organization. *Organization Science.*

Making doubt generative: Rethinking the role of doubt in the research process. (Forthcoming). Karen Locke, Karen Golden-Biddle and Martha Feldman. *Organization Science.*

Generating resources and inclusive public management. (Forthcoming). Martha S. Feldman and Kathryn S. Quick. *International Public Management Journal*

Cristina Gibson
Gibson, C.B., Cooper, C. and Conger, J. (Forthcoming). Do you see what I see? The complex effects of perceptual distance between leaders and teams. *Journal of Applied Psychology*.

Gibson, C.B., Porath, C., Benson, G., Lawler, E.E., (2008). What results when firms implement practices: The differential relationship between firm practices and firm level outcomes. *Journal of Applied Psychology, 92*(6):1467-1480

Rico, R., Sanchez-Manzanares, M., Gil, F., and Gibson, C.B. (2008). Team coordination processes : A team knowledge-based approach. *Academy of Management Review, 33*(1): 163-185.

Gibson, C.B., and Rottner, R. (2008) *By Design.* The Social Foundations for building a company around an inventor. *Organizational Dynamics, 37*(1): 21-34.

Kirkman, B.L. and Gibson, C.B. (2008). The state of the art in virtual team research. Chapter to appear in Kozlowski, S. (Eds.) *Oxford Handbook of Industrial Organizational Psychology*.

Stanko, T., and Gibson, C.B. (2008) Virtuality here and now: A review of the concept of virtual work. Chapter to appear in R.S. Bhagat & R.M. Steers (Eds.), *Handbook of Culture, Organizations, and Work. Cambridge University Press.*

Gibson, C.B. and Dibble, R. (2008). Culture inside and out: Developing the collective capability to externally adjust. Chapter to appear in S. Ang & L. Van Dyne (Eds.), *Advances in Cultural Intelligence*.

Gibson, C.B., Waller, M.J., Carpenter, M., and Conte, J. (2007). Antecedents, consequences, and moderators of time perspective heterogeneity for knowledge management in MNO teams. *Journal of Organizational Behavior, 28*(8): 1005-1034.

Gibson, C.B. and Earley, P.C. (2007). Collective cognition in action: Accumulation, interaction, examination and accommodation in the development and operation of group efficacy beliefs in the workplace. *Academy of Management Review, 32*(2): 438-458.

Gloria Mark

Mark, G. and Semaan, B. (2008). Collaboration Resilience: Technology as a Resource for New Patterns of Action. *Proceedings of CSCW'08*. ACM Press.

Su, N. and Mark, G. (2008). Communication chains and multi-tasking. *Proceedings of CHI 2008,* Florence, Italy*,* ACM Press, pp. 83-92.

Mark, G., Hausstein, D., and Kloecke, U. (2008). The cost of interrupted work: More speed, more stress. *Proceedings of CHI 2008,* Florence, Italy*,* ACM Press, pp. 107-110.

Su, N. and Mark, G. (2008). Designing for Nomadic Work. *Proceedings of ACM Designing for Interactive Systems (DIS'08)*. Capetown, South Africa.

Bergman, M., Lyytinen, K. and Mark, G. (2007). Boundary Objects in Design: An Ecological View of Design Artifacts. *Journal of the Association of Information Systems, 8*(11): Article 34.

Su, N. Wilensky, H., Redmiles, D., and Mark, G. (2007). The Gospel of Knowledge Management in and out of a Professional Community, *Proceedings of the 2007 international ACM conference on Conference on Supporting Group Work (GROUP'07)*, pp. 197-206.

Mark, G. (2007). The supporting role of paper in multi-tasking. *Proceedings of 2nd International Workshop on Collaborating over Paper and Digital Documents* (CoPADD'07), London, UK.

Mark, G. and Su, N. (2007). Considering Web 2.0 Technologies within an Ecology of Collaborations. *Workshop on Adaptation and Personalisation in Social Systems: Groups, Teams, Communities. Proceedings of 11th International Conference on User Modelling, June 25-29, 2007.*

 Su, N. and Mark, G. (2007). Workplace connectors as Facilitators for Work. *Proceedings of 3rd International Conference on Communities and Technologies* (C&T'07). (29% acceptance rate).

Abrams, S. and Mark, G. (2007). Transitioning to Network-Centricity: Overcoming Hierarchical Anchors. *ACM Symposium on Computer Human Interaction for Management of Information Technology (CHIMIT'07).*

Calvin Morrill

Morrill, Calvin. (2008). Culture and Organization Theory. *Annals of the American Academy of Political and Social Science 613*: 1-26.

Fine, Gary Alan, Calvin Morrill*,* and Sharmi Surianarain. (2008). Ethnography in Organizational Settings. In *Handbook of Organizational Research Methods*, edited by David Buchanan and Alan Bryman. London: Sage.

Davis, Gerald F., Calvin Morrill, Hayagreeva Rao, and Sarah Soule. (Forthcoming 2008). Introduction to the Special Issue on Social Movements in Organizations and Markets. *Administrative Science Quarterly 53*: forthcoming.

David Obstfeld

Adlter, P.S. & Obstfeld, D. (2007). The role of affect in creative projects and exploratory search. *Industrial and Corporate Change, 16*(1), 19-51.

Jone Pearce

Pearce, J. L., Dibble, R. and Klein, K. (Forthcoming) The effects of governments on management and organization. *Academy of Management Annals*, *3*.

Dan Stokols

Stokols, D., Hall, K.L., Taylor, B.K., & Moser, R.P. (2008). The science of team science: Overview of the field and introduction to the supplement. American Journal of Preventive Medicine, 35 (2S), 77-89.

Stokols, D., Misra, S., Moser, R.P., Hall, K.L., & Taylor, B.K. (2008). The ecology of team science. American Journal of Preventive Medicine, 35 (2S), 96-115.

Hall, K.L., Stokols, D., Moser, R.P., Taylor, B.K., Thornquist, M., Nebeling, L., Ehret, C., Barnett, M., McTiernan, A., Berger, N.A., Goran, M., & Jeffery, R. (2008). The collaboration readiness of transdisciplinary research teams and centers: Findings from the National Cancer Institute TREC Year-One Evaluation Study. American Journal of Preventive Medicine, 2008, 35 (2S), 161-172.

Mâsse, L.C., Moser, R.P., Stokols, D., Taylor, B.K., Marcus, S.E., Morgan, G.D., Hall, K. L., Croyle, R.T., & Trochim, W.M. (2008). Measuring collaboration and transdisciplinary integration in team science. American Journal of Preventive Medicine, 35 (2S), 151-160.

Hall, K.L., Feng, A.X., Moser, R.P., Stokols, D., & Taylor, B.K. 2008). Moving the science of team science forward: Collaboration and creativity. American Journal of Preventive Medicine, 35 (2S), 243-249.

Schneider, M., & Stokols, D. (2008). Multi-level theories of behavior change: Social ecological theory. In Shumaker, S.A., Ockene, J.K., & Riekert, K. (Eds.), Handbook of Health Behavior Change, Third edition. New York: Springer Publishing Company, 85-105.

Lejano, R., & Stokols, D. (in press). Understanding minority residents' perceptions of neighborhood risks and environmental justice: New modalities, findings, and policy implications. Journal of Architectural and Planning Research.

Stokols, D., Hall, K.L., Moser, R.P., Misra, S., Feng, A., & Taylor, B.K. (in progress). Evaluating cross-disciplinary team science initiatives: Conceptual, methodological, and translational perspectives. Frodeman, R., Klein, J.T., & Mitcham, C. (Eds.). Oxford Handbook on Interdisciplinarity. New York: Oxford University Press.

Fuqua, J., Stokols, D., Harvey, R., Baghery, A., & Jamner, L. (in progress). Transdisciplinary action research on teen smoking prevention: Case study of the UC Irvine Tobacco Policy Consortium. In Freudenberg, N., Saegert, S., & Klitzman, S. (Eds.), Interdisciplinary urban health research and practice. San Francisco: Jossey-Bass Publishers.

Appendix F

Courses Taught by Executive Committee Members in 2007-2008

COURSE NUMBER	COURSE TITLE	INSTRUCTOR	SCHOOL
Graduate Courses			
MGMT202	Organizational Analysis for Management	Beckman	GSM
PPD 283 PoliSci 222A	Collaborative Governance and Public Management	Feldman	SE SS
PPD 279 MGMT 291A PoliSci 223A Soc 279	Power and Empowerment in Organizations	Feldman	SE GSM SS
PPD 275 PoliSci 219 Soc 249	Deliberative Democracy and Collaborative Governance	Feldman, with Polletta and Rosenberg	SE SS
M290	Global Collaborations	Gibson	GSM
F296	Executive Leadership	Gibson	GSM
MAS 224	Organizational Perspectives on the Legal System	Morrill	GSM
Soc 259	Sociology and Philosophy	Morrill	SS
M290	Edge	Obstfeld, with Seely-Brown	GSM
M296	Executive Leadership	Obstfeld	GSM
M200	Management of Organizations	Obstfeld, with Beckman	GSM
M297	Doctoral Research Methods	Pearce	GSM
EP202 HC202	Organizational Behavior for Management	Pearce	GSM
FE228	International Management	Pearce	GSM
SE261	Strategies of Theory Development	Stokols	SE
SE200	Core Seminar on Social Ecology	Stokols	SE
Undergraduate Courses			
MGMT 121	Global Team Collaboration	Gibson	GSM
In4matx162W	Organizational Information Systems	Mark	Informatics
E108/P109	Environmental Psychology	Stokols	SE
SE131	Social Ecology of Health Promotion and Disease Prevention	Stokols	SE

Other Notable News from the Executive Committee

- Nina Bandelj was elected as Council Member for the Economic Sociology Section of the American Sociological Association
- Christine Beckman was named a UCI Chancellor's Fellow for the next three years

- One student whose dissertation committee was chaired by Christine Beckman finished her degree and accepted a job during 2007-08:
  - Taryn Stanko, University of Oregon
- Four of the students whose dissertation committees were chaired by Calvin Morrill finished their degrees and accepted jobs during 2007-08:
  - Carolyn Hunt, Special Assistant to the Chancellor, UC Irvine
  - Yuki Kato, Assistant Professor of Sociology, Tulane University
  - Danielle Rudes, Assistant Professor of Sociology and Administration of Justice, George Mason University
  - Sabeen Sandhu, Assistant Professor of Sociology, Santa Clara University
- Cristina Gibson received the 2008 UC-Irvine Pedagogical Innovation Award, the top prize awarded to UC-Irvine faculty for curriculum development
- Calvin Morill was elected chair of the Section on the Sociology of Law, American Sociological Association.
- Calvin Morill was selected to be a Visiting Scholar, Center for the Study of Law and Society, UC Berkeley, 2008-09
- Jone Pearce was invited to be a member of the Scientific Council for the Advance Grants Programme of the European Research Council, European Commission.