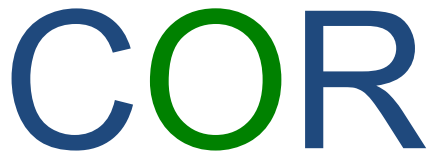


# Center for Organizational Studies

COR Annual Report  
2014-2015

## **COR Annual Report 2014-2015**

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## **COR 2014-2015 Letter from Co-Directors**

We appreciate your continued support of the Center for Organizational Research (COR). Enclosed please find the COR 2014-2015 Annual Report. Below are some of the highlights of COR activities during this period:

- Our COR executive committee members currently account for \$3.33 million of research grants from federal agencies, including the NSF and private foundations. Many of these grants represent collaborations among COR members.
- COR has provided \$10,000 to faculty members and doctoral students doing organizational research. This adds to \$38,000 that COR has distributed in the previous years. Small grants helped this year's grant recipients to generate an additional \$52,600 in research related funding. The next small grant call will go out in Fall 2015.
- COR sponsored Katarina Dittrich (University of Zurich, Switzerland), Daniel Geiger (University of Hamburg, Germany), and Torsten Schmid (University of St. Gallen, Switzerland) as international visiting fellows for 2014-15.
- COR sponsored or co-sponsored 10 events, and encouraged participation in additional 4 events, all of which were attended by numerous faculty and graduate students.

On the last page of the report we include the expenditure summary for 2014-15, and budget plans for 2015-16. Based on this information and plans, we kindly request \$13,000 in funding from the Office of Research for the next academic year. The great majority of this funding will go to support small seed grants, which help generate additional funding for recipients.

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

Sincerely,

Nina Bandelj  
Gary Olson  
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 50 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 Members**

### **COR Co-Directors**

Nina Bandelj, School of Social Sciences

Gary Olson, Donald Bren School of Information and Computer Science

### **COR Liaisons**

Gerardo Okhuysen, Paul Merage School of Business

Martha Feldman, School of Social Ecology

### **COR Executive Committee Members**

Nina Bandelj, Social Sciences

Phillip Bromiley, Paul Merage School of Business

Martha Feldman, Social Ecology

Gloria Mark, Donald Bren School of Information and Computer Science

Melissa Mazmanian, Donald Bren School of Information and Computer Science

Gerardo Okhuysen, 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

Seth Pipkin, Social Ecology

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

### **Affiliated Faculty**

#### UCI Internal Affiliates

- Jacob Avery, Social Sciences
- Nina Bandelj, Social Sciences
- Chris Bauman, Paul Merage School of Business
- Christine Beckman, Paul Merage School of Business
- Tom Boellstorff, Social Sciences
- Catherine Bolzendahl, Social Sciences
- Geoffrey Bowker, Donald Bren School of Information and Computer Science
- 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
- Mary Gilly, 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
- Bill Maurer, Social Sciences
- Melissa Mazmanian, 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
- Gerardo Okhuysen, 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
- Andrew Penner, Social Sciences
- Seth Pipkin, Social Ecology
- Francesca Polletta, Social Sciences
- Charles Ragin, Social Sciences
- 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, Law School
- 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, Stern School of Management, NYU
- Lisa Cohen, McGill University
- Jane Dutton, University of Michigan
- Lynn Eden, Stanford University
- 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

#### COR Alumni

- Julka Almquist, IDEO Chicago
- James Bany, Loyola Marymount University
- Elizabeth Chiarello, Saint Louis University
- Fernando Chirino, Chapman University and Cal State Fullerton
- Lynn Dombrowski, IUPUI School of Informatics and Computing
- Heather Goldsworthy, University of Pennsylvania
- Julia Haines, Google
- Dahlia Hegab, University of California, Irvine
- Alexis Hickman Bateman, MIT
- Laura Huang, The Wharton School
- Konrad Jamro, University of Massachusetts, Dartmouth
- Jasmine Kerrissey, University of Massachusetts, Amherst
- Kenji Klein, St. Mary's College of California
- Yongming Kow, National University Singapore
- Ben Lind, Higher School of Economics, Moscow
- Victoria Lowerson-Bredow, University of California, Irvine
- Dana McDaniel, California State University, Long Beach
- Natalia Milovantseva, University of California, Irvine
- Katie Pine, University of California, Irvine
- Kathryn Quick, University of Minnesota
- Rita Shah, Elizabethtown College
- Kristen Shorette, State University of New York, Stony Brook
- Elizabeth Sowers, California State University, Channel Islands
- Amy Voda, Cornell University

## **Calendar of Events Sponsored or Co-sponsored by COR in 2014-2015**

COR's role in the UCI organizational community continues to evolve and change to respond to the needs of the organizational community. COR continues to host speakers, but also focuses on community building and skill building. COR is also increasingly coordinating with other entities on campus. In 2014-2015, COR sponsored or co-sponsored ten events, and advertised an additional four of relevance to organizational research.

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 and Colloquia**  
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 or co-sponsored by COR this year:

### **September 12, 2014**

COR Co-sponsored Symposium with Yale University's Center for Cultural Sociology  
"Money Talks Symposium"

### **October 3, 2014**

COR Community Building Event  
"Academic Speed-Dating"

### **October 24, 2014**

COR Colloquium  
Professor Daniel Geiger, COR Visiting Fellow, Chair for Organization Studies  
University of Hamburg, Germany, Chair for Organization Studies  
"Break the Rule?! A Practice-Perspective on Organizational Rule-Following and Rule-Breaking in Extreme Contexts"

### **December 5, 2014**

COR Faculty Workshop  
Professor Chris Bauman, Paul Merage School of Business  
University of California, Irvine  
"Blame the Shepherd not the Sheep: Subordinates who Imitate Authorities are Absolved of Moral Responsibility"  
Discussants: Joey Cheng (Social Ecology) and Lyman Porter (Paul Merage School of Business)



**January 23, 2015**

COR Co-sponsored Seminar with the Department of Sociology

Professor Frank Dobbin

Department of Sociology, Harvard University

“Be Careful What You Regulate: Sarbanes-Oxley and Banks’ Growing Appetite for Risky Derivatives”

**February 9, 2015**

COR Colloquium Co-sponsored with Paul Merage School of Business

Professor Gabriel Rossman

Department of Sociology, UCLA

“Obfuscatory Relational Work and Disreputable Exchange”

**February 20, 2015**

COR Qualitative Research Workshop

Professor Torsten Schmid, Qualitative Research

University of St. Gallen, Switzerland

“Practice Research: An Alternative Methodology for Qualitative Research”

**February 27, 2015**

Donald Bren Hall – Seminar of Interest to COR Community

Professor Cecilia Aragon, Department of Human Centered Design and Engineering

University of Washington, Seattle

“The Hearts and Minds of Data Science”

**March 13, 2015**

COR Faculty Workshop

Professor Martha Feldman (Social Ecology) and Monica Worline (Center for Positive Organizations)

“The Practicality of Practice Theory”

Discussants: Melissa Mazmanian (Informatics) and Gerardo Okhuysen (Merage)

**March 18, 2015**

Paul Merage School of Business – Seminar of Interest to COR Community

Sarah Otner, Oxford University Centre for Corporate Reputation Post-Doc

Saïd Business School, University of Oxford

“The Perception of Status: How third party observers infer status from network position”

**April 10, 2015**

Donald Bren Hall – Seminar of Interest to COR Community

Professor Kelly Gates

Department of Communications & the Science Studies Program, UC San Diego

“That Work of Wearing Cameras”

**April 24, 2015**

COR Faculty Workshop

Professor Graeme Boushey  
Department of Political Science, UCI  
“Experts, Amateurs, and Bureaucratic Influence in the American States”  
Discussants: Amihai Glazer (Social Sciences) and Philip Bromiley (Merage)

**April 27, 2015**

Paul Merage School of Business – Seminar of Interest to COR Community  
Professor Boris Maciejovsky, A. Gary Anderson Distinguished Faculty Scholar  
School of Business Administration, UC Riverside  
“Information Aggregation in Organizations”

**May 29, 2015**

COR Community Building Event  
“End of the Year Celebration – 2014/2015 COR Grant Recipients’ Poster Presentations”

## **COR Visiting Scholars 2014-2015**

### **Katharina Dittrich**

Katharina Dittrich is a postdoctoral fellow at the Department of Business Administration at the University of Zurich, Switzerland. She completed her dissertation in September 2014, which focused on how particular organizational practices—that is, organizational routines and meetings—are accomplished and changed. Other research interests include practice theory, strategy as practice and qualitative research methods, in particular ethnography. In 2012 she has been a Visiting Scholar at the Saïd Business School at the University of Oxford in England.

During her stay at UCI, Katharina is working with Prof. Martha Feldman on a project investigating the ecology of organizational routines. Drawing on a one-year ethnographic study at a start-up company, she examines how a set of production and operations routines interacts and works together. Given the central importance of quality at the start-up, the project will also investigate how quality as an organizing pattern shapes and is shaped by the ecology of routines.

### **Daniel Geiger**

Daniel Geiger is a Professor at the Faculty of Business, Economics and Social Science at the University of Hamburg, Germany where he holds the chair for Organization Studies. After completing his Ph.D. at the Freie Universität Berlin he was a Research Fellow of the Advanced Institute of Management Research (UK), and held positions as Assistant/Associate Professor at the Johannes Kepler University Linz (Austria).

His main research interests center around processes of organizational change with a particular emphasis on routines and practices. In this vein he studies the structural and processual antecedents of organizational dynamics, which contributes to a better understanding of processes of organizational (structural) inertia and the role of rules and routines in complex coordination processes. A specific focus builds the question how organizations cope with and manage unexpected events. Of interest are the structural dispositions how so called high reliability organizations like firefighters or rescue operators prepare for and deal with extreme situations like catastrophes or crisis.

In his research he draws upon a practice-perspective to understanding of the processual and communicative antecedents underpinning organizational change, routines and knowledge sharing processes. In his current research project he is interested in the dynamics of rule-following and rule-breaking in extreme contexts.

### **Torsten Schmid**

Torsten Schmid is an Assistant Professor of Qualitative Research and Strategic Management at University of St. Gallen, a leading European business school, located in

Switzerland. In his research, he aims at understanding and informing the fundamental transformation and re-structuring of large, complex corporations. His current research interests center around the question of how these organizations enact and cope with related power dynamics. For this, he combines various practice theories with extended, ethnographically informed, longitudinal and collaborative, field studies of strategic change programs at leading European firms. His work is motivated by the potential of practice theory to develop alternative relational conceptualizations of power that integrate the functionalist concern for effective strategic leadership with the critical agenda of human emancipation. Following a pragmatist tradition, he aims for research that has a human orientation and is practically useful. His interest in power dynamics in the context of large-scale strategic change is, therefore, also motivated by a concern for learning from and educating employees and executives on how to maintain a collective capacity to act in current conflictual settings.

This practice orientation also informs his teaching that comprises innovative practice-based formats in strategic management and qualitative methods, including graduate and PhD courses at various universities. He is also in charge of consulting qualitative research projects at his university.

## COR Small Grants Overview

### Progress Reports from 2014-2015 COR Small Grant Recipients

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

- Dr. Miriam Bender is preparing a manuscript for *the Journal of Nursing Administration* with her co-authors. She plans to present her research at three national scientific meetings in 2016.
- Santina Contreras presented her findings in the Annual Natural Hazards Research and Applications Workshop in Broomfield, CO. She was awarded School of Social Ecology Dean's Award for Community Engagement, President's Dissertation Year Fellowship Honorable Mention, and the Department of Planning, Policy & Design Summer Research Fellowship from the University of California, Irvine. She has additionally received the Ford Foundation Dissertation Fellowship Honorable Mention.
- Jong-Yu Paula Hao presented her research at the University of California, Irvine, the Western Region American Accounting Association meeting, and the American Accounting Association Deloitte J. Michael Cook Doctoral Consortium. She has also received the California Society of CPAs Accounting Doctoral Scholarship.
- Victoria Lowerson Bredow attended the National public Management Research Association Conference in Minneapolis, Minnesota to present her research. Victoria plans to complete and defend her dissertation in August 2015.
- Scott Mitchell's research was accepted for presentation at the Strategic Management Society 2015 Annual Meeting in Denver, CO, the Academy of Management 2015 Annual Meeting in Vancouver, BC, and the Industry Studies Association 2015 Annual Meeting in Kansas City, MO. He was also invited to present his research at Louisiana State University, the University of Kansas, Tulane University, Cal poly San Luis Obispo, and Texas Tech University. Scott has accepted a position at the University of Kansas School of Business for the 2015-2016 school year.
- Dr. Francesca Polletta and Katt Hoban's paper was invited to the Journal of Social and political Psychology Special Issue Workshops in 2015. Their paper is currently under review in the Journal of Social and Political Psychology. Katt was awarded a 2015 research grant (\$1,500) from the Center for the Study of Democracy and another (\$1,100) from UC Irvine Sociology Department for continued research. Polletta was awarded the Open Society Foundation grant (\$25,000) for "Storytelling in Advocacy."
- Dr. Evan Schofer plans to build a comparative paper that he plans to submit for presentation at the American Sociological Association meeting in 2016.
- Dakuo Wang and his team presented a paper at the 33<sup>rd</sup> Annual ACM Conference on Human Factors in Computing Systems and a conference poster at the iConference 2015 Proceedings.

## **COR Small Grants Detailed Report**

The fellowship and small grant recipients from 2014-15 supplied COR with reports on their use of funds, detailed below.

### **Miriam Bender PhD RN, Assistant Professor, Program in Nursing Science Validating a theoretical model linking Clinical Nurse Leader practice to improved care quality and safety.**

The purpose of this study is to produce a valid, empirically derived model for clinical nurse leader (CNL) practice that is credible, dependable and transferrable to a wide range of organizational contexts. Specific aims include: (1) Pretest and refine a CNL Practice Survey that expresses theoretical CNL practice domains and components, (2) Administer refined CNL Practice Survey to a national sample of certified CNLs and organization leaders/managers involved in a CNL initiative, (3) Confirm construct validity of CNL practice domains and components expressed in the CNL Practice Survey, and (4) Synthesize the study's qualitative and quantitative data into a validated CNL Practice Model.

The \$1000 COR funds were used to purchase 100 \$10 dollar gift cards as incentive to participants to access after they took the study survey.

The purpose of the pretest was to gauge the extent to which targeted respondents understand the survey items in the way the survey designers intended. The preliminary survey with face and content validation (from a previous study) was formatted on a Qualtrics platform to be accessed via a secure URL. An email that contained information about the study and the survey URL link was emailed to 60 CNL students from the following CNL educational programs: University of San Diego, University of San Francisco and University of Alabama, Birmingham). There was a 60% response rate (n=36). The average time to complete the survey was 28 ( $\pm 14$ ) minutes. Items needing revision was determined as more than two respondents answering "not clear" to item format. In total 36 items needed some form of revision. All revisions were approved via Delphi procedures with the CNL expert advisory panel. The product was a CNL practice survey with face and content validity.

An email that contained information about the study and the final survey URL link was sent to all certified CNLs in the national Commission on Nurse Certification (CNC) database and all unique registrants to the 2010-2015 CNL summits. The CNC oversees the CNL certification process and manages the certified CNL database. The total population of certified CNLs at the time of the study was 3375 (personal communication with Shantal Hall, Director of CNC, January 2015). The registrant list, including email address, for each year's summit is included in the summit informational packet distributed to each registrant at each conference. The lists for 2010-2015 were collated into an excel file, and duplicates were removed. A listserv was created housing all unique registrants (n= 994), which was used to send the study survey URL link via email.

The study was initially introduced to the target population by flyer and announcement at the national AACN CNL Summit in Orlando, Florida, January 22-24, 2015. Survey information and on-line access were subsequently emailed on February 9, 2015. Email reminders were sent March 5, April 7, and April 29, 2015. The survey closed on May 8, 2015.

A total of 585 participants responded to the survey that met inclusion criteria and were involved in a CNL initiative. It is unknown what the total population is based on the study criteria: certified CNLs involved in a CNL initiative and leaders/managers/change agents involved in a CNL initiative. Therefore, a true response rate cannot be calculated.

The majority of respondents are between the aged of 31-50 (53.0%); 41.5% have been RNs for more than 20 years; 82.1% have CNL certification; and 51.3% received their certification less than 5 years ago. A total of 55.6% graduated from a BSN-Masters program, while 29.1% graduated from a Masters-entry program (i.e. entered a program with a bachelor's degree from another field besides nursing). The vast majority of respondents (76.2%) have additional specialty practice certifications other than CNL certification. Results show 63.4% are practicing in a formal CNL role; 14.8% are administrators or managers; and 14.0% are educators. Most respondents (76.2%) are practicing in an acute care hospital, while 4.3% practice in ambulatory settings; the remaining CNLs are dispersed across a variety care settings. 34.4% of respondents are practicing in Magnet designation hospitals, although many included comments that their setting was "on the Magnet journey". As for practice setting ownership, 55.4% work in a not-for-profit organization and 26.8% work in a federal government setting. The majority of respondents work in the South (41.4%), followed by the Midwest (26.3%), the West (15.6%), and the Northeast (13.5%). The overall level of competency accountability for CNLs in a formal CNL role was 75%, and ranged from 58.6% ("background in humanities and science education") to 82.6% (both "assess clinical environment as the basis for identifying issues with care processes" and "implement quality improvement strategies using current evidence, analytics, and risk anticipation"). Subgroup analysis is currently underway capture information on certified CNLs practicing in a formal CNL role and identify any difference between this sub group's demographic information and the study sample as a whole. Investigators are currently working with the expert advisory panel to identify demographic factors that might be important to CNL success (as reported by each respondent) and conduct regression modeling to quantify identified factor influence on outcome of interest.

The analysis is now moving towards the model validation procedures. There is an appropriate response rate (N=585) to conduct structure equation modeling to confirm relationships among CNL practice model domains and/or components and confirmatory factor analysis to confirm item loading onto components as well as component loading onto domains.

The study has already provided much need information about the current state of the CNL initiative across the nation. Almost 65% of certified CNLs are practicing in a

formally designated CNL role. This is a significantly greater rate than documented in the 2011 job analysis report, which surveyed CNLs from the same CNC database, and reported only 40% of certified CNLs practicing in a formal CNL role. This suggests health systems increasingly value the competency skillset certified CNLs offer and are reorganizing their care delivery microsystems to integrate certified CNLs into practice as a strategy to improve care quality and safety. As information continues to accumulate, the ways certified CNLs are integrated into health care delivery will undoubtedly continue to evolve.

A validated CNL Practice Model will be helpful to organizations contemplating CNL implementation, helping to frame an organizational strategy that addresses the theoretical structures, practices and outcomes of CNL practice, and contributing a preliminary roadmap of necessary steps and milestones for CNL practice success. The validated CNL practice model will be used to develop appropriate measures of CNL practice and CNL-specific outcomes for future CNL implementation and effectiveness research studies.

**Santina L. Contreras, Doctoral Student, Department of Planning, Policy & Design Organizations and Participatory Development in Post-disaster Haiti**

In response to findings from past natural disasters, participatory approaches increasingly are being emphasized in post-disaster recovery projects. Many organizations engaged in this work promote the use of a participatory approach as if it were a single solution, even though the ways in which they engage local communities often varies significantly. The central aim of this project is to better understand the use of participatory approaches by organizations in the post-disaster setting.

Through this study I was able to develop a comprehensive data set of organizations working in Haiti by compiling data on organizations from multiple sources. I identified 12 existing data sources. For each existing or purchased data source, a list of organizations was created. The organization lists from the 12 existing databases were then compiled into one comprehensive organization list. As the data was combined, the originating database for each organization was recorded. During the process of list compilation organizations appearing in multiple lists were flagged and all duplicate entries were removed. This gave a total number of organizations of 1734. Using this compiled list of organizations, primary data will be collected on organizational and programmatic characteristics via an online survey, which will begin this summer.

COR funds were used to support the data collection of this study. Data on U.S. nonprofit companies working in Haiti was purchased from GuidStar, 501(3) public charity that collects, organizes, and presents information on IRS registered nonprofit organizations. Annual subscriptions for SPSS software and survey monkey were purchased to set up the online survey that will be used to collect data from the organizations in the compiled data set this summer.



**Jong-Yu Paula Ha, Doctoral Student, Paul Merage School of Business**  
**Subjectivity in Employee Performance Rating and Promotion Decisions: The Analysis of Job Levels**

This study examines how the use of subjectivity in performance evaluation and incentive design differs across job levels. Using a proprietary dataset from a major car dealership in Taiwan and focusing on lower-level employees, I find that the association between overall performance ratings and objective performance measures is lower when employees hold supervisory positions. Further, the association between subjective evaluations and promotions is higher, while the association between objective performance measures and promotions is lower for employees in supervisory positions. Finally, employees who are promoted tend to perform well and receive higher overall performance ratings in the future. Taken together, the evidence suggests that promotion decisions not only reward an employee's past performance but also reflect her supervisor's expectation about future performance. This study contributes to the literature by investigating the use of subjectivity for lower-rank employees, and also complements our knowledge on the use of subjectivity across different job levels.

COR funds were used to attend western region American Accounting Association (AAAA) meeting in Coronado, CA and the American Accounting Association (AAA) annual meeting in Chicago, IL.

**Victoria Iowerson Bredow, Doctoral Candidate, School of Social Ecology**  
**Building Healthy Communities through Community Engagement: Inclusion, Exclusion and Logics of Practice**

I used the funding received from the Center for Organizational Research to support my attendance at the National Public Management Research Association Conference in Minneapolis, Minnesota from June 9 – 12 as well as to purchase Atlas.ti software. The NPMRA conference is a biannual conference and is the most-important national conference for my discipline.

I presented at this conference on a panel entitled the "Environment Surrounding Coproduction." The paper I presented for the panel was based on the second empirical chapter of my dissertation, a 4 year ethnographic study of a foundation funded cross-sector collaborative that aims to improve the health of a low-income, primarily Hispanic community in Southern California through changes to local policies and systems. My dissertation is structured as three empirical stand-alone chapters. The first focuses on exclusion in cross-sector collaborative work as well as policymaking, the second on inclusion, and the third chapter presents the institutional logics at play in cross-sector collaboration's community engagement practices

The paper presented was called, "Engaging Contradictions in Co-producing Local Policy." In this paper I analyzed how the collaborative of residents, nonprofit organizations, and policymakers worked together in inclusive ways. Presenting this paper as well as presenting the paper at the COR poster session helped me to make

the story I make in this chapter succinct and impactful. In this chapter I found and presented three main findings:

- I found that policymakers used their organizational privilege in the policymaking process to take new actions and allow youth to take new actions in the policy space.
- While tightly temporally and spatially circumscribed, the policymakers were able to modify their planned community engagement strategy based on participation to practice community engagement inclusively
- These new actions and inclusive practices constituted new abilities and capabilities and thus new experiences of power for both policymakers and youth individually and collectively in the policymaking arena.

This conference provided a space for me to receive feedback on the chapter and to network with respective future colleagues and employers. During the session I received questions that were similar to a job talk. I was also able to schedule meetings with scholars at institutions I am interested at working at and whose work I cite and build on. I attended panels and connected with presenters who similarly I cite and would like to emulate as a future faculty member.

This year I have focused on completing my dissertation. I have used the Atlas.ti software and continue to do so in order to organize the massive amount of data I have as well as the iterative analysis I do as an interpretative scholar. I am currently scheduled to defend my dissertation on August 25<sup>th</sup> and will go on the academic job market in the fall. As an interdisciplinary scholar, I will be applying to a variety of postings in public administration, public management, planning and public health. My future research agenda is focused on continuing to study cross-sector collaborative organizational settings, which aim at solving complex social problems. This funding has been critical for positioning me to finish my dissertation and enter the job market.

**Scott Mitchell, Doctoral Student, Paul Merage School of Business**  
**The Price is Right: Cognitive and Organizational Influences on Strategic Pricing Decisions**

This research examines both the role and strength of cognitive and organizational influences on systematic pricing errors at retail gas stations. The research utilizes a hand-collected, longitudinal dataset of prices and performance outcomes for 27 retail gas stations over 100 days during 2014-2015. The dataset was used to determine a daily, station specific profit-maximizing price. These prices were then compared to the actual prices charged to assess the accuracy of firm pricing decisions and examine the influence of factors that I hypothesize influence stations to deviate from an optimal price. I find that while all stations price higher than traditional economic theory predicts, franchisees set prices closer to an optimal price than company-owned stations. Multi-unit franchisees, however, price significantly better than single station franchisee owners. Stations in denser markets price closer to a profit-maximizing price, while stations with a visible competitor price significantly worse than stations without a visible competitor.

The COR funds were used to pay for expenses incurred while driving to each of the 27 gas stations each day for 100 days. The data allowed me to obtain daily station sales data, which has not previously been collected on this scale and frequency.

**Francesca Polletta, Professor, Department of Sociology**  
**Katt Hoban, Doctoral Student, Department of Sociology**  
**Why Consensus?**

With the generous support of the Center for Organizational research, we have completed 30 interviews with social movement organizers on their use of consensus-oriented decision making for the *Why Consensus?* project. This project has thus far resulted in two papers. *Why Consensus? Prefiguration in Three Activist Eras* is currently under review by the Journal of Social and Political Psychology. This paper compares the practice of consensus-oriented decision (CODM) in the 1940's, 1960's, and today. *Prefiguration and Political Style: Consensus-Oriented Decision Making in the Here-and-Now*, is a working paper investigating an ongoing question—is prefiguration ideological or strategic? This paper will be submitted to a journal of sociology in Fall 2015. The *Why Consensus* project will expand in Summer 2015, as Hoban interviews 20-30 social movement organizers in Germany.

### **Key Findings**

#### *Why Consensus? Prefiguration in Three Activist Eras*

- Activists today understand the purposes of prefiguration very differently than did pacifist activists in the 1940s and new left activists in the 1960s.
- The political context in which activists have operated and the understandings of equality prevailing in activist circles have shaped activists' reasons for adopting consensus—and shaped the problems they have encountered.
- For **1940s** radical pacifists, consensus-based decision making was a way to sustain a flame of radical democracy among a cadre of activists during a period of political repression.
- For **1960s** new leftists, by contrast, the goal of prefiguring an alternative was to transform mainstream institutions.
- For activists on the Left **today**, a clear-eyed skepticism that mainstream institutions will adopt consensus coexists with an effort to make the form work practically.
- Activists **today** imagine radically democratic forms diffusing across movement networks—but they acknowledge that they do not always know if that is happening.
- Far from insisting on the stringency of their radically democratic practices, activists today strive to make consensus-based decision making practical.
- The challenge for activists remains to demonstrate the viability of consensus based decision making to those outside their networks.

#### *Prefiguration and Political Style: Consensus-Oriented Decision Making in the Here-and-Now*

- Whereas strategy and ideology have previously been treated as juxtaposing motivations for CODM, this paper reframes this dichotomy through the concept of *political style*, which refers to style consistency across many groups, spanning

movements and regions. Political style is not simply a performance, without any connection to organizers' beliefs. Rather, it is a way of enacting those beliefs that is acceptable within contemporary movements. Style is a lens to study political culture at it describes the way politics are approached and embodied.

- The political style of the organizers in this study is characterized by their bedrock commitment to CODM combined with a clear-eyed rejection of ideological purity. They strive to make CODM as functional as possible without relinquishing their ideological commitments.

Funds from COR provided for the transcription of 21 interviews. Rapid transcription afforded the opportunity to conduct interviews, analyze transcripts, and submit a paper for a workshop within four months and for publication within eight months.

**Evan Schofer, Professor, Department of Sociology**  
**The Growth of Pro-Environmental Organizations in Comparative Perspective: Understanding Global Links and Mechanisms**

With generous support from COR, I was able to pay for interview translation and transcription costs for interviews of environmental NGO personnel conducted in December 2014 in Quito, Ecuador.

These interviews are part of an ongoing comparative project that seeks to discern the international ties and mechanisms supporting the global diffusion of environmental NGOs as an organizational form. A core finding of my prior work is that international organizations – variously referred to as “international NGOs”, “global civil society”, or “transnational advocacy networks (TANs) play a central role in encouraging the formation of domestic voluntary associations, particularly in the global South. This makes sense, given that international environmental NGOs frequently engage with local groups in the global South, and some explicitly pursue strategies such as “capacity building” (i.e., training or forming domestic NGOs) as a way to influence state policy. However, the processes and mechanisms involved have not been directly studied, and the implications for domestic associational life are largely unexplored.

The interviews in Ecuador represent one case within a larger comparative study that includes Taiwan, Finland, with additional cases of India and Chile to be conducted in summer 2015. Thus far, the interviews from Ecuador have been translated and transcribed, and the full analysis is underway.

The primary research question is to identify the trans-local linkages of environmental NGOs. The project tests hypotheses regarding economic ties, formal organizational ties, links via professionals and universities, and emulation or copying that did not involve a formal tie. Preliminary findings are strongly consistent with result from Taiwan and Finland. Contrary to my initial hypothesis, few domestic NGOs have formal ties to international organizations. Moreover, even fewer get direct resources from global donors. The dominant form of international operates via universities and professionals. A large proportion of organizations have trans-local ties via professional networks. This

was evident in the circumstances surrounding the founding of many organizations, and such ties often remained during ongoing activities. Also, interviews uncovered many examples of trans-national emulation and copying that did not involve formal organizational connections – where organizations simply identified similar organizations to use as a model.

Results cast prior studies of organizational diffusion in a new light by highlighting the mechanisms involved. Prior quantitative work focused heavily on INGOs as a primary mechanism for global diffusion, but this study suggests that universities and the professions may be a much more important hub for diffusion processes.

COR funds were a tremendous help to this research project by supporting the costs of interview translation and transcription costs for the Ecuadorean case. Without these funds, we could not have included Ecuador in the study – and Ecuador is a critical case for the larger comparative paper that is underway.

### **Dakuo Wang, Department of Informatics Building Information Visualization Systems To Help With Collaborative Writing**

We have built a preliminary information visualization system, DocuViz, that can show a timeline view of who wrote what, where and when in a Google Docs document. The system is illustrated to be useful for both collaborative writing researchers and users. As for researchers, the view has been proved useful in studying co-authors' collaboration behaviors and patterns. These insights can further help us to understand how people are writing together now with the help of existing writing tools, where these tools enable users to collaboratively write more than ever before. The view also encourages authors to have reflect thinking on their own writing, which can further lead to their revising behaviors and increasing the writing quality. We are building a second version of the tool to make it run on users' browser instead of on our server, so that there will be less privacy concern.

I used the fund to buy a lighter laptop Macbook Air, which is mainly for travel uses. I bought a software Parallel Desktop, which is used for running Windows on a Mac OS to test whether the system can function well in a Windows OS. I also used the fund to reimburse a travel ticket to Google I/O conference.

Two undergrad students and I participated in the Google UCI Hackathon competition. Inspired by our research work, my teammates and I brainstormed an idea and implemented a prototype within a 24-hours competition. We won the first place.

## **New & Continuing Grants Received by Executive Committee Members**

### **Nina Bandelj, School of Social Sciences**

- National Science Foundation 2013-2016  
Interdisciplinary Program in Behavioral and Social Sciences (PI: Nina Bandelj, Co-PIs: Julia Elyachar, Gary Richardson, James Weatherall) (\$249,928)

### **Martha S. Feldman, Social Ecology**

- Kettering Foundation 2013-2014  
Conditions for Inclusive Management (\$18,700)

### **Gloria Mark, Donald Bren School of Information and Computer Science**

- Google 2014  
In Situ Precision-tracking of Online Behavior: A Comprehensive View of Focus, Mood and Context, PI, (\$63,755)
- AFOSR 2014-2017  
Discovery of Trust Antecedents and their Effects on Individuals in Socio-Digital Influence in Different Cultures (PI Michelle Zhou, Co-PI: Gloria Mark) (\$75,000)
- NSF HCC 2012-2015  
Multitasking as a Collaborative System: Examining the Millennial Generation, PI, (\$500,000).

### **Melissa Mazmanian, Donald Bren School of Information and Computer Science**

- NSF HCC 2013-2016  
Creating a Data-Driven World: Situated Practices of Collecting, Curating, Manipulating, and Deploying Data in Healthcare (PI: Kathleen Pine, Co-PI: Melissa Mazmanian) (\$500,000)

### **Gary Olson, Donald Bren School of Information and Computer Science**

- Google 2010-2016  
Working Together Apart: Challenges of Cross-Cultural Collaboration, Project Co-Director (\$1,500,000)
- NSF 2013-2016  
VOSS: Micro-Analytics of Collaboration in Distributed Work: What Makes Collaboration Work, Project Co-Director (\$398,950)

### **Judith Olson, Donald Bren School of Information and Computer Science**

- Google 2010-2016  
Working Together Apart: Challenges of Cross-Cultural Collaboration, Project Co-Director (\$1,500,000)
- NSF 2013-2016  
VOSS: Micro-Analytics of Collaboration in Distributed Work: What Makes Collaboration Work, Project Co-Director (\$398,950)

### **Seth Pipkin, Social Ecology**

- UC Irvine CORCL Cultural Research Grant

Exit, Voice and Loyalty in Cities under Siege: Impacts and Implications of Northern Mexican Elites' Border Relocations, PI (\$4,000)

**Alladi Venkatesh, Paul Merage School of Business**

- Marketing Science Institute, Cambridge, MA (\$5,000)
- Association for Consumer Research, Minnesota (\$5,000)
- UCI Office of Vice-Chancellor for Research (\$7,500)

## **Publications by Executive Committee Members in 2014-2015**

### **Nina Bandelj, School of Social Sciences**

- Kanjoo Mrcela, Aleksandra and Nina Bandelj. Guest editors. 2015. "Economy and Society." Teorija in praksa [Theory and Practice] Volume 52, Issue 3.
- Bandelj, Nina, Lyn Spillman and Frederick Wherry. Guest editors. 2015. "Economic Culture in the Public Sphere." European Journal of Sociology. Volume 56, Issue 1.
- Bandelj, Nina and Elizabeth Sowers. Forthcoming. "Globalization and Development." The Handbook of Sociology of Development, edited by Gregory Hooks and Samuel Cohn. Oxford University Press.
- Bandelj, Nina, Elizabeth Sowers and Zaibu Tufail. Forthcoming. "Economic Sociology." Chapter in The Cambridge Handbook of Sociology, edited by Kathleen Korgen. Cambridge, UK: Cambridge University Press.
- Bandelj, Nina, Julia Elyachar, Gary Richardson and James Weatherall. Forthcoming. "Comprehending and Regulating Financial Crises: An Interdisciplinary Approach." Perspectives on Science.
- Bandelj, Nina, Matthew C. Mahutga and Kristen Shorette. 2015. "Signaling Demand for Foreign Investment: Postsocialist Countries in the Global Bilateral Investment Treaties Network" Europe-Asia Studies. In press.
- Lanuza, Yader R. and Nina Bandelj. 2015. "The Productive Role of Children in Immigrant Families." Teorija in praksa [Theory and Practice] 52(3): 415-433.
- Bandelj, Nina, Katelyn Finley and Bogdan Radu. 2015. "Democracy in Central and Eastern Europe: Test of Early Impact." East European Politics 31(2): 129-148.
- Bandelj, Nina, Lyn Spillman and Frederick Wherry. 2015. "Economic Culture in the Public Sphere: Introduction." European Journal of Sociology 56(1): 1-10.
- Bandelj, Nina, Paul James Morgan and Elizabeth Sowers. 2015. "Hostile Worlds or Connected Lives? Research on the Interplay Between Intimacy and Economy." Sociology Compass 9(2): 115–127.
- Bandelj, Nina and Katelyn Finley. 2015. "Eastern Europe." Encyclopedia on Race, Ethnicity and Nationalism, edited by John Stone, Blackwell Wiley Publishing. In press.
- Bandelj, Nina. "Thinking about Social Relations in Economy as Relational Work." 2015. Chapter in New Theoretical Developments in Economic Sociology, edited by Patrik Aspers and Nigel Dodd. Oxford University Press. November publication.



Kanjoo Mrcela, Aleksandra and Nina Bandelj. 2015. "Contribution to the Understanding of Contemporary Economy." *Teorija in praksa [Theory and Practice]* 52(3): 323-326.

Bandelj, Nina, Kristen Shorette, and Elizabeth Sowers. 2015. "Global Economic Networks." In *Emerging Trends in Behavioral and Social Sciences*, edited by Robert Scott and Stephen Kosslyn. Hoboken, NJ: John Wiley and Son.

Bandelj, Nina and Paul James Morgan. 2015. "Culture and Economy." Pp. 535-541 in *International Encyclopedia of Social and Behavioral Sciences*, 2<sup>nd</sup> edition, volume 5, edited by James D. Wright. Oxford, UK: Elsevier.

Bandelj, Nina. 2014. "The Rise of Management Education in Postsocialist Europe." Pp. 35-52 in *Global Management, Local Resistances: Theoretical Discussion and Empirical Case Studies*, edited by Ulrike Schuerkens. London, UK: Routledge.

### **Philip Bromiley, Paul Merage School of Business**

Bromiley, P., Rau, D. (2014). Towards a Practice Based View of Strategy. *Strategic Management Journal*, 35(8), 1249-1256.

Bromiley, P., McShane, M., Nair, A., Rustambekov, E. (2014). Enterprise Risk Management: Review, Critique, and Research Directions. *Long Range Planning*. Accepted: 2013.

Washburn, M., Bromiley, P. (2014). Managers and Analysts: An Examination of Mutual Influence. *Academy of Management Journal*, 57(3), 849-868.

Bromiley, P., Rau, D. Looking under the lamp post? A research agenda for increasing enterprise risk management's usefulness to practitioners. In T. J. Anderson (Ed.), *Contemporary Challenges in Risk Management. The 2013 International Risk Management Conference*, Palgrave Macmillan.

### **Martha Feldman, Social Ecology**

Bender, Miriam and Martha S. Feldman. A Practice Theory Approach to Understanding the Interdependency Between Nursing Practice and the Environment Implications for Nurse-Led Care Delivery Models. Forthcoming. *Advances in Nursing Science*.

Quick, Kathryn S. and Martha S. Feldman. Boundaries as Junctures: Collaborative Boundary Work for Building Efficient Resilience. 2014. *Journal of Public Administration Research and Theory* 24 (3): 673-695 first published online January 28, 2014 doi:10.1093/jopart/mut085.

Feldman, Martha S. Routines as process: Past, present and future. Forthcoming. In Claus Rerup and Jennifer Howard-Grenville (eds) *Organizational routines and process organization studies. Perspectives on Process Organization Studies Series*, Oxford University Press.

Feldman, Martha S. Making Action Visible. Forthcoming. In Ann Langley and Haridimos Tsoukas (eds) The SAGE Handbook of Process Organization Studies, Sage Publishing.

Locke, Karen, Martha S. Feldman, and Karen Golden-Biddle. Discovery, Validation and Live Coding. Forthcoming. In Kimberly Elsbach and Roderick M. Kramer (eds) *Doing innovative qualitative research in organizations: Paths to cool ideas and interesting paper. Organization and management series*, Routledge, Taylor and Francis Group.

Feldman, Martha S. Theory of Routine Dynamics and Connections to Strategy as Practice. Forthcoming in Golsorkhi, D., L. Rouleau, E. Vaara, and D. Seidl (eds), *Cambridge Handbook of Strategy as Practice, 2<sup>nd</sup> edition*. Cambridge: Cambridge University Press.

Feldman, Martha S., Kathryn S. Quick, and Guillermo E. Narváez. Emerging inclusion: A relational approach to public management. 2014. Report to the Kettering Foundation.

### **Gloria Mark, Donald Bren School of Information and Computer Science**

Mark, G. and Ganzach, Y. (2014). Personality and Internet Usage: A Large-scale Representative Study of Young Adults. *Computers in Human Behavior*, vol. 36, July 2014, 274-281.

Lutchyn, Y., Mark, G., Sano, A., Johns, P., Czerwinski, M., and Iqbal, S. (2015). Stress is in the Eye of the Beholder. *Proceedings of 6th International Conference on Affective Computing and Intelligent Interaction (ACII 2015)*.

Mark, G., Iqbal, S., Czerwinski, M., and Johns, P. (2015). Focused, aroused, but so distractible: A temporal perspective on multitasking and communications. (CSCW 2015), ACM Press. Honorable Mention for Best Paper.

Wang, Y., Niiya, M., Mark, G., Reich, S., and Warschauer, M. (2015). Coming of Age (Digitally): An Ecological View of Social Media Use among College Students. (CSCW 2015), ACM Press.

Mark, G., Iqbal, S., Czerwinski, M., and Johns, P. (2014). Bored Mondays and focused afternoons: The rhythm of attention and online activity in the workplace. *Proceeding of the thirty-second annual SIGCHI conference on Human factors in computing systems (CHI '14)*, ACM Press. Honorable Mention for Best Paper.

Mark, G., Wang, Y., and Niiya, M. (2014). Stress and multitasking in everyday college life: An empirical study of online activity. *Proceeding of the thirty-second annual SIGCHI conference on Human factors in computing systems (CHI '14)*, ACM Press. Honorable Mention for Best Paper.

De Choudhury, M., Monroy-Hernandez, A., Mark, G. (2014). Narco Emotions: Affect and Desensitization in Social Media during the Mexican Drug War. Proceeding of the thirty-second annual SIGCHI conference on Human factors in computing systems (CHI '14), ACM Press. SIGCHI Best of CHI Best Paper Award.

Mark, G., Iqbal, S., Czerwinski, M., and Johns, P. (2014). Capturing the Mood: Facebook and Face-to-Face Encounters in the Workplace. (CSCW '14), Baltimore, MD, ACM Press.

Mark, G., Guy, I., Kremer-Davidson, S., Jacovi, M. (2014). Most Liked, Fewest Friends: Patterns of Enterprise Social Media Use. (CSCW 14), Baltimore, MD, ACM Press. Honorable mention for Best Paper.

**Melissa Mazmanian, Donald Bren School of Information and Computer Science**

Mazmanian, M., Cohn, M., Dourish, P., (2014) "Shifting Sociomateriality in Space: Figuring, Configuring, and Reconfiguring in Planetary Exploration." MIS Quarterly, 38(3): Pages 831-848.

Dombrowski, L., Hayes, G., Mazmanian, M., & Volda, A., (2014). "E-Government Intermediaries and the Challenges of Access and Trust." ACM Transactions on Computer-Human Interaction (TOCHI) Journal, 21(2): Pages 13-22.

Chen J., Dourish, P., Hayes, G. Mazmanian, M. (2014). "From Interaction to Performance with Public Displays." Personal and Ubiquitous Computing (PUC): Special issue on understanding performative interactions in public. Published online, February 2014. <http://link.springer.com/article/10.1007/s00779-014-0764-5>

Pine, K., & Mazmanian, M., (2015). "Building the Infrastructure of Data-Driven Accountability." Manuscript accepted to be published in the proceedings of iConference 2015. Newport Beach, CA.

Mazmanian, M., Erickson, I., & Harmon, E., (2015) "Circumscribed time and porous time: Logics as a way of studying temporality." Proceedings of ACM conference on Computer Supported Cooperative Work & Social Computing (CSCW '15). Vancouver, Canada.

Mazmanian, M., Erickson, I (2014) "The Product of Availability: Understanding the Economic Underpinnings of Constant Connectivity." Proceedings of the SIGCHI Conference on Human Factors in Computing Systems (CHI'14). Pages 763-772. Toronto, Canada. Best Paper Nomination.

Volda, A., Dombrowski, L., Hayes, G.R. & Mazmanian, M. (2014). "Shared Values/Conflicting Logics: Working Around E-Government Systems."

Proceedings of the SIGCHI Conference on Human Factors in Computing Systems (CHI'14). Pages 3583-3592. Toronto, Canada. Best Paper Nomination.

Pine, K., & Mazmanian, M. (2014) "Institutional Logics of the EMR and the Problem of 'Perfect' but Inaccurate Accounts." Proceedings of the 17th ACM conference on Computer Supported Cooperative Work & Social Computing (CSCW '14). Pages 283-294. Baltimore, Maryland.

**Gary Olson, Donald Bren School of Information and Computer Science**

Olson, J.S., & Olson, G.M. (2014) *Working Together Apart: Collaboration over the Internet*. San Rafael, CA: Morgan & Claypool.

Olson, G.M., & Olson, J.S. (2015) Converging on theory from four sides. In D. Sonnenwald (Ed.), *Theory Development in Information Science: Reflecting on the Process*. Austin, TX: University of Texas Press.

Yang, D., Olson, J.S., Zhang, J., Nguyen, T., & Olson, G.M. (2015) DocuViz: Visualizing collaborative writing. (CHI 2015), New York: ACM.

**Judith Olson, Donald Bren School of Information and Computer Science**

Olson, J.S., & Olson, G.M. (2014) *Working Together Apart: Collaboration over the Internet*. San Rafael, CA: Morgan & Claypool.

Olson, G.M., & Olson, J.S. (2015) Converging on theory from four sides. In D. Sonnenwald (Ed.), *Theory Development in Information Science: Reflecting on the Process*. Austin, TX: University of Texas Press.

Yang, D., Olson, J.S., Zhang, J., Nguyen, T., & Olson, G.M. (2015) DocuViz: Visualizing collaborative writing. (CHI 2015), New York: ACM.

**Jone Pearce, Paul Merage School of Business**

Huang, L. and Pearce (forthcoming) Managing the unknowable: The effectiveness of early-stage investor gut-feel in entrepreneurial investment decisions. *Administrative Science Quarterly*.

Pearce, J. L. (2015) Cronyism and nepotism are bad for everyone: The research evidence. *Industrial and Organizational Psychology*, 8, 41-44. DOI: 10.1017/iop.2014. 10.

**Judith Stepan-Norris, School of Social Sciences**

Judith Stepan-Norris and Jasmine Kerrissey. 2015. Enhancing Gender Equity in Academia: Lessons from the ADVANCE Program. Forthcoming in *Sociological Perspectives*.

Judith Stepan-Norris. 2015. U.S. Labor Unions and Social Justice. Forthcoming in *Contexts*.

### **Daniel Stokols, Social Ecology**

Vogel, A.L., Hall, K.L., Fiore, S.M., Klein, J.T., Bennett, L.M., Gadlin, H., Stokols, D., Nebeling, L.C., Wuchty, S., Patrick, K., Spotts, E.L., Pohl, C., Riley, W.T., & Falk-Krzesinski, H. (2013). The team science toolkit: Enhancing research collaboration through online knowledge sharing. *American Journal of Preventive Medicine*, 45(6), 787-789.

Stipelman, B.A., Hall, K.L., Zoss, A., Okamoto, J., Stokols, D., & Borner, K. (2014). Mapping the impact of transdisciplinary research: A visual comparison of investigator-initiated and team-based tobacco use research publications. *Journal of Translational Medicine & Epidemiology*, 2(2), 1033.

Vogel, A.L., Stipelman, B.A., Hall, K.L., Nebeling, L., Stokols, D., & Spruijt-Metz, D. (2014). Pioneering the transdisciplinary team science approach: Lessons learned from National Cancer Institute grantees. *Journal of Translational Medicine and Epidemiology*, 2(2), 1027.

Karlin, B., Davis, N., Sanguinetti, A., Gamble, K., Kirkby, D., & Stokols, D. (2014). Dimensions of conservation. Exploring differences among energy behaviors. *Environment and Behavior*, 46(4), 423-452.

Stokols, D. (2014). Social ecology. In A. C. Michalos (Ed.), *Encyclopedia of Quality of Life Research*. Dordrecht: Springer.  
[http://link.springer.com/referenceworkentry/10.1007/978-94-007-0753-5\\_2754](http://link.springer.com/referenceworkentry/10.1007/978-94-007-0753-5_2754)

Schneider, M., & Stokols, D. (2015). Ecology and health. In N.J. Smelser & P.B. Baltes (eds). *The International Encyclopedia of the Social and Behavioral Sciences*. Oxford, England: Elsevier Science Publishers, pp. 85-105.

### **Alladi Venkatesh, Paul Merage School of Business**

Duygu Akdieveloglu and Alladi venkatesh (Forthcoming) "Social Media and the Consumer Patterns," in *Routledge Handbook on Consumption*. (**Note: This paper is based on the doctoral research proposal award given by COR to the first author**)

Cecilia Ruvalcaba and Alladi Venkatesh (2015), "An Ethnocnsumerist approach to Hispanic small business adoption of Internet technology," in *The Rotledge Companion to Ethnic marketing* (A. Jamal, L.Penalzoa nd M. Laroche Eds.)

Alladi Venkatesh and Lisa Penalzoa (2014), "The Value of Value in CCT," *Marketing Theory*. 14(1) 135-138.

## **Presentations by Executive Committee Members in 2014-2015**

### **Nina Bandelj, School of Social Sciences**

- 2015 Author Meets Critic, Society for the Advancement of Socio-Economics Meeting, London
- 2015 Ecole Normale, Paris
- 2015 University of Ljubljana, Faculty of Social Sciences, Interdisciplinary Social Science Doctoral Program
- 2015 "On Postsocialist Development: Embedded Economies, Moralized Markets, and Informal Networks." Accepted for presentation at the American Sociological Association Meeting, Chicago, August 22-25.
- 2015 "Changing Economic Policy by Seizing Economic Opportunity: The Case of Closing the Gold Window, 1971." (with Christoffer Zoeller). Accepted for presentation at the American Sociological Association Meeting, Chicago, August 22-25.
- 2015 "Market Transformation and the Opportunity Structure for Gender Inequality: A Cohort Analysis Using Linked Employer-Employee Data from Slovenia." (Joseph King, Andrew Penner, Nina Bandelj and Aleksandra Kanjuc-Mrcela). Presented at the Society for the Advancement of Socio-Economics Annual Meeting. London, July 2- 4.
- 2015 "Market Transformation and the Opportunity Structure for Gender Inequality: A Cohort Analysis Using Linked Employer-Employee Data from Slovenia." (Joseph King, Andrew Penner, Nina Bandelj and Aleksandra Kanjuc-Mrcela). Presented at the Population Association of America. San Diego, April 30-May 2.
- 2014 University of California, Berkeley, Department of Sociology
- 2014 "A Brief Intellectual History of the New Economic Sociology: How Academic Familism, Borrowed Prestige and Status Hierarchies Lifted Networks over Culture." Presented at the American Sociological Association Meeting, San Francisco, August 16-19.
- 2014 "Separate or Connected Spheres of Family and Business: Interpreting Advice in Family Business Magazine." (with Elizabeth Sowers and Paul Morgan) Presented at the Society for Advancement of Socio-Economics Meeting, Chicago, July 10-12.
- 2014 "Creating Demand for Foreign Capital: The Rise of Postsocialist Countries in the World-Wide Network of Bilateral Investment Treaties." (with Matthew C. Mahutga and Kristen Shorette) Presented at the Society for Advancement of Socio-Economics Meeting, Chicago, July 10-12.

### **Philip Bromiley, Paul Merage School of Business**

- 2015 "How Does Scope Like to Productivity? A Study of a Global Consumer Goods Manufacturer." Production and Operations Management 26th Annual Conference, Production and Operations Management Society, Panel: Empirical Research in Operations Management, Washington, DC, Author, with Ketokivi, M. (Author), Salvador, F. (Presenter & Author), Awaysheh, A. (Author). May 2015.

- 2014 "Explaining Temporal Orientation: A Multi-theory Comparison." University of Michigan, Author, with Mitchell, S. (Author), Souder, D. (Author). September 2014.
- 2014 "Knowledge, Recent Performance, and Risk Taking under Performance Pressure." Université Dauphine, Paris, France, Author, with Zhang, Y. May 2014.

**Martha Feldman, Social Ecology**

- 2015. "Appreciating paradigm differences in qualitative research." Preconference workshop, National Public Management Research Conference, Hosted by University of Minnesota, Minneapolis, MN. June 2015.
- 2015. Invited speaker, Panel of Editors, 10<sup>th</sup> Fieldwork Conference, hosted by Harvard Business School, Cambridge, MA. May 2015.
- 2014 "Enacting Resources." Presented at the Symposium on The Nature of Resources: Their Malleability, and the Means by Which They are Put into Service, Academy of Management Meetings, Philadelphia, PA. August 2014.
- 2014. Invited discussant, The Emergence of Organizational Routines, Academy of Management Meetings, Philadelphia, PA. August 2014.
- 2014. "Exploring the duality of coercion and empowerment in strategic change programs." Co-presented with Torsten Schmid at the Symposium on Exploring the Duality of Stability and Change in and of Change Initiatives, Academy of Management Meetings, Philadelphia, PA. August 2014.
- 2014 Convenor and speaker at Academy of Management Professional Development Workshop on Processes, Practices, and Routines as Approaches and Units of Analysis: an Exploration (Presentation with Brian Pentland: Routine Dynamics: A Practice and Process Approach.) Academy of Management Meetings, Philadelphia, PA. August 2014.
- 2014 "Dynamics of Organizational Routines." Organized and chaired subplenary panel at European Group for Organizational Studies (Speakers: Martha Feldman, Luciana D'Adderio, Carlo Savato), Rotterdam, The Netherlands. July 2014.
- 2014 "Understanding Action in Routines." Invited seminar at the University of Cyprus, Nikosia, Greece. June 2014.
- 2014 "Understanding Action in Routines." Keynote address at the Sixth International Symposium on Process Organizational Studies: Organizational Routines: How they are created, maintained and changed. Rhodes, Greece. June 2014.

**Gloria Mark, Donald Bren School of Information and Computer Science**

- 2015 Seminar speaker, University College London, London, England. July, 2015.
- 2015 Invited speaker, University of California Center Speaker Series, Sacramento, CA. May 2015.
- 2015 Invited speaker, KAIST, Daejeon, South Korea. April, 2015.
- 2015 Invited speaker, Google Global Email Summit, Mountain View, CA. January, 2015.
- 2014 Seminar speaker, MIT HCI seminar, Cambridge, MA. December, 2014.
- 2014 Invited speaker, Cornell University Tech campus, New York, NY. November, 2014.

- 2014 Colloquium speaker, Cornell University, Ithaca, NY. November, 2014.
- 2014 Keynote speaker, Brazilian Collaborative Systems Symposium. October, 2014.
- 2014 Google Research, Mountain View, CA. June 2014.
- 2014 Keynote speaker, Overloaded 2014, San Francisco. June 2014.
- 2014 Invited speaker, Qatar Computing Research Institute. May 2014.
- 2014 Faculty presentation, ISR forum, UCI. 2014.
- 2014 Invited speaker, UC Irvine Chief Executive Roundtable Retreat, Napa, CA. May 2014.
- 2014 Keynote speaker, Chinese CHI conference, Toronto. April 2014.
- 2014 Keynote speaker, CWIC SoCal conference.
- 2014 Invited panelist, South by Southwest conference, Austin, Texas.
- 2014 Invited speaker, University of Colorado, Department of Computer Science.

**Melissa Mazmanian, Donald Bren School of Information and Computer Science**

- 2015 Mazmanian, M., Beckman, C., & Harmon, E. "Rituals of control: Creating and living under a number." Invited presentation, Boston University, Strategy and Innovation Group. April, 2015.
- 2014 Hansen, E., & Mazmanian, M. "Technology, and the Expressive Value of Temporal Resources." Eastern Sociological Society 84th Annual Meeting. Baltimore, Maryland, February, 2014.
- 2014 Pine, K., & Mazmanian, M. "Negotiating Task Jurisdiction: The Effects of Imposing a Formal Logic of Action on Situated Practice." Academy of Management Conference, Organizational Theory Division. Philadelphia, Pennsylvania, August, 2014.
- 2014 Mazmanian, M., Beckman, C., & Harmon, E. "Rituals of control: Creating and living under a budget number." Invited presentation, Cornell, Information Science Colloquium. May, 2014.
- 2014 Mazmanian, M., Beckman, C., & Harmon, E. "Rituals of control: Creating and living under a number." Invited presentation at the Laguna Conference on Emergent Action. March, 2014.
- 2014 Mazmanian, M. "Quantifying the Future: The Role of Collective Ritual in Future Oriented Sensemaking through Budgeting." Invited presentation at the University of California, San Diego Sciences Studies Colloquium Series. February, 2014. <http://sciencestudies.ucsd.edu/colloquium/>
- 2014 Mazmanian, M. "Quantifying the Future: The Role of Collective Ritual in Future Oriented Sensemaking Through Budgeting." Invited presentation at the University of Michigan Interdisciplinary Committee on Organizational Studies (ICOS). January, 2014. <http://www.icos.umich.edu/lecture-2014-01-31>

**Gary Olson, Donald Bren School of Information and Computer Science**

- 2015 "Ask the Experts" Panelist at Science of Team Science conference, Bethesda, MD. June, 2015.
- 2015 Google, Mountain View. April, 2015.
- 2015 Google, New York. January, 2015.

**Judith Olson, Donald Bren School of Information and Computer Science**



- 2015 Google, Mountain View. April, 2015
- 2015 Google, New York. January, 2015.

**Jone Pearce, Paul Merage School of Business**

- 2015 “Successfully Reviewing Your Paper.” Western Academy of Management Annual Meeting.
- 2014 “Invisible? The Bias Against National Origin.” London School of Economics Human Resources Conference.
- 2014 “Optimal Distinctiveness Theory and Work Group Identification.” International Management Mid-Career Faculty Consortium, Annual Meeting of the Academy of Management.
- 2014 “Optimal Distinctiveness Theory and Work Group Identification.” Evidence-based Management Caucus, Annual Meeting of the Academy of Management.
- 2014 “The Challenge of Transformational Leadership in a Transactional World.” Ernst & Young Financial Leadership Seminar.

**Seth Pipkin, Social Ecology**

- 2015 “Spurred to upgrade: A Review of Triggers to Change in the Global Value Chain Literature,” with Alberto Fuentes, in the panel “The Political Economy of The Middle-Income Trap.” 2015 SASE Annual Meeting, London.

**Judith Stepan-Norris, School of Social Sciences**

- 2015 “Some Advantages of Institutional Youth for Adaptation to Change and Inclusive Excellence.” Keynote speech, Times Higher Education Young Universities Summit. Dublin City University, Dublin, Ireland. April, 2015.
- 2015 Panelist on Author Meets Critics Session, The Fracturing of the American Corporate Elite by Mark Mizruchi. American Sociological Association Annual Meeting, San Francisco, CA, August, 2014.
- 2014 “National Labor Board and State Autonomy.” (with Tyson Patros, presented jointly with Tyson Patros), Annual Meeting of the American Sociological Association, San Francisco, CA, August, 2014.

**Dan Stokols, Social Ecology**

- 2015 "Educational Strategies for Population Health Science", Institute of Medicine Workshop on Interdisciplinary Training in Population Health Science, Washington, DC, June, 2015.
- 2015 "Distinctive Concerns of the Science of Team Science", NSF Workshop on Fundamentals of Team Science, Bethesda, MD, June, 2015.
- 2015 "Nurturing a Transdisciplinary Orientation", presented at the Science of Team Science 2015 Conference at the National Institutes of Health, Bethesda, MD, June 2015.
- 2015 "Emerging Directions in Environmental Design Research", Annual Conference of the Environmental Design Research Association, Los Angeles, CA May, 2015.
- 2014 "Master Lecture on The Science of Team Science", American Psychological Association, August, 2014.

**Alladi Venkatesh, Paul Merage School of Business**

2014 “Gender Issues and Technology”, Consumer Culture Theory Conference,  
Helsinki, Finland. June, 2014

## Sample of Courses Taught by Executive Committee Members in 2014-2015

<b>COURSE NUMBER</b>	<b>COURSE TITLE</b>	<b>INSTRUCTOR</b>	<b>SCHOOL</b>
Sociol 158CW	Money, Work & Social Life (U)	Bandelj	Sociology
Sociol 220A	Research Design (G)	Bandelj	Sociology
MgmtEP 210	Business Strategy	Bromiley	Merage
MgmtPhD 291	Strategy Process	Bromiley	Merage
PP&D 167	Public Policy & Management (U)	Feldman	Social Ecology
PP&D 213	Advanced Qualitative Methods (G)	Feldman	Social Ecology
In4matx 151	Project Management (U)	Mark	ICS
In4matx 205	Quantitative Research Methods (G)	Mark	ICS
ICS 3	Internet, Technology & Society (U)	Mark	ICS
In4matx 207S	Seminar in Research & Writing (G)	Mazmanian	ICS
In4matx 263	Computerization, Work & Orgs (G)	Mazmanian	ICS
MG297F	Doctoral Research Methods (G)	Pearce	Merage
PP&D 283	Collaborative Government & Public Management (G)	Pipkin	Social Ecology
PP&D 113	Poverty in Developing Countries (U)	Pipkin	Social Ecology
PP&D 275	Master's in Public Policy Capstone (G)	Pipkin	Social Ecology
PP&D 103	Comparative Urbanization (U)	Pipkin	Social Ecology
SE 195	Social Ecology Field Study (U)	Pipkin	Social Ecology
MgmtFE 290	Social Media	Venkatesh	Merage
MgmtPhD 291	Social Media	Venkatesh	Merage
MgmtMBA 256	Design Management and Innovation	Venkatesh	Merage
MgmtPhD 291	Marketing I	Venkatesh	Merage

U = Undergraduate course

G = Graduate course

## Notable Service Positions of Executive Committee Members in 2014-2015

### Nina Bandelj, Social Sciences

- 2015 *Committee Member*, Alumni Undergraduate Excellence in Research Fellowship, Social Sciences, UCI
- 2015 *Committee Member*, Summer Undergraduate Research Fellowships, UCI Graduate Division
- 2015 *Committee Chair*, Graduate Opportunity Fellowships, UCI Graduate Division
- 2015 *Committee Chair*, Eugene Cota Robles Fellowships, UCI Graduate Division
- 2015 *Mini-conference Co-Organizer*. "Scrutinizing Organizational Inequalities: New Theoretical and Empirical Approaches." (with Donald Tomaskovic-Devey and Andrew Penner). Society for the Advancement of Socio-Economics Meeting, London, July 2-4.
- 2014-15 *Committee Chair*. American Sociological Association Economic Sociology Section Nominations Committee.
- 2014 *Conference Co-Organizer*. "Money Talks: The Social Meaning of Money's Twentieth Anniversary" (with Frederick Wherry). Yale University, September 12.
- 2014 *Session Co-Organizer* (with Emilio J. Castilla). "Getting a Job – Forty Years Later: Advances in Social Networks in Labor Markets Research." American Sociological Association Annual Meeting, San Francisco, August 16-20.
- 2014 *Session Organizer*. Globalization Regular Sessions (four sessions). American Sociological Association Annual Meeting, San Francisco, August 16-20.
- 2014 *Session Co-Organizer*. "Development and Inequality in Post-Socialist Countries: Comparative Perspectives." (with Cheris S.C. Chan) Four sessions at the International Sociological Association Congress, Yokohama, Japan, July 14-19.
- 2014-pres *Appointed Equity Advisor*, School of Social Sciences
- 2014 *Reviewer*, ADVANCE Spirit Awards
- 2014-pres *Editorial Board Member*. Culture in Economic Life Series. Stanford University Press.
- 2014-pres *Editorial Board Member*. Sociology of Development
- 2012-pres *Associate Editor*. American Journal of Cultural Sociology
- 2012-pres *Editorial Board Member*. International Journal of Comparative Sociology
- 2011-pres *Co-Editor*. Socio-Economic Review
- 2010-pres *Advisory Board Member*. Journal of Comparative Research in Anthropology and Sociology
- 2007-pres *Advisory Editorial Board Member*. Družboslovne Razprave

### Philip Bromiley, Paul Merage School of Business

- Network for Business Sustainability Future Thinking Project Guidance Committee, Member, Appointed, International.
- Oxford Research Encyclopedia of Business and Management, Senior Editor.
- Strategic Management Journal, Associate Editor.

*Journal of Management Studies*, Editorial Review Board Member.  
*Journal of Strategy and Management*, Editorial Review Board Member, London, UK.  
2015 Management Classics of the Carnegie Tradition, Universitat Zurich, Zeppelin University, Universitat St. Gallen, Society for the Advancement of Management Studies, Zeppelin University, Germany. Two day seminar. April 20-12.  
2014 Seminar, Universite Dauphine, Paris, France, 12 participants, Seminars on Writing for Journals.

**Martha Feldman, Social Ecology**

2012-2015 UCI, Council on Academic Personnel (CAP).  
2014-2015 DECADE faculty mentor, Department of Planning, Policy and Design.  
2006-pres Senior Editor, *Organization Science*.  
2015 Co-convened (Martha S. Feldman, Dionysis Dionysiou, Carlo Salvato) Standing working group subtheme of the European Group for Organization Studies on Routine Dynamics, Innovation and Creativity (60 papers reviewed, 32 accepted). July 2015.

**Gloria Mark, Donald Bren School of Information and Computer Science**

2015 Committee member, ACM CSCW '15.  
2014 Committee member, SocInfo 2014.  
2014 Committee member, ACM CSCW '14.

**Melissa Mazmanian, Donald Bren School of Information and Computer Science**  
Center for Ethnographic Research Executive Board

**Gary Olson, Donald Bren School of Information and Computer Science**

2009-2015 Vice President for Finance, ACM SIGCHI.  
2015 Conference Chair, iConference 2015, Newport Beach, CA.  
2015 Co-organized workshop on Telepresence at CHI 2015 in Seoul, South Korea.  
2015 School of Information Campaign Council, University of Michigan.

**Jone Pearce, Paul Merage School of Business**

Associate Editor, Behavioral Science & Policy.  
Series Editor, Companions to Management, Cambridge University Press.  
Editorial Board, International Public Management Journal.  
Advisory Board, Organization and Management Journal.  
Visiting Committee, Department of Management and Organisation, National University of Singapore.  
Faculty Advisory Committee of Faculty of Business, Hong Kong Polytechnic University  
Advance Grants Programme, European Research Council, European Commission.  
2014 Chair, Lifetime Achievement Award Committee, Organizational Behavior Division  
Academy of Management Research Excellence Framework, Social Science Panel, United Kingdom.

**Seth Pipkin, Social Ecology**

2015 Jury member, Orange County American Planning Association 2015 Awards

**Judith Stepan-Norris, School of Social Sciences**  
Editorial Board, American Sociological Review

**Dan Stokols, Social Ecology**

2011-pres Team Science Consultant, UCI Institute for Clinical and Translational Science, NIH/National Center for the Advancement of Translational Science.

2013-2015 Study Director for UCI Subcontract to National Science Foundation grants 1262754 and 1262745 (Lant & Salazar, CO-PIs) in BRIDGES: Building Resources Through Integrating Disciplines for Group Effectiveness in Science.

2013-2015 Member of the National Research Council's Science of Team Science Committee, which conducted a two-year consensus study of research findings and recommendations from the SciTS field.

2008-pres Team Science Consultant, National Academic Keck Futures Initiative.

## **Other Notable News from the Executive Committee Members in 2014-2015**

### **Nina Bandelj, Social Sciences**

- 2015-2018 *Elected Executive Council Member.* Society for the Advancement of Socio-Economics.
- 2014-2018 *Elected Executive Board Member.* Research Committee 09, Social Transformations and Sociology of Development of the International Sociological Association.
- 2014-2016 *Invited Advisory Board Panelist.* National Science Foundation, Sociology Panel.

### **Martha Feldman, Social Ecology**

- 2015 Academy of Management, Organizations and Management Theory Division, Distinguished Scholar Award.
- 2015 Elected Fellow, Academy of Management.
- 2014 Honorary Doctorate in Economics, University of St. Gallen, Switzerland.
- 2014 Thomson-Reuters most highly cited authors list (top 1% worldwide).

### **Melissa Mazmanian, Donald Bren School of Information and Computer Science**

- 2015 Advanced to tenure in July 1, 2015.

### **Gloria Mark, Donald Bren School of Information and Computer Science**

- 2014 Best paper award, CHI '14.
- 2014 Honorable mention for best paper, CHI '14 (for two papers).
- 2014 Honorable mention for best paper, CSCW '14.

### **Gary Olson, Donald Bren School of Information and Computer Science**

- 2015 Promoted to Professor Above Scale.

### **Jone Pearce, Paul Merage School of Business**

- Elected Fellow, Academy of Management.
- Elected Fellow, American Psychological Association.
- Elected Fellow, Association for Psychological Science.
- Elected Fellow, International Association of Applied Psychology.

### **Judy Stepan-Norris, Social Sciences**

- 2014-pres Assumed position as UCI Vice Provost for Academic Planning.

### **Dan Stokols, Social Ecology**

- 2015 Received the Career Recognition Award, Science of Team Science Annual Conference, presented at SciTS 2015 at NIH in Bethesda, MD, June 2015.
- 2013 Received Proshansky-Newman Career Achievement Award Presented by Division 34 (Society for Environmental, Population, and Conservation Psychology) of the American Psychological Association in 2014.

## Center for Organizational Research Budget 2014-2015

### Income

Office of Research \$13,000.00

Carry Over Balance (contributions from Social Ecology, Merage and Bren Schools) \$ 4,457.30

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Total income: **\$17,457.30**

### Expenditures

Small Grant Program \$10,000.00

Events \$ 2,930.00

Salary \$ 1,800.00

UCInetID fee \$ 40.00

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Total expenditures: **\$14,770.00**

### **COR projected budget expenditures 2015-2016:** Total=\$15,000

COR PROGRAM	AMOUNT	REASON
Small Grant Program	\$10,000**	COR provides research support funds for faculty, postdocs and PhD students. The number of quality applications has been increasing. These grants have proven to help generate additional funding. The return on the small grant investment in 2013-14 was nine-fold, for 2014-15 was five-fold.
Events and Miscellaneous	\$3,000	This will pay for organization of events, speaker travel and lodging, refreshments, small thank-you gifts and OIT website fees.
Coordination costs	\$2,000	This pays for two part-time students to organize events, help administer small grants, and update the website.

Carry over operating budget balance into 2015-16: \$2,687.30

### **Requested funding from the Office of Research for 2015-16: \$13,000**

\*\*The great majority of this funding will go to support small seed grants, which help generate additional funding for recipients. The return on the small grant investment for 2014-15 was more than five-fold.