

Scott D. Graffin

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ACADEMIC EMPLOYMENT:

University of Georgia (2006-Current)

2022-Current	Department Head, Management Department
2018-Current	Synovus Chair in Servant Leadership
2017- Current	Professor
2012-2017	Associate Professor
2006-2012	Assistant Professor

FORMAL EDUCATION:

Ph.D. University of Wisconsin, Madison.

M.B.A. University of Wisconsin, Oshkosh.

B.B.A. University of Wisconsin, Madison.

(† denotes current UGA student at time of submission; †† denotes former UGA student at time of submission)

REFEREED JOURNAL PUBLICATIONS:

Abdulsalam, K., Christensen, D. Graffin, S., & Li, J. Forthcoming. Do boards reward and punish CEOs based on employee satisfaction ratings? *Organization Science*.

Campbell, R. ††, Short, C. ††, & Graffin, S. Forthcoming. Balancing the Radical and the Incremental: CEO Affiliative Humor and Organizational Ambidexterity. *Research Policy*.

Curran, K., ††Lee, E., Pfarrer, M., & Graffin, S. Forthcoming. Sharing the spotlight: The benefits of having a celebrity competitor. *Journal of Management*.

Han, J.H, Pollock, T., & Graffin, S. 2024. Now you see me: How status and categorical proximity shape misconduct scandalization. *Academy of Management Journal*, 67: 208-231.

Oliver, A. ††, Campell, R. ††, Graffin, S., Bundy, J. †† 2023. Media coverage of earnings announcements: How newsworthiness shapes media volume and tone. *Journal of Management*, 49: 1213-1245.

Busenbark, J., Graffin, S. Campbell, R. ††, Lee, E†. 2022. A marginal effects approach to interpreting main effects and moderation. *Organizational Research Methods*, 25: 147-169.

Campbell, R. ††, Busenbark, J., Boivie, S. & Graffin, S. 2021. Retaining problems or solutions? The financial performance implications of director retention. *Strategic Management Journal*, 42: 1716-1733.

Boivie, S., Withers, M., Graffin, S., & Corley, K. 2021. Corporate directors' implicit theories of the roles and duties of boards. *Strategic Management Journal*, 42: 1662-1695.

Graffin, S., Hubbard, T. ††, Christensen, D., & Lee, E. † 2020. The influence of CEO risk tolerance on initial pay packages. *Strategic Management Journal*, 41: 788-811.

Quigley, T. J., Hubbard, T. †, Ward, A. & Graffin, S. 2020. Unintended Consequences: Information Releases and CEO Stock Option Grants. *Academy of Management Journal*, 63: 155-180.

Gamache, D.L, McNamara, G.M., Graffin, S., Kiley, J.T. ††, Haleblian, J.J., Devers, C.D. 2019. Impression offsetting as an early warning signal of CEO self-interest in acquisitions. *Academy of Management Journal*, 62: 1307-1332.

Campbell, R. †, Jeong, S., Graffin, S. 2019. Born to take risk? The effects of CEO birth order on strategic risk taking. *Academy of Management Journal*, 62: 1278-1306.

Hubbard, T. †, Christensen, D., & Graffin, S. 2017. Higher highs and lower lows: The role of Corporate Social Responsibility in CEO dismissal. *Strategic Management Journal*, 38: 2255-2265.

Quigley, T., & Graffin, S. 2017. Reaffirming the CEO effect is significant and much larger than chance: A comment on Fitza (2014). *Strategic Management Journal*, 38: 793-801.

Boivie, S., Graffin, S., Withers, M., Oliver, A. † 2016. Come aboard! Exploring the effects of directorships in the executive labor market. *Academy of Management Journal*, 59: 1981-1706.

Graffin, S., Haleblian, J., Kiley, J. † 2016. Ready, AIM, acquire: Impression offsetting and acquisitions. *Academy of Management Journal*, 59: 232-252.

Boivie, S., Graffin, S., Gentry, R. 2016. Understanding the direction, magnitude, and joint effects of reputation when multiple reputations collide. *Academy of Management Journal*, 59: 188-206.

Christensen, D., Dhaliwal, D., Boivie, S., & Graffin, S. 2015. Top management conservatism and corporate risk strategies: Evidence from managers' personal political orientation and corporate tax avoidance. *Strategic Management Journal*, 36:1918-1938.

Busenbark, J., Krause, R., Boivie, S., Graffin, S. 2015. A configurational perspective on the CEO context: A review and synthesis of the strategic management literature. *Journal of Management*, 42: 234-268.

Graffin, S., Bundy, J. †, Porac, J., Wade, J., & Quinn, D. 2013. Falls from grace and the hazards of high status: The 2009 British MP expense scandal and its impact on parliamentary elites. *Administrative Science Quarterly*, 53: 313-345

Graffin, S., Boivie, S., & Carpenter, M. 2013. Examining CEO successions and the role of heuristics in early-stage CEO evaluation. *Strategic Management Journal*, 34: 384-403.

Boivie, S., Graffin, S., & Pollock, T. 2012. Time for me to fly: Predicting director exit at large firms. *Academy of Management Journal*, 55: 1334-1359.

Waldron, T. †, Graffin, S., Porac, J. & Wade, J. 2012. CEO quality signals, managerial discretion, and stakeholder reactions. *Journal of Business Research*, 66: 2592-2599.

Graffin, S., Carpenter, M., & Boivie, S. 2011. What's all that (strategic) noise? Anticipatory impression management in CEO successions. *Strategic Management Journal*, 32: 748: 770.

Graffin, S., & Ward, A. 2010. Certifications and reputation: Determining standards of desirability amidst uncertainty. *Organization Science*, 21: 331-346.

Ward, A., Brown, J. †, & Graffin, S. 2009. Under the spotlight: Institutional investment & firm responses to the Council of Institutional Investors' Annual Focus List. *Strategic Organization*, 7: 107-135.

Graffin, S., Wade, J. Porac, J., & McNamee, R. 2008. The impact of CEO status diffusion on the economic outcomes of other senior managers. *Organization Science*, 19: 457-474.

Wade, J. Porac, J., Pollock, T., & Graffin, S. 2008. Star CEOs: Benefit or burden? *Organizational Dynamics*, 32: 203-210.

Wade, J., Porac, J. Pollock, T., Graffin, S. 2006. The burden of celebrity: The impact of CEO certification contests on CEO pay and performance. *Academy of Management Journal*, 49: 643-660.

PAPERS UNDER REVIEW

Boivie, S., Gentry, R., Graffin, S., Gee., IH. Do boards learn to hire? The effect of board experience with CEO replacement on CEO quality. **Under 3rd review at the *Strategic Management Journal*.**

Blagoeva R., Acharya, A. & Graffin, S., Reddick, J. A relational perspective on CEOs' use of powerless language. **Under 2nd Review at the *Strategic Management Journal*.**

Blagoeva, R., Kavusan, K., Graffin, S., Park, C. A Signal or Flattery: How Acquirers' Investors React to Acquisition Benefit Framing in Divestiture Announcements. **Under 2nd Review at the *Academy of Management Journal*.**

REFEREED CONFERENCE PROCEEDINGS:

Blagoeva, R., Acharya, A., Graffin, S., Reddick, J. † A Relational Perspective on CEOs' Use of Powerless Language. *Academy of Management Best Paper Proceedings* 2024.

Han, JH., Pollock, T., & Graffin, S. Extremely loud and/or Incredibly close: How status and categorical proximity shape misconduct scandalization. *Academy of Management Best Paper Proceedings, OMT Division*, 2022.

Campbell, R. ††, Short, C. ††, & Graffin, S. D. No joking matter: CEO sense of humor and strategic incongruities. *Best Paper Award Runner-up – Strategic Leadership and Governance IG of the Strategic Management Society*. 2020.

Campbell, R. †, Jeong, S., Graffin, S. Born to take risk? The effects of CEO birth order on strategic risk taking. *Academy of Management Best Paper Proceedings, STR Division*, 2018.

Campbell, R. †, Hubbard, T. †, Graffin, S. Why leave now? Examining the antecedents of CEO voluntary turnover. *Academy of Management Best Paper Proceedings, BPS Division*, 2017.

Porac, J., Hannigan, T., Wade, J., Graffin, S., & Bundy, J. ††. The Social Construction of Scandal: the Role of Media in the British Parliamentary Expense Affair. *Academy of Management Best Paper Proceedings, OMT Division*, 2015.

Graffin, S., Bundy, J. †, Porac, J., Wade, J., & Quinn, D. 2013. Falls from Grace and the Hazards of High Status: The 2009 British MP Expense Scandal and its Impact on Parliamentary Elites. **Winner of Best Published Paper by Oxford University's Center for Corporate Reputation, 2014.**

O'Neill, M., Ward, A., Graffin, S., Stanely, L. Making Sense of It All: Affective and Cognitive Sensegiving in R&D Investment Decisions. *Honorable Mention for Best Paper at Annual Meeting of the Strategic Management Society.*, Madrid, Spain, 2014.

Graffin, S., Bundy, J. †, Porac, J., Wade, J., & Quinn, D. Negative returns to status among British MPs: The 2009 expense scandal and its impact on Parliamentary elites. *Academy of Management Best Paper Proceedings, OMT Division*, 2012.

- **Winner of OMT Division Best Paper Award, 2012**

Graffin, S., Boivie, S., & Carpenter, M. The role of evaluative uncertainty in CEO pay and early dismissal. *Academy of Management Best Paper Proceedings, BPS Division*, 2011.

Graffin, S., Carpenter, M., & Boivie, S. What's all that (strategic) noise? An examination of anticipatory obfuscation in CEO successions *Academy of Management Best Paper Proceedings, OMT Division*, 2009.

Graffin, S., & A. Ward. The value of socially constructed performance information: Certification and sensemaking in baseball. *Honorable Mention for Best Paper at Annual Meeting of the Strategic Management Society. Vienna, Austria, 2006.*

Stajkovic, A., M. Carpenter, & S. Graffin. Comparing managers' charisma, social networks, and self-set career goals in the US and China. *Academy of Management Best Paper Proceedings, International Management Division, 2005.*

OTHER PUBLICATIONS

Graffin, S., Iqbal, F. Forthcoming. Reputation Foundations. *Oxford University's Handbook of Social Evaluations.*

Han, JH., Pollock, T., & Graffin, S. 2024. What makes corporate mistakes more likely to become scandals. *The LSE (London School of Economics) Business Review*, <https://blogs.lse.ac.uk/businessreview/2023/08/09/what-makes-corporate-mistakes-more-likely-to-become-scandals>

Boivie, S., Withers, M., Graffin, S.D., & Corley, K. 2021. How directors really view their board role. *The Corporate Board*. Nov/Dec Vol 42: 251.

Gamache, D.L, McNamara, G.M., Graffin, S., Kiley, J.T. ††, Haleblian, J.J., Devers, C.D. 2019. Why CEOs surround M&A announcements with unrelated good news. *Harvard Business Review Online*, <https://hbr.org/2019/08/why-ceos-surround-ma-announcements-with-unrelated-good-news>

Hubbard, T.†, Christensen, D., & Graffin, S. 2017. Study: CEOs Who Invest In Social Responsibility Initiatives Risk Their Jobs. National Public Radio's 'Hidden Brain': <https://www.npr.org/2017/10/31/561041293/study-ceos-who-invest-in-social-responsibility-initiatives-risk-their-jobs>

Boivie, S., Graffin, S., Oliver, A.†, & Withers, M. 2016. Serving on corporate boards plays a vital role in the career success of executives. *The LSE (London School of Economics) Business Review*, <http://blogs.lse.ac.uk/businessreview/2016/10/20/serving-on-corporate-boards-plays-a-vital-role-in-the-career-success-of-executives/>

Boivie, S., Graffin, S., Withers, M., & Oliver, A.† 2016. Serving on boards helps executives get promoted. *Harvard Business Review Online*, <https://hbr.org/2016/05/serving-on-boards-helps-executives-get-promoted>.

Boivie, S., Graffin, S., & Gentry, R. 2016. A trusted analyst's opinion is worth gold for a company's investors. *The LSE (London School of Economics) Business Review*, <http://blogs.lse.ac.uk/businessreview/2016/06/02/a-trusted-analysts-opinion-is-worth-gold-for-a-companys-investors/>.

Graffin, S., & Boivie, S. 2016. How companies use strategically timed announcement to confuse the market. *Harvard Business Review Online*, <https://hbr.org/2016/04/how-companies-use-strategically-timed-announcements-to-confuse-the-market>.

Boivie, S., Graffin, S., & Gentry, R. 2016. When Star CEOs and Star Analysts Disagree, the Market Trusts the Analysts. *Harvard Business Review Online*, <https://hbr.org/2016/04/when-star-ceos-and-star-analysts-disagree-the-market-trusts-the-analysts>.

George, G., Dahlander, L., Graffin, S., & Sim, S. 2016. From the Editors: Reputation and Status: Expanding the Role of Social Evaluations in Management Research. *Academy of Management Journal*, 59: 1-13.

Tihanyi, L., Graffin, S., & George, G. 2014. From the Editors: Rethinking Governance in Management Research. *Academy of Management Journal*, 57: 1535-1543.

Graffin, S., Pfarrer, M., Hill†. 2012. Executive reputation: Reviewing and developing a nascent construct. *Oxford University's Handbook of Corporation Reputation*.

Stajkovic, A., Carpenter, M., & Graffin, S. 2011. Bridging personality constructs from leadership, macro constructs from strategy, and micro constructs from OB across two cultures. *Handbook of Top Management Team Research*.

Ward, A., Amason, A., Lee, P., Graffin, S. 2011. The scapegoating premium: A rational view of new CEO compensation. *Handbook of Top Management Team Research*.

Graffin, S. 2009. Book Review of "Teaching Management". *Academy of Management Learning and Education*, 7: 588-590.

CONFERENCE PRESENTATIONS:

Calvano, F., Boivie, S., Graffin, S., & Money, T. As Strong as the Weakest Link: Examining New CEO Coalition Building and Firm Strategic Behavior. Strategic Management Society, Istanbul, Turkey, 2024.

Iqbal, F., Graffin, S., & Lovelace, J. Minding the Gap: Stakeholder-Event Resonance and Heterogeneity in Organizational Impression Management. Strategic Management Society, Istanbul, Turkey, 2024.

Blagoeva, R., Acharya, A., Graffin, S., & Reddick, J. A relationship, perspective on CEOs' use of powerful language. Academy of Management Meeting, Chicago, Il., 2024

Wan, X., Boivie, S., Withers, M., & Graffin, S. Wither Board Involvement: Its Effect on Cohesion, Conflict, and CEO-level Outcomes. Strategic Management Society, Toronto, Canada, 2023.

Blagoeva, R., Kavusan, K., Graffin, S., Park, C. Investor Reactions to Acquisitions of Divested Assets: In Search of Sellers' Ulterior Motives. Strategic Management Society, Toronto, Canada, 2023.

Graffin, S. Keynote address: Why the Future of Social Evaluation Research is so Bright. EGOs annual Consortium, Cagliari, Italy 2023.

Graffin, S. The future of corporate governance research. INSEAD Behavioral Perspectives on Corporate Governance, Paris, France 2023.

Keynote address: Using corporate governance to differentiate being green from greenwashing. Annual Sustainability Conference and Seminar. Vlerick Business School, Ghent, Belgium 2022.

DeRuyck, B., Graffin, S., Iqbal, F. CEO ESG Contracting & Say-on-Pay Voting. Strategic Management Society, London, UK, 2022.

Blagoeva R., Acharya, A. & Graffin, S. The antecedents and consequences of CEOs' use of powerful language. Southern Management Association, New Orleans, LA 2021.

Campbell, R. J., Short, C. E., & Graffin, S. D. No joking matter: CEO sense of humor and strategic incongruities. 2020 SMS Annual Meeting. Virtual Meeting.

Campbell, R. J., Jeong, S.-H., Graffin, S.D., & Yoon, E. CEO social class background and corporate social responsibility. 2020 Academy of Management, Virtual Meeting.

Yoon, E., Campbell, R., Graffin, S., Jeong, S. Always Aspiring: Effects of CEO Immigrant Status and Organizational Aspiration Levels on Strategic Change. Annual Meeting of the Strategic Management Society, Minneapolis, MN, 2019.

Graffin, S., Boivie, S., Corley, K. The influence of boards on executive compensation. Annual Meeting of the Academy of Management, Boston, MA 2019.

Graffin, S., Campbell, R. Born to seek approval? Middle-born CEOs' reactions to winning CEO Awards. Strategic Management Society, Special Conference, Las Vegas, NV, 2019.

Boivie, S., Withers, M., Graffin, S., Corely, K. A socio-cognitive view of board effectiveness: A grounded theory model. Annual Meeting of the Strategic Management Society, Paris, France, 2018.

Campbell, R.†, Busenbark, J., Graffin, S., & Boivie, S. Targets Have People, Too: Examining When Acquirers Retain Directors From Target Firms. Annual Meeting of the Strategic Management Society, Paris, France, 2018.

Graffin, S., Hubbard, T††, Christensen, D., & Lee, E†. The influence of CEO risk tolerance on initial pay packages and strategic change. Annual Meeting of the Academy of Management, Chicago, IL 2018.

Campbell, R. †, Seung-Hwan, Jeong, Graffin, S. Born to take risk? The effect of CEO birth order on strategic risk taking. Annual Meeting of the Academy of Management, Chicago, IL 2018.

Boivie, S., Harrison, J., Devers, C., Graffin, S. The CEO Value Appropriation Ratio . Annual Meeting of the Strategic Management Society, Houston, TX, 2017.

Short, C. †, Hubbard, T. †, Quigley, T., & Graffin, S. Who Gets It Right and When? Internal and External Evaluations of CEO Quality. Annual Meeting of the Strategic Management Society, Houston, TX, 2017.

Campbell, R. †, Hubbard, T. †, Graffin, S. Why leave now? Examining the antecedents of CEO voluntary turnover Annual Meeting of the Academy of Management, Atlanta, GA, 2017.

Oliver, A., Withers, M., Graffin, S, & Boivie, S. Unlocking The Benefits Of The Boardroom: Implications In The CEO Labor Market. Annual Meeting of the Strategic Management Society, Berlin, Germany, 2016.

Cambell, R., Hubbard, T., & Graffin, S. Why quit now? Examining the antecedents of CEO voluntary turnover. Annual Meeting of the Strategic Management Society, Berlin, Germany, 2016.

Graffin, S., Oliver, A., Campbell, R., & Bundy, J. Don't Bury the Lead! Understanding Who and What Shapes Organizational Media Content. Center for Corporate Reputation Annual Symposium, Oxford University, UK, 2016.

Graffin, S., Oliver, A., Campbell, R., & Bundy, J. Don't Bury the Lead! Understanding Who and What Shapes Organizational Media Content. Annual Meeting of the Academy of Management, Anaheim, CA, 2016.

Campbell, R., Graffin, S., & Short, C. Just Playing Around? The Effects of CEO Sense of Humor on Financial Analysts. Annual Meeting of the Academy of Management, Anaheim, CA, 2016.

Porac, J., Hannigan, T., Wade, J., Graffin, S., & Bundy, J ††. The Social Construction of Scandal: the Role of Media in the British Parliamentary Expense Affair. Annual Meeting of the Academy of Management, Vancouver, CA, 2015.

Bundy, J. ††, Hubbard, T. †, Graffin, S., Christensen, D. To the extreme: CEO political orientation and extreme corporate and career outcomes. Annual Meeting of the Academy of Management, Vancouver, CA, 2015.

O'Neill, M., Ward, A., Graffin, S., Stanley, L. Making Sense of It All: Affective and Cognitive Sensegiving in R&D Investment Decisions. Annual Meeting of the Strategic Management Society, Madrid, Spain, 2014.

Boivie, S., Graffin, S., Gentry, R. Two Worlds Colliding: Understanding the Effects of Reputational Domain Overlap. Annual Meeting of the Academy of Management, Boston, MA 2014.

Boivie, S., Graffin, S., Withers, M., and Oliver, A. †. Come Aboard! Directorships as certifications in the executive labor market. Annual Meeting of the Academy of Management, Boston, MA 2014.

Graffin, S. The Role of Status in Stakeholder Sensemaking in Scandals. Center for Corporate Reputation Annual Symposium, Oxford University, UK, 2013.

Boivie, S., Graffin, S., and Wowak, A. Welcome to a board! Directorships as certifications in the executive labor market. Annual Meeting of the Strategic Management Society, Atlanta, GA 2013.

Graffin, S. Reputation repair and anticipatory impression management. Corporate Reputation Symposium, Oxford University, UK, 2013.

Graffin, S., Haleblian, J., Kiley, J. † Ready, AIM, acquire: Impression offsetting in the context of mergers and acquisitions. Annual Meeting of the Academy of Management, Orlando, FL, 2013.

Graffin, S. & Hubbard, T. † Understanding the potential downside of strategic deviation on CEO reputation and outcomes. Annual Meeting of the Academy of Management, Orlando, FL, 2013.

Devers, C., O'Toole, J., Graffin, S., Mishina, Y. Taking the good with the bad: An upper echelon perspective on CEO humility. Annual Meeting of the Academy of Management, Orlando, FL, 2013.

Cain, K. †, Graffin, S., Lange, D. Understanding Anticipatory Impression Management by Organizations. Annual Meeting of the Strategic Management Society, Prague, Czech Republic, 2012.

Graffin, S., Haleblian, J., Kiley, J. † Buy it up, bring the noise! Annual Meeting of the Strategic Management Society, Prague, Czech Republic, 2012.

Graffin, S. Certifications: A literature review and future research prospects. Annual Meeting of the Academy of Management, Boston, MA, 2012.

Graffin, S., Bundy, J. †, Wade, J., Porac, J., Quinn, D. Being cut down to size: An empirical investigation of the influence of status on CEO career reversals. Annual Meeting of the Academy of Management, Boston, MA, 2012.

Graffin, S., Boivie, S., & Carpenter, M. The Role of Evaluative Uncertainty in CEO Pay and Early Dismissal. Annual Meeting of the Academy of Management, San Antonio, TX, 2011.

Devers, C., Carpenter, M., O'Toole, J., & Graffin, S. Beyond me, myself and I: An upper echelon perspective on CEO humility. Annual Meeting of the Academy of Management, San Antonio, TX, 2011.

Graffin, S., Pfarrer, M., & Hill, M. † Executive reputation: Reviewing and developing a nascent construct. Corporate Reputation Symposium, Oxford University, UK, 2010.

Graffin, S., Boivie, S., & Carpenter, M. An Examination of the Longer-Term Implications of the Stock Market Reaction to CEO Appointments. Annual Meeting of the Strategic Management Society, Rome, Italy, 2010.

Porac, J., Graffin, S., & Wade, J. The Martha effect: An examination of the longer-term negative externalities for high status executives. Annual Meeting of the Strategic Management Society, Washington, DC, 2009.

Ward, A., Shropshire, C., & Graffin. Distracted Directors: Agency Costs of Home Firm Distractions. Annual Meeting of the Strategic Management Society, Washington, DC, 2009.

Graffin, S., Carpenter, M., & Boivie, S. What's All That (Strategic) Noise? An Examination of Anticipatory Obfuscation in CEO Successions Annual Meeting of the Academy of Management, Chicago, IL, 2009.

Graffin, S., Carpenter, M., & Boivie, S. Muddying the Waters: How Firms May Intentionally Confound Shareholder Reaction to CEO Succession. Annual Meeting of the Strategic Management Society. Cologne, Germany, 2008.

Graffin, S., Lee, P., & Ward, A. The Reputation Halo & Compensation in Major League Baseball. Annual Meeting of the Strategic Management Society. Cologne, Germany, 2008.

Graffin, S., Porac, J., Wade, J., & Waldron, T. The Moderating Role of Managerial Discretion on Stakeholder Interpretation of CEO Quality Signals. Annual Meeting of the Academy of Management, Anaheim, CA, 2008.

Graffin, S., Lee, P., & Ward, A. The Reputation Halo & Expert vs. Non-expert Observers: Evidence from MLB All-Star. Annual Meeting of the Academy of Management, Anaheim, CA, 2008.

Graffin, S., Carpenter, M., & Boivie, S. Muddying the Waters: How Firms May Intentionally Confound Shareholder Reaction to CEO Succession. Research Colloquia. Madison, WI, 2008.

Graffin, S. CEO Succession planning revisited. Annual Meeting of the Academy of Management, Philadelphia, PA, 2007.

Miner, A., Gong, Y., Surdyk, J., Sadler, A., & S. Graffin. Organizational Vicarious Learning and International Patterns in University Start-ups Annual Meeting of the Academy of Management, Philadelphia, PA, 2007.

Graffin, S., Wade, J., Porac, J., & McNamee, R. Status "Leakage" in the executive suite: The impact of CEO status attainment on the economic outcomes of other senior managers. Organization Science Conference on Corporate Governance. Evanston, IL, 2007.

Graffin, S., & Ward, A. The value of socially constructed performance information: Certification and sensemaking in baseball. Annual Meeting of the Strategic Management Society. Vienna, Austria, 2006.

Miner, A., Gong, Y., Sadler, A., Graffin, S. International Patterns and Surprises in University Start-ups. Technology Entrepreneurship and Institutions: Contemporary Issues and International Insights. Madison, WI, 2006.

Graffin, S., Wade, J., & Porac, J. Associational Status Transfer: The impact of CEO certification on TMT members. BYU's Executive Leadership Conference. Sundance, Utah, 2006.

Reilly, G., & Graffin, S. Exploring characteristics of the strategic consensus construct. Annual Meeting of the Academy of Management, Honolulu, HI, 2005.

Graffin, S., Wade, J., & Porac, J. Halo or shadow? The impact of CEO certification on TMT members. Annual Meeting of the Academy of Management, Honolulu, HI, 2005.

Stajkovic, A., Carpenter, M., & Graffin, S. Comparing managers' charisma, social networks, and self-set career goals in the US and China. Annual Meeting of the Academy of Management, Honolulu, HI, 2005.

INVITED RESEARCH PRESENTATIONS:

- Pennsylvania State University, 2024
- University of Tennessee, USA, 2023
- Vlerick Business School, Belgium, 2022.
- University of Notre Dame, 2021.
- University of Virginia, USA, 2019.
- University of Passau, Germany, 2019.
- University of Nebraska, USA, 2019.
- University of Amsterdam, Netherlands, 2018.
- University of South Carolina, 2016.
- The University of Hong Kong, China, 2016
- University of California – Riverside, USA, 2016.
- Virginia Tech, USA, 2016.
- University of Illinois, USA, 2015.
- University of Michigan, USA, 2015.
- Ludwig Maximilian University, Germany, 2015.
- University of California – Irvine, USA, 2015.
- Rice University, USA, 2014.
- Oxford University, United Kingdom, 2014.
- La Universidad de Especialidades Espíritu Santo, Ecuador, 2014.
- Texas A&M University, USA, 2014.
- Arizona State University, USA, 2014.
- University of Virginia, USA, 2013.
- Oxford University, United Kingdom, 2010.
- University of Texas, USA, 2008.

- University of Wisconsin, USA, 2008.
- London Business School, United Kingdom, 2005.

SERVICE ACTIVITIES

Professional Service

Guest Editor, *Journal of Management Studies*, Special issue on Social Evaluations.

Research Fellow, Oxford University Centre for Corporate Reputation, 2014-Current

Program Chair (elected office), *Strategic Management Society*, Strategic Leadership and Governance Division, 2017-2020.

Associate Editor, *Academy of Management Journal*, 2013-2016

Research Committee Member, *Academy of Management*, OMT Division, 2013-Current

Representative at Large (elected office), *Strategic Management Society*, Strategic Leadership and Governance Division, 2013-2015.

INFORMS/Organization Science Best Dissertation Proposal Competition Judge, 2011

Member of Editorial Board, *Strategic Management Journal*, 2020 - Current

Member of Editorial Board, *Organizational Research Methods*, 2017 - Current

Member of Editorial Board, *Academy of Management Journal*, 2010 - Current

Member of Editorial Board, *Academy of Management Review*, 2011 - 2014

Member of Editorial Board, *Academy of Management Learning and Education*, 2008-2011

Ad Hoc Review: *Administrative Science Quarterly*, *Organization Science*, *Strategic Management Journal*, *Management Science*, *Organizational Research Methods*, *Journal of Management*, *Corporate Governance: An International Review*, *Human Resource Management*, *Business & Society*, *Strategy Science*.

Reviewer, *Academy of Management Conference*, 2005-current

Reviewer, *Strategic Management Society Conference*, 2007-current

Professional Conference Service

Panelist, Virtual reality research: Professional development workshop, Annual Meeting of the Academy of Management Conference 2024, Chicago, IL.

Debate Participant. When governance ought to become strategic. Annual Meeting of the Strategic Management Society, Toronto, Canada, 2023.

Panelist, Changes in the Boardroom: The Present and the Future, Annual Meeting of the Academy of Management Conference 2022, Seattle, Washington.

Panelist, The Role of Corporate Leaders in Firm Responses to Environmental Change: Developments and Research Opportunities, Annual Meeting of the Academy of Management, Virtual Conference 2021.

Panelist, OMT New and Returning Member Network and Research, Annual Meeting of the Academy of Management, Virtual Conference 2020.

Panelist, OMT New and Returning Member Network and Research, Annual Meeting of the Academy of Management, Boston, MA 2019.

Panelist. Psychological Perspectives on Strategy. Annual Meeting of the Academy of Management, Boston, MA 2019.

Panelist, OMT New and Returning Member Network and Research, Annual Meeting of the Academy of Management, Chicago, IL 2018.

Moderator. Changing of the guard: Shifting the conversation surround CEO turnover. Annual Meeting of the Academy of Management, Chicago, IL 2018.

Organizer and Presenter, PK3: The return of the Pecha Kucha on social evaluations. Annual Meeting of the Academy of Management, Chicago, IL 2018.

Organizer & Panelist. Strategic Leadership & Governance Interest Group Paper Development Workshop. Annual Meeting of the Strategic Management Society, Houston, TX, 2017.

Organizer & Panelist. Board of Directors: Pawns or Potentates? Annual Meeting of the Strategic Management Society, Houston, TX, 2017.

Organizer & Facilitator. Panelist. Editors Panel. Annual Meeting of the Strategic Management Society, Houston, TX, 2017.

Panelist, The role of political ideology in organizations. Annual Meeting of the Academy of Management, Atlanta, GA, 2017.

Panelist, OMT New and Returning Member Network and Research, Academy of Management, Anaheim, CA 2017.

Panelist, Integrating Accounting and Strategy Scholarship: Opportunities for Fruitful Cross-Fertilization, Academy of Management, Anaheim, CA 2017.

Panelist, Business Policy and Strategy Division Junior Faculty Paper Development Workshop, Academy of Management, Anaheim, CA 2016-18.

Panelist, AIMing to Impress: Anticipatory Impression Management and the Organization, , Academy of Management, Anaheim, CA 2017.

Panelist, Making Organizations Meaningful: What's Next in Measurement, Data and Analytic Toolkits? Academy of Management, Anaheim, CA 2016.

Panelist, OMT New and Returning Member Network and Research, Academy of Management, Anaheim, CA 2016-2018.

Panelist, Meet the Editors, Kennesaw St. University. April, 2016.

Panelist, Meet the Editors, Southern Management Association, St. Petersburg, FL. 2015.

Discussant, Professional Development for Emerging Scholars, University of Oxford, Oxford University Centre for Corporate Reputation Annual Symposium, 2015-2016.

Discussant, University of Oxford, Making Sense of Scandals Mini-conference, Oxford University Centre for Corporate Reputation 2015.

Organizer and Presenter, Who's Next? The Second Pecha Kucha about Social Evaluations. Annual Meeting of the Academy of Management, Vancouver, CA 2015.

Panelist, How to Publish in the Academy of Management Journal, Annual Meeting of the Academy of Management, Vancouver, CA 2015.

Panelist, Meet the Editors, Southern Management Association, Savannah, GA. 2015.

Panelist, How to Publish in the Academy of Management Journal, Annual Meeting of the Academy of Management, Boston, MA 2014.

Member of Best Paper Committee, Organization and Management Theory division of the Academy of Management, 2013-current.

Panelist. How governance mechanisms influence strategic leadership and decision-making. Annual Meeting of the Strategic Management Society, Atlanta, GA 2013.

Panelist. Mini-workshop: On teaching implications: Reflections from leading editorial boards. Annual Meeting of the Strategic Management Society, Atlanta, GA 2013.

Panelist, How to publish in the Academy of Management Journal, Annual Meeting of the Academy of Management, Orlando, FL 2013.

Panelist. Emerging paradigms: The evolution and future directions of strategic management. Annual Meeting of the Southern Management Association, Savannah, GA, 2011.

Session Chair, Examining the structure of the boards of directors. Annual Meeting of the Strategic Management Society, Rome, Italy, 2010.

Session Chair, C-level executives: Who matters and why. Annual Meeting of the Strategic Management Society, Rome, Italy, 2010.

Panelist, Reviewer's workshop. Annual Meeting of the Academy of Management, Montreal, Canada, 2010.

Session Chair, Impression Management, Social Perception, and Attribution. Annual Meeting of the Academy of Management, Montreal, Canada, 2010.

Session Chair, Tales from the top. Annual Meeting of the Academy of Management, Chicago, IL, 2009.

Session Chair, Impression management. Annual Meeting of the Strategic Management Society. Cologne, Germany, 2008.

Co-Chair of the BPS Governance Track. Annual Meeting of the Academy of Management, Anaheim, CA, 2008.

Session Chair, Getting better: Reputation emergence and consequence. Annual Meeting of the Academy of Management, Anaheim, CA, 2008.

Session Chair, Research methods in strategic management. Annual Meeting of the Academy of Management, Philadelphia, PA, 2007.

Doctoral Mentoring

University of Georgia

Farhan Iqbal, University of Georgia, accepted a job at Indiana University (Committee Member)

Elle Yoon, University of Georgia, accepted a job at Iowa State University (Committee Member)

Eric Lee, University of Georgia, accepted a job at Pennsylvania State University, (Dissertation Chair)

Robert Campbell, University of Georgia, accepted a job at the University of Nebraska (Dissertation Chair)

Cole Short, University of Georgia, accepted a job at Pepperdine University (Committee Member)

Abbie Oliver, University of Georgia, accepted a job at Georgia State University (Committee Member)

Timothy Hubbard, University of Georgia, accepted a job at the University of Notre Dame, (Dissertation Chair)

Geoffrey Graybeal, University of Georgia, School of Journalism.

Kevin Cain, University of Georgia, accepted a job at Augusta St. University (Dissertation Chair)

Jonathan Bundy, University of Georgia, accepted a job at Penn State (Committee Member)

Theodore Waldron, University of Georgia, accepted a job at Baylor University (Committee Member)

External Committees

Bettina DeRucy, Vlerick Businss School (Belgium)

Allina Andrei, Erasmus University (Netherlands)

Spencer Essman, University of South Carolina

Ernesto Barajas, Tulane University

Antonio Sancho, Tulane Univeristy

Radina Blogoeva, Erasmus University (Netherlands)

Juan Romero, Tulane University

Edgardo Rodriguez, Tulane University

University of Georgia Service

Management Department, Department Chair 2022-Current

Member of the Deans Advisory Counsel, 2020-Current

Member of Terry-Sanford Award Committee, 2019-Current

Faculty Advisor, MBA SEC Case Competition, 2023

Reader for Applications for the Institute of Leadership Advancement, 2016-Current

Management Department, Ph.D. Coordinator, 2019-2022

Member of MBA Committee, 2019-Current

Member of the University Council, 2018-2020

Member of International Business and Certificate Programs, 2018-2021

Member of the Terry College of Business Promotion and Tenure Review Committee, 2017-2018

Member of the Undergraduate Programs Committee, 2016-2018

Chair of the Russell Teaching Award Committee, 2014-2015

Member of the Task Force on Executive Education, 2014-current

Faculty Advisor, MBA KeyBank Case Competition at Ohio State University

Member of the Russell Teaching Award Committee, 2013-214

Faculty Concerns Committee, 2011-Current

Computer Users Committee, 2007-2013

Member of the Strategic Planning Committee for the Graduate School

Member of Task Force charged with developing a uniform teaching evaluation for the college

Chair of the Strategy Faculty Search Committee, 2008

Ph.D. Admissions Committee Member, 2006-Current

AWARDS

Outstanding Professor in the Program, Executive MBA Program, 2024

Outstanding Reviewer, *Academy of Management Journal*, 2024

Outstanding Professor in the Program, Executive MBA Program, 2023

Award for Scholarly Contribution, *Administrative Science Quarterly*, 2019

Outstanding Reviewer, *Academy of Management Journal*, 2019
Research Excellence Award, Terry College of Business, 2017
Hugh O. Nourse Outstanding MBA Teacher Award. Terry College of Business Full-time Program, 2015
Best Published Paper of the Year, *Oxford University's Center for Corporate Reputation*, 2014.
Best Conference Paper, Honorable Mention, *Strategic Management Society*, 2014
Professor of the Year, Terry College of Business Professional MBA Program, 2013
Winner of Best Paper Award - OMT Division, *Academy of Management Conference*, 2012
Outstanding Teaching, Terry College of Business, 2011-2012
Outstanding Reviewer, *Academy of Management Learning and Education*, 2010
Best Conference Paper, Honorable Mention, *Strategic Management Society*, 2006

TEACHING EXPERIENCE

(Ratings are based on a 0-5.0 scale with 5.0 being highest/best)

2009-2024 MBA Strategic Management (Avg. 4.8)
2008-2024 Ph.D. Seminar on Strategic Management & Organization Theory (Avg. 4.9)
2007-2020 Undergraduate Strategic Management, University of Georgia (Avg. 4.7)
2006-7, 2017 International Strategic Management, University of Georgia (Avg. 4.8)
Fall, 2004 Strategic Management, University of Wisconsin. (4.7)

2002-2003, Teaching Assistant, Strategic Management (MBA). University of Wisconsin,
2006 Madison.

PROFESSIONAL EXPERIENCE

Oshkosh Truck Corporation
1999 to 2002 - Director of Finance, Kewaunee Fabrications (subsidiary of Oshkosh Truck)
1998 to 1999 - Cost Accounting Manager

International Paper
1994 to 1997 - Cost Accounting Analyst

OTHER EXPERIENCE

Minority Owner of the Green Bay Packers
2011 to Current

Wedding Officiant
2024 to Current

United Way - Kewaunee County
2000 to 2002 - President, Board of Directors

Door & Kewaunee County Business/Education Partnership
1999 to 2002 - Member, Board of Directors

Oshkosh Community Foundation
1998 to 1999 - Member, Board of Directors