

Altman, Elizabeth J.
Manning School of Business
Associate Professor with Tenure

A. EDUCATION AND ACADEMIC QUALIFICATIONS

1. Education

- D.B.A. **Harvard Business School, Harvard University**
Doctor of Business Administration, Management, 2015
- Dissertation: *Platform and Ecosystem Transitions: Strategic and Organizational Implications*
- S.M.M.E. **Massachusetts Institute of Technology**
Master of Science in Mechanical Engineering, 1992
- S.M.Mgmt. **Sloan School of Management, Massachusetts Institute of Technology**
Master of Science in Management, 1992
- Dual Degree Thesis for Mechanical Engineering and Management: *Cost and Quality Drivers in Printed Circuit Board Assembly*
 - Leaders for Manufacturing Fellow – Dual Degree Fellowship Program
 - Sigma Xi, Scientific Research Honor Society
- B.S. **Cornell University**
Bachelor of Science, Mechanical Engineering, 1988
- Outstanding Junior Award, Sibley School of Mechanical and Aerospace Engineering, 1987
 - Outstanding Senior Award, Sibley School of Mechanical and Aerospace Engineering, 1988
 - Pi Tau Sigma, International Mechanical Engineering Honor Society

2. Academic Experience

- 2022-Present** **Manning School of Business, University of Massachusetts Lowell**
Associate Professor with Tenure, Management Department
- 2023-Present** **Massachusetts Institute of Technology**
Research Affiliate, Initiative on the Digital Economy (a.k.a. Digital Fellow)
- 2023-Present** **The Brookings Institution**
Nonresident Fellow in the Economic Studies Program
- 2017-Present** **UMass Lowell Women's Leadership Faculty Fellow**
Awarded in consecutive years as co-chair of UMass Lowell Women's Leadership Conference and co-founder of UMass Lowell Women's Leadership Conversations series.
- 2023-24** **Harvard Business School, Harvard University**
Visiting Scholar, Laboratory for Innovation Science at Harvard, The Digital Data Design Institute at Harvard
- 2015-22** **Manning School of Business, University of Massachusetts Lowell**
Assistant Professor, Management Department

- Fall 2018 United States Military Academy at West Point**
Visiting Assistant Professor, Behavioral Sciences & Leadership Department (BS&L)
(<https://www.uml.edu/news/stories/2019/altman-west-point.aspx>)
- 2015-18 Harvard Business School, Harvard University**
Visiting Scholar, Technology and Operations Management Unit
Sponsored by Profs. C. Christensen and M. Iansiti to develop research agenda related to platform businesses, innovation ecosystems, and disruptive innovation.

3. Other Education & Training

- Massachusetts Army National Guard, 101st Engineer Battalion, UMass Lowell Operation Riverhawk Leadership training exercise (<https://www.uml.edu/news/stories/2019/operation-river-hawk.aspx>) (2019)
- University of Pennsylvania, The Wharton School, Mack Institute, Emerging Scholars Workshop (2013)
- Aspen Institute Socrates Society, Seminar: The Future of Power in the 21st Century with Prof. J. Nye (2011)
- Aspen Institute Socrates Society, Session: World Politics, Regional Dynamics with Prof. P. Zelikow (2011)
- Professional training and executive education at Motorola, Inc. including in Six Sigma quality management, executive leadership, negotiation, managing change, mechanical engineering design tools, etc. (1992-2010)

B. PROFESSIONAL ACTIVITIES

1. Professional Association Participation

a) Memberships & Affiliations

- 2014 - Strategic Management Society (SMS)**
- **Elected Associate Program Chair (2022)** (with annual elevation to **Program Chair (2023)** and **Interest Group Chair (2024)**), Knowledge and Innovation Interest Group (2022-2024)
 - **Elected Representative-at-Large**, Knowledge and Innovation Interest Group (2020-2022)
 - Largest global organization for strategy scholars and practitioners for study and practice of strategy (<https://www.strategicmanagement.net/>)

For SMS Annual Meeting 2024:

- **Interest Group Chair for Knowledge and Innovation Interest Group**

For SMS Annual Meeting 2023:

- **Track Chair for Knowledge and Innovation Interest Group**
 - Responsible for recruiting and managing reviewers for over 150 SMS proposals.
 - Provided ultimate editorial decisions on all proposals for Track; Accepted 93 proposals.
 - Created track with 23 sessions: 13 Paper, 7 Common Ground, 3 IG&C Special Sessions
- **Had ultimate responsibility for all track programming**
- **Participant additionally in a panel session for a separate conference track**

For SMS Annual Meeting 2022:

- **Responsible for creation and organization of three Interest Group & Community Sessions**
 - Led selection of K&I Foundational Scholar and arranged interview session
 - Led and facilitated session with senior researchers on Strategic Leadership and Innovation
- **Served as senior scholar in SMS doctoral consortium reviewing doctoral student research**

For SMS Annual Meeting 2021:

- **Organized and led Paper Development Workshop (PDW): “Creating and Sustaining Competitive Advantage in a Discordant World.”**
 - Led nine person steering committee spanning five interest groups.

- Facilitated panel of senior scholars and served as discussant for papers.
 - **Organized, chaired, and presented research in Panel Session:** “Work, Workforces, Platforms, and Ecosystems: New Directions for Strategy Scholarship.”
 - **Chaired Paper Session:** “Digital Platforms Strategy and Governance: Social Media and Gig Economy Sharing Platforms”
 - **Chaired Paper Session:** “Knowledge Exploration”
- 2010 - Academy of Management (AOM)**
- Largest international organization of management scholars (<https://aom.org/>)
 - Active participant as symposium organizer and leader. Presented research many times over many years. (See below for list of presentations and leadership activities.)
 - Technology & Innovation Management (TIM) Division
 - Organization & Management Theory (OMT) Division
- 2016 - Council on Foreign Relations (CFR)**
- Accepted as Life Member of CFR, a New York and Washington, D.C. think tank focused on foreign policy and educational activities.
 - Led CFR Boston Roundtable: “Global Economic Outlook” with Prof. Jeffrey A. Frankel (Harvard) and George R. Hoguet (Chesham Investments) (2020)
- 2012 - Boston Field Researchers Community**
- Invited member of organization convening bi-annual meetings to discuss research, provide feedback, and present research practices.
 - Participating organizations include Harvard, M.I.T., Boston College, Boston University, Northeastern, UMass Lowell, and others.
- 2014-16 Harvard Business School Strategy Research Conference**
Invited participant. Gathering of strategy scholars to present and discuss strategy-related scholarship
- 2012-15 Craft of Qualitative Research Group**
Harvard Business School invitation-only seminar to discuss and review qualitative research
- 2010 - Digital Initiative, Harvard Business School**
Participant in seminars on topics related to the digital economy and related research areas
- 2010 - Research Seminars, Harvard Business School**
Attendee and participant in research seminars in the Strategy and Technology & Operations Management (TOM) departments, especially related to platform businesses

b) Research Presentations and Conference Participation

Invited Research Seminars & Presentations

- **13th EIASM (European Institute for Advanced Studies in Management) Workshop on Top Management Teams and Business Strategy Research: Strategic Leadership and Attention in a Post-Chadlerian World** (Passau, Germany) – Invited speaker. (June 2024)
- **Digital Platform Economy (DPE) Conference** (Passau, Germany) – Invited panelist. (June 2024)
- **University of South-Eastern Norway** (Vestfold, Norway) – Invited research seminar for faculty, post-docs, and doctoral students - Workforce Ecosystems (May 2024)
- **Brookings Institution** (Washington, DC) – Invited participate in a series of virtual events in 2023
 - Panelist at public event: “AI, emerging technologies, & the division of domestic labor”

- Invited presenter at Center on Regulation and Markets (CRM) AI Authors Conference: “The Gendered Division of Household Labor and Emerging Technologies: The potential promise of AI and Autonomous Vehicles” with Prof. Beth Humberd
 - Invited roundtable participant: “Remote Work, Public Policy and Entrepreneurship”
- Politecnico di Milano** (Milan, Italy) – Invited research seminar for faculty, post-docs, and doctoral students – Workforce Ecosystems (October, 2023)
- Oxford Internet Institute**, Oxford University (Oxford, UK) – Workforce Ecosystems (In-person 2023)
- Saïd Business School**, Oxford University (Oxford, UK) – Research seminar on product to platform transition research (In-person 2023)
- Thinkers50 Ideas Premiere**. “Creating Sustainable Growth” – Invited to participate in online virtual panel hosted by Thinkers50. (October 5, 2023)
- Thinkers50 Webinar** – “Making New Sense of Ecosystems” RenDanHeYi OpenTalk 2023. Invited to serve as panelist on virtual seminar. (September 12, 2023)
- Thinkers50 (UK) Business Ecosystems Alliance LinkedIn Live** (June 2023) – Invited to present webinar by Thinkers50. Moderated by Stuart Crainer. “Inside Workforce Ecosystems.” Presented with David Kiron.
- MIT Sloan Women’s Leadership Conference** (Cambridge, MA). Invited speaker on Future of Work. (In-person October 2022)
- MIT Platform Strategy Summit**, MIT Initiative on the Digital Economy. Invited guest speaker to participate in opening session on “Platform Review and Forecasting.” (In-person July 2022)
- MIT Technology Review EmTech Next**. Presentation in conjunction with Deloitte on “Orchestrating Workforce Ecosystems.” (In-person June 2022)
- MIT Sloan Reunion 2022**. Invited keynote speaker in “Ideas that Matter” session. Presentation: “Workforce Ecosystems: A Strategic Approach to the Future of Work” (In-person May 2022)
- Academy of Management, Subject Matter Expert Panel**. Invited panelist in AOM webinar: “AOM Scholars On... The Remote Disconnect: Challenges and Opportunities within the Future of Work.” (Virtual, March 2022)
- United States Army War College, Strategic Leader Development Forum**. Research presentation on leadership in ecosystem contexts (January 2022).
- American Institute of Aeronautics and Astronautics (AIAA)**. Invited panelist for session at SciTech Forum conference on “Workforce of the Future” on research on workforce ecosystems. (Virtual 2021)
- Oxford University, Platform Economy Seminar** (Virtual). Invited guest speaker to present research related to Future of Workforce and Workforce Ecosystems (2021)
- University of Passau, Germany, Distinguished Keynote Series on Digital Platform Ecosystems** (Virtual). Keynote speaker. “Workforce Ecosystems: A Strategic Approach to the Future of Work.” (2021)
 - Link to video of speech with short introductory bio summarizing my research is here: <https://youtu.be/1A4fE9U1huA>
 - Link to short video advertising the talk is here: <https://twitter.com/i/status/1417008866848616448>
- MIT Technology Review, EmTech Next Virtual Conference**. Invited Speaker for “MIT Inside Track” session on the Future of the Workforce. (2021)

- **Harvard Business Review Turkey** (Virtual). “New Perspectives in HR Summit.” Invited Speaker on “Workforce Ecosystems: A Strategic Approach to the Future of Work.” (2021)
- **DBriefs for HR Executives Webcast, Deloitte**. Featured speaker on webcast with 4,500+ participants explaining workforce ecosystems research. (2021)
- **Manning School of Business Research Roundtable** (Virtual). Presented research related to Future of Workforce and Workforce Ecosystems (2021)
- **Harvard Kennedy School, Kansai Keizai Doyukai**. Invited Featured Speaker. Osaka, Japan (2018)

Conference Sessions & Presentations (including roles as: Organizer, Chair, Discussant, and Presenter)

- **Academy of Management 2024 Annual Meeting**, Chicago, IL. Panelist in three symposia and one PDW Workshop.
 - “The Role of AI in Multi-Sided Platforms” – Symposium Speaker
 - “Bridging Micro and Macro Perspectives in Business Ecosystem Dynamics: Strategic Leadership at Scale” – Symposium Speaker
 - “Workforce and HR Ecosystems: A Generative Discussion on Synergies, Tensions and Future Directions” – Symposium Speaker
 - “Interdisciplinary Conversations on Platforms and Ecosystems: Perspectives on Adaptation” – PDW Workshop Speaker
- **Platform Strategy Research Symposium 2024**, Boston University, Boston, MA. Short talk presentation: “Can incumbent firms launch successful platforms? The interplay of data and power in adding platforms to existing product businesses.”
- **ACM Collective Intelligence 2024**, Boston, MA. Served on Conference Program Committee. Moderated Editor’s Panel.
- **Strategic Management Society Annual Conference 2023**, Toronto, Canada. See above for details of leadership role. Additionally served as a panelist in two sessions: “Digital Transformation” and “When Incumbents Meet Titans.”
- **Academy of Management 2023 Annual Meeting**, Boston, MA. Participated as panelist in two symposia and had research presented in one paper session. Panels: “New Frontiers of Platform Governance” and “Strategic Leadership in Business Ecosystems.”
- **Strategic Management Society Annual Conference 2022**, London, UK. See above for leadership role details. Responsible for three Sunday K&I IG&C sessions. Facilitated panel. Reviewed doctoral student research.
- **Academy of Management 2022 Annual Meeting**, Seattle, Washington. Panelist in PDW Workshop: “Novel Perspectives on Industry Evolution: Firm Strategies Across the Industry Stages” (Virtual, August 2022)
- **Strategic Management Society Annual Conference 2021** (Virtual). See above for details. Organized and leading two sessions (PDW and Panel Symposium) and chairing two paper sessions.
- **Academy of Management 2021 Annual Meeting** (Virtual). Panel Symposium Author and Presenter. Symposium title: “Where do Ecosystems Come From? The Origins of Ecosystem Structure and Performance.” Paper title: “Playing with Platforms: A Complementor Strategy Perspective,” co-authored with Prof. M. Tripsas (UCSB). (2021)
- **Academy of Management 2020 Annual Meeting**, Vancouver, CA, Symposium Organizer, Chair, and Presenter: “Ecosystems: New Structures and Organizational Considerations,” co-authored with Profs. D. Clough (Univ. of British Columbia), J-M.G. Geleilate (UMass Lowell), R.M. Henderson (Harvard), and R. Katila (Stanford). (Proposal accepted and fully organized but cancelled due to COVID-19.)

- **Strategic Management Society Annual Conference 2019**, Minneapolis, MN, Leader of Research Paper Common Ground Session: “Learning in Strategy.” (2019)
- **Academy of Management 2019 Annual Meeting**, Boston, MA, Chair of Paper session: “Open Innovation: Community and User Innovation.” Presented paper: “Managed Ecosystems and Translucent Institutional Logics: Engaging Communities,” co-authored with Profs. F. Nagle (HBS) and M. Tushman (HBS).
- **Wharton Technology and Innovation 2019 Conference**, University of Pennsylvania, Philadelphia, PA. Research Presentation by Co-Author F. Nagle: “Managed Ecosystems and Translucent Institutional Logics: Engaging Communities,” Co-authored with Profs. F. Nagle (HBS) and M. Tushman (HBS). (2019)
- **Collective Intelligence 2019 Conference**, Carnegie Mellon University, Pittsburgh, PA. Member of Program Committee. Reviewed conference submissions. (2019)
- **11th Triennial Invitational Choice Symposium**, Georgetown University, Cambridge, MD, “Platform Choice Workshop.” Peer-reviewed proposal accepted for symposium. Co-authored with interdisciplinary scholars and practitioners led by Profs. H. Bhargava (UC Davis) and O. Rubel (UC Davis). (2019)
- **Industry Studies Association Annual Conference**, Nashville, TN, “Balancing Continuity and Change: 150 years of Steinway and M. Steinert & Sons,” Presented by co-author Prof. M. Tripsas (UCSB). (2019)
- **Harvard Business School Platform Strategy Research Conference**, Boston, MA. Participant. (2019)
- **International Conference on Women and Leadership in a Changing World**, Lowell, MA, Invited Panelist: “Leadership in Corporations, Industry, and Beyond.” (2017)
- **Strategic Management Society Annual Conference 2017**, Houston, TX
 - Peer-reviewed paper presentation: “Disruptive Innovation: Intellectual History and Future Paths,” With Prof. C. Christensen (HBS), Prof. R. McDonald (HBS), J. Palmer (HBS).
 - Peer-reviewed paper presentation: “Managed Ecosystems: The Knowledge-Based View, Innovation Communities, and Transitioning Logics,” With Prof. Frank Nagle (USC), and Prof. Michael Tushman (HBS).
- **Academy of Management 2017 Annual Meeting**, Atlanta, GA
 - Peer-reviewed paper presentation: “Dependencies, Complementor Evolution, Response Strategies: Joining a Multi-Sided Platform Ecosystem,” Solo authored. (2017)
 - Peer-reviewed paper presentation: “Disruptive Innovation: Intellectual History and Future Paths,” Co-authored with Prof. C. Christensen (HBS), Prof. R. McDonald (HBS), J. Palmer (HBS).
 - Peer-reviewed paper presentation: “Platforms, Open/User Innovation, and Ecosystems: A Strategic Leadership Perspective,” Co-authored with Prof. M. Tushman (HBS).
- **DRUID Innovation Conference**, Stern School, NYU, New York, Accepted for peer-reviewed paper presentation: “Disruptive Innovation: Intellectual History and Future Paths,” With Prof. C. Christensen (HBS), Prof. R. McDonald (HBS), J. Palmer (HBS). Also, session discussant. (2017)
- **Academy of Management MOC-TIM Frontiers Conference**, Zurich, Switzerland. Accepted for peer-reviewed paper presentation: “Dependencies, Complementor Evolution, Response Strategies: Joining a Multi-Sided Platform Ecosystem,” Solo authored. (2017)
- **University of Massachusetts Academic Innovation Conference**, Boston, MA. “Involving Students in Research” organized with UML Profs. B. Humbert and E. Feldman (2017)
- **UMass Lowell Faculty Research Symposium**, Lowell, MA, Research summary presentation: “Platforms, Open/User Innovation, and Ecosystems: A Strategic Leadership Perspective.” (2017)
- **UMass Lowell, Manning School of Business Research Retreat**, Lowell, MA (2017)

- **Massachusetts Institute of Technology, Advances in Strategic Management, Research Conference**, Cambridge, MA. Presented: “Platforms, Open/User Innovation, and Ecosystems: A Strategic Leadership Perspective” co-authored with Prof. M. Tushman (HBS). (2016)
- **Academy of Management 2016 Annual Meeting**, Anaheim, CA
 - Symposium organizer and presenter: “Interactions for Innovation: Firms, Communities, and Crowds,” Paper with Prof. F. Nagle (USC): “Engaging Communities for Problem Solving and Innovation: Shifting Institutional Logics”
 - Symposium presenter: “Complementor Strategies and Performance in Business Ecosystems,” Paper: “Dependency Challenges, Response Strategies, and Complementor Maturity: Joining a Multi-sided Platform Ecosystem”
 - Junior Faculty Symposium for Technology and Innovation Division, Accepted participant.
- **14th Annual Open & User Innovation Conference**, Harvard Business School, Boston, MA. Paper presentation: “Dependency Challenges, Complementor Maturity, and Response Strategies: Joining a Multi-Sided Platform Ecosystem” (solo-authored) and “Engaging Communities for Problem Solving and Innovation: Shifting Institutional Logics” with Prof. F. Nagle (USC) and Prof. M. Tushman (HBS) (2016)
- **DRUID 20th Anniversary Innovation Conference**, Copenhagen, Denmark, Paper presentation: “Dependency Challenges, Complementor Maturity and Response Strategies: Joining a Multi-Sided Platform Ecosystem.” Also, session discussant. (2016)
- **New York University, Collective Intelligence Conference 2016**, New York, NY, Poster presentation: “Engaging Communities for Problem Solving and Innovation: Shifting Institutional Logics” (2016)
- **University of Massachusetts Lowell Faculty Research Symposium**, Lowell, MA, Research summary presentation: “Platform and Ecosystem Transitions: Strategic and Organizational Implications” (2016)
- **Academy of Management, Technology & Innovation Management Research Workshop**, Boston College, Boston, MA, Invited to participate in research workshop with top international scholars (2016)
- **MIT Platform Strategy Summit**, Massachusetts Institute of Technology, Cambridge, MA, Participant in workshop on platform economics and management (2015)
- **Platform Strategy Research Symposium**, Boston University, Boston, MA, Paper presentation: “Dependency Challenges, Response Strategies, and Complementor Maturity: Joining a Multi-Sided Platform Ecosystem” (2015)

----- Before UMass Lowell Appointment -----

- **Strategic Management Society 2014 Annual Conference**, Madrid, Spain.
 - Paper presentation: “Joining an Ecosystem: Organizational and Strategic Implications”
 - Panel organizer. “Competitive Dynamics in Platform Markets”
- **NYU Engelberg Center on Innovation Law & Policy, 2nd Thematic Conference on Knowledge Commons**, NY, NY. Paper accepted: “Innovating without Information Constraints: Organization, Communities, and Innovation when Information Costs Approach Zero.” (2014)
- **Academy of Management 2014 Annual Meeting**, Philadelphia, PA.
 - Showcase Symposium organizer and presenter: “Unpacking Dynamics of Platforms and Ecosystems: Collective Insights from Empirical Research.” Paper: “Joining an Ecosystem: Organizational Implications”
 - Symposium presenter: “Incumbent Firm Adaptation: New Perspectives on Organizational Change,” Paper (with Prof. M. Tripsas (BC)): “Product to Platform Transitions: Organizational Identity Implications”

- **12th Annual Open & User Innovation Conference**, Harvard Business School, Boston, MA. Paper presentation: “Joining an Ecosystem: Organizational and Strategic Implications” (2014)
- **Wharton Technology and Innovation Conference**, Mack Institute of Innovation Management, University of Pennsylvania, Philadelphia, PA. Research presentation: “Platform and Ecosystem Transitions: Organizational and Strategic Implications” (2014)
- **Consortium on Competitiveness and Cooperation (CCC) Doctoral Conference**, Boston, MA. Paper: “Platform and Ecosystem Transitions: Organizational and Strategic Implications” (2014)
- **Organization Science Winter Conference**, Steamboat Springs, CO. Poster Session: “Innovating without Information Constraints” (2014)
- **Academy of Management 2013 Annual Meeting**, Orlando, FL. Moderator: “Architectural Strategy and Design Evolution in Business Ecosystems: Opportunities and Challenges”
- **Massachusetts Institute of Technology, Leaders for Global Operations Proseminar**, Cambridge, MA. “From Industry to Academia: A new set of lenses.” (2013)
- **Harvard-Radcliffe Women’s Leadership Conference**, Cambridge, MA. “Leadership Styles Workshop” (2011)

2. Professional Honors and Awards

- **2021 Thinkers50 Distinguished Achievement Award for Breakthrough Idea** – Shortlisted for award by UK-based organization. Recognized for research on ecosystems in businesses and organizations.
- **Guest Editor, MIT Sloan Management Review, Future of Workforce**
 - Provide intellectual leadership for joint research project with Deloitte and lead creation of research reports (with survey and qualitative research), research articles, infographics, and other publications. After initial term (2020-21), invited to continue for 2021-22 and also 2022-23.
- **Harvard Business Review** Editors included “Finding the Platform in Your Product” article in three different books in the “HBR’s 10 Must Read Series.” See UMass Lowell internal news story here: <https://www.uml.edu/news/stories/2019/altman-hbr-must-reads.aspx> and press release here: <https://www.uml.edu/news/press-releases/2019/altmanresearchrelease102519.aspx>
- **UMass Lowell Pillars of Excellence Award** nominated for leadership for UMass Lowell Women’s Leadership Conference (2017)

----- Before UMass Lowell Appointment -----

- *Boston Magazine* one of the “100 Most Influential Women in Boston” (2003)
- *Boston Business Journal* “40 under 40” top business and community leaders in Boston (2002)
- Featured in Warren Bennis and Robert Thomas’ book, Geeks and Geezers: How Era, Values and Defining Moments Shape Leaders (2002)
- Featured in *HBR* article “Crucibles of Leadership” by Warren Bennis and Robert Thomas (2002)
- Motorola Outstanding Impact Award for Standards for FLEX-TD ITU (1998); Motorola Outstanding Impact Award for Standards for FLEXsuite Licensing (1997)
- U.S. Department of Commerce, Japan Manufacturing Technology Fellowship (1994)
- Massachusetts Institute of Technology, Leaders for Manufacturing Fellowship (1990-92)

a) Industry and Consulting Experience

Framingham, MA

- Woburn, MA

FLEX Technology & Systems Division

Director

Cambridge, MA

Licensing and Strategic Alliances (12/1998 – 2/1999)

Licensing and Branding Strategy (11/1997 – 11/1998)

Manager

International Licensing & Strategic Alliances (10/1996 - 10/1997)

Japan Paging Products Division

Strategic Business Planning Manager (8/1995 - 9/1996)

Boynton Beach, FL

Pan American Subscriber Paging Division

Program Manager (1/1995 - 8/1995)

Boynton Beach, FL

U.S./Japan Manufacturing Technology Fellow (10/1993 - 12/1994)

Aichi-ken, Japan

Americas Paging Products Division

Staff Mechanical Engineer (10/1992 - 9/1993)

Boynton Beach, FL

1991

DIGITAL EQUIPMENT CORPORATION

Leaders for Manufacturing Intern (6/1991 - 12/1991)

Albuquerque, NM

1988 - 1990

POLAROID CORPORATION

Advanced Engineer

Cambridge, MA

Electronic Imaging R&D (9/1988 - 4/1990)

b) Boards of Directors and Advisory Boards

Cornell University

- Library Advisory Council (2017 – Present) – Provide input to Cornell Librarian. Attend bi-annual meetings
- University Council (Ongoing) – Elected Life Member (2012)
- President's Council of Cornell Women (1998 – Present) – Awarded Emeritus status (2012)
- Board of Trustees, Member (2008 – 12)
 - Co-Chair, Alumni Affairs Committee (2010 – 12)
 - Audit, Government, Academic, Student, Development Committees
- College of Engineering Advisory Board (2000 – 2012) – Awarded Emeritus status (2012)
- Entrepreneurship Personal Enterprise Program, Advisory Board (1999 – 2005)

Harvard Business School

- Advisory Group to Doctoral Program Executive Director (2010 – 14)

Symbian and UIH/UIQ – Mobile Software Companies

- Supervisory Board (Board of Directors) of UK-based JV including Motorola, Nokia, and others (2001 – 03)
- Member of Remuneration & Controls Committee with direct involvement in all corporate governance
- Closed financing, re-directed strategy, completed search and replaced CEO
- Led Motorola cross-business efforts to establish Symbian Foundation, an open source software company
- Served on Boards of Directors of UIH and UIQ. Danish holding company and Swedish software company.

Radiowave.com and Lightsurf

- Represented Motorola on Boards of Directors of companies in which we held strategic equity investments

Japan Society of Boston

- Member, Board of Directors (1999-2004)
 - Business Advisory and Finance Committees

Future Forward New England Technology Conference

- Advisor (2001 – 2010)

Massachusetts Institute of Technology

- Leaders for Manufacturing Conference: "Big 'M' Manufacturing: The Next 10 Years" (Co-Chair, 1998)

C. RESEARCH

Google Scholar Citations: 2,248

h-index: 14

i10-index: 17

(as of September 7, 2024)

Short video by Prof. A. König, Chaired Prof. of Strategic Management, Innovation, and Entrepreneurship at the University of Passau, Germany, introducing my work: <https://twitter.com/i/status/1417008866848616448>

1. Academic and Professional Publications

a) Published Work

- 2024** Goodrich, J. and **Altman, E.J.** (2024) Business Ecosystems and Strategic Leadership: A Stakeholder Approach. *Handbook of Research on Strategic Leadership in The Fourth Industrial Revolution* (pp. 250-266). Edward Elgar Publishing.
- 2023** Karanovic, J., **Altman, E. J.**, and Cennamo, C. (2023) Who Should Price a Gig? Successful platforms must balance economic considerations and power dynamics as they determine who sets prices. *MIT Sloan Management Review (Fall 2023 print edition)*.
- 2023** **Altman, E.J.**, Kiron, D., Schwartz, J. and Jones, R. (2023) Manage Your Workforce Ecosystem, Not Just Your Employees. *MIT Sloan Management Review*, 64 (4), 80-84.
- 2023** **Altman, E.J.**, & Humberd, B. (2023) The Gendered Division of Household Labor and Emerging Technologies. *Brookings Institution*.
- 2023** Kiron, D., **Altman, E.J.**, & Riedl, C. (2023). Workforce Ecosystems and AI. *Brookings Institution*.
- 2023** **Altman, E.J.**, Kiron, D., Jones, R., Cantrell, S., Hatfield, S. (2023). Workforce Ecosystem Orchestration: A Strategic Framework. *MIT Sloan Management Review*. Published May 16, 2023.
- 2023** **Altman, E.J.**, Kiron, D., Jones, R., Cantrell, S., Hatfield, S. (2023). Managing External Contributors in Workforce Ecosystems. *MIT Sloan Management Review*. Published March 15, 2023.
- 2023** von Hippel, E., Friedmann, J.C., Wu, N., **Altman, E.J.**, Szulanski, G. (2023) A Journey into User Innovation: An Interview with Eric von Hippel. *Research-Technology Management*. 66(3), 32-37.
- 2023** **Altman, E.J.**, Kiron, D., Schwartz, J., & Jones, R. (2023). *Workforce Ecosystems: Reaching Strategic Goals with People, Partners, and Technologies*. MIT Press.
- 2021** **Altman, E.J.**, Nagle, F., & Tushman, M.L. (2021). The Translucent Hand of Managed Ecosystems: Engaging Communities for Value Creation and Capture. *Academy of Management Annals*.
- *JCR Impact Factor (2018): 12.289*
 - Top ranked Business journal for Impact. <https://aom.org/research/journals/annals>. This article includes an integrated literature review and analysis with new insights and is already generating

substantial citations. Prof. Nagle and I did equal work researching and writing this paper. Prof. Tushman actively contributed as a senior scholar providing intellectual guidance and review.

- 2021** **Altman, E.J.**, Kiron, D., Schwartz, J., & Jones, R. (2021). The Future of Work is Through Workforce Ecosystems. *MIT Sloan Management Review*. Research Highlight, January 14, 2021.
- *MIT SMR* is an FT50 publication. *JCR Impact Factor (2018): 2.196*
 - This article, published on the *MIT SMR* digital platform, highlights primary findings of the comprehensive research report published as part of the *MIT SMR* Big Ideas Initiative (see below).
 - I was lead author on this article responsible for all content.
- 2021** **Altman, E. J.**, Kellogg, K. C., & Kiron, D. (2021). Orchestrating Workforce Ecosystems. In S. Crainer (Ed.), *The Power of Ecosystems: Making Sense of the New Reality for Organizations*. Wargrave, UK: Thinkers50 Limited.
- This is an e-book chapter that I was invited to write presenting new concepts related to workforce ecosystems research.
 - I invited Prof. K. Kellogg and David Kiron to join me. Distribution is expected to be ~100,000 (based on previous distribution of books in this series). Publication is in English and Chinese.
- 2020** **Altman, E.J.** & Nagle, F. (2020). Accelerating Innovation Through a Network of Ecosystems: What companies can learn from one of the world's largest networks of accelerator labs. *MIT Sloan Management Review*, Summer 2020 [print + online].
- *MIT SMR* is an FT50 publication. *JCR Impact Factor (2018): 2.196*
 - This is a full feature research article published in both the *MIT SMR* print edition (becoming increasingly selective) and the digital platform.
 - I met with the United Nations Development Programme (UNDP) and conceptualized the main ideas for the article. I also originally spoke with *MIT SMR* about the idea for the article. I then invited Prof. F. Nagle to join me. In the end, we equally contributed and are continuing to build upon this research through an HBS teaching case and additional future research on these topics.
- 2020** Bhargava, H. K., Rubel, O., **Altman, E. J.**, Arora, R., Boehnke, J., Daniels, K., ... & Parker, G. (2020). Platform Data Strategy. *Marketing Letters*, 1-12.
- *JCR Impact Factor (2018): 1.624*
 - This interdisciplinary article derived from a conference hosted by Georgetown University that we were selected to attend. Prof. Bhargava assembled academics and practitioners for our proposal and this paper. Three of us led the paper development by building from our conference session. I was one of the three main co-authors with Profs. Bhargava and Rubel.
- 2018** Christensen, C., McDonald, R., **Altman, E. J.**, & Palmer, J. (2018). Disruptive Innovation: An Intellectual History and Directions for Future Research. *Journal of Management Studies*.
- *JMS* is an FT50 journal. *JCR Impact Factor (2018): 5.839*
 - This paper builds upon my earlier work with Prof. Christensen and his colleagues. This paper has already garnered 344 citations though it was published recently in 2018. Our expectation is that this will become a very highly cited piece.
- 2017** Hagi, A. and **Altman, E. J.** (2017). Finding the Platform in Your Product: Four strategies that can reveal hidden value. *Harvard Business Review*.
- *HBR* is an FT50 journal. *JCR Impact Factor (2018): 5.691*
 - This article has been honored multiple times by the *HBR* editors for its impact and reach.
 - They have included it in the following books:
 - Honored by inclusion in: *HBR's 10 Must Reads 2019, Hudson Exclusive Edition*. (2019)
 - Honored by inclusion in: *HBR's 10 Must Reads on Business Model Innovation*. (2019)
 - Honored by inclusion in: *HBR's 10 Must Reads on Platforms & Ecosystems* (2020)
 - Academics have praised and appreciated this article as evidenced by its extensive adoption and use in MBA and Executive Education courses.
 - This article derived from research I conducted as part of my dissertation research.

- 2017 **Altman, E.J.**, & Tushman, M. L. (2017). Platforms, Open/User Innovation, and Ecosystems: A Strategic Leadership Perspective. In J. Furman, A. Gawer, B. Silverman, & S. Stern (Eds.), *Advances in Strategic Management, Volume 37, Entrepreneurship, Innovation, and Platforms*. Bingley, UK: Emerald Group Pub., Ltd.
- This chapter was published in a peer-reviewed and edited volume.
 - The editors are well-known and highly respected scholars in the field. This paper has over 80 citations in the short time since publication.

Additional Research Reports – Joint Project with MIT Sloan Management Review and Deloitte

- 2022 **Altman, E.J.**, Schwartz, J., Kiron, D., Jones, R. (2022). Orchestrating Workforce Ecosystems: Strategically Managing Work Across and Beyond Organizational Boundaries (Findings from the 2022 Future of Workforce Global Executive Study and Research Project). *MIT Sloan Management Review* and Deloitte Consulting LLP. Research Report. Published May 17, 2022.
- I was Guest Editor and lead author on this report. We had a team of collaborators through Deloitte and *MIT SMR* and convened an advisory board as noted in the report.
 - Ultimately, I was responsible for all content and led research and writing efforts.
- 2021 **Altman, E.J.**, Schwartz, J., Kiron, D., Jones, R., & Kearns-Manolatos, D. (2021). Workforce Ecosystems: A New Strategic Approach to the Future of Work. *MIT Sloan Management Review* and Deloitte Consulting LLP. Research Report. Published April 13, 2021.
- I was Guest Editor and lead author on this report. We had a team of collaborators through Deloitte and *MIT SMR* and convened an advisory board as noted in the report.
 - Ultimately, I was responsible for all content and led research and writing efforts.

Teaching Case Publications

- 2022 Nagle, F., **Altman, E. J.**, and Klopfenstein, A. (2022) Strategic Innovation at the United Nations: A Network of Ecosystems. Harvard Business School Case 722-363. (published June 14, 2022)
- Case publicly available to educators on HBP website.
 - Teaching note also published
- 2013 Hagiu, A., **Altman, E.J.** Intuit QuickBooks: From Product to Platform. Harvard Business School Case 714-433.
- Bestselling case for HBS.
 - Published in Japanese as well as English.
 - Teaching note also published.

Publications before UMass Lowell (pre-2015)

- 2015 **Altman, E. J.**, Nagle, F., & Tushman, M. L. (2015). Innovating without Information Constraints: Organizations, Communities, and Innovation when Information Costs Approach Zero. In C. Shalley, M. Hitt & J. Zhou (Eds.), *Oxford Handbook of Creativity, Innovation, and Entrepreneurship: Multilevel Linkages*. Oxford, UK: Oxford University Press.
- 2015 **Altman, E. J.**, & Tripsas, M. (2015). Product to Platform Transitions: Implications of Organizational Identity. In C. Shalley, M. Hitt & J. Zhou (Eds.), *Oxford Handbook of Creativity, Innovation, and Entrepreneurship: Multilevel Linkages*. Oxford, UK: Oxford University Press.
- 2013 **Altman, E.J.**, Nagle, F., & Tushman, M. (2013). Technology and Innovation Management. *Oxford Bibliographies Online: Management*. doi: 10.1093/obo/9780199846740-0025.
- 2008 Anthony, S. D., Johnson, M. W., Sinfield, J. V., & **Altman, E. J.** (2008). The innovator's guide to growth: putting disruptive innovation to work. Boston, Mass.: Harvard Business Press. [International publication (China, Russia, Japan, Brazil, etc.) through McGraw-Hill.]

b) Articles and Other Publications in Progress

- **Altman, E.J.** & Tripsas, M. Playing with Platforms: A Complementor Strategy Perspective. *Revise & Resubmit (R&R) with Organization Science*.
- Fraser, J., **Altman, E.J.**, and Ozcan, P. (2024?) Building on Shifting Sands: Data and power dynamics in early-stage platform development. *R&R at Strategic Management Journal*.
- **Altman, E.J.** & Tripsas, M. Balancing Continuity and Change: 150 years of Steinway and M. Steinert & Sons. *Data collection complete. Analysis and manuscript underway*.
- **Altman, E.J.**, Graf-Vlachy, L., and Heyden, M. Strategic Leadership and Innovation. *Article under development for submission to special issue of Research Policy*.

D. INSTRUCTION RELATED ACTIVITY

1. Teaching

a) University of Massachusetts Lowell, Department of Management

MGMT.4900 Strategic Management (Undergraduate)

- Teach re-designed capstone undergraduate strategy class.
- Case-based teaching with large emphasis on class participation to facilitate active student interaction
- Two group presentations required to emphasize importance of being able to present strategy concepts
- Guest lecturers from managers and leaders including: Morgan Stanley on fintech and U.S. Army Colonel on military and systems engineering in strategic management
- Heavy emphasis on managerial communication (written and oral)
 - Spring 2023: Sec 204: In-person
 - Spring 2023: Sec 001: In-person
 - Fall 2022: Sec 209: In-person (*Overall Teaching Effectiveness: 4.84/5.0*)
 - Fall 2022: Sec 203: In-person (*Overall Teaching Effectiveness: 5.0/5.0*)
 - Spring 2022: Sec 208: In-person (*Overall Teaching Effectiveness: 4.82/5.0*)
 - Spring 2022: Sec 202: In-person (*Overall Teaching Effectiveness: 4.29/5.0*)
 - Spring 2021: Sec 207: Virtual via Zoom (*no evals available due to COVID-19*)
 - Spring 2021: Sec 208: Virtual via Zoom (*no evals available due to COVID-19*)
 - Fall 2020: Sec 215 + 001 concurrently: Virtual via Zoom (*no evaluations avail due to COVID-19*)
 - Spring 2020: Sec 202: Full virtual after Spring Break (*no evals available due to COVID-19*)
 - Spring 2020: Sec 208: Full virtual after Spring Break (*no evals available due to COVID-19*)
 - Fall 2019: Sec 215 (*Overall Teaching Effectiveness: 4.79/5.0*)
 - Fall 2019: Sec 001 (*no evaluations available via GPS*)
 - Fall 2017: Sec 201 (*Overall Teaching Effectiveness: 5.0/5.0*)

MGMT.6910 Strategy Formation & Implementation (Graduate MBA)

- Developed new syllabus for core MBA capstone strategy course modeling class on top MBA programs
- Incorporated experiential field-based learning project with Mill City Grows, a Lowell non-profit. UML press article is here: <https://www.uml.edu/News/stories/2017/MBA-Strategy-Mill-City-Grows.aspx>
- Invited executive guest speakers from: Morgan Stanley, Bose, and a 3-D printing manufacturer
- Developed comprehensive Blackboard site for full web-enablement and student access
- Collaborated with UMass Lowell library to pilot system providing easy and free student access to readings
- Starting Fall 2016, afternoon sections were cancelled, so evening sections became mixtures of day and evening MBA students with huge diversity of experiences and skills.
- Employed case-based teaching, including multimedia cases.

- Spring 2019: Sec 201 (*Overall Teaching Effectiveness: 4.65/5.0*)
- Spring 2018: Sec 201 (*Overall Teaching Effectiveness: 4.96/5.0*)
- Fall 2017: Sec 201 (*Overall Teaching Effectiveness: 4.83 /5.0*)
- Spring 2017: Sec 201 (*Overall Teaching Effectiveness: 4.76 /5.0*)
- Fall 2016: Sec 201 (*Overall Teaching Effectiveness: 4.50 /5.0*)
- Spring 2016: Sec 201 (*Overall Teaching Effectiveness: 4.88/5.0*)
- Spring 2016: Sec 203 (*Overall Teaching Effectiveness: 4.38 /5.0*)
- Fall 2015: Sec 201 (*Overall Teaching Effectiveness: 4.90/5.0*)
- Fall 2015: Sec 202 (*Overall Teaching Effectiveness: 4.40/5.0*)

MGMT.7450 Seminar in Organization Theory (Doctoral)

- Developed and taught doctoral course in macro-organizational theory
- Brought students to Harvard Business School Organizational Behavior Research Seminar as guests
 - Fall 2024 (*Underway*)
 - Fall 2021 (*Statistics unavailable*)
 - Spring 2019: Sec 201 (*Statistics unavailable*)
 - Fall 2016: Sec 201 (*Overall Teaching Effectiveness: 5.0/5.0*)

MGMT.7460 Seminar in Organizational Behavior (Doctoral)

- Refined and taught doctoral course in organizational behavior (micro-organizational) theory
 - Spring 2020: (*Statistics unavailable*)

MGMT.6880-201 Strategy & Innovation in the Digital Economy (Current Topics in Mgmt.) (MBA)

- At request of department chairman and responding to Manning School of Business priorities, developed and taught new MBA elective based on my research and consulting
- Focused on digital economy strategy and innovation challenges and opportunities
- Case teaching with 30% of grade based on class participation to facilitate active student interaction
- Invited executive from Morgan Stanley in NYC to speak to class about emerging area of fintech
- Heavy emphasis on managerial communication (written and oral)
 - Spring 2017: Sec 201 (*Overall Teaching Effectiveness: 5.0/5.0*)

MGMT.7440-201 Independent Study (Doctoral)

- Developed unique syllabus and requirements to enable doctoral student to attend MBA class and receive doctoral elective credit
- Worked independently with student on special projects related to research and teaching to provide a doctoral-level class experience

b) United States Military Academy at West Point, Behavioral Sciences & Leadership Department

MG382 Human Resources Management (Undergraduate – Fall 2018)

- Course Director for MG382 Human Resources Management, required course for Management majors
- Taught four sections of 67 cadets (primarily 3rd and 4th year, including some with prior military service)
- Responsible for syllabus design and all course content, teaching, and grading
- Served as active department member including attending regular meetings, colloquia, after-hours activities, etc. to fully engage with West Point community
- Received excellent cadet and faculty evaluations (available upon request)

2. Other Activity Related to the Instructional Function

a) Executive & Professional Education:

2017-24 Harvard Law School - Real Colegio Complutense (ISDI Madrid)

- Faculty in international graduate program on digital innovation co-led with ISDI, Spain.
- Developed and presented lectures on platform & ecosystem strategy and also on workforce ecosystems. Taught in “International Digital Business Seminar” (2017-19, 2022-24)

- 2021 UMass Lowell Graduate & Professional Studies (GPS)**
- Developed and delivered custom module for inaugural UML Leadership Academy: “Leadership for the Future of Work in Workforce Ecosystems”
 - Taught in August 2021 and Spring 2022. <https://gps.uml.edu/leadership-academy/>
- 2011-13 Harvard Business School, Executive Education Program**
- Lead Facilitator, Leading Change and Organizational Renewal, with Prof. M. Tushman
 - Facilitator, Custom Executive Education Program for CEO and global management team of Unilever, with Prof. R. Henderson
- b) Additional Teaching-Related Activities:**
- 2024 Politecnico di Milano (Milan, Italy)**
- Invited guest lecture on Workforce Ecosystems in MBA class on New Forms of Organization taught by Prof. Raffaella Cagliano (May 2024)
 - Invited guest lecture on Workforce Ecosystems in MBA class by Prof. Daniel Trabucchi (October 2023)
- 2024 University of South-Eastern Norway (Vestfold, Norway)**
- Served as member of doctoral committee and in-person “Opponent” for public dissertation defense of doctoral candidate Richard Reinsberg (May 2024)
 - Invited to serve as in-person reviewer of doctoral student papers on digital transformation, platforms, and ecosystems with research group participation. (May 2024)
- 2016 - UMass Lowell, Manning School of Business, Management Department Ph.D. Program in Leadership/Organization Studies**
- Chair of dissertation committee for doctoral candidate (COL Joshua Goodrich)
 - Comprehensive exam writer/grader (2017-2023)
 - Doctoral student summer paper reviewer (2018)
 - Employed doctoral student for summer projects, including instruction in qualitative research methods and mentoring (Summer 2016)
- 2021 UMass Lowell, Manning School of Business, Honors Program**
- Served as Honors Committee member for undergraduate honors project
 - Project focused on modern banking issues; student secured job at Goldman Sachs
- 2016-2019 UMass Lowell, Manning School of Business, Summer Programs**
- Teach sessions in programs for international students, including undergraduate and graduate students from India (Summer 2016-17, 2019)
- 2019 - U.S. Military Academy at West Point**
- Guest lecturer, Human Resources Management, Dept. of Behavioral Sciences & Leadership
 - Invited to guest teach in four sections of class I had taught prior year (2019)
 - Mentor former cadets (now alums serving as active duty U.S. Army officers) (Ongoing)
 - Led book club on leadership for cadets, U.S. and Canadian military officers, and UMass Lowell invited participants (students and alumni) (2020-23)
 - Attend bi-annual BS&L Department awards dinner (2020, 2022)
- 2013-14 Boston College, MBA Strategy, Guest lecturer**
Taught MBA classes focusing on product-to-platform transitions and my research.
- 2009 Bentley University, MBA Strategy, Guest lecturer**
Lectured on leadership and corporate strategy

- 2004-07** **Tufts University**, The Fletcher School, Guest lecturer
Annual lectures on leadership and corporate strategy
- 1993 -** **Massachusetts Institute of Technology**, Sloan School of Management, MBA. Annually lectured on topics including international management, alliances, wireless industry, leadership, etc.
- 1992 -** **Cornell University**, Enterprise Engineering Seminar and business classes. Guest lectured on
2006 leadership, strategy, industry change, organizational adaptation, wireless industry, etc.

c) Teaching Fellowships & Research Assistantships:

- 2011-13** Harvard Business School, Harvard University, Cambridge, MA
Teaching Fellow, MBA Course: “Strategy and Technology,” Prof. Andrei Hagiu
Teaching Fellow, MBA Course: “Managing Innovation,” Prof. Karim Lakhani
Research Assistant, Prof. Ranjay Gulati - Summer project on corporate turnarounds

E. SERVICE ACTIVITIES

1. Community Activities Related to Professional Field

a) Editorial Responsibilities

- Guest Editor of Special Issue for the *Journal of Management Studies*. “Advancing Strategic Leadership Research for Business Ecosystems: Charting a New Research Agenda”. Submission deadline was May 31, 2024. Papers in the review process. Expected publication in 2026.

b) Academic Reviewing for Journals, Publishers, and National Grant Committees

- *Journal of Management Studies* – Blind peer-review research (2017, 2018, 2019, 2024)
- **Cambridge University Press** (Book Publisher) – Reviewed book proposal (2024)
- **Swiss National Science Foundation (SNSF)** (equivalent to the U.S. NSF for Switzerland) – Invited expert review of grant application: “When algorithms take the lead: Developing and validating a standardised test platform for the systematic exploration of Algorithmic Leadership EXperience (ALEX)” (2023)
- **MIT Press** (Book publisher) – Reviewed book proposal on innovation (2023)
- *Research Policy* – Blind peer-review research (2021, 2023 (two papers))
- *Journal of Management* – Blind peer-review research (2023)
- *California Management Review* – Blind peer-review research (2018, 2022, 2023)
- *Strategy Science* – Blind peer-review research (2017, 2018, 2022)
- *Strategic Management Journal* – Blind peer-review research (2021 –2022 (three papers))
- *Administrative Science Quarterly* – Blind peer-review research (2017, 2018, 2021)
- **National Science Centre, Poland** – Research proposal grant review: “Digital technology platforms in the face of information capitalism” (2021)
- *Strategic Entrepreneurship Journal* – Blind peer-review research (2021)
- *MIT Sloan Management Review* – “Kitchen cabinet” invited review for Executive Editor providing input on submitted research article (2021)

- **MIT Press** (Book publisher) – Reviewed book proposal on “Future of Work, Smart Machines, and AI” (2021)
- **Organization Science** – Blind peer-review research (2016, 2019, 2020)
- **MIT Sloan Management Review** - Blind peer-review research (2020)
- **MIT Press** (Book publisher) – Invited to review innovation book proposal, and then asked to review full manuscript. (2019 and 2020)
- **Long Range Planning** – Blind peer-review research (2019)
- **Strategic Organization** – Blind peer-review research (2017)
- **Journal of Organization Design** – Blind peer-review research (2016)
- **Academy of Management Review** – Blind peer-review research (2012)
- **Harvard Business Review** – Invited judge for HBR McKinsey Awards, which required reading and evaluating every article published in HBR for entire year (2009)

c) Academic Reviewing for Conferences

- **Strategic Management Society Conference** – Invited to review conference submissions for international conference and regional conferences (e.g., Washington, DC conference 2024) (2014, 2016, 2020-24)
- **DRUID Innovation Conference, Denmark** – Invited to review submissions (2019, 2021)
- **Strategic Management Society Conference in Hangzhou, China** – Invited reviewer (2020)
- **Academy of Management Conference** – Review Annual Meeting submissions (2012-2021)
- **Collective Intelligence Conference** - Member of Program Committee and reviewer (2019)
- **INFORMS/Org. Science** - Dissertation Proposal Competition – Invited reviewer (2019)
- **International Conference on Information Systems (ICIS 2016): Digital Innovation at the Crossroads** – Invited to blind peer-review research (2016)

d) Scientific Committees for Academic Conferences

- Serve on Scientific Committee for the Collective Intelligence '24 Conference, Boston, MA (2024)
- Serve on Scientific Committee for the Sympatform Conference, run by professors at Politecnico di Milano (2023-present)

e) National Service Related to Professional Expertise

- Invited External Academic Reviewer for the **United States Military Academy (West Point)** Department of Behavioral Sciences & Leadership (BS&L) Professor of the United States Military Academy (PUSMA) and Academy Professor (AP) search. Reviewed full applications (CVs, personal statements, academic transcripts, etc.) of five candidates and provided evaluative reviews to the Search Chair.
- Invited Regional Panelist (judge) for **U.S. White House Fellows** program (2019 in-person; 2020 virtual).
- Planning committee and featured speaker for **National Academies of Science, Engineering, and Medicine, Air Force Studies Board**, Innovation Workshop in Washington, DC. (2018)
 - Invited to participate based on published research and prior professional experience.
 - Presented to Vice Chief of U.S. Air Force and variety of generals, colonels, and service members.
 - Selected and invited prominent experts to participate in workshop.

- **U.S. Federal Trade Commission**, Hearings on Competition and Consumer Protection in the 21st Century, Invited expert panelist on multi-sided platforms (2018)
- **U.S. Military Academy at West Point, Society of Women Engineers**, Invited Guest Speaker (2018)

2. Committee Activities

a) Management Department

- **Department Admissions Committee, Leadership & Org. Studies Doctoral Program (2020-21)**
 - Reviewed applications and discussed criteria and selection with other committee members
 - Interviewed and recruited candidates for both full- and part-time programs
- **Department Search Committee, Business Ethics (2016-17)**
 - Reviewed all applications for tenure-track faculty Business Ethics opening.
 - Conducted pre-screen interviews, coordinated visits for candidates, met candidates, followed-up with selected candidates to recruit to UMass Lowell.
 - Successful searches resulted in extending offer to excellent candidate.
- **Department Search Committee, Strategy (2015-16)**
 - Actively recruited candidates from top tier research universities to apply to UMass Lowell (including from MIT and Harvard).
 - Reviewed all applications for tenure-track faculty strategy professor openings.
 - Conducted pre-screen interviews, coordinated visits for candidates, met candidates, followed-up with selected candidates to recruit to UMass Lowell.
 - Actively assisted with recruiting of Organizational Behavior candidates.
 - Successful searches resulted in hiring four new tenure-track faculty for the department.
 - Additionally, individually recruited new adjunct strategy faculty member.
- **Target Journal List Task Force (2015)**
 - Compiled, and iteratively re-compiled, list of journals for target lists including contacting peer institution colleagues to gather sample lists, researching impact factors, developing justifications, and providing recommendations.

b) Manning School of Business

- **Leadership Book Club.** Created, organize, and lead book club on leadership for UMass Lowell students and alumni, West Point cadets, U.S. and Canadian military officers, and interested professionals. Expanded West Point-based club to include UML students and alumni to create diverse interdisciplinary group. (2021-present)
- Curriculum Innovation Committee. Addressing difficulties related to Calculus requirements. (2019-20)
- Worked with Dean on ad hoc committee to update college Mission Statement (2019-20)
- Nominated by Dean, and chosen by Chancellor to be sole representative of UMass Lowell at system-wide UMass in Florida Faculty Speaker Seminar in Florida. Presented research to two large audiences of alumni. Attended dinners and receptions in support of alumni relations meeting with alumni and promoting UMass Lowell and the Manning School of Business. (2018)
- Graduate Programs Committee. Actively participated in decision-making to modify GMAT waiver policies. Supported introduction of new MBA Managerial Leadership concentration. Assisted coordinating assessments for AACSB accreditation. (2015-16)

c) University of Massachusetts Lowell

- **UMass Lowell Women's Leadership Conference, Co-Chair (2016-present)**
 - Invited by Chancellor Moloney and affirmed by Chancellor Chen to co-chair UMass Lowell Women's Leadership Conference in consecutive years. (See website: <https://gps.uml.edu/wlc/>)
 - Provided extensive visibility for UML in business and broader community related to women's leadership. Generated income from sponsorships and registrations.
 - Appointed as Faculty Fellow with continuing consecutive appointments.
 - With Co-Chair, responsible for all aspects of conference planning and execution.
 - Secure world-class speakers and serve as facilitator for keynote and panel sessions.
 - Developed and implemented UMass Lowell Women's Leadership Conversations series in 2020 to provide virtual programming during COVID-19 pandemic. Secured speaker from Deloitte and hosted event attended by 140+ participants. (See UMass Lowell news article here: <https://www.uml.edu/news/stories/2020/womens-leadership-conversations.aspx>.)
- **UMass Lowell Faculty Senate (2015-16; 2022-23; 2024-26)**
 - Attend meetings on behalf of Manning School Management department
 - Initiated practice of circulating notes and minutes throughout department
 - Served on re-invigorated Library committee in 2022-23
- **Academic Advisory Board for Tsongas Industrial History Center (2023 – Present)**
 - Serve as advisor for an organization run jointly by the National Park Service and UMass Lowell providing educational opportunities about Lowell's history.
- Panelist for **International Conference on Women and Leadership in a Changing World** conference at request of Provost's office (2017)
- **NSF grant preparation committee.**
 - Representing Manning School on Engineering School effort to apply for an NSF NRT grant. Invited by Dean James Sherwood to serve on committee. (2019-20)
 - Joint proposal submitted (Co-PI) to NSF for grant (May 2023)
- **UMass Lowell 2020 Strategic Planning – Work Readiness Sub-Committee (2016-17)**
 - Served on sub-committee of UMass Lowell strategic planning initiative.
- **UMass Lowell Women's Leadership Conference, Steering Committee (2015-16)**
 - Invited by Chancellor Moloney to serve on steering committee for inaugural UMass Lowell Women's Leadership Conference
 - Worked with senior university staff members and deans to design and create conference that was overwhelming success with sold out attendance
 - Developed and populated one of four conference tracks; Led sub-committee to develop content
 - Leveraged professional network to bring speakers from Coca-Cola, Bose, Fidelity, Raytheon, and other notable organizations
- **Cornell University Presidential Inauguration, Ithaca, NY (2015)**
 - Represented UMass Lowell at Inauguration ceremony of Cornell University's 13th President

d) Student Service

- **UMass Lowell MBA Student Mentoring**
 - Employed two different MBA students as Graduate Assistants including significant mentoring and training and career counseling (2015-2017)

- Counseled numerous MBA students on career-related concerns and issues, including preparing for job interviews by role-playing interview questioning (2015-present)
- Initiated Professor-led **student gatherings** during evening hours and lunch times so professional (working) students could obtain informal interaction time with professor (2015-19)
- Attend student (and alumni) activities including Convocations, Commencements, Chancellor's inauguration, athletic events, Manning School Open Houses, alumni and student receptions, etc.

3. Other Service to the University

- "Faculty Spotlight" presentation to the Dean and Manning School of Business Advisory Board (2016)
- At request of Chancellor Moloney, organized and led presentation and group discussion for visit of UMass Trustee David Fubini (2015)

F. MEDIA COVERAGE AND UNIVERSITY PUBLICATIONS

- Extensive media coverage of *MIT Sloan Management Review* and Deloitte Future of Workforce research article and report on "Workforce Ecosystems" – January and April 2021. Substantial media coverage (both sponsored and earned) across business press and social media (LinkedIn, Twitter, Facebook, etc.). Examples include:
 - TechRepublic: <https://www.techrepublic.com/article/87-of-global-professionals-consider-contractors-to-be-part-of-their-workforce/>
 - *WSJ* CMO Journal: <https://deloitte.wsj.com/articles/workforce-ecosystems-managing-the-future-of-work-01626894129>
 - *WSJ* CIO Journal: <https://deloitte.wsj.com/articles/workforce-ecosystems-managing-the-future-of-work-01623178929>
 - AP News press release: <https://apnews.com/press-release/pr-newswire/business-sports-north-america-public-opinion-social-affairs-6efac45e02a8613fd8eb1079764ef36a>
 - *MIT SMR* 10 Most Popular Articles 2021: <https://sloanreview.mit.edu/article/the-10-most-popular-articles-in-2021-so-far/>
- Extensive social media and press coverage of Thinkers50 award nomination across social media (LinkedIn and Twitter) and business press. Examples:
 - MIT Press Release: https://mitsloan.mit.edu/ideas-made-to-matter/mit-sloan-researchers-named-to-thinkers50-awards-shortlist?utm_source=mitsloanlinkedin&utm_medium=social&utm_campaign=thinkers50noms21
 - Thinkers50 Twitter example: <https://twitter.com/thinkers50/status/1432327948409901062>
 - Thinkers50 LinkedIn example: <https://www.linkedin.com/feed/update/urn:li:activity:6838017567920046080/>
- UMass Lowell Website, November 16, 2020: "Leaders to Explore the Future of the Workforce." <https://www.uml.edu/News/press-releases/2020/WLCRelease111620.aspx>
- UMass Lowell Website, September 10, 2019: "Manning Professor a 'Must Read' in Harvard Business Review: Elizabeth Altman's Research Helps Businesses Transition to Digital Economy." <https://www.uml.edu/News/stories/2019/Altman-HBR-Must-Reads.aspx>
- UMass Lowell Website, April 24, 2019: "Business Ph.D.'s Hone Leadership in 'Operation River Hawk': Leadership/Organizational Studies Program Joins National Guard Cadets at Fort Devens." <https://www.uml.edu/news/stories/2019/operation-river-hawk.aspx>
- UMass Lowell Website, April 22, 2019: "Management Professor Embedded at West Point: Manning School's Elizabeth Altman Serves Six-month Appointment at Military Academy." <https://www.uml.edu/news/stories/2019/altman-west-point.aspx>

- WCAP Lowell, “What’s Up, UMass Lowell?”, Interview on Ted Panos’s radio show about Manning School and UML Women’s Leadership Conference, April 19, 2018.
- UMass Lowell Website, November 14, 2017: “Women Leaders Seek to Increase their Ranks.” <https://www.uml.edu/news/press-releases/2017/advisorywlc111417.aspx>
- WCAP Lowell, “What’s Up, UMass Lowell?”, Interview on Ted Panos’ radio show about Manning School and UML Women’s Leadership Conference, May 2, 2017.
- UMass Lowell Website, April 20, 2017: “MBA Students Help Urban Farmers Grow Business: Business Strategy Class Partners with Nonprofit Mill City Grows.” <https://www.uml.edu/News/stories/2017/MBA-Strategy-Mill-City-Grows.aspx>
- UMass Lowell Website, July 28, 2016: “Professor Warns of Cyber Risk Playing Pokemon Go.” (Quoted with other UML professors.) <https://www.uml.edu/news/stories/2016/liu-pokemon-go.aspx>
- WBZ CBS Newsradio 1030, 4/25/16 and 4/26/16, Guest appearance on Jeff Brown’s morning business show regarding Intel layoffs’ impact in Massachusetts.
- UMass Lowell Website, March 2016: “Manning School Well-Represented at Annual Faculty Research Symposium.” <https://www.uml.edu/News/stories/2016/MSB-Faculty-Research.aspx>
- UMass Lowell Website and printed newsletter, October 2015: “New Business Prof. Excited about Latest Platform.” https://www.uml.edu/docs/NewsLine%2010.15_tcm18-204276.pdf
- UMass Lowell Dean’s Report 2015, “Attracting Top Talent”: https://www.uml.edu/docs/MSB-2105-Dean's-Report_FINALweb_tcm18-222560.pdf