

AWARDS & GRANTS

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Research News



Fall 2020 | NO.1

A NEW RESEARCHER AT SMITH

Jingyu Zhang joined the faculty over the summer



"My research interests are focused on information economics, institutional investors, and corporate governance. I find the intersection of these areas fascinating."

JINGYU ZHANG

Assistant Professor of Finance

Education: PhD in Finance, Imperial College London; MSc in Finance, UBC (Sauder); BA honours in Economics and a minor in Mathematics, Western (Huron).

Path to Smith: I grew up in Tieling City in Liaoning province in mainland China. I came to Smith in July, after obtaining my doctorate in Finance from Imperial College in London.

What I study: My research interests are focused on information economics, institutional investors, and corporate governance. I find the intersection of these research areas fascinating. Institutional investors are sophisticated investors who have been documented to make well-informed portfolio choices. They learn about firms. Unlike retail investors, they have the

expertise and personnel to proactively engage with the executives and board directors, voice their opinions over certain issues, and eventually enhance firm values. They also monitor firms. One chapter in my doctoral thesis explores how monitoring and learning interact with each other because both activities occupy time and effort, a valuable and limited resource with an institutional investor.

What I'm working on now: I am currently working on a project that explores how pairs of angel investors make co-investment decisions via online equity crowdfunding. In another project, I would like to empirically examine whether and how institutional shareholders discipline corporate insiders trades.

Something else about me: I love cooking for my wife and son. I enjoy playing volleyball, too.



Look for the spring issue of *Research News* to read about researchers joining Smith this winter!

MAKING AN IMPACT DURING THE PANDEMIC

Smith's Centre for Social Impact works to support businesses hit hard by COVID-19



In mid-March, countries around the world ground to a halt as a result of COVID-19. In Canada, small- and medium-sized businesses that form the heart of local economies suffered greatly.

Many Smith community members—students, faculty, staff—wondered how to help during the exceptional times of hardship. To harness this goodwill and eagerness to contribute, the Centre for Social Impact at Smith launched a new program in partnership with the City of Kingston and Kingston Economic Development Corporation: the Kingston Business Support Network (KBSN).

The idea was to form student teams to respond to calls for assistance from local businesses and non-profit organizations in the Kingston community.

"Local business is a critically important part of the Kingston and region community," says Marina Darling, Program Manager at the Centre for Social Impact, "Our goal was to assist those businesses in 'weathering the storm' while enabling students to make a difference."

Projects focused on areas such as revenue generation, business model innovation, and digital transformation. For many businesses, support in digital marketing areas was of

critical necessity, given the shift to e-commerce throughout the pandemic lockdowns.

"I had a team that worked on designing, structuring and initiating a key marketing component, and the students were fast and effective," says Frank Huntley, M.A., M.Sc., President, Boreal Experiences, "I think more projects like KBSN would help Kingston thrive."

Student volunteer Samantha Ghazal, Comm'22, says the experience gave her a new perspective on non-profits and communities' interconnected relationships.

"I enjoyed working with the Kingston School of Art as they provided me an experience to understand and research how the organization works as well as how non-profits utilize resources from local communities," Samantha said.

KBSN involved significant collaboration across Smith community members, and the Centre for Social Impact is proud to share that 40 students volunteered their time to the initiatives and 18 Faculty and Staff members contributed their advice to student teams. In total, 24 organizations engaged in the program and received assistance from student teams.

KBSN Project Highlights:

Orange Neurosciences: This social enterprise was created by a Queen's University alumnus and creates programs for learners with reading disabilities to improve their reading skills. The organization needed help adjusting to its changing customer needs during the pandemic. The student team developed a revised marketing and business development plan, including detailed financial projections.

SnapCab: SnapCab develops architectural products that are long-lasting, safe to use, and versatile. As COVID-19 took hold, the company revolutionized its technology to help find solutions to fight COVID-19. Students assisted SnapCab with establishing a research partnership, creating a sales and go-to-market strategy, revolutionizing the current marketing campaign, and understanding the grant funding landscape.

Kingston Coffee House: Students created an updated business development plan to enable Kingston Coffee House to survive the shifting retail landscape under COVID-19. They designed a new marketing plan and promotion strategy to shift most of the business online.

WELKER AND WEBSTER RECEIVE 2020 AWARDS

Professors Jane Webster and Mike Welker were recognized over the summer with awards celebrating teaching excellence and research supervision at Smith.

Webster received the 2020 Research Supervision Award. Welker was given the 2020 Teaching Excellence Award. The awards recognize faculty who have demonstrated an outstanding commitment to the education of students in the PhD and MSc programs. Nominations were made by graduate students.

The Research Supervision Award is open to all faculty who have supervised Smith PhD or MSc students for three or more years during the past five years.

Webster, professor emerita and E. Marie Shantz Chair of Management Information Systems, says she was "pleasantly shocked—and very gratified—to receive this award." Though she recently retired, Webster says she continues to supervise students. "I am currently working with four graduate students, hoping to launch them into successful careers."

The best part this work, she says, is watching students grow to become academics. "I have learned so much from them: they have propelled me into new research areas and methods."

Indrani Karmakar, MSc'18, PhD'23, describes Webster as "tirelessly committed to her students" with a keen interest in both their academic and personal growth. "She is consistently responsive and available both in

the classroom and beyond. And she is instrumental in her students' job placements and broader academic success," Karmakar says.

The Teaching Excellence Award is presented to a professor who has demonstrated an outstanding commitment to the research-intensive education of students in the PhD and MSc programs.

Welker, professor of financial accounting and Distinguished Professor of Accounting, says he was surprised and honoured to win the award. "I continue to think I get more out of the class than the students do," he says.

Welker says he enjoys teaching PhD candidates because "it provides a good opportunity to step back from the details of our research and look at things from 10,000 feet," I seem to find new perspectives and ideas every time I teach the class."

Stephanie Donahue, PhD'23, says Welker is truly devoted to the success and well-being of his students. "When the pandemic hit, Mike asked each student if they were OK and how they were handling the new situation. He also kindly let us talk at the beginning of each virtual class about the pandemic situation, as he could see it was stressing us."

This year's recipients were chosen by a committee comprised of four Smith faculty members: Goce Andrevski, Anthony Goerzen, Olena Ivus and Murray Lei.



Jane Webster and Mike Welker

TRANSFORMING THE WAY WE THINK ABOUT DIGITAL

New group at Smith looks to further collaboration on digital transformation



Shamel Addas and Kathryn Brohman

Bill Gates, former CEO of Microsoft, once said, “Information technology and business are becoming inextricably interwoven. I don’t think anybody can talk meaningfully about one without talking about the other.”

It has been decades since he made that comment, and yet many businesses still make the mistake of isolating the technologies they implement from the people using it or the strategy driving it, resulting in siloed decision making, disjointed customer experiences, and inefficiencies.

A new research group at Smith School of Business looks to change that. Dubbed the Digital Transformation Research Group, the goal of this team is to take an interdisciplinary and big-picture look at how digital technology is transforming business and government.

“Digital transformation is affecting every industry, every company, whether tech savvy or not, every process, and every function,” says Shamel Addas, Associate Professor and one of the research group’s founding members. “The best way to research these transformations is to collaborate broadly.”

Rethinking the boundaries

When he talks about digital transformation, Addas is referring to organizations’ thinking about how the tools and components they are using provide value to their business and to their clients. For example, companies

could be creating platforms, instead of products, which allow multiple users or organizations to exchange value—think the Apple App Store, where app developers improve the experience for users, make money for themselves, and improve Apple’s competitive advantage.

Or, as Digital Transformation Research Group co-founder and Smith Associate Professor Kathryn Brohman explains, organizations are rethinking the boundaries of their organizational systems. Business models are fundamentally changing as serving customers and employees in the digital age can radically expand or contract how organizations define their operating model and strategy.

“The need for digital transformation is not only a business phenomenon, as it is affecting organizations in health, education, and even artistic and creative disciplines,” she says. “The digital age is spawning a new way of doing. Our hope in establishing this group is to put Smith on the map as a leader in the digital transformation space and help Canadian organizations and governments become more digitally capable.”

To that end, Addas and Brohman recently collaborated on a health-care project in which chronically ill patients used telemonitoring technology to take daily readings such as blood pressure or oxygen saturation to inform community paramedics. Paramedics proactively reacted to health situations by providing the patient with feedback to better self-manage their

condition, making them less dependent on the 911 system. The project, which was published in the March 2020 edition of MIS Quarterly, resulted in projected savings of \$4.7 million for the Ontario government thanks to fewer emergency calls and reduced hospital length of stay.

Other projects in the works

Addas and a graduate student are also looking at how to best design chatbots to deliver a client experience that encourages trust and engagement while leading to better outcomes for the business. Backing up this work are grants from Canada Health Infoway and a SSHRC Institutional Grant, with more funding applications in the works. Brohman and Addas also expect to receive funding from Smith for a pair of COVID-19 related digital projects: the first examining the impact of productivity metrics in working from home; and a second focused on understanding how digital technology can enable connections in crisis situations.

Their current collaborations include faculty from Organizational Behaviour, Strategy, and Management Information Systems areas within Smith, as well as the Queen’s Faculty of Health Sciences.

The pair are still determining what form their research efforts should take, whether they create a lab or some other type of structure. In the meantime, those wishing to engage the Digital Transformation Research Group should email kathryn.brohman@queensu.ca and shamel.addas@queensu.ca.

SHWETA SINGH

Principals Development Fund visitor at Smith

Dr. Shweta Singh received her Ph.D. in Information and Decision Sciences from the Carlson School of Management at the University of Minnesota, Twin Cities. In addition, she holds a Master’s in Computer Science and a Master’s in Applied Economics from the University of Minnesota-Twin Cities.

Her primary research interest lies in exploring value creation through Information Technology. She uses IT outsourcing, sharing economy platforms and digital platforms as contexts to understand business value of IT. Her research has appeared in Information Systems Research, International Conference on Information Systems, Statistical Challenges in E-Commerce Research and Workshop on Information Systems and Economics. Her research has also won the Doctoral Dissertation Fellowship and the McNamara fellowship from the University of Minnesota, Twin Cities.

Prof. Singh’s visit was instrumental for advancing our work on the paper “Pricing and Waiting Behavior of Individual Sellers in

Electronic Marketplaces” (joint work of Shweta Singh, Guang Li and Mikhail Nediak). The initial project ideation occurred during an event organized and sponsored by Institute for Mathematics and its Applications (IMA). The data was provided by the industry partner eBay (ebay.com).

The project concerns with individual sellers in electronic marketplaces who face a trade-off between time to sale or intensity of sales and the revenue generated. The platforms enabling these marketplaces often stipulate that their objective is to maximize the value generated for the participants in the course of market interactions since that ensures a loyal customer base. The sellers can use prices as levers in achieving the balance between revenue and time to sale.

Thus, it is critically important for the platforms to understand behavioral drivers behind price change decisions of the sellers and construct an appropriate utility model. Such a model can help identify and recommend the right price for a specific listing and help each individual platform user to achieve higher utility.

Awards & Grants



PI: Anthony Goerzen

PROJECT TEAM: Luke Fiske, Shengwen Li

GRANT DETAILS: Mitacs Accelerate, 1 year

PROJECT SUMMARY: Multinational corporations (MNC) are being pressed to improve social justice and environmental stewardship along their supply chains or “global value chains” (GVC). In developed economies, great efforts are being made to improve working conditions and lessen environmental impact, yet these elements are often visibly lacking when the GVC extends into developing countries. In response, many MNCs have looked to various interventions (e.g., “Fairtrade” certification) as a solution to improve local standards of operation. However, research has shown that the vulnerable populations that are the intended target of these interventions sometimes are made worse off by these interventions. Therefore, our empirical question is how can third party interventions intended to improve social justice and environmental stewardship along the GVC achieve the intended purpose for the target population? The partnership between Queen’s University and IMPACT, a Canadian non-governmental organization (NGO), is to address this gap in our understanding by analyzing primary data on

a third-party intervention entitled, “Just Gold” that was designed to increase the inclusion of artisanal gold miners into the formal economy in the Democratic Republic of Congo (DRC) to track effects on social justice and environmental stewardship.

APPROACH: Organizing, cleaning, and analyzing the data we are accumulating under the “Just Gold” project. We have a large dataset which includes traceability and due diligence information on the artisanal gold supply chain as well as gender-disaggregated socio-economic data from six associated communities. Data was collected in 2017 and 2018 using a longitudinal, quasi-experimental assessment design. This methodology was applied to a set of indicators from the project logical framework at six-month intervals on a random sample of the population living and working in target mine site area as well as their associated surrounding communities.



PI: Guang Li

GRANT DETAILS: NSERC Discovery Grant, 5 years

PROJECT SUMMARY: Most of the extant customer choice models assume that each customer purchases at most one product. This assumption largely deviates from reality, as online shoppers often purchase

multiple items across different product categories, and in fact are often incentivized to do so to qualify for a promotional campaign or free shipping. Ignoring such behavior may result in prediction errors, rendering solutions to the operational problems and promotional policies less effective. The proposed research project seeks to bridge this gap and advance the modeling of the customer multi-item purchase behavior in the RM literature. Our objectives are to construct realistic customer choice models that capture the multi-item purchase behavior, to develop efficient algorithms that optimize various operational decisions regarding the assortment planning and pricing of the products, and to design optimal ancillary service policies and marketing strategies to help firms achieve a greater market share or revenue.

APPROACH: We will use the theory of discrete choice models and dynamic programming to model customers’ multi-item purchase behavior. We will employ common optimization techniques such as combinatorics, non-linear and convex optimization, mixed integer programming and polynomial time approximation schemes to solve for the assortment and price optimization problems under the new customer choice model. We will use Big Data tools to construct non-parametric multi-item choice models that are robust with demand update. Game theoretic approaches will be used to develop promotional policies for online retailers in the presence of competition.



PI: Mikhail Nediak with Aliksandr Nekrashevich (PhD student), Ellie Mehlretter (USRA student)

GRANT DETAILS: NSERC Undergraduate Students Research Awards (USRA) Grant, 4 months part of a larger NSERC Collaborative Research and Development (CRD) grant 4 years

PROJECT TITLE: Marketplace Analytics for Student Housing

PROJECT SUMMARY: The existing student rental process near many university campuses has several drawbacks. Typically, a student looking for rentals has to start by sifting through multiple listing services. Most of them are web-based and rather convenient whereas existing mobile platforms target short-term rentals and, therefore, impose significant over-market fees. The second step is to arrange a meeting with a property owner. Only after physically visiting and seeing the room, the student may be able to sign the lease agreement. The research in this project will rely on the data from a new mobile platform for Kingston, Canada expected to launch in May 2020. The platform will improve on the existing rental process and incorporate several algorithms including elicitation of the tenant and property owner preferences, search and recommendation of rentals to potential tenants and optimization and recommendation of prices for the property owners.

APPROACH: The following analytic models will be constructed: (1) rental utility and selection probability by a potential tenant based on stated preferences, rental characteristics, as well as past search and selection history of other users; (2) time-to-rent model for the listing based on the listing price, price levels of competing

listings and listing characteristics; and (3) property owner utility maximization model. The models will optimize tenant’s and property owner customer journey on the platform and provide insight into trade-offs between various factors on both sides of the interaction. The models will permit the analysis of the potential market equilibrium and the degree of deviation from this theoretical equilibrium in the real market data.



PI: Ryan Riordan

GRANT DETAILS: Canadian Securities Institute Research Foundation grant for 2 years

PROJECT TITLE: How Firm Environmental Performance Impacts Portfolio Performance

PROJECT SUMMARY: The project is focused on providing an increased understanding of how firm environmental performance impacts firm risk, and in turn, portfolio performance. A long-held assumption is that one can invest either for return or for the environment. This project will tackle that question and inform practitioners about the actual versus the perceived tradeoff. The project will demonstrate the extent to which carbon dependency and environmental risk impacts investment performance. The research will contribute a valuation method that will provide advisors with new information to inform discussions with clients about how climate risk affects their investments and risk levels.

APPROACH: The methodology behind this research consists of literature review, followed by a thorough data collection and analysis. This analysis will help to inform the interactive tool development, allowing to assess security level measures, portfolio analysis tool, and allocation suggestions.

The goal of the project is to generate a practitioner’s report that will be applicable and useful to industry professionals.



CANADIAN PI ON COLLABORATIVE TRANS-ATLANTIC GRANT: Tina Dacin

PROJECT TEAM: Florian Noseleit, University of Groningen (Principal Investigator) and Christine Volkmann, University of Wuppertal (co-Principal Investigator)

GRANT DETAILS: SSHRC Trans-Atlantic Platform – Social Innovation

PROJECT TITLE: Collaboration for Social Innovation: Scaling for Impact

PROJECT SUMMARY: This project aims to examine the tensions and contradictions of collaborative social innovation in the domain of sustainable energy supply. We will explore collaborations between non-profits, for-profits, NGOs, governments, and other relevant stakeholders in various institutional and cultural contexts that aim at introducing and diffusing social innovations intended to address global sustainability challenges. We want to provide a better understanding of the possibilities, limits, and tensions of scaling social innovations, with a particular emphasis on how collaborative approaches can enable scaling through spatial diffusion and context translation.

APPROACH: Qualitative and archival data collection



PI: Peter Dacin with Tina Dacin (co-Principal Investigator), partners – Tilting Recreation and Cultural Society; Tilting Expatriates Association

GRANT DETAILS: SSHRC Partnership Development Grant, 3 years

PROJECT TITLE: Saving Place: Culture, Arts and Tradition in Community Resilience

PROJECT SUMMARY: This research seeks to address the following questions: (1) How are rural and remote community organizations drawing upon artistic and cultural practices, local traditions, and community-embedded knowledge to build community resilience and save place? (2) What strategies have been successful? (3) What challenges have these organizations encountered? (4) How can we best facilitate the exchange of strategies, skillsets, and tools between rural and remote community organizations with other communities?

This research has four primary objectives: 1) To assess cultural practices and community mobilization in the revival of traditions and community heritage; 2) to examine the deep linkages between custodianship of traditions and community resilience; 3) to create platforms for knowledge exchange across communities; 4) to synthesize and share knowledge across academic and public policy platforms.

APPROACH: Qualitative and archival data collection



PI: Tina Dacin. Partner - The Winnipeg Boldness Project and The United Way of Winnipeg

GRANT DETAILS: SSHRC Partnership Engage Grant, 1 year

PROJECT TITLE: Community-Based Social Innovation: Exploring the Barriers to Mobilizing Local Knowledge and Wisdom for Impact

PROJECT SUMMARY: The objective of this partnership is to document and understand—as well as provide strategies for overcoming—the challenges faced by community-based social innovation practitioners as they mobilize local knowledge to shift the attitudes, policies, and practices of cross-sectoral stakeholders. We approach this project through a partnership with The Winnipeg Boldness Project [WBP] (and their administrative host, The United Way of Winnipeg), who have identified this knowledge gap as a significant organizational need. The WBP is a cross-sectoral social innovation initiative that brings together Indigenous methodologies, as well as community-embedded knowledge and social practices, with social innovation strategies, collective impact tools, and child development research to co-define community problems and co-create community-driven solutions in Winnipeg’s Point Douglas community. While rich in cultural assets, Point Douglas residents face issues such as poverty, homelessness, crime, a lack of job opportunities, and poor educational outcomes. Focusing on the case of the Winnipeg Boldness Project, our goals include:

- Identifying and documenting the barriers and challenges encountered by WBP when disseminating local knowledge and

evidence to cross-sectoral partners and stakeholders;

- Advancing scholarly understanding of the embeddedness of social innovation by considering how nation, class, race, and gender shape these barriers and challenges;
- Exploring how the social innovation community can better support community-based social innovation initiatives like the WBP via novel approaches to policymaking, programming, and advocacy;
- Providing WBP with a white paper documenting these barriers—as well as strategies for overcoming these barriers—that they can use in their communications with cross-sectoral partners

APPROACH: Qualitative and archival data collection



PI: Tina Dacin with Amrit Sehdev and Shelley Lineham

GRANT DETAILS: Mitacs Accelerate, 1 year

PROJECT TITLE: Detection of PPE in Healthcare Settings Using Machine Learning

PROJECT SUMMARY: Utilizing RCNN and deep learning techniques, we propose utilizing real-time image detection of humans (visitors and healthcare workers) using protective wear (i.e. masks, gloves, and gowns) in healthcare settings to safeguard workers and patients. Our model is also being trained to determine if PPE is donned and doffed accurately, as literature has shown that roughly 40% of Canadian healthcare workers do this incorrectly, further increasing transmission. If achieved, this would be a novel form of image detection use in real world applications.

APPROACH: Qualitative and archival data collection

MAKING LASTING CHANGE FOR THE ENVIRONMENTS

New research aims to help in the fight against pollution and climate change.

Anyone who has travelled down a major highway like the 401 in Ontario knows that drivers behave entirely differently if they think law enforcement is watching.

The same can be said of large firms and environmental regulators. Irrespective of whether countries have strict or lax regulations, industrial pollution continues to be an enforcement challenge. In some contexts, it is surprising how even the threat of financial and reputational penalties have little impact.

“Environmentally sustainable practices have important strategic value for firms, yet they may fail to implement necessary changes in governance and structure and, even when they do make the change, their behavior may not reflect their commitments,” notes Abhirup Chakrabarti. “The same firm may act environmentally conscious at one time and reckless at another.”

Dr. Chakrabarti is an Associate Professor & Distinguished Faculty Fellow of Strategy at Smith, and his research is focused on helping regulators drive meaningful change particularly around environmental regulation. While some of his peers and colleagues examine the data to seek out a broad scale solution, Dr. Chakrabarti takes a different, more hands-on approach.

Field research

Over the past few years, Dr. Chakrabarti travelled across southeast Asia, visiting factories and industrial facilities located in

some of the most polluted parts of the world. He accompanied local regulators as an observer, learning about the complex set of interactions that take place between businesses, regulators, and local governments.

“One hypothesis is that firms look strategically at what inspectors are doing, such as the inspection routines, and working around it,” he noted. “This is why my research looked at understanding the geographic, political, regulatory, cultural, and spatial context around the inspections, the regulations, and the causes of violations in order to suggest appropriate responses.”

These observations are being compiled into an academic paper and a white paper that regulators could use to revisit their inspection processes. Importantly, this work—funded by Smith School of Business and the Social Sciences and Humanities Research Council—will benefit a broad range of governments in the fight against pollution and climate change.

“We’re starting to realize the importance of field-oriented international research for Canada,” he added. “In addition to enriching the classroom experience, projects like this can help understand local challenges that have global consequences.”

While some of the situations he observed during his trip were discouraging—during a visit to one plant, Dr. Chakrabarti ended up with holes in his shirt and something in his eye due to poor acid handling processes—his



Abhirup Chakrabarti

trip actually made him more hopeful that positive change is possible.

“More researchers are now interested in exploring patterns beyond what we can observe and explain from existing data compilations and using standard statistical techniques, but it remains challenging to set the protocols for such studies. This takes time and travel,” he says. “I believe my findings will have important policy implications for global institutions that set environmental standards but seek knowledge about the role that local and micro-level processes play in the achievement of environmental targets.”

BARLING RECEIVES TOP RESEARCH-RELATED HONOUR

Julian Barling, Professor of Organizational Behaviour and Borden Chair of Leadership at Smith School of Business, can now add another title to his name: Stephen Gyimah Distinguished University Professor. Barling was named alongside five colleagues from Queen's University as this year's recipients of the Distinguished University Professor designation, the university's highest research-related honour.

The Distinguished University Professor Program recognizes professors for exhibiting an outstanding and sustained research record, teaching excellence, and significant and lasting contributions to Queen's, Canada, and the world.

For Barling, who has been at Queen's since 1984, the honour is a testament to a career spent in multiple units (both psychology and business), researching and teaching the science of leadership alongside faculty colleagues and graduate students. "The highest form of recognition any of us could get is recognition from your peers, and that's what this represents, recognition in your community," Barling said of the award's significance. "I've spent more than half my

life here, so getting this award from Queen's certainly means a lot."

Professors chosen to receive the designation can select their honorific title from a list of approved names, which includes former members of the Queen's community who made significant contributions to the university or Canada. For Barling, the decision to use the name of Dr. Stephen Gyimah was an easy—and personal—one.

An esteemed sociology professor, Gyimah was beloved by students for his command of complex statistical and methodological knowledge and his ability to emphasize its practicality through real-world applications. Gyimah's scholarly pursuits focused on sub-Saharan Africa, including the exploration of HIV/AIDS, malaria, aging and education, and he made efforts to illuminate the links between socio-economic development and culture. His work was published in influential journals and he was coming to be viewed as a world expert on the study of sub-Saharan Africa when he died unexpectedly in 2012 at age 43.

For Zimbabwe-born Barling, who spent the first half of his life in South Africa, Gyimah's work carries a lot of meaning. "His research was embedded in an Africa that has a lot of meaning for me," he said. "Additionally, a lot of my current work is based on people facing socio-economic adversity and how that affects their ability to become future leaders."

"When I read the people from whom we could choose, I could think of no person I'd rather attach my name to, and have their name attached to me."



Read all about it

SMITH RESEARCH IN THE HEADLINES

How is climate change affecting financial markets? Do business executives rely on instinct or data to make key decisions? These are just two important questions asked by Smith faculty through their research. And thanks to a unique initiative, the discovered answers are getting a wider audience.

The initiative is between Smith and The Globe and Mail, and started last October. It has resulted in several articles appearing in the newspaper's Report on Business magazine, both in print and online.

The Globe's editorial team was seeking to work with leading Canadian business schools to help the paper define emerging areas of content relevant to its audience. As such, Smith joined The Globe's Academic Advisory Board and met with its senior editorial team to discuss topics for possible stories, including research at Smith. Since then a number of articles have been

published showcasing Smith research.

For example, last October an article headlined "What if financial markets just can't cope with climate uncertainty?" examined research that Ryan Riordan conducted. Riordan looked at the effects of 2012's Hurricane Sandy on financial markets, specifically in real estate. He discovered that the climate shock resulted in financial losses larger than those caused by the physical damage of the hurricane.

Another article that appeared in Report on Business, "Gut instinct vs. big data: When analytics can't replace human intuition," dove into Professor Yolande Chan's studies. She was part of a research group that looked at how business executives rely on intuition in comparison the mountains of data that they often have available to them. They found that intuition still often beats the data.

MEET 3 SMITH POSTDOC RESEARCHERS



Social media boom or bust
Rashmi Krishnamurthy – Yolande Chan

Maybe you have an exciting business idea. You're wondering who might be interested in your product, and how to reach customers in an affordable way. You don't have a big budget for radio ads, billboards or market research. What would you do?

If you asked this question 20 years ago, the answer might have been to take out a big loan, find investors, or save your pennies until you can afford to launch your business.

It is easy to gloss over just how much social media has changed business in that time. What would have previously cost tens of thousands of dollars and taken weeks of time can now be tested on a smaller scale in a matter of minutes.

Rashmi Krishnamurthy is completing a post-doctoral opportunity at Smith focused on digital innovation. Her research looks at how startups and university incubators use social media for marketing and customer research, and to promote innovation within organization. "These tools are free to use and anyone can use them, but I want to know how businesses can use them

efficiently and whether they are 'right' for everyone," she says. "Startups that don't necessarily have a lot of resources available can use these to grow their company, reach out to customers, and develop their products."

The topic of digital innovation among small businesses is of personal interest to Rashmi, not because she's a social media addict—she prefers in-person conversation—but because of the small businesses she saw trying to get off the ground in her native India. Social media has helped to level the playing field as these budding entrepreneurs worked to launch their businesses. With that said, she notes not everyone is using social media effectively. "Some organizations, particularly public sector, join social media thinking they would hear about the great job they were doing and instead find out the hard way that social media has a dark side too," Krishnamurthy says. "It's important to share both the good and bad stories."

It's a topic Krishnamurthy and her post-doctoral supervisor, Yolande Chan, routinely discuss. Krishnamurthy was encouraged to apply to the post-doctoral position by one of her thesis committee members, who spoke highly of Dr. Chan's reputation. "She is so much more than I could have asked for," says Krishnamurthy. "She is my role model."

After her post-doctoral position is complete, Krishnamurthy will be seeking a position at a research institute. She enjoyed Kingston, specifically the scenery, the small size of the city, and, believe it or not, the winter, which was a different experience for her time in

Phoenix for her doctoral degree. Just don't expect to see too many photos of Kingston on her social media feeds.



Is passion always a good thing?
Melissa Trivisonno – Julian Barling

If you think about previous bosses, you can probably think of a few who helped you to be your best and who inspired those around them. You may also remember those who exhibited low- or poor-quality leadership behaviours: those who were demeaning, controlling, or difficult to work with.

It was one of those latter coaches that sparked Melissa Trivisonno's interest in what separates good leaders from bad. "If you love what you do, shouldn't you demonstrate great leadership qualities?" she wondered.

After completing degrees in psychology and management, Trivisonno applied to the Smith to work with Dr. Julian Barling on a PhD in organizational behaviour. After graduating this spring, she transitioned right into a post-doctoral opportunity. Working under Dr. Barling's continued supervision, Trivisonno has been studying passion for leadership. "My dissertation included two

studies designed to develop a way to measure passion for leadership, followed by a third study where we conducted an experiment to understand the effects of a passion for leadership on high- or poor-quality leadership behaviours," says Trivisonno.

In Trivisonno's study, participants were randomly assigned to a harmonious passion for leadership, obsessive passion for leadership, or control condition; all participants then completed a leadership speech task. Two research assistants, who were blind to all study hypotheses, then independently analyzed those leadership speeches for positive and negative leadership behaviours.

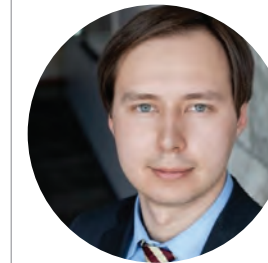
Harmonious behaviours are the kind you would expect from a leader who has a strong but controllable desire to engage in leadership. Leaders who exhibit harmonious passion for leadership can adapt to various situations such that they know when to engage and, just as importantly, when to disengage and focus on other activities that require their attention.

Harmonious passion isn't the only kind of leadership passion, however. Just like Trivisonno's old soccer coach, some leaders exhibit obsessive passion for leadership—meaning they have a strong but uncontrollable urge to engage in leadership. Leaders driven by an obsessive passion for leadership would feel compelled to pursue their goals relentlessly, both when they are engaged in or prevented from engaging in leadership.

"We hear a lot about how passion is a good thing to have: follow your passion and you'll never work a day in your life, be your best self...but we rarely stop to ask if it passion is always a good thing to have," noted Trivisonno. "It is not necessarily just about being passionate for leadership—the quality of the passion for leadership matters."

As a Montrealer, Trivisonno initially missed its culture. Over her time in Kingston, however, she developed an affection for the city's smaller size and its restaurant scene.

While COVID-19 has prematurely ended her time in Kingston, at least for the moment, Trivisonno is continuing her research and hopes to bring her passion for harmonious leadership into the halls of academia once her post-doctoral position is complete.



The right motivations
Dmitrii Komarov – Scotiabank Centre

Ever feel like a salesperson was pushing a product on you for their benefit, and not for yours?

Sometimes, an employee's goals and motivations can have unintended consequences in their interactions with clients. For instance, a salesperson who is judged based on how many sales they can complete in an hour might try and close the deal as quickly as possible and get off the phone. The clients' needs may come secondary.

At an extreme level, it can lead to situations like the one Wells Fargo found itself in back in 2016. The American bank was fined US\$185 million fired over 5,000 employees after it was uncovered that clients were signed up for services they didn't ask for.

This is not just an American problem. The Australian Securities and Investments Commission has threatened action against banks accused of causing harm to consumers, and in 2018 the federal budget pledged to strengthen the Financial Consumer Agency of Canada. Canadian banks are increasingly under pressure to demonstrate sound governance and implementation of sales practice programs to avoid intense regulation.

Dmitrii Komarov is working on a project with Scotiabank to continue developing the

right environment on its global footprint and ensure its salespeople conduct business appropriately. "Especially when you operate a large, global company like Scotiabank, you need rigorous controls and a combination of incentives and disincentives, or 'carrots and sticks', to encourage the right conduct," says Komarov.

Komarov is a post-doctoral candidate working with Mikhail Nediak and the Scotiabank Centre for Customer Analytics on a multi-phase experiment designed to find ways to incentivize and motivate the right behaviours from salespeople across the 50 countries where Scotiabank operates. The work has practical, real-life implications—Komarov is measuring the changes to incentives and penalties in real time. "This goes beyond analytics or management or behavioural study and actually starts to touch on elements of sociology. I find the human side of the data exciting, especially the way it allows you to develop controls for the behaviour."

Analytics became an interest of Komarov's after he completed his PhD in the U.S. He returned to his native Russia after the 2008 recession and found work in the oil and gas sector. It was during this time that Komarov taught himself about analytics and built a program for his company to help optimize operations. In 2013, he enrolled in the Smith MBA program and went on to work for Loblaw to manage an analytics team in its enterprise procurement division.

When the post-doctoral position presented itself in 2018, Komarov jumped at the chance to return to Kingston. "I love sailing, and Kingston is a great city for sailing because of the consistent thermal winds," he says.

Once his post-doctoral position is complete, Komarov will seek an academic position. While many post-docs move right from PhD into their post-doctoral positions, Komarov says his staggered approach helped his research. "When you've been exposed to industry, you will appreciate the people you get to work with and the necessary context in which you're working," he says.

AWARDS RECOGNIZE EXCELLENCE AMONG FACULTY AND STUDENTS

Four Smith School of Business faculty and three PhD students received awards for research, teaching and supervision earlier this month. Among faculty, Tina Dacin and Shamel Addas were honoured for their academic research. Dacin won the 2019 Award for Research Excellence and Addas the New Researcher Achievement Award.

Professors Julian Barling and Tandy Thomas were acknowledged for their work with students in the PhD and MSc programs. Barling won the Research Supervision Award and Thomas the Teaching Excellence Award. Anika Cloutier and Ting (Carol) Li both received this year's PhD Student Research Excellence Award. Stephanie Kelley won the New PhD Student Research Excellence Award.

Awards for faculty

Dacin, recipient of the Award for Research Excellence, is also the Stephen J.R. Smith Chair of Strategy and Organizational Behaviour. She was cited for her past leadership of the school's Centre for Social Impact and impressive record of publications and external funding awards.

Her research interests include cultural heritage and traditions, community resilience, social innovation and entrepreneurship. "I've had amazing collaborative opportunities," Dacin said, adding that at Smith she is given "the luxury to study topics that are really meaningful to me."

The New Researcher Achievement Award recognizes a pre-tenure faculty member for outstanding research. Addas, this year's



From left: Professors Julian Barling, Tandy Thomas, Shamel Addas and Tina Dacin

recipient, is assistant professor and Distinguished Faculty Fellow of Management Information Systems. Addas's research examines the mixed effects of information technology on people at work and in healthcare. "I am especially interested in how IT use is related to attention allocation and the subsequent effects on performance," he says.

In accepting the award for teaching, Thomas, BCom'03, MSc'04, recalled her own experience as a graduate student at Smith and learning from "some of the very best professors." In particular, Thomas cited her MSc supervisor, Jay Handelman, associate professor and associate dean of faculty at Smith. "As a student, I remember going to Jay's class and being incredibly impressed by how well prepared he was," she said. "It's a privilege for me to train the

next generation of scholars, and it's important for me that I do it well."

The Research Supervision Award is given to a deserving faculty member who has supervised Smith PhD or MSc students for at least three years during the last five-year period. The winner, Barling, who is the Borden Chair of Leadership, thanked his graduate students, who he said "challenge and inspire me. To work with such talented, motivated and wonderful young people is a gift."

His award, Barling said, was made extra special because he was receiving it at the same time that a graduate student he supervises, Anika Cloutier, was being recognized for her research. Pointing to Cloutier and her fellow PhD award winners, he added, "I know that the next generation of academia is in good hands."

Awards for PhD students

Cloutier and Carol Li, co-recipients of the PhD Student Research Excellence Award, both came to Smith in 2015. Cloutier's research focuses on three main areas: leadership, mental health, and the work-family interface. "I am interested in exploring two questions related to leadership: One, who becomes a leader versus who does not? And two, why do some leaders behave well, and others badly?" Cloutier says.

Li explores how digital technologies can be harnessed to promote entrepreneurial innovation in university-based business incubators. For example, how does the Internet of Things enable business model innovation? "I want to uncover the transforming impact of digital technologies on these incubators and improve their performance," she says.

Stephanie Kelley, BCom'12, MMA'17, the New PhD Student Research Excellence Award winner, began working on her PhD two years ago after graduating from Smith's Master of Management Analytics program. She studies the ethics of analytics and artificial intelligence in organizations. "I am motivated to generate practical and relevant AI ethics research to help organizations understand and prevent those ethics challenges so they can continue to leverage the many benefits of using AI and analytics," she says.

In receiving their awards the three students thanked their faculty supervisors: Barling (for Cloutier); Yolande Chan (Li) and Yuri Levin and David Saunders (Kelley).

PROMOTING SUSTAINABLE FINANCE

The Institute for Sustainable Finance is the first of its kind in Canada, and housed at Smith.

The year 2019 dealt a wake-up call on climate change to Canada: The Bank of Canada identified it as a key vulnerability in our financial system and the Canadian Expert Panel on Sustainable Finance reported that Canada was lagging behind other global financial systems on taking decisive action.

Seizing on this critical opportunity, a new organization has been set up to help Canada transition to a sustainable economy. The Institute for Sustainable Finance (ISF) was launched in November 2019. Located at Smith School of Business, it is the first collaborative hub in the country that brings together academia, the private sector and government in order to increase the country's sustainable finance capacity.

"For the financial sector, this is a pivotal moment to realign structures to ensure global capital flows toward solutions that will protect Canada's economy and our prosperity for the long run," says Sean Cleary, BMO Professor of Finance at Smith, and the institute's executive director.

Major global investors and financial institutions have accepted the reality of climate change, and the time for urgent action is upon us. "Canada needs to keep up and ... take a leadership role if we are to stay globally competitive. The longer we delay, the more risk we take on and the more opportunity we forego or cede to others in a low-carbon transition," adds Andy Chisholm, a member of the institute's advisory board and a member of the federal government's Canadian Expert Panel on Sustainable Finance.

The ISF will focus on research, collaboration and education in support of its mission to align Canada's mainstream financial markets to address one of the greatest economic transitions in history. To harness expertise in sustainability and finance from across Canada, the ISF established the Canadian Sustainable Finance Network (CSFN), an independent formal research and educational network.

The Institute for Sustainable Finance is supported by the Ivey Foundation, the McConnell Foundation, the McCall MacBain Foundation and the Thomson Chisholm Family Foundation.

Faculty News, Publications, Conferences, Articles, Books.

JOURNAL PUBLICATIONS

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BOOKS AND BOOK CHAPTERS

Chan, Y. E., Jenkin, T., & Spicker D. (2019) *Gender, Experience, Industry Sector, Title, and Country: Playing a Role in Intuition*. Liebowitz J., **Chan Y. E., Jenkin T., Spicker D., Joanna Paliszkievicz, and Fabio Babiloni** (Eds.), *How Well Do Executives Trust Their Intuition*, Taylor & Francis.

Dossinger, K., & **Rees, L.** (in press). Authenticity in career transitions: Navigating uncertainty in the self and the social context. In M. Griffin & G. Grote (Eds.) *Handbook of Uncertainty Management in Work Organizations*. Oxford: Oxford University Press.

Jiang, G.F. & **Sartor, Michael A.** (in press). Corporate anti-corruption policy, investment motives and foreign location choice (being published in) "International Business and Multi-layered Institutional Change" - Progress in International Business Research, Volume 15). In Eds. Rose, E.L., van Tulder, R., Verbeke, A. & Wei, Y., Emerald Publishing Limited, London, United Kingdom.

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Vurro, C. & **Dacin, M. T.** (2020). *Scaling Social Entrepreneurship*. Vaccaro A. (Ed.) Springer.

CONFERENCES AND PRESENTATIONS

Andreovski, G., Miller, D., Le Bretton-Miller, I., & Ferrier, W. (2020). *Why fight? Discovering micro-rationales for tactical actions*. Academy of Management Conference, Virtual.

Bassellier, G. (moderator), **Chan, Y. E., Miranda, S., & Newell S.** (2019 December). *Innovation Adoption, Use, and Diffusion: How Ecosystems Matter*. Panel, DIGIT (Diffusion of IT) pre-ICIS Workshop, Munich, Germany.

Beauregard, J., **Chan, Y. E., Howard P., & Smith M.** (June

2020). *Understanding Issues Surrounding Systemic Anti-Black Racism*. Social Sciences and Humanities Research Council of Canada. Virtual.

Chaigneau, P. (2019, July). *CEO Turnover: Performance Measurement and Monitoring*. HEC Montreal & McGill Summer Finance Workshop, Montebello, Quebec.

Chaigneau, P. (2020, May). *CEO Turnover: Performance Measurement and Monitoring*. Accounting and Economics Society Webinar Series, Webinar.

Chan, Y. E., Deluca, C., Martin, N & Murty R. (2019, June). Effective Graduate Supervision. School of Graduate Studies Workshop, Queen's University, Kingston, Ontario, June 2019.

Chan, Y. E. (Moderator), Gryc, W., Huneycutt, B., & Stanley, J. (2019 September). *Business and Technology*. Panel, Rhodes Scholars Alumni Conference, Victoria University (within the University of Toronto), Toronto.

Chan, Y. E. (2019 December). *The Job Application and Interview Process*. Faculty Roundtable presenter at the Doctoral Student Corner, International Conference on Information Systems, Munich, Germany.

Chan, Y. E. (Facilitator). (2019 December). Crossroads between Digital Innovation and Digital Transformation Professional Development Workshop, International Conference on Information Systems, Munich, Germany.

Chan, Y. E. (Facilitator). (2019 December). *JAIS-MISQ Executive Joint Special Issue on Artificial Intelligence in Organizations*

Workshop, International Conference on Information Systems, Munich, Germany, December 2019.

Chan, Y. E. Cooke, B., Galas, K., German, N., & Young M. (2020 January) "Women of Influence" Panel, Queen's Student Alumni Association (QSAA) Conference, Queen's University, Kingston, Ontario, January 2020.

Chan, Y. E. (2020 August). *Navigating the Job Market*. Faculty Roundtable presenter at the Doctoral Student Corner, Americas Conference on Information Systems (AMCIS). Virtual.

Chan, Y. E. (moderator), Ahuja, S., Denford, J., Henfridsson, O., & Levallet, N., (2019 August) *Digital Innovation and Entrepreneurship: The Challenges of an Ecosystem Perspective*. Forthcoming refereed symposium at the Organizational Communication and Information Systems (OCIS) Division, Academy of Management Conference, Vancouver.

Davern, M. J., **Gondowijoyo, P. M. E.* & Murphy, P. R.** (2020). *Mysterious Analytics = Less Ethical Decisions?* Accounting and Finance Association of Australia and New Zealand, Virtual.

Fedorowicz, J. (moderator), **Chan, Y. E., Kim, J. Y., Payton, F. C., & Te'eni D.** (2019 December) *Diversity and Inclusion in Academia: Does AIS Have a Problem?* Panel, International Conference on Information Systems (ICIS), Munich, Germany.

Hoang, K., **Yi Luo, Y., & Salterio, S.** (2020, January). *Evidence-Informed Audit Standard Setting: Exploring Evidence*

Use and Knowledge Transfer in Development of the Group Audit Standard. AAA Mid-Year Conference, Houston TX, USA.

Karmakar, I. (2020). *Adoption and Diffusion of Information Technology* (SIGADIT). AMCIS Proceedings, Virtual

Levallet, N., & **Chan Y. E.** (2020, August) *Digitally-enabled Organizational Improvisation Capability and Strategic Agility*. Paper in the European Journal of Information Systems Agility Special Issue Workshop, *Americas Conference on Information Systems*.

Loebbecke, C., & **Chan Y. E.** (2019 December). Organizers of the "Senior Scholars Slam," International Conference on Information Systems, Munich, Germany.

Packalen, K.A., & Rowbotham, K. (2020). *Clues to Fostering a Program Culture of Academic Integrity: Findings from a Multidimensional Model*. 2020 Academy of Management Annual Meeting, Virtual.

Sadreddin, A., & Chan Y. E. (December 2019). Actualizing Digital Affordances in New Ventures. Paper in the *Proceedings of the Paper Development Workshop* of the AIS Special Interest Group on Digital Innovation, Transformation, and Entrepreneurship (SIG-DITE) at ICIS, Munich, Germany.

Sadreddin, A., & Chan Y. E. (December, 2019). Patterns of Capability Building in New Ventures: The Role of Digital Technology Affordances. Paper in the *Proceedings of the 30th DIGIT Pre-ICIS Workshop*, Munich, Germany.

Samosh, D., Maerz, A., Spitzmuller, M., & Boehm, S. (2020). *Does respect matter? A study of accommodation-focused interpersonal justice*. Symposium presentation at the 35th Annual Meeting of the Society for Industrial and Organizational Psychology.

Sartor, M. (2019, August). *Corporate Anti-corruption Policies and Multinational Enterprise Location Strategy: The Contingent Role of Investment Motive*. Academy of Management Annual Meeting, Boston, USA.

Sartor, M. (2019, December). *The Impact of Multinational Enterprise Corporate Anti-Corruption Policy on Location Strategy: The Contingent Role of Investment Motive*. European International Business Academy Annual Conference, Leeds, United Kingdom.

Sartor, M. (2020, July). *The Impact of Formal Institutions on the Foreign Entry Strategies of Internationalizing SMEs in Emerging Markets*. Academy of International Business Annual Meeting, Virtual.

Schneider, H. (2019). *Promoting Best Practices in a Multitask Workplace*. University of Innsbruck Department of Economics. Innsbruck, Austria; Max Planck Institute for Research on Collective Goods, Bonn, Germany; and Hitotsubashi University Institute for Economic Research, Tokyo, Japan.

Webster, J. (2019). *Fake news: Social media and dissemination of false information*, International Conference on Information Systems, Munich, Germany.

Webster, J. (2019). *Sustainability*

Summit: Education Initiative, International Conference on Information Systems, Munich, Germany.

GRANTS

Chan, Y. E. with Wendy Cukier (PI) and other co-applicants. Social Sciences and Humanities Research Council of Canada Partnership Grant (\$2,446,979 for 2020-2026), "Inclusive Innovation and Entrepreneurship Network, IIE-Net."

NEWS

Chan, Y. E. was a Conference Committee Member – Senior Scholar Slam Co-Organizer with Claudia Loebbecke at ICIS 2019.

Chan, Y. E. was a Founding Member, Association for Information Systems (AIS) Special Interest Group on Digital Innovation, Transformation, and Entrepreneurship (SIGDITE)

Chan, Y. E. is a member of the Task Force on Journal Board Diversity, Association for Information Systems (AIS)

Chan, Y. E. is 2020: Doctoral Consortium Faculty Advisor, Organizational Communication and Information Systems (OCIS) Division, Academy of Management Conference (August virtual event).

Chan, Y. E. will be Mini-Track Co-Chair (with Janina Sundermeier and Hannes Rothe) for Addressing Diversity in Digitalization in the Knowledge Innovation and Entrepreneurial Systems Track, Hawaii International Conference on System Sciences (HICSS) 2021 in

Hawaii, USA.

Chan, Y. E. was awarded the Distinguished Service Award by Queen's University.

Chan, Y. E. received the Award for Excellence in Graduate Supervision from Queen's University.

Chan, Y. E. received the Distinguished Member Cum Laude Designation from the Association for Information Systems.

Dacin, M. T. was appointed as Section Editor for Social Entrepreneurship for the Journal of Business Ethics and is now an Editorial Board Member, *Academy of Management Journal and the Academy of Management Review*.

Dacin, M. T. received the Academy of Management's Networks for Business Sustainability (NBS) – Organizations and the Natural Environment (ONE) Division Research Impact on Practice Award.

Dacin, M. T. received the Community for Responsible Research in Business and Management (RRBM) Responsible Research in Management Award

Julian Barling has been named a Distinguished University Professor by Queen's University.

Jane Webster is a Fellow of the Association for Information Systems.

LaBarge, M. has joined the Editorial Review Board of the *Journal of Public Policy & Marketing*.

Rees, L. is an Editorial Review Board member for *Academy of Management Discoveries*, July 2020-present.

Salterio, S. (2020). Mentor for AAA Audit Section Doctoral Consortium at AAA Mid-Year Conference, Houston TX, USA, January 2020.

Salterio, S. Chair, Presenter, Workshop Leader and Discussant for the Postivist Field Research in Accounting, University of Sydney, Sydney Australia, October 2019.

Steve Salterio is an Editor for *The Accounting Review* and has joined the Editorial Board of *Contemporary Accounting Research and Auditing: A Journal of Practice & Theory*.

Sartor, M. Editorial Review Board Member of the *Journal of International Business Studies* and the *Journal of World Business*.

Spitzmuller, M. is a Member of the Editorial Board of *Organizational Behavior and Human Decision Processes*, *Journal of Organizational Behavior* and the *European Journal of Work and Organizational Psychology*.

Webster, J. was the Special Issue Editor for the *Journal of Management Information Systems*.

ARTICLES IN THE CONVERSATION

Chaigneau, P. (2020, February 21). *Women CEOs negotiate better severance than men – for all the wrong reasons*. The Conversation. theconversation.com/women-ceos-negotiate-better-severance-than-men-for-all-the-wrong-reasons-130971.

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of Business Ethics and is now an Editorial Board Member, *Academy of Management Journal* and the *Academy of Management Review*. 

Dacin, M. T. received the Academy of Management's Networks for Business Sustainability (NBS) – Organizations and the Natural Environment (ONE) Division Research Impact on Practice Award.

Dacin, M. T. received the Community for Responsible Research in Business and Management (RRBM) Responsible Research in Management Award

Julian Barling has been named a Distinguished University Professor by Queen's University.

Jane Webster is a Fellow of the Association for Information Systems.

LaBarge, M. has joined the Editorial Review Board of the *Journal of Public Policy & Marketing*.

Rees, L. is an Editorial Review Board member for *Academy of Management Discoveries*, July 2020-present.

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