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McIntire School of Commerce, University of Virginia
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EDUCATION

HARVARD BUSINESS SCHOOL Boston, MA
D.B.A. in Management, 2006
M.B.A. with Distinction, 2003

DARTMOUTH COLLEGE Hanover, NH
A.B. with High Honors in Economics, 1997
Magna cum laude, Phi Beta Kappa

ACADEMIC APPOINTMENTS

UNIVERSITY OF VIRGINIA Charlottesville, VA
McIntire School of Commerce
Professor, Management Area, August 2021-
Associate Professor, Management Area, 2014-2021
William Stamps Farish Professor of Free Enterprise, 2015-2018
Assistant Professor, Management Area, 2007-2014

HARVARD BUSINESS SCHOOL Boston, MA
Post-Doctoral Fellow, Organizational Behavior, 2006-2007

REFEREED PUBLICATIONS

Raz, K., Cowen, A., Behfar, K., and M. Thomas-Hunt. 2020. In pursuit of status at work: Disentangling status-seeking goals, motives, and behavior. *Academy of Management Discoveries*, in press.

Neely, B., Lovelace, J., Cowen, A. and N. Hiller. 2020. Meta-critiques of upper echelons theory: Verdicts and recommendations for future research. *Journal of Management*, 46 (6): 1029-1062.

Cowen, A. and N. Montgomery. 2020. To be or not to be sorry? How CEO gender impacts the effectiveness of organizational apologies. *Journal of Applied Psychology*, 105 (2): 196-208.

Montgomery, N. and A. Cowen. 2020. How leader gender influences external audience response to organizational failures. *Journal of Personality and Social Psychology*, 118 (4): 639-660.

Marcel, J., Cowen, A., and G. Ballinger. 2017. Are disruptive CEO successions viewed as a governance lapse? Evidence from board turnover. *Journal of Management*, 43 (5): 1313-1334.

Cowen, A., King, A., and J. Marcel. 2016. CEO severance agreements: A theoretical examination and research agenda. *Academy of Management Review*, 41 (1): 151-169.

Marcel, J. and A. Cowen. 2014. Cleaning house or jumping ship? Understanding board upheaval following financial fraud. *Strategic Management Journal*, 35 (6): 926-937.

Cowen, A. 2012. An expanded model of status dynamics: The effects of status transfer and interfirm coordination. *Academy of Management Journal*, 55 (5): 1169-1186.

- Cowen, A. and J. Marcel, 2011. Damaged goods: Board decisions to dismiss reputationally compromised directors. *Academy of Management Journal*, 54 (3): 509-527.
- Cowen, A. and S. Cowen, 2010. Rediscovering communities: Lessons from the Hurricane Katrina crisis. *Journal of Management Inquiry*, 19 (2): 117-125.
- Cowen, A., Groysberg, B., and P. Healy, 2006. Which types of analyst firms are more optimistic? *Journal of Accounting and Economics*, 41 (1-2): 119-146.

CONFERENCE PROCEEDINGS & OTHER PUBLICATIONS

- Marcel, J., Cowen, A., and A. King. 2013. Governance trade-offs: Do boards use severance contracts to insure new CEOs against intense monitoring? In Leslie Toombs (Ed.), *Proceedings of the Seventy-third Annual Meeting of the Academy of Management*.
- Cowen, S. and A. Cowen. 2010. Innovation amidst crisis. *Innovations: Technology | Governance | Globalization*, 5 (3): 3-11.
- Cross, R., Cowen, A., Vertucci, L., and R. Thomas, 2009. Leading in a connected world: How leaders drive results through networks. *Organizational Dynamics*, 38 (2): 93-105.
- Cowen, A. 2006. For better or worse? Mergers and status outcomes in the investment banking industry, In K. Mark Weaver (Ed.), *Proceedings of the Sixty-sixth Annual Meeting of the Academy of Management (CD)*, ISSN 1543-8643.

WORKING PAPERS

- Cowen, A., Montgomery, N. and C. Shropshire. Choosing sides: CEO gender and investor support for activist campaigns. Conditionally accepted at *Journal of Applied Psychology*.
- Marcel, J., and A. Cowen. Director emotion and the potentially corrosive effects of shareholder activism. Working paper. Under review.
- Cowen, A., Roberts, A. and V. Zamora. No dice? The influence of directors with incentive contracting experience on pay-performance sensitivity. Working paper. Under review.
- Montgomery, N. and A. Cowen. Fake news? CEO gender and stakeholder response to organizational misinformation. Working paper.

CONFERENCES & OTHER PRESENTATIONS

REFEREED PRESENTATIONS

- “To be or not to be sorry? How CEO gender impacts the effectiveness of organizational apologies,” *SMS Strategic Leadership Conference*, Las Vegas, NV, March 2019.
- “Changing my position: The role of CEO gender in retail investors’ reactions to proxy contests,” *SMS Strategic Leadership Conference*, Las Vegas, NV, March 2019.
- “Governance trade-offs: Do boards use severance contracts to insure new CEOs against intense monitoring?”
- *Strategic Management Society*, Denver, CO, October 2015.
 - *Academy of Management*, Orlando, FL, August 2013.

“Understanding the puzzle of CEO severance: The role of board/CEO power at hiring,” *Academy of Management*, Orlando, FL, August 2013.

“CEO severance as a governance mechanism,” *Academy of Management*, Boston, MA, August 2012.

“Duck, duck, goose: How power shapes director dismissals following governance failures,” *Academy of Management*, San Antonio, TX, August 2011.

“Succession failure? Director penalties following the use of an interim CEO,” *Academy of Management*, Montreal, Canada, August 2010.

“The board’s decision to dismiss reputationally-compromised directors,” *Academy of Management*, Chicago, IL, August 2009.

“Damaged goods? Firm-level contingencies and the settling up of compromised corporate directors,”

- *Strategic Management Society*, Cologne, Germany, October 2008.

- *Academy of Management*, Anaheim, CA, August 2008.

“Regulation and reality: An empirical look at equity analysts’ forecast optimism,” *Academy of Management*, New Orleans, LA, August 2004.

INVITED PRESENTATIONS

“Choosing sides: CEO gender and investor support for activist campaigns,” research talk, INSEAD Strategy & Entrepreneurship Seminar, April 2021.

Behavioral perspectives on strategy PDW, speaker/panelist, *Academy of Management* conference, Vancouver, Rescheduled for August 2021 due to COVID-19.

Gender & strategic leadership, speaker, Tulane University, New Orleans, LA. April 2020.

PhD research incubator, speaker/mentor, University of Florida, Gainesville, FL. Being rescheduled due to COVID-19.

“To be or not to be sorry? How CEO gender impacts the effectiveness of organizational apologies,” research talk, Case Western Reserve University, Cleveland, OH, September 2019.

OMT Junior Faculty Consortium, panelist/mentor, *Academy of Management* conference, Atlanta, GA, August 2017

“Unintended consequences: The rise of CEO severance agreements,” speaker/panelist, The Unintended Consequences of Best Corporate Governance PDW, *Academy of Management* conference, Anaheim, CA, August 2016

“Failure, controversy, & crisis,” speaker, *Singleton Governance Conference*, Lehigh University, Bethlehem, PA, May 2016.

“CEO severance contracts: Beyond the controversy,”

- National University of Singapore, research talk, November 2015.

- Singapore Management University, research talk, November 2015.

“Expanding the boundaries of corporate governance,” speaker, *SMS extension*, Fort Worth, TX, October, 2015.

“For better or worse? Mergers and status outcomes in the investment banking industry,” research talks at Boston University, Harvard Business School, University of Michigan, and University of Virginia, Spring 2007.

PROFESSIONAL SERVICE

REVIEWING, EDITORIAL & PROFESSIONAL SERVICE ACTIVITIES

Associate Editor, *Academy of Management Journal*, July 2019–present

Editorial review board, *Academy of Management Review*, 2009–present

Ad hoc journal reviewer: *Academy of Management Learning & Education*, *Journal of Business Ethics*, *Journal of Management*, *Journal of Management Inquiry*, *Management Science*, *Organization Science*, *Strategic Management Journal*

Representative-at-Large, Strategic Leadership & Governance interest group, *Strategic Management Society*, 2021–2023.

Chair, Board of directors’ track, *International Corporate Governance Society Conference*, Rome, Italy, September 2017.

Conference reviewer: *Academy of Management*, *International Corporate Governance Society*, *Strategic Management Society*, *SMS Strategic Leadership Conference*

ADMINISTRATIVE POSITIONS & COMMITTEE SERVICE

Associate Dean, Graduate programs, University of Virginia, 2020–present

Academic Director, MS in Global Commerce program, University of Virginia, 2018–2020

Co-chair, McIntire Dean Search Committee, University of Virginia, 2019–2020

MS in Global Commerce admissions committee, University of Virginia, 2018–2020

Graduate programs committee, University of Virginia, 2018–present

University teaching awards committee, University of Virginia, 2018

ARPT sub-committees, University of Virginia, 2014–2020

Provost search committee, University of Virginia, 2014–2015

McIntire CFO search committee, University of Virginia, 2013

Strategy faculty search committees, University of Virginia, 2013–2015

Organizational behavior faculty search committees, University of Virginia, 2011, 2012 & 2016

McIntire undergraduate admissions committee, University of Virginia, 2013–2017

ICE steering committee, University of Virginia, 2009–2014

OTHER SERVICE ACTIVITIES

Co-founder & organizer, CORE research seminar, University of Virginia, 2007–2015

Global Commerce Scholars advisor, University of Virginia, 2014–2017

EDF (TRC fellowship program) faculty mentor, University of Virginia, 2014–2015

Dissertation committee member: Kelly Raz (Darden), University of Virginia, 2012–2015

TEACHING EXPERIENCE

MCINTIRE SCHOOL OF COMMERCE, UNIVERSITY OF VIRGINIA

Purpose, power & pay: International corporate governance, MSC elective, 2021
International corporate governance and strategy, MS Global core, 2016-2019
Research and writing a global business thesis, MS Global core, 2018-2019
Doing business in the US, MS Global core, 2017
Corporate strategy, Undergraduate core, 2008-2010, 2012, 2016-2018
Organizational behavior, Undergraduate core, 2007-2015, 2020
Doing business in Brazil, Undergraduate & graduate elective, 2014-2016
Team skills workshops, MS Commerce core, 2015 & 2016

KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY

Leadership, Masters elective, 2007 (teaching fellow)

HARVARD BUSINESS SCHOOL

Leading change and organizational renewal, Executive education, 2004-2007 (facilitator)

PUBLISHED COURSE MATERIALS

“Innovation and Collaboration at Merrill Lynch (teaching note)” with B. Groysberg, Harvard Business School Note #406-081.

“Developing Leaders,” with B. Groysberg, Harvard Business School Note #407-015.

“Prudential Securities,” with B. Groysberg and P. Healy, Harvard Business School Case #104-008.

AWARDS & HONORS

All-University Teaching Award. University of Virginia, 2017.

Outstanding Reviewer Award. *Academy of Management Review*, 2013

Outstanding Faculty Member Award. Inter-Greek Council, University of Virginia, 2008

Excellence in Diversity Fellowship. University of Virginia, 2007

Emerald Management Reviews Citation of Excellence, 2006

Dively Award for Excellence in Pre-Dissertation Research. Harvard Business School, 2005

M.B.A. Second-Year Honors. Harvard Business School, 2002-2003

M.B.A. First-Year Honors. Harvard Business School, 2001-2002

Doctoral Fellowship. Harvard Business School, 2000-2005

Rufus Choate Scholar. Dartmouth College, 1996-1997

INDUSTRY EXPERIENCE

TIME INC.

New York, NY

Marketing Manager, *TIME*, 1999-2000

Associate Marketing Manager, *InStyle*, 1998-1999

Assistant Marketing Manager, Multi-title payment, 1997-1998