

Peter H. Gray

McIntire School of Commerce
University of Virginia
Charlottesville, Virginia
(434) 982-2696 pgray@virginia.edu

Work Experience

- 2016 – Full Professor of Information Technology, University of Virginia
- 2010 – 2016 Associate Professor of Information Technology, University of Virginia
- 2006 – 2010 Assistant Professor of Information Technology, University of Virginia
- 2002 – 2006 Assistant Professor of Management Information Systems, University of Pittsburgh
- 1997 – 2000 Independent consultant, information systems development projects
- 1990 – 1995 Consultant / Sales Representative, Rhodes & Co. Ltd, Ottawa, Ontario
- 1983 – 1990 IT Entrepreneur / Programmer, TBC Corp., Ottawa, Ontario

Research Interests

Social networks and social media that enhance organizational performance by providing people with novel channels for interacting, collaborating, and sharing knowledge.

Education

- 1999 - 2002 **Ph.D.** in Management, majors in IS and OB, Queen's University, Kingston, Ontario
- 1998 - 1999 **M.Sc.** (Information Systems), Queen's University, Kingston, Ontario
- 1996 - 1998 **B.Comm.** (Information Systems), Carleton University, Ottawa, Ontario

Refereed Publications (4,383 Google Scholar citations as of 9/30/22. h-index 23, i10-index 24)

- Cross, R. L. & P. Gray. *The Best Way to Network in a New Job*, Harvard Business Review, Special Issue, Fall 2022, 114-115.
- Gray, P., Cross, R., and Arena, M., *Use Networks to Drive Culture Change*, Sloan Management Review, 63(2), 2022, 51-58.
- Kitchens, B., Johnson, S., and Gray, P., *Understanding Echo Chambers and Filter Bubbles: The Impact of Social Media on Diversification and Partisan Shifts in News Consumption*, MIS Quarterly, 44(4), 2020, 1619-1649. (Distinguished Winner, 2020 AOM Responsible Research in Management Award; 1st Runner Up, 2020 OCIS Best Published Paper Award; MISQ 2020 Paper of the Year; AIS 2020 Best Paper Award)
- Cross, R., Davenport, T., Gray, P. (alpha order) *Collaborate Smarter, Not Harder*, Sloan Management Review, 61(1), 2019.
- Johnson, S., Gray, P. and Sarker, S. *Revisiting IS Research Practice in the Era of Big Data*, Information & Organization, 29, 2019, 41-56.
- Crocker, A., Cross, R., and Gray, P., (alpha order) *How Targeted Network Investments Promote Organizational Agility*, People + Strategy Journal, 4(2), 2019, 23-30.

- Gray, P., Butler, S., Sharma, N., *The Interacting Effects of Distributed Work Arrangements and Individual Dispositions on Willingness to Engage in Sensemaking Behaviors*, JASIST, 66(10), 2015, 2085-2097.
- Wang, Y., Gray, P., and Meister, D., *Task-driven Learning: The Antecedents and Outcomes of Internal and External Knowledge Sourcing*, Information & Management, 51, 2014, 939-951.
- Bateman, P., Butler, B., Gray, P. (equal contributions), and Diamant, I., *An Attraction-Selection-Attrition Model For Online Community System Size and Resilience*, MIS Quarterly, 38(3), 2014, 699-728.
- Cross, R., Gray, P. (equal contributions), *Where Has the Time Gone? Addressing Collaboration Overload in a Networked Economy*, California Management Review, 56(1), 2013, 50-66.
- Wang, Y., Meister, D., and Gray, P., *Social Influence and Knowledge Management Systems Use: Evidence from Panel Data*, MIS Quarterly, (37:1), 2013, 299-313.
- Cross, R., Gray, P., Gerbasi, A., Assimakopoulos, D., *Building Engagement from the Ground Up*, Organizational Dynamics, 41, 2012, 202-211.
- Ballinger, G., Craig, E., Cross, R., and Gray, P. *A Stitch In Time Saves Nine: Leveraging Networks To Reduce The Cost Of Turnover*, California Management Review, 53(4), 2011, 111-133. (Won Best Paper in Academy of Management OB Division 2012)
- Gray, P. Parise, S., and Iyer, B., *Innovation Impacts of Using Social Bookmarking Systems*, MIS Quarterly, 35(3), 2011, 629-643.
- Wang, Y., Meister, D., and Gray, P. *In or Out: An Integrated Model of Individual Knowledge Source Choice*, Journal of Organizational and End User Computing, 23(2), 2011, 37-56.
- Bateman, P., Gray, P. & Butler, B. *The Impact of Community Commitment in Online Communities*, Information Systems Research, 22, 2011, 841-854.
- Cross, R., Gray, P., Showers, M., Cunningham, S., Thomas, R. *The Collaborative Organization: How to Make Employee Networks Really Work*, Sloan Management Review, Fall 2010, 83-90. (Won Best Org Development Paper in MIT Sloan Management Review, awarded 2012)
- Gray, P.H. & Cooper, W.C. *Pursuing Failure*, Organizational Research Methods, 13(4), 2010, 620-643.
- Durcikova, A., & Gray, P.H. *How Knowledge Validation Processes Affect Knowledge Contribution*, Journal of Management Information Systems, 25(4), 2009, pp. 81-108.
- Butler, B.S. & Gray, P.H. *Reliability, Mindfulness, and Information Systems*, Management Information Systems Quarterly, 30(2), 2006, 211-224.
- Gray, P.H. & Durcikova, A. *The Role of Knowledge Repositories in Technical Support Environments: Speed Versus Learning in User Performance*, Journal of Management Information Systems, 22(3), Winter 05-06, pp. 161-193.
- Gray, P.H. & Meister, D. *Knowledge Sourcing Methods*, Information & Management, 43(2), 2006, pp. 142-156.
- Gray, P.H. & Meister, D. *Knowledge Sourcing Effectiveness*, Management Science, 50(6), 2004, pp. 821-834.
- Gray, P.H. & Meister, D. *Fragmentation and Integration in Knowledge Management Research*, Information Technology & People, 16(3), 2003, pp. 259-265.

- Gray, P.H. *The Impact of Knowledge Repositories on Power and Control in the Workplace*, Information Technology & People, 14(4), 2001, pp. 368-384.
- Gray, P.H. *A Problem Solving Perspective on Knowledge Management Practices*, Decision Support Systems, 31(1), 2001, pp. 87 - 102.
- Gray, P.H. *The Effects of Knowledge Management Systems on Emergent Teams: Towards a Research Model*, Journal of Strategic Information Systems, 9(2-3), 2000, pp. 175 - 191.
- Gray, P.H. & Chan, Y. *Integrating Knowledge Management Practices Through a Problem Solving Framework*, Communications of the AIS, 4(12), 2000.

Working Papers

- Cooper, W.C. and Gray, P., *Construct Drift*, reject from Administrative Science Quarterly, revising for resubmit elsewhere.
- Li, J., Kitchens, B., Johnson, S., and Gray, P. *Disparities in Online Health Information Discovery and Consumption: A Multi-Channel, Journey-Based View*. Under review at MIS Quarterly, June 2022.
- Kitchens, B., Johnson, S., Li, J., and Gray, P., *The Role of Information Discovery Channels in Health Information Consumption Patterns*, in preparation for submission to MIS Quarterly.

Other Publications

- Cross, R. L. & P. Gray. *Optimizing Return-to-Office Strategies with Organizational Network*, MIT Sloan Management Review Blog Post. (2021, June 29).
(<https://sloanreview.mit.edu/article/optimizing-return-to-office-strategies-with-organizational-network-analysis/?og=Home+Editors+Picks>)
- S. L. Johnson, B. Kitchens, & P. Gray. *Facebook Serves as an Echo Chamber, Especially for Conservatives. Blame Its Algorithm*, Washington Post. (2020, Oct 26).
(<https://www.washingtonpost.com/opinions/2020/10/26/facebook-algorithm-conservative-liberal-extremes/>).
- Cross, R. L. & P. Gray. *The Best Way to Network in a New Job*, HBR Blog Post. (2018, March 19).
(<https://hbr.org/2018/03/the-best-way-to-network-in-a-new-job>)
- Gray, P.H. & Ranta, D., *Networks of Excellence*, The Organizational Network Fieldbook, editors: R. Cross, J. Singer, S. Colella, B. Thomas, Jossey Bass, 2010, pp. 11 - 21.
- Gray, P. H. *Knowledge Sourcing Effectiveness*, Unpublished Doctoral Dissertation, Queen's University, 2002.
- Gray, P. H. *Empirical Evaluation of a Typology of Knowledge Management Practices*, Unpublished Master's Dissertation, Queen's University, 1999.
- Gray, P. H. *Knowledge Management and Virtual Organizations: A Review*, Journal of Global Information Management, Special Issue (July-September 2000).

Refereed Conference Presentations

- Bateman, P., Gray, P. & Butler, B. *Should I Stay or Should I Go: The Role of Referrals in Online Community Member Turnover and Tenure*, 31st International Conference on Information Systems, December 2010.
- Bateman, P., Gray, P. & Butler, B. *Community Commitment*, 27th International Conference on Information Systems, December 2006.

- Gray, P.H. & Butler, B. Exploratory Knowledge Sourcing in Distributed and Collocated Settings, European Academy of Management, May 2005.
- Gray, P.H. & Meister, D. Knowledge Sourcing Effectiveness, 5th Organizational Learning and Knowledge Management conference, June 2003.
- Gray, P.H. & Meister, D. Task and Technology Fit: Lessons from Knowledge Sourcing Technologies, Minnesota Knowledge Management Symposium, March 2003.
- Gray, P.H. & Meister, D. Anomaly Reconciliation in Electronic Discussion Groups, 22nd International Conference on Information Systems (ICIS), December 2001.
- Gray, P.H. A Problem Solving Perspective on Knowledge Management Practices, 4th Organizational Learning & Knowledge Management Conf., June 2001.
- Gray, P.H. Power and Control in Document Driven Knowledge Management Systems, Awarded Best Student Paper award in the OCIS division, Academy of Management Annual Meeting, Toronto, Ontario; August 2000.
- Gray, P.H. & Chan, Y. A Typology of Knowledge Management Practices. Presented at the Administrative Sciences Association of Canada conference; Saint John, New Brunswick; June 1999.

Editorial and Review Activities

Senior Editor, MIS Quarterly (2021-).

Senior Editor, Journal of the Association for Information Systems (2016-19).

Associate Editor, Special Issue of MISQ on Information Technology and Innovation (2014).

Associate Editor, MIS Quarterly (2009 - 2013).

Member, editorial review board, JAIS (2009 - 2010).

Member, editorial review board, Organization Science (2004 - 2010).

Member, editorial review board, Information Technology & People (2003-18).

Co-editor of Special Issue of Information Technology & People on Organizational Impacts of Knowledge Management Systems (16:3), 2003.

Ad-hoc reviewer for a number of leading journals and conferences, including ISR, JAIS, Journal of MIS, and MIS Quarterly.

Other Conference Participation

Associate Editor International Conference on Information Systems, 2009-21, 2006-07

KM Track Co-Chair International Conference on Information Systems, 2005

Discussant Academy of Management, 2004

Discussant International Conference on Information Systems, 2003

Invited Presentations

School of Business, Virginia Commonwealth University, Richmond, November 2011

School of Business, HEC Montreal, October 2010

Schulich School of Business, York University, November 2006

Desautels Faculty of Management, McGill University, November 2006

Queen's School of Business, Queen's University, June 2005

Richard Ivey School of Business, University of Western Ontario, November 2002

Teaching Experience

Strategic Management of Information Technology (MS-MIT), 2007-22
ICE Strategy & Systems (Undergraduate), 2006-22
ICE Managerial Decision Making (Undergraduate), 2018-22
Business Systems Dynamics (Undergraduate), 2015-2016
Systems Analysis and Design (MBA), 2002 - 2006
Systems Analysis and Design (undergraduate), 2004, 2006
Knowledge Management Systems (MBA), 2003, 2004
Knowledge Management Systems (undergraduate), 2000, 2001
Knowledge Management (PhD), 2004

University of Virginia Service

2019-2022 ICE Team 3 Leader
2010-2022 McIntire Research Committee
2011-2022 Member, various ARPT subcommittees
2019-2021 ICE Steering Committee
2018-2021 UVA Faculty Senator
2018-2021 Member, UVA Senate Research, Teaching, and Scholarship Committee
2018-2021 UVA Harrison Awards Evaluator
2018 Member, Tenure Task Force
2018 Member, ICE Task Force
2006-2018 Undergraduate Programs Committee
2017 Chair, ARPT Subcommittee for Jeri Seidman
2016 Chair, ARPT Subcommittee for Maisy Wong
2015 Chair, ARPT Subcommittee for Kieran O'Connor
2011 Chair, ARPT Subcommittee for Gary Ballinger
2010 Chair, ARPT Subcommittee for Drew Hess

Honors

2021 *Optimizing Return-to-Office Strategies* named 1 of 12 Top 2021 MIT SMR Articles
2021 Winner, 2020 AIS Best Paper Award.
2021 Winner, 2020 MISQ Best Paper Award.
2021 Distinguished Winner, 2020 AOM Responsible Research in Management Award.
2021 1st Runner Up, 2020 OCIS Best Published Paper Award.
2014 MISQ Reviewer of the Year for 2014.
2006 MISQ Reviewer of the Year for 2005.
2001 ICIS Doctoral Consortium
2000 Best OCIS Student Paper, Academy of Management Annual Meeting, Toronto.
1998 University Medal in Public Affairs & Management

PhD Committees

2009 Tanvi Gautam (Committee member)
2008 Patrick Bateman (Committee member)
2007 Scott Boss (Committee member)
2005 Jun He (Committee member)
2004 Alexandra Durcikova (Committee member)

This document last modified on 30 Sept 2022.