

AMANDA P. COWEN
Senior Associate Dean for Academic Programs
Cohen Bicentennial Professor of Commerce
McIntire School of Commerce, University of Virginia
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EDUCATION

HARVARD BUSINESS SCHOOL D.B.A. in Management, 2006 M.B.A. with Distinction, 2003	Boston, MA
DARTMOUTH COLLEGE A.B. with High Honors in Economics, 1997 <i>Magna cum laude, Phi Beta Kappa</i>	Hanover, NH

ACADEMIC APPOINTMENTS

UNIVERSITY OF VIRGINIA McIntire School of Commerce Cohen Bicentennial Professor of Commerce, 2023-present Professor, Management Area, 2021-2023 Associate Professor, Management Area, 2014-2021 Assistant Professor, Management Area, 2007-2014	Charlottesville, VA
HARVARD BUSINESS SCHOOL Post-Doctoral Fellow, Organizational Behavior, 2006-2007	Boston, MA

RESEARCH INTERESTS

My research focuses on how audiences interpret and respond to organizational failures and controversies, particularly in the domain of corporate governance. I am especially interested in how social evaluations (e.g., status, reputation, legitimacy) affect decisions and outcomes in these settings. I also explore how leader gender and gendered expectations shape external evaluators' perceptions and reactions to crisis communications.

REFEREED PUBLICATIONS

Marcel, J., and A. Cowen. 2024. Legacies of activism: The dynamics of emotion in the boardroom. *Academy of Management Review*, in press.

Montgomery, N. and A. Cowen. 2024. Rumor has it: CEO gender and response to organizational denials. *Journal of Applied Psychology*, in press.

Paruchuri, S., Hoempler, E., Cowen, A., Cannella, A. & Nahm, P. 2024. Governance failure and governance under failure: Reviewing the role of directors in organizational misconduct. *Journal of Management*, 50 (6): 2237-2265.

Cowen, A., Montgomery, N. and C. Shropshire. 2022. Choosing sides: CEO gender and investor support for activist campaigns. *Journal of Applied Psychology*, 107 (10): 1743-1757.

Raz, K., Behfar, K., Cowen, A. and M. Thomas-Hunt. 2021. In pursuit of status at work: Disentangling status-seeking goals, motives, and behavior. *Academy of Management Discoveries*, 7 (2): 266-293.

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.

* Nominated for Best Management Paper Practice Award, 2021.

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

Cowen, A., et al. 2022. Applying Coleman's Boat in management research: Opportunities and challenges in bridging macro and micro theory. *Academy of Management Journal*, 65(1): 1-10.

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.

CONFERENCES & OTHER PRESENTATIONS

REFEREED PRESENTATIONS

“How women in leadership are influenced by and influence their social environments,” symposium presenter, *Academy of Management*, Chicago, scheduled for August 2024.

“How to identify and test causal mechanisms of the decision-making process in corporate governance,” symposium presenter, *Academy of Management*, Boston, August 2023.

“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

“State of the Strategic Leadership Union,” panelist, *SLIDE* conference, Notre Dame, South Bend, May 2024.

“Emerging questions at the intersection of strategic leadership & stakeholders,” panelist, *Strategic Management Society*, Toronto, October 2023.

SLG Junior Faculty PDW, panelist/mentor, *Strategic Management Society*, Toronto, October 2023.

“Legacies of investor activism,” research talk, University of Groningen, Netherlands, June 2023.

“Choosing sides: CEO gender and investor support for activist campaigns,” research talk, Case Western Reserve University, Cleveland, OH, September 2022.

“Feelings in the boardroom: Director emotion & shareholder activism,” research talk, Hong Kong Polytechnic University Management Seminar, April 2022.

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

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

“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.

LEADERSHIP & SERVICE ACTIVITIES

EDITORIAL, REVIEWING, & PROFESSIONAL SERVICE ACTIVITIES

Associate Editor, *Academy of Management Journal*, July 2019-2022

Editorial review board, *Academy of Management Journal*, 2022-present

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

Associate Program Chair (1st year of 3-year leadership rotation), Strategic Leadership & Governance interest group, *Strategic Management Society*, 2024-2026.

Representative-at-Large, Strategic Leadership & Governance interest group, *Strategic Management Society*, 2021-2022.

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

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

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

ADMINISTRATIVE LEADERSHIP & COMMITTEE SERVICE

Senior Associate Dean for Academic Programs, University of Virginia, 2022-present

Associate Dean, Graduate programs, University of Virginia, 2020-2022

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

Chair, Graduate programs committee, University of Virginia, 2020-present

Chair, McIntire CFO search committee, University of Virginia, 2023

Chair, Exec. Director of Graduate Marketing & Admissions search committee, University of Virginia, 2020

Co-chair (with UVA Provost), McIntire Dean search committee, University of Virginia, 2019-2020

UVA 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

UVA Task Force on Micro-credentials & Stacking, University of Virginia, 2022-2023

ARPT Guidance Task Force, University of Virginia, 2021-2022

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

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

Graduate programs committee, University of Virginia, 2018-2020

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

University teaching awards committee, University of Virginia, 2018

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, MS Commerce elective, 2021

International corporate governance and strategy, MS Global core, 2016-2019, 2021-2022

Research and writing a global business thesis, MS Global core, 2018-2019, 2021
Doing business in the US, MS Global core, 2017
Corporate strategy, Undergraduate core, 2008-2010, 2012, 2016-2018, 2023
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