

Peter H. Gray

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

Work Experience

2025 - William G Shenkir Eminent Scholar Professor of Commerce, University of Virginia
2023 – 2025 Bank of America Professor of Commerce, University of Virginia
2016 – 2024 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

How new information technologies (a) affect how society functions and (b) enhance organizational performance by providing people with novel channels for interacting and collaborating.

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 (5,623 Google Scholar citations as of 7/30/25. h-index 23, i10-index 28)

Burton-Jones, A., Gray, P., and Majchrzak, A., *Producing Significant Research*, MIS Quarterly, 47(1), 2023, i-xv.

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.

Other Publications

- Cross, R. L. & P. Gray. *Optimizing Return-to-Office Strategies with Organizational Network Analysis*, 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).

Editorial and Review Activities

Senior Editor, MIS Quarterly (2021-24 and 2024-27).
Member, Harvard Business Review Advisory Council (2024-).
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.

Teaching Experience

Strategic Management of Information Technology (MS-MIT), 2007-25
ICE Strategy & Systems (Undergraduate), 2006-25
ICE Managerial Decision Making (Undergraduate), 2018-25
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

2024-2025	ARPT Chair
2024-2025	Member, Dean Search Committee
2016-2025	ITI Area Group Storytelling Workshop Coordinator
2006-2025	MSMIT Mod 4 Coordinator
2010-2024	Research Advisory Committee
2019-2024	ICE Team 3 Leader
2019-2024	ICE Steering Committee
2024	Member, Korgaonkar ARPT Subcommittee
2023	Member, Promotion to Full Subcommittee
2022	Member, Lukyanenko ARPT Subcommittee
2021	Member, Chaired IT Professor Search Committee
2020	Member, Li ARPT Subcommittee
2019	Chair, Gregory ARPT Subcommittee
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

Other Recent Service

2025	External Letter Writer (1 - Confidential).
2024	External Letter Writer (2 - Confidential).
2021-24	MISQ Reviewer Development Workshop.
2021-24	MISQ Author Development Workshop.
2022-23	MISQ Scholarly Development Academy.
2023	External Letter Writer (2 - Confidential).
2023	AIS Senior Scholar Mentor.
2022	MISQ Responsible Research in Business & Management Selection Committee.
2021	External Letter Writer (1 - Confidential).
2021	City University of Hong Kong IS Research Workshop.
2021	<i>Meet the Papers</i> IS Research Workshop.

2018 External Letter Writer (1 - Confidential).

Honors

2022 UVA Research Achievement Award
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.
2005 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

2023 Jeffrey Bakthakumar (External examiner)
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 July 2025.