

Samantha M. Keppler
Stephen M. Ross School of Business
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Employment STEPHEN M. ROSS SCHOOL OF BUSINESS, UNIVERSITY OF MICHIGAN, ANN ARBOR, MI
2023 - 2024 NBD Bancorp Assistant Professor of Business Administration
2017 - Present, Assistant Professor of Technology and Operations
2016 - 2017, Assistant Professor of Technology and Operations (Off Tenure Clock)
2015 - 2016, Research Fellow

Research Interests
Non-governmental resources in education
Education and nonprofit operations
Frontline workers and technology

Education NORTHWESTERN UNIVERSITY, EVANSTON, IL
McCormick School of Engineering
Ph.D. Industrial Engineering and Management Sciences, 2015
M.S. Industrial Engineering and Management Sciences, 2012
DISSERTATION COMMITTEE: *Paul Leonardi (Chair), Karen Smilowitz, Noshir Contractor, James Spillane*
DISSERTATION TITLE: *Integrating Social and Resource Networks: Resource Acquisition and Strong Ties in Primary School Systems*

CITY UNIVERSITY OF NEW YORK, LEHMAN COLLEGE, BRONX, NY
Graduate School of Education
M.S.Ed. Mathematics Education (Grades 7-12), 2010

CLARK UNIVERSITY, WORCESTER, MA
School of Liberal Arts
B.A. Mathematics and Economics, 2008, Summa Cum Laude

Published Manuscripts

1. Davis, A., Flicker, B., Hyndman, K., Katok, E., Leider, S., Keppler, S., Long, X. & Tong, J. (2023) A Replication Study of Operations Management Experiments in *Management Science*. Forthcoming in *Management Science*.
· Winner, Christiaan Huygens Reproduction and Replication Prize 2023
2. Keppler, S.M. & Leonardi, P.M. (2023) Building Relational Confidence in Remote and Hybrid Work Arrangements: Novel Ways to Use Digital Technologies to Foster Knowledge Sharing. *Journal of Computer-Mediated Communication (JCMC)*, 28(4), zmad020.
· Finalist, Carolyn Dexter Best Paper Award, Academy of Management Annual Meeting 2014
3. Keppler, S.M. (2022) Little's Law and Educational Inequality: A Comparative Case Study of Teacher Workaround Productivity. Forthcoming in *Management Science*.
· Winner, Ross DEI Faculty Research Award 2023
4. Keppler, S.M., Li, J. & Wu, D. (2022) Crowdfunding the Front Lines: An Empirical Study of Teacher-Driven School Improvement. *Management Science*, 68(12), 8515-9218.
· Winner, MSOM Service Special Interest Group (SIG) Best Paper Award 2023
· Winner, MSOM Responsible Research Award 2022
· Finalist, *Financial Times* Research Impact Award 2021

5. Keppler, S.M, Smilowitz, K.R., & Leonardi, P.M. (2020) Contextual Trustworthiness of Organizational Partners: Evidence from Nine School Networks. *Manufacturing and Service Operations Management*, 23(4), 974 - 988.
6. Leonardi, P.M & Keppler (Meyer), S.R. (2015) Social Media as Social Lubricant: How Ambient Awareness Eases Knowledge Transfer, *American Behavioral Scientist*, 59(1), 10-34.

Other Publications

7. Smilowitz, K.R. & Keppler, S.M (2020) On the use of operations research and management in public education systems, *INFORMS TutORial*.

Completed Manuscripts

8. Stopping the Revolving Door: An Empirical and Textual Study of Crowdfunding and Teacher Turnover. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan). Major Revision, *Manufacturing and Service Operations Management*.
· Winner, POMS Applied Research Challenge 2022.
9. Algorithm Reliance Under Pressure: The Effect of Customer Load and Learning Interventions on Service Workers. With Clare Snyder (University of Michigan) and Steve Leider (University of Michigan). Major Revision, *Management Science*.
10. The Costs of Nonprofit-Provided Resources and Services: Evidence from School Beneficiaries. With Karen Smilowitz (Northwestern University). Major Revision, *Production and Operations Management Journal*.
11. Developing Capabilities for Resourcing: A Comparative Study of the Relationship Between Problemistic and Opportunistic Resourcing in Schools. With Paul Leonardi (UC Santa Barbara). To be submitted, *Administrative Science Quarterly*.

Early Stage Projects

12. Teacher ChatGPT Use. With Clare Snyder (University of Michigan) and Park Sinchaisri (University of California - Berkeley).
13. Crowdfunding and Student Learning Recovery after COVID-19. With Jun Li (University of Michigan).
14. Different Structures of Partial Provision by Nonprofit Organizations. With Karen Smilowitz (Northwestern University).

Awards

- 2023 CHRISTIAAN HUYGENS REPRODUCTION AND REPLICATION PRIZE (WINNER)
INSTITUTE FOR REPLICATION
WINNING PAPER: A Replication Study of Operations Management Experiments in *Management Science*. With Andrew Davis (Cornell University), Blair Flicker (University of South Carolina), Kyle Hyndman (University of Texas - Dallas), Elena Katok (University of Texas - Dallas), Steve Leider (University of Michigan), Xiaoyang Long (University of Wisconsin) & Jordan Tong (University of Wisconsin)
- 2023 DIVERSITY, EQUITY, AND INCLUSION FACULTY RESEARCH AWARD (WINNER)
UNIVERSITY OF MICHIGAN, STEPHEN M. ROSS SCHOOL OF BUSINESS
WINNING PAPER: Little's Law and Educational Inequality: A Comparative Case Study of Teacher Workaround Productivity. (solo-authored)
- 2022 RESPONSIBLE RESEARCH AWARD (WINNER)
MANUFACTURING AND SERVICE OPERATIONS MANAGEMENT SOCIETY

WINNING PAPER: Crowdfunding the Front Lines: An Empirical Study of Teacher-Driven School Improvement. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan).

2022 APPLIED RESEARCH CHALLENGE (WINNER)

PRODUCTION AND OPERATIONS MANAGEMENT SOCIETY

WINNING PAPER: Stopping the Revolving Door: An Empirical and Textual Study of Crowdfunding and Teacher Turnover. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan).

2021 ACADEMIC RESEARCH AWARD (FINALIST)

Financial Times

WINNING PAPER: Crowdfunding the Front Lines: An Empirical Study of Teacher-Driven School Improvement. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan).

2014 CAROLYN DEXTER BEST PAPER AWARD (NOMINEE, 1/20 FROM CONFERENCE)

ACADEMY OF MANAGEMENT ANNUAL MEETING

WINNING PAPER: Building Relational Confidence in Remote and Hybrid Work Arrangements: Novel Ways to Use Digital Technologies to Foster Knowledge Sharing. With Paul Leonardi (UC Santa Barbara).

2011 CABELL FELLOWSHIP

NORTHWESTERN UNIVERSITY, MCCORMICK SCHOOL OF ENGINEERING

2011 HAROLD RICHARDS GRADUATE FELLOWSHIP FOR ORGANIZATION THEORY AND SYSTEMS ANALYSIS

NORTHWESTERN UNIVERSITY, MCCORMICK SCHOOL OF ENGINEERING

Invited Talks

THE EFFECTS OF TEACHER CROWDFUNDING ON STUDENT PERFORMANCE AND TEACHER RETENTION

- Harvard Business School (2021)
- Yale University School of Management (2021)
- Dartmouth Tuck School of Business (2021)
- University of Minnesota Carlson Business School (2021)
- University of Pennsylvania Wharton Business School (2021)
- University of Virginia Darden Business School (2022)
- University of Texas-San Antonio Alvarez College of Business (2023)
- Lehigh University Industrial and Systems Engineering (2021)
- National Academy of Engineering (NAE) Frontiers of Engineering Symposium (2021)
- American Association of State Administrators (AASA) Leadership Conference (2022)
- Bridgespan Group (Valhalla Charitable Foundation) (2021)
- DonorsChoose Board Meeting (2021)
- DonorsChoose All-Staff Retreat (2021)
- DonorsChoose Media and Donor Meeting (2021)
- Pennsylvania Governor Shapiro's Transition Team (2022)

LITTLE'S LAW AND EDUCATIONAL INEQUALITY

- INSEAD (2023)
- University of British Columbia Sauder School of Business (2021)
- University of Michigan's Hosmer-Hall Lunch (2020)

SCHOOL-NONPROFIT RELATIONSHIPS

- Northwestern University's Sciences Po Working Conference on Education and Society (2015)
- University of Michigan's Interdisciplinary Committee on Organizational Studies (ICOS) (2016)

Written Practitioner Articles

1. Keppler, S.M. (2023) A New Formula For Measuring School Partnership Inequities. *Working Paper*.
2. Keppler, S.M. (2023) Style and Substance: Help Teachers Create the Classroom of their Dreams. *Character Lab, Tip of the Week*.
3. Keppler, S.M. (2023) What Teachers Are Likely Missing From Their Back-to-School Wish Lists *Education Week*.

4. Keppler, S.M. & Smilowitz, K.R. (2020) School buildings need more space to safely reopen. *The Conversation*.
 - Picked up in *Fast Company*.
 - Approximately 21,000 reads
5. Keppler, S.M. (2020) 7 things public schools do besides teach kids academic basics. *The Conversation*.
 - Approximately 25,000 reads
6. Keppler (Meyer), S.R., Pierce, C.S., Kou, Y., Leonardi, P.M., Nardi, B.A., & Bailey, D.E. (2015, January). Offshoring Digital Work, But Not Physical Output: Differential Access to Task Objects and Coordination in Globally Distributed Automotive Engineering and Graphic Design Work. In *Digital and Social Media, 2015. HICSS. Proceedings of the 48th Annual Hawaii International Conference on System Sciences*. IEEE.
 - Best Paper Award Nominee, Digital and Social Media Track

Media Coverage

Stateside Podcast: What students need to succeed *NPR Stateside*, 2023.

Impact of Physical Resources on Students and Teachers *Modern Principal Podcast*, 2023.

Nonprofits aim to do good but may unwittingly perpetuate inequities in schools, U-M study finds *Michigan News*, 2023.

Episode #104 How Can Business Shape the Future of DEI? *Business and Society Podcast*, 2022.

Here's a new way for your teachers to get innovative projects funded. *District Administration*, 2022.

States use ESSER funding to fulfill teachers requests for materials. *K-12 Dive*, 2022.

Academic research award: smart ideas with real-world impact. *Financial Times*, 2022.

Even small crowdsourced projects from teachers make a difference for students. *Michigan News*, 2021.

Charles Best Knows What Teachers Need. *The Wall Street Journal*, 2021.

From golf caddy to banker: Jackson native, University of Michigan grad heads to Wall Street. *MLive*, 2021.

School Resources Lost During COVID-19. *Michigan Minds Podcast*, 2020.

Convention centers, museums become classrooms amid pandemic. *The Associated Press*, 2020.

Work on Funded Research

Co-PI, Primary School Organizations as Open Systems: Strategic External Relationship Development to Promote Student Engagement in STEM Topics, Karen Smilowitz (PI), with Paul Leonardi (Co-PI) and James Spillane (Co-PI). Funding Source: National Science Foundation (DRL-1344266). Award Amount: \$707,299.

Doctoral Research Assistant, Improving the Effectiveness of Organizational Knowledge Transfer Through Social Media Use. Paul Leonardi (PI). Funding Source: National Science Foundation (SES-1331492). Award Amount: \$309,170.

Teaching

INSTRUCTOR, TO 502, MBA CORE
 · Applied Business Statistics (4.8/5)
 · Course Co-Coordinator 2020, 2022, 2023

INSTRUCTOR, TO 301, BBA CORE
 · Business Analytics and Statistics (5/5)
 · Course Coordinator 2018, 2019

INSTRUCTOR, TO 899, GRADUATE SEMINAR
 · Mixed Methods Approaches to Knowing the Field (4.8/5)

ADVISER, ACTION-BASED LEARNING PROJECTS

Tauber Institute for Global Operations

- Amazon Process Safety
- GE Digital Transformation - 2nd Place in Tauber Spotlight Competition
- Stanley Black and Decker Industry 4.0 Transformation

PhD Students Clare Snyder (Adviser, 2020 - Present), Co-Advised with Stephen Leider.

Anna Foster (Committee Member, 2022 - Present), Advised by Don Peurach (University of Michigan School of Education).

Lyndon Garrett (Committee Member, 2015-2017), Advised by Gretchen Spreitzer and Lance Sandelands.

· Academic Position: Assistant Professor, Carroll School of Management, Boston College

Service and Professional Activities

UNIVERSITY OF MICHIGAN

- Faculty Affiliate, Center for Positive Organizations, 2021-2022, 2022-2023
- PhD Recruitment Committee, 2020, 2023
- Presenter, MBA Orientation, 2022
- Diversity, Equity, and Inclusion Committee, 2020 - 2021
- Discussant, Business + Impact Studio, 2021
- Adviser, Bridges Program, 2020 - 2021
- Technology and Operations Seminar Coordinator, 2019-2020, 2020-2021
- Adviser, Tauber Institute, 2018 - 2020
- Community Values Committee, 2017-2018, 2018-2019
- Presenter, Preparation Initiative, 2017 - 2019
- Coordinator, 5th Floor Holiday Giving, Fall 2019 and Fall 2020
- TO Faculty Recruitment Committee, 2018
- Interdisc. Committee on Organizational Studies (ICOS) Co-Coordinator, 2015-2016

JOURNALS AND CONFERENCES

- Cluster Co-Chair, 2022 INFORMS Behavioral Operations Management
- Presenter, 2021 POMS Doctoral Consortium
- Paper Competition Judge,
 - 2022 and 2020 MSOM Student Paper Competition
 - 2022 MSOM SIG Service Best Paper Award
 - 2022 INFORMS BOM Best Working Paper Competition
 - 2021 INFORMS Public Sector Operations Best Paper Award
- Session Chair, POMS and INFORMS
- Reviewer, Operations Field: *Management Science*, *MSOM*, *POMS*, *Service Science*
- Reviewer, Organizations Field: *Organization Science*, *Strategic Management Journal*, *American Behavioral Scientist*, *Journal of Computer-Mediated Communication*, *Journal of Business Research*
- Grant Reviewer, National Science Foundation

Professional Experience

High School Mathematics Teacher, 2008 - 2011 (Teach For America)

KAPPA International High School, Bronx, NY