

Ted Baker
Professor of Management & Global Business
George F. Farris Chair in Entrepreneurship
Rutgers Business School Newark & New Brunswick
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ACADEMIC EMPLOYMENT and AFFILIATIONS

Rutgers Business School – Newark and New Brunswick, January 2015-present.

Founding Co-Director (with Jasmine Cordero-West) The Urban Solutions Lab (USL) at the Honors Living & Learning Community. January 2022-present.

Founding Director, Rutgers Advanced Institute for the Study of Entrepreneurship & Development (RAISED), January 2015-present.

Founding Co-Director (with Jasmine Cordero-West), RU-Flourishing, an engaged research, training and support program for previously incarcerated entrepreneurs. 2017-present.

Co-Founder (with Roger Debo & Stephen Tse), The Collaborative for Technology Entrepreneurship & Commercialization, a cross-disciplinary program between Rutgers Business School and School of Engineering, 2015.

Honorary Professor, University of Cape Town, Cape Town South Africa, 2018-present.

Senior Fellow, Bertha Centre for Social Innovation & Entrepreneurship, University of Cape Town, Cape Town South Africa, 2012-present.

Fellow & Founding Member, IfM Research Fellows Network
Institut für Mittelstandsforschung (IfM) Bonn, Germany, 2020-present.

Professor, Department of Management, Innovation and Entrepreneurship,
North Carolina State University, Raleigh, NC 2013-2015.

Professor, NCSU, 2013-2014.

Associate Professor, NCSU, 2008-2013.

Assistant Professor, NCSU, 2005-2008.

Founding Executive Director, The Entrepreneurship Collaborative (“TEC”), NCSU, 2010-2014.
Co-PI and Founding Director, Innovation and Entrepreneurship, The ASSIST Center (NSF-funded Nano-ERC), NCSU, 2012-2013.
Adjunct Professor and Member of the Ph.D. program faculty, Textile Technology Management Program, College of Textiles, NCSU, 2010-2013.

Assistant Professor, Management Department,
University of Connecticut, Storrs, CT, 2002-2005.

Assistant Professor, Department of Management and Human Resources,
Director, Weinert Applied Ventures in Entrepreneurship Program,
Managing Director, Weinert Seed Investment Fund,
University of Wisconsin, Madison, WI, 1999-2002.

EDUCATION

- Ph.D. University of North Carolina, Department of Sociology, Chapel Hill, North Carolina, May, 1999.
- MA University of North Carolina, Department of Sociology, Chapel Hill, North Carolina, December, 1995.
- MBA University of Chicago, Graduate School of Business, Chicago, Illinois, March, 1985.
- BA University of Massachusetts, Department of Sociology, Amherst, Massachusetts, January, 1981.

PUBLICATIONS

Journal Publications

Paul Steffens, Ted Baker, Per Davidsson & Julienne Senyard. *When is Less More? Boundary Conditions of Effective Entrepreneurial Bricolage*. Journal of Management. Forthcoming.

Jay O’Toole, Yan Gong, Ted Baker, Dale Eesley & Anne S. Miner. 2021. *Startup responses to unexpected events: The impact of the relative presence of improvisation*. Organization Studies, 42(11): 1741-1765.

Friederike Welter & Ted Baker. 2021. *Moving contexts onto new roads: Clues from other disciplines*. Entrepreneurship Theory & Practice, 45(5): 1154-1175.

Ted Baker & E. Erin Powell. 2020. *Prosocial Ventures: Meaning well and thinking good thoughts are nice, but not enough*. Rutgers Business Review, 5(2): 145-152.

Ted Baker & E. Erin Powell. 2019. *Entrepreneurship as a New Liberal Art*. Small Business Economics, 52(2): 405-418.

Friederike Welter, Ted Baker & Katharine Wirsching. 2019. *Three Waves and Counting: The rising tide of contextualization in entrepreneurship research*. Small Business Economics, 52(2): 319-330

E. Erin Powell, Ralph Hamann, Verena Bitzer & Ted Baker. 2018. *Bringing the Elephant into the Room? Enacting conflict in collective prosocial organizing*. Journal of Business Venturing, 33: 623-642.

Ted Baker & Welter, Friederike. 2018. *Contextual Entrepreneurship – An Interdisciplinary Perspective*. Foundations and Trends in Entrepreneurship: 14, (4): 357–426.

E. Erin Powell & Ted Baker. 2017. *In the Beginning: Identity processes and organizing in multi-founder nascent ventures*. Academy of Management Journal: 60(6): 2381-2414.

Ted Baker & Friederike Welter. 2017. *Come on out of the ghetto, please! – Building the future of entrepreneurship research*. International Journal of Entrepreneurial Behavior and Research. 23(2): 170-184.

Per Davidsson, Ted Baker & Julienne Senyard. 2017. *A Measure of Entrepreneurial Bricolage Behavior*. International Journal of Entrepreneurial Behavior and Research, 23(1): 114-135.

Friederike Welter, Ted Baker, David Audretsch & William Gartner. 2017. *Everyday entrepreneurship – a call for entrepreneurship research to embrace entrepreneurial diversity*. Entrepreneurship Theory & Practice, May: 311-321.

E. Erin Powell & Ted Baker. 2014. *It's what you make of it: Founder identity and enacting strategic responses to adversity*. Academy of Management Journal, 57(5): 1406-1433.

Julienne Senyard, Ted Baker, Paul Steffens & Per Davidsson. 2014. *Bricolage as a path to innovativeness for resource-constrained new firms*. Journal of Product Innovation Management, 31(2), 211-230.

Johan Wiklund, Ted Baker & Dean Shepherd. 2010. *The age-effect of financial indicators as buffers against the liability of newness*, Journal of Business Venturing, 25(4): 423-437.

Timothy G. Pollock, Bret Fund and Ted Baker. 2009. *Dance with the one that brought you? Venture Capital Firms and the Retention of Founder-CEOs*. Strategic Entrepreneurship Journal, 3: 199-217.

Steve Barr, Ted Baker, Steve Markham & Angus Kingon. 2009. *Bridging the Valley of Death: Lessons learned from 14 years of commercialization of technology education*. Academy of Management Learning & Education, 8(3): 370-388.

Ted Baker & Timothy G. Pollock. 2007. *Making the Marriage Work: The Benefits of Strategy's Takeover of Entrepreneurship for Strategic Organization*. Strategic Organization, 5(3): 297-312 (Invited paper).

Ted Baker. 2007. *Resources in Play: Bricolage in the Toy Store(y)*. Journal of Business Venturing, 22: 694-711.

Ted Baker & Reed E. Nelson. 2005. *Creating Something from Nothing: Resource Construction through Entrepreneurial Bricolage*. Administrative Science Quarterly, 50:329-366. Winner of the 2011 Greif Research Impact award as the most impactful entrepreneurship paper published in 2005. Winner of the 2020 Academy of Management Entrepreneurship Division Foundational Paper Award.

Ted Baker, Eric Gedajlovik & Michael Lubatkin. 2005. *A Framework for Comparing Entrepreneurship Processes across Nations*. Journal of International Business Studies, 36: 492-504.

Reprinted in International Entrepreneurship, edited by Benjamin M. Oviatt and Patricia Phillips McDougal, Edward Elgar Publishing, 2007.

Ted Baker, Anne S. Miner & Dale Eesley. 2003. *Improvising Firms: Bricolage, Retrospective Interpretation and Improvisational Competencies in the Founding Process*. Research Policy, 32: 255-276.

Howard E. Aldrich, Michele Kremen Bolton, Ted Baker, & Toshihiro Sasaki. 1998. *Information Exchange and Governance Structures in U.S. and Japanese R&D Consortia: Institutional and Organizational Influences*. IEEE Transactions on Engineering Management, 45(3): 263-275. (First Runner-up, IEEE Transactions Best Paper Award)

Ted Baker, Howard E. Aldrich, & Nina Liou. 1997. *Invisible Entrepreneurs: The Neglect of Women Business Owners by Mass Media and Scholarly Journals in the USA*. Entrepreneurship and Regional Development, 9: 221-238.

Reprinted in *An Evolutionary Approach to Entrepreneurship*, Howard Aldrich, Edward Elgar Publishing, 2011.

Books & Monographs

Ted Baker & Friederike Welter. 2020. Contextualizing Entrepreneurship Theory. Routledge, London.

Gerard George, Ted Baker, Paul Tracey & Havovi Joshi, (eds). 2019. The Handbook of Inclusive Social Innovation. Edward Elgar, Northampton, MA.

Ted Baker & Friederike Welter (eds). 2014. The Routledge Companion to Entrepreneurship. Routledge, London.

George, Gerard, Tore Opsahl & Ted Baker. 2011. Organisational design for effective prevention of mother-to-child transmission of HIV: The case of India. Report to the Global Fund to Fight AIDS, Tuberculosis and Malaria, and UNAIDS.

Baker, T. (2011), Commercial video talk: "Creating and deploying the entrepreneurial team", in Shane, S. (ed.), *Entrepreneurship: How to create successful new businesses*, The Marketing & Management Collection, Henry Stewart Talks Ltd, London (online at <http://hstalks.com/?t=MM1372970>)

Ted Baker. 1999. Doing Well by Doing Good: The Bottom Line on Workplace Practices. Washington, D.C., The Economic Policy Institute.

Ted Baker. 1999. Corporate Organizational Practices and Firms' Financial Performance. Technical Paper No. 232. Washington, D.C., The Economic Policy Institute, January, 1999.

Book Chapters and Papers in Annuals

Baker, T., & Powell, E. E. 2020. Founder Identity Theory, in Melissa Cardon, Michael Frese and Michael Gielnik (eds), *The Psychology of Entrepreneurship: New Perspectives*. The Society for Industrial and Organizational Psychology (SIOP) Frontiers Series. New York, NY: Psychology Press.

Baker, T., Powell, E.E. and Fultz, E. 2017. Whatdya know? Qualitative methods in entrepreneurship. In *Routledge Handbook of Qualitative Research*, Sanjay Jain & Raza Mir, editors.

Gartner, William. B., Teague, Bruce T., Baker, Ted & R. Daniel Wadhvani. 2017. A brief history of the idea of opportunity. In C. Leger-Jarniou & S. Tegtmeier (Eds). *Research Handbook on Entrepreneurial Opportunities*. Cheltenham, UK: Edward Elgar Publishing

Baker, T. and Powell, E. E. 2016. 'Let them eat bricolage? Toward a contextualized notion of inequality of entrepreneurial opportunities,' in William B. Gartner and Friederike Welter (eds), *A Research Agenda for Entrepreneurship and Context*, Elgar Research Agenda Series, Cheltenham, UK and Northampton, MA, USA: Edward Elgar Publishing.

Baker T., and Welter, F. 2014. Bridges to the future of entrepreneurship research. In Baker & Welter (eds.) *The Routledge Companion to Entrepreneurship*. Routledge, London.

Pollock, T., Baker, T., Sapienza, H. 2013. Winning an unfair game: How a resource-constrained player uses bricolage to maneuver for advantage in a highly institutionalized field. In Corbett, A.C. & Katz, J.A. (eds.) *Advances in Entrepreneurship, Firm Emergence & Growth*.

Kingon, A.I., Baker, T. and Debo, R. 2011. Scientists behaving...badly? Issues in the management of student-faculty interactions in university technology commercialization projects. In Libecap, G. and Thursby, M. (Eds.), *Spanning Boundaries and Disciplines: University Technology Commercialization in the Idea Age: Advances in the study of entrepreneurship, innovation and economic growth*, 21: 59-86.

Miner, A., Y. Gong, T. Baker, & J. O'Toole. 2011. How does TMT prior experience shape strategy? A routine based framework based on evidence from founding teams. In M. Carpenter (Ed.), *Handbook of Top Management Team Research*. Northampton, MA: Edward Elgar.

Fund, B.R., Pollock, T.G., Baker, T. & Wowak, A. 2008. Who's the new kid? The process of becoming central in venture capitalist deal networks. In J.A.C. Baum & T.J. Rowley (Eds.) *Advances in Strategic Management*, 25: 565-596.

Howard E. Aldrich & Ted Baker. 2001. Learning and Legitimacy: Entrepreneurial Responses to Constraints on the Emergence of New Populations. Pages 207-235 in Claudia Bird Schoonhoven and Elaine Romanelli, (eds.), *The Entrepreneurship Dynamic: Origins of Entrepreneurship and its Role in Industry Creation and Evolution*, Stanford University Press.

Howard E. Aldrich and Ted Baker. 1997. *Blinded by the Cites? Has There Been Progress in Entrepreneurship Research?* Pp. 377-400 in Donald L. Sexton and Raymond W. Smilor (eds.), *Entrepreneurship 2000*. Chicago: Upstart.

Ted Baker and Howard E. Aldrich. 1996. *Prometheus Stretches: Building Identity and Cumulative Knowledge in Multiemployer Careers*. Pp. 132-149 in Michael B. Arthur and Denise M. Rousseau (eds.), *The Boundaryless Career*. New York: Oxford.

Refereed Proceedings

E. Erin Powell and Ted Baker., 2015. Ready for the times to get better? How responses to adversity shape recovery in founder-led firms. *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA

E. Erin Powell & Ted Baker, 2013. *If you build it, Will they stay? Mission stability in nascent ventures*, in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

E. Erin Powell & Ted Baker, 2012. *Aspirations, Behaviors & Commitments: Toward a Theory of Entrepreneurial Resilience*, in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

E. Erin Powell & Ted Baker, 2011. *Beyond making do: Toward a Theory of Entrepreneurial Resourcefulness*, *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Julienne Senyard, Ted Baker & Per Davidsson. 2009. *Entrepreneurial Bricolage and Firm Performance: Some Preliminary Tests*, in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Yan Gong, Ted Baker & Anne S. Miner. 2006. *Failures of Entrepreneurial Learning in Knowledge-Based Startups*, in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Timothy Pollock, Ted Baker & Bret Fund. 2005. *Much Ado About Nothing: Learning from Experience by Venture Capital Firms*, in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Yan Gong, Ted Baker & Anne S. Miner. 2005. *Dynamics of Routines and Capabilities in New Firms*, in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Ted Baker & Reed E. Nelson. 2003. *Making Do with What's at Hand: Bricolage as Resourcefulness in Two Contexts*. *Academy of Management Best Paper Proceedings*.

Ted Baker & Reed E. Nelson. 2003. *Making that which is Old New Again: Entrepreneurial Bricolage*. Pages 330-343 in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Ted Baker, Ramon Aldag & Eden Blair. 2003. *Gender and Entrepreneurial Opportunity Evaluation*. Pages 689-702 in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Ted Baker, Anne S. Miner & Dale Eesley. 2001. *Fake It Until You Make It: Improvisation and New Ventures*. *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Ted Baker & Howard E. Aldrich. 1999. *The Trouble with Gurus: Responses to Dependence and the Emergence of Employment Practices in Entrepreneurial Firms*. Pp. 1-14 in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA. (Winner, National Federation of Independent Business Best Paper Award)

Ted Baker & Howard E. Aldrich. 1994. Friends and Strangers: Early Hiring Practices and Idiosyncratic Jobs. Pp. 75-87 in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Book Reviews

Ted Baker. 2001. Review of To Profit or Not to Profit: The Commercial Transformation of the Nonprofit Sector, edited by B.A. Weisbrod. *Contemporary Sociology: A Journal of Reviews*, 30: 361-363.

Ted Baker. 2000. Review of Contingent Work: American Employment Relations in Transition,” by Kathleen Barker and Kathleen Christenson. *Contemporary Sociology: A Journal of Reviews*, 29,1:250-251.

PRESENTATIONS (partial list)

Steffens, P., Baker, T., Davidsson, P., Senyard, J. When is less more? Boundary conditions of effective entrepreneurial bricolage. Pace University Cross-Disciplinary Speaker Series, February 2022.

Baker, T. Things I thought I'd know by now (and that we still need to know). Featured presentation at USASBE Annual Meeting: January 2021.

Baker, T. Why are the entrepreneurs I talk with more interesting than the ones I read about? Keynote address at ACERE conference. Brisbane, Australia, February, 2018.

Baker, T. & Powell, E.E. Identity and Resourcefulness. Invited presentation at University of Adelaide. Adelaide, Australia, February, 2018.

Powell, E. E., Hamann, R., Bitzer, V., & Baker, T. Bringing the elephant into the room? Enacting conflicting material interests in prosocial organizing. Academy of Management Meeting. Atlanta, GA: August 2017.

Powell, E. E., & Baker, T. Doing more with less as a way of being: Founder identity and resourcefulness. Symposium titled: Entrepreneurial Identity: Why, How and So What? with Eliana Croscina, Gianpietro Petriglieri, Sue Ashford, Amy Wrzesniewski, and discussant Blake Ashforth, Academy of Management Meeting. Atlanta, GA: August 2017.

Bojica, A., Villanueva, J., Powell, E. E., Fuentes-Fuentes, M., & Baker, T. To be or not to be: Contingent identities of academic entrepreneurs. Babson College Entrepreneurship Research Conference (BCERC). Norman, OK: June 2017.

Villanueva, J., Bojica, A., Powell, E. E., & Baker, T. Status and stigma: The acceptance of bricolage practices, Babson College Entrepreneurship Research Conference (BCERC). Norman, OK: June 2017.

Powell, E. E., & Baker, T. In the beginning. Identities and organizing in multi-founder nascent ventures. Academy of Management Meeting. Anaheim, CA: August 2016.

Powell, E. E., Hamann, R., Bitzer, V., & Baker, T. Bringing the elephant into the room? Enacting conflicting material interests in prosocial organizing. Thematic Consortium:

Enterprise Before and Beyond Benefit: A Transdisciplinary Research Agenda for Prosocial Organizing. Ivey Spencer Leadership Center, London, Ontario: April 2017.

Powell, E. E., & Baker, T. I thought we agreed! Founder identity dynamics and the structuring of nascent ventures. Academy of Management Meeting. Vancouver, BC: August 2015.

Powell, E. E., & Baker, T. Grounded Theory. Professional Development Workshop (PDW): Embracing Process in Entrepreneurship Research. Academy of Management Meeting. Vancouver, BC: August 2015.

Baker, T., & Powell, E. E. Liabilities in Organizing and Founder Identity. Professional Development Workshop (PDW): 50 Years of Liabilities of Newness Research: Assessing Progress and Exploring Future Research. Academy of Management Meeting. Vancouver, BC: August 2015.

Baker, T., & Powell, E. E. Let them eat bricolage? Toward a contextualized notion of inequality of entrepreneurial opportunities. Professional Development Workshop (PDW): Entrepreneurship and / in Context: Moving Forward. Academy of Management Meeting. Vancouver, BC: August 2015.

Powell, E. E., & Baker, T. Ready for the times to get better? How responses to adversity shape recovery in founder-led firms. Babson College Entrepreneurship Research Conference (BCERC). Babson Park, MA: June 2015.

Powell, E. E., & Baker, T. I feel free: Cognitive and normative slack as drivers of entrepreneurial resourcefulness. Symposium with Sonenshein, S., Mealey, C., Glynn, M. A., Feldman, M. Academy of Management Meeting. Philadelphia, PA: August 2014.

Powell, E. E., & Baker, T. Come together? Founder values and problems of mission emergence in nascent ventures. Academy of Management Meeting. Philadelphia, PA: August 2014.

Powell, E. E., & Baker, T. Creating slack: Institutional constraints and entrepreneurial discretion. Babson College Entrepreneurship Research Conference (BCERC). London, Ontario: June 2014.

Gong, Y., Powell, E. E., & Baker, T. Making sense of the unexpected: Responses to surprise events in technology ventures. Babson College Entrepreneurship Research Conference (BCERC). London, Ontario: June 2014.

Powell, E. E., & Baker, T. How can we help? The distinctive impact of empathy and sympathy in the emergence of social venture missions. 10th Annual NYU-Stern Conference on Social Entrepreneurship, at New York University. New York, NY: November 2013.

Powell, E. E., & Baker, T. A coat of many colors: A process model of entrepreneurial identity. Academy of Management Meeting. Orlando, FL: August 2013.

Powell, E. E., & Baker, T. If you build it, will they stay? Mission stability in nascent social ventures. Babson College Entrepreneurship Research Conference (BCERC). Lyon, France: June 2013.

Powell, E. E., & Baker, T. All for one and one for all: Mission emergence in nascent social ventures. Society for the Advancement of Socio-Economics (SASE) Annual Conference: mini-conference on Social Change, Innovation and Entrepreneurial Activity, at the University of Milan. Milan, Italy: June 2013.

E. E. Powell & Ted Baker: Infusing organizations with value: The distinctive impact of empathy and sympathy in the emergence of venture missions. Presented at the NYU-Stern Social Entrepreneurship Conference.

E. E. Powell & Ted Baker. Entrepreneurial Identity and Resilience.

Invited paper presentations at University of Southern California, University of California-Irvine, University of Tennessee, Brown University, January-February 2012; presented at the Babson College Entrepreneurship Research Conference, Fort Worth, TX, June, 2012, Academy of Management Conference, Boston, MA, August 2013.

Powell, E. E., & Baker, T. If you build it, will they stay? Mission stability in nascent social ventures. Babson College Entrepreneurship Research Conference (BCERC). Lyon, France: June 2013.

Powell, E. E., & Baker, T. Weathering the storm: Entrepreneurial identity and strategic response. 10th Annual West Coast Research Symposium (WCRS) on Technology Entrepreneurship. Los Angeles, CA: September 2012.

E. E. Powell, Ted Baker & Reed Nelson. *Two sides of the same coin: responses to dependence on employees in technology-intensive startup firms*. Presented at the Academy of Management Annual Meeting, San Antonio, August, 2011.

Julienne Senyard, Ted Baker, Paul Steffens & Per Davidsson. *Betting on the underdog: Bricolage as an engine of resource advantage*. Presented at the Academy of Management Annual Meeting, San Antonio, August, 2011.

Ted Baker, Tim Pollock & Harry Sapienza. *Strong recipes and weak ingredients*. Presented at the Academy of Management Annual Meeting, Montreal, August, 2010.

Ted Baker. *High church/low church entrepreneurship and the centrality of resourcefulness*. Distinguished speaker presentation for the research committee of the Academy of Management Entrepreneurship Division, Montreal, August, 2010.

Ted Baker. "What is boring and useless about entrepreneurship research?" Plenary presentation for the Society for Entrepreneurship Scholars meeting, Washington, D.C., September, 2009.

Ted Baker. "Look to your left, look to your right: Getting the most out of your doctoral consortium experience." Plenary presentation to the Academy of Management Entrepreneurship Division Doctoral Consortium, Chicago, August, 2009.

Ted Baker. "Theory-building in entrepreneurship: Some reasons to consider ignoring the usual disciplinary role models." Distinguished speaker presentation for the research committee of the Academy of Management Entrepreneurship Division, Chicago, August, 2009.

Steve Barr, Ted Baker, Steve Markham & Angus Kingon. 2009. *Bridging the Valley of Death: Lessons learned from 14 years of commercialization of technology education*.

Presented at the Kauffman-Georgia Tech Workshop on Graduate Education in Technology Education, Atlanta Georgia, April, 2009.

Ted Baker. *The Questions We Ask*. Distinguished speaker presentation for the research committee of the Academy of Management Entrepreneurship Division, Anaheim, August, 2008.

Ted Baker, Tim Pollock & Harry Sapienza. *Winning an unfair game*. Presented at the Academy of Management Annual Meeting, Anaheim, CA, August, 2008.

Ted Baker. *What are the Institutional Constraints that Bind?* Presented at the University of Cape Town School of Business, July, 2008, Cape Town, South Africa.

Ted Baker. *Gaps Between Theory and Practice in Technology Commercialization*. Presentation at the Academy of Management Annual Meeting, Philadelphia, PA, August, 2007.

Ted Baker. *Measuring Bricolage and Improvisation*. Invited faculty and graduate seminar. Universidade Nova de Lisboa, Lisbon Portugal, May, 2007.

Tim Pollock, Ted Baker & Bret Fund. *"Learning to Govern? Venture Capitalists and the Replacement of Founder-CEOs in IPO Firms"* Versions of this paper were presented at the Academy of Management Annual Meeting, Atlanta, GA, August, 2006; at the London Business School Entrepreneurship Conference, London, England, May, 2006; and at the Second Annual Smith Conference on Innovation and Technology, College Park, Maryland, April, 2006.

Yan Gong, Ted Baker & Anne S. Miner. *Learning from Failure in Knowledge-Intensive New Firms*. August, 2006, Academy of Management Annual Meeting, Atlanta Georgia.

Yan Gong, Ted Baker & Anne S. Miner. *"Where Do Routines Come From in New Ventures?"* August, 2004, Academy of Annual Meeting, New Orleans.

Zeki Simsek and Ted Baker. *"Toward a Multilevel Theory of Entrepreneurial Alertness."* August, 2004, Academy of Management Annual Meeting, New Orleans.

Ted Baker. *"Resources in Play: Bricolage in the Toy Story."* Fifth annual Greif Symposium on emerging enterprises, February, 2004, University of Southern California.

Ted Baker and Reed E. Nelson. *"Making Do with What's at Hand: Bricolage in Two Contexts,"* August, 2003, Academy of Management Annual Meeting.

Ted Baker and Reed E. Nelson. *"Making Do with the Resources at Hand: Entrepreneurial Bricolage,"* June, 2003, Babson-Kauffman Entrepreneurship Research Conference.

Ted Baker, Ramon Aldag & Eden Blair. *"Gender and Entrepreneurial Opportunity Evaluation,"* June, 2003, Babson-Kauffman Entrepreneurship Research Conference.

Ted Baker, Anne S. Miner & Dale Eesley. *Fake it Until You Make It: Transitions Between Improvisation and Pre-planned Design in Knowledge-Intensive Start-Up Firms*. Presented at the 20th Annual Babson-Kauffman Entrepreneurship Research Conference, Jonkoping, Sweden, June 2001.

Ted Baker, Bob Pricer & Boris Nenide. *When Less is More: Undercapitalization as a Predictor of Firm Success*. Presented at the 19th Annual Babson-Kauffman Entrepreneurship Research Conference, Wellesley, MA, June, 2000.

Anne Miner and Ted Baker. *Improvising Knowledge Based Firms:*

Bricolage, Retrospective Interpretation and Improvisational Competencies in the Founding Process. Presented at the 1st Technology Entrepreneurship Research Policy Conference, University of Maryland, College Park, MD, May 2000.

Ted Baker and Howard E. Aldrich. *Responses to Dependence: How Dependence on Key Employees Affects Employment Practices in Entrepreneurial Firms*. Presented at the 10th Annual Global Conference on Entrepreneurship Research, Imperial College, London, March 2000.

Ted Baker. *Responses to Dependence: Rational, Trust, and Ambivalence Effects on Employment Practices in Entrepreneurial Firms*. Presented at the Annual Meeting of the Academy of Management, Chicago, IL, August, 1999.

Ted Baker and Howard E. Aldrich. *The Trouble with Gurus: Responses to Dependence and the Emergence of Employment Practices in Entrepreneurial Firms*. Presented at the 18th Annual Babson-Kauffman Entrepreneurship Research Conference, Charleston, SC, May, 1999.

Howard E. Aldrich and Ted Baker. 1997. *Blinded by the Cites? Has There Been Progress in Entrepreneurship Research?* Presented at the 4th State of the Art of Entrepreneurship Research Conference, Kansas City, KS, May, 1996.

Ted Baker and Howard E. Aldrich. *Born Unfinished: The Dynamics of Imprinting in Knowledge-Intensive Start Up Firms*. Presented at the American Sociological Association Meetings, Washington, D.C., August, 1995.

Ted Baker and Howard E. Aldrich. *Friends and Strangers: Early Hiring Practices and Idiosyncratic Jobs*. Presented at the 14th Annual Babson-Kauffman Entrepreneurship Research Conference, Wellesley, MA, June, 1994.

TEACHING EXPERIENCE

Rutgers Business School. 2015-present. PhD. Seminars in Organization Theory and Entrepreneurship. Entrepreneurship and Technology Commercialization to graduate students in business and STEM disciplines. Managing Growth Ventures to MBA students.

North Carolina State University. 2005-2015

I taught both graduate (PhD, MBA, Engineering) and undergraduate courses in entrepreneurship and served as lead instructor in the Technology Entrepreneurship and Commercialization program that includes both MBA students and graduate students (M.S. and PhD) from a variety of science and engineering disciplines.

I co-supervised or served on the committees of PhD students in three NCSU colleges: Humanities and Social Sciences, Textiles and Design.

I co-supervised or served on committees of PhD students at the University of Stellenbosch and at the University of Cape Town.

International Teaching: I have taught courses or seminars in entrepreneurship and technology commercialization in Asia, Africa and Europe.

University of Connecticut. 2002-2005.

- Managerial Behavior (undergraduate): MGMT 201
- Managerial Behavior (MBA): MGMT 338

University of Wisconsin. 1999-2002.

- Venture Development Strategies (MHR 727).
- Weinert Applied Ventures in Entrepreneurship “*WAVE*” Program (MHR 765 – two course sequence).

Executive Education: Wide variety of courses and clients.

Instructor. University of North Carolina at Chapel Hill. 1995 to 1998.

- Social Relations at Work (Soc. 31)
- Formal Organizations and Bureaucracy (Soc. 110)

Teaching Assistant. University of North Carolina at Chapel Hill.

Served as Assistant to Professors Howard E. Aldrich, Arne L. Kalleberg, and Richard L. Simpson. 1993 to 1995.

Part-time Instructor. Northeastern University, Boston, MA. University College. 1986-1991. Taught a variety of evening courses in Finance, including Budgeting and Planning, Financial Control, Cost Accounting, Bank Management.

EDITORIAL SERVICE

Senior Associate Editor, Group and Organization Management, 2021-present.

Co-Editor, (with Gerry George, Paul Tracey & Havovi Joshi, (eds). 2019. The Handbook of Inclusive Social Innovation.

Co-Editor, (with Friederike Welter), Routledge Companion to Entrepreneurship (2014).

Field Editor (Sociology), Journal of Business Venturing, 2012-2016 (previously editorial board member)

Associate Editor, Strategic Entrepreneurship Journal, 2011- 2015 (previously editorial board member). Reappointed for second term.

Editorial Board Member, Group & Organization Management, 2020-present.

Editorial Board Member, Administrative Science Quarterly, 2007-2013 (two terms).

Editorial Board Member, Academy of Management Review, 2008-2013; 2017-2019 (three terms).

Editorial Board Member, Journal of Management Studies, 2009-2015 (two terms)

Editorial Board Member, Journal of Business Venturing, 2009-2012 (best reviewer award, 2011).

Editorial Board Member, Strategic Entrepreneurship Journal, 2009-2011

Ad Hoc Reviewer for Academy of Management Entrepreneurship Division

Ad Hoc Reviewer for Academy of Management Journal

Ad Hoc Reviewer for Academy of Management Learning & Education

Ad Hoc Reviewer for Academy of Management Perspectives

Ad Hoc Reviewer for American Journal of Sociology

Ad Hoc Reviewer for American Sociological Review

Ad Hoc Reviewer for Cambridge University Press

Ad Hoc Reviewer for Contemporary Sociology

Ad Hoc Reviewer for Entrepreneurship Education & Pedagogy

Ad Hoc Reviewer for Entrepreneurship Theory & Practice

Ad Hoc Reviewer for Industrial Relations

Ad Hoc Reviewer for Journal of Innovation Management Studies

Ad Hoc Reviewer for Journal of International Business Studies

Ad Hoc Reviewer for Journal of Management Studies

Ad Hoc Reviewer for Journal of Product Innovation Management

Ad Hoc Reviewer for Organization Science

Ad Hoc Reviewer for Organization Studies

Ad Hoc Reviewer for R&D Management

Ad Hoc Reviewer for Small Business Economics

Ad Hoc Reviewer for Work & Occupations

PRIOR ACADEMIC ADMINISTRATIVE EMPLOYMENT

Executive Director, The Entrepreneurship Collaborative (North Carolina State University). Responsible for leading all entrepreneurship initiatives and activities in the College of Management, including curriculum development, research and outreach.

Director of Graduate Programs, Certificate in Entrepreneurship & Technology Commercialization, NC State University, 2008-present.

Director, WAVE Program (University of Wisconsin-Madison). Developed curriculum, student engagement with university scientists and local emerging growth businesses; created a program of student competition in national and international competitions and coached highly successful student teams; recruited faculty, faculty associates and board members and engaged in successful fundraising, 1999-2002.

Managing Director: Weinert Seed Fund. With the advice and consent of the Weinert Board, I directed a fund making seed stage investments in firms associated with the University and in student start-ups, 1999-2002.

Senior Research Assistant. Study of Diagnostic Medical Imaging Industry in U.S. funded by Sloan Foundation. Arne Kalleberg, Co-Principal Investigator, 1995-1997.

Deputy Director, Curriculum on Management and Society/Industrial Relations Curriculum (UNC-Chapel Hill), 1997-1999.

OTHER SERVICE ACTIVITIES

Academic:

Representative at Large (elected), Academy of Management Entrepreneurship Division, 2011-2013.

Chair of Research Committee (appointed), Academy of Management Entrepreneurship Division, 2010-13. As part of this responsibility I restructured and oversaw the process of awarding all “subjective” divisional awards and organized two professional development workshops at each annual national meeting of the Academy of Management.

Co-organizer, Academy of Management Entrepreneurship Division Doctoral Consortium, 2008 & 2009.

Member of Research Committee, Academy of Management Entrepreneurship Division, 2005-2010.

Volunteer, Academy of Management Entrepreneurship Division Doctoral Consortium, 2003, 2005-2007, 2010.

Volunteer, Academy of Management Organization and Management Theory Division Doctoral Consortium and/or New Faculty Consortium, 2003-2007.

Co-chair, American Sociological Association Organizations, Occupations and Work membership committee (2000-2001).

Other:

Co-lead, Entrepreneurship and Innovation Subcommittee of NCSU Chancellor’s Strategic Planning Initiative: 2010-2011.

Member, NCSU-MIE MBA Curriculum Committee, 2007-present.

Wide variety of other departmental and college service committee roles at UW-Madison, UConn and NCSU.

Member of Advisory Board, SBTDC, Raleigh, NC, 2008-2011.

Invited speaker: *What is Venture Capital?* Council for Entrepreneurial Development, Durham, NC, December, 2007

Invited speaker: *University Entrepreneurship Programs*, Council for Entrepreneurial Development, Durham, NC, May, 2007.

Member of organizing committee, Institute for Emerging Issues, Raleigh, NC, 2007.

Member of Review Committee: Proposal for a standardized way to assess the impact of university engagement and outreach activities, KIETS, 2007-2008.

Founding Member of the Board, Chair of Academic Affairs Committee of “Accelerate Madison,” a high profile business support and networking organization with a strong commitment to bringing together promising area businesses and promising UW students, 2001-2002.

Advisor and Coach to MBA student teams that competed successfully into the finals of elite national and international Venture Capital and Business Plan competitions (1999-2002), including the team taking second place in International “Moot Corp” World Series of business plan competitions in 2001.

Member of Board, Chair of New Business Subcommittee of the Badger Chapter of the American Red Cross, 2000-2002.

Member, planning board for the Wisconsin Venture Fair, 2000 & 2001.

Invited speaker (“What’s wrong with the local approach to entrepreneurial human capital?”). Wisconsin Venture Capital Summit, 2002.

Invited speaker (“The entrepreneurial landscape and how our students are improving it”), Bascom Hill Society, 2001.

Invited speaker (“What does it take to get Venture Funding?”), Governor Tommy Thompson’s Venture Capital Summit, 2000.

Invited speaker (“How the University Helps Wisconsin Entrepreneurs”) for UW Chancellor’s statewide outreach program, 1999-2000.

Reviewer for research proposals submitted to the College of Agricultural and Life Sciences at UW-Madison, 1999-2002.

Co-President, Department of Sociology Graduate Student Association, 1995.

Conference Co-Organizer, “Time Matters: History in the Sociology of Work” First student organized and run conference in 75 year history of the UNC Sociology Department. Well-attended conference featured presentations by students selected through blind review from four universities, and by Andrew Abbott and Tamara Hareven, 1995.

HONORS, AWARDS AND FUNDING

Academy of Management Entrepreneurship Division Foundational Paper Award, for Baker & Nelson (2005). “This award honors a paper that has powerfully and positively changed the conversation in the field of entrepreneurship for at least a decade.”

National Science Foundation. I wrote or contributed heavily to the “commercialization” elements of several successful NSF proposals (and participated in NSF site visits) resulting in more than \$50 million of awarded grants on which I served as either co-PI or senior faculty, including two Engineering Research Centers (FREEDM and ASSIST). 2007-2014.

Poole College of Management Departmental teaching award, 2012, 2013.

Skema Business School. Visiting lecturer. 2011.

Center for Innovation Management Studies. TEC Renaissance (with Steve Markham and Roger Debo). Grant to develop teaching materials in technology entrepreneurship and commercialization. 2011.

Greif Research Impact Award for Baker & Nelson (2005). This paper generated more cites in the Social Science Citation Index than any other entrepreneurship paper published in a top journal during 2005. Awarded 2011.

Poole College of Management Departmental “research leadership” award, 2010.

US Department of Education: Atlantis Grant. Awarded two year grant to develop “TECnet,” an international network of technology commercialization educators. Joint with Angus Kingon of Brown University. \$70,000. 2008-2009.

Queensland University of Technology, Brisbane, Australia. Visiting Scholar, December, 2009.

National Science Foundation. Awarded grant to support ongoing work with Anne S. Miner investigating planning and improvisation in high technology start-ups. 2001-2002.

University-Industry Relations Research Grant. Awarded grant (with Anne S. Miner) to support research mapping the network of entrepreneurs, service providers and sources of funding in Madison, Wisconsin. 2001-2002.

National Collegiate Inventors and Innovators Alliance (NCIIA). Awarded grant to support start-up expenses of “Fluent Solutions,” an agricultural technology firm started (and later sold to a larger firm) by University of Wisconsin business and engineering student Chad Sorenson. 2001-2002.

Coleman Foundation. Awarded grant to support development and implementation of a training program for local women-owned businesses with high growth potential. 2001-2002.

University of Wisconsin-Madison Graduate School Research Award. Awarded funding for project titled “Strategic Human Resource Management in Entrepreneurial Firms.” 2000.

National Federation of Independent Business Best Paper Award. Won award for best paper presented (with Howard E. Aldrich) at the Babson College-Kauffman Foundation Entrepreneurship Research Conference. 1999.

IEEE Transactions on Engineering Management First Runner-Up. Won award (with Aldrich, Bolton, and Sasaki) for second best paper published during the year. 1998.

W.R. Kenan Dissertation Fellowship. Won competitive award based on quality of my dissertation proposal as evaluated by a Graduate School faculty panel. 1998.

Technology Award. Won competitive grant from UNC Graduate School for plan I wrote to make innovative use of communication and information technology to enhance the education of undergraduate students. 1998.

Coleman Scholarship. Awarded funding to attend annual USASBE (United States Association for Small Business and Entrepreneurship) conference and Coleman Scholars Evaluation Session. 1998.

Pass With Distinction. Doctoral written exam in Race, Ethnicity, Gender, and Stratification. 1996.

Cato Center for Applied Business Research, Kenan-Flagler School of Business, University of North Carolina at Chapel Hill. Received financial support for research with Howard E. Aldrich on HR practices in start-ups. 1994.

University of Chicago, Graduate School of Business. Awarded academic scholarship. 1983.

ENTREPRENEURIAL AND MANAGEMENT EXPERIENCE

A partial list of consulting and training clients includes: Cascade Asset Management, Cash Management Association of New England, Comcast, ErrandSolutions, Freedom Digital Printing, General Motors, Genuity, IBM, Imago Scientific, Jones Dairy Farm, Madison Boy Choir, McCaw Cellular Communications, MeadWestvaco, Metromobile, Midwest Roofing Contractors Association, National Car Rental, OrderTrust, SouthWestern Bell, Stratatech, The Hartford Insurance Companies, US West, Webster Bank, Xerox Corporation.

1989-present. I have served on the boards of a wide variety of start-up firms.

8/97 – 3/99. *OpTeServ Consulting*. Founder. We provided operations, technology, and service consulting and research to entrepreneurial firms. Most of our work focused on firms engaged in providing infrastructure and transaction services to the Internet commerce market. For our largest engagement, we helped guide a relatively junior operations management team in an E-Commerce infrastructure firm through a period of extremely rapid growth. The first dot com boom combined with our experience with rapid venture growth made this business easy and fun.

10/88 - 7/93. *EDS Personal Communications Corporation*, Waltham, MA (Previously APPEX Cellular Information Management). EDS PCC provided an integrated line of products to the cellular telephone and personal communication industries. For 1989-1990, its predecessor firm, APPEX, was declared *the fastest growing high technology start up in the U.S.* by Business Week. During my tenure with Apex, revenues grew from under \$500k to \$90 million, with a backlog of over \$1 billion and employees working in nine countries. In October of 1990, APPEX was sold to EDS Corporation of Plano, Texas. The success of this firm astonished me; I had expected it to fail.

Vice President and General Manager: 10/90 to 7/93. P&L responsibility, first for company's largest product line, then for all business units. Achieved first full quarter of profitability in firm's history, improved profits each quarter thereafter, while achieving substantial growth in market share. Redirected overall R&D and new product roll-out strategy. Built consulting organization. Negotiated customer and major vendor funding of development projects. Received highest score of 20 organizations participating in third party assessment against Baldrige Award Criteria. Managed transition from independent company to wholly-owned subsidiary.

Vice President of Operations and Service Management: 10/88-10/90. Member of General Management Committee setting strategic direction for company. Managed rapid growth in services while under severe financial constraints. Acted as senior company representative to industry groups and customer forums. Participated in acquisition of venture capital, angel, and bank funding. Developed strong customer relationships and helped to close major sales. Led diverse professional and technical staffs. Built efficient, reliable transaction processing environment, large-scale data processing capability, and customer-focused service functions. Successfully introduced several technological innovations. Provided operations and service management consulting to customers.

4/85 - 10/88. *Bank of New England*, Boston, MA. Vice President. Responsible for Cash Management, Proof and Transit, and Electronic Funds Transfer Operations. Built specialized customer service capabilities. Invented profitable corporate tax payment product, and negotiated with federal government and bank officials to overcome obstacles to rollout. Managed first successful high volume digital image processing system for lockbox operations in the U.S. Successfully consolidated cash management operations of 11 acquired banks. Led large, diverse staff in 24 hour by 7-day operation. Helped start mentoring program for new bank officers from under-represented groups. Created divisional work-planning system. Bank failed shortly after I left, which surprised me.

3/81 – 8/83. *Safety Insurance Company*, Boston, MA. Operations Manager for startup property and casualty insurance company focused on the difficult Massachusetts automobile insurance market during a period when other firms were trying to exit this market. Managed all production employees and functions and coordinated new system design and specification activities. Negotiated contracts with suppliers. Coordinated claims processing. Participated in design and rollout of new underwriting and claims systems using innovative IT architecture. Created performance planning, review, and compensation system adopted company-wide. Firm later did successful IPO. The success of this firm surprised me.