

## Jonathon N. Cummings

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December, 2012

### **Academic Positions**

Associate Professor of Management (Tenured), Fuqua School of Business, Duke University (2009–).

Associate Professor of Management, Fuqua School of Business, Duke University (2005–2009).

Assistant Professor of Management, 2002–2005, Sloan School of Management, Massachusetts Institute of Technology.

Post-doctoral fellow, 2001–2002, Human-Computer Interaction Institute, School of Computer Science, Carnegie Mellon University.

### **Education**

2001, May                      Ph.D., Organization Science, Carnegie Mellon University  
                                    Dissertation Title: Work Groups and Knowledge Sharing in a Global Organization  
                                    (Department of Social and Decision Sciences; Ph.D. Advisor: Robert Kraut)  
1999, January                A.M., Psychology, Harvard University  
1996, June                    B.A., Psychology, University of Michigan, Ann Arbor.

### **Publications (Peer-Reviewed Articles)**

Cummings, J. N., Kiesler, S., Zadeh, R., & Balakrishnan, A. (in press). Group heterogeneity increases the risks of large group size: A longitudinal study of research group productivity. *Psychological Science*.

Carton, A. M., & Cummings, J. N. (2012). A theory of subgroups in work teams. *Academy of Management Review*, 37(3), 441-470.

Cummings, J. N., & Haas, M. (2012). So many teams, so little time: Time allocation matters in geographically dispersed teams. *Journal of Organizational Behavior*, 33(3), 316-341.

Espinosa, J. A., Cummings, J. N., & Pickering, C. K. (2012). Temporal separation, coordination problems, and performance in technical projects. *IEEE Transactions on Engineering Management*, 59(1), 91-103.

- Huang, S., & Cummings, J. N. (2011). Centrality and centralization in work teams: Towards a multi-level theory of critical knowledge structures. *Small Group Research*, 42(6), 669-699.
- Balakrishnan, A., Kiesler, S., Cummings, J.N., & Zadeh, R. (2011). Research team integration: What it is and why it matters. *Proceedings of the ACM conference on Computer-Supported Cooperative Work*, China.
- Cummings, J. N., Espinosa, J. A., & Pickering, C. K. (2009). Crossing spatial and temporal boundaries in globally distributed projects: A relational model of coordination delay. *Information Systems Research*, 20(3), 420-439.
- Cummings, J.N., & Kiesler, S. (2008). Who collaborates successfully? Prior experience reduces collaboration barriers in distributed interdisciplinary research. Proceedings of the ACM conference on Computer-Supported Cooperative Work, San Diego, CA. [Results highlighted in *Nature*, 455, 720-723 (2008)]
- Cummings, J. N., & Kiesler, S. (2007). Coordination costs and project outcomes in multi-university collaborations. *Research Policy*, 36(10), 1620-1634. [Results highlighted in *Nature*, 452, 682-684 (2008)]
- O'Leary, M., & Cummings, J. N. (2007). The spatial, temporal, and configurational characteristics of geographic dispersion in work teams. *MIS Quarterly*, 31(3), 433-452.
- Cummings, J. N., & Higgins, M. (2006). Relational instability at the network core: Support dynamics in career developmental networks. *Social Networks*, 28(1), 38-55.
- Cummings, J. N., & Kiesler, S. (2005). Collaborative research across disciplinary and organizational boundaries. *Social Studies of Science*, 35(5), 703-722. [Reprinted in Olson, G., Zimmerman, A., & Bos, N. (Eds.) (2008). *Scientific collaboration on the Internet*, MIT Press.]
- Cummings, J. N. (2004). Work groups, structural diversity, and knowledge sharing in a global organization. *Management Science*, 50(3), 352-364.
- Cross, R., & Cummings, J. N. (2004). Tie and network correlates of individual performance in knowledge intensive work. *Academy of Management Journal*, 47(6), 928-937.
- Cummings, J. N., & Cross, R. (2003). Structural properties of work groups and their consequences for performance. *Social Networks*, 25(3), 197-210.
- Fichman, M., & Cummings, J. N. (2003). Multiple imputation for missing data: Making the most of what you know. *Organizational Research Methods*, 6(3), 282-308.
- Espinosa, A., Cummings, J. N., Wilson, J., & Pearce, B. (2003). Team boundary issues across multiple global firms. *Journal of Management Information Systems*, 19(4), 159-192.
- Kraut, R., Kiesler, S., Boneva, B., Cummings, J. N., Helgeson, V., & Crawford, A. (2002). The Internet paradox revisited. *Journal of Social Issues*, 58(1), 49-74.

Cummings, J. N., Sproull, L., & Kiesler, S. (2002). Beyond Hearing: Where real world and online support meet. *Group Dynamics*, 6(1), 78-88.

Cummings, J. N., & Kraut, R. (2002). Domesticating computers and the Internet. *Information Society*, 18(3), 221-232.

Cummings, J. N., Butler, B., & Kraut, R. (2002). The quality of online social relationships. *Communications of the ACM*, 45(7), 103-108.

Peer-Reviewed Articles: Google Scholar Citations - 4033

### **Publications (Book Chapters)**

Cummings, J. N. (2007). Leading groups from a distance: How to mitigate consequences of geographic dispersion. In S. Weisband (Eds.) *Leadership at a Distance: Research in Technologically-Supported Work* (pp. 33-50). Lawrence Erlbaum Associates.

Cummings, J. N., & Ancona, D. (2005). Functional perspective. In S. Wheelan (Ed.) *Handbook of group research and practice* (pp. 107-117). Sage Publications.

Kiesler, S., & Cummings, J. N. (2002). What do we know about proximity in work groups? A legacy of research on physical distance. In P. Hinds & S. Kiesler (Eds.) *Distributed work* (pp. 57-80). MIT Press.

Book Chapters: Google Scholar Citations - 367

### **Working Papers**

Cummings, J. N., & Haas, M. (working paper). All barriers are not equal: Crossing boundaries within teams in a multinational corporation. 2008 Best Paper Proceedings, Managerial and Organizational Cognition Division, Academy of Management. [Nominated for Carolyn Dexter Award for international business research.]

Zhu, X., & Cummings, J. N. (working paper). A conceptual model of variety of prior experience, knowledge processes, and group performance. 2007 Best Paper Proceedings, Organizational Behavior Division, Academy of Management.

### **Grant Funding**

Cummings, J. N. & O'Driscoll, T. (2011-2014). Virtual organizations in action: Understanding socio-technical systems through changes in structure and technology. Virtual Organizations as Sociotechnical Systems (VOSS). *National Science Foundation*. \$400,000.

Cummings, J. N. (2011-2013). What is the Economic Impact of NSF-Funded Research? Connecting the Dots Between Scientific Discovery and Entrepreneurship (EAGER). *National Science Foundation*. \$284,000.

Cummings, J. N. (2009-2011). A Socio-Technical Framework for Identifying Team Science Collaborations that could Benefit From Cyberinfrastructure (EAGER). *National Science Foundation*. \$184,000.

Cummings, J. N. & Kiesler, S. (2008-2010). Towards collaboration strength in virtual research organizations. Virtual Organizations as Sociotechnical Systems (VOSS). *National Science Foundation*. \$400,000.

Cummings, J. N. & Kiesler, S. (2008-2010). Modeling productive climates for virtual research collaborations. Science of Science & Innovation Policy (SciSIP). *National Science Foundation*. \$400,000.

Cummings, J. N. (2004-2009). CAREER: Fostering innovation in organizations through geographically dispersed teams and networks. Computer & Information Science & Engineering (CISE). *National Science Foundation*. \$500,000.

Lewin, A. & Cummings, J. N. (2006-2007). Conference: Pushing the Frontiers of Group Decision Support Systems, Adaptive Structuration Theory, Virtual Organizations, and other Seminal Contributions by Gerry DeSanctis. Innovation & Organization Sciences (IOS). *National Science Foundation*. \$10,000.

Cummings, J. N. (2003-2006). Assessing the effectiveness of knowledge exchange among universities and industry. *Cambridge-MIT Institute*. \$332,000.

Cummings, J. N. & Kiesler, S. (2004-2007). ITR PI Meeting and research assessment. Information Technology Research (ITR). *National Science Foundation*. \$240,000.

Cummings, J. N. (2003-2004). Further exploration of multidisciplinary collaboration. Small Grants for Exploratory Research (SGER). *National Science Foundation*. \$50,000.

Cummings, J. N. & de Rond, M. (2003-2004). Understanding virtual work @ BT. *Cambridge-MIT Institute*. \$150,000.

Kraut, R. & Cummings, J. N. (2002-2005). The evolution of social ties in the age of the Internet. Digital Societies and Technologies (DST). *National Science Foundation*. \$480,000.

### **Reports/Invited Papers**

Cummings, J. N. (2011). Geography is alive and well in virtual teams. *Communications of the ACM*, 54(8), 24-26.

Cummings, J. N., & Kiesler, S. (2003). KDI Initiative: Multidisciplinary Scientific Collaborations. A Report from the NSF Workshop for KDI Grantees by the Information and Intelligent Systems Division, Directorate for Computer & Information Science & Engineering, National Science Foundation.

Cummings, J. N., Finholt, T., Foster, I., Kesselman, C., & Lawrence, K. (2008). Beyond being there: A blueprint for advancing the design, development and evaluation of virtual organizations. A report from the NSF Workshop to Identify Research, Infrastructure and Organizational Needs to Accelerate Collaboration in Science and Engineering. Office of Cyberinfrastructure, National Science Foundation. (report authors listed alphabetically)

## **Honors**

Sage Publications, Best Published Paper of 2011, *Small Groups Research*  
Best Paper Proceedings, Academy of Management (2001, 2003, 2007, 2008, 2009, 2011)  
2010 Temple/AIB Best Paper Award, Academy of International Business (AIB)  
Runner-Up, Best Published Paper Award (2008), Organizational Communication and Information Systems (OCIS) Division, Academy of Management (O’Leary & Cummings, 2007)  
Faculty Early Career Development (CAREER) Award, Computer and Information Science and Engineering, National Science Foundation (2004-2009)  
Douglas Drane Career Development Chair, MIT Sloan School of Management (2004-2005)  
Best Paper Based on a Dissertation Award, Organizational Behavior (OB) Division, Academy of Management (2001)  
Tanner Award (top undergraduate psychology research project), University of Michigan (1996)

## **Professional Experience**

Collaborative Technology Intern, Office of Knowledge Management, Motorola Corporation, Schaumburg, IL, Summer, 2000. Worked on the development of a knowledge management information system and conducted research on knowledge sharing in work groups.

Graduate Student Intern, End-User Driven Concepts Group, Intel Corporation, Hillsboro, OR, Summer, 1997. Worked on research issues related to computer-supported cooperative work.

## **Courses Taught** (syllabus available upon request)

|           |   |
|-----------|---|
| 2008-2011 | Managing Innovation in a Global Organization, MBA (FUQUA, DUKE) |
| 2007      | Group Theory and Research, PhD (FUQUA, DUKE)                    |
| 2007      | Managing in a Global Organization, MBA (FUQUA, DUKE)            |
| 2005-2011 | Managerial Effectiveness, CCMBA (FUQUA, DUKE)                   |
| 2005      | Individuals, Groups, and Organizations, PhD (SLOAN, MIT)        |
| 2002-2005 | Managing the Innovation Process, MBA (SLOAN, MIT)               |
| 2001      | Managing Global Work Teams, Undergrad (GSIA, CMU)               |

## **Reviewing Activity**

Associate Editor: Management Science (Organizations Department)

Associate Editor: Information Systems Research

Associate Editor: Network Science

Editorial Board: Organization Science

Special Issue Co-Editor: JAIS (In honor of the scholarship of Gerry DeSanctis)

Special Issue Associate Editor: ISR (The interplay between digital and social networks)

Ad-hoc reviewing (past 5 years); *Journals*: Academy of Management Journal (AMJ), Administrative Science Quarterly (ASQ), Human-Computer Interaction (HCI), Information Systems Research (ISR), Journal of the Association for Information Systems (JAIS), Journal of International Business Studies (JIBS), Journal of Management Information Systems (JMIS), Management Information Systems Quarterly (MISQ), Management Science (MS), Organization Science (OS), Organization Studies (OS), Research Policy (RP), Social Networks (SN), Strategic Management Journal (SMJ); *Conferences*: Computer-Human Interaction (CHI), Computer-Supported Cooperative Work Conference (CSCW), International Conference on e-Social Science (ICESS), International Conference on Information Systems (ICIS), Academy of Management (OCIS, OB); *Other*: National Science Foundation.

### **Software**

Cummings, J. (2001-2012). NetVis Module: Web software for analyzing and visualizing social networks. Over 6200 registered users. Website available at <http://www.netvis.org>