

CRAIG CROSSLAND

Sr. Associate Dean for Academic Programs
Professor of Management & Organization
Mendoza College of Business
University of Notre Dame

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Research tracking: [Google Scholar](#); [ResearcherID](#); [ORCID](#)

EDUCATION

2008	Ph.D., Business Administration Smeal College of Business Pennsylvania State University, U.S.A.
2001	Master of Business Administration Michael Smurfit Graduate School of Business University College Dublin, Ireland
1995	Bachelor of Physiotherapy University of Queensland, Australia

ADMINISTRATIVE APPOINTMENTS

University of Notre Dame

2022 – Current	Sr. Associate Dean for Academic Programs Mendoza College of Business
2016 – 2021	Rev. Basil Moreau, C.S.C. Department Chair Management & Organization Dept.

ACADEMIC APPOINTMENTS

University of Notre Dame

2020 – Current*	Professor of Management & Organization
2016 – 2020	Associate Professor of Management & Organization
2013 – 2016	Assistant Professor of Management

University of Texas at Austin

2008 – 2013 Assistant Professor of Management

*Includes a leave of absence in 2021/2022

LEADERSHIP & ADMINISTRATIVE EXPERIENCE

Summary of Responsibilities

- Currently serving as one of two senior associate deans in the Mendoza College of Business. The Mendoza College has an annual budget of approximately \$120m and is home to 2400 undergraduate students (including first-years), 850 graduate students, 125 staff, and 150 regular faculty (90 tenure-line; 60 non-tenure-line).
- Responsible for oversight of all undergraduate and graduate/professional programs offered by the Mendoza college, including five undergraduate majors, eight undergraduate minors, and 12 graduate programs. Example external rankings: university (#18; U.S. News), undergraduate business (#8; P&Q), MBA (#25; U.S. News); EMBA (#27; Fortune).
- Previously served as the inaugural chair of the Management & Organization department and worked with a range of stakeholders inside and outside the college to implement the split of the former Management department into two new departments: Management & Organization (M&O); and IT, Analytics, & Operations (ITAO)
- Served a two-year term as an invited Provost’s Fellow, which included attendance at all monthly Provost’s Cabinet meetings to act as a representative for Notre Dame faculty
- Extensive leadership and administrative experience within academic professional societies, including several elected and invited roles, past service as program chair of an international conference, a full term as associate editor of *Strategic Management Journal* (a consensus top-tier outlet within the management field), and current service as director, treasurer, and officer of the Strategic Management Society, an international 3,000-member organization with an annual budget of approximately \$2.5m.
- Ongoing work with the college’s Academic Advancement Director and a range of college advisory and representative bodies, such as the Mendoza Business Advisory Council and the advisory board for the Notre Dame Institute for Global Investing

Selected Professional & Institutional Roles

2022 – 2025	Treasurer, Director, and Officer Strategic Management Society
2018 – 2020	Provost’s Fellow University of Notre Dame
2019 – 2020	Member, Research Committee Strategic Management Division, Academy of Management

2019	Program Chair, Las Vegas Special Conference Strategic Management Society
2017 – 2019	Associate Editor <i>Strategic Management Journal</i>
2015 – 2017	Interest Group Chair, Program Chair, Associate Program Chair Strategic Leadership & Governance IG, Strategic Management Society
2013 – 2015	Treasurer and Executive Committee Member Research Methods Division, Academy of Management

RESEARCH

Interests

Strategic leadership; corporate governance; behavioral strategy; managerial discretion; executive characteristics and experiences; executive succession

Summary

My research interests lie in the field of strategic management, with an emphasis on strategic leadership – the study of senior executives and their effects on organizational outcomes. Most of my work examines managerial discretion – the extent to which executives are able to influence their firms’ strategic actions and eventual performance outcomes. Relatedly, I am interested in the topics of executive characteristics, corporate governance, and behavioral strategy. My current work in this domain examines how strategic leaders’ personal characteristics and experiences affect the nature of firm-level strategic decisions and behaviors.

Publications

Crossland, C., Campbell, J.T., & Hill, A.D. 2024. What is strategic leadership? In: Z. Simsek, C. Heavey, & B. Fox (Eds.) *The Handbook of Research on Strategic Leadership in the Fourth Industrial Revolution*. Edward Elgar, forthcoming

Crossland, C. 2023. Letter to a newly-invited department chair. *Journal of Management Inquiry*, 32: 243-247.

Campbell, J.T., Bilgili, H., Crossland, C., & Ajay, B. 2023. The background on executive background: An integrative review. *Journal of Management*, 49: 7-51.

Chen, G., Crossland, C., & Huang, S. 2020. That could have been me: Director deaths, CEO mortality salience, and corporate prosocial behavior. *Management Science*, 66: 3142-3161.

- Quigley, T., Wowak, A., & Crossland, C. 2020. Board predictive accuracy in executive selection decisions: How do initial board perceptions of CEO quality correspond with subsequent CEO career performance? *Organization Science*, 31: 720-741.
- Hambrick, D.C., & Crossland, C. 2018. A strategy for behavioral strategy: Appraisal of small, midsize, and large tent conceptions of this embryonic community. In: M. Augier, C. Fang, & V. Rindova (Eds.) *Advances in Strategic Management, Volume 39 (Behavioral Strategy in Perspective)*: 22-39. Bingley, U.K.: Emerald.
- Wowak, A.J., Mannor, M.J., & Crossland, C. 2018. Do CEOs receive the pay they deserve? A new vantage on a familiar question. *Management Research: Journal of the Iberoamerican Academy of Management*, 16: 47-56.
- Quigley, T., Crossland, C., & Campbell, R. 2017. Shareholder perceptions of the changing impact of CEOs: Market reactions to unexpected CEO deaths, 1950-2009. *Strategic Management Journal*, 38: 939-949.
- Chen, G., Crossland, C., & Huang, S. 2016. Female board representation and corporate acquisition intensity. *Strategic Management Journal*, 37: 303-313.
- Kilduff, M., Crossland, C., Tsai, W., & Bowers, M.T. 2016. Magnification and correction of the acolyte effect: Initial benefits and ex post settling up in NFL coaching careers. *Academy of Management Journal*, 59: 352-375.
- Li, M., Lin, Y., Huang, S., & Crossland, C. 2016. The use of sparse inverse covariance estimation for relationship detection and hypothesis generation in strategic management. *Strategic Management Journal*, 37: 86-97. (SMJ Special Issue: Question-based innovations in strategy research methods).
- Chen, G., Crossland, C., & Luo, S. 2015. Making the same mistake all over again: CEO overconfidence and corporate resistance to corrective feedback. *Strategic Management Journal*, 36: 1513-1535.
- Crossland, C., Zyung, J., Hiller, N.J., & Hambrick, D.C. 2014. CEO career variety: Effects on firm-level strategic and social novelty. *Academy of Management Journal*, 57: 652-674.
- Chen, G., & Crossland, C. 2014. Can you believe it? Managerial discretion and financial analysts' responses to management earnings forecasts. In: B. Villalonga (Ed.) *Advances in Strategic Management, Volume 31 (Finance and Strategy)*: 103-143. Bingley, U.K.: Emerald.
- Crossland, C., & Chen, G. 2013. Executive accountability around the world: The sources of cross-national variation in firm performance-CEO dismissal sensitivity. *Strategic Organization*, 11: 78-109.

- Crossland, C., & Hambrick, D.C. 2011. Differences in managerial discretion across countries: How nation-level institutions affect the degree to which CEOs matter. *Strategic Management Journal*, 32: 797-819.
- Crossland, C., Ketchen, D. J., & Snow, C. C. 2008. Multi-firm collaboration and international competitive dynamics. In: A.Y. Lewin, S.T. Cavusgil, G.T.M. Hult, & D.A. Griffith (Eds.), *Thought Leadership in Advancing International Business Research*: 190-204. New York: Palgrave MacMillan.
- Kilduff, M., Crossland, C., Tsai, W., & Krackhardt, D. 2008. Organizational network perceptions versus reality: A small world after all? *Organizational Behavior and Human Decision Processes*, 107: 15-28.
- Crossland, C. 2008. Do Chief Executive Officers matter more in some countries than others? The antecedents and consequences of cross-national differences in managerial discretion. *Ph.D. Dissertation, Pennsylvania State University*.
- Crossland, C., & Hambrick, D.C. 2007. How national systems differ in their constraints on corporate executives: A study of CEO effects in three countries. *Strategic Management Journal*, 28: 767-789.
- Kilduff, M., Crossland, C., & Tsai, W. 2007. Pathways of opportunity in dynamic organizational networks. In: M. Uhl-Bien & R. Marion (Eds.), *Complexity Leadership Part 1: Conceptual Foundations (Series: Leadership Horizons)*: 83-99. Charlotte, NC: Information Age Publishing.

Refereed Conference Proceedings

- Bartkus, V.O., Mannor, M.J., Campbell, J.T., & Crossland, C. 2018. Fast and rigorous: Configurational determinants of strategic decision-making balance. *Academy of Management Best Paper Proceedings*; Chicago, IL.
- Crossland, C. 2009. Why do CEOs matter more in some countries than others? Managerial discretion at the national level. *Academy of Management Best Paper Proceedings*; Chicago, IL.
- Crossland, C. 2007. National institutions and managerial discretion: A taxonomy of 24 countries. *Academy of Management Best Paper Proceedings*; Philadelphia, PA.
- Crossland, C. 2005. How national systems influence executive discretion: A study of CEO effects in three countries. *Academy of Management Best Paper Proceedings*; Honolulu, HI.

Non-refereed Publications

Crossland, C. 2017. Here's the one glaring problem with the Amazon-Whole Foods deal. *CNBC*, June 16. [link](#)

Kilduff, M., Crossland, C., Tsai, W., & Bowers, M.T. 2016. Why Jose Mourinho's protégés failed when they became managers. *London School of Economics Business Review*, June 8. [link](#)

Selected Conference and Workshop Activity

2023

- (Author) Strategic leadership: Critiques and challenges in the 4IR. *Academy of Management annual conference*; Boston, MA
- (Author) Managerial discretion as negotiated ground. *Strategic Leadership Idea Development Event*; Gainesville, FL

2022

- (Chair) Diversity, Equity, & Inclusion committee introduction and panel discussion. *Strategic Management Society annual conference*; London, U.K.
- (Discussant) Strategic leadership and corporate governance workshop. *ESADE Center for Corporate Governance*; Barcelona, Spain

2021

- (Chair) Examining the effect of CEO attributes on actions and performance. *Strategic Management Society annual conference*; Virtual
- (Panelist) Scholarly conversation on macro research and professional development. *Southern Management Association annual conference*; New Orleans, LA.

2019

- (Facilitator) AMR: Writing theoretical papers – A workshop from the editors. *Academy of Management annual conference*; Boston, MA.
- (Panelist) Clearing methodological hurdles in the publication process: Ask the editors. *AOM Research Methods Division-CARMA Consortium*; Online delivery.

2018

- (Author) Pathways to the top: A configurational understanding of female under-representation in the upper echelons. *European Group for Organizational Studies annual colloquium*; Tallinn, Estonia.
- (Panelist) Optimizing the link between corporate governance research and practice. *European Academy of Management annual conference*; Reykjavik, Iceland.

2017

- (Panelist) Editors panel – Strategic Leadership & Governance IG. *Strategic Management Society annual conference*; Houston, TX.

- (Organizer) Glass ceilings, walls, and cliffs: Gender biases in academia and in practice. *Academy of Management annual conference*; Atlanta, GA.

2016

- (Keynote Speaker) Optimism, overconfidence, and hubris in strategic leadership: One construct or many? *2nd Global Governance and Management Research Workshop*; University of Sydney, Australia.
- (Keynote Speaker) Integrating cognition and context in strategic leadership research. *European Institute for Advanced Studies in Management*; 7th Workshop on Top Management Teams and Business Strategy Research; Groningen, Netherlands.

2015

- (Organizer) Strategic Leadership & Governance paper development workshop. *Strategic Management Society annual conference*; Denver, CO.
- (Author) That could have been me: CEO relational identification, mortality salience, and reprioritization following director deaths. *London Business School Sumantra Ghoshal Conference*; London, U.K.

2014

- (Chair) What happens after the CEO has (been) gone? *Strategic Management Society annual conference*; Madrid, Spain.
- (Author) Steady as she goes: Female board representation and corporate mergers and acquisitions activity. *Strategic Management Society special conference*; Copenhagen, Denmark.

2013

- (Panelist) Measurement in executive research: Obstacles, opportunities, and observations. *Southern Management Association annual conference*; New Orleans, Louisiana.
- (Chair) Strategic human capital. *Academy of Management annual conference*; Orlando, FL.

2012

- (Author) Seeing the error of one's ways: How CEO (over)confidence influences corporate resistance to feedback. *Strategic Management Society annual conference*; Prague, Czech Republic.
- (Organizer) Strategic Leadership Interest Group panel. *Strategic Management Society annual conference*; Prague, Czech Republic.

2011

- (Author) Managerial discretion and financial analysts' responses to management earnings forecasts. *Strategic Management Society annual conference*; Miami, FL.
- (Chair) Executive and director compensation. *Academy of Management annual conference*; San Antonio, TX.

2010

- (Author) Partners or pariahs? Firm engagement with open innovation communities. *Academy of Management annual conference*; Montreal, Canada.
- (Organizer) Managerial discretion across levels of analysis (Caucus). *Academy of Management annual conference*; Montreal, Canada.

2009

- (Author) Titular figureheads and unconstrained managers: How does the role of the CEO differ cross-nationally? *Strategic Management Society annual conference*; Washington, DC.
- (Author) Why do CEOs matter more in some countries than others? The antecedents and consequences of cross-national differences in managerial discretion; *Academy of International Business annual conference*; San Diego, CA.

2008

- (Author) Does national context affect the likelihood of CEO departure following poor firm performance? *Academy of Management annual conference*; Anaheim, CA.
- (Chair) Do CEO characteristics matter during succession? *Academy of Management annual conference*; Anaheim, CA.

2007

- (Author) National institutions and managerial discretion: A taxonomy of 24 countries. *Academy of Management annual conference*; Philadelphia, PA.

2006

- (Author) The influence of national systems on global competitive dynamics: An integrated framework; *Strategic Management Society annual conference*; Vienna, Austria.

2005

- (Author) How national systems influence executive discretion: A study of CEO effects in three countries. *Academy of Management annual conference*; Honolulu, HI.
- (Author) A small world after all? Network perceptions versus reality; *Academy of Management annual conference*; Honolulu, HI.

2004

- (Author) Pathways of opportunity in dynamic organizational networks; *Academy of Management annual conference*; New Orleans, LA.

External Research Affiliations

2022 Visiting Academic
Finance & Strategy Disciplines, School of Business
University of Queensland, Australia

2017 – 2020 Visiting Scholar
Faculty of Economics & Business
University of Groningen, Netherlands

2015 – 2018 International Affiliate
Global Governance and Management Research Group
University of Sydney, Australia

Invited Presentations

Boston College, Dartmouth College, Indiana University, University College Dublin, University of Cambridge, University of Cincinnati, University of Groningen, University of Michigan, University of Notre Dame, University of Texas at Austin, University of Virginia

Research Influence

Citations (Google Scholar)

-Total cites: 3000+
-Most-cited article (*Crossland & Hambrick, 2011*): 600+
-H-index: 13
-i10-index: 15

U.S. Media Coverage

Arizona Daily Independent; Atlanta Journal Constitution; The Atlantic; Austin-American Statesman; Austin Business Journal; Barron's; Business News Daily; Business Record; Business Standard; Charleston Gazette Mail; Chicago Daily Herald; Chinook Observer; CNBC; The Conversation; Crosscut; Daily Astorian; Dow Jones Newswire; Entity Magazine; Greater Diversity News; Harvard Business Review Daily Stat; Inc. Magazine; IndUS Business Journal; Marketwatch; Minnesota Public Radio; MoneyWeek; Morningstar; National Affairs; NPR Marketplace; Omaha World-Herald; Poets & Quants; Post Online Media; PsyPost; Quartz; RealClearMarkets; Science Daily; The Strategist.Media; strategy+business; Sun Sentinel; The Tab; U.S. News and World Report; Wall Street Journal; Washington Post; Yareah Magazine.

International Media Coverage

ABC Ciencia (Spain); Affaritaliani (Italy); AnlegerPlus (Germany); América Económica (Chile); Business Grapevine (U.K.); Business Insider Australia (Australia); City A.M. (U.K.); Daily World (India); Dawn (Pakistan); The Economic Times (India); Financial Mirror (Cyprus); Forskning.no (Norway); Handelsblatt (Germany); Hindustan Times (India); India Live Today (India); The Indian Economist (India); Maeli Business Newspaper (South Korea); The National (United Arab Emirates); New Kerala (India); The Press (New Zealand); Roklen24 (Czech Republic); Stuff.co.nz (New Zealand); Talouselämä (Finland); Taloussanomat (Finland); Trick or Heart? (Japan); Yahoo Finance U.K. (U.K.).

Academic, Consulting, and Industry Outlets

The Advisory Board; American Institute of Health Care Professionals; Australian Institute of Company Directors; Bizwomen; Borderless Consulting; Carrier Management; Corporate

Vision; The CSR Journal; Deloitte Research Briefs; Desjardins Wealth Management; E2W; Envision Business Consulting; Executive Grapevine; Government Executive; Hampton O'Bannon Partners; HR Asia; HR News; Human Resources; Innovative Connections; INSEAD Knowledge; Investopedia; Learning & Development Professional; LinkedIn Talent Solutions; The Lion's Pride; Marshall-James; McCombs Today; Mendoza Business Magazine; Notre Dame Magazine; Practical Ecommerce; Science 2.0; Skyline University College; Softpact; Texas Enterprise; University of South Carolina Center for Executive Succession; Women Executive Leadership; Women in Academia Report.

Media Examples

[ABC Ciencia](#)

[Barron's](#)

[CNBC](#)

[Faculti.net](#)

[Handelsblatt](#)

[Inc](#)

[Investopedia](#)

[MoneyWeek](#)

[Notre Dame Magazine](#)

[NPR Marketplace](#)

[Poets & Quants](#)

[strategy+business](#)

[Quartz](#)

[US News & World Report](#)

[Wall Street Journal](#)

[Washington Post](#)

Research Grants

- McCombs Research Excellence Grant, University of Texas at Austin
- 3M Nontenured Faculty Grant, University of Texas at Austin
- Smeal Dissertation Research Grant; Pennsylvania State University

Interesting Irrelevancy

My Erdős number is 3: Erdős → Harary → Krackhardt → Crossland.
(My Erdős-Bacon-Sabbath number is 11, but that's a longer story)

TEACHING

University of Notre Dame

Ph.D.: Management Research Paradigms (Spring 2024)

Executive MBA: Strategic Thinking (Independent study)

Master of Science in Management: Strategic Decision Making

Undergraduate: Strategic Management

University of Texas at Austin

Full-time MBA: Strategic Management

Undergraduate Honors: General Management and Strategy

Undergraduate: General Management and Strategy

Pennsylvania State University

Undergraduate: Strategic Management

Dissertation Advising

Co-Chair, Ph.D. Dissertation Committee

Jonathan Sims; Graduated 2013, University of Texas at Austin
- Associate Professor of Strategic Management, Babson College

Member, Ph.D. Dissertation Committee

Ye Dai; Graduated 2012, University of Texas at Austin
- Associate Professor of Management, Southern Illinois University

Bruce Rudy; Graduated 2011, University of Texas at Austin
- Associate Professor of Management, University of Texas at San Antonio

Outside Member, Ph.D. Dissertation Committee

Seunghwan Jeong; Graduated 2018, University of Texas at Austin
- Assistant Professor of Management, University of Georgia

Bina Ajay; Graduated 2022; University of Cincinnati
- Assistant Professor of Management, Sam Houston State University

SERVICE

Editing & Reviewing

Associate editor (with decision-making authority over manuscripts):
Strategic Management Journal; 2017, 2018, 2019

Editorial review board member:

Academy of Management Review; 2010-current

- Developmental Reviewer of the Year Award, 2016 ([interview](#))
- Editorial Board Outstanding Reviewer Award, 2015, 2016, 2018, 2019

Strategic Management Journal; 2013-2016; 2020-2022

Academy of Management Journal; 2013-2020

- Editorial Board Outstanding Reviewer Award, 2017
- Journal of Management*; 2017-2020
- Editorial Board Outstanding Reviewer Award, 2019

Ad hoc reviews:

Administrative Science Quarterly; Global Strategy Journal; Journal of International Business Studies; Journal of Management; Journal of Management Studies; Leadership Quarterly; Management Science; Managerial and Decision Economics; Organization Science; Organization Science Dissertation Proposal Competition; Organizational Behavior and Human Decision Processes; Oxford Bibliographies in Management; Research Foundation Flanders (FWO); Strategic Entrepreneurship Journal; Strategic Organization; Swiss National Science Foundation

Conference reviews:

Academy of Management annual conference; 2004-present
Strategic Management Society annual and special conferences; 2009-present

- Best Reviewer Award, Behavioral Strategy Interest Group, 2015, 2017

Award reviews:

Academy of Management

- William H. Newman award; BPS/STR Division best paper and best dissertation awards; RM Division best paper, best student paper, career, and early career awards

Strategic Management Society

- SMS best paper and best student paper awards; SLG interest group best paper, best student paper, and best reviewer awards

Professional Society Activities

Memberships

Academy of Management
INFORMS
International Corporate Governance Society
Strategic Management Society

Elected and Invited Roles

Academy of Management

- Strategic Management Division (Formerly Business Policy & Strategy)
 - Panelist, Doctoral Consortium; 2022
 - Panelist, Mid-Career Consortium; 2021
 - Member, Research Committee; 2019, 2020
 - Co-chair, Junior Faculty Paper Development Workshop; 2017, 2018
- Research Methods Division
 - Consortium Chair; 2017
 - Consortium Macro Track Chair; 2016
 - Treasurer and Executive Committee Member; 2013, 2014, 2015

Strategic Management Society

General

Treasurer and Director; 2022-2025

-Board committee experience: Awards (chair); DEI; Executive;
Finance (chair); Research; Ethics taskforce

Program Chair, SMS Las Vegas Special Conference; 2019

Strategic Leadership & Governance Interest Group

IG Chair; 2017

Program Chair; 2016

Associate Program Chair; 2015

Representative at large; 2013, 2014

Behavioral Strategy Interest Group

Representative at large; 2019, 2020

Selected Service Roles

Department

- External Review Committee; 2022-2023
- Member, Committee on Reappointment, Promotion, & Tenure; 2022-current
- Ex Officio Chair, Committee on Reappointment, Promotion, & Tenure; 2016-2021
- Recruiting Committee; 2016-2021, 2023
- Author, M&O Department weekly newsletter; 2016-2021
- Graduate Studies Committee; 2009-2013
- Co-chair, Speaker Series; 2010-2013

College

- Dean's Cabinet; 2022-current
- Mendoza Emergency Response Committee; 2019-2021
- College Council, Mendoza College of Business; 2016-2021; 2022-current
- Deans/Chairs/Directors (DCD) Committee; 2016-2021
- Dean Search Committee; 2018/19
- Master of Science in Management Curriculum Committee; 2018-2020
- Research Database Committee; 2011-2013

University

- Faculty Grievance Committee; 2023-current
- University Committee on Appeals; 2023-current
- Provost's Fellow; 2018/19, 2019/20
- Reappointment, Promotion, & Tenure (RPT) Guide Revision; 2019/20
- Co-creator, ND Boost program; 2018/19
- Executive Vice President Search Committee; 2018/19
- Assistant Provost Search Committee; 2018/19
- ND Lead; 2017/18
- Academic Advisor, Penn State Rugby Football Club; 2005-2008

External

- Outside reviewer, University of Richmond Management Dept.; 2021/2022
- Finance Council member, Sacred Heart Parish; 2016-2020
- External reviewer for promotion and tenure cases:
 - Arizona State University; Auburn University; Bentley University; HEC Paris; Indiana University; Marquette University; Oklahoma State University; Peking University HSBC Business School; Rice University; Stevens Institute of Technology; Texas A&M University; Texas Christian University; Tulane University; University of Arkansas; University of Florida; University of Hong Kong; University of South Carolina

NON-ACADEMIC POSITIONS

2001-2003: Group Product Development Manager; BMR Neurotech; Galway, Ireland.

- Responsible for management of the division's new product development process and management of primary and secondary clinical research.

1995-2000: Physiotherapist (Physical Therapist); Multiple organizations; Australia and Ireland

- Responsible for physiotherapeutic assessment and treatment of a wide range of musculoskeletal, orthopedic, and neurological conditions.

REFEREES

References available upon request