

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 13
DATE: February 19, 2013

RECOMMENDATION

APPOINTMENT OF CHARTER SCHOOLS BOARD MEMBERS

ACTION REQUESTED

It is recommended that the Board of Regents appoint Tara Mahoney, Katherine Lawrence and John Petz to two-year terms on the Board of Directors of Ann Arbor Learning Community.

STAFF SUMMARY

According to the resolutions which establish these public school academies (charter schools), vacancies on the Boards of Directors shall be filled by the Eastern Michigan University Board of Regents.

Ann Arbor Learning Community

Tara Mahoney is a Partner at Honigman Miller Schwartz & Cohn LLP. She has Juris Doctor, cum laude from University of Michigan Law School in Ann Arbor, MI in 2005 and a Bachelor of General Studies Degree from University of Michigan in Ann Arbor, MI in 2002. She is the Chairperson on the Board of Directors for Neutral Zone in Ann Arbor, MI since July 2012 and the Barrister of Washtenaw County Inns of Court in Ann Arbor, MI since 2011.

Katherine Lawrence is a Staff Researcher and Research Investigator for the University of Michigan School of Information in Ann Arbor, MI. She has a Ph.D. in Management and Organizations from University of Michigan, Ross School of Business in Ann Arbor, MI in 2005, a Masters of Organizational Psychology Degree from University of Michigan in Ann Arbor, MI in 2001, an Ed.M. in Concentration in Technology in Education from Harvard Graduate School of Education in Cambridge, MA in 1996 and a Bachelor Degree, cum laude in Literature from Yale University in New Haven, CT in 1990.

John Petz works as the Director of Real Estate & Public Affairs for Domino's Farms Corporation in Ann Arbor, MI since 2011 and before that as the Director of Government & Community Relations for them since 2001. He has a Master Degree of Business Administration from Walsh College of Troy, MI in 2005 and a Bachelor Degree in Political Science and Economics from the University of Michigan in Ann Arbor, MI in 1993. He is on the Urban Land Institute Michigan Program Committee since 2008.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.

University Executive Officer

Date

Education

University of Michigan Law School, Ann Arbor, Michigan

Juris Doctor, cum laude, May 2005

Member of the Women Law Student's Association

University of Michigan, Ann Arbor, Michigan

Bachelor of General Studies, with distinction, May 2002

James B. Angell Scholar

Golden Key National Honor Society

American University, Washington, DC

Washington Semester Program, January-May 2000

Work Experience

Honigman Miller Schwartz & Cohn LLP, Detroit, Michigan

Associate, September 2005-December 2009

Partner, January 2010-Present

- Counsel wide range of employers on employment and labor law matters
- Defend employment discrimination, retaliation and harassment cases brought under federal and state laws
- Advise employers regarding employment policies and procedures, handbooks, contracts, and applications
- Serve as Vice Chair of the Firm's Pro Bono Committee
- Serve as Chair of the Sub-Committee on Career Development for Committee on Women's Attorneys Initiatives
- Admitted to practice in all Michigan State Courts, the United States District Court for the Eastern District of Michigan, the United States District Court for the Western District of Michigan and the United States Sixth Circuit Court of Appeals
- Honored as *Michigan Super Lawyers*, Rising Star 2009-2012

Community Involvement

Neutral Zone, Ann Arbor, Michigan

Chairperson, Board of Directors, July 2012-Present

Member, Board of Directors, July 2008-July 2012

Chairperson, Human Resources Board Committee, July 2008-July 2012

Washtenaw County Inns of Court, Ann Arbor, Michigan

Barrister, 2011-Present

Education

University of Michigan, Ross School of Business Ann Arbor, MI	Ph.D., Management and Organizations (Organizational Behavior), 1998–2005.
University of Michigan Ann Arbor, MI	M.A., Organizational Psychology, 2001.
Harvard Graduate School of Education Cambridge, MA	Ed.M., Concentration in Technology in Education, 1996.
Yale University New Haven, CT	B.A., cum laude, distinction in the major (Literature), 1990.

Current Work

Scholar at Large

Ann Arbor, MI, July 2006–Present

Collaborating as a researcher, writer, facilitator, and educator with various units at the University of Michigan, the Competing Values consultancy, Harvard Business Publishing, and beyond. Focal areas of expertise include creativity and innovation, distributed and collocated collaboration, improvisation, managerial skills, and the Competing Values Framework. Areas of application have included information technology development, community engagement, strategic planning, virtual organizations, organizational culture, and leadership.

Academic Work Experience

Lecturer

University of Michigan School of Information, Ann Arbor, MI, Winter 2009, Winter 2010

Developing and teaching 400-level course for the social computing track of the newly formed, multidisciplinary Informatics program at the University of Michigan. “Evaluation of Systems and Services” provides a hands-on introduction to formative and summative evaluation methods used throughout the entire process of developing websites and software products.

Post-Doctoral Research Fellow

University of Michigan School of Information, Ann Arbor, January 2005–September 2006

Conducted field research at the Collaboratory for Research on Electronic Work focused on collaboration within scientific and engineering research communities. Identified the cyber-infrastructure and technology requirements of research communities sharing information and resources across geographic and institutional boundaries. Goal was to guide technology deployment and develop improved systems for determining community needs while providing support for the development process. Supported by NSF Grant No. SCI-0525308.

Doctoral Candidate—Dissertation Field Research

University of Michigan Ross School of Business, Ann Arbor, January 2001–December 2004

Conducted field research about interpersonal collaboration in software development. Gathered extensive observations of and interviews with paired programmers using Extreme Programming development method. Goal was to develop a relational theory of interpersonal collaboration.

Dissertation title: “Putting It Together... Bit by Bit: A Relational Theory of Interpersonal Collaboration in Software Development”

Committee: Jane Dutton (co-chair), Gretchen Spreitzer (co-chair), Karl Weick, Mary Ann Glynn, Karen Staller.

Graduate Student Research Assistant

University of Michigan Business School, Ann Arbor, July 1998–August 2002

Conducted literature reviews, surveys, qualitative data analyses, and statistical analyses. Co-authored scholarly papers, a book, and conference presentations.

Co-Instructor for “Creativity at Work,” Executive Education Rapid Intelligence Workshop

University of Michigan Business School, Ann Arbor, June 2002

Based on the book co-authored with Jeff DeGraff. Course evaluation: 4.76 out of 5.

Workshop Facilitator

University of Michigan School of Nursing, Ann Arbor, May & October 2001

Designed and conducted the Division I Faculty Retreat on Brainstorming and the Faculty/Staff Workshop on Work Climate.

Instructor for BBA Core Organizational Behavior course

University of Michigan Business School, Ann Arbor, Fall 2000

“OB300: Behavioral Theory in Management” (57 students), Teacher rating: 4.65 out of 5.

Research Associate

Harvard Business School, Boston, MA, July 1997–June 1998

Supported academic research, development of cases and course materials, course design for “Power & Influence” MBA course, and teaching notes for MBA-level negotiations courses.

Teaching Fellow

Harvard Graduate School of Education, Cambridge, MA, Fall 1995 & Fall 1996

Supported “Educational Software Project Design” graduate-level course. Redesigned course materials and web site; taught computer lab sections.

Selected Industry Experience

Custom education and workshop development, 2002–present

Developed presentations and workshops on creativity, innovation, collaboration, and improvisation for executive education, corporations, professional organizations, and workgroup retreats.

Educational software research, design, and development, 1994–1997

Freelance work for Tom Snyder Productions (Watertown, MA), WGBH Boston, George Brackett & Associates (Cambridge, MA), and Brigham & Women's Hospital (Boston, MA).

Production management for wildlife documentaries, 1991–1993

Managed documentaries produced by Oxford Scientific Films and Whalco for WNET's *Nature* series and the Discovery Channel.

Graphic design and theatrical design, 1985–2002

Designed logos, promotional materials, artwork, t-shirts, and packaging for small businesses, documentaries, and community groups. Designed costumes, sets, and properties for equity-waiver, community, and student theatrical productions.

Research Interests

- Management of multidisciplinary, geographically-dispersed projects
- The role of relationships and context in collaboration
- Creativity and the relational practices of improvisation
- Communities of practice and learning
- Qualitative research methods, narratives, and storytelling
- Positive organizational scholarship
- Behavioral complexity in leadership

Publications and Reports

Lawrence, K. A. and Wilkins-Diehr, N. Roadmaps, Not Blueprints: Paving the Way to Science Gateway Success, XSEDE '12, July 16–20, 2012. Proceedings of the 1st Conference of the Extreme Science and Engineering Discovery Environment: Bridging from the eXtreme to the campus and beyond, Article No. 40. ACM, New York, NY. (Winner of best paper for Software and Software Environments track)

Wilkins-Diehr, N., and Lawrence, K. A. 2011. Opening Science Gateways to Future Success: The Challenges of Gateway Sustainability. *Gateway Computing Environments Workshop (GCE), 2010* (at Supercomputing '10 in New Orleans, LA), 14 Nov. 2010. IEEE Computer Society (Xplore Digital Library).

Lawrence, K. A., Lenk, P., and Quinn, R. E. 2009. Behavioral Complexity in Leadership: The Psychometric Properties of a New Instrument to Measure Behavioral Repertoire. *The Leadership Quarterly*, 20: 87–102.

Cummings, J., Finholt, T., Foster, I., Kesselman, C., and Lawrence, K. A. 2008. *Beyond Being There: A Blueprint for Advancing the Design, Development, and Evaluation of Virtual Organizations*. Final Report from “Workshops on Building Effective Virtual Organizations,” sponsored by the National Science Foundation’s Office of Cyberinfrastructure, Arlington, VA, http://www.ci.uchicago.edu/events/VirtOrg2008/VO_report.pdf.

Lawrence, K. A. and Zimmerman, A. 2007. *TeraGrid Planning Process Report: August 2007 User Workshops*. Collaboratory for Research on Electronic Work, School of Information, University of Michigan, Ann Arbor, MI, <http://www.teragridfuture.org/system/files/TeraGrid+User+Workshops+Final+Report.pdf>.

Lawrence, K. A. and Zimmerman, A. 2007. *TeraGrid Planning Process Report: June 2007 Workshop for Science Gateways*. Collaboratory for Research on Electronic Work, School of Information, University of Michigan, Ann Arbor, MI, <http://www.teragridfuture.org/system/files/TeraGrid+Science+Gateways+Workshop+Report.pdf>.

Lawrence, K. A., Finholt, T. A., and Kim, I. 2007. Warm Fronts and High Pressure Systems: Overcoming Geographic Dispersion in a Meteorological Cyberinfrastructure Project. *Proceedings of the 40th Hawaii International Conference on System Sciences (HICSS-40)*, IEEE Computer Society (Xplore Digital Library).

Lawrence, K. A. 2006. Walking the Tightrope: The Balancing Acts of a Large e-Research Project. *Computer Supported Cooperative Work (CSCW): The Journal of Collaborative Computing*, 15(4): 385–411.

Lawrence, K. A. 2004. Why Be Creative? Motivation and Copyright Law in a Digital Era. *IP Central Review*, 1(2): <http://www.ipcentral.info/review/>.

Dutton, J. E., Ashford, S. J., Lawrence, K. A., and Miner-Rubino, K. 2002. Red Light, Green Light: Making Sense of the Organizational Context for Issue Selling. *Organization Science*, 13(4): 355–369.

DeGraff, J. and Lawrence, K. A. 2002. *Creativity at Work: Developing the Right Practices to Make Innovation Happen* (San Francisco: Jossey-Bass).

Dutton, J. E., Ashford, S. J., O’Neill, R. M., and Lawrence, K. A. 2001. Moves that Matter: Issue Selling and Organizational Change, *Academy of Management Journal*, 44(4): 716–736.

Burton, M. D., and Lawrence, K. A. 1998. *Jerry Sanders*. Harvard Business School Case Number 9-498-021.

Valley, K., Lawrence, K. A., and Morgan, J. 1998. *Starlite Corporation Teaching Note*. Harvard Business School Case Number 5-898-191.

Valley, K., Lawrence, K. A., and Offenhauer, P. 1998. *Adam Baxter Company/Local 190 Teaching Note*. Harvard Business School Case Number 5-898-192.

Work in Progress

Joseph Porac, J., Rao, H., Weick, K., Spiro, J., and Lawrence, K. A. 2011. Garden Paths at the Edge of Life: The Interorganizing of Sensemaking in the West Nile and Sin Nombre Virus Outbreaks. Under review at *Administrative Science Quarterly*.

Lawrence, K. A. What's Love Got to Do with It? Patterns of Collaboration in Pair Programming.

Lawrence, K. A. Playing by the Rules: A Role for Improvisation in Groups.

Presentations

Lawrence, K. A. September 2008. "The Craft of Collaboration—Near and Far." Project Management Institute, Huron Valley Chapter, Ann Arbor, MI, and Agile Groupies, Ann Arbor, MI.

Lawrence, K. A. February 2007. "Fluid Leadership: Improvisation in Dentistry and Life." Scholars Program in Dental Leadership, School of Dentistry, University of Michigan, Ann Arbor, MI.

Lawrence, K. A., Finholt, T. A., and Kim, I. January 2007. "Warm Fronts and High Pressure Systems: Overcoming Geographic Dispersion in a Meteorological Cyberinfrastructure Project." Paper presented at HICSS-40 (Hawaii International Conference on System Sciences), IEEE.

Lawrence, K. A. November 2006. "To Infinity and Beyond! The Craft of Collaboration—Near and Far." Design Science Colloquium, University of Michigan, Ann Arbor, MI.

Lawrence, K. A. October 2006. "Learning to LEAD: Best Practices for Distance Collaboration and Cyberinfrastructure Development." Invited Presentation at the National Science Foundation-sponsored workshop "Cyberinfrastructure for Ocean Observations," Arlington, VA.

Lawrence, K. A. October 2006. "Innovation Unleashed: Understanding Team Roles in the Creative Process." Executive Skills Workshop, Ross School of Business, University of Michigan, Ann Arbor, MI.

Lawrence, K. A. and Kim, I. April 2006. "A Tight Squeeze: Finding Room for HCI in the Space between Research and Development." Paper presented at the CHI 2006 conference workshop "Usability Research Challenges for Cyberinfrastructure and Tools," Montreal, Quebec, Canada.

Lawrence, K. A. April 2005. "Putting It Together...Bit by Bit: Interpersonal Collaboration in Software Development." Michigan Extreme Programming Enthusiasts, Ann Arbor, MI.

Lawrence, K. A. August 2004. "Putting It Together...Bit by Bit: The Dynamic Process of Helping in Collaborative Work." Paper presentation and co-chair for OB symposium "Helping Behavior and Knowledge Work: Turning Research into Action," National Academy of Management Meeting, New Orleans, LA.

Lawrence, K. A., Quinn, R. E., and Lenk, P. August 2004. "Behavioral Complexity and the Measurement of Positive Leadership." Paper presented in ODC/SIM symposium "A Positive Focus on Organizational Leadership," National Academy of Management Meeting, New Orleans, LA.

Lawrence, K. A. February 2004. "Creativity at Work: What Project Managers Need to Know." Project Management Institute, Huron Valley Chapter, Ann Arbor, MI.

Lawrence, K. A. August 2003. "The Complexity of Knowledge Distribution across Real and Imagined Boundaries." Chair and organizer of OMT/MOC symposium, and co-author of symposium paper by Porac, J. F., Rao, H., Weick, K. E., and Lawrence, K. A. "Distributed Sensemaking across Interorganizational Networks: The Diagnosis of the West Nile Virus," National Academy of Management Meeting, Seattle, WA.

Lawrence, K. A. June 2003. "Why Be Creative?" Paper presentation at "Promoting Markets in Creativity: Copyright in the Internet Age," conference sponsored by the Progress & Freedom Foundation and the National Center for Technology and Law at George Mason University Law School, Washington, DC.

DeGraff, J. and Lawrence, K. A. April 2003. "Creativity at Work." Leaders Connect (in association with the University of Michigan Business School Pressing Problems Series), Ann Arbor, MI.

Lawrence, K. A. (panelist). October 2002. "The Currency of Creativity." MichBio (regional chapter of the BIO life sciences industry association), Ann Arbor, MI.

DeGraff, J. and Lawrence, K. A. September 2002. "Creativity in Action: Strategies for Better Product Development Innovation." New Product Development Forum (Product Development and Management Association), Ann Arbor, MI.

Lawrence, K. A. August 2002. "Qualitatively Different: Creating Networked Communities of Practice for Qualitative Research." Organizer and Panelist for OMT/OB Professional Development Workshop, National Academy of Management Meeting, Denver, CO.

Lawrence, K. A. August 2001. "Contradictions in the Performance of Improvisation: Lessons from the Theater." Paper presentation and organizer for OB/OMT/BPS symposium "The Challenges of Improvisation," National Academy of Management Meeting, Washington, DC.

Lawrence, K. A. June 2001. "Playing by the Rules: A Role for Improvisation in Groups." Paper Presentation at First International Symposium on Organizational Improvisation, Lisbon, Portugal.

Lawrence, K. A. March 2001. "Fluid Leadership: Using Improvisational Theater Techniques for Managing Change." Leaders Connect, Ann Arbor, MI.

Lawrence, K. A., Miner-Rubino, K., Dutton, J. E., and Ashford, S. J. August 2000. "Yellow Lights: How Female Managers Respond to Multiple Contextual Cues as Cautionary Signals for Raising Pay-Equity Issues." Paper presentation in OB/OMT symposium "Fear of Being Honest: Silence and Self-Censorship in Organizational Settings," National Academy of Management Meeting, Toronto.

Lawrence, K. A., Quinn, R. W., and Weber, K. February 25, 2000. "Using Video Data for Organizational Research." Interdisciplinary Committee on Organization Studies (ICOS), Ann Arbor, MI.

Dutton, J. E., Ashford, S. J., Lawrence, K. A., and Miner-Rubino, K. August 1999. "Red Light, Green Light: How Female Managers Read the Context for Selling Gender-Equity Issues in their

Work Organizations.” Interactive Paper Presentation, National Academy of Management Meeting, Chicago.

Awards and Grants

National Science Foundation Grant No. OCI-1216723: “Collaborative Research: The Science Gateway Institute (SGW-I) for the Democratization and Acceleration of Science” through the “Software Institutes” program (2012–2013).

National Science Foundation Grant No. OCI-0948476 through the “Catalyzing Virtual Organizations” EAGER solicitation (2009–2012).

Doctoral Student Research Grant, University of Michigan Business School, 1999, 2003.

ABCD (Above and Beyond the Call of Duty) Award from the Organization and Management Theory (OMT) Division, Academy of Management Meeting, 2002. Recognizes the top five contributors to the review process (out of 253 reviewers in 2002).

Interdisciplinary Committee on Organization Studies Doctoral Student/Faculty Small Grant, University of Michigan, 2000.

Service

Collaboratory for Research on Electronic Work, seminar series organizer, 2005–2006

Qualitative Research Forum, University of Michigan, co-coordinator, 2001–2004

Summit for Improvisation in Business, academic track advisor/reviewer, 2003

Interdisciplinary Committee on Organization Studies (ICOS) Dissertation Poster Session, co-coordinator, 2003

Conference on Qualitative Research at Michigan, web site development, 2001–2003

Doctoral Grants Committee, University of Michigan Business School, member, 2000–2003

Ph.D. Forum, University of Michigan Business School, president, 2000–2001

Ph.D. Forum, University of Michigan Business School, co-social chair, 1999–2000

UMBS Honors Committee (nominations for the Business Leadership Award), member, 1999–2000

Doctoral Student Recruiting Committee (Organizational Behavior Department), University of Michigan Business School, member, 1999

Ad-hoc Reviewer

Journal of Computer Supported Collaborative Work: An International Journal (JCSCW), 2010

Academy of Management Journal, 2009

Journal of Management Information Systems, 2006

Organization Studies, 2006

Association of Computing Machinery Special Interest Group in Computer-Human Interaction conference, CHI 2006

MIT Press, 2005

Academy of Management Journal, 2004, 2005

American Behavioral Scientist, 2003

Journal of Management Studies, 2002

Organization Science, 2002

International Studies of Management and Organization, 2002

Academy of Management Meetings: OMT division, 2002; OMT, OB, MOC and ODC divisions, 2003; OB and ODC divisions, 2004

Journal of Management Education, 1999

Professional Memberships

Applied Improvisation Network

JOHN J. PETZ

PROFESSIONAL EXPERIENCE

Domino's Farms Corporation, Ann Arbor, Michigan

Director, Real Estate & Public Affairs – April 2011-present

Director, Government & Community Relations – Jan. 2001-April 2011

- Manage real estate development activities for portfolio of corporate land holdings, including review of regulatory and environmental constraints, financial analysis, and political factors; identify development opportunities and/or partners; perform due diligence review of properties. Key projects include Vistas, Domino's Farms – Phase VI, Ave Maria International Golf Club, Ave Maria University, Fr. Gabriel Richard High School and Domino's Farms Portfolio Master Plan.
- Develop and implement public relations action plans - strategies, timetables and target audiences to achieve corporate objectives.
- Network with public officials, business and civic leaders, and represent employer at public events, including serving on association committees.
- Research municipal zoning, local and state legislation, and judicial decisions for compliance with corporate objectives, analysis of opportunities, and development of corporate response.

United States Senator Spencer Abraham, Southfield, Michigan

Southeast Michigan Director - Oct. 1999-Jan. 2001

Regional Director - May 1995-Oct. 1999

- Design strategic outreach plan and coordinate implementation for staff of Regional Directors for the Metropolitan Detroit area.
- Develop a focused information dissemination program across the state of Michigan, including message development, target constituency group identification and mailing program.
- Coordinate outreach activities in Hillsdale, Jackson, Lenawee, Monroe, Washtenaw, and western Wayne Counties.
- Manage constituent casework concerning U.S. Departments of Transportation, Justice, Interior and other Federal agencies.
- Computer system administrator for the Michigan operations: install and maintain computer hardware and software; train staff and interns on software applications for four offices.

EDUCATION

Walsh College, Troy, Michigan

Masters of Business Administration - Finance (2003-2005)

Delta Mu Delta, Gamma Eta Chapter

University of Michigan, Ann Arbor, Michigan

Bachelors of Arts in Political Science and Economics (1989-1993)

PROFESSIONAL DEVELOPMENT

Urban Land Institute, Arlington, Virginia
ULI-Michigan Program Committee (2008-present)
UM/ULI Real Estate Forum Program Committee (2011)

Ann Arbor/Ypsilanti Regional Chamber, Ann Arbor, Michigan
Board of Directors (Chair 2011, Vice Chair 2010, Member 2008-present)

Ann Arbor Area Chamber of Commerce, Ann Arbor, Michigan
Public Policy Committee (Chair, 2008-09, Member 2006-2011)
Impact: Michigan (formerly Agenda: Ann Arbor) (Chair 2005, Co-Chair 2004, Steering Committee 2003, 2006)
Leadership Ann Arbor (2002)

The Leadership Institute, Washington, D.C.
Public Relations School (2001)
Broadcast Journalism School (1995)

Michigan Chamber of Commerce, Lansing, Michigan
Leadership Michigan (1995)

ORGANIZATIONS/MEMBERSHIP

Urban Land Institute
University of Michigan Alumni Association
Walsh College Alumni Association

Crain's Detroit Business Reader Advisory Board
Concentrate Editorial Advisory Board