

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

**Research Interests**  
Intersection of business and education  
Public sector and nonprofit operations  
Frontline workers and technology

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

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

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

### Research Papers

1. Snyder, C., Keppler, S., & Leider, S. (2024) Algorithm Reliance, Fast and Slow. Forthcoming in *Management Science*.
2. Keppler, S.M. & Smilowitz, K.R. (2024) Time is Not Money: Time Logics and Workforce Operations Within School-Nonprofit Relationships. Forthcoming in *Production and Operations Management Journal*.
3. Keppler, S.M. (2024) Little's Law and Educational Inequality: A Comparative Case Study of Teacher Workaround Productivity. *Management Science*, 70 (5), 2705–3380.  
· Winner, Ross DEI Faculty Research Award 2023
4. Davis, A., Flicker, B., Hyndman, K., Katok, E., Leider, S., Keppler, S., Long, X. & Tong, J. (2023) A Replication Study of Operations Management Experiments in *Management Science*. *Management Science*, 69 (9), 4977–4991.  
· Winner, MSOM Society's Best Operations Management Paper in *Management Science* Award  
· Winner, Christiaan Huygens Reproduction and Replication Prize 2023
5. Keppler, S.M. & Leonardi, P.M. (2023) Building Relational Confidence in Remote and Hybrid Work Arrangements: Novel Ways to Use Digital Technologies to Foster Knowledge Sharing. *Journal of Computer-Mediated Communication (JCMC)*, 28

- (4), zmad020.  
 · Finalist, Carolyn Dexter Best Paper Award, Academy of Management Annual Meeting 2014
6. Keppler, S.M., Li, J. & Wu, D. (2022) Crowdfunding the Front Lines: An Empirical Study of Teacher-Driven School Improvement. *Management Science*, 68(12), 8515–9218.  
 · Winner, MSOM Service Special Interest Group (SIG) Best Paper Award 2023  
 · Winner, MSOM Responsible Research Award 2022  
 · Finalist, *Financial Times* Research Impact Award 2021
7. Keppler, S.M, Smilowitz, K.R., & Leonardi, P.M. (2020) Contextual Trustworthiness of Organizational Partners: Evidence from Nine School Networks. *Manufacturing and Service Operations Management*, 23(4), 974–988.
8. Leonardi, P.M & Keppler (Meyer), S.R. (2015) Social Media as Social Lubricant: How Ambient Awareness Eases Knowledge Transfer, *American Behavioral Scientist*, 59(1), 10–34.

### Invited Book Chapters

9. Keppler, S.M (2024) Rethinking Frontline Nonprofit Operations: The Role of Aggregator Organizations. *Nonprofit Operations and Supply Chain Management: Theory and Practice*, Gemma Berenguer Falguera and Milind Sohoni (Eds.).
10. Smilowitz, K.R. & Keppler, S.M (2020) On the Use of Operations Research and Management in Public Education Systems. *INFORMS TutORials in Operations Research: Pushing the Boundaries: Frontiers in Impactful OR/OM Research*, Cheryl Druehl and Wedad Elmaghraby (Eds.), 84–105.

### Peer-Reviewed Conference Proceedings

11. Keppler (Meyer), S.R., Pierce, C.S., Kou, Y., Leonardi, P.M., Nardi, B.A., & Bailey, D.E. (2015, January). Offshoring Digital Work, But Not Physical Output: Differential Access to Task Objects and Coordination in Globally Distributed Automotive Engineering and Graphic Design Work. In *Digital and Social Media, 2015. HICSS. Proceedings of the 48th Annual Hawaii International Conference on System Sciences*. IEEE.  
 · Best Paper Award Nominee, Digital and Social Media Track

### Manuscripts Under Review

12. Stopping the Revolving Door: An Empirical and Textual Study of Crowdfunding and Teacher Turnover. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan). Major Revision, *Manufacturing and Service Operations Management*.  
 · Winner, POMS Applied Research Challenge 2022.
13. Making ChatGPT Work for Me. With Wichinpong Park Sinchaisri (University of California - Berkeley) and Clare Snyder (University of Michigan). Major Revision, *ACM SIGCHI Conference on Computer-Supported Cooperative Work & Social Computing (CSCW)*.

### Manuscripts in Preparation

14. Under-Funding Public Schools as a Partial Provision Strategy. With Paul Leonardi (UC Santa Barbara). In preparation for *Manufacturing and Service Operations Management*.

15. Backward Planning with Generative AI. With Wichinpong Park Sinchaisri (University of California - Berkeley) and Clare Snyder (University of Michigan). In preparation for *Management Science*.
16. Worker Reactions to Fair Algorithms. With Clare Snyder (University of Michigan) and Steve Leider (University of Michigan). In preparation for *Management Science*.
17. Partnerships without Principals? With James Spillane (Northwestern University). In preparation for *Education Administration Quarterly*.

## Awards

MSOM SOCIETY'S 2024 BEST OPERATIONS MANAGEMENT PAPER IN MANAGEMENT SCIENCE AWARD (WINNER)

BY VOTE FROM MANUFACTURING AND SERVICE OPERATIONS MANAGEMENT SOCIETY  
 WINNING PAPER: A Replication Study of Operations Management Experiments in *Management Science*. With Andrew Davis (Cornell University), Blair Flicker (University of South Carolina), Kyle Hyndman (University of Texas - Dallas), Elena Katok (University of Texas - Dallas), Steve Leider (University of Michigan), Xiaoyang Long (University of Wisconsin) & Jordan Tong (University of Wisconsin)

MSOM MERITORIOUS SERVICE AWARD 2023 (RECIPIENT)

MANUFACTURING & SERVICE OPERATIONS MANAGEMENT EDITORIAL BOARD

MSOM SERVICE SIG BEST PAPER AWARD 2023 (WINNER)

MANUFACTURING & SERVICE OPERATIONS MANAGEMENT SOCIETY

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

2023 CHRISTIAAN HUYGENS REPRODUCTION AND REPLICATION PRIZE (WINNER)

INSTITUTE FOR REPLICATION

WINNING PAPER: A Replication Study of Operations Management Experiments in *Management Science*. With Andrew Davis (Cornell University), Blair Flicker (University of South Carolina), Kyle Hyndman (University of Texas - Dallas), Elena Katok (University of Texas - Dallas), Steve Leider (University of Michigan), Xiaoyang Long (University of Wisconsin) & Jordan Tong (University of Wisconsin)

2023 DIVERSITY, EQUITY, AND INCLUSION FACULTY RESEARCH AWARD (WINNER)

UNIVERSITY OF MICHIGAN, STEPHEN M. ROSS SCHOOL OF BUSINESS

WINNING PAPER: Little's Law and Educational Inequality: A Comparative Case Study of Teacher Workaround Productivity. (solo-authored)

2022 RESPONSIBLE RESEARCH AWARD (WINNER)

MANUFACTURING AND SERVICE OPERATIONS MANAGEMENT SOCIETY

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

2022 APPLIED RESEARCH CHALLENGE (WINNER)

PRODUCTION AND OPERATIONS MANAGEMENT SOCIETY

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

2021 ACADEMIC RESEARCH AWARD (FINALIST)

*Financial Times*

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

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

ACADEMY OF MANAGEMENT ANNUAL MEETING

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

2011 CABELL FELLOWSHIP  
NORTHWESTERN UNIVERSITY, MCCORMICK SCHOOL OF ENGINEERING

2011 HAROLD RICHARDS GRADUATE FELLOWSHIP FOR ORGANIZATION THEORY AND  
SYSTEMS ANALYSIS  
NORTHWESTERN UNIVERSITY, MCCORMICK SCHOOL OF ENGINEERING

**Invited Talks** THE EFFECTS OF TEACHER CROWDFUNDING ON STUDENT PERFORMANCE AND TEACHER  
RETENTION

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

LITTLE'S LAW AND EDUCATIONAL INEQUALITY

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

SCHOOL-NONPROFIT RELATIONSHIPS

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

**Written Practitioner Articles**

1. Keppler, S.M. (2024) A New Formula For Measuring School Partnership Inequities. *Working Paper*.
2. Keppler, S.M. & Snyder, C. (2024) Teachers feel most productive when they use AI for teaching strategies. *The Conversation*.
  - Picked up in *The 74 Million* and *Fast Company*.
  - Approximately 8,500 reads
3. Keppler, S.M. (2023) Style and Substance: Help Teachers Create the Classroom of their Dreams. *Character Lab, Tip of the Week*.
4. Keppler, S.M. (2023) What Teachers Are Likely Missing From Their Back-to-School Wish Lists. *Education Week*.
5. Keppler, S.M. & Smilowitz, K.R. (2020) School buildings need more space to safely reopen. *The Conversation*.
  - Picked up in *Fast Company*.
  - Approximately 21,000 reads
6. Keppler, S.M. (2020) 7 things public schools do besides teach kids academic basics. *The Conversation*.
  - Approximately 25,000 reads

**Media Coverage**

Do algorithm technologies improve efficiency? Study investigates reality of reliance, avoidance, *Michigan News*, 2024

Do Algorithms Improve Efficiency? New Study Investigates Reality of Algorithm Reliance, *Faculty News Michigan Ross*, 2024.

We Can Give Teachers the Basic Supplies They Need So Students Will Do Better in School. *Curious by Nature Podcast*, 2024.

Academic Core Professor Spotlight. *Business Beyond Usual Podcast*, 2024.

Michigan state budget proposal: U-M expert sees promise with respect to prioritizing education. *Newswise*, 2024.

Remote and Hybrid Workers Aren't Communicating Across Departments—At Least Using their Current Tools. *UCSB Technology Management*, 2023.

Schools Often Partner with Nonprofits to Benefit Students. Which Partnerships Last? *Kellogg Insight*, 2023.

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

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

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

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

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

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

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

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

Charles Best knows what teachers need. *The Wall Street Journal*, 2021.

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

School resources lost during COVID-19. *Michigan Minds Podcast*, 2020.

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

### **Work on Funded Research**

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

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

### **Teaching**

INSTRUCTOR, TO 502, MBA CORE  
· Applied Business Statistics (4.8/5)  
· Course Co-Coordinator 2020, 2022, 2023, 2024

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

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

ADVISER, ACTION-BASED LEARNING PROJECTS  
Full-time MBA Multi-Disciplinary Action Projects (MAP)

- Commongrounds Cooperative (Traverse City, MI)
- Goodwill Greenworks (Detroit, MI)
- City of Detroit Opioid Taskforce (Detroit, MI)
- Microsoft (Ann Arbor, MI)
- Tauber Institute for Global Operations
- Amazon Process Safety, Amazon Robotics Transformation
- GE Digital Transformation - *2nd Place in Tauber Spotlight Competition*
- Stanley Black and Decker Industry 4.0 Transformation

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

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

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

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

### Service and Professional Activities

#### UNIVERSITY OF MICHIGAN

- PhD Program Coordinator, Technology & Operations, 2024-2025
- Faculty Associate, Center for Positive Organizations, 2021-2024
- MBA Book Club Faculty Advisor, 2023-2024
- Adviser, Tauber Institute, 2018-2024
- PhD Recruitment Committee, 2020, 2023
- Presenter, MBA Orientation, 2022, 2023, 2024
- Diversity, Equity, and Inclusion Committee, 2020-2021
- Discussant, Business + Impact Studio, 2021
- Adviser, Bridges Program, 2020-2021
- Technology and Operations Seminar Coordinator, 2019-2020, 2020-2021
- Community Values Committee, 2017-2018, 2018-2019
- Presenter, Preparation Initiative, 2017-2019
- Coordinator, 5th Floor Holiday Giving, 2019, 2020
- TO Faculty Recruitment Committee, 2018
- Interdisc. Committee on Organizational Studies (ICOS) Co-Coordinator, 2015-2016

#### JOURNALS AND CONFERENCES

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

### Professional Experience

High School Mathematics Teacher, 2008 - 2011 (Teach For America)  
*KAPPA International High School, Bronx, NY*