MONICA C. HIGGINS

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EDUCATION

1995	Ph.D., Organizational Behavior, Harvard University
1995	A.M., Psychology, Harvard University
1990	M.B.A., Tuck Business School, Dartmouth College, *Tuck Scholar, distinction*
1986	A.B., Policy Studies, Organizational Behavior, Dartmouth College, *summa cum laude*

PROFESSIONAL EXPERIENCE

2010-present **Harvard Graduate School of Education**
Kathleen McCartney Professor of Education Leadership

Harvard Kennedy School
Faculty Affiliate, Center for Public Leadership and Bloomberg Center for Cities

2007-2010 **Harvard Graduate School of Education**
Associate Professor

1995-2006 **Harvard Business School**
2001-2006   Associate Professor of Business Administration,
Organizational Behavior Unit
1995-2001   Assistant Professor of Business Administration,
Organizational Behavior Unit

1990-1992 **Harbridge House, Boston MA**
Consultant, Organizational Change and Continuous Improvement

1989 **American Express Inc., Travel Related Services Company, Inc., New York, NY**
Marketing, New Card Member Acquisition

1986-1988 **Bain & Company, Boston MA**
Associate Consultant, Strategic Planning for Fortune 500 Companies

APPOINTMENTS AND CONSULTANCIES

2017-present **Member, Harvard College Visiting Committee**
Appointment by Harvard Board of Overseers

2015-present	**Harvard University Advanced Leadership Initiative**
	Faculty Executive Committee (2024 - present)
	Co-Chair, representing Harvard Graduate School of Education (2015-2019)
	Faculty Board Member (2019-present)

2015-present	**Dartmouth College**
	Class of 1986 Dartmouth College Fund, Head Class Agent (2024 - present)
	Member, Rockefeller Center's Board of Visitors (2017-2023)
	Member, Dartmouth Alumni Council Nominating Committee (2016-2018)
	Chair, Dartmouth Alumni Service Committee (2016-2017)
	Member, represent women of Tuck Business School to the Alumni Council (2015-2017)

2021-present	**Research Partnerships for Professional Learning (RPPL), Annenberg Institute for School Reform at Brown University**
	Member, Research Advisory Council
	Technical Assistance Partner

| 2009-2016 | **Consultant, U.S. Secretary of Education** |
| | Appointed to lead learning roundtable discussions for the Secretary's senior leadership team |

| 2009 | **Advisor to U.S. Chamber of Commerce and Center for American Progress** |
| | Consultant and reviewer for the U.S. Education Report Card on Innovation |

PUBLICATIONS

Books

Weiner, J., and Higgins, M.C. (2023). *Education Lead(her)ship: Advancing women in K-12 administration*. Cambridge, Harvard Education Press.

Johnson, S.M., Marietta, G., Higgins, M.C., Mapp, K.L., & Grossman, A. (2015). *Achieving coherence in district improvement: Managing the relationship between the central office and schools*. Cambridge: Harvard Education Press.

Higgins, M.C. (2005). *Career imprints: Creating leaders across an industry*. In W. Bennis' *Leadership Development Series*. San Francisco: Jossey-Bass/Wiley.

Peer-Reviewed Journal Articles

Kumar, A., & Higgins, M.C. (2024). (De)constructing the disruption: Enacted sensemaking and sensegiving in institutionally plural fields. *Journal of Organizational Sociology, 2(3): 253-273*.

Higgins, M.C., Riza, S., Weiner, J., & Liu, H. (2022). When is Psychological Safety Helpful in Organizations? A Longitudinal Study. *Academy of Management Discoveries Journal, 8(1), 1-26*.

Dobrow Riza, S., & Higgins, M.C. (2019). The dynamics of developmental networks. *Academy of Management Discoveries Journal*, 5(3), 221-250.

Weiner, J., & Higgins, J. (2017). Where the two shall meet: Exploring the relationship between teacher culture and student culture. *Journal of Educational Change*, 18(1): 21-48.

Edmondson, A.C.,* Higgins, M.C., Singer, S.J. and Weiner, J. (2016). Understanding psychological safety in healthcare and education organizations: A comparative perspective. *Research in Human Development.* [* Authorship alphabetical]

Higgins, M.C., Weiner, J., & Young, L.A. (2012). Implementation teams: A new lever for organizational change. [Special Issue: The Changing Ecology of Teams], *Journal of Organizational Behavior*, 33(3): 366-388.

Higgins, M.C., Ishimaru, A., Holcombe, R., & Fowler, A. (2011). Examining organizational learning in schools: The role of psychological safety, experimentation, and leadership that reinforces learning. *Journal of Educational Change,1-28.*

Higgins, M., Dobrow, S. R., & Roloff, K. S. (2010). Optimism and the boundaryless career: The role of developmental relationships. *Journal of Organizational Behavior, 31*(5), 749-769.

Higgins, M.C., & Hess, F. M. (2009). Learning to succeed at scale. *Journal of School Choice, 3*(1), 8-24.

Higgins, M.C., Dobrow, S., & Chandler, D. (2008). Never quite good enough: The paradox of sticky developmental relationships for elite university graduates. [Special Interdisciplinary Issue on Mentoring]. *Journal of Vocational Behavior, 72,* 207-224.

Kim, J., & Higgins, M.C. (2007). Where do alliances come from? The role of upper echelons in alliance formation. *Research Policy, 3*, 499-514.

Higgins, M.C., & Gulati, R. (2006). Stacking the deck: The effects of top management team composition on investor decision-making. *Strategic Management Journal, 27*(1), 1–25.

Cummings, J., & Higgins, M.C. (2006). Relational instability at the core: Support dynamics in developmental networks. *Social Networks, 28*(1)*,* 38–55.

Dobrow, S., & Higgins, M.C. (2005). Developmental networks and professional identity: A longitudinal study. [Special Issue on Mentoring]. *Career Development International*, *10*(6/7)*,* 567–587.

Higgins, M.C., & Gulati, R. (2003). Getting off to a good start: The effects of upper echelon affiliations on underwriter prestige. *Organization Science*, *14*(3), 244–263.

Gulati, R., & Higgins, M.C. (2003). Which ties matter when? The contingent effects of interorganizational partnerships on IPO Success. *Strategic Management Journal*, *24*(2), 127–144.

Higgins, M.C., & Kram, K.E. (2001). Reconceptualizing mentoring at work: A developmental network perspective. *Academy of Management Review*, *26*(2)*,* 264–288.

Higgins, M.C. (2001). Changing careers: The effects of social context. *Journal of Organizational Behavior, 22,* 595–618.

Higgins, M.C., & Thomas, D.A. (2001). Constellations and careers: Toward understanding the effects of multiple developmental relationships. *Journal of Organizational Behavior*, *22*(3), 223–247.

Higgins, M.C. (2001). When is helping helpful? Effects of evaluation and intervention timing on individual task performance. *Journal of Applied Behavioral Science*, *37*(3), 280–298.

Higgins, M.C. (2001). Follow the leader? The effects of social influence on employer choice. [Special Issue on Careers in the 21st Century]. *Group and Organization Management*, *26*(3), 255–282.

Higgins, M.C. (2000). The more, the merrier? Multiple developmental relationships and work satisfaction. *Journal of Management Development*, *19*(4), 277–296.

Non-Peer-Reviewed Journal Articles

Higgins, M.C. (January/February 2012). Knowing how to help: Building teacher self-efficacy is trickier than it seems. *Principal Magazine.*

Higgins, M., Hess, F., Weiner, J., & Robison, W. (2011, Summer). Creating a corps of change agents. *Education Next, 11*(3).

Higgins, M.C., Young, L.A., Weiner, J., & Wlodarczyk, S. (2009). Leading teams of leaders: What helps team member learning? *Phi Delta Kappan*, 91(4).

Kram, K.E., & Higgins, M.C. A new mindset on mentoring: Creating developmental networks at work. *Business Insights*: a joint publication by the *Wall Street Journal* (September, 2008) and the *MIT Sloan Management Review* (February, 2009).

Higgins, M.C., Trotter, L., Ablon, S.L., Pearson, S., & Mohan, M. (2000) "What should C.J. do?" [Comment on *Too old to learn?*]. *Harvard Business Review*, *78*(6), 43–52.

Book Chapters

Higgins, M.C., & Claman, P.H. (2020). *Teaching and Learning about careers*. In Gunz, H., & Mayerhofer, W. (Eds.), *Handbook of career studies*. Routledge.

Chandler, D.E., Murphy, W.M., Kram, K.E., & Higgins, M.C. (2016). Bridging Formal and Informal Mentoring: A Developmental Network Perspective. In Peno, K., Magiante, E.S., & Kenahan, R. (Eds.), *Formal and Informal Mentoring in Multiple Contexts*. Information Age Publishing.

Childress, S., Higgins, M., Ishimaru, A., & Takahashi, S. (2011). Managing for Results at the New York City Department of Education. In Oday, J., Bitter, C., & Gomez, L. (Eds.), *Education reform in New York City: Ambitious change in the nation's most complex school system*. Cambridge, MA: Harvard Education Press.

Higgins, M.C., Chandler, D., & Kram, K.E. (2007). Boundary spanning of developmental networks: A social network perspective on mentoring. In B.R. Ragins & K.E Kram (Eds.), *The handbook of mentoring at work: Theory, research, and practice* (pp. 349-372). Thousand Oaks, CA: Sage.

Higgins, M.C., & Dillon, J.R. (2007). Career patterns and organizational performance. In M. Peiperl & H. Gunz (Eds.), *Handbook of career studies* (pp. 422-436). Thousand Oaks, CA: Sage.

Higgins, M.C. (2007). A contingency perspective on developmental networks. In J. Dutton & B.R. Ragins (Eds.), *Exploring positive relationships at work: Building a theoretical and research foundation* (pp. 207-224). Hillsdale, NJ: Lawrence Erlbaum Associates.

Higgins, M.C. (2006). We're here to help (Not!) In R. Maruca (Ed.), *What managers say, what employees hear: Connecting with your front line (So they'll connect with customers)* (pp 65-72). Westport, CT: Praeger.

Higgins, M.C. (2004). Career imprinting and leadership development: Theory and practice. In S. Chowdhury (Ed.), *Next generation business handbook* (pp. 91-105). Hoboken, NJ: J.Wiley & Sons.

Higgins, M.C. (2002). Careers creating industries: Some early evidence from the biotechnology industry. In M.B. Peiperl, M.B. Arthur, & N. Anand (Eds.), *Career creativity: Explorations in the remaking of work* (pp. 280-297). Oxford, England: Oxford University Press.

Higgins, M., & Nohria, N. (1999). The side-kick effect: Mentoring relationships and the development of social capital. In R. Leenders & S. Gabbay (Eds.), *Corporate social capital and liability* (pp. 161-179). Boston: Kluwer Academic Publishers.

Higgins, M.C, & Thomas, D.A. (1996). Mentoring and the boundaryless career: Lessons from the minority experience. In M.B. Arthur & D.M. Rousseau (Eds.), *The boundaryless career: A new employment principle for a new organizational era* (pp. 268-281). New York: Oxford University Press.

WORKING PAPERS AND PROJECTS IN PROCESS

Books/Multi-Media

Building Career Foundations. With Adam Richman. Multi-media project that portrays the careers of nine Harvard Business School Class of 1996 graduates over 20+ years. Final product will be a documentary.

A608 After Hours Podcast. With Uche Amaechi. Interviews with alumni of the HGSE class, A608: Leadership, Entrepreneurship, & Learning. 120+ episodes (2020-present).

Working Papers

Teodorovicz, T., Karim, S., & Higgins, M.C. *Employee participation and vetting in managerial selection: Evidence from the education sector.*

Higgins, M. & Weiner, J. *Entrepreneurial spawning in education: A study of Teach for America alumni.*

Projects in Process

Scaling for Impact in Education: A resource for educators. Book in process for educators who are teaching others how to scale education initiatives and organizations for even greater impact; includes both cases and teaching notes.

Monica C. Higgins

Case Initiative in Education. With Matt Miller. Project to build a pipeline of education cases on the topic of leading change as well as the capacity for case teaching in education.

Implementing System-level Change in U.S. Public Schools. With Lauren Hajjar, Jody Hoffer Gittell, and Lainie Loveless. Examines the implementation of school-level interventions designed to build collaborative capacity to increase personalized learning across a school district.

Building Career Foundations Project. With Adam Richman. Examines the career decision-making and trajectories of the Harvard Business School Class of 1996 over time. Qualitative video interview data based upon interviews with ten participants in depth. 25th year of data collection currently under way.

HONORS AND AWARDS

2025	Book with Jennie Weiner, *Education Lead(her)ship*, named a 2025 Society of Professors of Education Outstanding Book Honorable Mention
2023	Center for Public Leadership at Harvard University, Closeup for research and scholarship on women in leadership
2023	Bloomberg Center for Cities at Harvard University, spotlight on research
2021	Selected as spotlight expert for Lead the Change within AERA's Educational Change SIG
2009	Morningstar Teaching Award, Harvard Graduate School of Education.
2007	Paper presentation in symposium awarded Best Symposium in the Careers Division of the Academy of Management 2007 Conference.
2006	Paper presentation in symposium awarded Best Symposium in the Careers Division of the Academy of Management 2006 Conference.
2005	Best Paper Proceedings (with J. Kim), Academy of Management 2005 Conference.
2004	Paper presentation (with S. Dobrow) in symposium awarded Best Symposium in the Careers Division of the Academy of Management 2004 Conference.
2004	Nominated for Everett Mendelsohn Excellence in Mentoring Award by Ph.D. Students in Organizational Behavior at Harvard.
2003	Academy of Management Review paper (with K. E. Kram) nominated for the William A. Owens Scholarly Achievement Award for the best refereed article in the field of industrial and organizational psychology for the year 2001.
2003	Nominated for Everett Mendelsohn Excellence in Mentoring Award by Ph.D. Students in Organizational Behavior, Business Economics, and the Doctorate of Business Administration at Harvard.
1998	Awarded Best Paper in the Careers Division of the Academy of Management 1998 Conference. Best Paper Proceedings.
1995	Awarded distinction for General Exams in Social Psychology. Harvard University.

| 1990 | Awarded Distinction. Edward Tuck Scholar.
Amos Tuck School of Business Administration. Dartmouth College. |
|---|---|
| 1986 | Elected to Phi Beta Kappa. Awarded summa cum laude. High honors graduate in Policy Studies. Honors thesis on organizational change. Academic citations in Sociology and in Policy Studies. Dartmouth College. |

PROFESSIONAL MEMBERSHIPS

2008-present	Member, *American Education Research Association*
2008-present	Board Member, *Phi Delta Kappa*
2008-present	Member, *Groups Group*, Harvard University, research group
2009-present	Member, *American Enterprise Institute*
1995-present	Member, *American Psychological Association*
1992-present	Member, *Academy of Management*: Careers Division, Organizational Behavior Division, Organization & Management Theory Division
2003-2005	Member, *Society for Industrial and Organizational Psychology*
2001-2005	Member, *European Groups and Organization Studies*

- Co-Convenor with M. Ebers, M. Gittelman, A. Oliver, and W. Powell, "Unlocking Biotechnology," Berlin (July 2005).

1999-2005	Member, *International Network of Social Network Analysis*
2000-2004	Board member, Careers Division of the Academy of Management

SERVICE TO PROFESSIONAL PUBLICATIONS

Associate Editor/Editorial Board Member

2020-2024	Associate Editor, *Academy of Management Discoveries*
2018-2023	*Journal of Educational Change*
2008-2017	M@n@gement
2007-2017	*Group and Organization Management*
2003–2017	*Career Development International*
2001–2012	*Journal of Organizational Behavior*
2000–2004	*Academy of Management Journal*
1999–2001	*Career Division Newsletter* of the Academy of Management

Ad Hoc Reviewer
Academy of Management Discoveries
Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Journal of Applied Behavioral Science
Journal of Applied Psychology
Journal of Applied Social Psychology
Journal of Educational Change
Journal of Occupational and Organizational Psychology
Journal of Research Policy
Journal of Vocational Behavior
Management Science

Monica C. Higgins

Organization Science
Organization Studies
Social Psychology of Education
Strategic Management Journal

TEACHING ASSIGNMENTS

Degree Program Instruction
2021-2024   Co-Chair, Leading Change foundations course for incoming EdM students (HGSE)
2007–present Leadership, Entrepreneurship, and Learning (HGSE)
2020   Leading People (HGSE-HBS)
2010-present Teaching and Learning by the Case Method (HGSE)
1999-2005   Self-Assessment and Career Development (HBS)
1995-1998   Leadership and Organizational Behavior (HBS)

Selected Professional Education Programs
2024   Women in Higher Education Leadership (HGSE)
2016-present Chair, Scaling for Impact (HGSE, HBS, HKS)
2020   Certificate in School Management and Leadership (HBS, HGSE)
2013-present Women in Leadership in K12 (HGSE)
2019-present Implementing Public Policy (HKS)
2019   Crisis Leadership (HKS)
2019   Emirates Leadership Initiative: Advanced Leadership & Management (HKS)
2018   Young Global Leaders Program (HKS)
2018   Accelerated Leadership Program (HLS)
2015-present Harvard Macy Program in Medical Education (HMS)
2006-present Public Education Leadership Program (HGSE and HBS)
2009-present The Advanced Leadership Institute at Harvard University (Harvard University)
2007-2018   Redesigning American High Schools for Improved Instruction (HGSE)
2009-2017   Leadership Institute for Superintendents (HGSE)
2007-2017   Charter Schools: Charting a Course for the Coming Decade (HGSE)
2001-2017   Charting Your Course/New Path Programs (HBS)
2006-2009   Executive Leadership for Educational Excellence (HGSE, HBS, HKS)
2001-2005   Strategic Human Resources Management Program (HBS)

Selected Non-Degree Program Instruction
2001-present Harvard University – Administrative Fellows Program
2007-2009   Harvard Alumni Association – Leadership in Education
              - Boston, Chicago, and Los Angeles
2007   Learning Innovations Laboratory – Project Zero

SELECTED INSTRUCTIONAL ACTIVITIES

2019-2021   MA Department of Secondary and Elementary Education Retreats
2010-present Sontag Prize for Urban Education
2009   Rice Entrepreneurship in Education Program
2006-2009   Selected Business Executive Leadership Programs
              - IBM, Global Strategic Conversations

- McKinsey, Senior Leadership Program for Women
- Morgan Stanley, Senior Leadership Program for Women
- Ernst & Young, Leadership Forum
- Royal Bank of Scotland, Senior Leadership Program

2005–2007   Instructor, *Broad Foundation Residency Program*, New York and Chicago
2002–2006   Instructor, Harvard Medical School Biotechnology Club
2001–2002   Instructor, *New Leaders for New Schools* Curriculum Design Committee, Boston and Chicago

Instructional Materials

Online Developmental Network Questionnaire. (2021).

Aspire Public Schools. With Erin Simmons. HGSE case (2018).

Nike School Innovation Fund. With Angela Jackson. HBS case (2017).

Scaling Up Datawise in Prince George's County Public Schools. With Max Yurkofsky. HGSE case (2017).

Relay Graduate School of Education. With Mike LaRosa. HGSE case (2017).

Arizona State University:Scaling the New American University. With Nicole Magnuson.HGSE case (2017).

Citizen Schools. With Paola Peacock Friedrich. HGSE case (2013).

Tiffany Cheng at Dignitas (A, B). With Lissa Young and Bristol Charrow. HGSE case (2009).

Work is Good: Branding the Employability Mission. With Lynda Applegate and Susan Saltrick. HBS case 809-028 (2008).

Marina Lee at Neumona (A, B). With Marcia Russell. HGSE case (2008).

Managing Schools for High Performance: The Area Instruction Officer at Chicago Public Schools. With Allen Grossman and Tiffany Cheng. PELP case PEL-053 (2007).

Irene Rodakis (Multimedia Case). HBS interactive case 403-101 (2004).

Irene Rodakis: Video Case Update, Summer 2002. HBS video case 403-809 (2003).

Irene Rodakis (Teaching Note). HBS teaching note 405-074 (2005).

Jeff Sloane (A) (Multimedia Case). HBS interactive case 403-067 (2003).

Jeff Sloane (B). HBS case 403-021 (2003).

Jeff Sloane (A) (Multimedia Case) and (B) (Teaching Note). HBS teaching note 404-118 (2004).

Orientation for Viewing Kevin Williams. HBS case 498-027 (1997, revised 1999).

Building Career Foundations: Kevin Williams (A). HBS video case 405-702 (1998, revised 2005).

Building Career Foundations: Kevin Williams (B). HBS video case 405-703 (2005).

Kevin Williams Supplement (A). With John M. Galvin. HBS case 498-037 (1997).

Kevin Williams Supplement (B). With John M. Galvin. HBS case 400-045 (1999, revised 2005).

Kevin Williams (Teaching Note). With John M. Galvin. HBS teaching note 400-074 (2000, revised 2005).

Orientation for Viewing Humphrey Chen. HBS case 498-036 (1997).

Building Career Foundations: Humphrey Chen (A). HBS video case 405-704 (1998, revised 2005).

Building Career Foundations: Humphrey Chen (B). HBS video case 405-705 (2005).

Humphrey Chen (Teaching Note). HBS teaching note 400-076 (2000, revised 2005).

Orientation to Viewing Kim Malone. With Stacy E. McManus. HBS case 404-148 (2004).

Kim Malone (Video). HBS Video case 404-803 (2004).

Kim Malone (Teaching Note). HBS teaching note 405-075 (2005).

Amy Kelly's 48-Hour Diary. HBS case 404-009 (2003).

Amy Kelly's Career Anchors Interview. HBS case 403-044 (2002).

Amy Kelly's Job Search. With Christine Teebagy. HBS case 404-004 (2004).

Amy Kelly's Learning Style Inventory. HBS case 403-030 (2002).

Amy Kelly's Lifestyle Representation. HBS case 403-042 (2002).

Amy Kelly's Survey of Personal Values. HBS case 403-035 (2002).

Amy Kelly's Survey of Interpersonal Values. HBS case 403-037 (2002).

Amy Kelly's Written Interview. HBS case 404-051 (2004).

Vikram Singh's 48-Hour Diary. HBS case 404-010 (2003).

Vikram Singh's Career Anchors Interview. HBS case 403-045 (2002).

Vikram Singh's Job Search. With Christine Teebagy. HBS case 404-005 (2003).

Vikram Singh's Learning Style Inventory. HBS case 403-031 (2002).

Vikram Singh's Lifestyle Representation. HBS case 403-043 (2002).

Vikram Singh's Survey of Personal Values. HBS case 403-036 (2002).

Vikram Singh's Survey of Interpersonal Values. HBS case 403-038 (2002).

Vikram Singh's Written Interview. HBS case 404-052 (2003).

Elizabeth Fisher (D). With Emily D. Heaphy. HBS case 400-013 (1999).

Elizabeth Fisher (D) (Teaching Note). HBS teaching note 400-079 (2000, revised 2005).

Developmental Network Questionnaire. HBS case 404-105 (2004).

Developmental Network Questionnaire (Multimedia). HBS multimedia case 405-701 (2004).

Developmental Network Questionnaire (Teaching Note). HBS teaching note 405-039 (2004).

Career Orientation Instrument. With Shasa Dobrow. HBS case 405-058 (2004).

The Written Interview Assignment. With David A. Thomas and Shoshana Zuboff. HBS case 403-052 (2002). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), Self-Assessment and Career Development (3rd Ed.).]

Drawing Inferences from the Written Interview. HBS note 404-012 (2003). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), Self-Assessment and Career Development (3rd Ed.).]

The 48-Hour Diary: Assignment and Interpretation. HBS note 405-018 (2004). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), Self-Assessment and Career Development (3rd Ed.).]

The Career Choice-Making Case Assignment. With David A. Thomas and Shoshana Zuboff. HBS case 403-054 (2002). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), Self-Assessment and Career Development (3rd Ed.).]

Developing Life Theme Labels. With James G. Clawson. HBS note 405-016 (2004). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), Self-Assessment and Career Development (3rd Ed.).]

Lifestyle Representations: An Exercise. HBS note 405-019 (2004). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), Self-Assessment and Career Development (3rd Ed.).]

Steps Toward Self-Assessment. HBS note 403-029 (2002). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), Self-Assessment and Career Development (3rd Ed.).]

A Note on Drawing Implications from Themes. HBS note 405-015 (2004). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), Self-Assessment and Career Development (3rd Ed.).]

SACD Final Paper Assignment. With David A. Thomas and Shoshana Zuboff. HBS case 404-018 (2003).

A Relational Approach to Self Assessment and Career Development (Module Note). HBS note 405-076 (2005).

An Introduction to Work-Life Balance. With Michelle Hicks, Katherine Kaufmann, and Mia Rondinella. HBS note 404-022 (2004).

Work and Job Search Related Stress. With Stacy E. McManus and Zibby Schwarzman. HBS note 405-013 (2004).

Recent Facts About MBA Job Searches. With Christine Teebagy. HBS note 404-013 (2004).

A Note on Interviewing. HBS note 405-014 (2004).

A Note on Analyzing and Choosing a Job Offer. HBS note 405-017 (2004).

SELECT ACADEMIC PRESENTATIONS

2024   Teodorovicz, T., Karim, S., & Higgins, M.C. "Employee participation and vetting in managerial selection: Evidence from the education sector," Academy of Management Meetings, Chicago.

2022   "When is Psychological Safety Helpful? Creating effective learning environments in schools," Research Partnership for Professional Learning, Annenberg Institute for School Reform, Brown University, virtual.

2020   "A Path Towards Personal Learning: A mixed methods study of organizational factors," (with Lauren Hajjar, Jody Hoffer Gittell, Lainie Loveless), Relational Coordination Research Collaborative Roundtable, virtual.

2019   "Toward a framework for defensive institutional work: Exploring public university communications during exogenous institutional disruptions," (with Amal Kumar), European Group for Organization Studies (EGOS) Conference, Edenborough, Scotland.

2018   "Change at the micro, meso, and macro Levels: Connecting across research in the US Public Education," (discussant for symposium), Academy of Management Meetings, Chicago, Illinois.

2018   "Understanding the relational dynamics of multi-level systems change," (co-organizer, pre-conference development workshop), Academy of Management Meetings, Chicago, Illinois.

2018   "Leading change at the dawn of an industry," Boston/Cambridge Life Sciences Pioneers Dinner, Cambridge, MA.

2015 - 2021 "From checklists to conditions: A new perspective on organizational leadership," Aspen Institute, Conference on Organizational Learning, Washington D.C.; Harvard Graduate School of Education; Advanced Leadership Initiative, Harvard Business School: Zaentz Initiative, Harvard Graduate School of Education.

2015   "Where the two shall meet: Exploring the relationship between teacher organizational culture and student learning culture," (with Jennie Weiner) American Education Research Association Conference, Washington D.C.

2014   "Weathering the Storm: The Effects of Psychological Safety and Accountability on School Performance," (with Jennie Weiner) Academy of Management Conference, Philadelphia, PA.

2014   "Managing for Results at the New York City Department of Education," Harvard Business School, Administrative Leadership Initiative, Boston, MA.

2013   "A New Mindset on Mentoring and Leadership Development," Boston University (with Kathy Kram), Boston, MA.

2013   "Entrepreneurial Spawning in Education: The Case of Teach for America," Brown University (with Jennie Weiner), Providence, RI.

2013   "How Reference Groups Affect Careers: Investigating Intriguing Paradoxes," (discussant for symposium), Academy of Management Conference, Orlando, Florida.

2012   "Creating Entrepreneurs in Education: The Case of Teach for America," (with Jennie Weiner), Academy of Management Conference, Boston, MA.

2011   "Thinking about Leadership," Harvard Kennedy School Forum Event (with David Gergen, Nan Koehane, and Nitin Nohria), Harvard Kennedy School, Cambridge, MA.

2011   "Leadership and Teams: A Developmental Network Perspective" (keynote for Higher Education Reunion and Admit Day), Harvard Graduate School of Education, Cambridge, MA.

2011   "Creating a Corps of Change Agents: The Role of Teach for America as a Spawner of Entrepreneurs in the Education Sector" (with Wendy Robison and Jennie Weiner), American Education Research Association, New Orleans, LA.

2011   "Managing for Results at the New York City Department of Education" (with Stacey Childress, Ann Ishimaru, and Sola Takahashi), American Education Research Association, New Orleans, LA.

2011   "Managing for Results at the New York City Department of Education" (with Stacey Childress, Ann Ishimaru, and Sola Takahashi), Gates Foundation Sponsored Conferences in New York City.

2010   "Cross Cultural Mentoring: Towards Conceptual Clarity and Understanding of international Relationships" (discussant for symposium), Academy of Management Conference, Montreal, Canada.

2010   "Implementation Teams: A New Lever for Organizational Change" (with Jennie Weiner and Lissa Young, (presentation for Journal of Organizational Behavior special issue workshop), Academy of Management Conference, Montreal, Canada.

2009   "Learning to Succeed at Scale in Education." Research presentation, Harvard Business School Reunions.

2009   "Building Retention in Education: A Study of Teach for America Alumni." Presentation at Stanford's research conference, The Project on Private Initiatives in Public Education, hosted by *The Center on Philanthropy and Civil Society* at Stanford University.

2009   "Learning within Leadership Teams in Education." Presentation in the Management and Organization Department at the University of Southern California Marshall School of Business.

2009   "Race to the Top – The Promises and Challenges of Charter School Growth." Presentation at *American Enterprise Institute.* Washington, D.C.

2008   "Learning within Leadership Teams in Education." Presentation in the Psychology Department's GroupsGroup at Harvard University and at the *Center for Public Leadership* at the Harvard Kennedy School of Government.

2007   "Sticky Educational Ties: Are they Worth it?" In symposium "People Helping People: New Directions in Careers Research." Academy of Management Conference, Philadelphia, Pennsylvania

2006   "Career Imprints: Creating Leaders Across an Industry." In symposium "What's New and How to: Exploring the Terrain of Careers Book Publishing." Academy of Management Conference, Atlanta, Georgia.

2006   "Career Histories in a Relational Context." In symposium "Learning from Career Histories: Knowledge, Action and Research Concerns." Academy of Management Conference, Atlanta, Georgia.

2006   "Relational Engagement and Developmental Networks" In symposium "Pushing the Boundaries of Mentoring Theory and Research." Academy of Management Conference, Atlanta, Georgia.

2005   "Career Imprints: Creating Leaders Across an Industry." Invited managerial presentations: The Conference Board, Council of Talent Management Executives; Genzyme Corporation; Harvard Business School Clubs in Los Angeles, CA, Austin, TX, Huston, TX; Babson College.

2005   "Career Imprints and the Social Context of Careers." In symposium "Exploring Social Context: Emic and Etic Perspectives," Academy of Management Conference, Honolulu, Hawaii.

2005   "Developmental Networks in Action." In symposium "A New Vision of Faculty: Using Mentor

Networks to Enhance Knowledge, Social Capital, and Career," Academy of Management Conference, Honolulu, Hawaii.

2005   Where do Alliances Come From? The Effects of Upper Echelons on Alliance Formation," (with J. Kim). Paper presentation at the Academy of Management Conference, Honolulu, Hawaii.

2005   "Unlocking Biotechnology." Co-Convenor with M. Ebers, M. Gittelman, A. Oliver, and W. Powell at the European Groups and Organization Studies Conference, Berlin, Germany

2003, 2004 "Career Imprints: The Case of the Baxter Boys and Biotechnology." Invited presentations: Harvard Business School's Life Sciences Seminar, Entrepreneurship Seminar, and Organizational Behavior Seminar. Organizational Behavior seminars at the Sloan School of Management, Boston University School of Management, Wharton Business School, Haas School of Business at Berkeley, New York University's Stern School of Business, and Darden Business School

2004   "Career Imprints: From Biotechnology to Bridgestar." Invited presentation at Bridgestar, an affiliate of Bain & Company, Boston, MA

2004   "The Dynamics of Developmental Networks" (with S. Dobrow), paper/symposium presentation in Pursuing Protean and Boundaryless Careers: Identity, Networks and Career Transitions. Winner of the 2004 Best Symposium Award in the Careers Division, Academy of Management Conference, New Orleans, LA

2004   "Transforming Structured Mentoring Programs: Ways of Integrating Research and Field Experience." Invited presentation at the Academy of Management Conference, New Orleans, LA

2004   "Turning Mentoring into Actionable Knowledge: Views from Academia and Industry." Invited presentation at the Academy of Management Conference, New Orleans, LA

2003   "Knowledge Networks in Biotechnology." Paper presentation at the European Groups and Organization Studies Conference, Copenhagen, Denmark

2003   "Stacking the Deck: The Effects of Upper Echelon Affiliations for Entrepreneurial Firms" (with R. Gulati). Paper presented at the Academy of Management Conference, Seattle, WA

2003   "What More is There to Career Success?" Invited presentation, symposium discussant, Academy of Management Conference, Seattle, WA

2002   "Relational Stability: Correlates of Dyadic Ties that Stick Through Transition" (with J. Cummings). Paper presented at the Academy of Management Conference, Denver, CO

2002   "Are Many Mentors Better than One? The Research and Practice of Multiple Mentors." Invited presentation at the Academy of Management Conference, Denver, CO

2002   "Career Consequences of Developmental Networks." Paper presented at the Academy of Management Conference, Denver, CO

2002   "Career Consequences of Developmental Networks." Invited paper at The Evolution of Careers Conference. London, England

Monica C. Higgins