

CURRICULUM VITA

Yolanda Sarason

Associate Professor

Department of Management

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Academic Experience

Associate Professor, Colorado State University (Current position)

Assistant Professor, Colorado State University (2000 – 2006)

Assistant Professor, University of New Mexico (1997 – 2000)

Education

Ph.D. Strategic Management, University of Colorado (1997)

MBA Finance, University of Colorado (1986)

BA Psychology, University of New Mexico (1979) Cum Laude with Distinction

Publications

Sarason, Y and G. Hanley (2015), 'Social Ventures: Exploring Entrepreneurial Exit Strategies with a Structuration Lens', in Wennberg, K. and D. DeTienne (ed.), The Research Handbook of Entrepreneurial Exit, Cheltenham, UK and Northampton, MA, USA: Edward Elgar Publishing.

Sarason, Y. & Hanley, G. (2013). Embedded Corporate Social Responsibility: Can't We Do Better than GE, Intel and IBM? How about a Benefit Corporation?. Industrial and Organizational Psychology: Perspectives on Science and Practice. Hoboken, NJ: Wiley-Blackwell Press., 6 (4), 354-358.

Aziz, A, Sarason, Y. & Hanley, G. (2013). Ayzh at a crossroad: Maternal: Health for Whom?. Published by Globalens.com, Case study publisher at University of Michigan. Accessible at <http://globalens.com/casedetail.aspx?cid=1429329>.

Sarason, Y. DeTienne, D. and Bentley, C. (2013). Wham-O's Offer to Buy Sprig Toys: Selling In or Selling Out? Entrepreneurship Theory and Practice. Hoboken, NJ: Wiley-Blackwell Press. doi: 10.1111/etap.12020.

Huff, A. and Sarason, Y. (2013). Strategic Frames. In Eric Kessler (Eds). Encyclopedia of Management Theory. Thousand Oaks, CA: Sage Publication. Pg 785-788.

Sarason, Y. & Banbury, C. (2012). "Active Learning Facilitated by Using a Game Show Format". Reprinted in Spanish Edition of Strategic Management and Business Policy, Thirteenth Edition. Bogota Columbia: Pearson Columbia.

Sarason, Y., Dillard, J. & Dean, T. (2010). How Can We Know the Dancer from the Dance? Journal of Business Venturing. New York, NY: Elsevier Science Publishing Co. 25, (2), 238-243.

Sarason, Y., McCambridge, J. & Morrison, M. (2008) We are About More Than Making Beer: New Belgium Brewing Company. Case Research Journal. North American Case Research Association.

Sarason, Y. & Van Rekom, J. (2007). Organizational identity and strategic sensemaking: Breaking up AT&T. In Lin Lerpold, Davide Ravasi, Johan van Rekom, and Guillaume Soenen (Eds), Organizational Identity in Practice. Routledge Press.

Sarason, Y., Dean, T. & Dillard, J. (2006). "Entrepreneurship as the nexus of individual and opportunity: A structuration perspective". Journal of Business Venturing, New York, NY: Elsevier Science Publishing Co, 21, Pg 286-305.

Tegarden, L., Sarason, Y., Childers, S. & Hatfield, D. (2005). "The engagement of employees of in the strategy process and firm performance: The role of strategic goals and environment." Journal of Business Strategies.

Sarason, Y. & Morrison, M. (2005). "Hispanic women entrepreneurs and small business owners." In Sandra Fielden and Marilyn Davidson (Eds), International Handbook of Women and Small Business Entrepreneurship. Edward Elgar Publication Ltd. Cheltenham: England. pp. 148-155.

Sarason, Y. & Banbury, C. (2004). "Active Learning Facilitated by Using a Game Show Format". Journal of Management Education. Thousand Oaks, CA: Sage Publications, 28 (4) pp. 509-518.

Sarason, Y. and Tegarden, L. (2003). "The erosion of the competitive advantage of strategic planning: A configuration and resource based view". Journal of Business and Management, 9 (1) pp. 1-20.

Tegarden, L., Sarason, Y. & Banbury, C. (2003). "Linking strategy processes to performance in dynamic environments: The need to target multiple bulls' eyes". Journal of Managerial Issues, 15 (2) pp. 133-153.

Sarason, Y. and Banbury, C. (2002). "The synergy game: Making learning about diversification fun". In T. Wheelen and D. Hunger (Eds.) Strategic Management & Business Policy: Entering 21st Century Global Society, p. 214 in the textbook & 45-46 of the instructors manual. Upper Saddle River, NJ: Prentice Hall

Sarason, Y. and Tegarden, L. (2001). "Exploring a typology of technology intensive firms: When is a rose a great rose". The Journal of High Technology Management Research, 12, pp. 93-112. New York, NY: Elsevier Publications.

Stimpert, L., L. Gustafson, & Sarason, Y. (1998). "Organizational identity within the strategic management conversation: Contributions and assumptions". In D. Whetten and P. Godfrey (Eds.), Identity in Organizations: Developing Theory Through Conversations, pp. 83 - 98. Thousand Oaks, CA: Sage Publications.

Sarason, Y. (1998). "U S WEST Inc. (Mini-case - embedded in chapter)". In D. Whetten and P. Godfrey (Eds.), Identity in Organizations: Developing Theory Through Conversations, pp. 128-132. Thousand Oaks, CA: Sage Publications.

Barney, J., Bunderson, S., Foreman, P., Gustafson, L. Huff, A., Martins, L. Reger, R. Sarason, Y., Stimpert, L. (1998). A strategy conversation of the topic of organizational identity. In D. Whetten and P. Godfrey (Eds.), Identity in Organizations: Developing Theory Through Conversations, pp. 99 - 170. Thousand Oaks, CA: Sage Publications.

Sarason, Y. (1998). "Deregulation - Telecommunications: The Case of the Baby Bells". In R. Dorf (Ed.), The Technology Management Handbook, pp. 2-20 to 2-26. Boca Raton, FL: CRC Press.

Coombs, G. and Sarason, Y. (1998). "Cultural circles: A cultural self-awareness exercise". Journal of Management Education, pp. 218-226. Thousand Oaks, CA: Sage Publications.

Sarason, Y., Koberg, C. and Rosse, J. (1996). "Formalization and Organizational Life Cycle: An Empirical Test of the 'Paradox of Success' in High Technology Firms". In J. DeCastro and D. Balkin (Eds.), Advances in Global High-Technology Management, pp. 219-233. Greenwich, CN: JAI Press.

Koberg, C., Sarason, Y. and Rosse, J. (1996). "A Taxonomic Approach to Studying High Technology Firms: Deciphering the Tower Babel". The Journal of High Technology Management Research, pp. 15-35. Greenwich, CN: JAI Press.

Koberg, C., Uhlenbruck, N., and Sarason, Y. (1996). "Facilitators of organizational innovation: The role of life-cycle stage". Journal of Business Venturing, pp. 133-149. New York, NY: Elsevier Science Publishing Co.

Sarason, Y. and Koberg, C. (1994). "Hispanic Women Small Business Owners". Hispanic Journal of Behavioral Sciences, pp: 355-360. Thousand Oaks, CA: Sage Publications.

Working Papers

Sarason, Dean, & Hanley. Selling Out or Selling In? Sensemaking in the Sale of Social Ventures. In preparation for submission to the Journal of Business Venturing.

Sarason, Y., & Aziz, A. Ontologies and Epistemologies in Social Entrepreneurship: Beyond a Dualism.

Aziz, A., Sarason, Y. & Hanley, G. The Hegemony of Western Paradigms: Antisocial Entrepreneurship.

Sarason. Social Entrepreneurship and Religious Organizations: Sensemaking and Sensegiving of Pastors.

Dean, T., & Sarason, Y.. The Distinctive Domain of Social Entrepreneurship: Divergence, Action, and the Achievement of Social Intent.

Presentations

Sarason, Y. & Aziz, A. (2014). Ontologies and Epistemologies in Social Entrepreneurship: Beyond a Dualism Presented at the 11th Annual Social Entrepreneurship Conference, Boston, Mass – Nov 2014.

Sarason, Y., Aziz, A. & Hanley, G. (2014). The Hegemony of Western Paradigms: Antisocial Entrepreneurship. Presented at presented at SEE Conference: Sustainability, Ethics, and Entrepreneurship Denver, Colorado – May 2014.

Sarason (2012). Social Entrepreneurship and Religious Organizations: Sensemaking and Sensegiving of Pastors, presented at SEE Conference: Sustainability, Ethics, and Entrepreneurship Denver, Colorado – April 2012

Sarason, Dean, & DeTienne (2012). Selling Out or Selling In? Sensemaking in the Sale of Social Ventures, presented at Strategic Management Society Prague – October 2012.

Dean, T., Sarason, Y., and DeTienne, D. (2011). The Distinctive Domain of Social Entrepreneurship: Social Intent and Institutional Divergence as Delineating Characteristics of an Emerging Concept. Presented at the Satter Conference on Social Entrepreneurship held in New York, New York, November, 2011.

Sarason, Y., DeTienne, D., and Dean, T. (2010). When the Large Buys the Virtuous, the (Re)structuring of Social Missions: Investigation Through an Institutional Entrepreneurship Lens. Presented at the Satter Conference on Social Entrepreneurship held in New York, New York, November, 2010.

Dean, T., Sarason, Y. & Neenan, L. (2010). Common Core, Common Difference? A Categorical Schema of Definitions of Social, Environmental and Sustainable Entrepreneurship, Presented at the Satter Conference on Social Entrepreneurship held in New York, New York, November, 2010.

Sarason, Y., DeTienne, D., and Dean, T. (2010). Selling Without Selling Out? Effectuating Social Entrepreneurship through Exit, Academy of Management Meetings held in Montreal, Canada, 2010.

DeTienne, D. and Sarason, Y. (2009). "Social and Sustainable Entrepreneurial Firms: An Exploration of Exit Strategies". Babson College Entrepreneurship Research Conference held in Boston, MA, June 2009.

- Sarason, Y. & Mejia, G. (2008). Key Success Factors of Rural Cooperatives in South America: Contribution to the Understanding of Global Social Sustainable Enterprises. 2nd International Conference on Business and Sustainability, held in Portland, Oregon, 2007.
- Sarason, Y. & Huff, A. (2007). Strategy as Practice in a Late Modern World: Impact on Identity and Strategizing, Strategic Management Society, held in San Diego, California, 2007.
- Saiia, D. & Sarason, Y. (2007). Competitive Advantage Through Sustainable Supply Chain Management: The Case of Maquipucuna. International Conference on Business and Sustainability, held in Portland, Oregon, 2007.
- Sarason, Y. & Huff, A. (2006). The Growing Importance of Organizational Identity in Strategic Management, Conference on Linking Organizational Identity, Knowledge and Strategy, held in Stockholm, Sweden.
- Sarason, Y. & Huff, A. (2005). Organizational identity and strategic sensemaking: The Case of AT&T, European Academy of Management held in Munich, Germany, 2005.
- Sarason, Y. (2004). "From the perspective of the 'beholder': A qualitative investigation of organizational identity in the diversification process at three baby bells", Western Academy of Management held in Alaska, 2004.
- Wu, J., Tegarden, L. & Sarason, Y. (2004). "How I think, therefore, how I am: A theoretical exploration of cognitive processing modes and strategy creativity", Western Academy of Management held in Alaska, 2004.
- Sarason, Y., McCambridge, J., & Morrison, M. (2004). "We are about more than making beer: The New Belgium Brewing Company", Western Case-writer's Association held in Alaska, 2004.
- Childers, S., Tegarden, L., Sarason, Y., & Hatfield, D. (2003). "Linking the involvement of employees in strategy processes to firm performance: The critical role of strategic goals." Strategic Management Society meetings held in Baltimore, Maryland: November, 2003.
- Sarason, Y. (2003). From the eyes of the beholder: A qualitative investigation of organizational identity and sense-making of strategic issues". Invited presentation to the Davis Conference on Qualitative Research held in Davis, California: March, 2003.
- Sarason, Y., Dillard, J. & Dean, T. (2002). "Structuration theory: A framework for exploring the entrepreneurship domain". Presented at the Academy of Management Meetings held in Denver, Colorado: August, 2002.
- Sarason, Y. and Tegarden, L. (2002). "The erosion of the competitive advantage of strategic planning : A configuration and resource based view". Presented at the Academy of Management Meetings held in Denver, Colorado: August, 2002.
- Sarason, Y. & Huff, A. (2002). "From the Perspective of the 'Beholder': An Investigation of Organizational Identity in the Diversification Process of Three Baby Bells". Presented at the Organizational Identity Conference held in Boston, Massachusetts: May, 2002.
- Tegarden, L. & Sarason, Y. (2002). "Toward a Better Understanding of the Relationship between Strategic Planning and Firm Performance in Entrepreneurial Firms: Tests of Configuration Theory and the Resource Based View of the Firm". Presented at the Western Academy of Management held in Santa Fe, New Mexico: March, 2002.
- Tegarden, L., Sarason, Y. & Banbury, C. (2001). "Linking Strategy Processes to Performance in Dynamic
Sarason, Y. and Banbury, C. (1999). "The synergy game: Making learning about diversification fun". Presented at the Organizational Behavior Teaching Conference in Las Cruces, New Mexico: June, 1999.
- Tegarden, L. and Sarason Y. (2000). "Exploring a typology of technology intensive firms: When is a rose a great rose". Presented and included in the Best Papers Proceedings at the Academy of Management Annual Meetings in Toronto, Canada: August, 2000.

Sarason, Y. and Goering, W. (1999). "Strategy Making the Business School: The Anderson Schools of Management". Presented and included in the proceedings of the North American Case Research Association (NACRA) in Santa Rosa, California: October, 1999.

Sarason, Y. (1999). "Strategy Making the Business School: The Anderson Schools of Management". Presented and included in the proceedings of the Western Casewriter's Association in Redondo Beach, California: March, 1999.

Sarason, Y, Reger, R., Meckler, M. (1999). "Three Conversations to Build Theory in Trans-Disciplinary Research". Professional Development Workshop. Workshop sponsored by Business Policy and Strategy Division, Organization and Management Theory Division, Research Methods Division, Managerial and Organizational Cognition Interest Group at the Academy of Management Meetings in Chicago, Illinois: August, 1999.

Sarason, Y. and Huff, A. (1998). "Structuration Theory: An Expanded Theoretical Framework for Organizational Identity". Presented and included in the Best Papers Proceedings of the Academy of Management Conference in San Diego, California: August, 1998.

Sarason, Y. and Huff, A. (1997). "Organizational identity and dominant logic: The diversification of three Baby Bells". Presented at the Strategic Management Society, in Barcelona, Spain: October, 1997.

Fiol, C. M., Huff, A., and Sarason, Y (1996). "Operationalizing a new definition of organizational identity: Beyond central, distinctive and enduring". Presented at the Organizational Identity III Conference in Park City, Utah: September, 1996.

Sarason, Y. (1995). "Operationalizing organizational identity: The case of the Baby Bells". Presented at the Organizational Identity II Conference in Park City, Utah: September, 1995.

Sarason, Y. and Fiol, C. M. (1995). "Social Identity Theory as a Bridge to Micro and Macro Definitions of Organizational Identity". Presented in a symposium at the Academy of Management Conference in Vancouver, Canada: August, 1995.

Sarason, Y. (1995). "A Model of Organizational Transformation: The Incorporation of Organizational Identity into a Structuration Theory Framework". Presented and included in the Best Papers Proceedings of the Academy of Management Conference in Vancouver, Canada: August, 1995.

Sarason, Y. (1995). "Cognitive Capabilities: A Resource-Based Perspective". Presented and included in the proceedings of the United Association of Small Business and Entrepreneurship (USASBE) meetings: January, 1995.

Koberg, C., Sarason, Y. and Rosse, J. (1994). "A Taxonomic Approach to Studying High Technology Firms: When a Rose is Not a Rose". Presented at the Western Academy of Management Conference in Santa Fe, New Mexico: March, 1994.

Sarason, Y. and Huff, A. (1994). "Strategic Issue as a Focal Point for Organizational Memory and Strategic Capabilities". Presented at the Western Academy of Management Conference in Santa Fe, New Mexico: March, 1994.

Sarason, Y., Koberg, C. and Rosse, J. (1993). "Formalization and Organizational Life Cycle: An Empirical Test of the 'Paradox of Success' in High Technology Firms." Presented and included in the proceedings of the High Technology Management Conference in Boulder, Colorado: June, 1993.

Koberg, C., West, P. and Sarason Y. (1993). "Structural and Environmental Influences on Strategy-Making in Technology Based Firms". Presented at the Institute of Behavioral and Applied Management (IBAM) conference in Denver, Colorado: October, 1993.

Uhlenbruck, N., Koberg, C. and Sarason, Y. (1993). "Organizational Innovation and Life Cycle: Changing Effects of Organizational Variables". Presented at the Academy of Management Conference in Atlanta, Georgia: August, 1993.

Koberg, C., Feldman, H. and Sarason, Y. (1992). "Minority Men and Women Small Business Owners: Similarities and Differences." Presented and included in the proceedings of the United Association of Small Business and Entrepreneurship (USASBE) meetings in Chicago, Illinois: October, 1992.

Sarason, Y. and Koberg, C. (1992). "Hispanic Men and Women Small Business Owners: Similarities and Differences." Presented and included in the proceedings of the Hispanic Symposium on Business and the Economy in October, Colorado.

Sarason, Y. and Coombs, G. (1991). "Developing and Appreciating Cultural Pride." Presented at the Organizational Behavior and Teaching Conference (OBTC) in Bellingham, Washington: June, 1991.

Teaching

Entrepreneurship in Contemporary Society (BUS 405) Capstone Management Class, taught at Foreign Trade University in **Hanoi, Vietnam**

New Venture Strategies (MGT 440) Capstone entrepreneurship course (CSU)

Entrepreneurship in Contemporary Society (MGT 340) Introductory entrepreneurship class (CSU).

Strategic Management (679) Capstone strategy class for Masters of Management Practices (CSU).

Strategy Implementation MBA course for International University of Ecuador in Quito (UIE).

Organizational Design – Innovation and Change (BN 330) Core class for undergraduate management majors (CSU).

Strategic Management (479) Capstone strategy class for graduating undergraduate students (CSU).

Analysis of Dynamic Enterprises (665) Capstone, integrative course in the distance learning program (CSU, CSUN).

Strategic Management for Competitive Advantage (621) First semester course at Colorado State University, Executive and Distance (CSUN) program (CSU).

Strategic Management (798, 598, 498) Capstone strategy course for graduating students (University of New Mexico).

New Venture Strategy (594) MBA elective course, course focuses on the development of original business idea into a formal business plan (University of New Mexico).

New Venture Strategy (324) Undergraduate entrepreneurship course, Course focuses on the development of original business idea into a formal business plan (University of New Mexico).

Awarded best faculty teaching in the Department of Organizational Studies, 1998 (Charter Bank Award, UNM).

Service

Member of the **Editorial Board for Journal of Management** from 8/01 to 8/02.

Ad Hoc reviewer for the following **Refereed Journals**:

Organizational Science
Academy of Management Review

Journal of Business Venturing
Journal of Management
Journal of Management Education
Journal of Business and Management
Journal of Management Inquiry
Journal of Business Strategy
Journal of Management Studies
International Journal of Entrepreneurship Business Research
Entrepreneurship Theory and Practice

Reviewed for the following **conferences**:

Academy of Management – Organization and Management Theory
Academy of Management – Cognition Interest Group
Academy of Management – Business Policy and Strategy
Academy of Management – Entrepreneurship
SEE Conference: Sustainability, Ethics, and Entrepreneurship
Western Academy of Management
Western Casewriters Association
Western Decision Science Institute Conference
North American Case Research Association (NACRA)

Discussant for session at the following **conferences**:

SEE Conference: Sustainability, Ethics, and Entrepreneurship Professional Development Workshop held in Denver, Colorado, 2014.

Strategy and Sustainability session at the 2nd International Conference on Business and Sustainability, held in Portland, Oregon, 2007.

Member of the following **Departmental, College and University Committees**:

Course Coordinator – Strategic Management (BUS 479) Management Department 2014-2015
The **President’s Commission** (CSWAGE) Standing Committee on Faculty Issues 2014-2015
The **Provost’s Task Force** on Parental Leave Benefits (2012-2014)
The **President’s Commission** on the Status of Women and Gender Equity (CSWAGE) 2009-2012
Chair – Maternity Leave Policy Committee (CSWAGE) 2009-2012
Entrepreneurship – Faculty Advisory Committee (**Management** Department) 2006-present
Women’s Studies Executive Board, (**CSU University**– Women’s Studies) 2006-2009
Search committee (CSU- **Management** Department): GSSE 2006-2007
Grievance Panel (**University** Committee) 2007-2009
Search committee (CSU- **Management** Department): Organization Behavior 2008.
Committee on Faculty Governance (**University** Committee) 2004-2007
Committee on Undergraduate Programs (CSU-**University** Committee) 2003-2006
Search committee (CSU- Management **Department**): Strategic Management 2002
Undergraduate Curriculum Committee (CSU - **College** of Business) 2000-2003
Prestigious Scholarship Task Force (CSU - **University** Committee) 2001-2002

Co-organizer for the SEE conference (Sustainability, Ethics and Entrepreneurship) 2012 - 2014

Chair of the Committee to allocate Travel Funds for the SEE Conference . 2012

Board Member of the Theologian in Residence Program, John the 23rd - Fort Collins 2012-present

Faculty Advisor for the Center for Entrepreneurship (CSU – Department of Management) 2008-2009

Director of the Center for Entrepreneurship (CSU – Department of Management) 2006-2007

Board Member of the Small Business Development Center - Fort Collins 2001-2007