**Kathryn J. Aten, Ph.D.**

*Graduate School of Business and Public Policy, Naval Postgraduate School, 555 Dyer Road, Monterey, CA 93943 kjaten@nps.edu*

**Assistant Professor**

Graduate School of Business and Public Policy, Naval Postgraduate School (2010 to present)

**research focus**

Technology and human interaction including collaborative work, inclusion and intercultural adjustment.

**education**

Ph.D. Management, University of Oregon (2009). Dissertation Committee: Alan Meyer (Chair), Richard Mowday, Richard Steers, John Orbell

MBA International Business, Monterey Institute of International Studies (1995)

BS Business Administration, California Polytechnic State University (1990)

**journal articles**

Aten**,** K., Nardon, L., & Isabelle, D. “Making sense of foreign context: Skilled migrants’ perceptions of contextual barriers and career options.” *International Journal of Cross-Cultural Management*, in press.

Aten, K., & Thomas, G. F. “Crowdsourcing strategizing: Communication technology affordances and the communicative constitution of organizational strategy.” *International Journal of Business Communication*, 53, 2, 148-180.

Nardon,L., Aten, K., & Gulanowski, D. (2015). “Expatriate adjustment in the digital age: The co-creation of online social support resources through blogging.” *International Journal of Intercultural Relations,* 47, 41-55.

Nardon L. & Aten, K. (2012). “Valuing virtual worlds: The role of categorization in technology assessment.”*Journal of the Association of Information Systems,* 13(10), 772-796.

Aten, K., Howard-Grenville, J., & Ventresca, M. (2012) “Organizational culture and institutional theory: A conversation at the border.” *Journal of Management Inquiry*, 21(1): 78-83.

Aten, K., Tilleman, S., & Irwin, J. (2012). “Inter-industry ideological groups and the emergence of innovative sustainable business practices.” *Journal of Ethics and Entrepreneurship*, 2 (1): 55-72. Redistributed through the State Department Professional Fellows Program.

Meyer, A., Aten, K., Krause, A., Metzger, M., & Holloway, S. (2011). “Creating a university technology commercialization program: Confronting conflicts between learning, discovery, and commercialization goals.” *International Journal of Entrepreneurship and Innovation Management*, 13 (2): 179-198.

Nardon, L., & Aten, K. J. (2008). “Beyond a better mousetrap: A cultural analysis of the adoption of ethanol in Brazil.” *Journal of World Business*, 43 (3): 261-273.

**proceedings**

Aten, K., Nardon, L. & Stanko, T. (2015). “Adapting communication to create common ground in a virtual world.” *Proceedings of the 2015 International Conference on Information Resources Management*, ISBN 978-0-473-32270-0

Nardon L., Aten, K., & Gulanowski, D. (2014) “The role of blogging technology in expatriate adjustment.” *Proceedings of the Administrative Sciences Association of Canada Annual Meeting* (Nomination and Honorable Mention, International Business Best Paper).

Aten, K. & Dillard, J. (2013). “Defense acquisition and the case of the Joint Capabilities Technology Demonstration Office: Ad hoc problem solving as a mechanism for adaptive change.” *Proceedings of the* *Tenth Annual Acquisition Research Symposium*.

Nardon, L., Aten K. & Vesekari-Metcalfe (2012). “Immigrant bloggers and sensemaking: Technology meditated acculturation and cultural Brokerage.” *Proceedings of the New Frontiers in Management and Organizational Cognition Conference*.

Nardon, L. & Aten, K. (2011) “The value of virtual worlds: The role of categorization in technology assessment.” *Proceedings of the* *Administrative Sciences Association of Canada* *Annual Meeting,* p. 193-211.

Aten, K., Richter, J., & Meyer, A. (2008). Virtual teams in 3D virtual environments: A comparative analysis. *Proceedings of the ACM Conference on Computer Supported Cooperative Work.*

Aten, K., & Nardon, L. (2006) “Beyond a better mousetrap: An analysis of the discourse surrounding the adoption of bio-fuels in Brazil.” Presented at the Business as an Agent of World Benefit Forum, Cleveland, October 2006. Published in the *Interactive Working Paper Series* sponsored by Weatherhead's Center for Business as an Agent of World Benefit.

**other publications**

1. Aten, K., Nardon, L. & Steers, R. M. (2014). “Rethinking the role of management development in preparing global business leaders.” In *Leadership Development & Practice*, Hall R., Grant, D., Raelin, J.*,* (eds). SAGE Publications. REPRINT of chapter published in 2009.

Aten, K. & Howard-Grenville, J. (2012). “Encouraging trade at the boundary of organizational culture and institutional theory” *Journal of Management Inquiry*, 21(1): 14-17.

1. Aten, K., Nardon, L. & Steers, R. (2009). “Re-thinking the Role of Management Development in Preparing Global Business Leaders.” In *Handbook of Management Learning, Education and Developmen*t, Steven Armstrong & Cynthia Fukami, (eds.), p. 497-513. Sage: Thousand Oaks, CA.
2. Aten, K. & Nardon, L. (2009). “International technology management and national culture.” In *Handbook of Technology Management*, Hossein Bidgoli, ed. (pp. 757-769) John Wiley & Sons, Inc.: Hoboken, N.J.

**papers under review**

Nardon, L. & Aten, K. “Making sense of a foreign culture: Triggers, mechanisms and reflective focus in newcomers’ blogs.” Under second review *International Journal of Intercultural Relations.*

Aten, K., Nardon,L. & Stanko, T. “Working out loud: culture, technology and communication practices of a GVT in a virtual world.” Under review *Journal of International Management*.

Dew, N., Aten, K. & Ferrer, G. “How many admirals does it take to change a light bulb? Under review *Energy Policy*.

Capitano, J., DiRenzo, M., Aten, K. & Greenhaus, J. The relation between role identity salience and boundary permeability Preferences: Enactment and protection effects. Under review *Journal of Vocational Behaivor.*

**work in progress**

Aten, K. & Nardon, L. “The co-creation of culture and technology in a virtual world.”

Nardon, L. and Aten, K. “Cultural reflection through blogging.”

Aten, K. & Tilleman, S. “Media frames and the emergence of commercial domains.”

Aten K. & Nardon, L. “Internet communication technology: Intercultural competence in the digital age.”

Aten, K. “Making dollars from sense: Resourcing and sensegiving by nanotechnology startups.

Aten, K., Direnzo et al. “Affiliation in the Marine Corps Reserves.”

**technical reports**

Salem, A. Gallenson, A. & Aten, K. “Industry practices in metering and monitoring.” (2015) Marine E2O sponsored report.

Aten, K. & DiRenzo, M. “Work life balance in the context of the Navy.” (2015). Naval Research Program sponsored report.

Eitelberg, M. Aten, K., & Smith, M. “Comparison of women’s policies in six international Navies.” (2014). Naval Research Program sponsored report, NPS-GSBPP-15-001.

Aten, K. and DiRenzo, Marco. Assessing the potential of virtual worlds for Navy training and education: Cognitive learning processes and outcomes in the virtual schoolhouse.” (2014). Naval Research Program sponsored report, NPS-GSBPP-15-002.

Aten, K. & Dillard, J. (2013). “Defense acquisition and the case of the Joint Capabilities Technology Demonstration Office: Ad hoc problem solving as a mechanism for adaptive change.” Acquisition Research Sponsored Report Series*,* ADA591735*.*

**presentations at professional meetings**

Aten, K., Thomas, G. & Allert, E. “Enterprise social media and social support resources for organizational resiliance.” Presented at the *Western Academy of Manamgement Meeting*, Portland, March, 2016.

Aten, K. “The creation and translation of symbolic to material resources: A comparative case study of start-up nanotech firms.” Presented at the *Western Academy of Manamgement Meeting*, Kauai, March, 2015.

DiRenzo, M., Aten, K., Barnes, J., Shapiro, A., & Volkman, B. “Drivers of turnover and affiliation in the United States Marine Corps Reserves.” Presented at the *Western Academy of Manamgement Meeting*, Kauai, March, 2015.

Aten, K., Nardon, L., & Stanko, T. “Adapting communication to create common ground in a virtual world.” Presented at the *International Conference on Information Resources Management*, Ottawa, May, 2015.

Stanko, T., Aten K., DiRenzo, M., Lahneman B., Nardon, L., & Richter, J. “Competencies for working in virtual worlds: Findings from three studies.” Presented at the *Academy of Management Annual Meeting*, Vancouver, August, 2015.

Nardon, L., Aten, K., & Gulanowski, D. “Developing intercultural competence through reflection.” Presented at the *Euorpean Group for Organization Studies* (EGOS), Athens, Greece, July 2015.

Aten, K., Nardon, L.,&Stanko, T. “Working out loud: Adapting communication to support distributed collaboration.” Presented at the *Academy of Management Conference*, Philadelphia, August 2014.

Aten, K., & Nardon, L. “Intangible worlds, tangible cultures: The co-creation of culture and technology in a virtual world.” Presented at the *Sixth International Symposium on Process Organization Studies*, Rhodes, Greece, June 2014.

Aten, K. “The evolution of a technology frame: Nanotechnology in the *New York Times*.” Presented at the *Western Academy of Management* *Annual Meeting*, Napa, March 2014.

Shawtnawi, D. Aten, K. & DiRenzo, M. “Professional networks in the digital age: Gender differences in networking and labor market outcomes.” Presented at the *Western Academy of Management Annual Meeting,* Napa March 2014.

Nardon, L., Aten, K., & Gulanoski, D. “Bridging cultures through technology: The role of blogging in acculturation and cultural brokerage.” Presented at the *European Group for Organizational Studies,* (EGOS), Montreal, July 2013

Aten, K., Nardon, L. & Stanko, T. “Working out loud: Adapting behavior and technology to bridge distance and communication gaps in virtual collaboration.” Presented at the *European Group for Organizational Studies* (EGOS), Montreal, July 2013

Aten, K., Nardon, L. & Stanko, T. “Working out loud: Communication mechanisms for distributed collaboration.” Presented at the *Western Academy of Management Annual Meeting*, Santa Fe, New Mexico, March 2013.

Aten, K. & Dillard, J. “Defense acquisition and the case of the Joint Capabilities Technology Demonstration Office: Ad hoc problem solving as a mechanism for adaptive change.” Presented at the *Western Economic Association International* *Annual Meeting*, Denver, June 2013.

Kaplan, J., Yankelovich, N., & Aten, K. “Learning to program collaboratively in Open Wonderland.” Presented at *Virtual Worlds Best Practices in Education*, on-line March 2011.

Nardon, L. & Aten K. “The value of virtual worlds: The role of categorization in technology assessment.” Presented at *Administrative Sciences Association of Canada Annual Meeting*, Montreal, July 2011.

Stanko, T., Richter, J., Nardon, L., & Aten, K. “The Plastic Prometheus: An Exploration of Individual Work Identity and Routines in Virtual Worlds.” Presented at the *Third International Symposium on Process Organization Studies*, Corfu, Greece, June 2011.

Aten, K. & Nardon, L. “From Virtual Games to Real Life Tools: The Role of Culture in the Evolution of Virtual World Technology.” Presented at the *Academy of Management Annual Meeting*, Montreal, August 2010.

Yankelovich, N. & Aten, K. Working in Wonderland. Presented at the *Academy of Management Annual Meeting,* Montreal, August 2010.

Nardon, L., Richter, J., Aten K. & Meyer A. “The promise of 3D virtual environments for global collaborations.” Presented at the *Academy of International Business* *Annual Meeting*, San Diego, June 2009.

Nardon, L. & Aten, K. “International technology management: National culture and technology.” Presented at the *Academy of International Business Annual Meeting,* Milan, Italy, July2008.

Aten, K., Richter, J., & Meyer, A. “Virtual teams in 3D virtual environments: A comparative analysis.” Presented at the *ACM Conference on Computer Supported Cooperative Work,* San Diego, November 2008.

Aten, K., Irwin, J. & Tilleman, S. “Inter-industry ideological groups and the emergence of innovative sustainable business practices.” Presented at the *Academy of Management Annual Meeting*, Anaheim, August 2008.

Aten, K. & Nardon, L. “The education of aspiring managers: An essay on the core competence of university management education.” Presented at the *Academy of Management Annual Meeting*, Philadelphia, August 2007.

Aten, K. & Nardon, L. “Beyond a better mousetrap: An analysis of the discourse surrounding the adoption of bio-fuels in Brazil.” Presented at the *Business as an Agent of World Benefit Forum*, sponsored by the Academy of Management and United Nations, Cleveland, October 2006.

Nardon, L., & Aten, K., “Developing global mindsets: The role of management education in Developing leaders for positive change.” Presented at the *Business as an Agent of World Benefit Forum*, sponsored by the Academy of Management and United Nations, 2006.

Nardon, L. & Aten, K. “The adoption of ethanol in brazil: A cultural perspective.” Presented at the *European International Business Academy*, Fribourg, Switzerland, December 2006.

Aten, K., & Nardon, L., “From management trainer to management educator: Challenges and lessons learned.” Presented at the *Academy of Management Conference*, Atlanta, August 2006.

Nardon, L. & Aten, K. “Identity, scanning, and organizational action.” Presented at the *European Group for Organizational Studies* (EGOS) Conference, Ljubljana, Slovenia, July 2004.

**symposia**

* Co-Chair. “Gender issues in the classroom: A conversation among female faculty.” All Academy Caucus, *Academy of Management Meeting*, August 2012.
* Co-Chair. “Entangled reality: Sociomateriality in virtual worlds.” Panel symposium, *Academy of Management Meeting*, August 2010.
* Co-Chair. “Culture and institutions: A conversation between scholars.” Panel symposium, *Academy of Management Meeting*, August 2009.
* Co-Chair and panel member. “The emergence of cleantech: Venture capital and the emergence of a new clean technology industry.” All Academy Symposium, *Academy of Management Annual Meeting*, August 2007.
* Co-organizer. “The Academy of Management as a Field Configuring Event.” Professional Development Workshop, *Academy of Management Meeting* August 2004.

**invited presentations**

“Method or madness: Qualitative research on cognition, culture and information systems*,*”with Luciara Nardon. *AIS Journal Club Webinars*, Paper 7, February 2015. Available online to members at http://aisel.aisnet.org/journal\_club/7/

“Women in Navy Subs,” with Gail Thomas and Mark Eitelberg, Federally Employed Women, Monterey, August 2015.

“Technology, resistance, adoption and use: Qualitative studies of professionals using virtual worlds,”MOVES Institute, Monterey, April 2014.

“Research in Virtual Worlds,” NPS Knox Library Talks, Monterey, June 2013.

“Technology Resistance, Adoption and Use: Qualitative Studies and Research with Human Subjects,” Department of Navy Human Research Protection Program, Monterey, August 2013.

“E-Networking and Gender,” with Dina Shawtnawi, Federally Employed Women, Monterey, June 2012.

**funded research**

*Virtual Teams in 3D Virtual Environments: A Comparative Analysis,* NSF #0838550—$358,794. Principal Investigator: Alan Meyer; Co-Principal Investigator: Kathryn Aten (proposal lead author), Sept. 2008 through Aug. 2010.

*Feature and Activity Recommendations to Support Outcomes of VW Training.* Naval Research Program—$100,000. Principal Investigator, Kathryn Aten; Co-Investigator, Marco DiRenzo, Jan. 2015 through Sept. 2017.

*Improving Unitization of Fuel Use Data to Improve Operational Decision-making by Convoy and Unit Commanders.* Marine E2O—$129,760. Principal Investigator, Kathryn Aten; Co-Investigator Anita Salem. Dec. 2015 through Dec. 2016.

*Using Unit Centered Design to Improve Inspector-Instructor Selection, Training and Support.* Naval Research Program—$160,000. Principal Investigator, Kathryn Aten; Co-Investigator, Anita Salem, Oct. 2015 through Sept. 2016.

*Navy Reservist Affiliation Motivators and Objections*. ASN RDA—$75,000. Principal Investigator, Kathryn Aten; Co-Investigator, Marco DiRenzo, Oct. 2015 through Sept. 2016.

*Best Practices in the Design and Adoption of Metering and Information Systems.* Marine Corps Expeditionary Energy Office—$159,000. Principal Investigator, Kathryn Aten; Co-Investigator Anita Salem. Dec. 2014 through Sept. 2014.

*Life-Work Balance in the Context of the Navy.* Naval Research Program—$80,000. Principal Investigator, Kathryn Aten; Co-Investigator, Marco DiRenzo, Jan. 2015 through Dec. 2015.

*Individual Reservist Affiliation Motivators and Objections*, Op Nav Studies Program— $76,987. Principal Investigator, Kathryn Aten; Co-Investigator, Marco DiRenzo, June 2014 thru May 2015.

*Assessing the Potential of Virtual Worlds for Navy Training and Education*, Op Nav Studies Program—$76,499. Principal Investigator, Kathryn Aten; Co-Investigator, Marco DiRenzo, Nov. 2013 through Dec. 2014.

*International Navies’ Policies for Women*, Op Nav Studies Program—$84,997. Principal Investigator, Kathryn Aten; Co-Investigators, Mark Eitelberg and Michael Smith, Nov. 2013 through Dec. 2014.

*New Media, Technology Frames and the Adoption of Sustainable Energy Technologies by the U.S Marine Corps*. Marine Corps Expeditionary Energy Office—$100,000. Principal Investigator: Kathryn Aten, Oct. 2012 through Sept. 2014.

*Defense Acquisition and the Case of the Joint Capabilities Technology Demonstration Office: Ad Hoc Problem Solving as a Mechanism for Adaptive Change*, NPS Acquisition Research Program—$99,310. Principal Investigator, Kathryn Aten; Co-Investigator John Dillard, Oct. 2012 through Sept. 2013.

**teaching**

**Naval Post Graduate School,** Monterey, CA

Strategic Management (MBA)

Strategic Management (distance EMBA)

**University of Oregon,** Eugene, OR

Business Solutions with Technology (distance MS)

Launching New Business Ventures (MBA)

Business Planning and Strategy

Management—Value Through People

Negotiation Strategies

**Truckee Meadows Community College,** Reno, NV

Introduction to Management

Leadership and Human Relations

**committees and service**

GSBPP Representative to the Academic Council, 2015 to present

NPS Hamming Teaching Award Selection Committee, 2015

GSBPP Alternate Representative to the Academic Council, 2013 to 2015

GSBPP Alternate Representative to the Faculty Council, 2012 to 2013

Hiring Committee, Managerial Communication, 2016

Track Chair, Western Academy of Management Meeting, March 2015 and March 2016

Nominating Committee, OCIS division, Academy of Management, 2015

**reviewing**

Ad Hoc Reviewer, *Organization Science*

Ad Hoc Reviewer, *Organization Studies*

Ad Hoc Reviewer, *Journal of Management Studies*

Reviewer for academic conferences including Academy of Management, Western Academy of Management, European Group for Organization Studies, Administrative Sciences Association of Canada

**employment history**

**University of Oregon,** Eugene, OR

Research Associate and Adjunct Instructor of Management (2009-2010)

**Ralston Foods,** Sparks, NV

Human Resources Manager (2000-2001)

Employee Development Manager (1999-2000)

**Truckee Meadows Community College**, Reno, NV

Adjunct Instructor of Management (1999-2001)

**International Game Technology (IGT),** Reno, NV

Senior Management Trainer and Course Developer (1996-1999)

**Apple Computer**, Sacramento, CA

Manufacturing Training Specialist (1995-1996)

**Patagonia, Inc,** Ventura, CA

Training Liaison (1991-1992)

**membership and certification**

Society for Armed Forces and Society, fellow

Academy of Management, member

Western Academy of Management, member

Human Resources Certification Institute, Senior Professional in Human Resources (1999)