

# RYAN S. COLES

(949) 613-6126  
[ryan.coles@uconn.edu](mailto:ryan.coles@uconn.edu)

2100 Hillside Rd., Storrs CT 06269  
[www.ryancoles.org](http://www.ryancoles.org)

## ACADEMIC APPOINTMENTS

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**Assistant Professor @ The UConn School of Business** 2020-present  
*Management Department*

## EDUCATION

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**PhD Cornell U., Organizational Behavior** 2020  
*Committee:* Pamela Tolbert (chair), Wesley Sine (co-chair),  
Shon Hiatt, Thomas DiCiccio  
*Specializations:* Organizational Theory & Ecology  
*Minor:* Statistics

**MS Cornell U., Organizational Behavior** 2016  
*Advisor:* Pamela Tolbert  
*Specializations:* Organizational Theory & Ecology

**MS Brigham Young U., Sociology** 2014  
*Advisor:* Carol Ward  
*Specializations:* Sociology of Organizations, Race & Ethnicity,  
Applied Research Methods

**BS Brigham Young U., Middle East Studies/Arabic** 2011  
Studied Arabic at the *Hadayet Institute for Arabic Learning*  
in Cairo, Egypt (2010)

## RESEARCH AREAS

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Institutional Approach to Entrepreneurship, Institutions-based View of Strategy, Knowledge Spillover Theory of Entrepreneurship, Inequality and Stratification, Emerging Market Communities, Technology Commercialization

## PUBLICATIONS

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### *Book Chapters (1)*

2018 Tolbert, P. and R. Coles. Studying Entrepreneurship as an Institution. In Johannes Glueckler and Roy Suddaby (eds.), *Knowledge and Institutions*, Heidelberg: Springer-Verlag Publishing.

- **Description:** In much of the economics-oriented literature on entrepreneurship, the decision to found a new organization is treated fundamentally as the result of individuals' discovery of entrepreneurial opportunities. In contrast to this approach, the organizational literature on institutions suggests that entrepreneurial decisions are, in part, social products that reflect the general acceptance of self-employment as a viable employment option within a community, and shared knowledge of the requirements to exercise this option. Here we refer to such collective representations as the institution of entrepreneurship, and argue that the presence, as well as form, of this institution varies across time and geographical space. In this paper, we review several literatures, including work on ethnic entrepreneurship, industry agglomeration, and temporal variations in entrepreneurship, in order to formulate propositions concerning conditions that shape the institution of entrepreneurship over time and in different places.

2020 Yin, X., R. Coles, and J. Chen. Let's Bring Innovation to the Bottom of the Pyramid Together: Introducing the Anti-Poverty Innovation Approach. In Mark Gideon (ed.) *World Scientific Encyclopedia of Business Sustainability, Ethics & Entrepreneurship*, Singapore:World Scientific Publishing.

- Research on poverty reduction has generated knowledge on the nature, antecedents, and effects of poverty, as well as the management and governance of anti-poverty initiatives, the challenges of poverty reduction have received relatively little attention in the innovation literature. The gap is notable because the paradox of prosperity, which refers to the problem that the current approach of poverty reduction relies on the "trickle down" effect of economic development, ignoring the fact that economic development doesn't naturally alleviate poverty because the benefits of economic development tend to concentrate into the hands of a few members of society. As a result, economic development often fails to generate sustainable prosperity, and even exacerbates the problem in some cases. Hence, resolving the prosperity paradox hinges on increasing the inclusivity of innovation eco-systems because innovation is a key driver of economic development. If innovation eco-systems are more inclusive, then the prosperity of those innovations are more likely to be broadly shared. Accordingly, we draw from several theoretical perspectives to propose a novel Anti-Poverty Innovation (API) approach that empowers the "Bottom of the Pyramid" (BoP) individuals through innovation, meeting UN sustainable development goals of poverty reduction, endogenous development, and community prosperity. Overall, this research generates new insights on innovation, the prosperity paradox, and poverty reduction to contribute to the achievement of inclusive global sustainable development.

### *Revise and Resubmit (1)*

Coles, R., W. Sine, S. Hiatt, and L. Rich. Refugees at the Door: Funding Partner Logics and New Venture Failure.

- R&R at *Organization Science*
- Presented at *Academy of Management Conference* and the *Doriot Conference at INSEAD*
- **Description:** Some studies propose that disruptions have a positive interactive effect on venture logics, by fostering entrepreneurs' ability to recognize and exploit environment opportunities, while others argue that disruptions have a negative effect by reducing the logic's effectiveness in directing strategy. We suggest that this discrepancy is due in part to prior work failing to consider whether disruptions affect the logic's particular institutional order. Hence we argue that a new venture carrying the logic of a disrupted institutional order will perform worse relative to new ventures carrying logics of non-disrupted institutional orders. Empirically, we examine the effect of foreign firm investment (economic disruption) and refugee arrivals (social disruption) on new venture survival in the country of Jordan from 2003 through 2013. The results support our argument. The implications of these results for the institutional logics perspective, the institutional approach to entrepreneurship, and the impact of refugees on local economies are discussed.

### *Working Papers (7)*

(Under Peer-Review)

Coles, R., J. Brewer, W.D. Sine. Weber the Invincible Iron Man? A randomized controlled trial testing the impact of formalization on venture performance.

- Under Review at *Organization Science*
- **Description:** Max Weber argued that bureaucracy was the most successful organizational form for the modern economy. However, in the 1960s organization scholars emphasized the benefits of "organic" structure for firms in dynamic environments and "mechanistic" structure for firms in stable environments. Noting that the superiority of an organic structure in turbulent settings was based largely on findings from samples of large firms, later research showed that more formal bureaucratic organizational structures benefited new ventures in dynamic markets. Much of the past empirical analyses used to support these theories used observational data, making the establishment of causality tenuous. Hence, the current study uses a series of randomized controlled experiments with a sample of 1500 small and medium ventures in Peru where randomly selected to receive trainings to formalize key aspects of their organizations. Randomization permits the identification of causal effects by minimizing the selection biases that often confound observational studies. We found that businesses benefited from more formal organizational structures, but the effect was moderated for older organizations, and was magnified for larger organizations. The results provide evidence for

Weber's original theoretical formulation around bureaucracy and organizational performance in the modern economy, represent the first use of experimental methods to test organizational theory on bureaucratization and firm performance, and represent the first study in this research stream to explicitly tease apart the effects of organizational age and size. We discuss the implications of our results in our conclusion section.

Coles, R., W.D. Sine, S. Hiatt, and X. Yin. Equality and the Spirit of Capitalism: The Impact of Income Equality on Entrepreneurship.

- Under Review at *American Sociological Review*
- Presented at the *Academy of Management Conference*
- **Description:** I study the impact of income equality on entrepreneurship in emerging market communities. Scholarship has traditionally argued that increased income equality reduces overall levels of entrepreneurship because economic elites will have less excess capital to re-invest into new businesses, there will be less incentive to practice entrepreneurship, and fewer people will be pushed into necessity-driven entrepreneurship. I test an alternative theory, based on community dynamics literature, arguing that equality engenders thin social trust which in turn increases both the level and quality of entrepreneurial activity in communities. I test hypotheses using data from Mexico that tracks the entrepreneurial activity in every municipality in the country for the years 2000-2011. Longitudinal and within-country analysis remedy the methodological weakness of prior empirical work in this area. I find mixed support for hypotheses grounded in a social trust perspective on income equality and entrepreneurship. The implications for our understanding of how income distribution impacts entrepreneurship are discussed.

(Circulating Friendly-Review)

Coles, R. "I solemnly swear that I am up to no good": The Impact of Social Deviance on Entrepreneurship.

- Submitting to *Administrative Science Quarterly*
- Presented at the *Johnson College of Business Entrepreneurship and Innovation Workshop* and the *Academy of Management Conference*
- **Description:** Research at the nexus of institutional theory and entrepreneurship has not considered whether, and how, deviance from institutions impacts entrepreneurship. I argue that entrepreneurial activity will be higher in communities with higher levels of deviance because entrepreneurship will be more highly valued in the community. As deviance increases, a deviant subculture develops which yields higher social value for entrepreneurship as a career path in two ways. First, deviant subcultures value behaviors commonly associated with an entrepreneurial orientation: Risk-taking, experimentation, independent thinking. Second, deviant subculture directly places higher value on entrepreneurship as a career path because it is viewed as disrupting the economic status quo of the dominant system. Thus, increasing aggregate levels of deviance should lead to increases in entrepreneurial activity. I test this

argument using longitudinal data on all 2448 municipalities in Mexico. The results, and a series of robustness checks, confirm my hypotheses

Whetten, D., Zachariah Rodgers, Colby Green, and Ryan Coles. What constitutes theory, theory development, and a theoretical contribution.

- Presented at the *Academy of Management Conference*
- **Description:** The importance of theory appears to be waning in management research. We argue that a plausible reason for this decline is the shroud of ambiguity enveloping conversations about things-theoretical in the field of management and organization studies. From our examination of hundreds of articles published in AMJ and AMR, from 2000 to 2013, it appears that most propositions embedded in either conceptual or empirical scholarship aren't theoretical. We believe this is due to the long-standing expectation of making a theoretical contribution being poorly conceived. The prime feature of this paper is providing a framework that more clearly conceives theoretical expectations for organizational scholarship.

Coles, R. "Mischief Managed": The Impact of Normative Deviance on Innovating and Firm Performance.

- Submitting to *Administrative Science Quarterly*
- Previously presented to the Management and Organizations Department at the *Johnson Graduate School of Business*
- **Description:** Taken together, the resource-based view of the firm and institutional theory highlight a fundamental tension within strategy research. On the one hand, firms need to innovate in order to demarcate a unique competitive position. On the other hand, firms need to be similar to other organizations in order to gain legitimacy and avoid penalties associated with deviance from norms. Fundamental questions arising from the aforementioned tension is: what are the social conditions under which innovating is more likely to increase firm growth? And are those effects age dependent? I argue that a strategy of innovation increases firm growth concomitant with increases in the normative deviance occurring in the firm's local community, and that those effects are enhanced as the firm ages. I test hypotheses grounded in this argument using data on all registered business founded between 1997 and 2011 in Mexico. The results support my theory, and the implications are discussed.

R. Coles, Patterson, K., W. Sine, and C. Carlos. Bohemian Rhapsody: Extending the Institutional Approach of Entrepreneurship to Explain Opportunity Exploitation.

- Submitting to *Organization Science*
- Presented at *Academy of Management Conference*, and to the Management and Entrepreneurship Department at *Santa Clara University*.
- **Description:** This study explores how organizations respond to entrepreneurial opportunities created by changes to regulatory institutions when exploiting such opportunities may contradict prevailing industry norms. We theorize that organizational age positively influences whether (and how) normatively

constrained organizations exploit opportunities, and that the effect of age on exploitation is magnified for older organizations that also have either high status or a hybrid identity. To test our predictions, we examine the adoption of university technology licensing offices in response to the passage of the Bayh-Dole act which allowed universities to profit from licensing their research. The regulatory change created a new opportunity for universities to offer a service that was novel to the higher education industry, but the industry's norms of science presented constraints on freely exploiting the opportunity. We examine universities' decisions to exploit the new opportunity between 1980 and 2005. After reporting on the results of our analysis, we discuss the implications of our results for theories of entrepreneurship.

Yin, X., C. Jin, J. Li, S. Shen, W. Sine, and R. Coles. "Make me a Believer": When institutional support for entrepreneurship encourages entrepreneurial activity.

- Submitting to *Administrative Science Quarterly*
- Previously presented at *The International Conference on Innovation Studies* at Tsinghua University
- **Description:** One central assertion of the institutional approach to entrepreneurship is that entrepreneurial activity is higher in communities where there is institutional support entrepreneurship. However, research in organizational behavior shows that setting expectations that are not within reach of the worker leads to lower performance due to the stress of high expectations. On a community or societal level, structural-functionalism posits that conformity to expectations and socially desirable goals decreases when the social group lacks the means to meet those expectations. Together, these bodies of research suggest that valuing entrepreneurial activity could decrease entrepreneurial activity unless the community has the means to support actors as they endeavor to meet entrepreneurial expectations because, absent resource support, actors endeavoring to meet entrepreneurial expectations will burnout. We test hypotheses based on this argument using data on university technology transfer from 98 Chinese research universities to industry from 2009 to 2012. Results support our hypotheses.

### *Other Current Projects (6)*

Coles, R. and S. Hiatt. "No Church in the Wild": Collective consciousness, violence, and entrepreneurship in emerging markets.

- Submitting to *American Journal of Sociology*
- Presented at the *Academy of Management Conference* and to the Organizational Behavior Department at the *Cornell ILR School*
- **Description:** We build theory on the impact of violence on entrepreneurship by analyzing the role of collective consciousness in supporting entrepreneurship during moments of intense violence and upheaval. According to Durkheim, social cohesion results from the maintenance of collective consciousness. By collective consciousness, Durkheim refers to the set of shared beliefs, ideas, and moral attitudes within a society that together create a sense of certainty.

Drawing on Durkheim, we argue that religious homogeneity will spur successful entrepreneurship in communities during periods of violence. Religion plays the primary role in the creation of collective consciousness because religious systems are intended reduce adherent's fear of death, and increase mutual trust among members of the community. We test this argument by analyzing new venture founding and failure rates within communities in Mexico during periods of high and low drug cartel violence from 2000-2011.

Coles, R. and W. Sine. "Give me your huddled masses": How Immigration Influences the Impact of Internationalization on Firm Failure.

- Submitting to the *Academy of Management Journal*
- Presented at the *Academy of Management Conference*
- Presented at *Entrepreneurship and Society Conference* at Lake Tahoe
- **Description:** Generally, international operation is seen as a pathway towards increased survival prospects for firms. However, empirical work is mixed as to whether internationalization helps or hurts firm survival prospects. We theorize that local migration dynamics influence whether or not internationalization helps firm survival prospects. We test our argument using data on all registered companies in Mexico from 2000-2011. Results support our hypotheses

Coles, R and P. Tolbert. Institutional Foundations of Opportunity Recognition and Evaluation.

- Submitting to *Organization Science*
- IRB approved and data collection is underway
- **Description:** Organizational theorists have applied institutional theory to explain differing rates of new business formation across contexts, but have not thoroughly applied the theory to explain processes leading up to new business formation such as opportunity recognition and evaluation. Oppositely, entrepreneurship scholars have largely used psychological and economic factors to explain the entrepreneurial process. In this study, we use experimental methods to test hypotheses, drawn from institutional theory, regarding opportunity recognition and evaluation. Theoretically, the study marks an important extension of the institutional approach to entrepreneurship.

R. Coles and W. Sine. "Get Loud for Me": Sources of Legitimacy and New Venture Survival.

- Data is collected, and preliminary results in hand.
- **Description:** Stinchcombe's liability of newness stipulates that new ventures are especially susceptible to failure in part because they lack legitimacy in their social environment. New ventures, however, have several distinct audiences, and may need to receive legitimacy from several sources in order to overcome legitimacy related liabilities. We argue that legitimacy across economic and social institutions reduces likelihood of failure, but likelihood of failure increases when a new venture has legitimacy from one set of

institutions or the other. In order to test hypotheses drawn from this argument, we use data on a sample of new ventures founded between 2003 and 2012 from the Hashemite Kingdom of Jordan. Our results support our hypotheses, and the theoretical implications of that support are discussed.

Coles, R. “No Guidance”: The impact of anomie on entrepreneurial modes of governance.

- Data collected, and preliminary results in hand.
- **Description:** This study extends the institutional approach to entrepreneurship by analyzing how the practice of entrepreneurship can vary across communities. Specifically, I analyze the community dynamics that lead to higher instances of founding teams as opposed to lone entrepreneurial endeavors. Additionally, we develop the institutional approach of entrepreneurship by continuing to explore how deviance from institutions influences entrepreneurship. In this case, whether and how community levels of normative deviance supports team entrepreneurship. We test this argument by analyzing new venture founding and failure rates within communities in Mexico from 2000-2011.

Coles, R. “Four Women”: The impact of normative deviance on innovating and firm performance of woman owned enterprises

- Data collected.
- **Description:** Women entrepreneurs often face additional barriers to growth due to gender norms, especially if they are innovating. This study argues that increased normative deviance in the community increases the likelihood that innovating contributes to the growth of woman-owned businesses. I test my argument using data on all registered companies in Mexico founded between 1997 and 2011.

## **CONFERENCE PRESENTATIONS**

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2019

***Entrepreneurship and Society Conference***

*Lake Tahoe, CA*

**Paper Presentation:** “Give me your huddled masses”: How Immigration Influences the Impact of Internationalization on Firm Failure.

2019

***Association for Studies in Innovation, Science, and Technology Annual Conference***

*Manchester, UK*

**Paper Presentation:** Anti-Poverty Innovation: Towards a Holistic View to Deal with the Prosperity Paradox



2019

*Academy of Management Conference*  
*Boston, USA*

**Paper Presentation:** Equality and the Spirit of Capitalism: Income Equality and Entrepreneurship in Emerging Markets

2019

*Academy of Management Conference*  
*Boston, USA*

**Symposium Presentation:** “I solemnly swear that I am up to no good”: The Impact of Deviance in Emerging Market Communities on High Technology Entrepreneurship

2019

*Academy of Management Conference*  
*Boston, USA*

**PDW Presentation:** “Give me your huddled masses”: How Immigration Influences the Impact of Internationalization on Firm Failure

2019

*The International Conference on Innovation Studies*  
*Tsinghua University, China*

**Presentation:** “Make me a Believer”: When normative institutions encourage entrepreneurial activity

2018

*IDEC Doriot Entrepreneurship Conference*  
*INSEAD, France*

**Presentation:** Refugees at the Door: Funding Partner Logics and New Venture Survival in Disrupted Markets

2018

*Academy of Management Conference*  
*Chicago, USA*

**Symposium Organizer:** The Influence of Local Communities on Entrepreneurship in a Globalized World

- *Runner-up for Best Symposium in the OMT Division*

2018

*Academy of Management Conference*  
*Chicago, USA*

**Symposium Presentation:** Understanding Economic Inequality and Entrepreneurship in Emerging Market Communities

2018

*Academy of Management Conference*

*Chicago, USA*

**Symposium Presentation:** Community Identity and the Emergence of Entrepreneurial Opportunity from Regulatory Change

2017

*Academy of Management Conference*

*Atlanta, USA*

**Symposium Organizer:** Applications of the Institutional Approach to Entrepreneurship across Global Contexts

2017

*Academy of Management Conference*

*Atlanta, USA*

**Paper Presentation:** Responses to Institutional Complexity: Veiled vs. Visible Implementations of Contested Practices.

2017

*Academy of Management Conference*

*Atlanta, USA*

**Symposium Presentation:** God and Caesar: Comparing the Moderating Effects of Political and Religious Social Cohesion on Negative Impacts of Violence on Entrepreneurship

2017

*Academy of Management Conference*

*Atlanta, USA*

**Paper Presentation:** When does Family Matter? Funding Partner Logics and New Venture Survival across Economic and Social Jolts.

2016

*Academy of Management Conference*

*Anaheim, USA*

**Symposium Organizer:** Entrepreneurship in Global Contexts

2016

*Academy of Management Conference*

*Anaheim, USA*

**Symposium Presentation:** “Weapons of the Weak”: Mitigating the negative impact of violence on firm foundings and firm survival

2016

*Academy of Management Conference*

*Anaheim, USA*

**Symposium Presentation:** New Venture Failure and Variations in Modes of Finance in the Middle East

2014

*Academy of Management Conference  
Philadelphia, USA*

**Paper Presentation:** What, Really, Constitutes a Theoretical Contribution?

2014

*Pacific Sociological Association Conference  
Portland, USA*

**Paper Presentation:** Religious-based Support in the Entrepreneurial Process

2013

*Leadership for Peace and Prosperity Conference  
San Diego, USA*

**Paper Presentation:** Blessed are the Peacemakers: A National Competitive Advantage Case Study on the Hashemite Kingdom of Jordan

2013

*European Sociological Association Conference  
Turin, Italy*

**Paper Presentation:** Sunnah and the Spirit of Capitalism: An Islamic-based Theory for the Origins of Modern Capitalism.

#### INVITED TALKS

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2018

*Utah State University*

*“Integrating Arab American and Muslim Refugees into American Communities”*

2017

*Instituto Politecnico Nacional, Mexico City  
“Communities and Entrepreneurship”*

2014

*Columbia University’s Middle Eastern Research Center*

*“Monitoring and Evaluating the Performance of Social Organizations”*

#### TEACHING EXPERIENCE

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2020-Present

*The Entrepreneurial Journey*

*School of Business, U. of Connecticut*

This course covers the essential information, frameworks, and skills involved with managing the creation and growth of new business enterprises. Accordingly, we will address two important areas related to new ventures: Business Model Development and Critical

Entrepreneurial Management Skills. These topics and skills are equally applicable to entrepreneurial leadership in new ventures (whether high-growth or small-business entrepreneurs) as well as in corporations (intrapreneurs, corporate ventures, innovation champions).

2014-2015

***Introduction to Organizational Behavior (4.5/5.0)***

*ILR School, Cornell University*

I was a teaching assistant for the class for three semesters. I was responsible for teaching up to three sections of the class, and was independently rated by students. The class covered a variety of topics including team management, organizational design, organizational culture, and strategy. To cover these topics, I used case studies, relevant readings, and other in class activities. The score reflects student rating of my teaching independent of the professor.

2017

***Field Research Methods (4.9/5.0)***

*ILR School, Cornell University*

I was the teaching assistant for the course, and my duties included meeting two times a week to teach on topics that included: designing a study, collecting qualitative and survey data at field sites, variance vs. process models, construct development and validity, multiple linear regression, complimentary log-log regression, and negative binomial regression. The score reflects student rating of my teaching independent of the professor.

2018

***Strategic Management of Innovation***

*Johnson Graduate School of Business, Cornell University*

I was a teaching assistant for the class, and I was responsible for coordinating guest speakers, support in lecturing, helping MBA students understand the material, and grading. The class highlights organizational and team level systems for managing the production and diffusion of innovations, bringing in guest speakers from Google, Amazon, and others.

2015-2018

***Commercializing Technology***

*Johnson Graduate School of Business, Cornell University*

I was a teaching assistant for the class, and I was responsible for coordinating guest speakers, support in lecturing, helping MBA and other graduate students understand the material, and grading. The class helps students acquire a basic understanding of US Intellectual Property laws, skills for searching out viable commercial applications of new technologies, and skills for managing an entrepreneurial team.

2015-2017

***Global Innovation Trends***

*Johnson Graduate School of Business, Cornell University*

I was a teaching assistant for the class, and I was responsible for coordinating guest speakers, support in lecturing, helping MBA students understand the material, and grading. The class

highlights emerging trends in innovation across the world, and helps students assess the entrepreneurial opportunities related to them.

2015-2019

***Agile Innovation***

*Johnson Graduate School of Business, Cornell University*

I was a teaching assistant for the class, and I was responsible for coordinating guest speakers, support in lecturing, helping MBA and other graduate students understand the material, and grading. The class helps students learn how to build teams with high creative potential, manage team creativity, and how to increase their own individual creativity. The highlight of the class is a hack-a-thon where students gain real experience in agile innovation principles.

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**PROFESSIONAL SERVICE**

**Peer-Reviewed Articles for:**

- Administrative Science Quarterly
- Organization Science
- American Journal of Sociology
- Academy of Management Review
- Academy of Management Conference

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**NON-ACADEMIC EXPERIENCE**

2020-Present

***Advisory Board Member***

*Old Silver VC*

Old Silver VC is an investment vehicle that makes direct investments and takes positions in startups and venture capital funds. We mainly focus on healthcare and material sciences companies but at times will make exceptions for intriguing and innovative proposals. This fund also serves as a consulting/ advisory firm for early stage companies as well.

2019-Present

***Founding Partner***

*Here Be Lions (HBL)*

We are an innovation consultancy that provides the following services: new venture planning, strategic management of innovation, foreign market entry, and public policy evaluation. We have an expert network with deep knowledge in geopolitics, sociology, machine learning, psychology, art history, and computer science.

2012-2013

***Portfolio Analyst***

*ICS Department, LDS Church*

As one of the PA's for the LDS Church's IT portfolio, I helped with managing and reporting portfolio budgets, monitoring project plans and timelines for the Church's worldwide IT

infrastructure, and aiding the portfolio in ultimately delivering the highest quality technological solutions on time and under budget. In addition, I would advise on decisions regarding the hiring and movement of staff, including labor budget alignment, contract management, and project allocations.

2012-2016

***Co-Founder***

***Motus***

I co-founded an applied social sciences and consulting company that provided monitoring and evaluation services to public organizations and non-profit organizations.

2008-2011

***Zone Coordinator/Teacher***

***Missionary Training Center, LDS Church***

I managed a team of 12 teachers who were tasked with training LDS Missionaries assigned to Spanish speaking areas. The training for the LDS missionaries consisted in developing their skills in leadership, time management, teamwork, teaching, Spanish, and counseling. Over the course of my time at the MTC, our team sent out over 250 missionaries to areas in North American, South America, and Europe. I was responsible for the emotional, physical, mental, and spiritual well-being for up to 80 missionaries at any given time.

2011-2016

***Program Director***

***Zaytoon***

Zaytoon International facilitates internships between the US and the Middle East for both Arab and American college students. The primary purpose of our organization is to remove false stereotypes that Americans and Arabs may have of each other, and to promote greater friendship and understanding between these two societies. Our secondary purpose is to increase the employability and human capital of our beneficiaries through overseas internships. My work included the development and management of Zaytoon's internship programs, as well as the management of relationships with the various partners that receive Zaytoon interns.

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**GRANTS, FELLOWSHIPS, SCHOLARSHIPS, AND AWARDS**

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2020

***Werth Institute/ UConn***

\$5000 to support a research program analyzing entrepreneurship in the MENA region.

2020

***IET Theme Project/ Cornell U.***

\$9000 to support randomized control trials testing organizational design and entrepreneurship.

2019

***ILR Theme Project/ Cornell U.***

\$2000 to investigate the impact of income inequality on entrepreneurship.

2016

***Family Business Grant / Cornell U.***

\$10,000 to investigate family business in the Middle East.

2015

***Institute of Social Sciences Grant / Cornell U.***

\$500 to investigate family business in the Middle East.

2005

**Eagle Scout/ Scouts BSA**

Eagle Scout is the highest rank attainable in the Scouts BSA program. Since its inception in 1911, only four percent of Scouts have earned this rank.

## REFERENCES

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**Wesley Sine / Cornell U.**

607.254.1336

[wds4@cornell.edu](mailto:wds4@cornell.edu)

114 East Ave.

Ithaca, NY 14853

**Pamela Tolbert / Cornell U.**

607.255.9527

[pam.tolbert@cornell.edu](mailto:pam.tolbert@cornell.edu)

301 Tower Rd.

Ithaca, NY 14853

**Shon Hiatt / U. of Southern California**

213.740.5103

[shiatt@marshall.usc.edu](mailto:shiatt@marshall.usc.edu)

3670 Trousdale Parkway

Los Angeles, CA 90089

**Thomas J. DiCiccio/ Cornell U.**

607.255.8643

[tjd9@cornell.edu](mailto:tjd9@cornell.edu)

301 Tower Rd.

Ithaca, NY 14853

**David Whetten / Brigham Young U.**  
801.360.4045  
postbyu@gmail.com

## **LANGUAGES**

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**English:** Native Language

**Spanish:** Superior Listener, Superior Speaker, Superior Reading and Writing

**Arabic:** Advanced Listener, Advanced Speaker, Intermediate Reading and Writing

## **VOLUNTEER WORK**

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### **Delta Upsilon**

*Chapter Advisor/ Ithaca, NY (2016-2020)*

Primarily, my role as Chapter Adviser is to guide, teach, and support the chapter and its officers in carrying out their duties as members of the Greek community. In addition, I also serve as an additional liaison between current chapter members and the chapter's alumni association.

### **Boy Scouts of America**

*Lion's Den Leader/ Ithaca, NY (2019-2020)*

I help kindergarten aged kids develop their character and overall well-being through the Lion Scout program.

### **Boy Scouts of America**

*Troop Committee Chairman / Provo, UT (2012)*

I worked to ensure communication between troop leaders and the parents of the Scouts, as well as ensure that the troop had the funds necessary to help the Scouts progress as young men.

### **Church of Jesus Christ of Latter-day Saints**

*Seminary Teacher/ Ithaca, NY (2015-2018)*

During the week I taught teenagers (ages 14-18) courses on the Old Testament, New Testament, Book of Mormon, and the Doctrine & Covenants. I focused on helping them apply the teachings of Jesus Christ to their everyday lives, and preparing them to serve in various ministerial roles within the Church.

### **Church of Jesus Christ of Latter-day Saints**

*Full-time Missionary, Peru (2006-2008)*

As a Missionary in Peru, I helped to strengthen individuals and families by helping them live the Gospel of Jesus Christ. I managed the work of preaching the Gospel across various cities, and I had the opportunity to work with people of various nationalities. The most important work, however, was the one on one moments with others as we helped them see how Jesus Christ's teachings can improve our lives.



## **OTHER**

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**Interests/Hobbies:** Astro-biology, synthetic biology, ecology, wrestling, weight lifting, wakeboarding, water skiing, snowboarding/skiing, yoga, rugby, and playing the piano

