

Maria Christina Binz-Scharf

The City College of New York
Department of Economics and Business
160 Convent Avenue
New York, NY 10031

mbinzscharf@ccny.cuny.edu
www.mariascharf.com
Tel (212) 650-6211
Fax (212) 650-6341

Academic Employment

The City College of New York

Associate Professor of Management (with tenure), 2010-Present.
Assistant Professor of Management, 2004-2009.
Research Fellow, Colin Powell Center for Policy Studies, 2006-Present.

Harvard University

Postdoctoral Fellow, John F. Kennedy School of Government. 2003-2004.

Education

University of St. Gallen, Switzerland

Ph.D. (Dr.oec.) in Business Economics. 2003.

Bocconi University, Milan, Italy

Laurea (equivalent to B.A.+M.A.) in Economics and Business Administration. Concentration in Management of International Corporations. 1996.

Vienna University of Economics and Business Administration, Austria

Coursework in Economics and Law of the European Community. 1994.

Research Experience

Harvard University

John F. Kennedy School of Government

Postdoctoral Fellow. 2003-2004.

Collaborated in a project examining the role of the Internet in the diffusion of learning across governmental units exemplified in the use of DNA in the criminal justice system.

Conducted research on communication and knowledge sharing in virtual communities.

Doctoral Fellow. 2001-2003.

Conducted doctoral dissertation work on knowledge sharing in network-enabled government innovation projects.

Collaborated in a project studying the role of intra-organizational communication networks in facilitating (or undermining) the functioning of teams within the organization.

Harvard Business School

Research Assistant. 2004.

Assisted in a project on necessary evils, which examines how professionals handle tasks that entail harmful consequences to others but need to get done to advance a worthy purpose or greater good.

University of St. Gallen

Research Fellow, Institute for Public Services and Tourism. 1999-2001.

Co-founded and managed the Center of Excellence for Electronic Government, an electronic platform for research and practice on network-enabled government services.

Collaborated on a project examining the effects of communication structures and content on organizational performance.

Teaching Experience

The City College of New York

Courses designed and taught:

Graduate level

ECO C0021 Information and Technology Management, ECO B9518 Government Regulation, ECO B9900 Thesis Research

Undergraduate level

ECO 34000 Organization and Management, ECO 35400 Information Technology Management, ECO 35500 Organizational Leadership, ECO 35800 Business and Society, FIQWS 10023 The Manager's World (Freshman Inquiry Writing Seminar)

Teaching Experience (cont.)

University of Applied Sciences (SUPSI), Lugano, Switzerland
Instructor. 1999-2000.
Introduction to Business Administration.

University of St. Gallen

Teaching fellow. 1998-2001.
Public Management Field Seminar (for Kuno Schedler). Spring 2001.
Introduction to Operations Research (for Paul Stähly). Fall 1998, fall 1999.

Honors and Awards

Faculty Award for Commitment to Service-Learning Excellence. 2010.
Listed in Who's Who in America. 2010.
CUNY Salute to Scholars Honoree. 2007, 2009, 2010.
Featured in CCNY's Morris Raphael Cohen Library Exhibition "In Good Company: Celebrating 70 Years of Women at CCNY". 2008.
Postdoctoral fellowship, National Center for Digital Government, Harvard Kennedy School. 2003-2004.
Doctoral fellowship, National Center for Digital Government, Harvard Kennedy School. 2002-2003.
Fellowship for prospective researchers, Swiss National Science Foundation. 2001-2002.
University of St. Gallen Grant for Basic Research. 2000-2001.

Grants

Funded

PSC-CUNY 41

Maria Christina Binz-Scharf (PI), "Growing Pains: An Investigation into the Expansion of a Public Agency"
07/2010-06/2011 (\$3,990) Role: Principal Investigator

National Science Foundation (#0943203)

Maria Christina Binz-Scharf (PI), "VOSS: New Generations of Scientific Knowledge in Collaboratories"
09/2009-08/2012 (\$368,210) Role: Principal Investigator

National Institutes of Health - National Cancer Institute (U54 CA137788)

Carma Bylund (PI), "CCT-Link: Enhancing Primary Care Physicians' Capacity to Improve Cancer Patients' Access to Clinical Trials"
09/2008-08/2011 (\$529,919) Role: Co-Principal Investigator and
CCNY PI (CCNY portion: \$127,494)

National Science Foundation (#0621242)

David Lazer (PI), "Sharing of Innovation Across Government Organizations"
09/2006-08/2011 (\$196,379) Role: Co-Principal Investigator and
CCNY PI (on subcontract; \$89,956)

PSC-CUNY 39

Maria Christina Binz-Scharf (PI), "Checking Back In: A Longitudinal Study of IT Project Implementation in Large Bureaucracies"
07/2008-12/2009 (\$4,000) Role: Principal Investigator

SDA Bocconi School of Management

Greta Nasi (PI), "Structural Determinants of Knowledge Sharing in Government Organizations"
07/2007-12/2008 (€13,500) Role: Co-Principal Investigator

PSC-CUNY 38

Maria Christina Binz-Scharf (PI), "The Social Structure of Innovation"
07/2007- 06/2008 (\$4,800) Role: Principal Investigator

Grants (cont.)

PSC-CUNY 36

Maria Christina Binz-Scharf (PI), “Knowledge Sharing in a Dispersed Community”

07/2005-12/2006 (\$3,000)

Role: Principal Investigator

Professional Experience

Gruppo CLAS, Milan, Italy

Research Associate. 1997-1998.

Collaborated on various EU projects in the field of intermodal road freight transport.

International Road Transport Union, Brussels, Belgium

Project Manager. 1997.

Conducted a study financed by the European Commission on the situation of own account road transport in the EU.

European Commission, Brussels, Belgium

Research Assistant. 1996-1997.

Assisted in evaluating the economic impacts of a tax (“ecopoint system”) on traffic emissions for road freight transport.

Siemens AG, Munich and Vienna

Summer Intern. 1990, 1992-94

Assisted in the preparation of bids for telecommunication plants in Latin America.

Publications

Book

Binz-Scharf, Maria Christina (2008). *Exploration and Exploitation – Toward a Theory of Knowledge Sharing in Digital Government Projects*. Saarbruecken: SVH Verlag. 204 pp. ISBN 978-3838101866.

Journal Articles

Binz-Scharf, Maria Christina, David Lazer, and Ines Mergel (in press). Searching for answers: Networks of practice among public administrators. *American Review of Public Administration*.

Mergel, Ines, David Lazer, and Maria Christina Binz-Scharf (2008). Lending a helping hand: Voluntary engagement in knowledge sharing. *International Journal of Learning and Change* 3(1), pp. 5-22.

Binz-Scharf, Maria Christina. The social structure of innovation: A knowledge-based view of e-government project implementation. Under review at *Government Information Quarterly*. Status: Revise and resubmit; second round of revision.

Vaast, Emmanuelle and Maria Christina Binz-Scharf. Transforming government in the post-bureaucratic age. Under review at *Organization Studies*. Status: Revise and resubmit; second round of revision.

Book Chapters

Binz-Scharf, Maria Christina (2007). Firstgov.gov: The road to success of the US government’s web portal. In: Mayer-Schoenberger, Viktor and David Lazer (Eds.), *Governance and Information Technology - From Electronic Government to Information Government*. Boston: MIT Press, pp. 33-37.

Lazer, David and Maria Christina Binz-Scharf (2007). It takes a network to build a network. In: Mayer-Schoenberger, Viktor and David Lazer (Eds.), *Governance and Information Technology - From Electronic Government to Information Government*. Boston: MIT Press, pp. 262-278.

Schedler, Kuno and Maria Christina Scharf (2001). Exploring the interrelations between e-government and the New Public Management. 2001. In: Schmid, Beat, Stanoevska, Katarina, & Tschammer, Volker (Eds.), *Towards the E-Society. E-Commerce, E-Business, and E-Government*. Boston: Kluwer, pp. 775-788.

Refereed Conference Proceedings

Vaast, Emmanuelle and Maria Christina Binz-Scharf (2008). Bringing change in government organizations: Evolution toward post-bureaucracy with web-based IT projects. *Proceedings of the 29th International Conference on Information Systems (ICIS)*, Paper 213.

Publications (cont.)

Binz-Scharf, Maria Christina (2005). Collaboration, communication, and control: The effects of ICT-enabled innovation projects on informal organizational structures. *Proceedings of the 38th Annual Hawaii International Conference on System Sciences (HICSS'05)*, pp. 248-256.

Mergel, Ines, David Lazer, and Maria Christina Binz-Scharf (2005). Electronic communication in a geographically dispersed community of forensic scientists. *Proceedings of the 2005 National Conference on Digital Government Research (dg.o2005)*, ACM International Conference Proceeding Series; Vol. 89, pp. 299-300.

Binz-Scharf, Maria Christina (2004): Exploration and Exploitation: Knowledge Sharing in Digital Government Projects. *Proceedings of the 2004 National Conference on Digital Government Research (dg.o2004)*, Electronic edition: <http://dgrc.org/dgo2004/disc/presentations/sharing/scharf.pdf>

Lazer, David, and Maria Christina Binz-Scharf (2004): Managing Novelty and Cross-Agency Cooperation in Digital Government. *Proceedings of the 2004 National Conference on Digital Government Research (dg.o2004)*, Electronic edition: http://dgrc.org/dgo2004/disc/posters/monposters/rp_lazer.pdf

Working Papers

Binz-Scharf, Maria Christina and David Lazer (2008). A new order of things: Managing novelty and cross-agency cooperation. Faculty research working paper series RWP08-048. Cambridge, MA: Harvard Kennedy School. Available at http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1354628

Binz-Scharf, Maria Christina, Greta Nasi, Gokce Sargut, David Lazer, Lindzay Wanner, and Alex Turrini (2008). CSI: For Real: The evolution of organizing in a high-tech public agency. SDA Bocconi School of Management Working Paper. Milan, Italy: Bocconi University.

Nasi, Greta, Maria Christina Binz-Scharf, David Lazer, Lindzay Wanner, and Alex Turrini (2008). Knowledge and innovation sharing in public service organizations: The case of the Office of Chief Medical Examiner of New York City. SDA Bocconi School of Management Working Paper. Milan, Italy: Bocconi University.

Binz-Scharf, Maria Christina (2003). Bureaucratic networks or networked bureaucracies? Knowledge sharing in ICT-enabled innovation projects. NCDG Working Paper No. 03-012. Cambridge, MA: Harvard University.

Presentations

Presentations at Refereed Conferences

“Together in perfect harmony? The collaborative creation of scientific knowledge in virtual organizations”, paper presented at the International Social Network Conference (Sunbelt XXXI), St. Pete’s Beach, Florida, Feb. 8-13, 2011 (with Leslie Paik).

“Social constraints, agency, and institutions in the formation of interorganizational ties and knowledge diffusion”, paper presented at the International Social Network Conference (Sunbelt XXXI), St. Pete’s Beach, Florida, Feb. 8-13, 2011 (with Jason Greenberg, David Lazer, and Ines Mergel).

“Enhancing primary care physicians’ capacity to improve cancer patients’ access to therapeutic clinical trials”, paper presented at the International Conference on Communication in Healthcare, Verona, Italy, Sept. 2010 (with Carma Bylund and Elisa Weiss).

“Production of scientific knowledge in virtual organizations”, paper presented at the 105th Annual Meeting of the American Sociological Association, Atlanta, Georgia, August 14-17, 2010 (with Leslie Paik).

“Production of scientific knowledge in virtual organizations”, paper presented at the 25th EGOS Colloquium, Lisbon, Portugal, June 28-July 3, 2010 (with Leslie Paik).

“Production of scientific knowledge in virtual organizations”, poster presented at the First Science of Team Science Conference, Northwestern University, Chicago, April 22-24, 2010 (with Leslie Paik).

“CCT-Link: Enhancing primary care physicians' capacity to improve cancer patients' access to therapeutic clinical trials”, poster presented at the NYC Research and Improvement Networking Group (NYC RING) Convocation: Transforming Primary Care - Moving Toward the Patient Centered Medical Home. Bronx, New York. December 2009. (with Elisa Weiss, Carma Bylund, Margo Michaels, Natasha Blakeney, David Lounsbury, Shilpa Patel, and Diana Hall).

“Searching for answers: Networks of practice among public administrators”, poster presented at the First Workshop on Information in Networks (WIN), New York University, Stern School of Business, New York, September 25-26, 2009. (with David Lazer and Ines Mergel).

Presentations (cont.)

“Bringing change in government organizations: Evolution toward post-bureaucracy with web-based IT projects”, paper presented at the 29th International Conference on Information Systems (ICIS), Paris, France, December 13-17, 2008. (with Emmanuelle Vaast).

“Sharing knowledge across boundaries within the public sector”, paper presented at the 29th Annual Fall Research Conference of the Association for Public Policy Analysis and Management, Washington DC, November 8-10, 2007. (with David Lazer and Ines Mergel).

“How people search: Toward a theory of search process formation”, paper presented at the Annual Meeting of the Academy of Management, Philadelphia, PA, August 3-8, 2007. (with David Lazer and Ines Mergel).

“Learning by searching: Individual knowledge sourcing strategies in a network of professionals”, paper presented at the 23rd EGOS Colloquium, Vienna, Austria, July 5-7, 2007. (with David Lazer and Ines Mergel).

“Lending a helping hand: Voluntary engagement in knowledge sharing”, paper presented at the 23rd EGOS Colloquium, Vienna, Austria, July 5-7, 2007. (with Ines Mergel and David Lazer).

“Thick descriptions of networks: How qualitative data can inform social network analysis”, paper presented at the International Social Network Conference (Sunbelt XXVII), Corfu, Greece, May 1-6, 2007 (with Ines Mergel, Gökçe Sargut, and David Lazer).

“Communities of practice: Diffusion of innovation across organizational boundaries”, paper presented at the 28th Annual Fall Research Conference of the Association for Public Policy Analysis and Management, Madison, WI, November 2-4, 2006. (with David Lazer and Ines Mergel).

“Searching for answers: Knowledge sourcing strategies”, paper presented at the Annual Meeting of the Academy of Management, Atlanta, GA, August 11-16, 2006. (with David Lazer).

“Electronic communication in a geographically dispersed community of forensic scientists”, poster presented at the Digital Government Conference of the National Science Foundation (dg.o2005), Atlanta, GA, May 15-18, 2005 (with David Lazer and Ines Mergel).

“Searching for answers: Tracing the paths of knowledge in a dispersed community”, paper presented at the International Social Network Conference (Sunbelt XXV), Redondo Beach, CA, February 16-21, 2005 (with David Lazer and Ines Mergel).

“Collaboration, communication, and control: The effects of ICT-enabled innovation projects on informal organizational structures”, paper presented at the 38th Hawaii International Conference on System Sciences (HICSS), Big Island, Hawaii, January 3-6, 2005.

“Knowledge sharing in IT-enabled government innovation projects”, paper presented at the 26th Annual Fall Research Conference of the Association for Public Policy Analysis and Management, Atlanta, GA, October 28-30, 2004.

“Knowledge sharing in public sector organizations – the case of digital government projects”, paper presented at the Annual Meeting of the Academy of Management, New Orleans, LA, August 6-11, 2004.

“Collaboration, communication, and control: The effects of ICT-enabled innovation projects on informal organizational structures”, paper presented at the 20th EGOS Colloquium, Ljubljana, Slovenia, July 1-3, 2004.

“Exploration and exploitation: Knowledge sharing in digital government projects”, paper presented at the Digital Government Conference of the National Science Foundation (dg.o2004), Seattle, WA, May 24-26, 2004.

“DNA and the criminal justice system: A web-based community of practice”, poster presented at the Digital Government Conference of the National Science Foundation (dg.o2004), Seattle, WA, May 24-26, 2004 (with David Lazer and Birgit Rabl).

“Knowing who knows what: The role of knowledge transfer in implementing digital government projects”, poster presented at the 25th Annual Fall Research Conference of the Association for Public Policy Analysis and Management, Washington, DC, November 6-8, 2003.

“Conception and implementation of digital government projects: The role of knowledge transfer”, paper presented at the Digital Government Conference of the National Science Foundation (dg.o2003), Boston, MA, May 18-21, 2003.

Presentations (cont.)

“Knowledge networks in digital government projects”, paper presented at the International Social Network Conference (Sunbelt XXIII), Cancun, Mexico, February 11-16, 2003.

“Exploring the interrelations between e-government and the New Public Management”, paper presented at the First IFIP Conference on E-Commerce, E-Business, E-Government (I3E 2001), Zurich, October 3-5, 2001 (with Kuno Schedler).

Invited Talks and Lectures

“Collaboratories: Production of scientific knowledge in the age of the Internet”, invited talk, Public Management & Policy Research Seminar, SDA Bocconi School of Management, Milan, Italy, June 29, 2010.

“The National Science Foundation’s interests in innovation and organizational science research”, invited talk, Innovation Symposium, VERA Institute of Justice, New York, November 17, 2008.

“Searching for answers: Networks of practice among public administrators”, invited talk, Public Management & Policy Research Seminar, SDA Bocconi School of Management, Milan, Italy, December 20, 2007.

“Searching for answers: Networks of practice among public administrators”, invited talk, Faculty Research Seminar, School of Public Affairs, Baruch College (CUNY), New York, November 28, 2007.

“It takes a network to build a network”, invited talk, Symposium on Information Technology and Governance, Harvard University, Cambridge, MA, November 14, 2007.

“The social structure of innovation: Implementing change in formal organizations through informal networks”, invited talk, Seminar Series of the Faculty of Economic Sciences, University of Lugano (USI), Switzerland, June 14, 2006.

“Knowledge sharing in innovation projects”, presentation at the ARG seminar, Harvard Business School, Cambridge, MA, April 7, 2004.

“The evolution of knowledge networks“, guest lecture, Knowledge Management (STM-118), John F. Kennedy School of Government, Harvard University, Cambridge, MA, March 23, 2004.

“The evolution of knowledge networks“, invited talk, Department of Economics, City College of New York (CUNY), New York, March 18, 2004.

“The evolution of knowledge networks“, invited talk, Department of Communication Studies, Northwestern University, Evanston, IL, February 24, 2004.

“Knowledge management in public sector organizations: Necessities, concepts and experience“, invited talk, International Conference on Knowledge Management in Public Administration, Academy for Public Management, Munich, Germany, April 26, 2001.

“Benchmarks for electronic government“, invited talk, Seminar on the Development of Electronic Information Infrastructures, University of Konstanz, Germany, Feb. 9, 2001.

“Knowledge management: A concept for public institutions“, invited talk, IDT Conference on Management of Knowledge in Public Institutions, Zurich, Switzerland, Oct. 31, 2000.

Selected Press Coverage

“Rethinking Volunteering – Several New York College Students Introduce a New Way to Encourage Student Service”, by Gary M. Stern, Hispanic Outlook, April 5, 2010

“More Scientists Treat Experiments as a Team Sport”, by Robert Lee Hotz, Wall Street Journal, November 23, 2009.

<http://online.wsj.com/article/SB125868444693956911.html>

Featured in WSJ video accompanying the print article: <http://bit.ly/67hmMI>

“CCNY researchers Study Scientific Collaboration in Age of Internet” by Ellis Simon, CCNY News, October 15, 2009.

<http://bit.ly/dxP00>

Republished by CUNY Newswire, eurekaalert.org (AAAS), bio-medicine.org, firstscience.com, physorg.com, Medworm, Medinews (Belgium), Arab Science and Technology Foundation, biowizard.com, among many others.

“Service-Learning Students Delve Into New York’s Housing Crisis” by Maura Christopher, Colin Powell Center Newsletter, Issue No. 6, Winter 2008-2009. <http://bit.ly/7zDpsT>

Selected Press Coverage (cont.)

“From the Corner Office to the Campaign Trail” by Jason Del Rey, inc.com, February 4, 2008.
<http://www.inc.com/articles/2008/02/politics.html>

“Swapping Secrets of the Double Helix”, by Karen Heyman, dgOnline News, December 4, 2004.
http://www.digitalgovernment.org/news/stories/2004/1204/1204_dna_heyman.jsp

Professional Development

Recipient of City College Service-Learning Faculty Fellowship. Colin Powell Center. Fall 2007.

Selected to participate in the CUNY Faculty Fellowship Publication Program. CUNY Graduate Center. Spring 2007.

Selected to participate in the OCIS Junior Faculty Consortium. Academy of Management Annual Meeting, Atlanta, GA. August 12, 2006.

Selected to participate in the CCNY New Media Summer Institute. City College of New York. May 30-June 1, 2006.

ICPSR Summer Training Program in Quantitative Methods of Social Research. University of Michigan, Ann Arbor. June 27-July 22, 2005.

Professional Service

Service to the University

Referee, CUNY Nobel Challenge, 2010

CUNY School of Professional Studies, Member of the Curriculum Committee for the Online Baccalaureate Degree in Information Studies, 2009-Present

CUNY School of Professional Studies, Member of the Curriculum Committee for the Online Baccalaureate Degree in Business, 2006-2007

PSC-CUNY Research Award Program, Member of the Interdisciplinary Review Panel, 2004-2007

Service to the College

Judge, Service-Learning Faculty Leadership Award, 2011

Member of the Selection Committee, Macaulay Honors College Class of 2015, 2011

Member of the President's Academic Working Group on Strategic Initiatives, 2010-present

Charles Rangel Center, Member of the Advisory Board, 2007-present

Faculty Advisor, Entrepreneurship Club, 2008-2010

Member of the Search Committee, Search for Controller, 2007

Referee, “Einstein in the City” Student Poster Competition, 2007

Women's Studies Program, Member of the Executive Committee, 2004-2007

The City College Auxiliary Enterprises Corporation, Member of the Board of Directors, 2004-2007

Service to the Department

Member of the Economics Department Executive Committee, 2009-present

Member of the Search Committee, Search for one open rank faculty position, 2010/2011

Member of the Search Committee, Search for two open rank faculty positions, 2009/2010

Member of the Search Committee, Search for four open rank faculty positions, 2007/2008

Member of the Search Committee, Search for two open rank faculty positions, 2007

Member of the Search Committee, Search for Department Chair, 2006

Redesign of the Management and Administration Major, 2004-2008

Review Activities

Associate Editor, OCIS division, Annual Meeting of the Academy of Management, 2007

Ad-hoc reviewer for *Journal of Public Administration Research and Theory*, *Organization Science*, *Sloan Management Review*, *Technovation*, Annual Meeting of the Academy of Management (OCIS, PNP, and OMT divisions), Hawaii International Conference on System Sciences (HICSS), Americas Conference on Information Systems (AMCIS)

Other Service

Professional Service (cont.)

Editor, Complexity and Social Networks Blog of the Institute for Quantitative Social Science and the Program on Networked Governance, Harvard University, <http://www.iq.harvard.edu/blog/netgov/>, 2005-present

Panelist, “Roundtable Science”, Austrian Consulate General, New York, NY, February 25, 2010

Moderator, “Women’s Works, Lives, Risks – Still a World Apart?”, Austrian Cultural Forum, New York, NY, February 4, 2010

Member of the 2009 Nominations Committee, OCIS division, Academy of Management, 2009

Discussant, “Knowledge Contribution, Use, and Transfer”, OCIS division, Annual Meeting of the Academy of Management, Anaheim, CA, August 8-13, 2008

Discussant, “Online Discourse - Competence, Civility, and Collocation”, OCIS division, Annual Meeting of the Academy of Management, Philadelphia, PA, August 3-8, 2007

Session Chair, “E-Governance”, 27th Annual Fall Research Conference of the Association for Public Policy Analysis and Management, Washington, DC, November 3-5, 2005

Professional Affiliations

Faculty Affiliate, Program on Networked Governance, Harvard University

Member, Academy of Management

Member, European Group for Organization Studies

Member, INFORMS

Member, International Network for Social Network Analysis

Extracurricular Activities

Member, New Amsterdam Singers, 2009-2010

President, Austrian Scientists and Scholars in North America (AsciNA) Greater NY Chapter, 2005-2010

Volunteer, Homeless Outreach Population Estimate (HOPE 2005: The NYC Street Survey), 2005

President, University of St.Gallen Alumni Club Boston, 2002-2004

Member of the core team, Incagroup (a virtual network of women in academia), 2002-2003

Recipient, Shattuck Fund Grant for voice lessons at Harvard University, 2002-2003

Member, Harvard-Radcliffe Collegium Musicum, Harvard University, 2001-2003

Graduate member, Student Parliament, University of St. Gallen, 2000-2001

Member, University Choir, University of St. Gallen, 1999-2001

President, AV Kybelia Student Association, University of St. Gallen, Spring 2000

President and treasurer, European Commission Trainees Association, Brussels, 1996-1997

Language Skills

German, Italian, English – Trilingual

French – Fluent

Spanish, Dutch – Basic

Last updated: April 2011