

# SEAN D. CARR

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University of Virginia Darden School of Business  
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## ACADEMIC POSITIONS

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### UNIVERSITY OF VIRGINIA DARDEN SCHOOL OF BUSINESS

Charlottesville, VA

2013-  
Present

***Executive Director, Batten Institute*** (*entrepreneurship, innovation and technology*)  
***Assistant Professor of Business Administration***

- Provide academic, intellectual and administrative leadership for a \$140 million, endowed institute that advances education, research and practical experience in entrepreneurship, innovation and technology at UVA Darden, ranked among the top MBA programs for entrepreneurship in the world
- Manage a \$6.7 million annual budget and a 14-member staff, including support for a pan-university *InnovationLab (iLab)*, 20+ sponsored faculty, multiple global research and policy conferences, \$1 million+ in annual scholarships, 25+ new-venture incubator and accelerator, venture-related internships and other signature activities
- Direct full-time staff and offices in Charlottesville, VA and San Francisco, CA, with additional operations in Washington, DC, connecting students and faculty with alumni, senior executives, investors, and policymakers through ongoing programs in vital entrepreneurial ecosystems
- Serve as a senior member of UVA Darden's leadership team, reporting to the Senior Associate Dean for Faculty and Research; co-founder (former chair) pan-university *Entrepreneurship Advisory Council*, reporting to *UVA's Office of the Provost*

### UNIVERSITY OF VIRGINIA DARDEN SCHOOL OF BUSINESS

Charlottesville, VA

2006-2013

***Director of Research and Intellectual Capital, Senior Research Associate***  
***Batten Institute***

- Managed and deployed multi-disciplinary teams of researchers, analysts and writers to support faculty research and initiatives in entrepreneurship and innovation
- Expanded the prestigious *Batten Fellows Program*, *Batten Research Grants*, and the *Darden-Judge Entrepreneurship & Innovation Research Conference* with the University of Cambridge (UK)
- Fostered the development of books, articles, papers, teaching materials, conferences, seminars, and workshops, including the *Jefferson Innovation Summit* and the *Innovators' Roundtable*

### UNIVERSITY OF VIRGINIA DARDEN SCHOOL OF BUSINESS

Charlottesville, VA

2004-2005

***Research Associate/Case Writer***

- Authored, co-authored and developed dozens of business case studies, financial models, multimedia teaching materials, and books on topics related to management, finance, entrepreneurship and innovation
- Contributed to the publication of Robert F. Bruner's *Deals from Hell: M&A Lessons That Rise Above the Ashes*, and *Case Studies in Finance*

## EDUCATION

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<b>UNIVERSITY OF VIRGINIA DARDEN SCHOOL OF BUSINESS</b> Charlottesville, VA <i>Doctor of Philosophy in Management</i> (Strategy, Ethics and Entrepreneurship) Dissertation: “ <i>The Social Dynamics of Crowdfunding: Network Ties and Social Influence in the Financing Of New Ventures,</i> ” Chair: Prof. Melissa Thomas-Hunt	<b>PhD</b> 2013
<b>UNIVERSITY OF VIRGINIA DARDEN SCHOOL OF BUSINESS</b> Charlottesville, VA <i>Master of Business Administration</i>	<b>MBA</b> 2003
<b>COLUMBIA UNIVERSITY GRADUATE SCHOOL OF JOURNALISM</b> New York, NY <i>Master of Science in Journalism</i>	<b>MS</b> 1995
<b>NORTHWESTERN UNIVERSITY COLLEGE OF ARTS AND SCIENCES</b> Evanston, IL <i>Bachelor of Arts, Major: Classical Languages (with Honors)</i>	<b>BA</b> 1990

## OTHER EDUCATION

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<b>HARVARD UNIVERSITY, HARVARD BUSINESS SCHOOL</b> Boston, MA <i>Doctoral seminars, Behavioral Approaches to Decision Making and Negotiation</i> Faculty director: Max Bazerman	2009 & 2010 Spring
<b>MAX PLANCK INSTITUTE FOR HUMAN DEVELOPMENT</b> Berlin, Germany <i>Summer Research Institute, Bounded Rationality in Psychology and Economics</i> Faculty director: Gerd Gigerenzer	2009 Summer
<b>UNIVERSITY OF AARHUS, AARHUS SCHOOL OF BUSINESS</b> Søderborg, Denmark <i>Doctoral retreat, Entrepreneurship as “Making” (DREAM)</i> Faculty director: Saras Sarasvathy	2008 Fall

## ACADEMIC GRANTS & AWARDS

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Co-Principal Investigator. Kauffman Foundation grant for \$105,000 to run experiments on entrepreneurial decision making (with Michael Lenox and Asif Mehedi)	2014-17
Kauffman Dissertation Fellowship (\$20,000)	2012
Darden Doctoral Dissertation Proposal Award (\$5,000)	2011
Batten Media Fellowship, a merit-based, full-tuition plus stipend scholarship awarded by the University of Virginia Darden School of Business	2001
Phi Beta Kappa, departmental honors, and the Joseph Clyde Murley Prize in Classical Greek Northwestern University College of Arts and Sciences	1990

## ACADEMIC INTERESTS

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Innovation and entrepreneurship; technological change and transformation; decision-making under risk and uncertainty; complexity, crisis and systemic response; business and economic history.

## RESEARCH & PUBLICATIONS

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### Books

Bruner, Robert F., and Carr, Sean. **The Panic of 1907: Lessons Learned from the Market's Perfect Storm.** New York: John Wiley & Sons, 2007. Hardcover and paperback editions. Translations in German, Japanese and Korean.

### Book chapters

Bruner, Robert F., Carr, Sean D., and Mehedi, A. (2016) "Financial innovation and the consequences of complexity: insights from major US banking crises." In **Complexity and Crisis in the Financial System: Critical Perspectives on the Evolution of American and British Banking**, Matthew Hollow, Folarin Akinbami and Randal Michie (Eds.), London: Edward Elgar, pp. 13-35.

### Refereed journal articles

Kuechle, G, Boulu-Reshef, B., and Carr, S. (2016), Prediction- and Control-Based Strategies in Entrepreneurship: The Role of Information, *Strategic Entrepreneurship Journal, Special Issue: Theories of Entrepreneurship*, 10(1), pp. 43-64.

### Business articles

Carr, Sean D., "The Great Startup Slowdown," *Forbes.com*, June 2012.

Bruner, Robert F. and Carr, Sean D., "Echoes of a Panic Long Past," *Newsday*, September 20, 2008, op-ed.

Carr, Sean D., Liedtka, Jeanne M., Rosen, Robert, and Wiltbank, Robert, "In Search of Growth Leaders," *The Wall Street Journal*, July, 8, 2008, p. R1.

Bruner, Robert F., and Carr, Sean D., "Lessons from the Financial Crisis of 1907," *Journal of Applied Corporate Finance*, Vol. 19, No. 4, pp. 115-124, Fall 2007.

Bruner, Robert F., and Carr, Sean, "Lessons Learned from the Panic of 1907," *Financial History*, Issue 89, pp. 20-23, Fall 2007.

### Working papers

Carr, Sean D. "Advice, Motivation and the Opportunism of Advisors"

Carr, Sean D. "When Do Threats Become Opportunities?: Cognitive Load as a Moderator of Strategic-Issue Identification"

Boulu-Reshef, Beatrice, and Carr, Sean D. "Experiments on Expected Return, Real Options, and Affordable Loss"

Carr, Sean D. "Risk, Uncertainty, and the Logic of Effectuation: Firm-Level Performance Effects"

### Briefings and reports

Carr, Sean and Lenox, Michael. 2014. "Entrepreneurship and the Middle Class: Can Startups Save the American Dream?" **Batten Briefing Series**. Charlottesville, VA.

Glinska, Malgorzata, Carr, Sean D., and Halliday, Amy, "Innovators' Roundtable Series: Symphonic Improvisation: Creating a Culture of Innovation Competency," **Batten Briefing**, Special Edition, June 2012.

Carr, Sean D., Glinska, Malgorzata, and Halliday, Amy, "Financing Innovation Series: VC 2.0: Venture Capital Goes Retro," **Batten Briefing**, Vol. 1, No. 3, April 2012.

Carr, Sean D., Glinska, Malgorzata, and Halliday, Amy, "Innovators' Roundtable Series: Workforce Agility: A Competitive Advantage in Volatile Markets," **Batten Briefing**, Vol. 2, No. 2, February 2012.

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Carr, Sean D., Glinska, Malgorzata, and Halliday, Amy, "Innovators' Roundtable Series: Leading Global R&D Networks: Rewards, Risks & Realities," *Batten Briefing*, Vol. 2, No. 1, February 2012.

Carr, Sean D., Glinska, Malgorzata, and Halliday, Amy, "Financing Innovation Series: Collapse or Comeback? The Venture Capital Debate," *Batten Briefing*, Vol. 1, No. 2, June 2011.

Carr, Sean D., Glinska, Malgorzata, and King, Andrew, "Financing Innovation Series: What Ever Happened to Venture Capital?" *Batten Briefing*, Vol. 1, No. 1, February 2011.

### Cases and teaching notes

Bruner, Robert F., Carr, Sean, and Debaere, Peter, "The Panic of 1907," Darden Case No. UVA-G-0619, Charlottesville, VA: Darden Business Publishing, 2008.

Bruner, Robert F., and Carr, Sean, "Warren E. Buffett, 2005," Darden Case No. UVA-F-1483. Charlottesville, VA: Darden Business Publishing, 2005.

Bruner, Robert F., and Carr, Sean, "The Wm. Wrigley Jr. Company: Capital Structure, Valuation, and Cost of Capital," Darden Case No. UVA-F-1482. Charlottesville, VA: Darden Business Publishing, 2005.

Carr, Sean and Bruner, Robert F., "Krispy Kreme Doughnuts, Inc." Darden Case No. UVA-F-1479. Charlottesville, VA: Darden Business Publishing, 2005.

Carr, Sean and Bruner, Robert F., "Purinex, Inc. (v.4.2)" Darden Case No. UVA-F-1491. Charlottesville, VA: Darden Business Publishing, 2005.

Bruner, Robert F., Hengelbrok, Robert, and Carr, Sean, "Primus Automation Division, 2002," Darden Case No. UVA-F-1487. Charlottesville, VA: Darden Business Publishing, 2005.

Rynbrandt, Chad, Bruner, Robert F., and Carr, Sean, "Palamon Capital Partners/Teamsystem S.P.A.," Darden Case No. UVA-F-1331. Charlottesville, VA: Darden Business Publishing, 2005.

Carr, Sean, Bruner, Robert F., and Eades, Kenneth M., "Compass Records," Darden Case No. UVA-F-1488. Charlottesville, VA: Darden Business Publishing, 2005.

Carr, Sean, and Bruner, Robert F., "Bill Miller and Value Trust," Darden Case No. UVA-F-1481. Charlottesville, VA: Darden Business Publishing, 2005.

Carr, Sean, Bruner, Robert F., and Hodrick, Laurie, "War of the Handbags: The Takeover Battle for Gucci Group N.V.," Darden Case No. UVA-F-1473. Charlottesville, VA: Darden Business Publishing, 2005.

Carr, Sean, Bruner, Robert F., and Chaplinsky, Susan, "Deluxe Corporation," Darden Case No. UVA-F-1492. Charlottesville, VA: Darden Business Publishing, 2005.

Bruner, Robert F., and Carr, Sean, "Arcadian Microarray Technologies, Inc.," Darden Case No. UVA-F-1496. Charlottesville, VA: Darden Business Publishing, 2005.

Bruner, Robert F., and Carr, Sean, "The Wm. Wrigley Jr. Company: Capital Structure, Valuation, and Cost of Capital," Darden Case No. UVA-F-1482. Charlottesville, VA: Darden Business Publishing, 2005.

Bruner, Robert F., and Carr, Sean, "The Battle for Value 2004: Fedex Corp. Vs. United Parcel Service, Inc.," Darden Case No. UVA-F-1484. Charlottesville, VA: Darden Business Publishing, 2005.

Carr, Sean, and Bruner, Robert F., "Purinex, Inc. (v.4.2)," Darden Case No. UVA-F-1491. Charlottesville, VA: Darden Business Publishing, 2005.

Eskinazi, Solomon, Bruner, Robert F., and Carr, Sean, "General Electric's Proposed Acquisition of Honeywell," Darden Case No. UVA-F-1493. Charlottesville, VA: Darden Business Publishing, 2005.

Hengelbrok, Robert, Bruner, Robert F., and Carr, Sean, "Primus Automation Division, 2002," Darden Case No. UVA-F-1487. Charlottesville, VA: Darden Business Publishing, 2005.

Bruner, Robert F., Carr Sean, Rimland, Edward, and McNicholas, John, "Euro Takeover! 2005 (A-F)," Darden Cases No. UVA-F-1497-1502. Charlottesville, VA: Darden Business Publishing, 2005.

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Carr, Sean, Rodriguez, Gustavo, Eades, Kenneth M., Muscarella, Chris, and Weaver, Samuel C., "Hershey Foods Corporation: Bitter Times in a Sweet Place," Darden Case No.UVA-F-1409. Charlottesville, VA: Darden Business Publishing, 2004.

## INVITED TALKS

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University of Virginia School of Law, Law & Business Symposium, Charlottesville, VA "Game Changer: The Impact of the JOBS Act," Invited moderator	April 2013
The Federal Reserve Bank of Richmond, Richmond, VA "Ask the Author Series: Reflections on the Panic of 1907," Co-speaker	September 2012
Evolving Capital Markets & Crowdfunding Symposium, Atlanta, GA "Raising Capital in a Social Media Driven World," Panelist	August 2012
New York University School of Law, New York, NY "Roundtable on General Solicitation Provisions of the JOBS Act," Discussant	June 2012
The Crowdfunding Conference, New York, NY "Understanding Segmentation of Crowdfunding Markets," Panelist	April 2012
UVa Venture Summit, Charlottesville, VA "Venture Capital's 'Sputnik Moment,'" Featured speaker	March 2011
American Society of Cytopathology, Annual Scientific Meeting, Boston, MA "Descartes, the Scientific Method, and Entrepreneurial Thinking," Featured speaker	November 2010
Commonwealth of Pennsylvania, Office of the Treasurer, Harrisburg, PA "Conversation on the Economy: Lesson from the Market's Perfect Storm," Featured speaker	June 2008
The George Washington University Law School, Washington, DC "The Panic of 2008 Conference: Reflections on the Centennial," Panelist	April 2008
World Pension Forum, Keswick, VA "The Credit Crisis and our Financial System," Featured speaker	October 2007

## PROFESSIONAL & COMMUNITY SERVICE

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### University of Virginia Darden School of Business

- Darden Research & Course Development Committee, *member* (2010-present)
- Darden Mission Review Task Force, *member* (2008 and 2012)
- Darden Colloquium for Organizational Research Excellence, *faculty host* (2012)

### Ad-Hoc Reviewer

- *Business History Review*
- *Journal of Management Studies*

### Association Memberships

- *Academy of Management* (BPS, ENT, MOC, OB)
- *Strategic Management Society*

## TEACHING EXPERIENCE

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### Executive Education

*Leading Organic Growth: Growing a Business From Within.* Faculty leader. Modules: *entrepreneurial thinking, opportunity recognition strategies, leading amid uncertainty,*

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*leadership assessment.* University of Virginia, Darden Executive Education. Open and custom programs: **AES Corp., Mars, Inc., Westinghouse Electric Co.**

*Re-conceptualizing Strategy.* Guest instructor. Module: *Competing within the Value Chain.* University of Virginia, Darden Executive Education. Custom program: **Genworth Financial** (Fall 2007)

### Corporate Workshops

*Innovators' Roundtable.* Faculty leader. Membership network of corporate innovation executives, established and facilitated by the Batten Institute to share best practices, discuss challenges, and push the state of the art in corporate innovation in a highly interactive and candid forum. Corporate members: **Alcoa, Amgen, AT&T, Corning, CSC, MeadWestvaco, Northrup Grumman, Salesforce.com, Siemens Corp.**

*Jefferson Innovation Summit.* Executive chair. Meeting for 60 influential chief executives, company founders, and innovation leaders to address policy issues regarding national and international entrepreneurial ecosystems. Media partner: **CNBC with NBC News.** Participating CEOs and senior executives from major companies included: **Amazon, Celgene, General Electric, General Motors, Goldman Sachs, IAC, Lockheed Martin, MasterCard, Medtronic, Northrup Grumman, and Procter & Gamble.**

### Other

*Entrepreneurship (Certificate Program),* Instructor, University of Virginia, School of Continuing & Professional Studies (Spring 2012)

*Research Methods and Data Analysis II,* Teaching assistant, University of Virginia, Psychology (Spring 2012)

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## INDUSTRY EXPERIENCE

<p><b>Omnicom Group Inc.</b> New York, NY <i>Management Development Program Associate</i></p> <ul style="list-style-type: none"> <li>• Pioneered a rotational training program among portfolio firms within Omnicom, a global advertising and marketing communications holding company</li> <li>• Created and published Compass, a strategic communications planning system for Porter Novelli, a global public relations firm</li> <li>• Developed advertising concepts and strategies for the sixth-largest cellular telecommunications company, the largest client of TBWA/Chiat/Day, a premier creative advertising agency</li> </ul>	2003-2004
<p><b>The Corporation for Public Broadcasting</b> Washington, DC <i>Strategic Planning &amp; Analysis Summer Associate</i></p> <ul style="list-style-type: none"> <li>• Created an investment protocol for the funding of initiatives by the Corporation for Public Broadcasting, a private corporation funded by the U.S. Congress to promote non-commercial radio and television</li> <li>• Designed an audience research plan and strategy for interpreting viewer frequency, loyalty, use and perception of the Public Broadcasting Service (PBS)</li> </ul>	Summer 2002
<p><b>CNN (a division of Time Warner, Inc.)</b> Atlanta, GA &amp; Washington, DC <i>White House/State Department/Special Projects Producer</i></p>	1997-2001

- Produced daily and weekly breaking news and feature segments for CNN's domestic and international networks, reaching an estimated audience of 60 million viewers
- Managed relationships with senior-level contacts in government and NGOs; sources included administration and congressional officials
- Led CNN's award-winning coverage of numerous major stories: Dot-Com Boom-and-Bust, Defining the New Economy, Impeachment of the President

**ABC News** (*a division of The Walt Disney Company*)

1992-1997

New York, NY

***Producer and Off-Air Reporter***

- Developed reports and conducted interviews for the anchor and correspondents of World News Tonight with Peter Jennings, reaching an average daily audience of 12 million viewers
- Selected as one of Nightline's youngest field producers for the 1996 election

**Willkie Farr & Gallagher**

1990-1992

New York, NY

***Legal assistant***

- Supported corporate litigation teams on a range of high-profile engagements, including research, editing, case document management, and trial summaries