



Mitch Daniels School of Business

BOARD APPROVED  
October 10, 2025  
Cindy Ream  
Corporate Secretary

To: Patrick J. Wolfe, Provost and Miller Family Professor of Statistics and Computer Science

From: Jim Bullard, Dr. Samuel A. Allen Dean

Date: September 5, 2025

RE: Approval of Distinguished Professorship for Dr. Jeffrey Reuer

I strongly recommend Dr. Jeffrey Reuer for the rank of Distinguished Professor in the Mitch Daniels School of Business. The unanimous committee votes are outlined below:

Area Committee (10-0)

Named and Distinguished Committee (13-0)

University Distinguished Professor Committee (5-0)

Jeffrey is a highly accomplished researcher and provides a high level of service not only to the Daniels School of Business but to Purdue University. We are fortunate to have such an outstanding scholar with this extraordinarily level of impact and reputation. His accomplishments are worthy of the recognition of Distinguished Professor.

Approval Recommended:

Approved:

09/12/2025

Patrick J. Wolfe

Date

Provost and Miller Family Professor  
of Statistics and Computer Science

9.12.25

Mung Chiang

Date

President

oscoe H. George Distinguished  
Professor of Electrical and Computer  
Engineering



SCHOOL OF BUSINESS

TIMOTHY N. CASON  
DEPARTMENT OF ECONOMICS

August 30, 2025

Professor James Bullard  
Dr. Samuel R. Allen Dean  
School of Business  
Purdue University  
403 West State Street  
West Lafayette, IN 47907

Dear Dean Bullard:

The Committee to consider Professor Jeff Reuer for the designation of Distinguished Professor at Purdue University held its final meeting on August 27, 2025. After considerable discussion and review of Professor Reuer's dossier of materials, and upon a motion duly made and seconded, the Committee voted unanimously to highly recommend Professor Reuer as a recipient of the designation of Distinguished Professor at Purdue University.

Professor Reuer studies corporate strategy, with a focus on collaborations and international strategy. He has made foundational contributions to corporate alliances and the challenges of forming interorganizational relationships, particularly in the context of research and development partnerships. He has also addressed important questions regarding the design of contracts and how alliances shape firms' technological performance. In its deliberations, the Committee specifically reviewed and commented on Professor Reuer's extensive record of peer-reviewed publications. He has published repeatedly in the very best peer-reviewed journals in his field of expertise, including the *Strategic Management Journal*, *Organization Science*, and the *Academy of Management Journal*. Each of these is regularly ranked among the top 5 or 10 Management journals in terms of scientific impact. The Committee further observed that Professor Reuer's career is still on a significant positive trajectory. His contributions are likely to continue to be felt across the field for years to come, as evidenced by his seven listed papers currently submitted for publication.

The Committee noted that Professor Reuer has also carried out significant policy and advisory work. He recently designed a global strategy survey for the Henderson Institute to document ongoing and emerging challenges facing Chief Strategy Officers worldwide. He has also worked with attorneys and other legal practitioners to help establish and govern firm alliances—particularly identifying the inherent gaps in contracts. He has also provided consulting services

***Purdue School of Business***

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and conducted workshops for a diverse range of clients, including startups, nonprofits, and large multinationals. He has served on the boards of several startups and nonprofits.

Dr. Reuer's scholarship has also had a significant impact on the scientific community, and he is considered a world leader in research on alliance governance, joint ventures and acquisitions, and real options theory. As stated by Professor Kathryn Rudie Harrigan, the Henry Kravis Professor of Business Leadership at Columbia University, Dr. Reuer "just keeps on finding new issues to investigate concerning strategic alliances, governance, and resource allocation that are novel enough to command space in managerial publications... [and is] committed to exploring important corporate questions regarding changes in scope and interfirm cooperation in his publications. His research findings are of interest to managers since his insights concerning the problems he writes about have verisimilitude."

And as stated by Professor Margarethe Wiersema, Dean's Professor at UC-Irvine, "Prof. Reuer's research has provided answers to important managerial and academic questions on the subject of strategic alliances – namely, when should firms invest in alliances instead of alternatives such as mergers?; what kind of alliance form should the firm adopt, if it chooses to enter an alliance?; and lastly, how best can the firm set up the provisions of the alliance contract? ... His academic contribution to furthering our understanding of an important organizational phenomenon is noteworthy. He is by far the most prominent academic in the area of strategic alliances."

In addition to these two examples, nine other outside reference letters were provided by leading researchers from universities ranging from INSEAD in France to the University of Chicago and Vanderbilt, among others, similarly expressing extremely strong support for Dr. Reuer's designation as Distinguished Professor. Notably, each letter expresses something unique about him, while also highlighting the influence of his cumulative research accomplishments with adjectives such as "seminal," "top-tier," "prolific," "foundational," and "a powerful locomotive." Dr. Reuer has also published influential and agenda-setting review articles and even co-founded a new journal, the *Strategic Management Review*, after recognizing the field's need for a forum to debate key topics and integrate insights to enhance understanding of the unique contributions of strategy management.

Quantitative measures of scholarly impact strongly support the more qualitative assessment provided by the many recommendation letters. Dr. Reuer's work has received a cumulative total of approximately 20,000 Google Scholar citations and has an h-index of 71. He was recognized as one of the Top 2% Scholars Worldwide by Stanford University and Elsevier BV in 2022, and as the Top 1% of Management Researchers by Ioannidis et al. (2019). As noted by Professor Dan Li, Leslie Waters Chair in International Business at Indiana University, "the steady pace of his production of high-quality research is simply exemplary." He has been awarded the Silver Medal by the *Journal of International Business Studies* for his lifetime scholarly contributions, a Fulbright Distinguished Research Chair Award, and was recognized as a Top 100 Scholar cited in strategic management textbooks.

The Committee further noted Professor Reuer's professional leadership. He has served on the Editorial Boards of 10 scientific journals, including the *Strategic Management Journal*, the *Global Strategy Journal*, and *Strategy Science*. He has been elected Fellow of the Strategic Management Society and was also elected Dean of that Society.

Dr. Reuer's influence also extends to his mentorship of students and other young scholars, as supported by three glowing letters provided by some of his mentees. One of his former PhD students, Dr. Roberto Ragozzino, who is currently Professor of Strategy and Entrepreneurship at NOVA School of Business, writes:

As a doctoral student, I benefited enormously from Professor Reuer's guidance. His role on my dissertation committee went far beyond formal expectations. He dedicated significant time to helping me develop as a scholar, honing my research skills, and navigating the early stages of my academic career. His mentorship was instrumental in setting my professional trajectory, and I credit much of my success to his early investment in my development.

What sets Professor Reuer apart is that my experience is far from unique. He has continuously mentored PhD students and junior faculty across multiple institutions, from his first appointment at INSEAD to his current position at Purdue University. His longstanding commitment to doctoral education, despite the increasing opportunity costs as he advanced in rank, speaks volumes about his values as a scholar and educator.

Further testimony to Professor Reuer's influence on his doctoral students comes from Professor Brian McCann, David Wilson Chair at Vanderbilt University. "Having worked closely with Jeff as both a student and collaborator, I can attest to qualities that go beyond his impressive scholarly record. He is unfailingly generous with his time and ideas, maintaining active mentorship relationships with former students decades after graduation. His publication record, which includes example after example of co-author relationships with former doctoral students, is testament to his outstanding commitment to mentoring."

Dr. Reuer has also been successful in obtaining funding for his research program and in organizing conferences, including grants from Accenture and IESE, as well as multiple conference support grants from the Center for International Business Education and Research (CIBER). His efforts in obtaining this support attest to his strong commitment to promoting scholarship and exchange among researchers in his field.

Finally, the Committee noted that Professor Reuer has performed significant service to the universities at which he has previously served as a faculty member and that he continues to provide important service to Purdue University. Included among his many service contributions

at Purdue are his participation on the Management Executive Committee, the Daniels School of Business Restructuring Task Force, and Faculty Affairs and Prestigious Awards Committees.

All this material strongly supports the Committee's unanimous recommendation that Professor Jeff Reuer be recognized as a Distinguished University Professor at Purdue University.

Respectfully submitted,



Timothy N. Cason  
Distinguished Professor and Gadomski Chair in Economics



Santokh Badesha  
Distinguished Professor of Electrical and Computer Engineering



Stephan Biller  
Harold T. Amrine Distinguished Professor in the School of Industrial Engineering



Michael Campion  
Herman C. Krannert Distinguished Professor of Business




J. George Shanthikumar  
Distinguished Professor and Dauch Chair in Manufacturing and Operations Management

## President's Office Form 36

## NOMINATION FOR PROMOTION

DATE: September 4, 2025

<b>1</b>	<b>FULL NAME:</b>	<b>Last Reuer</b>	<b>First Jeffrey</b>	<b>Middle Initial J.</b>	<b>PUID 0012524356</b>
<b>2</b>	Proposed Rank and Title:	Distinguished Professor & Blake Family Endowed Chair in Strategic Management			
<b>3</b>	Present Rank and Title:	Blake Family Endowed Chair in Strategic Management			Year 2024-Present
<b>4</b>	Previous Purdue University Rank(s) and Title(s):	Blake Family Endowed Chair in Strategic Management			Year 2008-15
		Professor of Strategic Management			Year 2007-08
<b>5</b>	<b>Penultimate Year</b>	<b>(if applicable)</b>			<b>Year</b>
<b>6</b>	<b>ACADEMIC RECORD (Institutions Attended)</b>				
	Degree	Year			Years Attended
	Ph.D.	1997	Purdue University		1993-1997
	MBA	1993	Marquette University		1991-1993
	B.S.	1990	Purdue University		1987-1990
<b>7</b>	<b>BASIS OF NOMINATION - EMPHASIS OF SCHOLARSHIP</b> (one or more areas must be checked)				
	Discovery				X
	Learning				
	Engagement				
<b>8</b>	<b>PRIMARY COMMITTEE VOTES</b>				Yes
<b>9</b>	Comments by Head of Department (or School)				
	Yes X      No <input type="checkbox"/>				
	Signature:				
<b>10</b>	<b>AREA COMMITTEE VOTE</b>				Yes 10 No 0
<b>11</b>	Comments by Dean and/or Chancellor (for Regional Campuses)				
	Yes X      No <input type="checkbox"/>				
	The case for Jeffrey Reuer's distinguished professor case received unanimous votes from the area committee. Jeffrey is a highly accomplished researcher and scholar and his accomplishments make him worthy to receive the recognition of Distinguished Professor.				
	Signature: 				
<b>12</b>	<b>Distinguished/Named Professor Committee</b>	Yes	13	No	0
<b>13</b>	<b>SPACE RESERVED FOR NOTES BY MEMBERS OF UNIVERSITY COMMITTEE</b>				
	Purdue University Distinguished Professor Committee voted 7-0 unanimously in favor of this case.				

Add other pages as needed; see instructions.

**JEFFREY J. REUER**  
Mitch Daniels School of Business  
Purdue University  
West Lafayette, IN 47907  
E-mail: [jreuer@purdue.edu](mailto:jreuer@purdue.edu)

## **FACULTY APPOINTMENTS**

*Blake Family Endowed Chair in Strategic Management and Governance* (2008-2015; 2024-)  
*Area Head of Strategic Management* (2008-2015)  
PURDUE UNIVERSITY

*Guggenheim Endowed Chair and Professor of Strategy and Entrepreneurship* (2015-2024)  
UNIVERSITY OF COLORADO

*Professor of Strategic Management and Boyd W. Harris, Jr. Distinguished Scholar* (2007-2008)  
*Associate Professor of Strategic Management* (2004-2007)  
UNIVERSITY OF NORTH CAROLINA

*Associate Professor of Strategy* (2002-2003)  
*Assistant Professor of Strategy* (2000-2002)  
OHIO STATE UNIVERSITY

*Assistant Professor of Strategy and Management* (1997-2000)  
INSEAD, FONTAINEBLEAU, FRANCE

## **EDUCATION**

Doctor of Philosophy, PURDUE UNIVERSITY (1997)  
Concentration: Strategic Management; Minor: Industrial Organization Economics

Master of Business Administration, MARQUETTE UNIVERSITY (1993)

Bachelor of Science with Highest Distinction, PURDUE UNIVERSITY (1990)  
Major: Management

## **RESEARCH INTERESTS**

Joint Ventures and Acquisitions  
Alliance Governance and Design  
Information Economics  
Real Options Theory  
Strategic Decisions Under Uncertainty

## **TEACHING EXPERIENCE**

Core Strategy (BS, MBA, Exec., Ph.D.)  
Competitive Strategy (MBA, Ph.D.)  
Strategic Investment Decisions (MBA)  
Strategic Alliances (MBA, Exec., Ph.D.)  
M&A and Corporate Development (Exec.)

## BIOGRAPHICAL STATEMENT

It is an honor to be considered for recognition as a distinguished professor in conjunction with my appointment this past year within Purdue's Dream Hires initiative. I have great appreciation for the heritage of Purdue, the Daniels School, and my specific area, just as I am excited about the potential going forward.

I have been a strategic management professor for 28 years and have held an endowed chair since 2008. I started my academic career at INSEAD in Fontainebleau, France and have held tenured faculty appointments at the University of North Carolina, Ohio State University, and University of Colorado.

Broadly speaking, my field is concerned with questions related to competitive strategy (e.g., how to gain and sustain a competitive advantage) and corporate strategy (e.g., how to manage the multi-business firm and its associated boundary-of-the-firm decisions such as acquisitions, partnerships, foreign direct investment, outsourcing, etc.). My research has focused on the latter, emphasizing collaborative strategy and international strategy. For instance, my work has investigated various corporate investment decisions related to inorganic growth (e.g., M&A) as well as the design, governance, and implementation of interorganizational relationships. As examples in the first category, some of the questions I have tackled include how firms choose between and carry out alliances and acquisitions when transacting with technology ventures, how experiences with alternative corporate development activities influence the success of deals, and how corporate investment decisions shape firms' technological performance. As illustrations of research in the second category, I have investigated diverse questions related to the design and ramifications of contracts (e.g., specific terms of alliance and M&A agreements) and to the setup of boards in international joint ventures and governance structures for R&D partnerships. This work is applied, focusing on practical problems that executives face. It has been informed by organizational economics (e.g., transaction cost economics), and I have also brought in theories from information economics and real options analysis to ask and answer these types of questions.

As illustrative indicators of knowledge creation, this research has been cited 19.9k times (h-index=71), and I have been recognized as a top 100 scholar in the strategy field (n=7278),<sup>1</sup> in the top 1% of management scholars,<sup>2</sup> and top 2% of all scholars worldwide.<sup>3</sup> Over the past two decades, the vast majority of my articles have been published with PhD students and junior faculty mentees. I was the first recipient of the Emerging Scholar Award of the Strategic Management Society (SMS), was later elected a Fellow of the SMS, and just completed a term as the elected Dean of the Fellows. I was awarded the Silver Medal by the *Journal of International Business Studies* for lifetime scholarly contributions to that journal and received a Fulbright Distinguished Research Chair Award. I have been invited to present my research at over 130 universities around the world, where I am frequently invited to give research and professional workshops to doctoral students and junior faculty on developing their research ideas and navigating the publication process. My own students have served in international universities such as CUHK, HKU, HKUST, Indian School of Business, KAIST, Nanyang Tech. U., National Taiwan U., Nova U., Tilburg U., U. of Toronto, and Yonsei U.

Throughout my career, I have been very active in serving and providing leadership to the main institutions of the field. For example, I have served as an associate editor of the *Strategic Management Journal*, the flagship journal of strategic management, and as a consulting editor of the *Journal of International Business Studies*, the flagship journal of international business. In addition to editing numerous special issues at the field's top journals, I have served on nineteen editorial boards and have

<sup>1</sup> AD Scientific Index (2024).

<sup>2</sup> Ioannidis *et al.* (2019).

<sup>3</sup> Stanford University and Elsevier BV (2022).



won five best reviewer awards. I have served on the Board of Directors of the Strategic Management Society (~3500 members) and am a Past Chair of the Strategic Management Division (~5000 members) of the Academy of Management.

In terms of academic entrepreneurship, or creating new institutions in the field, I will provide a few examples. I am a founding Editor-in-Chief of the *Strategic Management Review* ([www.strategicmanagementreview.net](http://www.strategicmanagementreview.net)). We recently launched the journal with conferences at Berkeley and Columbia, have built boards of academics as well as practitioners to guide our work, and plan to have our next special conference at Oxford. I served as the first Chief Grants Officer of the Strategy Research Foundation. I co-founded the Cooperative Strategies Interest Group at the SMS, and with colleagues at Northwestern built a consortium of business schools to hold the Midwest Strategy Meetings annually for junior colleagues and doctoral students to receive quality feedback on their research.

Regarding knowledge dissemination, my research insights have found their way into outlets geared for practicing managers, consultants, and students. For instance, I was recognized as being among the top 100 scholars cited in textbooks in my field (33 out of 6326).<sup>4</sup> I have also published eleven books and have several articles and research briefings geared for managerial audiences (e.g., *Harvard Business Review*, *MIT Sloan Management Review*, *Financial Times*, and *Journal of Applied Corporate Finance*). Earlier in my career, I wrote a series of case studies and continue to use them so that a reading, case, and key tool presented in some class sessions are my own and unique, and I have found that this builds students' pride in their program.

I have primarily taught graduate-level master's courses throughout my career, including the core strategy course, as well as elective courses on competitive strategy, corporate strategy, M&A, strategic alliances, and making strategic decisions under uncertainty. I have taught these courses in residential, hybrid, fully online, and three-day concentrated modalities in various full-time, weekend, evening, and executive programs. I have received several MBA teaching awards, including the Excellence in Teaching Award from Duke University for the best core course in the weekend EMBA program, the Salgo-Noren Outstanding Master's Teaching Award at Purdue, and the Executive MBA Faculty Award at the University of Colorado.

My knowledge dissemination activities extend to other academic and nonacademic institutions as well as overseas universities. For instance, I have been invited to teach in many executive education programs at Harvard Business School, Duke University, INSEAD, the Indian School of Business, the University of Colorado, University of Mannheim, the University of Warwick, the University of St. Gallen, and Peking University. I worked with the Boston Consulting Group on their global strategy survey and hosted events with CEOs and senior consultants on the future of strategy, and I am collaborating with World Commerce and Contracting (70k members) on an international conference.

I have also been active in offering custom programs and seminars for executives and in consulting on general strategy. For instance, clients have ranged from startups and nonprofits to consultancies and large multinational companies (e.g., Alliance Data Systems, Areva, Association of Strategic Alliance Professionals, Association of Strategic Planning, BCG, Concordia Theological Seminary, Congo Business Network, Deallus, Eli Lilly, Elm Saudi Arabia, Ernst and Young, Holland Financial Center, International Lutheran Council, Kiewit, KLM, LG, Maynard Institute, Obverse, OSU Wexner Medical Center, Owens Corning, Pfizer, Philips, 3I PLC, 66degrees, and the World Bank), and I have served on boards of several nonprofits and startups.

<sup>4</sup> *Academy of Management Learning and Education* (2019).

## Letter Writers for Jeffery Reuer

**(C) Karel Cool**, Professor at INSEAD his research, teaching, and consulting focus on problems of industry dynamics and competitive strategy (e.g., competitive positioning; assessment of profit opportunities in markets; strategic supply chain dynamics and management; eco-system leadership; vertical integration and de-integration; industry overcapacity; critical mass races, customer value creation, and capturing). Karel Cool is directing the Competitive Strategy Executive Education program at INSEAD. He has published in many journals, including Management Science, Strategic Management Journal, Harvard Business Review, Organization Science, Academy of Management Journal, Marketing Letters, Advances in Strategic Management, Journal of Supply Chain Management, etc.; edited several books and contributed to many books on competitive strategy. From 1995 to 2007 he was an Associate Editor of the Strategic Management Journal, the leading strategy journal.

**(C) Kathryn Rudie Harrigan**, Henry R. Kravis Professor of Business Leadership Columbia Business School One of the founders of the joint venture research area in strategy, Fellow of Academy of Management. Professor Harrigan, who teaches strategic management courses about corporate growth (as well as turnaround management), is a specialist in corporate strategy, strategic alliances, mergers and acquisitions, diversification strategy, in turnarounds, industry restructurings and the competitive problems of mature- and declining-demand businesses, and in industry and competitor analysis. Most recently, Professor Harrigan has researched the role of technological synergies in corporate strategy. She has served on the board of three publicly-traded firms and is the author of several prize-winning books on strategy.

**(C) Margarethe Wiersema**, Professor in Strategic Management at The Paul Merage School of Business, University of California, Irvine. She has an MBA and Ph.D. from the Ross School of Business at the University of Michigan. She is the recipient of numerous awards for excellence in research and teaching, Professor Wiersema was awarded an honorary doctorate by the Copenhagen Business School in recognition of a remarkable contribution to research dissemination and education. In 2022, she received the Academy of Management's Irwin Outstanding Educator Award and the Strategic Management Society Service Award. She is a Strategic Management Society Fellow for making significant contributions to the theory and practice of strategic management and an International Fellow for the Advanced Institute of Management Research in the UK. In 2006, she was awarded the Distinguished PhD Alumni Award from the Ross School of Business at the University of Michigan. She has received numerous teaching awards for the

Executive MBA and Health Care Executive MBA program at UCI. She has served on the faculty at the Business Schools at the University of Michigan, Rice University (where she held the Fayez Sarofim Vanguard Professorship in Management), and as a visiting scholar at London Business School and Copenhagen Business School.

**(C) Dan Li**, Executive Associate Dean and L. Leslie Waters Chair in International Business Kelley School of Business at Indiana University.

She is a Fellow of Academy of International Business; her area of expertise is in multinational enterprises and international strategic alliances and internationalization process.

She has numerous teaching and research awards and publications

**(C) Lisa Bernstein**, Wilson-Dickinson Professor of Law

Bernstein received a BA in economics from the University of Chicago in 1986 and a JD from Harvard Law School in 1990. She was a visiting research fellow in law and economics at Harvard Law School and began teaching at Boston University in 1991. After she visited at the University of Pennsylvania and the Georgetown Law Center, she joined the Georgetown faculty in 1995. After visiting the Law School in the fall of 1997 and Columbia Law School in the spring of 1998, Bernstein joined the Law School faculty. She has also been a visiting professor of law at Hebrew University, Tel Aviv University, The College of Law and Business in Ramat Gan, the Interdisciplinary Center in Israel, University of Paris West Nanterre, and Bar Ilan University. Bernstein is also an International Research Fellow, Center For Corporate Reputation, Said School of Business, the University of Oxford, and a fellow at World Commerce and Contracting.

**(C) Laszlo Tihanyi**, is the William Alexander Kirkland Professor of Strategic Management. He received his Ph.D. from Indiana University. Before joining Rice, he was the Roberts Chair in Business at Texas A&M University. He held visiting positions at Duke University, Indiana University, Shanghai University of Finance and Economics, the University of Groningen, and the University of Melbourne. He teaches courses about international corporate governance (MGMT 663), stakeholder risk management (MGMT 662) for MBA students and organization theory (BUSI 540) for PhD students. Laszlo Tihanyi's current research explores the involvement of institutional investors in foreign direct investment, the institutional environment of internationalization decisions, and the effects of social movements on multinational firms. His papers have been published in the Academy of Management Journal, Academy of Management Review, Strategic Management Journal, Organization Science, Journal of International Business

Studies, Journal of Management, Journal of Management Studies, and others. He is a former Editor of the Academy of Management Journal.

March 12, 2025

Professor James Bullard  
Dr. Samuel R. Allen Dean  
Distinguished Professor of Service  
Professor of Economics  
Mitchell E. Daniels, Jr. School of Business  
Purdue University

Dear Dean Bullard,

I am providing my enthusiastic recommendation for Jeffrey Reuer's designation as a distinguished professor at Purdue University. As an internationally recognized prominent scholar, he has made outstanding contributions to strategic management. He will continue to bring recognition to your university, similar to the worldwide reputation of Purdue University's other distinguished professors.

Jeff has significantly influenced the strategic management field with his high-quality empirical research and professional leadership. Before he was appointed Blake Family Endowed Chair in Strategic Management and Governance in the Mitchell E. Daniels, Jr. School of Business, he held the prestigious Guggenheim Endowed Chair in the Leeds School of Business at the University of Colorado from 2015 to 2024. Before his position at the University of Colorado, he was promoted to Full Professor at the University of North Carolina in 2007. He was a Full Professor and Blake Family Endowed Chair, and Head of the Strategic Management Area at your school from 2008 to 2015. In sum, he has been a Full Professor for 18 years and has held endowed chair positions for 17 years at premier business schools.

I have known Jeff's scholarship for over 20 years. I read most of his articles on alliance governance, joint ventures and acquisitions, and real options and used them in my doctoral seminars and research on international joint ventures and acquisitions. Over the years, I saw Jeff at several major conferences, academic mentoring events, and paper development workshops. He is a prominent scholar in the field who frequently gets invited to conferences and universities to share his expertise, talk about his latest empirical research, and offer advice to Ph.D. students and junior faculty as a researcher and journal editor. I greatly benefited from his advice on research, professional leadership, and journal editorship throughout my career, given Jeff's outstanding record for publishing in top-tier journals, extensive involvement with the Academy

of Management and Strategic Management Society, and service as an associate editor at the Strategic Management Journal. Through my interactions with him over the years, I concluded that he had the qualities of an excellent colleague, researcher, and teacher.

Given Purdue's leadership and your goal for your university to be recognized as a top five U.S. public research university, Jeff is an ideal candidate for a distinguished professorship. He is not only one of the most successful graduates of your doctoral program and a senior faculty member but also has established a remarkable record for publishing in leading management journals over the past 28 years. Indeed, he has published over 130 articles, co-authored or co-edited 11 books, and co-authored 29 book chapters. His articles have appeared in leading journals of the field, including the *Academy of Management Journal*, *Strategic Management Journal*, *Organization Science*, *Journal of International Business Studies*, *Journal of Management*, *Journal of Management Studies*, *Research Policy*, *Strategy Science*, and others.

An even more precise indicator of the quality of his scholarship is that he has published over 40 articles in our field's top journals (e.g., AMJ, SMJ, and Org. Science). I doubt that many have published more top-tier publications than he has. Furthermore, his other publications appear in highly respected journals, including JIBS, JOM, and JMS, which is remarkable. As the acceptance rate for these journals averages below 10%, to have performed so well speaks volumes about his scholarship. His Google Scholar citation count is 19,264 and his h-index is 70, both of which are very high numbers in our field.

He has eight working papers in his pipeline. Most of those papers are advanced revisions. This activity level is evidence that his research success will continue over the years.

My positive assessment is supported by a more qualitative observation of Jeff's publications. He has established a strong reputation in strategic management, especially in collaborative strategies, information economics and corporate strategy, and real options theory. His articles are theoretically grounded, well-executed, and relevant to management practice. They demonstrate the work that all management scholars should aspire to perform. When we rank scholars relative to their peers, we tend to limit the comparisons to those who graduated in the same year (1997) and are at the same academic rank. I believe those limitations do not matter in the case of Jeff. He is at the top of the strategic management field. I compare his scholarship to Edward Zajac of Northwestern, Harbir Singh and Raphael Amit of Wharton, and Ranjay Gulati of HBS.

In closing, I wish to reiterate my strongest support for giving Jeff Reuer a distinguished professor designation. His outstanding scholarship and visibility in the field will continue to enhance the reputation of Purdue University.

Sincerely,



Laszlo Tihanyi  
William Alexander Kirkland Professor  
Strategy and Environment Area Coordinator and Ph.D. Advisor  
Jones Graduate School of Business  
Rice University



UNIVERSITY OF CALIFORNIA, IRVINE

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MARGARETHE F. WIERSEMA  
DEAN'S PROFESSORSHIP  
THE PAUL MERAGE SCHOOL OF BUSINESS  
IRVINE, CALIFORNIA 92697-3125

PHONE: (949) 510-9658  
E-mail: [mfwierse@uci.edu](mailto:mfwierse@uci.edu)

February 25, 2025

Dean James Bullard  
Distinguished Professor of Service  
Professor of Economics  
Mitchell E. Daniels, Jr. School of Business  
Purdue University

Dean Bullard:

I am writing in response to your request to evaluate Dr. Jeffrey Reuer's appointment for a "distinguished" professorship at the Mitchell E. Daniels, Jr. School of Business at Purdue University. I first became familiar with Prof. Reuer when he was an Assistant Professor at INSEAD. I have had the pleasure of hearing Prof. Reuer present his research on numerous occasions at the Academy of Management and Strategic Management Society annual conferences as well as an invited colloquia speaker at Rice University and at UC Irvine. Since his graduation from Purdue University in 1997, he has been one of the most prolific scholars in management, placing him squarely among the top scholars in the Strategy field. His exemplary scholarship was recognized early on by being the first to receive the SMS Emerging Scholar Award. Overall, his work, in both quality and quantity, clearly shows productive and impactful scholarship. This is evident through both the quantity and quality of Prof. Reuer's research publications. In terms of quantity, he has more than 65 "A" level journal articles in the field of management (*Strategic Management Journal*, *Academy of Management Journal*, *Organization Science*, *Journal of International Business Studies*, *Journal of Management Studies*, and *Journal of Management*). This is an unparalleled record of academic accomplishments. Prof. Reuer's publication record places him squarely at the top of the Strategy field. There is no one that I am aware of that matches his level of output in top tier journals. Compared to other scholars who received their PhDs in the mid 1990s, Prof. Reuer's research record stands out as among the very best. On the basis of the publication record alone, Prof. Reuer has shown that he is one of the most productive scholar in strategic management with a research record that is clearly "distinguished". He is prominent nationally as well as internationally and is well known for his publications and contribution to knowledge in the field of strategic management.

Prof. Reuer's research has focused on what I would consider two important and seminal topics in the management field – namely interfirm collaboration (e.g. strategic alliances, joint ventures) and corporate investment decisions. These research topics represent relatively new research areas in the strategy field and Prof. Reuer would undoubtedly be considered the prominent researcher in these areas given the significant and impactful contribution that his work has made to understanding these important phenomena. His original work, which stemmed from his



doctoral work at Purdue, was focused on better understanding firm's choices of inter-organizational relationships. His 1997, 2001, and 2002 *Strategic Management Journal* papers are representative of this work and utilize agency theory to empirically examine the efficiency of strategic alliances relative to other organizational arrangements and the financial performance implications of internal versus alliance forms of governance. He extended his work on strategic alliances by examining alternative forms of alliances and the efficiency of particular alliance designs. As companies increasingly experimented with various alliance forms and as they accumulated organizational knowledge with more alliance experience, Prof. Reuer examined the challenges that this posed. His 2002 *SMJ* and *J of Management* articles empirically examine the specifics of alliances and monitoring mechanisms and how companies have managed to renegotiate their alliance contracts to eliminate inefficiencies. In addition, he examined how firm's past experience with alliances impact the performance of subsequent alliances and whether agency problems lead to firms' adoption of more diversified portfolios of alliances (*Organization Science*, 2002; *SMJ*, 2006). To summarize, Prof. Reuer's research has provided answers to important managerial and academic questions on the subject of strategic alliances – namely, when should firms invest in alliances instead of alternatives such as mergers?; what kind of alliance form should the firm adopt, if it chooses to enter an alliance?; and lastly, how best can the firm set up the provisions of the alliance contract? In addition to his many published works, Prof. Reuer also organized conferences on the subject of alliance governance to further disseminate knowledge in the field. His academic contribution to furthering our understanding of an important organizational phenomenon is noteworthy. He is by far the most prominent academic in the area of strategic alliances and no conference on strategic alliances is complete without him.

Prof. Reuer also examines corporate investment decisions more broadly. Utilizing information economics and options theory, Prof. Reuer has sought to understand firms' external corporate development activities. His research in this area has made significant contributions to better understanding strategic investments under uncertainty. Prior to Prof. Reuer's work in this area, our understanding of strategic choices was rather limited. Researchers in the field tended to focus on understanding just one type of investment decisions – e.g., R&D investments or FDI investments, with little regard that managers actually must decide among these and other strategic investments in allocating the firm's fixed resources. Furthermore, prior research has largely ignored consideration of these decisions as investment options that include both an upside (capitalizing on an opportunity) as well as a downside (losses associated with a bad investment). Prof. Reuer advances not only our empirical knowledge in this important area, but he is also the first to apply options theory to providing a theoretical framework for examining investment decisions and in particular how to operationalize the downside risk. His *SMJ* 1996 paper is the first to develop measures for a firm's downside risk and thus allow researchers the means by which to incorporate investment like characteristics to firm's strategic choices. Prof. Reuer has also utilized options theory to examine joint ventures (*AMJ*, 2008) international diversification (*JIBS*, 2008), and foreign direct investment (*AMJ*, 2000). In the area of applying real options theory to strategic investment decisions, Prof. Reuer has made a seminal contribution and is considered the academic leader in developing this important research area. He has worked extensively with doctoral students in furthering research on the subject, put together conferences on the use of strategic options theory in strategy, as well as editing books to further our understanding on the utilization of options theory in the field. As with the topic of strategic alliances, the use of options theory to investment decisions is of high relevance to

practicing managers. Here again, Prof. Reuer is the most prominent academic in the area of options theory applied to strategic management.

His utilization of organizational economics and options theory has made Prof. Reuer the preeminent scholar applying these theories to important managerial issues. He continues to apply these theories to interesting and highly relevant issues that confront managers. In his papers over the past ten years, he seeks to understand how the governance structure, managerial incentives, and the involvement of the board can influence the formation and structure of strategic alliances, joint ventures, R&D alliances, and international joint ventures (*SMJ*, 2012; *JMS*, 2013; *SMJ*, 2013; *JIBS*, 2013; *SMJ*, 2014; *SMJ*, 2016). In addition to his strong theoretically driven empirical work, he has written several important papers to reflect on the future of research on international joint ventures (2019), strategic alliances (2014), alliance governance (2016), and real options theory in strategy research (2017). I especially like his paper on what makes a decision strategic (2018). As a senior scholar in the field, Prof. Reuer provides much needed guidance and structure to understanding the strategy domain. Given his stature in the field, these papers provide an integrated perspective and roadmap of important research streams that continue to attract scholarly attention.

In assessing the overall record, Prof. Reuer's research record is superlative. I can think of no one in management that has such a scholarly record and continues to be highly productive in conducting research as evidenced by his most recent publications. The success of his academic work is demonstrated by his large number of citations. Not surprisingly, Prof. Reuer's has an outstanding reputation as a scholar and has been invited to give talks worldwide. He is a Fellow of the Strategic Management Society, has been recognized as being in the top 1% of management scholars and has won numerous Best Paper Awards. In addition, Prof. Reuer has contributed significantly to the strategy field in terms of service to the profession. Not only has he served as Associate Editor at the top journal in the field and co-founded the journal, *Strategic Management Review*, for which he currently serves as Co-Editor, he has also served on the board of the Strategic Management Society, as Chair of the Strategic Management Division of the Academy of Management, and as the Chief Grants Office at the Strategy Research Foundation. He is an ardent supporter of junior scholars and doctoral students and has organized many conferences to help develop their careers.

In summary, he is extremely qualified for the "distinguished" professorship designation. In addition, he is a great colleague that has provided incredible service to the profession and support to junior scholars. He has my strongest recommendation for the honor.

Sincerely yours,



Margarethe Wiersema



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**Kathryn Rudie Harrigan,**  
**MBA, DBA**  
Henry R. Kravis Professor  
of Business Leadership

February 18, 2025

### **Letter for Promotion of Jeff Reuer**

#### **TO WHOM IT MAY CONCERN:**

I am pleased to note that Purdue has successfully recruited Jeff Reuer back to the Mitch Daniels School of Business and found an additional distinguished honor to accord him. I think that the School will want to retain him because somehow Professor Reuer continues to attract extremely interesting articles from others for publication in his Strategic Management Review while simultaneously contributing so many of his own papers to other strategy journals with his vast army of co-authors.

Professor Reuer remains generous with his time by helping the many former students, junior colleagues, and peers who are his co-authors to publish their research in the most rigorous journals of strategic management. (His students are undoubtedly stronger for the experience which adds to the supply of qualified strategy faculty available for other schools.) It is especially impressive that Professor Reuer has published four articles in the top journals since 2023 (albeit with former students and colleagues). He just keeps on finding new issues to investigate concerning strategic alliances, governance, and resource allocation that are novel enough to command space in managerial publications.

As his impact on the field increases (via Google Scholar), so does his rarity. Jeff Reuer may be a “dying breed” within the field of Strategic Management since so many doctoral candidates are now being trained primarily in sociology or psychology instead of learning the industrial organization economics that is most salient to offering meaningful core and advanced courses in strategic management (as well as writing about the field’s most-important challenges). Professor Reuer remains committed to exploring important corporate questions regarding changes in scope and interfirm cooperation in his publications. His research findings are of interest to manager since his insights concerning the problems he writes about have verisimilitude.

Professor Reuer’s impact on strategic management has been extensive by virtue of his presenting academic seminars at a wide variety of academic institutions, publishing widely in the premier scholarly refereed journals of his field, and graciously contributing also to collections of articles packaged as books. He contributes to lesser journals when his topic is not cutting-edge enough for the outlets that publish on the bleeding edge of strategic management theory, but he is still heavily cited as he is very well-known in the field.

Professor Reuer’s most-cited papers are about joint ventures, strategic alliances, and cooperative strategy as that is what he published in the first decade of his academic career and those works

continue to be highly cited. For example, his article, “Agglomeration and the Choice between Acquisitions and Alliances: An Information Economics Perspective,” applies consideration of parties’ co-location choices to the “buy or ally” decision using the lens of costly information asymmetry to interpret firms’ choices. The article could be an homage to Professor Reuer’s earlier study of cross-national business activities as firms’ physical distances and proximity were of great interest and in fashion in the mid-2010s. The article uses estimates of technological and geographic distance to represent diversification considerations. It could be an antecedent to the currently popular concept of ecosystems [competitive dyads] competing against each other (rather than allowing a single actor to forge a spider’s web of relationships with diverse actors that may result in interaction with different ecosystems). Reuer’s article incorporates the adverse effects of information asymmetry into the “buy or ally” dichotomy as well as the potential spillover benefits of association that are reinforced by firms’ geographic co-locations. Using semiconductor firms in a sample that includes groups located in Silicon Valley and other important research centers that host agglomerations of competitors, it develops a plausible explanation regarding which firms will diversify using equity ties and outright purchases instead of non-equity collaborations.

I think that governance of strategic alliances has become Professor Reuer’s new favorite publication topic. He enjoys studying the governance of collaborations; since the 1980s, joint ventures and strategic alliances have been recognized as inevitable alternatives that firms should consider as a mode of diversifying. The choice of whether they grow by acquisition or via a third-party collaboration (not involving equity control) may be explained using a variety of theories to illuminate firms’ growth paths. Collaboration has become a mainstream topic in sociology and economics as well as strategic management and is frequently covered in respective top management journals. It is inevitable that Professor Reuer’s viewpoint should be represented in the ensuing debate.

Published research concerning collaboration has mushroomed in scholarly journals under the currently topical umbrellas of networks and ecosystems. That may be why Professor Reuer’s recent consideration of alliance directionality [e.g., horizontal, vertical, related or not] has applied theories like transaction-cost economics, resource-based view, dynamic capabilities, or information economics (among others) when recommending an optimal way for firms to make diversification decisions. The vast variety of organizational arrangements by which partners govern their relationships provide ample opportunities for dissecting alliance contracts in the context of specific industry settings. The idiosyncratic traits of industries, such as pharmaceuticals and semiconductors, frequently suggest key determinants of which type of collaboration firms embrace.

Professor Reuer has also been prominent in publishing inquiries where the theoretical antecedents of contracts governing hybrid organizations are investigated. His article, “Mechanisms of Hybrid Governance: Administrative Committees in Non-Equity Alliances,” examines collaborative arrangements among firms performing highly related tasks in environments of high technological uncertainty. Steering committees (and other higher-attention organizational structures) are prevalent in settings such as pharmaceutical research undertakings where clinical trials could indicate life-threatening instead of life-saving effects on patients receiving medication. Results suggest that more attention to steering committee oversight is needed where partners’ tasks are more interdependent because technology overlap is greater. These traits are more dominant in attaining needed outcomes than is the case in other types of

collaboration contexts. Forms of review requiring more attention from committee members (e.g., steering committee boards) are used more frequently in these settings than other types of oversight. It took Professor Reuer's field work to unearth this pattern.

Finally, I find that Professor Reuer's theory paper, "What Makes a Decision Strategic?" is an especially useful way to introduce students to the territory of studying strategic management. This publication illustrates the breadth of strategic management decisions across a firm's functions [*the integrating gestalt*], over time [*investing for the firm's longer-term viability*] and interacts with decisions made by third-party actors in the process of improving firm performance. His Venn diagram portrays the external and internal arcs of decisions which top management teams can manipulate in an iterative nature since strategic decisions have long-term impact and unlock a myriad of additional, interrelated decisions that can be only partially controlled by the initiators. The writing style of this manuscript is economical, but inclusive as it acknowledges theoretical contributions provided from economics, sociology, and psychology that have illuminated the interdependencies of decisions that proved to be strategic while remaining rooted in the firm's quest to influence its exogenous environment via more-familiar economic analysis.

In a world where laboratory experiments threaten to replace field work and analysis of complicated data sets pertaining to real companies, it is nice to be reminded that Professor Reuer has busily been gathering data and parse interpretations of his findings. He is indeed distinguished in the field of strategic management scholars as he works with many influential scholars and we all are impressed by the findings he shares.

Sincerely,

A handwritten signature in blue ink, reading "Kathryn Rudie Harrigan". The signature is fluid and cursive, with the first name "Kathryn" being the most prominent.

Kathryn Rudie Harrigan  
Henry R. Kravis Professor of Business Leadership  
Columbia University





**KELLEY SCHOOL OF BUSINESS**  
INDIANA UNIVERSITY

February 25, 2025

Jim Bullard

Dr. Samuel R. Allen Dean of the Mitch Daniels School of Business  
Distinguished Professor of Service and Professor of Economics  
Special Advisor to the President

Subject: External Evaluation of Professor Jeff Reuer

Dear Dean Bullard:

I have carefully reviewed the materials forwarded to me concerning your school's consideration of Professor Jeff Reuer for a "distinguished" professorship designation. In your request letter, you asked me to evaluate Professor Reuer's record of scholarly achievements.

Let me first describe my interaction with Professor Reuer. I have known Professor Reuer for over two decades and have had the opportunity to observe his remarkable progress from a junior faculty member to an influential strategy scholar in our academic field. I co-authored one book chapter with Professor Reuer, encountered him occasionally at conferences, and discussed topics related to school administration during a few phone calls. Professor Reuer visited Indiana University to give an academic talk three years ago while I was Chairperson of the hosting department – the Department of Management & Entrepreneurship. Nearly all my interactions with Professor Reuer have occurred in an academic context.

Now move on to Professor Reuer's scholarly achievements. Professor Reuer has made extraordinary contributions to academia as a strategic management scholar, journal editor, and leader in the field.

As a prolific scholar in strategic management, Professor Reuer has published over 130 peer-reviewed academic articles. Many of these appear in premier journals, including *Strategic Management Journal* (the leading journal in strategic management research), *Academy of Management Journal* (the leading journal in general management research), *Journal of International Business Studies* (the leading journal in international business research), *Journal of Business Venturing* (the leading journal in entrepreneurship research), *Journal of Management*, and *Organization Science*, among others. More impressive than Professor Reuer's productivity is that his output has remained consistent for almost three decades, since the start of his academic career. In the last five years, Professor Reuer has published over 30 articles. The steady pace of his production of high-quality research is simply exemplary. In addition to the substantial volume of his publications, Professor Reuer's research is impactful, attracting over 19,000 Google Scholar citations as of this letter, and is widely regarded as influential by strategy scholars. Professor Reuer has published research addressing specific questions on topics such as collaborative strategy, as well as articles contributing to the overall advancement of the strategic management academic field. He has been awarded the Silver Medal by *Journal of International*

*Business Studies* for his lifetime scholarly contributions and was recognized as a Top 100 Scholar cited in Strategic Management Textbooks.

Professor Reuer's impact extends beyond his scholarly publications; by building the academic infrastructure, he has made significant contributions to the overall evolution of the strategic management field. As a journal editor, Professor Reuer has advanced the strategic management research area. He has served as an Associate Editor for *Strategic Management Journal* and as a Consulting Editor for *Journal of International Business Studies*, both of which are the premier outlets for strategic management and international research. In 2020, Professor Reuer co-founded and became a Co-Editor-in-Chief of the *Strategic Management Review* after recognizing the field's need for a forum to debate key topics and to integrate insights from various disciplines, thereby enhancing our understanding of the unique contributions of strategic management. He has also been a Special Issue Guest Editor for several journals, including *Journal of Business Venturing*, *Journal of Management Studies*, *Global Strategic Journal*, among others. The themes of these special issues often center on collaborative strategies and strategic alliances, while also addressing information economics and corporate strategy. Additionally, he has been part of the editorial boards for numerous academic journals in the field of strategic management. These editorial activities demonstrate Professor Reuer's intellectual leadership and significant impact in the field, representing tremendous contributions to our academic community.

In addition to article writing and journal editing, Professor Reuer has provided countless services and leadership to the field. He served as a mentor to numerous doctoral students and junior scholars, generously supporting a new generation of strategy scholars. Many of Professor Reuer's publications are coauthored with doctoral students and assistant professors. Professor Reuer has organized and participated in a number of consortia for doctoral students and junior faculty, and coordinated panels and workshops for themed research topics in his area. He also served as a Keynote Speaker for countless events. Most recently, Professor Reuer completed his term as the elected Dean of Fellows of the Strategic Management Society after serving as the Deputy Dean for two years in 2021 and 2022. His passion and commitment to the strategic management field are unwavering and have only grown over time.

Professor Reuer has been recognized by numerous awards for his impactful research as well as his contribution to strategic management pedagogy. In terms of research recognition, he was recognized Top 2% Scholars Worldwide by Stanford University and Elsevier BV in 2022, Top 1% of Management Researchers in Ioannidis et al. (2019), Silver Medal for Lifetime Scholarly Contributions by *Journal of International Business Studies* (2019), along with many best paper awards. In terms of pedagogy, he received several teaching excellence awards in graduate programs over the years.

You requested my comment on the suitability of Professor Reuer's distinguished appointment at an institution whose goal is to be recognized as a top-five U.S. public research university. Professor Reuer is exactly the type of talent an institution will need to achieve such a goal. I hope it is evident that Professor Reuer's scholarly contributions and leadership are extraordinary and comprehensive, and his impact will undoubtedly be long-lasting in the strategic management field and beyond.

Respectfully Submitted,



Dan Li, Ph.D.

Executive Associate Dean for Faculty and Academic Affairs

L. Leslie Waters Chair in International Business

Professor of International Business

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The Business School  
for the World®

Karel Cool

BP Chaired Professor

Professor of Strategy

3 March 2025

Dear Dr. Bullard, Jim,

I support Dr. Reuer's promotion to Distinguished Professor at Purdue University without any reservation.

I have known Jeff throughout his career. In fact, I recruited him as Assistant Professor at INSEAD while I was Strategy department head. We were very sad to see him return to the US. However, in the few years at INSEAD, he developed into a star researcher and as a powerful locomotive for the strategy group as a whole. To this day, he co-authors with some of my INSEAD colleagues.

There is absolutely zero doubt that Jeff is one of the major star researchers of the strategy field. Of course, his publication record is stellar, but he has also accumulated all the academic credentials that are possible, including editorships, keynotes, etc.

What has always impressed me is the combination of top research excellence, his knowledge of a very wide range of subject matters in the strategy field, his readiness to collaborate, and his ability to create momentum / be a locomotive for an entire group of academics, and all in his 'low key' way.

As you can sense, I have the highest regards for Jeff. He is a winner that will keep on winning and that is an outstanding 'distinguished' faculty to have.

So, I wholeheartedly recommend Jeff for the Distinguished Professor position at Purdue. In case you need more information, I am happy to elaborate.

Best regards,

Karel Cool

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Lisa E. Bernstein  
Wilson-Dickinson Professor of Law

March 10, 2025

Dear Dean, Prof. Jim Bullard.

Thank you so much for giving me the opportunity to review and comment on the impact of work of Professor Reuer. As a law professor, I am unfamiliar with the norms of such letters for those working in Strategy, so will write as I would for a fellow law professor. But, just in case something gets lost in translation let me be clear. From where I sit (the University of Chicago Law School) I strongly support the case for awarding Professor Reuer the designation Distinguished Professor. I detail my reasons below, first sharing a few thoughts and then addressing the specific questions you asked me to discuss.

*My Thoughts* There are only a few people in strategy and institutional/organizational economics (even among those writing in inter-organizational governance) who are interested in interacting with lawyers, and whose work is realistic enough to provide us with perspectives we can use. Prof Reuer is one of them. For context, other people I would include in this select group are Robert Gibbons (MIT), Oliver Hart (Harvard), Nick Ayrges (Washington University), Susan Helper (Case Western), Francine LaFontaine (Michigan) and Brian Silverman (Toronto). From where I sit his work on joint governance committees can be described as foundational, and his execution of his studies exceptional. He has recently begun to attend gathering of a group of economists, law professors and lawyers thinking hard about contract governance and has been warmly welcomed and sought after by members of the group given the obvious depth of his institutional knowledge, the careful focus of his empirics, and the care he takes in his writing to emphasize not only what his work does show, but also the open questions still to be explored. Although hiring economists without law degrees is out of vogue these days, we were to do a search at the University of Chicago Law School for someone whose perspective on contracting would make us better at what we do and help us train students for the law and economics of tomorrow, I would put Professor Reuer up for an appointment with my strongest possible endorsement.

I would also like to note that I found his writing on the question of “what is strategy?” to be very useful to me in structuring my contracts and business strategy class and it has also helped me frame my research on contract governance in new ways. In a similar vein, his work on Agglomeration

challenged assumptions that I have long held, and I am currently in the process of rethinking the ways I teach colocation and the decision of whether to acquire or ally.

***Your Questions*** Let me now turn to such of your specific questions that I am in a position to answer. You asked how I know Professor Reuer and the answer is by virtue of his work. As a scholar writing about how managerial techniques used within firms are creeping into across firm contracts, I started thinking about Joint Governance Committees. When I asked my friends in strategy who to read, they all pointed me to his work. So being a rather outgoing sort of person, I wrote to him, we met on zoom and started to talk regularly about his work and mine. For me, a law professor whose interests now lie in strategy and management (which I think are the places that will give rise to improvements in contract governance), the pandemic gave me the opportunity to build myself a “dream team” of colleagues (a bit like the academic equivalent of a fantasy baseball team) to make those dark days a little brighter. Prof. Reuer became a valued member of that team. When my dream team finally met in person last year at a symposium I organized, the other invitees shared my assessment that he should become a regular at our events.

☐ Evaluate the scope and significance of his research activities

From the perspective a lawyer interested in the governance of interorganizational relationships, as noted above, Professor Reuer’s work on joint governance committees in the biotech pharma context is best described foundational. His papers in this area defined this aspect of governance as a subject worthy of study and have played a huge role in my thinking about the subject and forced my coauthor (a prominent practicing attorney) and I to revisit assumptions we made prior to reading the work. I have also recently shared it with other law professors writing in this and adjacent areas and they too view it as essential to their current governance projects.

☐ Comment upon the degree of recognition he has received in his discipline

As am a law professor it is difficult for me to answer this question as I would describe myself as being a new-comer to the strategy space. I can, however, say that Prof. Reuer’s work helps to frame questions that people in my field, contract governance, have long ignored and have, as I mentioned above, helped me think about the question that has long been ignored in my field, namely what makes a contract strategic.

☐ Evaluate his potential for future research growth

There are several reasons to expect Professor Reuer to continue to make an impact on his field. The first is that he is dedicated to finding truth, not to advancing a particular view of the world. While he often adopts a TCE perspective on the problems he explores, he does not do so with blind adherence to the orthodoxy as so many Williamson types do, but rather does so critically and, as the Agglomeration piece shows, he is equally comfortable working within other theories like the knowledge-based theory of the firm. His open mindedness is also shown in the portions of his papers that discuss further research that might be done.

☐ Rank him against other scholars of the same academic rank and field of study  
(see above)

☐ Suitability of distinguished appointment at an institution whose goal is to be recognized as a top five public research university

As I see it (though I may well be in the minority here) a key mark of a public research university is to have professor who write about things that matter to the world, rather than the esoterica of questions interesting to the academy but nobody else. The work Prof Reuer has done fits this bill and there is no reason to think he will stop doing it. Unlike many academics who are over staters, zealots for a particular world view, and focus only on sexy topics of the day, Professor Reuer researches basic questions that matter to the world, states his conclusions in a circumspect way, and presents his thoughts both orally and in writing in a way that makes him a credible voice.

In closing, let me reiterate my apology if this is not what you wanted by way of a letter, and emphasize that after more than 30 years in the academy teaching contracts and various classes on governance, I have found few people in any discipline doing better work on contracts or who have more to add to my disciple than Prof. Reuer.

Kind Regards,

Lisa Bernstein  
Wilson Dickenson Professor of Law  
The University of Chicago Law School  
International Research Fellow, Center for Corporate Reputation, Said School of  
Business, University of Oxford &  
Fellow at World Commerce and Contracting.

## Letter Writers for Purdue Distinguished Committee (RC)

**(RC) Laurence Capron** is a Professor of Strategy, The Paul Desmarais Chaired Professor of Partnership and Active Ownership, INSEAD. She has received multiple awards for her teaching and research activities and has published and co-authored several books. She is a leading expert on Mergers and Acquisitions, Alliances and Business Portfolio Growth. Her other research areas include corporate strategy and development.

**(RC) Africa Ariño**, is a Professor of Strategic Management and Joaquim Molins Figueras Chair of Strategic Alliances at IESE Business School, University of Navarra. She serves as the President of the Strategic Management Society and was elected Fellow in 2015. Her research interests include governance and management of interorganizational relationships with emphasis on strategic alliance design and dynamics. She is published in top journals and has co-authored several books on both Strategic Alliance and International Strategy.

**(C) Shivaram Devarakonda**, is an Associate Professor, College of Business, Nanyang Business School – Division of Strategy, International Business & Entrepreneurship. His research focuses on organizational economics to examine organizational governance, innovation and entrepreneurship. Other research interests include corporate strategy, strategic alliances, acquisitions, technology and innovation, geography and innovation, intellectual property and litigation and entrepreneurial finance. He is published in top academic journals.

**(C) Roberto Ragozzino**, is a Professor of Strategy and Entrepreneurship at the Nova SBE. His research is in the broad areas of entrepreneurship and international management as well as corporate strategy. His has work published in several journals including Academy of Management Review, Entrepreneur and many others. He is engaged in education programs in North America and Europe. He has taught strategy, entrepreneurship and international business at both the undergraduate and doctoral levels.

**(C) Brian McCann** is the David K. Wilson Chair, Professor of Strategic Management. His research interests include strategic management, entrepreneurship and managerial economics. He is considered an authority in the field of strategic management. He has more than 10 years of industry experience. He is published in top journals such as the Strategic Management Journals and has served as co-authored two books.



July 23<sup>rd</sup>, 2025

Dear Dean, Prof. Jim Bullard:

I am writing in support of Professor Jeffrey J. Reuer's nomination for a distinguished professorship in management. Having known Professor Reuer since the year 2000, initially as my dissertation advisor at The Ohio State University and later as a long-standing co-author and close colleague, I am in a unique position to speak to his exceptional qualifications across the domains of research, mentorship, and teaching.

#### Mentorship and Teaching Excellence

As a doctoral student, I benefited enormously from Professor Reuer's guidance. His role on my dissertation committee went far beyond formal expectations. He dedicated significant time to helping me develop as a scholar, honing my research skills, and navigating the early stages of my academic career. His mentorship was instrumental in setting my professional trajectory, and I credit much of my success to his early investment in my development.

What sets Professor Reuer apart is that my experience is far from unique. He has continuously mentored PhD students and junior faculty across multiple institutions, from his first appointment at INSEAD to his current position at Purdue University. His long-standing commitment to doctoral education, despite the increasing opportunity costs as he advanced in rank, speaks volumes about his values as a scholar and educator.

In the classroom, Professor Reuer has received numerous teaching awards, including Duke University's Excellence in Teaching Award and Purdue's Salgo-Noren Outstanding Master's Teaching Award. He has consistently taught core and elective strategy courses across graduate programs and executive education settings worldwide. His ability to seamlessly translate complex strategic concepts into pedagogically effective content is rare, especially among scholars with such prolific research careers.

### Research Scope, Significance, and Recognition

Professor Reuer's research contributions are both deep and wide-ranging, spanning strategic alliances, interorganizational governance, acquisitions, and corporate development under uncertainty. He has been a pioneer in bringing information economics into strategy research and combining it with transaction cost and real options theory to explore questions of partner selection, governance design, and corporate investment under asymmetric information.

The impact of his work is well documented: nearly 20,000 citations, an h-index of 70, and recognition among the top 1% of management scholars and top 2% of all scholars globally. He has published in top-tier journals including *Strategic Management Journal*, *Organization Science*, *Academy of Management Journal*, and *Journal of International Business Studies*, and received the Silver Medal from JIBS for lifetime scholarly contributions. His editorial service is equally distinguished, having served as Associate Editor for SMJ and on the editorial boards of nineteen journals.

Importantly, Professor Reuer has shown extraordinary leadership in building institutions for research and practice. He is the founding Editor-in-Chief of *Strategic Management Review*, a journal that fosters conceptual and interdisciplinary work in strategy. He also co-founded the Cooperative Strategies Interest Group at SMS and played a key role in launching the Strategy Research Foundation. These efforts show his commitment to shaping the field, not merely contributing to it.

### Future Research Potential and Peer Standing

Despite already having a career most would consider a capstone, Professor Reuer shows no signs of slowing down. His current projects address some of the most pressing strategic challenges faced by modern firms, including collaborations in AI ecosystems, hybrid governance models, and the strategic implications of platform intermediation. He is, quite simply, one of the few scholars who combine theoretical breadth, empirical rigor, and managerial relevance at this level of sustained intensity.

In my view, Professor Reuer belongs to the top decile—if not percentile—of scholars at his rank in the field of strategic management. His publication record, leadership contributions, and institutional service place him on the far-right tail of the academic distribution. Yet it is his integrity, generosity, and consistent ethical conduct in research collaborations that make him a role model for our profession.



### Recommendation for Appointment

Given his exceptional scholarly impact, leadership in research infrastructure, dedication to teaching, and unwavering commitment to mentoring, I can think of no candidate more deserving of a distinguished appointment. Professor Reuer would not only meet but exceed the expectations of a top-five public research university. His presence would elevate the academic stature of any institution, and I offer my strongest possible recommendation in support of his candidacy.

Sincerely,



Roberto Ragozzino, PhD

Professor of Strategy and Entrepreneurship  
Director of the Master in Impact, Entrepreneurship and Innovation  
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Reg. No. 200604393R

30 June 2025

Singapore

Dear Professor Bullard,

I am delighted to learn that Professor Jeffrey Reuer is being considered for a Distinguished Professor designation at Purdue University. As an alumnus of the Strategic Management PhD program at Purdue, it fills me with pride and excitement to see Professor Reuer ascend to this position. He deserves this high honor not only for his scholarly contributions but also for his efforts to advance the legacy of Professor Dan Schendel, who laid the foundations of the field of Strategic Management at Purdue.

My arrival at Purdue as a PhD student coincided with Professor Reuer's arrival as the chair of the Strategic Management area at the Krannert School. Since then, I have known him in many capacities: researcher, co-author, advisor, and mentor. That knowledge enables me to comment on Professor Reuer's impact on the field by paving new paths in several areas at the core of strategic management and by shaping the careers of researchers who walked on and extended those paths.

I underscore Professor Reuer's contributions to strategic management in light of the core concern of the field: how do firms develop, deploy, combine, and exchange resources to gain competitive advantage? In this regard, two foundational concerns that managers encounter are information and contracting problems. In his research spanning nearly three decades, Professor Reuer has devoted attention to these two concerns, building a body of work replete with managerial insights on the tools to tackle them. He has been one of the pioneers in intersecting ideas from information economics with strategic analysis to inform questions related to strategic alliance formation and acquisitions, two principal strategic instruments in every manager's quest to boost firm performance. He has played a pivotal role in revitalizing strategy research on real options. In our decade-long collaboration, Professor Reuer and I have sought to deepen the literature on the formal mechanisms underlying alliance governance, which I elaborate on below.

Collaborative forms of organizing, namely alliances, have become omnipresent in today's business landscape. While both practitioners and scholars have recognized the significance of organizational choices in deriving better value from inter-firm collaborations, the literature has chiefly focused on investigating one dichotomous choice: ownership versus non-ownership-based ways to organize collaborations. That rudimentary focus neglected a rich array of design features, thereby preventing a sophisticated understanding of the design of collaborations. Drawing inspiration from his initial efforts to break beyond the dichotomy, Professor Reuer and I have embarked on a research program that joins ideas from law, organizational, and institutional economics to illuminate the constellation of contractual mechanisms that managers employ to enhance the effectiveness of interfirm collaborations (e.g., Reuer & Devarakonda, 2016; Devarakonda & Reuer, 2018). In addition to this stream, Professor Reuer has also been a prime mover behind strategy research examining the interplay between cooperation and competition (e.g., Hoffman et al., 2018).



Reg. No. 200604393R

I now turn to Professor Reuer, the mentor and the institution builder. As highlighted above, Professor Reuer is not only adept at identifying gaps in the literature but also dedicated to buttressing the institutions that keep the field vigorous and vibrant. I have witnessed and benefited from his dedication. Upon his arrival at Purdue in 2008, he re-energized the strategic management PhD program. As an advisor and mentor, he has inspired others through his work ethic, instilled rigor and a collaborative spirit, encouraged the pursuit of interesting questions, and served as a source of wisdom. That I emulate his model in guiding my PhD students bears testimony to his imprint as a mentor. Finally, as the founding editor of Strategic Management Review, Professor Reuer has sought to bridge the widening chasm between the study and practice of strategic management, a goal that reflects his vision for and eminence in the field.

I close with a recollection of the thoughts of Professor Dan Schendel, one of the founding fathers of the field of strategic management. In one of his seminars—I paraphrase—Professor Schendel averred that Professor Reuer was his best student, who fulfilled his early promise and potential. Professor Reuer has set a great example through his research, mentorship, and leadership in the field. He thoroughly deserves the Distinguished Professor designation.

Sincerely

A handwritten signature in black ink, appearing to read "Shivaram Devarakonda".

Shivaram Devarakonda

Associate Professor

Division of Strategy, International Business, and Entrepreneurship

Nanyang Business School

Nanyang Technological University

Singapore



Reg. No. 200604393R

## References

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August 4, 2025

James Bullard  
Dr. Samuel R. Allen Dean  
Distinguished Professor of Service  
Professor of Economics  
Special Advisor to the President  
Mitch Daniels School of Business  
Purdue University

Dear Dean Bullard:

I am writing with great enthusiasm to support the nomination of Professor Jeffrey Reuer for a distinguished professorship designation at Purdue University. I have had the privilege of knowing Jeff for nearly two decades, first as a doctoral student at Purdue and subsequently as a research collaborator. Based on my extensive knowledge of his work and the field of strategic management, I can state without reservation that Jeff exemplifies the national and international prominence that distinguished professorships are designed to recognize. Below I address the specific areas of commentary requested in the review letter solicitation.

#### **Scope and Significance of Research Activities**

Professor Reuer stands as one of the leading experts worldwide in collaborative strategy, with pioneering contributions that have fundamentally shaped how scholars and practitioners understand strategic alliances, joint ventures, and corporate acquisitions. His research portfolio of over 200 works, including approximately 125 articles in academic outlets, demonstrates not only remarkable productivity but also exceptional impact. As of the date of my letter, Google Scholar indicates over 19,700 citations of his work with an h-index of 71.

Three aspects of his research particularly distinguish him as a scholar of the highest caliber. First, his work on collaborative strategy has redefined how we understand interfirm relationships. He has tackled fundamental questions about why firms choose alliances relative to other options and how they should be set up and designed. Related to another stream of his research, Jeff introduced dynamic perspectives showing how temporary partnerships and partner buyouts can represent successful exercises of real options. This provided an important alternative view relative to prior research that often seemed to simply equate success with survival and endurance. His research on alliance governance, from board structures in joint ventures to administrative mechanisms in contractual alliances, has challenged decades of received wisdom and opened entirely new research streams.

Second, Jeff has played a leading role in applying information economics to strategic management, developing and applying this perspective to a variety of fundamental strategy choices. While transaction cost economics dominated the field's thinking about firm boundaries, Jeff recognized that *ex ante* information asymmetries create a different class of problems for strategic decisions than *ex post* opportunism. His work demonstrates how signals, geographic proximity, and scientist mobility influence firms' choices, such as alliance-acquisition decisions and R&D collaborations. His research in this area has contributed fundamental insights about how firms navigate uncertainty in factor markets.

Third, he is unquestionably one of the most recognized scholars on real options applications in strategic management. He has contributed with work developing tailored outcome measures for real options predictions, such as downside risk, growth option value, and economic exposure. Studies have examined whether firms actually realize the option-related benefits of a variety of investment types, including international joint ventures. Perhaps most importantly, his research in this area critically informs a fundamental question facing nearly all firms: how to cope with uncertainty in strategic decisions.

### **Degree of Recognition in the Discipline**

Professor Reuer's recognition in strategic management is outstanding by any measure. He was the first recipient of the Strategic Management Society's Emerging Scholar Award, was subsequently elected as a Fellow of the SMS, and recently completed service as the elected Dean of the Fellows, a progression that reflects sustained excellence over an entire career. His receipt of the Silver Medal for lifetime scholarly contributions from the *Journal of International Business Studies* and a Fulbright Distinguished Research Chair Award provide additional evidence of international recognition.

His editorial leadership further demonstrates his standing in the field. With his prior service as an Associate Editor of the *Strategic Management Journal* and Consulting Editor of the *Journal of International Business Studies* (both are the flagship journals of their respective fields), he has helped shape the research agenda for countless scholars. His founding of the *Strategic Management Review* exemplifies the entrepreneurial academic leadership that distinguishes truly exceptional scholars; his ability to attract many of the top scholars in the field to serve on the *SMR* Editorial Board indicates the recognition and high esteem of his colleagues.

The breadth of his influence is perhaps best captured by several of the statistics cited in his Bio and Personal Statement, including recognition as a top 100 strategic management researcher globally (I suspect he is under-placed in this ranking, as the ranking appears to include individuals from fields adjacent to strategic management), placement in the top 1% of management scholars, and inclusion in the top 2% of scholars across all fields worldwide. I was previously unaware of his selection as one of the top 100 scholars cited in strategic management textbooks, but it does not surprise me. I teach a class in corporate strategy in Vanderbilt's MBA program, and his work is part of the class material. His ideas influence how we teach the next generation of practicing managers.

### **Potential for Future Research Growth**

I rate Professor Reuer's potential for continued research growth as exceptionally high. His current pipeline of seven papers under review, spanning collaborations with diverse co-authors, demonstrates sustained research vitality. More importantly, his recent work shows evolution into new domains, from AI acquisitions to the microfoundations of R&D collaborations through scientist mobility, while maintaining theoretical coherence with his broader research program.

His establishment and continuing leadership of the *Strategic Management Review* represents another dimension of future impact. By creating a forum for pre-paradigmatic work and engagement between academics and practitioners, he is shaping not just his own research trajectory but the field's evolution. His recent essays on "What Makes a Decision Strategic?" and the future of alliance research demonstrate thought leadership that will influence research directions for years to come.

### **Ranking Among Peers**

When ranking Professor Reuer against other scholars of similar rank and field, he clearly stands in the very top tier. As just one additional indicator to those mentioned above, I compared his record to the current co-editors of *Strategic Management Journal*. Jeff's publication record, citation impact, and breadth of recognition clearly exceed each of these distinguished scholars. His unique combination of

theoretical contribution, empirical rigor, institutional leadership, and impact on practice places him among the most influential strategic management scholars of his generation.

### **Suitability for Distinguished Appointment**

Professor Reuer's accomplishments and continued trajectory make him ideally suited for a distinguished appointment at an institution aspiring to top five public research university status. His work exemplifies the integration of rigorous scholarship with practical relevance that defines excellence at leading business schools. His mentorship of doctoral students now placed at leading universities worldwide shows his commitment to developing the next generation of scholars.

### **Additional Insights**

Having worked closely with Jeff as both a student and collaborator, I can attest to qualities that go beyond his impressive scholarly record. He is unfailingly generous with his time and ideas, maintaining active mentorship relationships with former students decades after graduation. His publication record, which includes example after example of co-author relationships with former doctoral students, is testament to his outstanding commitment to mentoring. Our own collaboration, which began with a conversation about linking agglomeration theory with corporate governance choices, has resulted in three publications to date. That collaboration clearly exemplifies his collaborative spirit and intellectual curiosity. I consider Jeff to be one of the most influential mentors in my career, and I suspect many other junior colleagues of his would say the same.

It would be difficult for me to name someone in the field for whom I have higher admiration and respect. Jeff combines intellectual rigor with practical wisdom, theoretical innovation with empirical discipline, and personal humility with professional excellence. He is committed to addressing fundamental questions that matter not just for academic advancement but for managerial practice and societal benefit.

In conclusion, Professor Jeffrey Reuer represents exactly the type of scholar that distinguished professorships are meant to recognize and retain. His past accomplishments, current activities, and future potential all point to continued leadership in shaping the field of strategic management. Purdue would be fortunate to recognize his contributions with this distinguished appointment, and I recommend him without reservation for this honor.

Sincerely,

A handwritten signature in dark ink, appearing to read "Brian T. McCann". The signature is fluid and cursive, with the first name "Brian" and last name "McCann" clearly distinguishable.

Brian T. McCann  
David K. Wilson Chair  
Professor of Strategic Management  
Owen Graduate School of Management  
Vanderbilt University

Dean, Prof. James Bullard  
Mitch Daniels School of Business  
Purdue University

August 20<sup>th</sup>, 2025

Dear Dean Bullard,

You have requested me to assist you in evaluating the scholarly achievements of Professor Jeffrey Reuer who is being considered for a “distinguished” professorship designation at your institution. Specifically, you have asked me to emphasize his research record focusing on (1) the scope and significance of his research activities; (2) the degree of recognition he has received in his discipline; (3) his potential for future research growth; (4) how he ranks against other scholars of the same academic rank and field of study. Lastly, you have asked for my assessment of suitability of distinguished appointment at an institution whose goal is to be recognized as a top five public research university. As basis for my assessment, you have provided Jeff’s curriculum vitae, biography, personal statement, and a copy of three papers for me to review.

I met Jeff about thirty years ago when both of us were finalizing our Ph.D. program at different institutions. Our professional relationship grew little by little to become a very strong one. We have co-authored several papers and have collaborated in numerous other activities. Thus, I am very familiar with his work and feel that I can comment on the aspects that you request.

**(1) Scope and significance of his research activities.**

In terms of phenomena of study, Jeff’s earliest and most prolific body of research systematically analyzes the lifecycle of equity-based collaborations and corporate acquisitions, spanning partner selection, contractual design, buyouts, divestitures, and post-transaction performance. By combining large-sample event studies with rich panel data, he has shown how joint-venture buyouts reconfigure firms incrementally, how contingent payouts mitigate information problems in cross-border M&As, and how market features such as IPOs and distance shape acquisition activity. The article “Agglomeration and the choice between acquisitions and alliances: An information economics perspective” (*Strategic Management Journal*, 2016) extends this research stream. This piece demonstrates that agglomeration—shared membership in an industry cluster—reduces adverse-selection risk via knowledge spillovers and shared understandings, shifting firms from alliances toward acquisitions, and it identifies



conditions under which the effect is stronger. This work integrates agglomeration theory with information economics and moves the literature beyond firm-level clustering to dyadic, governance-level predictions about when to ally versus acquire.

Related, Jeff moved on to study alliance governance and design. His work has significantly advanced alliance research by unpacking the contractual and organizational mechanisms underpinning interfirm alliances. His studies provide critical insights into why contracts vary in complexity, how administrative and steering committees work as hybrid safeguards in non-equity alliances, and when boards intensify monitoring in international joint ventures. The resulting governance framework offers valuable guidance for both scholars and practitioners in designing resilient alliances. The article “Mechanisms of hybrid governance: Administrative committees in non-equity alliances” (*Academy of Management Journal*, 2016) constitutes a key advance in this stream by moving beyond “more or less complex contracts” toward structural delegation in non-equity alliances. By contractually creating joint steering/administrative committees—a board-like interface endowed with delineated decision rights—partners inject authority and administrative control into hybrids without resorting to equity. These committees expand the adaptive limits of contracts: they coordinate interdependent tasks, process information, resolve disputes early, and enable coordinated adaptation to unanticipated contingencies (rather than trying to pre-specify every clause ex ante). In the context of biopharma alliances, the article shows that firms use such committees selectively and identifies the conditions under which firms are more likely to rely on them. The outcome is a governance scheme that recognizes two orthogonal design dimensions—ex-ante contractual specificity and ex-post administrative control.

In terms of theoretical lenses, Jeff leverages signaling logic and option-based reasoning to illuminate firms’ strategic choices under information asymmetry and uncertainty. Applying signaling logic to strategic transactions, he shows, for instance, the mediating role of acquirer experience in interpreting IPO-derived signals, elucidates how affiliations with venture capital firms reduce adverse-selection risks in partner selection, and explicates the ways in which termination fees and contractual detail reflect parties’ private information. By integrating insights from information economics into strategic management, his work provides clarity on the formation of price premiums, governance structures, and partner selections that arise under conditions of significant information asymmetry regarding quality or intentions. He has brought real-options thinking into mainstream strategic management, demonstrating how staged commitments, growth options, and downside-risk metrics explain multinational entry, alliance formation, and acquisition design. This work bridges finance and strategy, providing valuation lenses for flexible investment under uncertainty.

Cutting across all of the above is his interest in the nature of strategic decisions. At the core is the insight that what makes a decision strategic is its web of interdependencies:

with other internal choices, with external actors' moves, and with the firm's own future. This reframing—articulated in “What makes a decision strategic?” (*Strategy Science*, 2018)—elevates the choice pattern as the unit of analysis, explains why judgment and theory-laden representations are essential under turbulence, and unifies research on commitment and flexibility, coopetition and value capture, and the timing of corporate moves.

**(2) Degree of recognition he has received in the Strategic Management discipline.**

Jeff is widely recognized as an outstanding researcher and member of our discipline. Many distinctions speak to the breadth and depth of his standing. His work has accrued ~19,000 citations (current h-index = 71), and he is listed among the top-100 strategy scholars (out of 7,278), in the top 1% of management scholars, and the top 2% of all scholars worldwide. He was the inaugural recipient of the Strategic Management Society (SMS) Emerging Scholar Award, later elected an SMS Fellow, and most recently served as the elected Dean of the Fellows; he has also received the *Journal of International Business Studies* Silver Medal for lifetime scholarly contributions and a Fulbright Distinguished Research Chair Award. His leadership and service are extensive: Associate Editor of the *Strategic Management Journal* and Consulting Editor of the *Journal of International Business Studies*, service on 19 editorial boards, Past Chair of the Academy of Management's Strategic Management Division, and Director on the SMS Board. He has also helped build field institutions as Founding Editor-in-Chief of *Strategic Management Review* (launched with conferences held at Berkeley and Columbia), as the first Chief Grants Officer of the Strategy Research Foundation, and as co-founder of the SMS Cooperative Strategies Interest Group and the Midwest Strategy Meetings consortium. His ideas reach widely: he ranks among the top-100 scholars most cited in strategy textbooks (33<sup>rd</sup> of 6,326), and he has delivered research talks and workshops at more than 130 universities around the world. Together, these indicators underscore the high degree of recognition Jeff has earned within strategic management—both for scholarly impact and for shaping the institutions and conversations of the field.

**(3) His potential for future research growth.**

Jeff is well positioned for continued research growth. He leads *Strategic Management Review*. He keeps publishing in top outlets (two papers in *Organization Science* in 2024 not listed in his c.v., and one in *Academy of Management Journal* in 2023), with an impressive h-index = 46 of the last 5 years. Furthermore, he has active projects on artificial intelligences and startup deals, a fast-moving domain, and he works with many Ph.D. students and junior coauthors—a strong network to keep projects moving. Add to this your institutional support, I have no doubts that his research trajectory keeps upward and is sustainable.

**(4) How he ranks against other scholars of the same academic rank and field of study.**

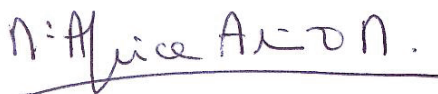
I have based these ranks on my assessments of the scope and significance of research activities and of the degree of recognition in the field. I would rank Jeff at par with Rajshree Agarwal, University of Maryland; below Gautam Ahuja, Cornell University; and above Myles Shaver, University of Minnesota. Jeff's research impact is similar to that of Agarwal, and while her current visibility is higher today, Jeff's lifetime leadership and honors are above hers. Ahuja's widely cited contributions and high-profile editorial leadership give him a broader, discipline-wide footprint; Jeff is a highly influential scholar, albeit with a somewhat more focused thematic range. Lastly, Jeff's cumulative research impact and founding-editor leadership give him an overall edge relative to Shaver, even if the latter is highly visible given his scholarship and SMS presidency. Please, take into account that all are elite researchers, and my comparisons are at the margin.

**Assessment of suitability of distinguished appointment.**

In my view, Jeff's record clearly merits appointment as a distinguished professor. His research has fundamentally shaped strategic management by advancing knowledge on alliances and acquisitions, introducing novel governance mechanisms, and integrating information economics and real options theory to explain firms' choices under uncertainty. His work not only reframes what makes decisions strategic but also bridges conceptual depth with empirical rigor and practical relevance, influencing both scholarship and practice. He is widely recognized for these contributions. With an active publication record, a global mentoring network, and new projects on frontier topics like AI, his scholarly trajectory remains strongly upward, placing him in the very top tier of the discipline.

Please do not hesitate to contact me if you would like me to elaborate further on any point or if you need any additional information.

Sincerely,

A handwritten signature in blue ink that reads "Africa Ariño". The signature is stylized with a long horizontal line extending from the end of the name.

Africa Ariño  
Professor of Strategic Management  
IESE Business School, University of Navarra  
E-mail: [afarino@iese.edu](mailto:afarino@iese.edu)



19 August 2025

James Bullard  
Dr. Samuel R. Allen Dean  
Distinguished Professor of Service  
Professor of Economics

Dear Dean Bullard,

It is my great pleasure to provide an evaluation of Professor Jeffrey J. Reuer in support of his nomination for a *distinguished professorship* at Purdue University's Mitch Daniels School of Business. I have known Professor Reuer for three decades, as a scholar in my field of Strategy, and as a former colleague at INSEAD, where he spent two years at the start of his career.

Professor Reuer is a globally recognized scholar in Strategic Management, with a particular focus on strategic alliances and inter-organizational relationships—a field he has helped define, advance, and sustain at the highest scholarly level. His research has significantly shaped our understanding of how firms form, govern, and manage alliances, joint ventures, and other inter-firm collaborations. By integrating organizational economics with rich empirical insights, he has produced influential contributions on topics such as contractual design, alliance governance under uncertainty, post-formation dynamics, and the role of real options in inter-firm strategy.

Early in his career, Professor Reuer published two landmark papers addressing complementary facets of alliance coordination: his 2002 *Organization Science* article, "Interorganizational routines and performance in strategic alliances" (1,800 citations per Google Scholar) and his 2007 *Strategic Management Journal* article, "Strategic alliance contracts: Dimensions and determinants of contractual complexity" (1,082 citations). The first paper, focusing on knowledge-based coordination mechanisms, disaggregates alliance experience into partner-specific, technology-specific, and general experience accumulation, introducing the novel concept of interorganizational routines. The second paper examines the legal dimensions of coordination, showing that firms' use of specific contractual provisions depends on factors such as asset specificity, alliance duration, and prior partner ties. The volume, quality, and impact of his work on inter-firm collaborations have steadily grown throughout his career, including in recent years—as illustrated by his 2025



*Strategy Science* article, “Innovation disclosures and the design of technology acquisition contracts: Evidence from the American Inventors Protection Act.”

Beyond his work on alliances and inter-firm relationships, Professor Reuer has had an overarching impact on the field of Corporate Strategy and International Business by producing papers that address the interplay of alliances and other modes of corporate development (like acquisitions) or international business (like modes of foreign entry), in addition to offering theoretical perspectives on the field. For example, his 2018 article in the *Strategic Management Journal*, “The interplay of competition and cooperation,” engages with key debates on the nature of these two forces and their interrelationship. The paper underscores the inherent tension between them and outlines alternative approaches for effectively managing this tension. Likewise, Professor Reuer’s 2018 *Strategy Science*’s essay, “What Makes a Decision Strategic”, examines the identity of the field of Strategy and provides clarity to our field by highlighting three unique characteristics of strategic decisions: interdependence across contemporaneous decisions, across the decisions of other economic actors, and across time.

Professor Reuer’s sustained record of pioneering research firmly establishes him as one of the most influential scholars in the field of Strategy. His impact is reflected in nearly 20,000 citations and an H-index of 71, with one-third of those citations accrued in just the past five years, underscoring the continued growth of his influence. Beyond these quantitative measures, he has been recognized with multiple prestigious awards, including the inaugural *Strategic Management Society Emerging Scholar Award* and the *Journal of International Business Studies Silver Medal* for lifetime contributions. He also holds prominent leadership roles in the field, having been appointed Deputy Dean and Dean-Elect of the *Strategic Management Society Fellows*.

Furthermore, Professor Reuer’s work effectively bridges theory and practice, offering insights with direct relevance to corporate strategy, international business, innovation ecosystems, and corporate governance. His scholarship has reached practitioner audiences through leading outlets such as *Harvard Business Review*, *MIT Sloan Management Review*, and the *Financial Times*. For example, I have included his 1999 *Financial Times* article, “*Collaborative Strategy: The Logic of Alliance*,” in my MBA course pack at INSEAD.

When it comes to institutional service, Professor Reuer’s contributions to our community exceed expectations. Among his many service activities, he has held editorial leadership roles at the *Strategic Management Journal*, taken on important administrative responsibilities, including serving on the Strategic Management Society leadership and co-founding the SMS Cooperative Strategies Interest Group,



and is the founding Editor-in-Chief of the forthcoming journal, *Strategic Management Review*.

In sum, Professor Jeffrey J. Reuer's outstanding research productivity, his deep commitment to our scholarly community, and his thought leadership across both academic and practitioner circles make him exceptionally deserving of recognition as a Distinguished Professor. I give him my strongest recommendation for a distinguished professorship at Purdue University's Mitch Daniels School of Business.

Please do not hesitate to contact me if you need further information.

Sincerely,

Laurence Capron

Professor of Strategy, INSEAD  
The Paul Desmarais Chaired Professor of Partnership and Active Ownership, INSEAD  
Former Dean of Faculty, INSEAD  
Dean of the *Strategic Management Society* Fellows