

Samantha M. Keppler
Stephen M. Ross School of Business
University of Michigan
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Employment STEPHEN M. ROSS SCHOOL OF BUSINESS, UNIVERSITY OF MICHIGAN, ANN ARBOR, MI
2016 – Present, Assistant Professor of Technology and Operations
· Clock stops 2016 – 2017, 2020 – 2021 (COVID), and 2021 – 2022
2023 – 2024 NBD Bancorp Assistant Professor of Business Administration
2015 – 2016 Post-Doctoral Research Fellow

KAPPA INTERNATIONAL HIGH SCHOOL, BRONX, NY
2008 – 2011 Math Teacher (Algebra, Pre-Calculus, Calculus)
2008 – 2010 Teach For America Corps Member

Research Interests

Business processes and technology implementation in education
Educational supply chains
Service integration bridging the public and private sectors
Frontline workers and artificial intelligence (AI)

Education

NORTHWESTERN UNIVERSITY, EVANSTON, IL
McCormick School of Engineering
Ph.D. Industrial Engineering and Management Sciences, 2015
M.S. Industrial Engineering and Management Sciences, 2012
DISSERTATION COMMITTEE: *Paul Leonardi (Chair), Karen Smilowitz, Noshir Contractor, James Spillane*
DISSERTATION TITLE: *Integrating Social and Resource Networks: Resource Acquisition and Strong Ties in Primary School Systems*

CITY UNIVERSITY OF NEW YORK, LEHMAN COLLEGE, BRONX, NY
Graduate School of Education
M.S.Ed. Mathematics Education (Grades 7-12), 2010

CLARK UNIVERSITY, WORCESTER, MA
School of Liberal Arts
B.A. Mathematics and Economics, 2008, Summa Cum Laude

Published Research Papers

1. Keppler, S.M., Li, J. & Wu, D. (2025) Stopping the Revolving Door: A Causal and Textual Study of Crowdfunding and Teacher Turnover. Forthcoming in *Manufacturing and Service Operations Management*.
· Winner, POMS Applied Research Challenge 2022
2. Snyder, C., Keppler, S., & Leider, S. (2025) Algorithm Reliance, Fast and Slow. Forthcoming in *Management Science*.
· Finalist, 2024 *Service Science* Best Student Paper (Co-Supervisor)
3. Keppler, S.M. & Smilowitz, K.R. (2024) Time is Not Money: Time Logics and Workforce Operations Within School-Nonprofit Relationships. *Production and Operations Management Journal*, 33(12), 2362–2380.
4. Keppler, S.M. (2024) Little’s Law and Educational Inequality: A Comparative Case Study of Teacher Workaround Productivity. *Management Science*, 70(5), 2705–3380.
· Winner, Ross DEI Faculty Research Award 2023

5. Davis, A., Flicker, B., Hyndman, K., Katok, E., Leider, S., Keppler, S., Long, X. & Tong, J. (2023) A Replication Study of Operations Management Experiments in *Management Science*. *Management Science*, 69 (9), 4977–4991.
 - Winner, MSOM Society’s 2024 Best Operations Management Paper in *Management Science* Award
 - Winner, Christiaan Huygens Reproduction and Replication Prize 2023
6. Keppler, S.M. & Leonardi, P.M. (2023) Building Relational Confidence in Remote and Hybrid Work Arrangements: Novel Ways to Use Digital Technologies to Foster Knowledge Sharing. *Journal of Computer-Mediated Communication (JCMC)*, 28 (4), zmad020.
 - Finalist, 2014 Carolyn Dexter Best Paper Award, Academy of Management Annual Meeting
7. Keppler, S.M., Li, J. & Wu, D. (2022) Crowdfunding the Front Lines: An Empirical Study of Teacher-Driven School Improvement. *Management Science*, 68(12), 8515–9218.
 - Finalist, MSOM Society’s 2025 Best Operations Management Paper in *Management Science* Award
 - Winner, MSOM Service Special Interest Group (SIG) Best Paper Award 2023
 - Winner, MSOM Responsible Research Award 2022
 - Finalist, *Financial Times* Research Impact Award 2021
8. Keppler, S.M, Smilowitz, K.R., & Leonardi, P.M. (2020) Contextual Trustworthiness of Organizational Partners: Evidence from Nine School Networks. *Manufacturing and Service Operations Management*, 23(4), 974–988.
9. Leonardi, P.M & Keppler (Meyer), S.R. (2015) Social Media as Social Lubricant: How Ambient Awareness Eases Knowledge Transfer, *American Behavioral Scientist*, 59(1), 10–34.

Invited Book Chapters

10. Keppler, S.M (2024) Rethinking Frontline Nonprofit Operations: The Role of Aggregator Organizations. *Nonprofit Operations and Supply Chain Management: Theory and Practice*, Gemma Berenguer Falguera and Milind Sohoni (Eds.).
11. Smilowitz, K.R. & Keppler, S.M (2020) On the Use of Operations Research and Management in Public Education Systems. *INFORMS Tutorials in Operations Research: Pushing the Boundaries: Frontiers in Impactful OR/OM Research*, Cheryl Druehl and Wedad Elmaghraby (Eds.), 84–105.

Peer-Reviewed Conference Proceedings

12. Keppler, S., Sinchaisri, W., & Snyder, C. (2024) Making ChatGPT Work for Me. Forthcoming in the *ACM SIGCHI Conference on Computer-Supported Cooperative Work & Social Computing (CSCW)*.
 - Approximate 20% acceptance rate
13. Keppler (Meyer), S.R., Pierce, C.S., Kou, Y., Leonardi, P.M., Nardi, B.A., & Bailey, D.E. (2015, January). Offshoring Digital Work, But Not Physical Output: Differential Access to Task Objects and Coordination in Globally Distributed Automotive Engineering and Graphic Design Work. In *Digital and Social Media, 2015. HICSS. Proceedings of the 48th Annual Hawaii International Conference on System Sciences*. IEEE.
 - Approximate 50% acceptance rate
 - Best Paper Award Nominee, Digital and Social Media Track (number 1 out of approximately 125 submissions)

Working Papers

14. School Partnering Without Principals? A Descriptive Network Analysis of Managing External Relationships in an Urban Education System Across Different School Types. With James Spillane (Northwestern University). Major Revision, *Education Administration Quarterly*.

15. The Teacher's Knapsack: Generative AI and Teacher Productivity. With Wichinpong Park Sinchaisri (University of California - Berkeley) and Clare Snyder (University of Michigan). In preparation for *Management Science*.
16. Improving Emergent Coordination in Educational Service Networks. With Paul Leonardi (UC Santa Barbara). Under Review *Manufacturing and Service Operations Management*.
17. Worker Reactions to (Fair) Algorithms. With Clare Snyder (University of Michigan) and Steve Leider (University of Michigan). In preparation for *Management Science*.
· Winner, Ross DEI Student Research Award 2025 (Supervisor)

Early Projects in the Data Collection Design, Collection, or Analysis Stage

18. School Supply Investments and State Student Learning Recovery after COVID-19: A Natural Experiment. With Yunnan He (University of Michigan) and Jun Li (University of Michigan).
19. Designing School Supply Chains for Efficiency. With Rana Yoner (University of Michigan) and Lennart Baardman (University of Michigan).
20. Task Selection and Execution with Generative AI: Experimental Evidence. With Wichinpong Park Sinchaisri (University of California - Berkeley) and Clare Snyder (University of Michigan).
21. Optimal AI Pilot Allocation and its Limits. With Faidra Monachou (Yale School of Management)

Research Awards

2025 40-Under-40 Best MBA Professors

- *Awarding Entity*: Poets & Quants
- *Criteria*: The P&Q editorial staff evaluated over 1,700 nominees on teaching (given a 70% weight) and research/business impact (given 30% weight) and selected the top 40.

2025 Best Operations Management Paper in *Management Science* - Finalist

- *Paper*: Crowdfunding the Front Lines: An Empirical Study of Teacher-Driven School Improvement. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan)
- *Awarding Entity*: Manufacturing and Service Operations Management (MSOM) Society
- *Criteria*: Voted as the most impactful paper published in *Management Science* within the past three years.

(Co-Supervisor) 2025 Diversity, Equity, and Inclusion Student Research Award

- *Paper*: Worker Reactions to (Fair) Algorithms. Student Winner: Clare Snyder (University of Michigan)
- *Awarding Entity*: University of Michigan, Stephen M. Ross School of Business
- *Criteria*: Annual award recognizing outstanding research by Michigan Ross students in the area of diversity, equity, and/or inclusion.

2024 Best Operations Management Paper in *Management Science* Winner

- *Paper*: A Replication Study of Operations Management Experiments in *Management Science*. With Andrew Davis (Cornell University), Blair Flicker (University of South Carolina), Kyle Hyndman (University of Texas - Dallas), Elena Katok (University of Texas - Dallas), Steve Leider (University of Michigan), Xiaoyang Long (University of Wisconsin) & Jordan Tong (University of Wisconsin)
- *Awarding Entity*: Manufacturing and Service Operations Management (MSOM) Society
- *Criteria*: Voted as the most impactful paper published in *Management Science* within the past three years.

(Co-Supervisor) 2024 *Service Science* Best Student Paper Award - Finalist

- *Paper*: Algorithm Reliance, Fast and Slow. Student Author: Clare Snyder (University of Michigan)
- *Awarding Entity*: INFORMS Service Science Society
- *Criteria*: Best student-led papers that have impressive academic significance, business relevance, and alignment with the INFORMS Service Science Section.

2023 MSOM Service Management Special Interest Group Best Paper Award

· *Paper*: Crowdfunding the Front Lines: An Empirical Study of Teacher-Driven School Improvement. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan)

· *Awarding Entity*: Manufacturing and Service Operations Management (MSOM) Society

· *Criteria*: Awarded each year to the best published paper in the area of service management.

2023 Christiaan Huygens Reproduction and Replication Prize

· *Paper*: A Replication Study of Operations Management Experiments in *Management Science*. With Andrew Davis (Cornell University), Blair Flicker (University of South Carolina), Kyle Hyndman (University of Texas - Dallas), Elena Katok (University of Texas - Dallas), Steve Leider (University of Michigan), Xiaoyang Long (University of Wisconsin) & Jordan Tong (University of Wisconsin)

· *Awarding Entity*: Institute for Replication

· *Criteria*: Awarded to researchers across any field for outstanding and exemplary replication and reproduction research.

2023 Diversity, Equity, and Inclusion Faculty Research Award

· *Paper*: Little's Law and Educational Inequality: A Comparative Case Study of Teacher Workaround Productivity. (solo-authored)

· *Awarding Entity*: University of Michigan, Stephen M. Ross School of Business

· *Criteria*: Annual award recognizing outstanding research by Michigan Ross faculty in the area of diversity, equity, and/or inclusion.

2022 Responsible Research Award

· *Paper*: Crowdfunding the Front Lines: An Empirical Study of Teacher-Driven School Improvement. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan)

· *Awarding Entity*: Manufacturing and Service Operations Management (MSOM) Society

· *Criteria*: Annual award for the study in operations management most significantly contributing knowledge that has implications for making the world a better place through informing evidence-based, high quality and societally beneficial organizational practices across business, government and non-government organizations.

2022 Applied Research Challenge Winner

· *Paper*: Stopping the Revolving Door: An Empirical and Textual Study of Crowdfunding and Teacher Turnover. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan). · *Awarding Entity*: Production and Operations Management Society (POMS)

· *Criteria*: Every two years, POMS awards the best applied research in operations management in terms of innovative ideas, rigorous analysis (empirical, analytical, or behavioral), managerial insights, implementable ideas, and impact on practice/research. The finalists are selected by internal review, and the winner is selected by an external judging panel of industry experts.

2021 Responsible Business Education Award - Finalist

· *Paper*: Crowdfunding the Front Lines: An Empirical Study of Teacher-Driven School Improvement. With Jun Li (University of Michigan) and Andrew Wu (University of Michigan)

· *Awarding Entity*: *Financial Times*

· *Criteria*: The best papers published by business school faculty that demonstrate a positive social impact can be made by business school academics through their research. The papers tackle significant societal problems and drive change in policy or practice.

2014 Carolyn Dexter Best Paper Award - Finalist

· *Paper*: Building Relational Confidence in Remote and Hybrid Work Arrangements: Novel Ways to Use Digital Technologies to Foster Knowledge Sharing. With Paul Leonardi (UC Santa Barbara)

· *Awarding Entity*: Academy of Management

· *Criteria*: Each of the Academy's Divisions & Interest Groups nominates one annual meeting submission for this prestigious award each year. Papers are considered for this prestigious award if they offer new insights, are rich in observation, and employ creative methodologies while exploring global collaboration or non-US data.

2011 Cabell Fellowship

· *Awarding Entity*: Northwestern University, McCormick School of Engineering

· *Criteria:* A select group of ten most promising admitted graduate students each year from the entire McCormick School of Engineering.

2011 Harold Richards Graduate Fellowship for Organization Theory and Systems Analysis

· *Awarding Entity:* Industrial Engineering and Management Sciences (IEMS) Department, McCormick School of Engineering, Northwestern University

· *Criteria:* Awarded to one IEMS graduate student with exceptional ability in the area of organization theory and systems analysis.

Invited Talks

1. Operations Management Department, Kellogg School of Management, Northwestern (2025)
2. Hosmer Luncheon Seminar, Michigan Ross (2025)
3. Cornell Operations, Technology, and Information Management Symposium (2024)
4. Technology & Operations Management, INSEAD (2023)
5. Management Science & Statistics, University of Texas-San Antonio Alvarez College of Business (2023)
6. American Association of State Administrators (AASA) Leadership Conference (2022)
7. Technology & Operations Management, University of Virginia Darden Business School (2022)
8. Pennsylvania Governor Shapiro's Transition Team (2022)
9. Technology & Operations Management, Harvard Business School (2021)
10. Operations Management, Yale University School of Management (2021)
11. Operations & Management Science, Dartmouth Tuck School of Business (2021)
12. Supply Chain & Operations, University of Minnesota Carlson Business School (2021)
13. Operations, Information & Decisions, University of Pennsylvania Wharton Business School (2021)
14. Industrial & Systems Engineering, Lehigh University (2021)
15. Operations & Logistics, University of British Columbia Sauder School of Business (2021)
16. National Academy of Engineering (NAE) Frontiers of Engineering Symposium (2021)
17. Bridgespan Group (Valhalla Charitable Foundation) (2021)
18. DonorsChoose Board Meeting (2021)
19. DonorsChoose All-Staff Retreat (2021)
20. DonorsChoose Media and Donor Meeting (2021)
21. Wharton Empirical Conference, University of Pennsylvania (2020)
22. Hosmer Luncheon Seminar, Michigan Ross (2020)
23. Interdisciplinary Committee on Organizational Studies (ICOS), University of Michigan (2016)
24. Sciences Po Working Conference on Education and Society, Northwestern University (2015)

Published Practitioner Articles

1. Keppler, S.M. & Snyder, C. (2024) Teachers feel most productive when they use AI for teaching strategies. *The Conversation*.
· Picked up in *The 74 Million* and *Fast Company*.
· Approximately 15,500 reads
2. Keppler, S.M. (2023) Style and Substance: Help Teachers Create the Classroom of their Dreams. *Character Lab, Tip of the Week*.
3. Keppler, S.M. (2023) What Teachers Are Likely Missing From Their Back-to-School Wish Lists. *Education Week*.
4. Keppler, S.M. & Smilowitz, K.R. (2020) School buildings need more space to safely reopen. *The Conversation*.
· Picked up in *Fast Company*.
· Approximately 22,000 reads

5. Keppler, S.M. (2020) 7 things public schools do besides teach kids academic basics. *The Conversation*.
 - Approximately 28,000 reads

Media Coverage

- Teacher Experience With New AI, *Academic Minute*, 2025
- Could AI Help Teachers in 2025?, *Business and Society Podcast*, 2025
- Do algorithm technologies improve efficiency? Study investigates reality of reliance, avoidance, *Michigan News*, 2024
- Do Algorithms Improve Efficiency? New Study Investigates Reality of Algorithm Reliance, *Faculty News Michigan Ross*, 2024.
- We Can Give Teachers the Basic Supplies They Need So Students Will Do Better in School. *Curious by Nature Podcast*, 2024.
- Academic Core Professor Spotlight. *Business Beyond Usual Podcast*, 2024.
- Michigan state budget proposal: U-M expert sees promise with respect to prioritizing education. *Newswise*, 2024.
- Remote and Hybrid Workers Aren't Communicating Across Departments—At Least Using their Current Tools. *UCSB Technology Management*, 2023.
- Schools Often Partner with Nonprofits to Benefit Students. Which Partnerships Last? *Kellogg Insight*, 2023.
- Stateside Podcast: What students need to succeed. *NPR Stateside*, 2023.
- Impact of Physical Resources on Students and Teachers. *Modern Principal Podcast*, 2023.
- Nonprofits aim to do good but may unwittingly perpetuate inequities in schools, U-M study finds. *Michigan News*, 2023.
- Episode #104 How Can Business Shape the Future of DEI? *Business and Society Podcast*, 2022.
- Here's a new way for your teachers to get innovative projects funded. *District Administration*, 2022.
- States use ESSER funding to fulfill teachers requests for materials. *K-12 Dive*, 2022.
- Academic research award: smart ideas with real-world impact. *Financial Times*, 2022.
- Even small crowdsourced projects from teachers make a difference for students. *Michigan News*, 2021.
- Charles Best knows what teachers need. *The Wall Street Journal*, 2021.
- From golf caddy to banker: Jackson native, University of Michigan grad heads to Wall Street. *MLive*, 2021.
- School resources lost during COVID-19. *Michigan Minds Podcast*, 2020.
- Convention centers, museums become classrooms amid pandemic. *The Associated Press*, 2020.

Work on Funded Research

- Co-PI, Primary School Organizations as Open Systems: Strategic External Relationship Development to Promote Student Engagement in STEM Topics, Karen Smilowitz (PI), with Paul Leonard (Co-PI) and James Spillane (Co-PI). Funding Source: National Science Foundation (DRL-1344266). Sub-Award:\$85,585 (Full Award Amount: \$707,299).

Teaching

Core MBA and BBA Teaching

INSTRUCTOR, TO 502, MBA CORE

- Applied Business Statistics
- Taught Fall 2024, 2023, 2022, (on leave 2021), 2020
- Course Co-Coordinator 2024, 2023, 2022, (on leave 2021), 2020

INSTRUCTOR, TO 301, BBA CORE

- Business Analytics and Statistics
- Taught Fall 2018, 2017, 2016
- Course Coordinator 2018

Multi-Disciplinary Action Project Advising

FACULTY ADVISOR, MBAN BUSINESS ANALYTICS CONSULTING STUDIO

- Taught Winter 2025
- Partner Companies: General Motors, Nexteer Automotive, Drinkmate, Microsoft, DirectRX

FACULTY ADVISOR, FULL-TIME MBA MULTI-DISCIPLINARY ACTION PROJECTS (MAP)

- Taught Winter 2024
- Partner Companies: Commongrounds Cooperative, Goodwill Greenworks, City of Detroit Opioid Taskforce, Microsoft

FACULTY ADVISOR, TAUBER INSTITUTE FOR GLOBAL OPERATIONS

- Taught Summers 2024, 2020, 2019, 2018
- Partner Companies: Amazon Robotics, Amazon Process Safety, Stanley Black and Decker, GE Digital - **2nd Place in 2019 Tauber Spotlight Competition**

PhD Level Teaching

INSTRUCTOR, TO 899, GRADUATE SEMINAR

- Mixed Methods Approaches to Knowing the Field
- Taught Winter 2016

Published Cases

Ahn, H.S. & Keppler, S.M. (2025) *AquaHope Clean Water Initiative: Predicting Donations*, William Davidson Institute Publishing, ID 3-892-759.

- Used in TO502 MBA Core

Training and Professional Development

Equity-Focused Assessments, Michigan Ross 2024

Case Teaching Instructional Seminar, Harvard Business School 2017

PhD Students Yunnan He (Adviser, 2025 - Present), Co-Advised with Jun Li (University of Michigan).

Rana Yoner (Adviser, 2024 - Present), Co-Advised with Lennart Baardman (University of Michigan).

Clare Snyder (Adviser, 2020 - 2025), Co-Advised with Stephen Leider (University of Michigan).

- Initial Academic Position: Assistant Professor, Stern School of Business Operations Management, New York University

Anna Foster (Committee Member, 2022 - 2025), Advised by Don Peurach (University of Michigan School of Education).

Lyndon Garrett (Committee Member, 2015-2017), Advised by Gretchen Spreitzer and Lance Sandelands.

- Initial Academic Position: Assistant Professor, Carroll School of Management, Boston College

Service and Professional Activities

On parental leave 2021-2022 and 2025-2026

University of Michigan

COORDINATOR, DOCTORAL STUDENT COMMITTEE

Technology & Operations Area, Ross Business School

2024–present (currently on maternity leave)

MEMBER, DOCTORAL STUDENT RECRUITMENT COMMITTEE
Technology & Operations Area, Ross Business School
2024–2025, 2022–2023, 2017–2018, 2016–2017

MEMBER, FACULTY RECRUITMENT COMMITTEE
Technology & Operations Area, Ross Business School
2018–2019 (conducted INFORMS screening interviews in 2018, 2019, 2022, 2023, and 2024)

COORDINATOR, AREA RESEARCH SEMINARS
Technology & Operations Area, Ross Business School
2020–2021, 2019–2020

MEMBER, DIVERSITY, EQUITY, AND INCLUSION COMMITTEE
Ross Business School
2020–2021

ADVISOR, BRIDGES DOCTORAL PREPARATION PROGRAM
Ross Business School
2021–2022

MEMBER, COMMUNITY VALUES COMMITTEE
Ross Business School
2018–2019, 2017–2018

CO-COORDINATOR, INTERDISCIPLINARY COMMITTEE ON ORGANIZATIONAL STUDIES (ICOS)
RESEARCH SEMINARS
Ross Business School
2016–2017

PRESENTER OR PANELIST

- Full-Time MBA Orientation 2022, 2023, 2024
- Action-Based Learning Teaching Orientation 2024
- New Faculty Orientation 2023, 2017
- Tauber Round Robin on AI and ML 2024
- Business + Impact Studio 2022
- COVID Hybrid Teaching Best Practices 2021
- Responsible Conduct of Research and Scholarship Training 2018, 2019, 2024
- Hosmer Luncheon 2025, 2020
- Meet Michigan Admissions Panel (University-Level) 2018
- Technology and Operations Area Brownbag 2018, 2024
- Management and Organizations Area Seminar 2016
- Lean In Workshop 2019
- Preparation Initiative 2016, 2017, 2018
- MReach High School Program 2019
- Beyond the Lecture, Delta Sigma Pi 2017

OTHER SERVICE CONTRIBUTIONS

- Ross Business School
- Piloted FT MBA Book Club 2023, 2024
 - Junior tenure-track faculty representative in the 2023 AACSB Accreditation
 - Honorary Guest for FT MBA Student Luncheons 2022, 2023, 2024
 - Coordinator of 5th Floor Holiday Giving for Administrative Staff 2019, 2020
 - Participant in Junior Faculty COVID Discussion Group 2020, 2021
 - Piloted Analytics for Social Good Club 2017, 2018

Journals and Conferences

SESSION CHAIR FOR BEHAVIORAL, EMPIRICAL, AND PUBLIC SECTOR OPERATIONS
INFORMS Annual Meeting 2025, 2024, 2023, 2022
POMS Annual Conference 2024, 2023

COMPETITION JUDGE

MSOM Best Student Paper Competition 2024, 2023, 2022
MSOM Service Operations SIG Best Paper Award 2022
INFORMS Behavioral Operations Best Working Paper Award 2022

INFORMS Public Sector Operations Best Paper Award 2024
POMS Junior Scholar Best Paper Competition 2024

CLUSTER CO-CHAIR FOR BEHAVIORAL OPERATIONS MANAGEMENT DIVISION
INFORMS Annual Meeting 2022

PRESENTER AND MENTOR, POMS DOCTORAL CONSORTIUM
POMS Annual Conference 2021

JOURNAL PAPER REVIEWER

Management Science, Manufacturing & Service Operations Management, Operations Research, Production and Operations Management, Service Science, Journal of Operations Management, Organization Science, Strategic Management Journal

MERITORIOUS SERVICE AWARD

Editorial Board of *Manufacturing & Service Operations Management* 2023