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ACADEMIC POSITIONS

2007 - Assistant Professor,
Department of Information, Operations & Management Sciences
NYU Stern School of Business

EDUCATION

2007 MIT Sloan School of Management, Cambridge, MA.
Ph. D., Information Systems
Dissertation: "Information, Technology & Information Worker Productivity"
Chair: Erik Brynjolfsson

2001 Harvard University, Cambridge, MA
M.P.P., Information Technology Policy

1999 London School of Economics, London, U.K.
M.S.c., Information Systems

1996 Northwestern University, Evanston, IL.
B.A., Political Science

AWARDS & HONORS

2009 NSF Early Career Development (CAREER) Award.

2009 NYU (University-wide) Nominee - Microsoft Faculty Fellowship.

2009 IBM Faculty Award.

2008 Best Overall Paper - International Conference on Information Systems.

2007 Best Dissertation, ACM SIGMIS Award.

2006 Best Overall Paper - International Conference on Information Systems.

2006 Best Paper IT Value Track - International Conference on Information Systems.

2006 Best Paper IT Economics Track - International Conference on Information Systems.

2005 Doctoral Consortium Fellow - International Conference on Information Systems.

2004, 2005 Gert & Daisy Daniels Fellowship, MIT.

2002, 2003 Duane Petersen Fellowship, MIT.

2001 Presidential Fellowship, MIT.

2001 Best Master's Thesis, JFK School of Government, Harvard University.

1999 Graduated with Distinction (2/180), London School of Economics.

1998, 1999 Information Systems Scholarship, London School of Economics.

1996, 1997 Fulbright Scholar, Bogazici University, Istanbul, Turkey.

1996 Phi Beta Kappa, Northwestern University.

1996 Graduated with Honors, Northwestern University.

1992-1995 Coon-Hardy Scholarship, Northwestern University.

RESEARCH GRANTS

- 2009 \$475,566 Research Grant – NSF Early Career Development (CAREER) Award – *Social and Economic Consequences of Information Diffusion in Networks*.
- 2009 \$35,000,000 Research Grant – Army Research Labs. *Center for Social and Cognitive Networks*. (Team of 29 researchers from 11 institutions. Individual Grant Portion: \$680,000) .
- 2009 \$40,000 Research Grant – IBM Faculty Award. *Unlocking the Business Value of Information in Large Dynamic Social Networks*.
- 2008 \$50,000 Research Grant – Office of the Dean of Faculty, NYU Stern School of Business. *The Economic Value of Online Networks: How Local Interactions Drive Revenues Online*. (with A. Sundararajan)
- 2008 \$50,000 Research Grant – Institute for Innovation and Information Productivity. *The Economic Value of Online Networks: How Local Interactions Drive Revenues Online*. (with A. Sundararajan)
- 2008 \$100,000 Research Grant – Oracle Center for Enterprise Information and Innovation. *Unrestricted Grant for Research on Information Value*.
- 2008 \$200,000 Research Grant – SAP. *Enterprise By Design: Productivity, Demand Prediction and Pricing in the SME Market for Enterprise Software as a Service*.
- 2007 \$15,000 Research Grant – Marketing Sciences Institute. *The Economic Value of Online Networks: How Local Interactions Drive Revenues Online*. (with A. Sundararajan)
- 2007 \$200,000 Research Grant – Cisco Systems, Center for Digital Business, MIT. *Collaboration and Trust in the Age of Globalization and Dispersion*. (with E. Brynjolfsson & M. Van Alstyne)
- 2007 \$200,000 Research Grant – SAP, Center for Digital Business, MIT. *Micro-Level Evidence on Enterprise Systems & Productivity: Best Practices, Process Replication & the Delineation of Firm Boundaries*. (with E. Brynjolfsson)
- 2006 \$200,000 Research Grant – Cisco Systems, Center for Digital Business, MIT. *Information, Technology & Information Worker Productivity: Results of a Natural Experiment*. (with E. Brynjolfsson & M. Van Alstyne)
- 2006 \$150,000 Research Grant – SAP, Center for Digital Business, MIT. *Optimizing Enterprise Systems for Productivity & Business Value: Benchmarking & Best Practices*. (with E. Brynjolfsson)

REFEREED JOURNAL PUBLICATIONS

Aral, S., Muchnik, L., & Sundararajan, A. 2009. "Distinguishing Influence Based Contagion from Homophily Driven Diffusion in Dynamic Networks," *Proceedings of the National Academy of Sciences*, Forthcoming.

Lazer, D., Pentland, A., Adamic, L., Aral, S., Barabasi, A.L., Brewer, D., Christakis, N., Contractor, N., Fowler, J., Gutmann, M., Jebara, A., King, G., Macy, M., Roy, D., Van Alstyne, M. 2009. "Computational Social Science," *Science*, February 6: 721-722.

Aral, S. & Weill, P. 2007. "IT Assets, Organizational Capabilities & Firm Performance: How Resource Allocations and Organizational Differences Explain Performance Variation" *Organization Science*, 18(5), September-October: 1-18.

Weill, P. & Aral, S. 2006. "Generating Premium Returns on Your IT Investments" *Sloan Management Review*, 47(2): 39-48.

Aral, S., Berman, S., & Aral, S.O. 2002. "Anticipating Outbreaks: A Prevention Role for Integrated Information Systems" *Sexually Transmitted Diseases*, 29: 6-12.

BOOKS AND BOOK CHAPTERS

Kings, N.J., Davies, J., Verrill, D., Aral, S., Brynjolfsson, E., Van Alstyne, M. 2008. "Social Computing, Networks and Knowledge Management" in *Information and Communication Technologies Futures*, BT Press.

REFEREED CONFERENCE PUBLICATIONS

Aral, S., Ipeirotis, P, Taylor, S. 2009. "Cramer's Rule: How Information Content Moves Markets." *Workshop on Information Systems Economics*, Phoenix, AZ.

Aral, S., Walker, D. 2009. "Identifying Peer Influence in Massive Online Social Networks: A Platform for Randomized Experimentation on Facebook." *Workshop on Information Systems Economics*, Phoenix, AZ.

Aral, S., Brynjolfsson, E., Wu, L. 2009. "Testing Three-Way Complementarities: Incentives, Monitoring and Information Technology" *Proceedings of the 30th Annual International Conference on Information Systems*, Phoenix, AZ.

Aral, S., Muchnik, L., & Sundararajan, A. 2009. "Influence Dynamics in Large Complex Networks." *International Conference on Network Science*, June 29 – July 3, Venice, Italy.

Reynolds, M., Van Alstyne, M., Aral, S. 2009. "Privacy Preservation of Measurement Functions on Hashed Text" *8th Annual Security Conference*, April 15-16, Las Vegas, NV. (Terminal Publication).

Aral, S., Muchnik, L., & Sundararajan, A. 2009. "Influence Dynamics in Large Complex Networks." *Sunbelt XXIX Social Networks Conference*, March 10-15, San Diego, CA.

Wu, L., Aral, S., Brynjolfsson, E., Lin, C. 2009. "Network Structure and Information Worker Productivity: New Evidence from the Global Consulting Services Industry." *Winter Conference on Business Intelligence*, University of Utah, Salt Lake City, UT.

Aral, S., Muchnik, L., & Sundararajan, A. 2009. "Influence Dynamics in Large Complex Networks." *Winter Conference on Business Intelligence*, University of Utah, Salt Lake City, UT.

Aral, S., Bakos, Y., Brynjolfsson, E. 2008. "Trust, Costs and Incentives in Global Supplier Networks: Evidence From IT Sourcing Decisions." *Workshop on Information Systems Economics*, Paris, France.

Aral, S., Muchnik, L., & Sundararajan, A. 2008. "Influence Dynamics in Large Complex Networks." *Workshop on Information Systems Economics*, Paris, France.

Wu, L., Waber, B., Aral, S., Brynjolfsson, E., & Pentland, S. 2008. "Mining Face to Face Interaction Networks Using Sociometric Badges: Evidence Predicting Productivity in IT Configuration" *Proceedings of the 29th Annual International Conference on Information Systems*, Paris, France. (Winner – Best Overall Paper)

Wu, L., Waber, B., Aral, S., Brynjolfsson, E., & Pentland, S. 2008. "Mining Face to Face Interaction Networks Using Sociometric Badges: Evidence Predicting Productivity in IT Configuration" *International Conference on Network Science*, Norwich Research Park, UK.

Aral, S. & Van Alstyne, M. 2007. "Network Structure & Information Advantage" *Sunbelt XXVII Social Networks Conference*, May 1-6, Corfu, Greece.

Wu, L., Waber, B., Aral, S., Brynjolfsson, E., & Pentland, S. 2007. "Mining Face to Face Interaction Networks Using Sociometric Badges: Evidence Predicting Productivity in IT Configuration" *Winter Conference on Business Intelligence*, University of Utah, Salt Lake City, UT.

Aral, S., Brynjolfsson, E., & Van Alstyne, M. 2007. "Productivity Effects of Information Diffusion in Networks." *Proceedings of the 28th Annual International Conference on Information Systems*, Montreal, CA.

Aral, S. & Van Alstyne, M. 2007. "Network Structure & Information Advantage" *Proceedings of the Academy of Management Conference*, Philadelphia, PA.

Aral, S. Wu, L. & Morabito, V. 2007. "Regional Economic Context and the Value of Firm-Level IT Investment" *Workshop on Information Systems Economics*, Montreal, CA.

Aral, S., Brynjolfsson, E., & Van Alstyne, M. 2006. "Information, Technology and Information Worker Productivity: Task Level Evidence." *Proceedings of the 27th Annual International Conference on Information Systems, Milwaukee, Wisconsin*. (Winner - Best Overall Paper and Best Paper - IT Economics Track)

Aral, S., Brynjolfsson, E., & Wu D.J. 2006. "Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems," *Proceedings of the 27th Annual International Conference on Information Systems, Milwaukee, Wisconsin*. (Winner - Best Paper - IT Business Value Track)

PRESENTATIONS

Aral, S. 2010. *Invited Speaker*. Wharton, Philadelphia, PA. January. Title: "Distinguishing Influence Based Contagion from Homophily Driven Diffusion in Dynamic Networks."

Aral, S. 2010. *Invited Speaker*. Global Leaders Conference, Singapore. January.

Aral, S. 2009. *Conference Presentation*. Workshop on Information Systems Economics, Phoenix, AZ. December. Title: "Cramer's Rule: How Information Content Moves Markets."

- Aral, S. 2009. *Conference Presentation*. Workshop on Information Systems Economics, Phoenix, AZ. December. Title: “Identifying Peer Influence in Massive Online Social Networks: A Platform for Randomized Experimentation on Facebook.”
- Aral, S. 2009. *Conference Presentation*. International Conference on Information Systems, Phoenix, AZ. December. Title: “Testing Three-Way Complementarities: Incentives, Monitoring and Information Technology”
- Aral, S. 2009. *Invited Speaker*. Harvard University, Cambridge, MA. Meeting on Methodology for Empirical Research on Social Interactions, Social Networks and Health (MERSIH) November. Title: “Distinguishing Influence Based Contagion from Homophily Driven Diffusion in Dynamic Networks.”
- Aral, S. 2009. *Invited Speaker*. City University of New York (CUNY) Computer Science, New York, NY. November. Title: “Distinguishing Influence Based Contagion from Homophily Driven Diffusion in Dynamic Networks.”
- Aral, S. 2009. *Invited Speaker*. MIT, Cambridge, MA. November. Title: “Strategic Implications of the Cloud and the Procurement of Software as a Service.”
- Aral, S. 2009. *Invited Speaker*. University of Maryland, College Park, MD. October. Title: “Distinguishing Influence Based Contagion from Homophily Driven Diffusion in Dynamic Networks.”
- Aral, S. 2009. *Invited Speaker*. University of Chicago – Innovation, Organizations and Society Conference, Chicago, IL. October. Title: “Distinguishing Influence Based Contagion from Homophily Driven Diffusion in Dynamic Networks.”
- Aral, S. 2009. *Conference Presentation*. Workshop on Information in Networks (WIN), New York, NY. September. Title: “Networks, Information and Brokerage: The Diversity-Bandwidth Tradeoff.”
- Aral, S. 2009. *Conference Presentation*. Workshop on Information in Networks (WIN), New York, NY. September. Title: “Distinguishing Influence Based Contagion from Homophily Driven Diffusion in Dynamic Networks.”
- Aral, S. 2009. *Invited Panelist*. Academy of Management Conference, Chicago, IL. August. Title: “Reality Mining Professional Development Workshop.”
- Aral, S. 2009. *Conference Presentation*. National Bureau of Economic Research, Summer Institute, Cambridge, MA. July. Title: “Testing Three-Way Complementarities: Incentives, Monitoring and Information Technology.”
- Aral, S. 2009. *Invited Speaker*. London Business School – Joint Seminar Departments of Management Science and Operations and Strategy, London, UK. July. Title: “Network Structure and Information Advantage: The Diversity-Bandwidth Tradeoff.”

- Aral, S. 2009. *Invited Speaker*. London School of Economics – Department of Management, London, UK. July. Title: “Network Structure and Information Advantage: The Diversity-Bandwidth Tradeoff.”
- Aral, S. 2009. *Invited Speaker*. London School of Economics – Department of Economics, Centre for Economic Performance, London, UK. July. Title: “Influence Dynamics in Large Complex Networks.”
- Aral, S. 2009. *Conference Presentation*. Conference of the Society for the Advancement of Economic Theory, Ischia, Italy. July. Title: “Influence Dynamics in Large Complex Networks.”
- Aral, S. 2009. *Conference Presentation*. International Conference on Network Science, Venice, Italy. July. Title: “Influence Dynamics in Large Complex Networks.”
- Aral, S. 2009. *Invited Speaker*. Center for Digital Business, MIT. CIO Symposium and Annual Conference, Cambridge, MA. May. Title: “Information, Social Networks & Information Worker Productivity.”
- Aral, S. 2009. *Conference Presentation*. Sunbelt Social Networks Conference, San Diego, CA. March. Title: “Influence Dynamics in Large Complex Networks.”
- Aral, S. 2009. *Conference Presentation*. Winter Conference on Business Intelligence, University of Utah, Salt Lake City, UT. February. Title: “Influence Dynamics in Large Complex Networks.”
- Aral, S. 2009. *Conference Presentation*. Winter Conference on Business Intelligence, University of Utah, Salt Lake City, UT. February. Title: “Network Structure and Information Worker Productivity: New Evidence from the Global Consulting Services Industry.”
- Aral, S. 2008. *Conference Presentation*. Workshop on Information Systems Economics, Paris, France. December. Title: “Trust, Costs and Incentives in Global Supplier Networks: Evidence From IT Sourcing Decisions.”
- Aral, S. 2008. *Conference Presentation*. Workshop on Information Systems Economics, Paris, France. December. Title: “Economic Influence in Massive Online Social Networks.”
- Aral, S. 2008. *Conference Presentation*. International Conference on Information Systems, Paris, France. December. Title: “Mining Face to Face Interaction Networks Using Sociometric Badges: Evidence Predicting Productivity in IT Configuration”
- Aral, S. 2008. *Invited Speaker*. National Institutes of Health (NIH), Bethesda, MD, November. Title: “Modeling Networks, Information & Economic Outcomes”
- Aral, S. 2008. *Invited Speaker*. SAP Academic Symposium, Sunnyvale, CA. August. Title: “Incentive Systems & Information Technology”
- Aral, S. 2008. *Invited Speaker*. Center for Digital Business, MIT. CIO Symposium and Annual Conference, Cambridge, MA. May. Title: “Networks, Information & Economic Outcomes”

- Aral, S. 2008. *Invited Speaker*. Stanford University, Management Science & Engineering Division, Palo Alto, CA, January. Title: "Networks, Information & Social Capital"
- Aral, S. 2007. *Invited Speaker*. Harvard University, Eric M. Mindich Conference on Computational Social Science, Cambridge, MA. December. Title: "Networks, Information & Economic Outcomes"
- Aral, S. 2007. *Panelist*. Harvard University, Eric M. Mindich Conference on Computational Social Science, Cambridge, MA. December. Title: "Panel: The Future of Computational Social Science"
- Aral, S. 2007. *Conference Presentation*. Workshop on Information Systems Economics, Montreal, CA. December. Title: "Regional Economic Context and the Value of Firm Level IT Investment"
- Aral, S. 2007. *Conference Presentation*. International Conference on Information Systems, Montreal, CA. December. Title: "Productivity Effects of Information Diffusion in Networks"
- Aral, S. 2007. *Invited Conference Presentation*. Informs Annual Meeting, Seattle, WA. November. Title: "Productivity Effects of Information Diffusion in Networks"
- Aral, S. 2007. *Invited Speaker*. Chicago Graduate School of Business, Chicago, IL. October. Title: "Networks Structure & Information Advantage"
- Aral, S. 2007. *Invited Speaker*. Harvard Business School, Cambridge, MA. October. Title: "Networks Structure & Information Advantage"
- Aral, S. 2007. *Invited Speaker*. IBM Watson Research Center - Services Research Seminar Series, Yorktown Heights, NY. October. Title: "Information, Networks & Information Worker Productivity"
- Aral, S. 2007. *Conference Presentation*. Academy of Management Conference. Philadelphia, PA. August. Title: "Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications"
- Aral, S. 2007. *Conference Presentation*. National Bureau of Economic Research, Summer Institute, Cambridge, MA. July. Title: "Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems"
- Aral, S. 2007. *Invited Speaker*. SAP Academic Symposium, Sunnyvale, CA. June. Title: "Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems"
- Aral, S. 2007. *Conference Presentation*. International Conference on Network Science, Brooklyn, NY. May. Title: "Productivity Effects of Information Diffusion in Networks"

- Aral, S. 2007. *Conference Presentation*. International Conference on Network Science, Brooklyn, NY. May. Title: “Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications”
- Aral, S. 2007. *Invited Speaker*. Center for Digital Business, MIT. CIO Symposium and Annual Conference, Cambridge, MA. May. Title: “Information, Technology & Information Worker Productivity: Task Level Evidence”
- Aral, S. 2007. *Conference Presentation*. Sunbelt Social Networks Conference, Corfu, Greece. May. Title: “Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications”
- Aral, S. 2007. *Conference Presentation*. National Bureau of Economic Research, Productivity Program Meeting, Cambridge, MA. March. Title: “Information, Technology & Information Worker Productivity: Task Level Evidence”
- Aral, S. 2007. *Conference Presentation*. Winter Conference on Business Intelligence, University of Utah, Salt Lake City, UT. February. Title: “Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications”
- Aral, S. 2007. *Invited Speaker*. Center for Digital Business, MIT- Information Worker Productivity Workshop, Cambridge, MA. February. Title: “Information, Technology & Information Worker Productivity”
- Aral, S. 2006. *Conference Presentation*. Workshop on Information Systems Economics, Milwaukee, WI. December. Title: “Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications”
- Aral, S. 2006. *Conference Presentation*. International Conference on Information Systems, Milwaukee, WI. December. Title: “Information, Technology & Information Worker Productivity: Task Level Evidence” (Winner - Best Overall Paper and Best Paper - IT Economics Track)
- Aral, S. 2006. *Conference Presentation*. International Conference on Information Systems, Milwaukee, WI. December. Title: “Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems” (Winner - Best Paper - IT Business Value Track)
- Aral, S. 2006. *Invited Speaker*. MIT Center for Digital Business, Cambridge, MA. November. Title: “Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems”
- Aral, S. 2006. *Invited Speaker*. Yahoo! Social Networks Workshop, Sunnyvale, CA. July. Title: “Information, Networks & Information Worker Productivity”

CASES & RESEARCH BRIEFINGS

Aral, S. 2005. "IT Savvy: Achieving Industry Leading Returns from your IT Portfolio" (with Peter Weill) Center For Information Systems Research, MIT – Research Briefing; July.

Aral, S. 2004. "IT Savvy Pays Off" (with Peter Weill) Center For Information Systems Research, MIT – Research Briefing; October.

Aral, S. 2004. "Managing the IT Portfolio: Returns from Different Asset Classes" (with Peter Weill) Center For Information Systems Research, MIT – Research Briefing; March.

Aral, S. 2003. "Managing the IT Portfolio" (with Peter Weill) Center For Information Systems Research, MIT – Research Briefing; March.

COURSES TAUGHT

Information Technology in Business and Society (C20.001), Spring 2009. (Section 1: 6.4/7.0; Section 2: 6.5/7.0)

Information Technology in Business and Society (C20.001), Spring 2008. (Section 1: 6.2/7.0; Section 2: 6.6/7.0)

SERVICE ACTIVITIES

- Program Committee – International Conference on Network Science (NetSci); 2010.
- Organizer – Workshop on Information in Networks (WIN), NYU Stern School of Business; 2009.
- Track Director – "Social Networking" Research Track - Center for Digital Economy Research (CeDER); 2009- .
- Organizer – Information Systems Seminar Series, NYU Stern School of Business; 2007-2009.

PROFESSIONAL ACTIVITIES

Appointed member of the Board of Academic Advisors, Institute for Innovation and Information Productivity. (2007 -)

Ad Hoc Reviewer for: *Information Systems Research, Management Science, MIS Quarterly, Organization Science.*

NON-ACADEMIC ACTIVITIES

- | | |
|-----------|---|
| 2005 | <i>Independent Consulting</i>
DiamondCluster International; Chicago, IL |
| 2005 | <i>Independent Consulting</i>
SAP, Philadelphia, PA |
| 2005 | <i>Independent Consulting</i>
Charles River Venture Capital; Cambridge, MA |
| 2000-2002 | <i>Consultant</i> |

2000 GeoPartners Research, Cambridge, MA (part time)
Consultant
Integral, Inc., Cambridge, MA (summer)
1999 *Research Associate*
Field, Fisher, Waterhouse, London U.K. (part time)
1997-1998 *Assistant to the Director*
Department of Southern Mediterranean Relations (DG1B-E3)
European Commission, Brussels, Belgium (1997-1998)