

Michael D. Cohen

The University of Michigan

School of Information
4413 North Quad
105 South State Street
Ann Arbor Michigan USA 48109-1285
<http://mdc.people.si.umich.edu/>
<http://MDCcitations.scholar.google.com>
+1 734 647 8027 FAX 764-2475
mdc@umich.edu

*William D. Hamilton Collegiate Professor Emeritus
of Complex Systems, Information, & Public Policy*

PERSONAL INFORMATION

Date of Birth March 22, 1945
Place of Birth Sheridan, Wyoming, USA
Nationality United States
Marital Status Married to Hilary U. Cohen
Children Rachel E. Cohen, b. 1973; Amy C. Cohen, b. 1975

EMPLOYMENT AND EDUCATION

2012– **Professor Emeritus, Complex Systems, Information and Public Policy, The University of Michigan, Ann Arbor, Michigan, USA.**

2001–2012 **William D. Hamilton Collegiate Professor, Complex Systems, Information and Public Policy, The University of Michigan, Ann Arbor, Michigan, USA.**

1995–2010 **Co-Director, Interdepartmental Committee on Organization Studies (ICOS), University of Michigan.**

1998–2001 **Professor of Information, Public Policy, & Political Science, University of Michigan.**

1996–1998 **Founding faculty member and Professor, School of Information, University of Michigan.**

1995–1998 **External Faculty Member, Santa Fe Institute.**

1985–1998 **Professor of Political Science and Public Policy, Department of Political Science and School of Public Policy, University of Michigan..**

1994–1997 **Associate Director and co-founder, Collaboratory for Research on Electronic Work (CREW), University of Michigan.**

1994–1995 **Visiting Faculty Member, Santa Fe Institute, Santa Fe, New Mexico.**

1986–1989 **Special Assistant for Information Technology to the Dean of the College of Literature, Science and the Arts, University of Michigan.**

1985 **Visiting Professor, Institute of Public Administration and Organization, University of Bergen, Norway (winter and spring terms).**

1979–1985 **Associate Professor, Department of Political Science, and Research Scientist, Institute of Public Policy Studies, University of Michigan.**

1982–1984 **Consultant, Xerox Palo Alto Research Center.**

1981–1982 **Visiting Professor, Graduate School of Business, Stanford University.**

1973–1979 **Assistant Professor, Department of Political Science, and Research Scientist, Institute of Public Policy Studies, University of Michigan.**

- 1977 **Visiting Professor, Institute of Sociology, University of Bergen, Norway (Winter term).**
- 1976 **Gastdocent, Graduate School of Management, Delft, The Netherlands (Fall).**
- 1972–1973 **Postdoctoral Fellow, Stanford University, under grants from the National Science Foundation and the Social Science Research Council for additional training in mathematics.**
- 1972 **Ph.D. University of California, Irvine, in Social Science.**
- 1970–1971 **Research Assistant to James G. March under a grant from the Ford Foundation to develop research and teaching in the field of organization theory in Norway and Denmark.**
- 1969–1970 **Research Assistant, University of California, Irvine, to James G. March under a grant from the Carnegie Corporation for studies of American college and university presidents.**
- 1966–1969 **Research Assistant, University of California, Irvine, to Lewis A. Froman, Jr. conducting experimental studies of bargaining behavior under grants from the National Science Foundation.**
- 1966 **B.A. Stanford University, in History with Honors in the Social Sciences.**

BOOKS & EDITED VOLUMES

- 1999 ***Harnessing Complexity: Organizational Implications of a Scientific Frontier***, (with Robert Axelrod), New York: The Free Press. Published in French as *Réussir dans un monde complexe*, translation by Jan-Luc Fidel, Paris, Editions Odile Jacob, 2001. Published in Japanese, translation by Haruo Takagi, with a new forward, Tokyo, Diamond Sha, 2003.
- 1995 ***Organizational Learning***, based upon the 1991 special issue of *Organization Science*, with additional material, coedited with Lee S. Sproull), Thousand Oaks, CA: Sage Publications.
- 1991 ***Organizational Learning: Papers in Honor of (and by) James G. March***, a special issue of *Organization Science*, (coedited with Lee S. Sproull), volume 2, number 1.
- 1986 ***Leadership and Ambiguity: The American College Presidency, 2nd Edition***, Boston, MA: Harvard Business School Press, (with James G. March). Also published in Chinese translation by China Ocean University Press, Qingdao, China, 2006.
- 1974 ***Leadership and Ambiguity: The American College Presidency***, (with James G. March), New York: McGraw-Hill.

JOURNAL ARTICLES & BOOK CHAPTERS

- 2012 **Children of the Enlightenment in Garbage Can Worlds**, in *The Garbage Can Model of Organizational Choice: Looking Forward at Forty. Research in the Sociology of Organizations, Volume 36*, forthcoming (December), Emerald Group Publishing, Alessandro Lomi & Richard Harrison, (eds).
- 2012 **The Earlier the Longer: Disproportionate Time Allocated to Early-Discussed Patients in Attending Physician Handoff**, *Archives of Internal Medicine*, forthcoming (November), (with Roy Ilan, Curtis LeBaron, Marlys Christianson, & Lyndon Garrett).
- 2012 **Perceiving and remembering routine action: fundamental micro-level origins**, *Journal of Management Studies*, in press, doi: 10.1111/j.1467-6486.2012.01078.
- 2012 **The Unappreciated Challenges of Between-Unit Handoffs: Negotiating and Coordinating Across Boundaries**, *Annals of Emergency Medicine*, available online 4 May, doi: 10.1016/j.annemergmed.2012.04.009, (with Brian Hilligoss).
- 2012 **A Handoff Is Not a Telegram: Understanding of the Patient is Co-constructed**, *Critical Care*, 16, doi:10.1186/cc10536, (with Brian Hilligoss & André Carlos Kajdacsy-Balla Amaral), 303-308.

- 2012 **Handover Patterns: An Observational Study of Critical Care Physicians**, *BMC Health Services Research*, 12:11, doi: 10.1186/1472-6963-12-11, (with Roy Ilan, Curtis LeBaron, Marlys Christianson, Andrew Day, and Daren Heyland).
- 2011 **Hospital handoffs as multi-functional situated routines: implications for researchers and administrators**, *Biennial Review of Health Care Management (Advances in Health Care Management)*, Vol. 11, 91-132, doi: 10.1108/S1474-8231(2011)0000011008, (with Brian Hilligoss).
- 2010 **The published literature on handoffs in hospitals: deficiencies identified in an extensive review**, *Quality & Safety in Health Care*, December 2010; Vol. 19, No. 6 (published online: 8 April 2010), doi: 10.1136/qshc.2009.033480, (with Brian Hilligoss).
- 2009 **Is it the ‘Same’? Observing the Regeneration of Organizational Character at Camp Poplar Grove**, (with Jeremy Birnholtz and Susannah Hoch), in *Organizational Routines: Advancing Empirical Research*, Markus C. Becker and Nathalie Lazaric (eds), Northampton MA: Edward Elgar, 131-158.
- 2009 **Reading Dewey: Some Implications for the Study of Routine**, *The Oxford Handbook of Sociology and Organization Studies: Classical Foundations*, Paul Adler (ed), ch.20, 444-463.
- 2009 **Social Closeness Increases Salivary Progesterone in Humans**, *Hormones and Behavior*, 56, 1: (June 2009), 108-111, (with Stephanie L. Brown, Barbara L. Fredrickson, Michelle M. Wirth, Michael J. Poulin, Elizabeth A. Meier, Emily D. Heaphy & Oliver C. Schultheiss), DOI: 10.1016/j.yhbeh.2009.03.022.
- 2008 **Learning with Regret**, *Science*, 319:1052, (22 Feb), DOI: 10.1126/science.1155477.
- 2007 **Beyond Distributed Cognition: Enlarging our conceptual foundations to better support virtual organization**, *Virtuality and Virtualization*, Crowston, K., S. Sieber and E. Wynn (eds), New York: Springer Science, 11-13.
- 2007 **The Fourth Organization Studies Summer Workshop – Embracing Complexity: Advancing Ecological Understanding in Organization Studies**, *Organization Studies*, 28, 947-949.
- 2007 **Reading Dewey: Reflections on the Study of Routine**, *Organization Studies*, 28: 773-786, DOI: 10.1177/0170840606077620.
- 2007 **The Garbage Can Model**, *International Encyclopedia of Organization Studies*, Stewart Clegg and James R. Bailey, (eds), Thousand Oaks, CA: SAGE Publications (with James G. March and Johan P. Olsen).
- 2007 **Organizational Character: On the Regeneration of Camp Poplar Grove**, *Organization Science*, 18/2, 315-332, with Jeremy P. Birnholtz and Susannah Hoch, DOI: 10.1287/orsc.1070.0248.
- 2007 **Comment: Beyond Boundedly Rational Individuals — Remarks on “Behavioral Organizational Economics”**, *Behavioral Economics and Its Applications: Proceedings of the Yrjō Jahnsson Foundation 50th Anniversary Conference*, Peter Diamond & Hannu Vartiainen (eds.), Princeton University Press, Princeton New Jersey, 281-290.
- 2007 **Administrative Behavior: laying the foundations for Cyert and March**, *Organization Science*, 18/3: 503-506, doi: 10.1287/orsc.1070.0275.
- 2006 **What’s Different is Routine: Comments on “Toward a Neo-Schumpeterian Theory of the Firm” by Sidney Winter**, *Industrial and Corporate Change*, 15/2, 387-390, doi: 10.1093/icc/dtl001.
- 2006 **Standardized Observations of Cross-Cover Events in Hospitalized Patients: What goes “bump” in the night?**, *Poster, Society of Hospital Medicine National Conference*, Washington D.C., (with D.W. Wesorick, A. Fleming, R. Hsu, C. Kim, F. Lee, S. Lim, R. Mangrulkar, V. Parekh, M. Thompson, E. Yakel, and M. Kramer).

- 2005 **Tags, Interaction Patterns and the Evolution of Cooperation**, *Perspectives on Adaptation, Evolution and Complex Adaptive Systems*, M. Mitchell, L. Booker, S. Forrest, R. Riolo (eds.), Oxford University Press, (with Rick L. Riolo and Robert Axelrod).
- 2004 **Must there be human genes specific to prosocial behavior?, a response to Henrich, Joseph, "Cultural Group Selection..."**, *Journal of Economic Behavior and Organization*, 53: 49–51, (with Rick L. Riolo and Robert Axelrod).
- 2003 **Institutions and Organizations, Editor's Introduction to the Special Issue in Honor of James March**, *Industrial and Corporate Change*, 12: 647–652, (with Giovanni Dosi, Daniel Levinthal, and Mie Augier).
- 2003 **Preface to the Japanese Edition**, *Harnessing Complexity: Organizational Implications of a Scientific Frontier*, Tokyo: Diamond Publishing Co, (with Robert Axelrod; Translation by Takao Terano).
- 2002 **Beyond Geography: Cooperation with Persistent Links in the Absence of Clustered Neighborhoods**, *Personality and Social Psychology Review*, 6: 341–346, (with Robert Axelrod and Rick L. Riolo).
- 2002 **Behavioural evolution (Communication arising): Does similarity breed cooperation?**, *Nature*, 418 (1 Aug): 500, (with Rick L. Riolo and Robert Axelrod), doi:10.1038/418500a.
- 2001 **Evolution of Cooperation without Reciprocity**, *Nature*, 414 (22 Nov): 441–443, (with Rick L. Riolo, and Robert Axelrod).
- 2001 **The Role of Social Structure in the Maintenance of Cooperative Regimes**, *Rationality and Society*, 13(1): 5–32, (with Rick L. Riolo and Robert Axelrod).
- 2000 **Leadership in an Organized Anarchy**, in *Organization and Governance in Higher Education*, M. Christopher Brown (ed.) Boston: Pearson Custom Publishing:16-35.
- 2000 **Chaos Control**, *CIO Magazine*, (June 1), (with Robert Axelrod, an excerpt of *Harnessing Complexity*).
- 1999 **Preface to the Organization Science Special Edition on Complexity**, *Organization Science*, 10(3), (May-June): 373–376.
- 1999 **The Emergence of Social Organization in the Prisoner's Dilemma: How Context-Preservation and Other Factors Promote Cooperation**, *Santa Fe Institute Working Paper*, 99-01-002, (Rick L. Riolo and Robert Axelrod), <http://www.santafe.edu/research/publications/workingpapers/99-01-002.pdf>.
- 1998 **Complexity and Adaptation In Community Information Systems: Implications for Design**, *Community Computing and Support Systems*, Toru Ishida (ed.), Heidelberg: Springer Verlag, Lecture Notes in Computer Science, #1519, (with Robert Axelrod), presented as a keynote talk at the Kyoto University Workshop on CommunityWare, June 1998.
- 1998 **Foreword**, *Simulating Organizations: Computational Models of Institutions and Groups*, (eds.) Michael Prietula, Kathleen M. Carley, Les Gasser, Cambridge MA: AAAI/MIT Press.
- 1996 **Contemporary Issues in Research on Routines and Other Recurring Action Patterns of Organizations**, *Industrial and Corporate Change*, 5(3): 653-698, (with Roger Burkhart, Giovanni Dosi, Massimo Egidi, Luigi Marengo, Massimo Warglien and Sidney Winter). Reprinted in Riccardo Viale (ed.), *Cognitive Economics*, Torino, Italy: La Rosa Editrice, pp. 123–174. Reprinted in *Knowledge, Learning and Routines*, Lazaric, N. and E. Lorenz (eds.), Cheltenham, UK: Edward Elgar Publishing, 2003; Reprinted Dosi, G., D. Teece and J Chytry, (eds), *Understanding Industrial and Corporate Change*, Oxford: Oxford University Press, 2005. Available as Santa Fe Institute Working Paper, <http://www.santafe.edu/research/publications/workingpapers/95-11-101.pdf>.

- 1996 **Aligning Simulation Models: A Case Study and Results**, *Computational and Mathematical Organization Theory*, 1(2):123–141, (with Robert Axtell, Robert Axelrod, and Joshua Epstein). Reprinted in Axelrod, Robert, *The Complexity of Cooperation: Agent-Based Models of Competition and Cooperation*, Princeton, NJ: Princeton University Press, 1997. Available at <http://deepblue.lib.umich.edu/handle/2027.42/44707>.
- 1996 **Organizational Learning of Routines: A Model from the Garbage Can Family**, *The Logic of Organizational Disorder*, Massimo Warglien and Michael Masuch (eds.), Berlin: de Gruyter, 183-192.
- 1995 **Introduction**, to *Organizational Learning*, (with Lee Sproull) in *Organizational Learning*, Thousand Oaks, CA: Sage Publications.
- 1994 **Organizational Routines Are Stored as Procedural Memory: Evidence From a Laboratory Study**, *Organization Science*, 5(4) (Dec): 554–568, (with Paul Bacdayan). Reprinted in *Cognition Within and Between Organizations*, J.R. Meindl, et al. editors, Thousand Oaks CA: Sage Publications, 1996..
- 1992 **Can Two Heads Learn Better Than One?: Results from a Computer Model of Organizational Learning**, *Artificial Intelligence in Organization and Management Theory: Models of Distributed Activity*, Michael Masuch and Massimo Warglien (eds.), The Hague, The Netherlands: Elsevier.
- 1991 **Individual Learning and Organizational Routine: Emerging Connections**, a review essay in *Organizational Learning: Papers in Honor of (and by) James G. March*, *Organization Science*, 2(1): 145–149.
- 1991 **The processes of choice**, in *Organization and Governance in Higher Education: An ASHE reader*, Marvin Peterson (ed.), Needham Heights, MA:Ginn Press, 175-181.
- 1989 **Stabilità e mutamento in sistemi di procedure operative standard**, *Studi Organizzativi*, 3(3–4) (Luglio–Dicembre).
- 1987 **Intelligent Information-Sharing Systems**, *Communications of the ACM*, 30(5) (May): 390–402, (with T. Malone, K. Grant, F. Turbak, and S. Brobst).
- 1986 **Artificial Intelligence and The Dynamic Performance of Organizational Designs**, *Ambiguity and Command: Organizational Perspective on Military Decision Making*, 53–71, J.G. March and R. Weissinger-Baylon (eds), Marshfield, MA: Pitman Publishing, Inc..
- 1986 **Toward intelligent message routing systems**, in *Proceedings of the Second International Symposium on Computer Message Systems*, S. Uhlig (ed), with S. A. Brobst, T. W. Malone, and K.R. Grant.
- 1985 **Research Needs and the Phenomena of Decision Making and Operations**, *IEEE Transactions on Man, Machine and Cybernetics*, 15(6) (Nov), (with G. Huber et al.).
- 1984 **Coping with Complexity: The Adaptive Value of Changing Utilities**, *American Economic Review*, 74(1) (Mar): 30–42, (with R. Axelrod).
- 1984 **Conflict and Complexity: Goal Diversity and Organizational Search Effectiveness**, *American Political Science Review*, 78 (Jun): 435–451.
- 1983 **Book Review: Computers and Politics**, by W.H. Dutton et al., *Knowledge*, 4(3) (Mar): 466–469.
- 1982 **The Power of Parallel Thinking**, *Journal of Economic Behavior and Organization*, 2: 285–306.
- 1982 **Quantitative Methods**, *The New Educational Programs in Public Policy: The First Decade*, J.P. Crecine (ed.), 79–99, Greenwich, CT: JAI Press, Inc, (with D. Relles et al.).
- 1978 **Toward Applicable Social Choice Theory: A Comparison of Social Choice Functions Under Spatial Model Assumptions**, *American Political Science Review*, 72: 1341–1356, (with John Chamberlin).

- 1978 **Linear Inequality Method of Establishing Certain Social Choice Conjectures**, *Public Choice*, 33(2): 1341–1356, (with John Chamberlin). Also, Institute of Public Policy Studies, Discussion Paper No. 98, September 1976.
- 1976 **Reply to Argyris**, *Administrative Science Quarterly*, 21 (Sep): 376–377.
- 1976 **People, Problems, Solutions and the Ambiguity of Relevance**, in *Ambiguity and Choice in Organizations*, James March, Johan Olsen and Søren Christensen, (eds.), Bergen, Norway: Universitetsforlaget: 24–37.
- 1973 **Book Review: Organizational Growth Through Decisionmaking by B. Rome and S. Rome**, *American Political Science Review*, 67(3) (Sep): 997–998.
- 1972 **A Garbage Can Model of Organizational Choice**, *Administrative Science Quarterly*, 17(1) (Mar): 1–25, (with James G. March and Johan P. Olsen), Variousy reprinted including: Ackoff, R.L., (ed.) *Systems & Management Annual*, New York: Petrocelli Books, 1974, Nelson, D., and J. Quick, *Organizational Behavior: Foundations, Realities, Challenges*, 4th ed., Mason OH: South-Western College Publishing, 2002, Czarniawska, B. (ed.), *Organization Theory*, Cheltenham, UK: Edward Elgar Publishing, 2005 .
- 1970 **Compromise and Logroll: Comparing the Efficiency of Two Bargaining Processes**, *Behavioral Science*, 15(2) (Mar): 180–183, (with Lewis A. Froman, Jr.).
- 1969 **Threats and Bargaining Efficiency**, *Behavioral Science*, 14(2) (Mar): 147–153, (with Lewis A. Froman, Jr.), Reprinted in Marlowe, L., (ed.) *Basic Topics in Social Psychology*, Boston: Holbrook Press, 1972.

OTHER WRITING

- 2008 **Handoffs in Hospitals: A review of the literature on information exchange while transferring patient responsibility or control**, <http://hdl.handle.net/2027.42/61498>, the University of Michigan Deep Blue permanent archive.
- 2009 **Video Study of Communication During Handovers: Do ICU Physicians Use SBAR?**, *Canadian Healthcare Safety Symposium*, (an abstract submitted with Roy Ilan, Eva To & Curtis LeBaron; available from author).

IN PROCESS

- 2012 **Collective Performance: Modeling the Interaction of Habit-based Actions**, submitted to *Industrial and Corporate Change*, (with Massimo Warglien & Daniel Levinthal).

RECENT RESEARCH FUNDING

- 1 Dec 2009 **Patient Handoffs between Emergency Department and Inpatient Physicians**, *Sponsor: Agency for Health Care Research and Quality*, Role: Principal Investigator with Brian Hilligoss as Dissertation Researcher, Total: \$31,998.24.
31 Sep 2010
- 1 May 2007 **Handoffs In Hospitals: Research For The Design Of Better Practices**, *Sponsor: Robert Wood Johnson Foundation*, Role: Principal Investigator, Total: \$398,526.
31 Aug 2010
- 1 Feb 2004 **Health-Promoting Effects of Positive Emotions**, *Sponsor: Health and Human Services, Department, National Institutes of Health*, Role: Co-principal investigator, Total: \$1,666,975.
31 Dec 2005
- 1 Aug 2001 **An Assessment Project for Application Service Providers Focused on Nonprofits**, *Sponsor: Mott, Charles Stewart, Foundation*, Role: Co-principal investigator, Total: \$82,947.
31 Jan 2003
- 1 Sep 2000 **Exploration of New Approaches to Sustainable Infrastructure for Information Sharing**, *Sponsor: National Science Foundation*, Role: Principal Investigator, Total: \$49,999.
31 Aug 2003
- 12 Feb 1997 **Self-Organizing Social Structures**, *Sponsor: Intel Corporation*, Role: Co-principal investigator, Total: \$174,500.
31 Mar 2001