

PROF DAME FIONA E. MURRAY DCMG CBE

MIT School of Management, e62-488, 100 Main St.

Cambridge MA 02142

fmurray@mit.edu | [LinkedIn Profile](#)

EDUCATION

- PhD/AM Engineering Sciences, Harvard University, School of Engineering and Applied Sciences.
- BA/MA Chemistry (1st Class Honours), University of Oxford, Merton College.

PROFESSIONAL EXPERIENCE

Massachusetts Institute of Technology

W. Porter ('67) Professor of Entrepreneurship, MIT School of Management (2013-present)

Demonstrated track record of leadership and excellence in research and teaching as a tenured Professor of Entrepreneurship at MIT School of Management. Extensive leadership roles across MIT strengthening academic and educational ties between the Schools of Management and Engineering.

Research Leadership: Globally recognized expert in economics, management and funding of innovation. Significant grants from National Science Foundation, Sloan Foundation, Kauffman Foundation etc. Training students using econometric statistical methods, large-scale data analytics and qualitative methods to explore impact of policy and program interventions on the strategic direction of science and technology esp deeptech. Current focus on impact of the changing geopolitical context on science, technology and innovation in startup ventures.

Educational Impact: Highly successful educator of public- and private-sector professionals in modern approaches to innovation to ensure that investments in R&D/S&T are translated into impact in different organizational settings –startups, venture capital funds, large corporations, government agencies and academic labs, and multi-stakeholder teams.

- Designed and delivered new MIT programs to train over 2500 senior private sector executives in executing S&T and innovation strategies including training over 200 public-sector leaders to bring innovation into mission-driven organizations including the (UK) National Leadership Center, BT Insights (with the UKIC), Harvard RK Intelligence Fellows, US DoD.
- Created novel educational platform to bridge business and technical communities across MIT focused on building go-to-market plans for labs with early-stage deep tech projects including in chemical, mechanical and electrical engineering (>50 projects taking lab projects to ventures).
- Created and implemented [MIT Regional Entrepreneurship Acceleration Program](#) to bring together multi-stakeholder teams to design and implement regional innovation ecosystem programs to drive inclusive growth. Worked with > 60 teams (e.g. Singapore, Dubai, Israel, Iceland, Japan, Ghana).

OTHER ACADEMIC POSITIONS

Visiting Associate Professor, Harvard Business School (2011)

Associate Professor, Management of Technological Innovation, MIT School of Management (2006-2013)

Assistant Professor, Management of Technological Innovation, MIT School of Management (2000-2006)

Lecturer, University of Oxford Said Business School and Fellow, St. Catherine's College (1996-2000)

LEADERSHIP & MANAGEMENT ROLES

Massachusetts Institute of Technology

Associate Dean for Innovation, MIT School of Management

Demonstrated ability in strategy development and direct delivery to drive improved outcomes for innovation with mission impact and inclusion. Leading organizational re-design, establishing new teams and aligning a range of different stakeholders across the MIT community to deliver clear strategic goals.

Director MIT Innovation HQ & Associate Dean for Innovation (2013 – present)

- Responsible to the MIT Provost, established an Institute-wide initiative with the goal of expanding opportunities and reducing frictions for faculty and students to take ideas from lab to new venture.
- Implemented a strategic plan and stood up and leading office for implementation and coordination across 80 on-campus support units and programs (after extensive stakeholder engagement).
- Delivered new 40,000 sq ft InnovationHQ (from project initiation in 2012 to delivery in 2020) working with architects, internal program offices, MIT leadership and donors to fulfil the vision of a new innovation gateway to MIT.
- Established new corporate and government engagement to expand venture-oriented engagement with research labs e.g. Dual Use Ventures incubator bringing >\$1M/year for defence start-ups to engage MIT labs, Lincoln Labs and US DoD. Supporting startups to be sophisticated in navigating the opportunities for growth in defence/security and in understanding geopolitical issues.

Associate Dean for Innovation + Inclusion (March 2020 – August 2023)

- Co-developed strategy to implement a new Diversity, Equity & Inclusion (DEI) mission for the School of Management with goal of significantly improving diversity in students, staff, and faculty in the next 6, 18 and 36 months.
- Delivered meaningful change in the first 9 months by identifying points of system leverage in two areas: redesign of core curriculum for over 500 students; rapid review of student admissions and implementation of new outreach, interview and acceptance; and upgraded communication.
- Thought leadership and public engagement to integrate DEI into the School's culture, using live community-wide Conversations with regional leaders to spur authentic discussion.
- Design and delivery of Executive Education programs for women leaders - aimed at Exec MBA students, entrepreneurs and professionals moving into C-Suite positions.

OTHER POSITIONS

Faculty Director, MIT Legatum Center for Entrepreneurship and Development (2015- present)

MIT Standing Committee on Intellectual Property (2012-2015)

Faculty Director, MIT Trust Center for Entrepreneurship (2006-2013)

Engine Ventures, Built by MIT

Fellow-in-Resident (January 2022 to present)

Sabbatical year spent full-time at The Engine, a Tough Tech Venture Fund established by MIT and now independently managing over US\$650M. Working with new PhDs and post-docs on their co-founder relationships with their academic advisors and their labs to build effective scale up strategies through the Engine Blueprint and Whiteboard programs. Supporting (fund and founders) leadership on emerging geopolitical issues including trusted capital, supply chain resilience and global talent management given broadening government imperatives around "sovereignty" and protection of core S&T capabilities.

BOARD MEMBERSHIP & ADVISORY ROLES

Fully engaged, hands-on Board Member (including Non-Executive Director) and Advisor to high impact organizations, each working at the intersection of critical mission delivery (e.g. climate, security/defence, health), focused on delivering more rapid, mission impact from new investment strategies.

NATO Innovation Fund – Vice Chair of the Board (2023-present)

Vice-Chair of the Board of the NATO Innovation Fund – a billion Euro investment fund backed by LPs from 23 NATO nations. The fund is making equity investments in early-stage deep tech ventures from across NATO's European Allies focused on securing the future of the Alliances billion people, in areas of defence, security and wider strategic resilience. Board Vice-Chair and Foundation Director responsible for Fund formation, team selection, early strategic implementation and governance (Risk & RemComm member).

UK Intelligence Community (2020-present) - DV

Providing significant advice and support to various teams, groups and organizations within the UK Intelligence including NSSIF (the National Security Strategic Investment Fund). Focus on issues of Science and Technology (S&T) strategy and the relationship between UKIC and external partners.

PRIME Coalition – Founding Board Member (2012-present)

Founding Board member and trusted advisor to the CEO of a unique not-for-profit established to creating new blended capital venture funds to drive catalytic capital as an asset class - equity funding (philanthropic and commercial) for deeptech start-ups with significant climate impact potential.

- Co-Chair of the Fund Advisory Committee supporting the implementation and governance for the \$52M Prime Impact Fund, the \$250M blended capital Azolla Fund and Trellis First of a Kind Fund.
- Mentored on how to navigate complex legal landscape of tax rules around opportunities for financing deep tech start-ups from philanthropic funds.

UK Ministry of Defence– Defence Innovation Advisory Panel (2018-present)

Panel established to support Defence Innovation Unit within MoD in delivering on the ambitions to use investments in S&T to drive innovation across the FLCs and throughout the defence mission. Includes service on DTIB.

- Advising on building an effective innovation strategy and integrated portfolio (including support to internal teams in the design and delivery innovation workshops as a means to deliver value from S&T investment, and relevant changes in structures, processes and culture.
- Portfolio management methods for both near term and far horizon/transformation activities).

SparkCognition: ai solutions (Austin TX) – Non-Executive Director (July 2023 - present)

UK Prime Minister's Council on Science and Technology (2015-March 2024)

Member of the PM's CST bringing a U.S.-oriented perspective on science and technology from MIT and beyond, providing insights from current academic evidence on the effectiveness of innovation policies and programmes, and emphasizing the perspective of deep tech start-ups.

- Co-led work providing advice on expanding patient capital for deep tech ventures.
- Member of the sub-group supporting CST advice into the integrated review with a focus on the design of the national system for S&T working with GO-Science, Cabinet Office and others.

MassChallenge – Global Advisory Board (2015-2019) & Board Member (2019-2023)

Board member of largest not-for-profit accelerator in the U.S. supporting 200 start-ups each year with a mission to drive regional prosperity from high-growth start-ups from universities.

- Advised on global expansion strategy and implementation challenges.
- Engaged with stakeholders from global corporations (BAE), US DoD and MassChallenge leadership to establish 'safety and security' track for dual-use start-ups.

Celixir Corporation – Non-Executive Director (2018 – November 2020)

ADVISORY PROJECTS

NATO – Independent Advisory Project – NATO Initiatives for Financing Emerging Disruptive Technologies (with Dr. Lars Frolund) (Oct 2020-Oct 2022): expert consultancy to the NATO Innovation Unit on alternative financing, acceleration and acquisition of Emerging & Disruptive Technologies.

European Innovation Council – Expert Group on strengthening the management of the enhanced European Innovation Council, October 2018 – present: Assisting the Commission in better developing the role of Programme Managers.

AWARDS, HONOURS & KEYNOTES

- Awarded Dame Commander of St. Michael and St. George (2023) for sustained and highly influential contributions to UK strategy and policy in science and technology.
- Awarded Commander of Most Excellent Order of the British Empire (2015) for services to entrepreneurship and innovation in the UK.
- Member of the (U.S.) National Bureau of Economic Research (May 2012)

EDITORIALS & THOUGHT LEADERSHIP

- Policymakers need a fresh approach on capital gains tax increases: Governments should consider lower rates for investment activities that drive innovation. [Financial Times Opinion](#), October 2024.
- Can Europe Really Build Its Own DARPA? [Project Syndicate Commentary](#) with Dr. Lars Frolund, October 2024.
- How the US and its Allies can rebuild Economic Security. [MIT Technology Review Opinion](#) with Dr. Edlyn Levine, July 2024.
- Venture Capital could be NATO's Ultimate Weapon. Here's why. [Fortune Magazine/Commentary](#) with Dr. Klaus Hommels, July 2024
- Why you should tap Innovation at Deep-Tech Startups. [MIT Sloan Management Review/Frontiers](#) with Dr. Stefan Raff & Dr. Martin Murmann, Fall 2024.
- What a Crisis teaches us about Innovation. [MIT Sloan Management Review](#) with Dr. Elsbeth Johnson, November 2020.

PUBLICATIONS

Peer-Reviewed Journals

- M. Delgado, **F. Murray** (2023). "Faculty as Catalysts for Training New Inventors". *Proceedings of the National Academy of Sciences August 2023*.
- P. Budden, **F. Murray** (2022). "Strategically Engaging with Innovation Ecosystems". *Sloan Management Review Winter 2022*.
- M. Delgado, **F. Murray** (2023). "Mapping the Regions, Organizations and Individuals that Drive Inclusion in the Innovation Economy". *Entrepreneurship & Innovation Policy and the Economy 2022*.
- E. Johnson, **F. Murray** (2021). "Innovation Starts by Defining the Right Constraints". *Harvard Business Review April 2021*.
- E. Johnson, **F. Murray** (2020). "What a Crisis Teaches us About Innovation". *Sloan Management Review Winter 2020*.
- J. Kolev., Y. Fuentes & **F. Murray** (2020). "Gender Differences in Scientific Communication and their Impact on Grant Funding. AEA Papers and Proceedings, 110:245-249 2020.
- S. Cohen, D. Fehder, Y. Hochberg & **F. Murray** (2019). "The Design and Evaluation of Start Up Accelerators". *Research Policy 48(7):1781-1797*.
- J. Kolev., Y. Fuentes & **F. Murray** (2019). "Is Blinded Review Enough? How Gendered Outcomes arise under Anonymous Evaluation". *Academy of Management Proceedings*.
- Fehder, D. & **F. Murray** (2018) Evaluation of Early-Stage Ventures: Bias Across Different Evaluation Regime *Academy of Management Proceedings*.
- L. Frolund, **F. Murray**, M. Riedel (2018). "Developing Successful Strategic Partnerships with Universities". *Sloan Management Review Winter 2018*.
- S. Burger, **F. Murray**, S. Kearney & L. Ma (2018). The Investment Gap that Threatens the Planet. *Stanford Social Innovation Review Winter 2018*.
- Claudel M, Massaro E, Santi P, **Murray F**, Ratti C (2017) An exploration of collaborative scientific production at MIT through spatial organization and institutional affiliation. *PLoS ONE*12(6): e0179334.
- Lederman, O., Calacci, D., MacMullen, A., Fehder, D. C., **Murray, F.**, & Pentland, A. S. (2017). Open badges: A low-cost toolkit for measuring team communication and dynamics. In *Human-Computer Interaction: Social, Cultural, and Behavioral Modeling*.
- Huang, K.G. and **F. Murray** (2016). Does Patent Strategy Shape the Long-run Supply of Public Knowledge. In K.C. Liu, U. Racherla (Eds.), *Innovation and IPRs in China and India: Myths, Realities and Opportunities*, Chapter 4, Springer.
- M. Burstein and **F. Murray** (2016). Governing Innovation Prizes. *Harvard Journal of Law and Technology*. Vol 29 (2).
- **F. Murray**, P. Aghion, M. Dewatripont, J. Kolev & S. Stern (2016). "Of Mice and Academics: The Role of Openness in Science". *American Economic Journal*. And NBER Working Paper #14819.
- J. Krieger, **F. Murray**, J. Roberts, R. Green. (2016). The Impact of Personal Genomics on Risk Perceptions & Medical Decision Making. *Nature Biotechnology*. Vol. 34(9), 912-918.
- P. Azoulay, J. Furman, J. Krieger and **F. Murray** (2015). Retractions. *RESTAT, Vol.97(5): 1118-1136*. And National Bureau of Economic Research Working Paper #18499.
- M. Bikard, J. Gans & **F. Murray** (2015). "Exploring Trade-offs in the Organization of Scientific Work: Collaboration and Scientific Reward". *Management Science* 61(7)1473-95.
- S. Kearney, **F. Murray** & M. Nordan (2014). A New Vision for Funding Science. *Stanford Social Innovation Review Fall 2014*.
- A. Brooks, L. Huang, S. Kearney and **F. Murray** (2014). Entrepreneurial Attraction:

Investors Prefer Entrepreneurial Ventures Pitched By Attractive Men. *Proceedings of the National Academy of Science*.

- D. Fehder, **F. Murray** & S. Stern (2014). "Intellectual Property and Scientific Journals as Knowledge Platforms". *International Journal of Industrial Organization*. Prepared for the NBER Conference on Patents, Standards and Innovation.
- A. MacCormack, **F. Murray** & E. Wagner (2013). How Competition can Spark Innovation. *Sloan Management Review* Fall 2013.
- **F. Murray**, S. Stern, G. Campbell & A. MacCormack (2012). "Grand Innovation Prizes: A Theoretical, Normative and Empirical Evaluation". *Research Policy*, 41(10):1779-1792.
- W. Ding, **F. Murray** & T. Stuart (2012). "From Bench to Board: Gender Differences in University Scientists' Participation in Commercial Science." *Academy of Management Journal* (October 2012) (As reviewed in *Nature* (2013) Bared from the Board Room).
- J. Furman, **F. Murray** & S. Stern (2012). "Growing Stem Cells: The Impact of U.S. Policy on the Organization of Scientific Research". *Journal of Policy Analysis and Management*.
- J. Furman, K. Jensen & **F. Murray** (2012). "Governing Knowledge Production in the Scientific Community: Quantifying the Impact of Retractions". *Research Policy*. 41:276-90.
- **F. Murray** J. Gans & M. Craven (2011). "How Does the Republic of Science Shape the Patent System? Broadening the Institutional Analysis of Policy Levers for Innovation and Knowledge Disclosure," *UC Irvine Law Review*, Vol.1 No.2, 2011, pp.359-395.
- J. Furman, **F. Murray** and S. Stern (2011). "More for the Research Dollar". *Nature* Vol. 468: 475-478.
- Smith-Doerr, L., G. Kemekline, R. Teutonico, L. Lange, L. Villa-Komaroff & **F. Murray** (2011). A Global Need for Women's Leadership. *Nature Biotechnology* Vol 29:948-949.
- Aghion, P., Dewatripont, M., Kolev, J., **Murray, F.** and Stern, S. (2010) "The Public and Private Sectors in the Process of Innovation: Theory and Evidence from the Mouse Genetics Revolution." *American Economic Review (P&P)* 100(2), pp. 153-158.
- **F. Murray** (2010). "The Oncomouse that Roared: Hybrid Exchange Strategies as a Source of Productive Tension at The Boundary Of Overlapping Institutions". *American Journal of Sociology*, Vol 116(2): 341-388.
- K. Huang & **F. Murray** (2010). "Entrepreneurial Experiments in Science Policy: Analyzing the Human Genome Project." *Research Policy*, Vol. 39:5, pp. 567-582.
- K. Huang & **F. Murray** (2009). "Does Patent Strategy Shape the Long-Run Supply of Public Knowledge: Evidence from Human Genetics." *Academy of Management Journal*, Vol. 52:6, pp. 1193-1221. (And *Academy of Management 2008 Best Paper Proceedings*)
- **F. Murray** & S. O'Mahony (2007). "Exploring the Foundations of Cumulative Innovation: Implications for Organization Science." *Organization Science*, Vol. 18, pp. 1006-1021.
- **F. Murray** & S. Stern (2007). "Do formal Intellectual Property Rights Hinder the Free Flow of Scientific Knowledge? *Journal of Economic Behavior and Organization*, Vol. 63:4, pp. 648-687. Reprinted in *Critical Concepts in Intellectual Property Law: Intellectual Property and Biotechnology*. Ed: Arti K. Rai, Elsevier Press.
- **F. Murray** & L. Graham (2007). "Buying Science & Selling Science: Gender Stratification in Commercial Science." *Industrial and Corporate Change Special Issue on Technology Transfer*, Vol. 16:4, pp. 657-689.
- **F. Murray** (2007). "The Stem Cell Market: Patents & the Pursuit of Scientific Progress." *New England Journal of Medicine*, Vol. 356:23, pp. 2341-2343.
- **F. Murray** & D. Spar (2006). China and Stem Cell Research: Bit-Player or Powerhouse? *New England Journal of Medicine*, Vol. 355:12, pp. 1191-1194.
- W. Ding, **F. Murray** & T. Stuart (2006). "An Empirical Study of Gender Differences in Patenting among Academic Life Scientists." *Science*, Vol. 313, pp. 665-667.
- M. G. Edwards, **F. Murray**, and R. Yu (2006). "Gold in the Ivory Tower: Equity Rewards of Out-Licensing." *Nature Biotechnology*, Vol. 24(5), pp. 509-515.
- K. Jensen & **F. Murray** (2005). "The Intellectual Property Landscape of the Human Genome". *Science*, Vol. 310, 14 October 2005, pp. 239-240.

- **F. Murray** (2004). "The Role of Academic Inventors in Entrepreneurial Firms: Sharing in the Laboratory Life." *Research Policy*, Vol. 33, Issue 4, pp. 643-659.
- L. Schiff & **F. Murray** (2004). "Biotechnology financing dilemmas and the role of special purpose entities." *Nature Biotechnology*, Vol. 22, (3) pp. 271-277.
- M. Edwards, **F. Murray** & R. Yu (2003). "Value creation and sharing among universities, biotechnology and pharma." *Nature Biotechnology*, Vol. 21, No. 6 pp.618-624.
- **F. Murray** (2002). "Innovation as co-evolution of scientific and technological networks: exploring tissue engineering". *Research Policy*, Vol. 31, Issues 8-9 pp: 1389-1403.

Chapters in Referred Books

- J Kolev, A Haughey, F E Murray, S Stern. (2023). Of Academics and Creative Destruction: Startup Advantage in the Process of Innovation. In The Economics of Creative Destruction. Harvard University Press.
- J Furman, F E Murray, S Stern, H Williams. (2017). Standing on the Shoulders of Scotchmer: The Empirical Economics of Cumulative Innovation. In Standing on the Shoulders of Scotchmer. Cambridge University Press.
- **F. Murray** & J. Kolev. (2014). "An Entrepreneurs Guide to the University" In Albert Link, Donald S. Siegel and Mike Wright (eds). Handbook of University Technology Transfer, Chicago, IL: University of Chicago Press.
- J. Gans & **F. Murray** (2014). "Credit History: The Changing Nature of Scientific Credit". Prepared for the NBER Special Conference on The Changing Frontier: Rethinking Science and Innovation Policy. In The Changing Frontier: Rethinking Science and Innovation Policy, Jaffe and Jones. 2014.
- **F. Murray** (2012). "Evaluating the Role of Science Philanthropy in American Universities" in J. Lerner, and S. Stern, eds., Innovation Policy and the Economy, Vol. 13, pp. 23-59, University of Chicago Press for the National Bureau of Economic Research.
- J. Gans & **F. Murray** (2012). "Funding Scientific Knowledge: Selection, Disclosure and the Public-Private Portfolio". Chapter 1 in The Rate and Direction of Inventive Activity: A New Agenda, University of Chicago Press.
- **F. Murray** (2010). "Patenting Life: How the Oncomouse Patent Changed the Lives of Mice & Men" in Con/Texts of Invention: Creative Production in Legal and Cultural Perspective M. Biagioli, P. Jaszi, M. Woodmansee eds. University of Chicago Press.
- **F. Murray** & S. Stern (2007). "When Ideas are Not Free: The Impact of Patenting on Academic Science" in A. Jaffe, J. Lerner, and S. Stern, eds., Innovation Policy and the Economy, Vol. 7, pp. 33-69, MIT Press for the National Bureau of Economic Research.
- S. Casper & **F. Murray** (2004). "Examining the marketplace for ideas: How local are Europe's biotechnology clusters?" Chapter 12 in Economic Dynamics of Modern Biotechnology McKelvey et al (eds). Cheltenham, UK: Edward Elgar Publishing.
- **F. Murray** & M. Tripsas (2004). "The Exploratory Processes of Entrepreneurial Firms: The role of purposeful experimentation." In J.A.C. Baum & A.M. McGahan, *Business Strategy over the Industry Life Cycle: Advances in Strategic Management*, 21. Oxford UK: JAI/Elsevier.

Working Papers

- Budden, P. & **F. Murray** “Leading Innovation: Identifying Challenges and Opportunities using MIT’s Three Lenses” 2020. MITii Lab for Innovation Science/Policy working paper. Available to download at <https://innovation.mit.edu/documents-library/>.
- Budden, P. & **F. Murray** “An MIT Approach to Innovation: eco/systems, capacities & stakeholders” 2020. MITii Lab for Innovation Science/Policy working paper. Available to download at <https://innovation.mit.edu/documents-library/>.
- Lars Frolund et al. “Enhancing Cybersecurity – The Role of Innovation Ecosystems – Workshop Report” 2019. MITii Lab for Innovation Science/Policy working paper. Available to download at <https://innovation.mit.edu/documents-library/>.
- Kathryn Person et al. “NSWC Crane Innovation Analysis: Contributing to Regional Innovation Ecosystems” 2019. MITii Lab for Innovation Science/Policy working paper. Available to download at <https://innovation.mit.edu/documents-library/>.
- Budden, P. & **F. Murray** “Defense Innovation Report: Applying MIT’s Innovation Ecosystem & Stakeholder Approach to Innovation in Defense on a Country-by-Country Basis” 2019. MITii Lab for Innovation Science/Policy working paper. Available to download at <https://innovation.mit.edu/documents-library/>.
- Budden, P. & **F. Murray** “MIT’s Stakeholder framework for Building & Accelerating Innovation Ecosystems” 2019. MITii Lab for Innovation Science/Policy working paper. Available to download at <https://innovation.mit.edu/documents-library/>.
- Budden, P. & **F. Murray** “A systematic MIT approach for assessing ‘innovation-driven entrepreneurship’ in ecosystems” 2019. MITii Lab for Innovation Science/Policy working paper. Available to download at <https://innovation.mit.edu/documents-library/>.
- Budden, P. & **F. Murray** “An MIT framework for innovation ecosystem policy” 2018. MITii Lab for Innovation Science/Policy working paper. Available to download at <https://innovation.mit.edu/documents-library/>.
- Budden, P. & **F. Murray** “Kendall Square’s Innovation Ecosystem.” MIT Innovation Initiative Lab for Innovation Science and Policy Case Series. Available to download at <https://innovation.mit.edu/documents-library/>.
- Budden, P. & **F. Murray** “The London Innovation Ecosystem: ‘Tech City’ and accelerating entrepreneurship” MIT Innovation Initiative Lab for Innovation Science and Policy Case Series. Available to download at <https://innovation.mit.edu/documents-library/>.
- Budden, P. & **F. Murray** “The Singapore Innovation Ecosystem.” MIT Innovation Initiative Lab for Innovation Science and Policy Case Series. Available to download at <https://innovation.mit.edu/documents-library/>.
- B. Aulet and **F. Murray** (2013). A Tale of Two Entrepreneurs: Understanding Differences in the Types of Entrepreneurship in the Economy. Kauffman Foundation Working Paper.
- V. Kuo, **F. Murray** & Y. Huang (2012). “Standing on Chinese Shoulders: The Impact of Scientific Knowledge Produced in China”. *Working Paper*.

ONLINE MEDIA & EDUCATIONAL MATERIALS

- Leading Innovation and Inclusion. MIT Executive Education Webinar. August 2020.
<https://www.youtube.com/watch?v=AlcWIPv0Dmw>
- The Benefits of Diversity in Innovation. MIT School of Management Executive Education. November 2019. <https://www.youtube.com/watch?v=za1TxBinx6Y>
- Innovation Ecosystems: Leveraging their Power for Organizational Success and Change. December 2018. <https://www.youtube.com/watch?v=42xvCHkiYKk>
- How can business tackle poverty. BBC World News. December 2016.
<https://www.youtube.com/watch?v=LAnSvhulBNY>
- Boston as a Top City in the Global Innovation Economy. Comcast Newsmakers. July 2014.
<https://www.youtube.com/watch?v=mFkPY8ECIoI>