

## CURRICULUM VITAE

### Datu Buyung Agusdinata

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#### RESEARCH INTERESTS

Green Engineering, Sustainable Development Goals, Systems Engineering Design, Sustainable Energy and Transportation System, Industrial Ecology and Life Cycle Assessment, Biofuels, Integration of Solar Energy, Lean and Green Supply Chain, System analysis of Nanomedicine development, Drought Adaptation Policies, The Ecology of Wellbeing, System Modeling Food-Energy-Water Nexus

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#### TEACHING

SOS 311 Future Thinking and Strategies  
SOS 212 Mathematical Tools and Modeling for Sustainability  
SOS 498/594 Sustainable Development in Action  
HON 394 Design for Developing World

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#### EDUCATION

2008      **PhD**  
Systems Engineering and Policy Analysis  
Delft University of Technology, Faculty of Technology, Policy, and Management, The Netherlands.  
**Dissertation:** *Exploratory Modeling and Analysis to Deal with Deep Uncertainty*

1999      **Master of Science**  
Aerospace Industrial Engineering (*Cum Laude*)  
Delft University of Technology, Faculty of Aerospace Engineering, The Netherlands.

1996      **Bachelor of Science**  
Aerospace and Mechanical Engineering  
Bandung Institute of Technology, Department of Mechanical Engineering, Aeronautics Division, Indonesia.

1994      **Exchange student**  
School of Mechanical and Aerospace Engineering, Nanyang Technological University, Singapore.

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#### EXPERIENCE

2016 – current      **Assistant Professor**  
School of Sustainability, Arizona State University, USA

August 2012 - 2015      **Assistant Professor**  
Industrial and Systems Engineering  
**Faculty Associate**  
The Institute for the Study of Environment, Sustainability, and Energy (ESE)  
Northern Illinois University (NIU), USA

June 2014 – May 2015	<b>Guest Faculty Researcher</b> Argonne National Laboratory, USA
2011- 2012	<b>Associate Research Scientist</b> System-of-Systems Laboratory, College of Engineering, Purdue University, USA
2008 - 2011	<b>Postdoctoral Research Associate</b> System-of-Systems Laboratory, College of Engineering, Purdue University, USA
2002-2003	<b>System Engineer</b> ADSE, a systems engineering consulting company, The Netherlands.
1999-2002	<b>Research Engineer and Junior Lecturer</b> Delft University of Technology, Faculty of Aerospace Engineering, The Netherlands
1998-1999	<b>Analyst</b> KLM Royal Dutch Airlines, The Netherlands.

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#### **FUNDED RESEARCH**

- PI, Sustainable Business and Technology Solution for Fish Preservation for Low-income Fishermen in Indonesia, **Freeport McMoran Inc.**, \$66,000
- Co-PI, Urban Food Insecurity, **Walton Sustainable Solutions**, \$19,500
- PI, Socio-economic Impacts of Lithium Mining, Institute for Social Science Research (**ISSR**), \$5,000
- PI, Sustainable Fuels and Products (SF&P), Data Mining and Machine Learning for Better Prediction of Algal fuels Productivity and Environmental Impacts, PI, 01/01/2018, 06/30/2018, **LightWorks** \$35,000
- Co-PI, “Embedding the 3C’s into Humanitarian Engineering Projects,” Co-PI (with Mark Henderson, Laura Hosman, Michael James), Spring 2018, Kern Entrepreneurial Engineering Network (**KEEN**) Professorship Mini-Grant, Ira Fulton School of Engineering, \$2,000
- Co-PI, Climate Change Mitigation via Reducing Household Food, Energy and Water Consumption: A Quantitative Analysis of Interventions and Impacts of Conservation, **NSF INFEWS/T3**, 10/01/2016-09/30/2021, \$294,417
- **LightWorks** Sustainable Fuels and Products (SF&P), Food-Energy-Water Life Cycle Impact Assessment of Algal Aviation Fuels, **PI**, 01/01/2016, 06/30/2016, \$20,000
- Co-PI, The United Nations Sustainable Development Goals: A Knowledge-to-Action Framework for Implementation and Evaluation, 01/01/2016, 12/31/2016, **PLuS Alliance**, \$18,000
- Co-PI, (\$47,200.00), Coupled Production-Consumption Systems for Climate Change Mitigation: Designing Equitable Food, Energy, and Water Conservation Strategies, **NSF CBET-1541816**
- PI, A Modeling Framework for Addressing Drought Impacts: Dynamic Systems, Adaptation Policies, and Conflict Resolution, **National Socio-Environmental Synthesis Center (SESYNC)**, an NSF-funded national research center, \$25,000
- PI, 01 January 2014 - 31 Dec 2014, Synergy between Lean Manufacturing and Green Supply Chain Practices, **The Illinois Manufacturing Excellence Center (IMEC)**, \$19,578
- PI, 01 Feb 2011 - 31 Jan 2012, Modeling Framework for Policy Development to Mitigate Drought Impacts, **Global Policy Research Institute**, \$40,000
- PI, 01 May 2012 - 31 Dec 2013, A Distributed Artificial Intelligence (DAI) Approach for Predicting the Viability of Biofuels Industrial Ecosystem, **NIU Seed Grant**, \$10,250
- PI, Food security in the U.S. Midwest region: An ecological, social, cultural, and system-based approach, **Environmental, Sustainability, and Energy (ESE) Institute** Seed Grant, \$1,000

- PI, Using Cultural Theory and a System-of-Systems Perspective to Understand and Model Stakeholders' Common Grounds in System Design of Nanotechnology-based Products, **Environmental, Sustainability, and Energy (ESE) Institute** Seed Grant, \$1,000

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#### HONORS AND AWARDS

1. Travel grant (\$1000) to attend and present at NSF-sponsored 5<sup>th</sup> International Forum on Sustainable Manufacturing, Lexington KY, 2015
2. The ENI Award Nominee (by invitation), Italy, 2013.
3. The International Council on Systems Engineering (INCOSE) Foundation and the James E. Long Memorial Fellowship to advance the state of the art in systems thinking, Denver, CO, 2011
4. The Testing & Launch (IT&L) award by The Transport Research Centre of the Ministry of Transport, Public Works and Water Management in the Netherlands, 2006.
5. Best paper award, *9th The Netherlands Research School on Transport, Infrastructure and Logistics (TRAIL) Congress*, Rotterdam, The Netherlands, 2006.
6. *Cum Laude*, Faculty of Aerospace Engineering, Delft University of Technology, The Netherlands, 1999.
7. Top Graduate Award, Department of Mechanical Engineering, Bandung Institute of Technology, Indonesia, 1996.
8. Academic Excellence Award, Bandung Institute of Technology, Indonesia, 1995.
9. Student Fellowship Award, Singapore International Foundation, Singapore, 1994.
10. Scholarship Award, Bandung Institute of Technology, Indonesia, 1992- 1995.

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#### SELECTED PUBLICATIONS

##### Refereed articles

1. Wenjuan Liu, **Datu B. Agusdinata**, Soe W. Myint, (2019), "Spatiotemporal patterns of lithium mining and environmental degradation in the Atacama Salt Flat, Chile," *International Journal of Applied Earth Observation and Geoinformation*, Volume 80, p.p 145-156, ISSN 0303-2434, <https://doi.org/10.1016/j.jag.2019.04.016>.
2. **Agusdinata, D. B.**, Liu, W., Eakin, H., & Romero, H. (2018). Socio-environmental impacts of lithium mineral extraction: towards a research agenda. *Environmental Research Letters*, 13(12), 123001.
3. **Agusdinata, D.B.**, Amouie, M., and Xu, T., "The Diffusion Dynamics and Concentration of Toxic Materials from Quantum Dot-based Nanotechnologies: An Agent-Based Model Simulation Approach", *Journal of Nanoparticle Research (NANO)* vol. 17 (26), 2015
4. **Agusdinata, D.B.**, Lee, S., and Zhao, F., Thissen, W., "Agent-based Simulation Modeling Framework for Uncovering System Behaviors in Biofuels Supply Chain Network," *Simulation: Transactions of the Society for Modeling and Simulation International*, vol. 90 no. 9, page 1103-1116, 2014.
5. Gies, L., **Agusdinata, D.B.**, and Merwarde, V., "Drought Adaptation Policy Development and Assessment in East Africa Using Hydrologic and System Dynamics Modeling," *Natural Hazards*, Volume 74 (2), page 789-813, 2014
6. Joshi, A., DeLaurentis, D.A., Peeta, S., and **Agusdinata, D.B.**, "Integrated Framework and Assessment of On-Demand Air Service in Multimodal Context," *Journal of Aircraft*, Vol.51: 402-411, 2014.
7. **Agusdinata, D.B.**, "System Design Framework for Equity/ Fairness among Actors," *Procedia Computer Science*, Volume 16, , Pages 1122-1131, 2013
8. **Agusdinata, D.B.**, Zhao, F., and DeLaurentis, D.A., "Sustainability of Biojet Fuels: A Multi-Actor Life Cycle Assessment Approach," *IEEE Potentials*, vol. 31(1), pp. 27 – 33, 2012.

9. **Agusdinata, D.B.**, Zhao, F., Iilejeji, K.E. and DeLaurentis, D.A., “Life Cycle Assessment of Potential Bio-jet Fuel Production in the United States”, *Environmental Science and Technology*, vol. 45 (21), pp. 9133–9143, 2011.
10. **Agusdinata, D.B.**, Fry, D.N., and DeLaurentis, D.A., “Policies to Deal with Multi-Modal Transport Emissions: A System-of-Systems Approach”, *Transportation Planning and Technology*, vol. 34(2), pp.109-123, 2011.
11. **Agusdinata, D.B.** and DeLaurentis, D.A.,”Addressing Equity Issues in Multi-Actor Policymaking via a System-of-Systems Approach: A Case Study in Aviation Emissions Reduction, ” *Journal of Systems Science and Systems Engineering*, vol. 20(1), pp. 1-24, 2011.
12. van der Pas, J.W.G.M., Walker, W.E., Marchau, V.A.W.J., Van Wee, G.P., and **Agusdinata D.B.**, “Exploratory Multi-Criteria Analysis for Handling Deep Uncertainties”, *Journal of Multi-Criteria and Decision Analysis*, vol. 17(1-2), pp. 1-23, 2010.
13. **Agusdinata, D.B.** and Dittmar, L.,” Adaptive Policy Design to Reduce Carbon Emissions: A System-of-Systems Perspective”, *IEEE Systems Journal*, vol. 3(4), 2009.
14. **Agusdinata, D.B.**, van der Pas, J.W.G.M., Marchau, V.A.W.J, and Walker,W. E., " Multi-Criteria Analysis for Evaluating the Impacts of Intelligent Speed Adaptation," *Journal of Advanced Transportation*, vol. 43(4), pp. 413-454, 2009.
15. **Agusdinata, D.B** and DeLaurentis, D.A., "Specification of System-of-Systems for Policymaking in the Energy Sector," *Integrated Assessment Journal*, vol. 8(2), pp. 1-24, 2008.
16. **Agusdinata, D.B.**, Marchau, V.A.W.J, and Walker, W. E., "Adaptive Approach for Implementing Intelligent Speed Adaptation," *IET Intelligent Transport Systems*, vol. 1(3), pp. 186-198, 2007.
17. **Agusdinata, B** and de Klein, W. "The Dynamics of Airline Alliances," *Journal of Air Transport Management*, vol. 8(4), pp. 201-211, 2002.

## **Reports**

Watkins Jr., **D. B. Agusdinata**, E. Bahel, J. Becker, A. Bruce, M. Burnham, ... and T. Zhu (2016), Coupled Production-Consumption Systems for Climate Change Mitigation: Designing Equitable Food, Energy, and Water Conservation Strategies, White paper submitted to the National Science Foundation (unpublished)

## **Book chapters**

1. **Agusdinata, Datu B.**, Muhammad A. Hanif, Heide K. Lukosch and Excel Ortega, “A role-playing game development for supporting interventions to reduce household greenhouse gas emissions: transdisciplinary pathways and challenges, in A Research Agenda for Environmental Management (Halvorsen, et al .Eds), Edward Elgar, Northampton, MA, *In Press*
2. **Agusdinata, D. B.** (2018). “Dealing with Complexities and Uncertainties in a System-of-Systems: Case Studies on Urban Systems”, DOI: 10.5772/intechopen.73706
3. **Agusdinata, Datu Buyung** and DeLaurentis, Daniel, “Multi-Actor Life-Cycle Assessment of Algal Biofuels for the U.S. Airline Industry”, in Prokop, Aleš, Bajpai, Rakesh K., Zappi, Mark E. (Eds.), “Algal Biorefineries Volume 2: Products and Refinery Design, “Springer International Publishing, pp 537-551, 2015, [http://dx.doi.org/10.1007/978-3-319-20200-6\\_18](http://dx.doi.org/10.1007/978-3-319-20200-6_18)
4. **Agusdinata, D.B.**, Dittmar, L., and DeLaurentis, D., ”Policymaking to Reduce Carbon Emissions: An Application of System-of-Systems Perspective”, in Jamshidi, M (Ed.),” System of Systems Engineering: Principles and Applications”, CRC Press -Taylor & Francis LLC, 2009.
5. **Agusdinata, D.B.**, and Zhao, F., “Advanced Life Cycle Assessment Modeling”, in Schenck, R., and White, P. (Eds.),” Environmental Life Cycle Assessment: Measuring the Environmental Performance of Products”, *American Center for Life Cycle Assessment (ACLCA)*, 2014
6. Gies, L., **Agusdinata, D.B.**, and Merwarde, V., “Water Resources Policy Development using Hydrologic and Systems Dynamics Modeling – A case study for East Africa”, in Ojha, C.S (Ed.), “Sustainable Water Resources Management”, American Society of Civil Engineers (ASCE)

### **Conference Papers and Presentations**

1. **Datu Buyung Agusdinata** and Wenjuan Liu, Lithium-based transportation system-of-systems: Complexity and uncertainty of socio-environmental impacts, Presented at Decision Making under Deep Uncertainty (DMDU) 2018 Annual Meeting, Culver City, CA
2. **Datu B. Agusdinata**, Rimjhim Aggarwal, Xiaosu Ding, and Oswald Chong, “Cross-country comparisons of sustainable development pathways: Application of data mining method,” Presented at Sustainability and Development Conference, University of Michigan – Ann Arbor, MI, November 2018
3. Hsun Chao, **Datu Agusdinata**, Daniel DeLaurentis, “Fleet-Level Environmental Evaluation of Emission Taxing Scheme and Biofuel: A Combined Optimization and Multi-Actor Approach”, Transportation Research Board TRB 96th Annual Meeting, Washington DC, 2017
4. **Datu Buyung Agusdinata**, “Evaluating Water Infrastructure and Agriculture Practices for Drought Adaptations in East Africa: A Combined Hydrological and System Dynamics Approach”, IEEE Global Humanitarian Technology Conference 2016, Seattle, USA
5. D. B. Agusdinata, "Agent-based simulation of the diffusion dynamics and concentration of toxic materials from quantum dots-based nanoparticles," 2015 Winter Simulation Conference (WSC), Huntington Beach, CA, 2015, doi: 10.1109/WSC.2015.7408435
6. Davendralingam, N., DeLaurentis, D.A., **Agusdinata, D.B.**, Jacobs, M., “A Perspective on Decision-Making Research in System of Systems Context,” 10th System of Systems Engineering Conference (SoSE), San Antonio, TX, 2015
7. Gies, L., **Agusdinata, D.B.**, and Merwarde, V., “Drought Adaptation Policy Development and Assessment in East Africa Using Hydrologic and System Dynamics Modeling,” *11th International Conference on Hydroinformatics*, , New York City, 2014
8. **Agusdinata, D.B.**, Lee, S., Zhao, F., DeLaurentis, D.A. and Thissen, W. “Uncovering Regions of System Behavior in Biojet Supply Chain Using a Multi-Actor Approach”, *Council of Systems Engineering Universities (CESUN) Third International Engineering Systems Symposium: Design and Governance in Engineering Systems*, Delft, Netherlands, 2012
9. **Agusdinata, D.B.**, Zhao, F., DeLaurentis, D.A. and Thissen, W. “The Distributions of Costs and Benefits among Actors: Implications for Life Cycle Impacts”, *The 11<sup>th</sup> meeting of the American Center for Life Cycle Assessment (ACLCA)*, Chicago, IL, USA, 2011.
10. **Agusdinata, D.B.**, Zhao, F., Klein, I. and DeLaurentis, D.A. “A Multi-Actor Life Cycle Assessment Approach to Assess the Potential of Bio-jet Fuels: A”, *the 2011 IEEE ISSST International Symposium on Sustainable Systems and Technology*, Chicago, IL, USA, 2011.
11. **Agusdinata, D.B.**, Zhao, F., Klein, I. and DeLaurentis, D.A. “The Potential of Next Generation Bio-jet Fuels: A Multi-Agent Life Cycle Assessment Approach”, *The 10<sup>th</sup> meeting of the American Center for Life Cycle Assessment (ACLCA)*, Portland, OR, USA, 2010.
12. **Agusdinata, D.B.**, “Examining the Potential Environmental Impact of Legacy and Low-Cost Airlines Competitive Balance”, *2010 INFORMS Annual Meeting*, Austin, TX, USA, 2010.
13. Mane, M., **Agusdinata, D.B.**, DeLaurentis, D.A and Crossley. W.A., “Fleet-Wide Environmental Impacts of Future Aircraft Technologies”, *10th AIAA Aviation Technology, Integration, and Operations (ATIO) Conference*, Fort Worth, TX, USA, 2010.
14. Mane, M., Tetzloff, I., Tyagi, A., Dikshit, P., Zhao, J. and **Agusdinata, D.B.**, DeLaurentis, D.A and Crossley. W.A., “Assessing New Aircraft and Technology Impacts on Fleet-Wide Environmental Metrics including Future Scenarios”, *The 48th The American Institute of Aeronautics and Astronautics (AIAA) Aerospace Sciences Meeting*, Orlando, FL, USA, 2010.
15. **Agusdinata, D.B.**, and DeLaurentis, D.A.” Iso-performance Search to Inform the System-of-Systems for Multi-actor Policymaking to Reduce Aviation Life Cycle Carbon Emissions “, *IEEE International Conference on Systems, Man, and Cybernetics*, San Antonio, TX, USA, 2009.

16. **Agusdinata, D.B.**, Fry, D.N., and DeLaurentis, D.A. "Overall Policies to Deal with Multi-Modal Transport Emissions: A System-of-Systems Approach", *The IASTED International Conference on Environmental Management and Engineering*, Banff, Alberta, Canada, 2009.
17. Zhao, J., **Agusdinata, D.B.**, and DeLaurentis, D.A." System Dynamic Fleet and Network Forecasting with Technology and Emission Goals", *The 9th AIAA Aviation Technology, Integration, and Operations Conference (ATIO) and Aircraft Noise and Emissions Reduction Symposium (ANERS)*, Hilton Head, SC, USA, 2009.
18. **Agusdinata, D.B.** and DeLaurentis, D. "System-of-Systems Methodology for Designing Overall Policies to Tackle Aviation Environmental Impacts" *The TRB 88th Annual Meeting*, Washington DC, USA, 2009.
19. **Agusdinata, D.B.** and Dittmar, L. "System-of-Systems Perspective and Exploratory Modeling to Support the Design of Adaptive Policy for Reducing Carbon Emission," *IEEE SMC System of Systems Engineering Conference*, San Antonio, USA, TX, 2007.
20. **Agusdinata, D.B.**, Marchau, V.A.W.J., & Walker, W.E. "Exploratory modeling to support a robust policy for implementing intelligent speed adaptation", *9th The Netherlands Research School on Transport, Infrastructure and Logistics (TRAIL) Congress*, Rotterdam, The Netherlands, 2006.
21. **Agusdinata, D.B.** "Specification of system-of-systems for policymaking in the energy sector," *IEEE System of Systems Engineering Conference*, Los Angeles, CA, USA, 2006.
22. **Agusdinata, D.B.** "Assessing the robustness of electricity investment using exploratory modeling method," *29th The International Association for Energy Economics (IAEE) International Conference*, Potsdam, Germany, 2006.
23. **Agusdinata, D.B.** and Dittmar, L. "Assessing the robustness of measures for reducing carbon emissions," presented at *26th USAEE/IAEE North American Conference*, Ann Arbor, MI, USA, 2006.
24. **Agusdinata, D.B.**, Marchau, V.A.W.J., & Walker, W.E. "Exploratory Modeling for the Adaptive Implementation of Intelligent Speed Adaptation (ISA)", *21st European Conference on Operational Research (EURO)*, Iceland, 2006.
25. Mehta, V., **Agusdinata, D.B.**, Marchau, V.A.W.J., & Walker, W.E." Innovative policies for implementing intelligent speed adaptation on urban roads". *Urban Transport XII*, Prague, Czech Republic, 2006.
26. **Agusdinata, D.B.** "Exploratory Modeling to Support Real Options Analysis of Electricity Infrastructure Investment," *IEEE International Conference on Systems, Man and Cybernetics*, Hawaii, USA, 2005.
27. **Agusdinata, D.B.**, Marchau, V.A.W.J., & Walker, W.E. "An Adaptive Policymaking Approach for Implementing Intelligent Speed Adaptation", *12th World Congress on Intelligent Transport System*, San Francisco, CA, USA, 2005.
28. **Agusdinata, D.B.**, Marchau, V.A.W.J., & Walker, W.E. "Developing an innovative policy approach for improving urban road safety: the case of Intelligent Speed Adaptation (ISA)". *Urban Transport XI*, Algarve, Portugal, 2005.

## Posters

1. Hanif, M.A., **Agusdinata, D. B.**, Ortega, Excel. "The design process of developing a Role Playing Game (RPG) to reduce Greenhouse Gas (GHG) emissions related to Food Energy Water (FEW) nexus at household level, presented at Sixth Annual Student Conference on Renewable Energy Science, Technology, and Policy at the Energy-Water Nexus. 2017, (distinguished poster award)
2. **Agusdinata, D.B.** Agent-based Simulation of the Diffusion Dynamics and Concentration of Toxic Materials from Quantum Dots-based Nanoparticles, *Proceedings of the 2015 Winter Simulation Conference*, L. Yilmaz, W. K. V. Chan, I. Moon, T. M. K. Roeder, C. Macal, and M. D. Rossetti, eds.

3. **Agusdinata, D.B.** and DeLaurentis, D.A., “Understanding the Complexities of Infrastructure-Actor Network in Urban Systems from a Network Theory Perspective”, *Complexity Conference at Northwestern University*, Evanston, IL, USA, 2009.

#### **Invited Contributions**

1. **D. B. Agusdinata**, System-of-Systems: Perspectives, Prospects, and Challenges, Presented at Public Service Research Group Workshop DEVELOPING METHODS THAT REVEAL A SYSTEM, UNSW Canberra, May 2018
  2. **D. B. Agusdinata**, Uncovering System Behaviors in Biofuels Supply Chain Network Using an Agent-Based Simulation Approach, *RCN Conference on Pan American Biofuels & Bioenergy Sustainability*, Recife, Brazil July 22-25, 2014
  3. **Agusdinata, D.B.**, Lean and Green Supply Chain: How to Improve Your Company Bottom Line; *Rockford Area Aerospace Network (RAAN)*, February 6, 2014
  4. **Agusdinata, D.B.**, “Integrating System-of-Systems Principles into Multi-Actor Decision-Making,” *The International Council on Systems Engineering (INCOSE) INSIGHT*, vol. 14 (3), pp. 56-58, 2011
  5. **Agusdinata, D.B.**, New Ideas in Science: Climate Change and our Environment, NIU, DeKalb II, 2012
  6. **Agusdinata, D.B.**, Modeling Framework for Policy Development to Mitigate Drought Impacts, Illinois Lake Management Association *ILMA 28th Annual Conference*, Bloomington, IL, 2012
  7. **Agusdinata, D.B.**, Zhao, F., Klein, I. and DeLaurentis, D.A. “Life Cycle Assessment of Potential Bio-jet Fuel Production in the United States”, *China-US Joint Symposium “Energy, Ecosystem, and Environmental Change”*, West Lafayette, USA, 2011.
  8. **Agusdinata, D.B.**, Zhao, F., Klein, I. and DeLaurentis, D.A. “The Potential of Next Generation Bio-jet Fuels: A Multi-Agent Life Cycle Assessment Approach”, *China-US Joint Symposium “Energy, Ecosystem, and Environmental Change”*, Beijing, China, 2010.
  9. **Agusdinata, D.B.** and DeLaurentis, D.A., “System-of-Systems Approach to Support Decision-making on Complex Systems”, *Invited RAND presentation*, Santa Monica, CA, USA, 2009.
  10. **Agusdinata, D.B.** “Modeling Business Sector Interests in Sustainability Policy”, *PhD Academy on Sustainability and Technology at ETH Zurich*, Zurich, Switzerland, 2008.
  11. **Agusdinata, D.B.** and Wenzler, I. "Strategy degree of freedom: A shared mental model to facilitate the assessment and formulation of robust strategy", Doctoral Colloquium at INSEAD Fontainebleau, as part of *European Academy of Management (EURAM) Conference*, Paris, France, 2007
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