

**STEPHANIE J. CREARY**  
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**COUNTRY OF CITIZENSHIP: USA**

**EDUCATIONAL BACKGROUND**

Ph.D., Boston College Carroll School of Management Concentration: Management/Organization Studies	2015
M.S., Boston College Carroll School of Management Concentration: Management/Organization Studies	2012
MBA, Simmons School of Management (research-track, high honors)	2007
M.S., Boston University Sargent College of Health and Rehabilitation Sciences Concentration: Speech-Language Pathology	2000
B.S., Boston University Sargent College of Health and Rehabilitation Sciences Concentration: Communication Disorders (cum laude)	1998

**EMPLOYMENT HISTORY**

The Wharton School of the University of Pennsylvania	July 2017 –
<ul style="list-style-type: none"><li>- Assistant Professor, Management Department, Organizational Behavior subgroup</li><li>- Affiliated Faculty, Wharton People Analytics</li><li>- Senior Fellow, Leonard Davis Institute for Health Economics (LDI)</li><li>- Affiliated Faculty, Penn Center for Africana Studies</li></ul>	
SC Johnson College of Business, Cornell University	July 2015 – June 2017
<ul style="list-style-type: none"><li>- Assistant Professor, Management and Organizations, School of Hotel Administration</li></ul>	
Harvard Business School, Research Associate	2007 – 2011
The Conference Board, Inc., Research Associate	2007 – 2010

**RESEARCH INTERESTS**

Identity, diversity and inclusion, relationships across differences

## PUBLICATIONS AND RESEARCH IN PROGRESS

### Articles published in refereed journals

1. Cha, S., **Creary, S.J.**, & Roberts, L.M. Fumbling in relationships across difference: The potential spiraling effects of a single racial identity reference at work. Forthcoming, *Equality, Diversity, and Inclusion*.
2. Kniffen, K., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S.P., Bakker, A.B., Bamberger, P., Bapuji, H., Bhawe, D.P., Choi, V.K., **Creary, S.J.**, Demerouti, E., Flynn, F.J., Gelfand, M.J., Greer, L., Johns, G., Kesebir, S., Klein, P.G., Lee, S.Y., Ozcelik, H., Petriglieri, J.P., Rothbard, N.P., Rudolph, C.W., Shaw, J.D., Sirola, N., Wanberg, C.R., Whillans, A., Wilmot, M.P., van Vugt, M. 2020. COVID-19 and the workplace: Implications, Issues, and Insights for Future Research and Action. *American Psychologist*.
3. **Creary, S.J.**, Caza, B.B & Roberts, L.M. 2015. Out of the box? How managing a subordinate's multiple identities affects the quality of a manager-subordinate relationship. *Academy of Management Review*, 40(4): 538-562.
4. Humbert, B.K., Clair, J.A., & **Creary, S.J.** 2015. In our own backyard: When a less inclusive community challenges organizational inclusion. *Equality, Diversity and Inclusion*. 34(5): 395-421.
5. Ert, E., **Creary, S.**, & Bazerman, M.H. 2014. Cynicism in negotiation: When communication increases buyers' skepticism. *Judgment and Decision Making*. 9(3): 191-198.

### Articles under review at refereed journals

1. **Creary, S.J.** & Locke, K. From the old to a new ideal: Altering somatic engagement across work and nonwork domains through integrative communities. *Provisional acceptance. Organization Science, Revised and resubmitted November 19, 2020*.
2. **Creary, S.J.**, Caza, B.B., Gibson, H., Roberts, L.M., & Caza, A. [Title blinded for review]. Managerial career support for women and racial minorities. *Under first round review. Administrative Science Quarterly, July 26, 2020*.
3. **Creary, S.J.** & Do, B. [Title blinded for review]. Equity for vulnerable clients. *Under first round review. Academy of Management Journal, December 1, 2020*.

### Research in Progress

1. **Creary, S.J.**, Rothbard, N., & Scruggs, J. Understanding the organizational and managerial factors affecting the willingness to speak up on diversity issues at work. *Drafting manuscript*.
2. **Creary, S.J.** and Smith, T.D. From downplaying to decrying systemic racism: Why and how global organizations pivot their perspectives on race and racism in the workplace. *Data analysis*.
3. **Creary, S.J.** Reduced, renewed, and recycled: Examining the experiences of Black directors in corporate board rooms. *Data collection*.
4. **Creary, S.J.** & Younge, A. Meritocracy, managerial support, and the career experiences of Black and Latinx managers. *Data collection*.
5. **Creary, S.J.** Making the cut: How future-focused self-narratives shape interview selection decisions. *Data collection*.

## Other articles

1. **Creary, S.J.** 2020. How company leaders can promote racial justice in the workplace. *Strategy+business*. Published on August 27, 2020.
2. **Creary, S.J.** 2020. How to elevate diversity, equity, and inclusion work in your organization. *Knowledge@Wharton*, Published on July 20, 2020.
3. **Creary, S.J.** 2020. How to be a better ally to your Black colleagues. *Harvard Business Review*, Published on July 8, 2020.
4. **Creary, S.J.** 2020. How to begin talking about race in the workplace. *Knowledge@Wharton*, Published on June 15, 2020.
5. **Creary, S.J.** 2020. Speaking out on racism as a company leader. *Wharton Magazine*, Published on June 10, 2020.
6. **Creary, S.J.**, McDonnell, M., Ghai, S., & Scruggs, J. 2019. When and why diversity improves your board's performance. *Harvard Business Review*, Published on March 27, 2019.
7. Caza, B., Ramarajan, L., Reid, E., & **Creary, S.** 2018. How to make room in your work life for the rest of your self. *Harvard Business Review*, Published on May 30, 2018.
8. **Creary, S.J.** & Roberts, L.M. 2017. G.I.V.E.-based mentoring in diverse organizations: Cultivating positive identities in diverse leaders. In S. Blake-Beard and A. Murrell (Eds.). *Mentoring diverse leaders: Creating change for people, processes, and paradigms*, Taylor & Francis.
9. Caza, B.B. & **Creary, S.J.** 2016. The construction of professional identity. In A. Wilkinson, D. Hislop and C. Coupland (Eds.). *Perspectives on contemporary professional work*, Elgar.
10. **Creary, S.J.** 2015. Resourcefulness in action: The case for global diversity management, In L.M. Roberts, L. Wooten, & M. Davidson (Eds.) *Positive organizing in a global society: Understanding and engaging differences for capacity-building and inclusion*, Routledge.
11. **Creary, S.J.** & Gordon, J.R. 2015. Role conflict, role overload, and role strain. In C. Shehan (Ed.), *Encyclopedia of family studies*, Wiley.
12. Roberts, L.M. & **Creary, S.J.** 2013. Navigating the self in diverse work contexts. In Q. Roberson (Ed.), *Oxford handbook of diversity and work*, Oxford University Press.
13. Roberts, L.M. & **Creary, S.J.** 2012. Positive individual identities: Insights from classical and contemporary theoretical perspectives. In K. Cameron and G. Spreitzer (Eds.), *Oxford handbook of positive organizational scholarship*, Oxford University Press.

## Teaching materials and other reports

14. Thomas, D.A. & Creary, S. J. 2011. Renewing GE: The Africa Project (B). Harvard Business School Case 412-028.
15. Thomas, D.A. & Creary, S. J. 2011. Renewing GE: The Africa Project (A). Harvard Business School Case 411-093.
16. Thomas, D.A. & Creary, S. J. 2011. Shifting the Diversity Climate: The Sodexo Solution. Harvard Business School Case 412-020.
17. Thomas, D.A. & Creary, S. J. 2011. Teach Plus: Mobilizing a New Generation of Teacher Leaders. Harvard Business School Case 412-027.
18. Creary, S.J. 2010. Is Age Really Just a Number? Investigating Approaches to Employee Engagement. Research Report 1465.

19. Mitchell, C. & Creary, S.J. 2010. Diversity and Inclusion: Global Challenges and Opportunities. Council Perspectives 004.
20. Thomas, D.A. & Creary, S.J. 2009. Meeting the Diversity Challenge at PepsiCo: The Steve Reinemund Era. Harvard Business School Case 410-024.
21. Thomas, D.A. & Creary, S.J. 2009. Creating the Partnership Solutions Group at Lehman Brothers. Harvard Business School Case 409-042.
22. Thomas, D.A., Roberts, L.M. & Creary, S.J. 2009. The Rise of President Barack Hussein Obama. Harvard Business School Case 409-115.
23. Thomas, D.A., Roberts, L.M. & Creary, S.J. 2009. The Rise of President Barack Hussein Obama (TN). Harvard Business School Teaching Note 409-134.
24. Creary, S.J. 2009. The Impact of Workforce Reductions on Layoff ‘Survivors’: Results from a Global Survey. Executive Action 316.
25. Creary, S.J. & Rosner, L. 2009. Mission Accomplished? What Every Leader Should Know about Survivor Syndrome. Executive Action 307.
26. Creary, S.J. 2008. Leadership, Governance, and Accountability: A Pathway to a Diverse and Inclusive Organization. Research Report 1429.

## TEACHING EXPERIENCE

- **Leading Diversity in Organizations** (Undergraduate and MBA): 2017 to present, The Wharton School.  
     **Host:** 2018 to present, Leading Diversity@Wharton Speaker Series. 2020 to present, Knowledge@Wharton Leading Diversity at Work Podcast Series.
- **Guest:** 2020, Engaging MBA Students in Conversations About Race and Intersectionality in the Classroom. Harvard Business School.
- **Strategic Management** (Undergraduate): 2016-2017, Cornell University Hotel School.
- **Foundations of Social Entrepreneurship** (Undergraduate and Graduate): 2016, Cornell Hotel School.
- **Leading Individuals and Groups** (MBA): 2014-2015, Simmons School of Management.
- **Organizational Behavior** (Undergraduate): 2011. Boston College Carroll School of Management.

## GRANTS, HONORS & AWARDS

- University of Bath’s Centre for Business, Organizations and Society #thinklist30,2020
- Wharton School Dean’s Office for the Leading Diversity@Wharton Speaker Series, 2019-2020 (Total: \$7,500)
- Wharton School Dean’s Research Fund, 2019. (Total: \$6,505)
- Wharton Center for Leadership and Change Management Research Grant, 2019. (Total: \$5,520)
- Wharton School Dean’s Office for the Leading Diversity@Wharton Speaker Series, 2018-2019 (Total: \$7,600)
- Deloitte/Wharton People Analytics, 2018-2019 (Total: \$50,000)
- Wharton School Teaching, 2018, 2019.
- Wharton School Dean’s Research Fund, 2018. (Total: \$12,000)
- Wharton Center for Leadership and Change Management Research Grant, 2017. (Total: \$10,000)

- Cornell University Faculty Fellow Research Grant. 2016 - 2017. (Total: \$2000)
- Academy of Management Organizational Behavior (OB) Division Showcase Symposium, Symposium Chair, 2016.
- Cornell University Center for Engaged Learning and Teaching Research Grant, 2016. (Total: \$500)
- Cornell University Center for Teaching Excellence Research Grants, 2015, 2016. (Total: \$2000)
- Cornell University Family Fellows Program Honored Guest, 2016.
- Academy of Management Managerial and Organizational Cognition (MOC) Division Showcase Symposium, Symposium Organizer, 2015.
- Academy of Management Managerial and Organizational Cognition (MOC) Division Outstanding Reviewer Award, 2015.
- Cornell University Small Group Mentoring Program Grant, 2015. (Total: \$700)
- Academy of Management Gender and Diversity in Organizations (GDO) Division Best Reviewer Award, 2013, 2014.
- Academy of Management Gender and Diversity in Organizations (GDO) Division Best Student Paper Award, 2013.
- Boston College Donald J. White Award for Teaching Excellence, 2012.
- AHANA Leadership Council and GLBTQ Leadership Council Faculty Recognition Award, Boston College, 2012.
- Academy of Management Emerald Award for Best International Symposium, Nominee, 2010.
- Simmons College Susan Bulkeley Butler Academic Prize, 2007.
- Simmons College Presidential Inauguration Ceremony Graduate Student Speaker, 2007.
- Simmons College Graduate Student Award for Civic Engagement, 2007.
- Boston University Outstanding Graduating Dance Student, 1998.
- Boston University Student Advisor of the Year, 1998.
- Boston University Scarlet Key Student Leadership Award, 1998.
- Boston University Sargent College of Health and Rehabilitation Sciences Community Service Award, 1997.

## **INVITED RESEARCH SEMINARS**

- Mass General Hospital Surgery and Medicine Grand Rounds, 2021
- INSEAD Lifelong Learning, 2020
- BYU Marriott School of Business, 2020
- UNC-Chapel Hill Kenan-Flagler Business School, 2020
- UC Berkeley Haas School of Business, 2020
- University of Alberta School of Business, 2020
- Case Western Reserve University Weatherhead School of Management, 2020
- Children's Hospital of the University of Pennsylvania, 2020
- University of Pennsylvania Perelman School of Medicine, 2019
- University of Denver, 2019
- Johns Hopkins University Applied Physics Laboratory, 2019
- INSEAD, Fontainebleau, France, 2019
- Georgia Tech Scheller College of Business, 2019
- Harvard Kennedy School, 2018

- Harvard TH Chan School of Public Health, 2018
- The Wharton School of the University of Pennsylvania, 2016
- Cornell University Institute for Healthy Futures, 2016
- Harvard T.H. Chan School of Public Health, 2015
- Cornell University School of Hotel Administration, 2015
- Rutgers School of Business, Camden, NJ, 2015
- Columbia University Mailman School of Public Health, 2015
- Simmons Center for Gender in Organization Distinguished Scholar Speaker Series, 2015
- Pepperdine University Graziadio Business School, Malibu, CA, 2014
- Washington University in St. Louis Olin Business School, 2014
- Simmons Center for Gender in Organization Distinguished Scholar Speaker Series, 2013

#### **CONFERENCE, KEYNOTE, AND COMPANY PRESENTATIONS**

- PepsiCo Latin America, 2020.
- IBM, 2020.
- DiversityInc Top50 Summit, 2020.
- Academy of Management Meeting, Virtual, 2020
- KPMG, LLP, 2020
- Academy of Management Meeting, Boston, MA, 2019
- Boston College Center for Work and Family, 2019
- University of Michigan Ross Business School, Center for Positive Organizations, 2019
- AIG PC Global Services, Inc., 2019
- Kering S.A., 2019
- New Directions in Identity Research Conference, The Wharton School, 2019
- Philadelphia Chamber of Commerce, Philadelphia, 2018
- The Wharton School of the University of Pennsylvania, 2018
- Purdue University Krannert School of Management, 2018
- New Directions in Identity Research Conference, INSEAD, Fontainebleau, France, 2018
- Academy of Management Meeting, Chicago, IL, 2018
- WorkHuman Conference, Globoforce, Austin, TX, 2018
- University of Pennsylvania Perelman School of Medicine, 2018
- Work Family Researchers Network Conference, Washington, DC, 2018
- Positive Relationships at Work Microcommunity Research Meeting at George Mason University, Fairfax, VA, 2018
- Harvard Business School Gender & Work Conference, Learning about and from Black Experience, 2018
- Academy of Management Meeting, Atlanta, GA, 2017
- New Directions in Leadership Conference, INSEAD, Fontainebleau, France, 2017
- Academy of Management Meeting, Anaheim, CA, 2016
- Association of Fundraising Professionals, Ithaca, NY, 2016
- Cornell University Hospitality, Health, and Design Symposium, 2016
- Cornell University Public Service Center Patient Care Advocate Team Program, 2016
- Cornell University College of Business, Management and Organizations, 2016
- Academy of Management Meeting, Anaheim, CA, 2016

- 3<sup>rd</sup> Biennial Positive Relationships at Work Microcommunity Meeting, 2016
- United Nations ID2020 Summit, New York, NY, 2016
- Cornell University 91<sup>st</sup> Annual Hotel Ezra Cornell Diversity Dialogue Series, 2016
- International Summer School on Advanced Practice-based Studies, Warwick Business School, United Kingdom, 2015
- 7<sup>th</sup> International Process Symposium, Kos, Greece, 2015
- Academy of Management Meeting, Vancouver, Canada, 2015
- 7<sup>th</sup> Biennial Positive Organizational Scholarship Research Conference, Lake Buena Vista, FL, 2015
- Oxfam CGO International Symposium on Gender & Intersectionality, Boston, MA, 2015
- 2<sup>nd</sup> Biennial Positive Relationships at Work Microcommunity Meeting, Malvern, PA
- Work, Identity, and Meaning Working Group, Boston College Carroll School of Management, Chestnut Hill, MA, 2014
- Academy of Management Meeting, Symposium presentation, Philadelphia, PA, 2014
- Academy of Management Meeting, Lake Buena Vista, FL, 2013
- University of Michigan Ross School of Business 6<sup>th</sup> Biennial POS Research Conference, 2013
- Boston College Carroll School of Management, Meaning, Identity, and Institutions Working Group, 2012
- 1<sup>st</sup> Biennial Positive Relationships at Work Microcommunity Meeting, Ashland, MA, 2012
- Eastern Academy of Management International Meeting, Bangalore, India, 2011
- Eastern Academy of Management Annual Meeting, Boston, MA, 2011
- Academy of Management Annual Meeting, Montreal, Canada, 2010
- Academy of Management Annual Meeting, Philadelphia, PA, 2007
- Spelman College, 2007

## **PROFESSIONAL SERVICE**

### **Editorial Boards**

- *Member, Academy of Management Journal*, 2020-present
- *Member, Organizational Behavior and Human Decision Processes*, 2020-present
- *Member, Organization Science*, 2020-present
- *Adviser and Editor-at-Large, Management Business Review*, 2020-present

### **Journal Reviewer**

- *Administrative Science Quarterly*, since 2015
- *Journal of Personality and Social Psychology*, since 2019

### **Academy of Management**

- Co-Chair, Phillips and Nadkarni Outstanding Paper on Diversity and Cognition Award, 2020-2021.
- Elected Representative-at-Large, MOC Division, 2017-2020.

- Diamonds in the Rough, Professional Development Workshop, Co-Chair, MOC Division, 2018, 2019, 2020.
- Most Innovative Student Paper Award Committee Member, OB Division, 2017.

### **European Group for Organizational Studies**

- Sub-Theme Co-Convenor, 37<sup>th</sup> EGOS Colloquium (Virtual), Amsterdam, The Netherlands, 2021. “Organizing for an Inclusive Society: Meanings, Motivations, and Mechanisms.” Sub-theme: *Social-symbolic work for inclusion: Constructing inclusive organizations and institutions*. With Tom Lawrence and Nelson Phillips.
- Sub-Theme Co-Convener, 36<sup>th</sup> EGOS Colloquium (Virtual), Hamburg, Germany 2020, “Organizing for a Sustainable Future: Responsibility, Renewal, and Resistance.” Sub-theme: *Social-symbolic work for societal grand challenges: Constructing sustainable selves, organizations, and institutions*. With Tom Lawrence and Nelson Phillips.
- Sub-Theme Co-Convener, 35<sup>th</sup> EGOS Colloquium, Edinburgh, Scotland 2019, “Enlightening the Future: The Challenge for Organizations.” Sub-theme: *The politics and ethics of social-symbolic work*. With Tom Lawrence and Nelson Phillips.
- Sub-Theme Co-Convener, 34<sup>th</sup> EGOS Colloquium, Tallinn, Estonia 2018, “Surprise in and around Organizations: Journeys to the Unexpected.” Sub-theme: *Social-Symbolic work and the unexpected in organizational life*. With Tom Lawrence and Nelson Phillips.
- Sub-Theme Co-Convener, 33<sup>rd</sup> EGOS Colloquium, Copenhagen, Denmark 2017, “The Good Organization.” Sub-theme: *Social-Symbolic work: Aspirations, efforts and struggles*. With Tom Lawrence and Nelson Phillips.

### **The Wharton School of the University of Pennsylvania**

- Host, Leading Diversity at Work, Knowledge@Wharton Podcast, 2020 – present.
- Organizer and Moderator, Leading Diversity@Wharton Speaker Series, 2018 – present
- Organizer, Wharton People Analytics Diversity and Inclusion Convening, 2019, 2020.
- Co-organizer, Wharton OB Conference, 2017- present
- Co-organizer, OB IDEAS Lab, 2017- present
- Moderator and Presenter, One Wharton Week, 2018, 2019, 2020.
- Guest, Wharton Business Daily Radio with Dan Loney, 2019, 2020
- Guest, Knowledge@Wharton Business Radio with Dan Loney, 2018, 2019
- Management Seminar Committee, OB Representative, 2019.
- Moderator, Wharton Leadership Lecture with Amity Millhiser, 2019.
- Keynote, Wharton Seminars for Business Journalists, 2018.
- Presenter, Wharton Global Forum, 2018.
- Presenter, The Wharton School, Quaker Days 2022, 2018.
- Presenter, Wharton Non-Profit Board Fellows, 2018.
- Presenter, The Wharton School, IDDEAS Conference, 2018.
- Panelist, Wharton Society for the Advancement of Women in Academia, 2018.
- Moderator, Wharton People Analytics Conference, 2018.

### **Center for Positive Organizations, University of Michigan Ross School of Business**



- Research Advisory Board, 2019-2022.

### **Cornell University**

- Faculty Research Mentor: Ryan Nowicki, SHA'16 (Spring 2016 to Summer 2017); Kirsten Wohlers, CALS '19 (Summer 2016 to Summer 2017); Melissa Call (Spring 2017); Sarah Malek (Spring 2017); Mahilet Kebede (Spring 2017); Alexandra Bruns-Smith, SHA '17 (Fall 2016 to Spring 2017); Lu Kong, SHA PhD student (Fall 2016 to Spring 2017); Archana Podury, A&S '19 (Summer 2016 to Spring 2017); José Guzman-Rodriguez, SHA '16 (Summer 2016); Samuel Clement, SHA'16 (Spring 2016)
- Coordinator, Cornell Institute for Healthy Futures Faculty Fellows Seminar Series, 2016.
- Faculty Advisor, Cornell University Healthy Futures Club, 2016 to 2017.
- Presenter, Cornell University Public Service Center, Patient Care Advocacy Team (PCAT) Program, 2015 to 2016.
- Faculty Co-Chair, Positive Relationships at Work Roundtable, Center for Hospitality Research and Cornell Institute for Hospitality Labor and Employment Relations, School of Hotel Administration (SHA), 2015-2016.
- Judge, Hospitality Sales and Marketing Association International (HSMAI) Case Competition, 2016.
- Presenter, Cornell University Healthy Futures Club, 2016.
- Judge, Models of Excellence Speaking Competition, SHA, 2015.
- Presenter, Center for Hospitality Research Advisory Board Meeting, SHA, 2015.

### **Positive Relationships at Work (PRW) Microcommunity**

- Founder and steering committee member in charge of co-leading the community's reinvigoration 2011 - 2016
- Co-leader of organizing team for the 2016 Positive Relationships at Work Research Meeting, hosted by Cornell University, 2015-2016.
- Member of organizing team for the 2014 Positive Relationships at Work Research Meeting, hosted by Drexel University, 2013-2014.
- Member of organizing team for the 2012 Positive Relationships at Work Research Meeting, hosted by Boston University, 2011-2012.
- Co-organized annual Professional Development Workshop (PDW) at the Academy of Management Meeting, 2012, 2013, 2014.

### **The PhD Project Management Doctoral Students Association (MDSA)**

- Conference presenter, 2012 to 2018.
- Member of the Planning Committee for the Annual MDSA Conference. Past-President, 2012-2013, President, 2011-2012.

### **Boston College Carroll School of Management**

- Co-organized, Work, Identity, and Meaning Research Community, 2014 - 2015.
- Member, Work, Identity, and Meaning Research Community, 2009 - 2015.
- Invited to represent Boston College at DocNet and PhD Project recruiting sessions, 2012.
- Served on new doctoral student orientation committee, 2010, 2011.
- Student interviewer for prospective PhD students, 2010, 2013, 2014.

### **Gender and Race in Organizations (GRO) Research Group, Harvard Business School**

- Presented and helped to develop work-in-progress research related to gender, race, status, and identity in organizations, 2009 – 2015.

### **Simmons College Center for Gender in Organizations**

- Participant in an incubator/think tank on developing research on intersectionality and integrating it into MBA and executive education curricula, 2012 – 2013.

### **PROFESSIONAL MEMBERSHIPS**

- Academy of Management (AOM)
- European Group for Organizational Studies (EGOS)
- The PhD Project Management Doctoral Students Association (Faculty Member)

### **OTHER PROFESSIONAL EXPERIENCE**

- Board Director, EgoPo (non-profit organization), 2020 – present.
- Board Director, Women in Dance (non-profit organization), 2019- present.
- Medical Speech-Language Pathologist, 2000 – 2016.
- Yoga instructor, 2005-2015.
- Modern dancer/choreographer/dance instructor, 1998 – 2010.