Hongseok Namkoong

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Last updated: Aug, 2025

Employment

Assistant Professor, Decision, Risk, and Operations Division, Columbia Business School, 2020—Present

LinkedIn Scholar, Trust & Responsible AI, LinkedIn, 2022–Present

Research Scientist, Core Data Science, Facebook, 2019–2020

Research Assistant, Peter W. Glynn and John C. Duchi, Stanford University, 2014–2019

Education

Ph.D. Management Science and Engineering, Stanford University, 2019

Advisors: John C. Duchi and Peter W. Glynn

M.S. Statistics, Stanford University, 2017

B.S. Summa Cum Laude. Industrial Engineering and Mathematics, KAIST, 2013

Teaching

B8103: Business Analytics II (MBA, MS), Columbia University, 2021-2025

B9145: Reliable Statistical Learning (PhD), Columbia University, 2020, 2023, 2025

B8784: Business and Society (MBA), Guest Instructor, Columbia University, 2024-25

Papers under review

Second+ round

- P1 E. Che and H. Namkoong. Adaptive experimentation at scale: A computational framework for flexible batches. arXiv:2303.11582 [cs.LG], 2023. Under second round review in Operations Research.
- P2 S. Jeong and H. Namkoong. Robust causal inference under covariate shift via worst-case subpopulation treatment effect. arXiv:2007.02411 [stat.ML], 2022. Under second round review in Management Science. Short version appeared in Conference on Learning Theory 2020.
- P3 J. Liu*, T. Wang*, P. Cui, and H. Namkoong. Rethinking distribution shifts: Empirical analysis and inductive modeling for tabular data. arXiv:2307.05284 [cs.LG], 2024. Under second round review in Management Science; Conference version appeared in NeurIPS 2023.
- P4 E. Che, J. Dong, and H. Namkoong. Differentiable discrete event simulation for queuing network control. arXiv:2409.03740 [cs.LG], 2024. Major revision in Operations Research.
- P5 J. Lee, H. Namkoong, and Y. Zeng. Design and scheduling of an AI-based queueing system. arXiv:2406.06855 [math.OC], 2024. Major revision in Management Science; Selected for presentation at SIG Day 2025.
- P6 M. Li, H. Namkoong, and S. Xia. Evaluating model performance under worst-case subpopulations. arXiv:2407.01316 [cs.LG], 2025. Major revision in Operations Research; Short version appeared in NeurIPS 2021.

First round

- P7 D. Mittal, S. Zheng, J. Dong, and H. Namkoong. Data-driven stochastic modeling using autoregressive sequence models. arxiv:2509.05839 [cs.LG], 2025.
- P8 J. Liu, T. Wang, H. Lam, H. Namkoong, and J. Blanchet. DRO: A Python library for distributionally robust optimization in machine learning. arXiv:2505.23565 [cs.LG], 2025.
- P9 D. Mittal*, Y. Ma*, S. Joshi, and H. Namkoong. A planning framework for adaptive labeling. arXiv:2502.06076 [cs.LG], 2025. Conference version appeared in NeurIPS 2024.
- P10 T. Cai, H. Namkoong, D. Russo, and K. Zhang. Active exploration via autoregressive generation of missing data. arXiv:2405.19466 [cs.LG], 2024. Selected for presentation at the Econometric Society Interdisciplinary Frontiers: Economics and AI+ML conference.
- P11 T. Cai*, Y. Fonseca*, K. Hou, and H. Namkoong. Constrained learning for causal inference and semiparametric statistics. arXiv:2405.09493 [stat.ML], 2024.
- P12 H. Namkoong, S. Daulton, and E. Bakshy. Distilled Thompson sampling: Practical and efficient Thompson sampling via imitation learning. arXiv:2011.14266 [cs.LG], 2024. Selected for an oral presentation at the Neurips 2020 OfflineRL Workshop.
- P13 E. Che, D. Jiang, H. Namkoong, and J. Wang. Optimization-driven adaptive experimentation. arXiv:2408.04570 [cs.LG], 2024. Selected for oral presentations at the Econometric Society Interdisciplinary Frontiers: Economics and AI+ML conference and Conference on Digital Experimentation.
- P14 N. Ye and H. Namkoong. Exchangeable sequence models quantify uncertainty over latent concepts. arXiv:2408.03307 [stat.ML], 2024.

ML conferences

P15 L. Hu, J. Jiao, J. Liu, Y. Ren, Z. Wen, K. Zhang, X. Zhang, X. Gao, T. He, F. Hu, Y. Liao, Z. Wang, C. Yang, Q. Yang, M. Yin, Z. Zeng, G. Zhang, X. Zhang, X. Zhao, Z. Zhu, H. Namkoong, W. Huang, and Y. Tang. Finsearchcomp: Towards a realistic, expert-level evaluation of financial search and reasoning. arXiv:2509.13160 [cs.LG], 2025.

Working papers not yet submitted

- P16 J. Wang, E. Che, D. Jiang, and H. Namkoong. AExGym: Benchmarks and environments for adaptive experimentation. arXiv:2408.04531 [cs.LG], 2024.
- P17 H. Namkoong, Y. Xu, and S. Zheng. Triply robust causal estimation for continuous treatments. *Working Paper*, 2025.
- P18 Y. Ma and H. Namkoong. A practical minimax approach to causal inference with limited overlap. Working Paper, 2025. Conference version presented in CODE 2024.

Publications

Journal publications

J1 T. Cai, H. Namkoong, and S. Yadlowsky. Diagnosing model performance under distribution shift. Operations Research, 2025. Conference version appeared Symposium on Foundations of Responsible Computing 2023

- J2 S. Joshi, I. Urteaga, W. A. C. van Amsterdam, G. Hripcsak, P. Elias, B. Recht, N. Elhadad, J. Fackler, M. P. Sendak, J. Wiens, K. Deshpande, Y. Wald, M. Fiterau, Z. Lipton, D. Malinsky, M. Nayan, H. Namkoong, S. Park, J. E. Vogt, and R. Ranganath. AI as an intervention: improving clinical outcomes relies on a causal approach to AI development and validation. *Journal of the American Medical Informatics Association*, 32(3):589–594, 01 2025.
- J3 H. Namkoong*, Y. Ma*, and P. W. Glynn. Minimax optimal estimation of stability under distribution shift. Operations Research, 2025.
- J4 S. Yadlowsky, H. Namkoong, S. Basu, J. Duchi, and L. Tian. Bounds on the conditional and average treatment effect with unobserved confounding factors. *Annals of Statistics*, 50(5):2587–2615, 2022.
- J5 J. C. Duchi, T. Hashimoto, and H. Namkoong. Distributionally robust losses against mixture covariate shifts. *Operations Research*, 2022.
- J6 J. C. Duchi and H. Namkoong. Learning models with uniform performance via distributionally robust optimization. *Annals of Statistics*, 49(3):1378–1406, 2021.
- J7 J. C. Duchi, P. W. Glynn, and H. Namkoong. Statistics of robust optimization: A generalized empirical likelihood approach. *Mathematics of Operations Research*, 46(3):946–969, 2021.
- J8 J. C. Duchi and H. Namkoong. Variance-based regularization with convex objectives. *Journal of Machine Learning Research*, 2019.

Refereed conference proceedings¹

- C1 A. Li, H. Chen, H. Namkoong, and T. Peng. LLM generated persona is a promise with a catch. In *Advances in Neural Information Processing Systems 38*, 2025.
- C2 T. Yen*, A. W. T. Siah*, H. Chen, T. Peng, D. Guetta, and H. Namkoong. Data mixture optimization: A multi-fidelity multi-scale bayesian framework. In *Advances in Neural Information Processing Systems* 38, 2025.
- C3 D. Mittal*, A. Li*, T.-C. Yen*, D. Guetta, and H. Namkoong. Architectural and inferential inductive biases for exchangeable sequence modeling. In *Advances in Neural Information Processing Systems 38*, 2025.
- C4 K. Zhang, T. Cai, H. Namkoong, and D. Russo. Contextual Thompson sampling via generation of missing data. In *Advances in Neural Information Processing Systems* 38, 2025.
- C5 J. Wang, T. Zollo, R. Zemel, and H. Namkoong. Adaptive elicitation of latent information using natural language. In *Proceedings of the 42nd International Conference on Machine Learning*, 2025. Best Paper Award at ICLR 2025 Workshop on Quantify Uncertainty and Hallucination in Foundation Models.
- C6 T. Zollo*, A. Siah*, N. Ye, A. Li, and H. Namkoong. PersonalLLM: Tailoring LLMs to individual preferences. In *Proceedings of the Thirteenth International Conference on Learning Representations*, 2024.
- C7 B. Hsu, C. DiCiccio, N. Pillai, and H. Namkoong. From models to systems: A comprehensive framework for ai system fairness in compositional recommender systems. In *Proceedings of the Algorithmic Fairness Through the Lens of Metrics and Evaluation*, volume 279 of *Proceedings of Machine Learning Research*, pages 8–37. PMLR, 2025.
- C8 D. Mittal*, Y. Ma*, S. Joshi, and H. Namkoong. Adaptive labeling for efficient out-of-distribution model evaluation. In *Advances in Neural Information Processing Systems* 37, 2024.

¹Papers displayed in gray are superseded by long versions.

- C9 H. Chen, A. Li, E. Che, T. Peng, J. Dong, and H. Namkoong. QGym: Scalable simulation and benchmarking of queuing network controllers. In *Advances in Neural Information Processing Systems* 37, Datasets and Benchmark Track, 2024.
- C10 J. Liu*, T. Wang*, P. Cui, and H. Namkoong. On the need for a language describing distribution shifts: Illustrations on tabular datasets. In *Advances in Neural Information Processing Systems* 36, 2023.
- C11 A. Boyarsky, H. Namkoong, and J. Pouget-Abadie. Modeling interference via experiment rollout. In *Proceedings of the 24th ACM conference on Economics and Computation*, 2023.
- C12 T. Cai, H. Namkoong, and S. Yadlowsky. Diagnosing model performance under distribution shift. In Symposium on Foundations of Responsible Computing, 2023.
- C13 M. Wortsman, G. Ilharco, S. Y. Gadre, R. Roelofs, R. Gontijo-Lopes, A. S. Morcos, H. Namkoong, A. Farhadi, Y. Carmon, S. Kornblith, and L. Schmidt. Model soups: averaging weights of multiple fine-tuned models improves accuracy without increasing inference time. In *Proceedings of the 39th International Conference on Machine Learning*, 2022
- C14 M. Wortsman, G. Ilharco, J. W. Kim, M. Li, S. Kornblith, R. Roelofs, R. Gontijo-Lopes, H. Hajishirzi, A. Farhadi, H. Namkoong, and L. Schmidt. Robust fine-tuning of zero-shot models. In *Proceedings of the 32nd IEEE Conference on Computer Vision and Pattern Recognition*, 2022. Selected for a full oral presentation
- C15 M. Li, H. Namkoong, and S. Xia. Evaluating model performance under worst-case subpopulations. In Advances in Neural Information Processing Systems 34, 2021.
- C16 H. Namkoong*, R. Keramati*, S. Yadlowsky*, and E. Brunskill. Off-policy policy evaluation for sequential decisions under unobserved confounding. In *Advances in Neural Information Processing Systems* 33, 2020.
- C17 S. Jeong and H. Namkoong. Robust causal inference under covariate shift via worst-case subpopulation treatment effect. In *Conference on Learning Theory*, 2020.
- C18 M. O'Kelly*, A. Sinha*, H. Namkoong*, J. Duchi, and R. Tedrake. Scalable end-to-end autonomous vehicle testing via rare-event simulation. In *Advances in Neural Information Processing Systems 31*, 2018.
- C19 R. Volpi*, H. Namkoong*, J. Duchi, V. Murino, and S. Savarese. Generalizing to unseen domains via adversarial data augmentation. In *Advances in Neural Information Processing Systems 31*, 2018.
- C20 T. Hashimoto, M. Srivastava, H. Namkoong, and P. Liang. Fairness without demographics in repeated loss minimization. In *International Conference on Machine Learning*, 2018. Best Paper Runner-up Award.
- C21 A. Sinha*, H. Namkoong*, and J. Duchi. Certifiable distributional robustness with principled adversarial training. In *International Conference on Learning Representations*, 2018. Selected for a full oral presentation; 2% of submissions.
- C22 H. Namkoong and J. C. Duchi. Variance regularization with convex objectives. In *Advances in Neural Information Processing Systems 30*, 2017. Best Paper Award.
- C23 H. Namkoong, A. Sinha, S. Yadlowsky, and J. C. Duchi. Adaptive sampling probabilities for non-smooth optimization. In *International Conference on Machine Learning*, pages 2574–2583, 2017.
- C24 H. Namkoong and J. C. Duchi. Stochastic gradient methods for distributionally robust optimization with f-divergences. In Advances in Neural Information Processing Systems 29, 2016.

Technical reports & software

- T1 Y. Zeng*, J. Liu*, H. Lam, and H. Namkoong. LLM embeddings improve test-time adaptation to tabular Y|X-shifts. arXiv:2410.07395 [cs.LG], 2024.
- T2 G. Ilharco, M. Wortsman, N. Carlini, R. Taori, A. Dave, V. Shankar, H. Namkoong, J. Miller, H. Ha-jishirzi, A. Farhadi, and L. Schmidt. Openclip: Open-sourced implementation of clip, Jul 2021. URL https://doi.org/10.5281/zenodo.5143773.
- T3 A. Sinha*, H. Namkoong*, R. Volpi, and J. Duchi. Certifying some distributional robustness with principled adversarial training. *Technical Report*, 2020.
- T4 H. Namkoong, J. C. Duchi, and P. W. Glynn. Proofs for empirical likelihood with general f-divergences. Technical Report, 2018.

Honors & Awards

Best Paper Award at ICLR 2025 Workshop on Quantify Uncertainty and Hallucination in Foundation Models

Interdisciplinary Seed Grant Program Competition Award, Columbia University, 2024

Amazon Research Award, 2022

Best Paper Finalist for "Robust fine-tuning of zero-shot models", Conference on Computer Vision and Pattern Recognition (CVPR), 2022

Best Student Paper Award for "Statistics of Robust Optimization: A Generalized Empirical Likelihood Approach", INFORMS Applied Probability Society, 2018

Best Paper Runner Up Award for "Fairness Without Demographics in Repeated Loss Minimization", International Conference on Machine Learning (ICML), 2018

Best Paper Award for "Variance Based Regularization with Convex Objectives", Neural Information Processing Systems (NeurIPS), 2017

Samsung Fellowship, 2013–2018

Department Fellowship, Management Science and Engineering, Stanford, 2013–2018

KAIST President's Award (graduated top of class in the School of Engineering), 2013

Undergraduate Research Award, First Place, Department of Industrial and Systems Engineering, 2012

Professional Service

Senior Program Committee

2021-25 Area chair, NeurIPS 2023-25 Area chair, ICML

Reviewing

Journals Operations Research, Management Science, Journal of the American Statistical Association, Journal of the Royal Statistical Society: Series B, Mathematical Programming, SIAM Journal on Mathematics of Data Science, Journal of Machine Learning Research, Transactions on Pattern Analysis and Machine Intelligence, Automatica.

Conferences Neural Information Processing Systems, International Conference on Machine Learning, Conference on Learning Theory, Conference on Algorithmic Learning Theory, MSOM Special Interest Group

Workshop Organization

- 2025 Co-organizer, Columbia Catalyst Workshop, Data Science Institute
- 2024 Co-Organizer, four INFORMS invited sessions on AI-driven decision-making
- 2024 Co-organizer, ACIC Invited Session on "External Validity"
- 2023 Co-organizer, NeurIPS workshop on "Distribution shifts (DistShift)"
- 2023 Co-Organizer, three INFORMS invited sessions on experimentation
- 2023 Organizer, Digital Future Initiative workshop on "Challenges in Operationalizing Responsible AI"
- 2023 Organizer, INFORMS APS invited session "Frontiers in Sequential Learning"
- 2022 Co-organizer, NeurIPS workshop on "Distribution shifts: connecting methods and applications (DistShift)"
- 2022 Organizer, INFORMS invited session "Causality & Robustness"
- 2022 Co-organizer, INFORMS invited session "Experimentation Design"
- 2022 INFORMS HAS Pierskalla Award committee member
- 2022 Co-organizer, ICDM workshop on "Algorithms Towards Ethical and Privacy Challenges in Social Media Recommendation Systems (AESM)"
- Organizer, mentoring program for PhD students at the Neurips workshop on "Distribution shifts: connecting methods and applications (DistShift)"
- 2021 Co-organizer, NeurIPS workshop on "Distribution shifts: connecting methods and applications (DistShift)"
- 2021 Co-organizer, JSM invited session on "distributional robustness, validity, causality, and general-izability"
- 2019 Co-organizer, INFORMS invited session on "AI and machine learning"

Academic Committees

Ph.D. Coordinator, Columbia University, 2025–2026

Member, Ph.D. Admissions Committee, Columbia University, 2020–current

Member, Faculty Hiring Committee, Columbia University, 2021-22, 2023-24

Member, Ph.D. Program Review Committee, Columbia University, 2021

Public Speaking For Columbia

Panelist, CBS Alumni Club of New York, 2025

Guest Instructor with Lan Guan (CAIO at Accenture), Business and Society, 2025

"AI: Opportunities and Risks", CBS Alumni Event With Dean Maglaras, 2025

"AI: Opportunities and Risks", Chazen Institute for Global Business Board Meeting, 2024

Guest Instructor with Scott Silver (VP at YouTube), Business and Society, 2024

Panelist, Showcase on Large Language Models, Columbia Center of AI Technology, 2023

Moderator, Responsible AI and Content Moderation Bernstein Center for Leadership and Ethics 2023

External Service

NSF panel, 2024

Ad hoc reviewer, Methodology, Measurement, and Statistics Program, NSF, 2024

Research Supervision

Ph.D. Advising

Ari Boyarsky (DRO), Tiffany Cai (Statistics), Yuanzhe Ma (IEOR, co-advised with Garud Iyengar and Jay Sethuraman), Daksh Mittal (DRO, co-advised with Jing Dong), Naimeng Ye (DRO, co-advised with Tianyi Peng), Thomson Yen (DRO), Isaac Scheinfeld (DRO, co-advised with Hannah Li)

Alumni Ethan Che (Ph.D., 2025, co-advised with Jing Dong, at Meta Adaptive Experimentation), Yibo Zeng (Ph.D., 2024, co-advised with Henry Lam, at Meta Virtual Reality Labs)

Research Scientists

Minghui Chen

Postdocs

Yanlin Qu (co-advised with Assaf Zeevi), Fangyu Wu (DFI AI Agents Initiative)

Alumni Kelly Zhang (postdoc, 2023-24, co-advised with Dan Russo, Assistant Professor at Imperial College London)

Undergraduates and MS students

Gilbert Yang (Columbia CS), Yaqin Chen (Sun Yat Sen CS), Joshua Fan (Columbia CS), Xincan Zhang (Columbia IEOR), Tommaso Castellani (UChicago Stats)

Alumni Tony Chen (Ph.D. candidate at Princeton CS), Elise Han (Ph.D. candidate at Stanford CS), Leon Li (Ph.D. candidate at NYU CS), Jimmy Wang (Ph.D. candidate at Berkeley CS), Shunri Zheng (Ph.D. candidate at UIUC IE)

Ph.D. Thesis Committee

Samuel Deng (CS), Nicholas Galbraith (Statistics), Yuanling (Judy) Gan (DRO), Yian Huang (Statistics), Luofeng Liao (IEOR), Yookoon Park (CS), Sudeep Raja Putta (IEOR), Claudia Shi (CS), Madhu Sridharan (IEOR), Shangzhou (Shawn) Xia (DRO), Yunbei Xu (DRO), Junzhe Zhang (CS)

Invited Talks

- 2025 BIRS-CMO Workshop on Adversarial ML, Oaxaca, Mexico
- 2025 Rotman School of Management, University of Toronto
- 2025 INFORMS Applied Probability Society Conference, Atlanta, GA
- 2025 SIG Day (Service Management), London Business School
- 2025 Workshop in Learning, London Business School
- 2025 Adaptive Experimentation Workshop, Meta, NYC
- 2025 Department of Industrial Engineering and Operations Research, UC Berkeley
- 2025 Operations and Logistics Division, University of British Columbia
- 2024 Simons Institute Workshop on Domain Adaptation and Related Areas, UC Berkeley
- 2024 Political Science Methods Workshop, UC Berkeley
- 2024 Central Applied Sciences, Meta
- 2024 TOPS Department Seminar, Stern School of Business, New York Unviersity
- 2024 INFORMS Annual Meeting, Seattle, WA
- 2024 Econometric Society Interdisciplinary Frontiers: Economics and AI+ML, Cornell University
- 2024 Deployable RL Workshop Keynote, RL Conference, Amherst, MA
- 2024 International Symposium on Mathematical Programming, Montreal
- 2024 INFORMS Optimization Society Conference, Houston, TX
- 2024 Workshop on Optimal Transport: Theory to Applications, Humboldt University, Germany
- 2023 IMS International Conference on Statistics and Data Science, Lisbon, Portugal
- 2023 NeurIPS Tutorial "Modeling and Exploiting Data Heterogeneity under Distribution Shifts", New Orleans, LA
- 2023 Stochastic Networks and Applied Probability, and Performance Seminar
- 2023 Management Sciences and Information Systems, Rutgers Business School
- 2023 Invited Session, INFORMS Annual Meeting, Phoenix, AZ
- 2023 Department of Industrial Engineering and Management Science, Northwestern University
- 2023 Big Data and Machine Learning in Econometrics, Finance, and Statistics, University of Chicago
- 2023 IBM Watson, NY
- 2023 Joint Statistical Meetings, Toronto
- 2023 New England Statistics Symposium
- 2023 INFORMS Revenue Management & Pricing Conference, London, UK
- 2023 INFORMS Applied Probability Society Conference, Nancy, France
- 2023 Department of Management Science and Engineering, Stanford University
- 2023 AI Matrix Seminar, UT San Antonio
- 2023 Operations Research Center, MIT
- 2022 Conference on Digital Experimentation, Cambridge
- 2022 INFORMS Annual Meeting, Indianapolis
- 2022 IFDS Workshop on Distributional Robustness in Data Science, University of Washington
- 2022 International Conference on Continuous Optimization (Bethlehem, PA)
- 2022 Department of Industrial & Systems Engineering and Computer Science, KAIST
- 2022 College of Business and AI, KAIST
- 2022 International Conference on Econometrics and Statistics, Kyoto
- 2022 Data Science Lab, MIT
- 2022 Department of Economics, Columbia University
- 2022 Workshop on Foundations of Stable, Generalizable and Transferable Statistical Learning, Mathematical Sciences Research Institute
- 2021 Department of Statistics, Columbia University
- 2021 LinkedIn
- Workshop on "distributional robustness, validity, causality, and generalizability", Joint Statistical Meetings

2021 2021	Empirical Inference Department, Max Planck Institute for Intelligent Systems Department of Mathematics, KAIST
2021	School of Data Science, Seoul National University
2021	Data Science Institute, Columbia University
2021	Decision Science Group, McCombs School of Business, UT Austin
2020	Samsung Advanced Institute of Technology, Seoul
2020	Google Brain, Cambridge
2020	Conference on Information Sciences and Systems
2020	American Causal Inference Conference
2020	SIAM Conference on Mathematics of Data Science
2019	Uber Marketplace and Uber Eats, San Francisco
2019	OIT Division, Graduate School of Business, Stanford University
2019	INFORMS Annual Meeting, Seattle
2019	Stitchfix, San Francisco
2019	Department of Computer Science, University of Wisconsin-Madison
2019	Department of Industrial and Systems Engineering, University of Wisconsin-Madison
2019	School of Operations Research and Industrial Engineering, Cornell Tech
2019	Machine Learning and Statistics Group, Microsoft Research New England
2019	Operations and Statistics Group, MIT Sloan School of Management
2019	Department of Operations Research and Industrial Engineering, UT Austin
2019	Machine Learning Department, Carnegie Mellon University
2019	Heinz College, Carnegie Mellon University
2019	Department of Industrial Engineering and Operations Research, Columbia University
2019	Decisions, Risk and Operations Division, Columbia Business School
2019	Department of Electrical and Computer Engineering, Purdue University
2019	Operations Management Division, Booth School of Business, University of Chicago
2019	Data Sciences and Operations, Marshall School of Business, University of Southern California
2018	Department of Industrial and Operations Engineering, University of Michigan
2018	Three invited talks, INFORMS Annual Meeting (Phoenix, AZ)
2018	Oral Presentation, International Conference on Learning Representations (Vancouver, Canada)
2017	Oral Presentation, Neural Information Processing Systems (Long Beach, CA)
2016	Department of Industrial and Systems Engineering, KAIST
2016	Young Researchers Workshop, School of ORIE, Cornell University

Outside Activities

Columbia Business School requires faculty members to disclose any activities that might present a real or apparent conflict of interest. I consult at LinkedIn, serving as a LinkedIn Scholar.