

Noah Askin

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EMPLOYMENT

	University of California, Irvine - The Paul Merage School of Business	Irvine, CA
2024-	Associate Professor of Organization & Management (research-track, with tenure)	
2024-	Faculty Director, Leadership Development Institute	
2022-2024	Assistant Professor of Teaching Organization & Management (tenure-track)	
	INSEAD	Fontainebleau, France
2024-	Visiting Associate Professor of Organisational Behaviour	
2022-2024	Associate Professor of Organisational Behaviour (on courtesy leave 2022-2024)	
2014-2022	Assistant Professor of Organisational Behaviour	

EDUCATION

2008-2014	The University of Chicago Booth School of Business	Chicago, IL
	Joint Ph.D. in Business Administration and Sociology (2014)	
	M.B.A. (2014)	
	M.A. in Sociology (2013)	
1998-2002	Harvard University	Cambridge, MA
	B.A., <i>cum laude</i> , in Psychology	
	Language Citation in Spanish	
2000	Universidad San Pablo, CEU	Madrid, Spain
	Spanish language and culture immersion	

RESEARCH INTERESTS

Economic sociology / organization theory, creativity and innovation, social networks and relationship building, music and cultural industries, the production of culture, status & rankings, authenticity, diversity, higher education

PUBLICATIONS

Books

- B1. Homan, David and **Noah Askin** (2025). *Orchestrating Connection: How to Build Purposeful Community in a Tribal World*. New York: Morgan James Publishing.
- *USA Today's* Best-selling Booklist, August 13, 2025

Peer-Reviewed Articles

[†]Indicates doctoral student

8. Kim, Khwan[†] and **Noah Askin**. (2024). "Feature-Based Structures of Opportunity: Genre Innovation in the American Popular Music Industry, 1958-2016." *American Sociological Review*, 89(3), 542-583. doi: [10.1177/00031224241246271](https://doi.org/10.1177/00031224241246271).

7. Kim, Khwan,[†] **Noah Askin**, and James Evans. (2024). “Disrupted Routines Anticipate Musical Exploration.” *Proceedings of the National Academy of Sciences (PNAS)* 121(6). doi: [10.1073/pnas.2306549121](https://doi.org/10.1073/pnas.2306549121).
6. Harrison, Spencer, **Noah Askin**, and Lydia Hagtvedt. (2023). “Recognition Killed the Radio Star? Recognition Orientations and Sustained Creativity after the Best New Artist Grammy Nomination.” *Administrative Science Quarterly*, 68(1), 97-145. <https://doi.org/10.1177/00018392221136158>.
5. Bothner, Matthew S., Frederic Godart, **Noah Askin**, and Wonjae Lee. (2022). “What is Social Status and How Does It Impact the Generation of Novel Ideas.” Pp. 111-136 in *Research in the Sociology of Organizations*, vol. 77, edited by G. Cattani, S. Ferriani, and D. Deichmann. <https://doi.org/10.1108/S0733-558X20220000077010>.
4. **Askin, Noah** and Joeri Mol. (2018). “Institutionalizing Authenticity in the Digitized World of Music.” Pp. 159–202 in *Research in the Sociology of Organizations*, vol. 55, edited by C. Jones and M. Maoret. <https://doi.org/10.1108/S0733-558X20180000055007>.
3. **Askin, Noah** and Michael Mauskopf. (2017). “What Makes Popular Culture Popular? Product Features and Optimal Differentiation in Music.” *American Sociological Review*, 82(5), 910-944. <https://doi.org/10.1177/0003122417728662>.
2. **Askin, Noah** and Matthew S. Bothner. (2016). “Status-Aspirational Pricing: The “Chivas Regal” Strategy in U.S. Higher Education, 2006-2012.” *Administrative Science Quarterly*, 6(2), 217-253. <https://doi.org/10.1177/0001839216629671>.
1. **Askin, Noah**, Matthew S. Bothner & Wonjae Lee. (2015). “Emergence of Stratification in Small Groups”, in *Emerging Trends in the Social and Behavioral Sciences* (eds.) Robert Scott and Stephen Kosslyn, Hoboken, NJ: John Wiley and Sons. <https://doi.org/10.1002/9781118900772.etrds0101>.

Peer-Reviewed Conference Proceedings

- i. Mauskopf, Michael, Eric Quintane, **Noah Askin**, and Joeri Mol. (2017). “Embeddedness and the Production of Novelty in Music: A Multi-Dimensional Perspective.” *Academy of Management Best Paper Proceedings*. Atlanta, GA. Online ISSN: 2151-6561
- ii. **Askin, Noah** and Michael Mauskopf. (2014). “Cultural Attributes and Their Influence on Consumption Patterns in Popular Music.” Pp. 508–30 in *Social Informatics, Lecture Notes in Computer Science*, edited by Luca Maria Aiello and Daniel McFarland. Springer International Publishing.
 - *Best Presentation Award; Best Paper* (Honorable Mention), 6th International Conference on Social Informatics (2014), Barcelona, Spain

Working Papers

**Indicates intended first author or shared first authorship*

- A. “Keep it or Skip It? Sequential Consumption of Music with Reference Effects” (with Abhishek Deshmane and Khwan Kim). Reject and resubmit from *Management Science*.
- B. “The Social Foundations of Creativity in Music.” (with Eric Quintane and Joeri Mol).* Preparing for submission to *American Sociological Review*.
- C. “The Collaboration-Association Tradeoff: How the Gender Composition of Networks and Genres

Influence the Novelty of Creative Products” (with Lydia Zhang,[†] Sharon Koppman, and Brian Uzzi). *Reject and resubmit from *Organization Science*.

- D. “Threading the Diversity Needle: The Impact of Minority Group Presence on Perceptions of Organizational Status.” Finalizing draft for submission to *Organization Science*.
- E. “Collaboration experience predicts funding success for intellectually diverse teams” (with Kaisa Snellman, Linus Dahlander, and Isabelle Solal).
- F. “How Strategists Theorize: A Process Model of Disciplined Imagination” (with Gabriel Szulanski and Sorah Seong). * Draft available; target journal: *Administrative Science Quarterly*.
- G. “Microdosing Social Capital for Upward Mobility: Temporary Student-Mentor Communities of Practice, Self-Efficacy, and the Malleability of Habitus” (with David Obstfeld, Shaun Pichler, and Vartuhi Tonoyan). Finalizing draft for submission to *American Sociological Review*.
- H. “Peer Effects in Tournaments for Status: Evidence from Rank Dynamics of U.S. Colleges and Universities” (with Matthew S. Bothner). * Draft available; target journal: *Sociological Science*.

Research in Progress

- I. “Go your own way? Meaning carryovers across multiple creative projects” (with Spencer Harrison, Akshita Joshi, and Khwan Kim). Preparing draft.
- J. “The Structure of Sound” (with John Levi Martin and Alessandra Lembo). Data collection phase.
- K. Multi-national collaborations and the production and success of novelty in music (with Exequiel Hernandez, Andrew Carton, and Khwan Kim). Data analysis phase.

Teaching Materials

- *Bobbie Breakout Learning Case* – Available on breakoutlearning.com.
- *Zappos Breakout Learning Case* – Available on breakoutlearning.com.
- *Move LiveCase*. LiveCase No. LC0019-HTM-ENG – with Teaching Materials. (Available on Harvard Business Publishing).
 - *Harvard Business Impact Education* Bestselling Case (2025)
- *Digital Music Disrupted? Beatdapp, Blockchain, and the Delicate Dance of Entering the Music Industry*. INSEAD Case No. 07/2022-6751. Askin, N.
- *Building Uber’s Product: The Human Challenge of Product Management*. INSEAD Case No. 07/2019-6420 – with Teaching Note. Duke, L. and Askin, N.
- *Fibbie Cornuda: Manufacturing a Fit*. INSEAD Case No. 02/2019-6410. Askin, N., Calmon, A. and Henry, B.
- *Eico: Designed in China*. INSEAD Case No. 07/2018-6261 – with Teaching Note. Askin, N. and Galimberti, A.
- *Tony Hsieh at Zappos: Structure, Culture and Change*. INSEAD Case No. 08/2016-6181 – with Teaching Note. Askin, N. and Petriglieri, G.
 - *Harvard Business Publishing* Bestselling Case in Organizational Behavior (2021-22)

- *Harvard Business Publishing* Bestseller 2019-
- 2018 *The Case Centre* (UK) winner for best case in Human Resource Management / Organisational Behaviour category
- *The Case Centre* (UK) Bestselling Case (2017-2025)
- Case translated into Spanish

Other Writing and Practitioner Pieces

- “Why quiet connectors drive real organizational change.” *SmartBrief*. 10 November 2025.
<https://www.smartbrief.com/original/why-quiet-connectors-drive-real-organizational-change>
- “Why Curiosity? And What About That Cat?” *Thrive Global*. 5 August 2025.
<https://community.thriveglobal.com/why-curiosity-and-what-about-that-cat>
- “Building A Personal Board of Directors In An Era of Nomadic Careers: A Framework To Supercharge Your Career” (with Cor Dubois). *California Management Review Insights*. 6 May 2024.
<https://cmr.berkeley.edu/2024/05/building-a-personal-board-of-directors-in-an-era-of-nomadic-careers/>
- “Can the Grammys’ Best New Artist Curse Be Undone?” *INSEAD Knowledge*. 2 February 2023.
<https://knowledge.insead.edu/career/can-grammys-best-new-artist-curse-be-undone>
- “In A Virtual World, It’s Time to Re-think Your Networking Strategy.” *Thrive Global*. 8 February 2021. <https://community.thriveglobal.com/in-a-virtual-world-its-time-to-re-think-your-has-networking-strategy/>
- “Staying Connected Through a Pandemic—15 minutes at a Time.” *Inspiring Minds* (Harvard Business Publishing). <https://hbsp.harvard.edu/inspiring-minds/staying-connected-through-a-pandemic-15-minutes-at-a-time>
- “The Music Industry’s Best-Kept Secret? A Gender Creativity Gap.” *INSEAD Knowledge*, 10 September 2020. <https://knowledge.insead.edu/leadership-organisations/the-music-industrys-best-kept-secret-a-gender-creativity-gap>
- “In the Current Crisis, Less Hierarchical Companies Show Special Resilience.” *INSEAD Knowledge*, 3 July 2020. <https://knowledge.insead.edu/blog/insead-blog/in-the-current-crisis-less-hierarchical-companies-show-special-resilience-14596>
- “Disruption and Anti-disruption in the Streaming Economy.” *INSEAD Knowledge*, 2 February 2020. <https://knowledge.insead.edu/blog/insead-blog/disruption-and-anti-disruption-in-the-streaming-economy-13301>
- “How Authenticity Shapes Your Playlist.” *INSEAD Knowledge*, 25 February 2019.
<https://knowledge.insead.edu/leadership-organisations/how-authenticity-shapes-your-playlist-11056>
- “The Three Skills Product Managers Need to Succeed.” *INSEAD Knowledge*, 29 January 2018.
<https://knowledge.insead.edu/career/the-three-skills-product-managers-need-to-succeed-8271>
- “What Makes a Number One Hit.” *INSEAD Knowledge*, 18 September 2017.
<https://knowledge.insead.edu/strategy/what-makes-a-number-one-hit-7186>
- “Rising Colleges Fees: A Reflection of Offerings or Aspirations.” *INSEAD Knowledge*, 9 February

2016. <http://knowledge.insead.edu/strategy/rising-colleges-fees-a-reflection-of-offerings-or-aspirations-4508>

- “Shift to online music underscores power of a handful of tech giants.” Noah Askin, Dean Pierides, Joeri Mol and Yuval Millo. *The Conversation (UK)*, 2015. <https://theconversation.com/shiftto-online-music-underscores-power-of-a-handful-of-tech-giants-40230>.

Media Mentions

Forbes, 1/22/26. “Emotional Intelligence Can Help You Orchestrate Connection and Break Down Organizational Silos. Here’s How.”

CNBC, 10/23/25. “This CEO’s radical experiment has 90,000 people working without bosses: ‘I don’t have to consult with anybody.’”

Chartmetric, 7/3/25. “Why 2025 is Lacking Chart-Topping Singles.”

Vox.com, 7/1/24. “The Spotify conspiracy theories about “Espresso,” explained.”

FarOutMagazine, 11/20/22. “10 hit songs that were turned down by other artists.”

Science News, 3/24/22. “Why it’s so hard for a one-hit wonder to have a lasting music career.”

Creative Industries Policy & Evidence Centre (UK), 6/18/21. “Gender differences in musician creativity.”

Theblacklight.co, 11/20/20. “New Ways to Network During A Pandemic.”

Rollingstone.com, 3/6/20. “Finally, Research Suggests Female Artists Are More Creative Than Men.”

ProSoundWeb.com, 8/20/18. “In the Studio: Defining Characteristics of a Hit Song”

ThePudding (pudding.cool), 5/1/2018. “The musical diversity of pop songs.”

TheEconomist.com, 2/3/18. “In popular music, collaborations rock.”

M Magazine (prsfornmusic.com), 9/14/17. “Researchers discover secret to chart-topping songs.”

BusinessInsider.com, 9/14/17. “Here’s what all hit pops songs have in common, according to researchers.”

NYPPost.com, 9/12/17. “The secret to predicting the next pop hit.”

Australian Broadcasting Corporation, 9/4/18. “Could artificial intelligence help you write a hit song?”

Forbes, 2/17/16. “How Schools Use Tuition Hikes to Make Themselves Look Better.”

Quartz (qz.com), 2/18/16. “When US universities sink in the rankings, what do they do? Raise tuition.”

Forbes, 1/18/16. “Run-DMC., WhoSampled & the Need for Positive Conversation Around Music Sampling”

The Times of London, 1/6/15. “Want to write a chart topping single? Be different (but not very).”

GRANTS, HONORS, AWARDS, FELLOWSHIPS

UCI

2024 Dean’s Honoree for the Celebration of Teaching Award
 Excellence in Teaching Award – Elective (Undergraduate)
 Excellence in Teaching Award – Elective (Fully-Employed MBA)
 Junior Faculty Research Award

INSEAD

2025 Executive Education Award—Outstanding Teaching
 2024 Executive Education Award—Outstanding Teaching
 Executive Education Award—Outstanding Programme Direction
 2022 Dean’s Commendation for Outstanding Teaching in Executive Education
 2019-22 MBA Core Best Teaching Award, Fontainebleau Campus (**Winner**, 20J Cohort; **Winner**, 22D Cohort; Nominee, 19J Cohort)
 2018 Dean’s Commendation for Outstanding Teaching in Executive Education
 2017 Named to Thinkers 50 Radar list; Shortlisted for “Radar” Award
 2015-22 Deans’ Commendation for Excellence in MBA Teaching (every year)
 2015 Centre for Business Analytics research grant (PI: Joeri Mol); *The Promise of Big Data: Dynamics of Innovation within Networks of Cultural Production*. AUD \$15,500.

INVITED TALKS, SEMINARS, & CONFERENCE PRESENTATIONS

Bold indicates invited talk

- 2026 Academy of Management, Philadelphia (PDW and Symposium Presenter)
Nagymaros Conference (ESSEC, Paris France)
Cultural Analytics workshop on Multimodal Models for the Study of Culture (Berkeley)
John F Wood Centre Global Symposium: *Human Connection in the Age of AI* (Keynote speaker; Ivey Business School [Canada])
- 2025 North American Case Research Association (Panel Presenter)
- 2024 Academy of Management, Chicago (Symposium Presenter)
Human Resources Round Table (HAART), 2024 Inclusion Summit Keynote (UCLA)
- 2023 Academy of Management, Boston (Invited PDW Panelist)
- 2022 Academy of Management, Seattle/Virtual (Symposium Presenter)
Creative Industries Conference, Amsterdam
University of California—Irvine Merage School of Business
Berkeley Haas Culture Conference (competitive selection process)
- 2021 **Harvard/MIT Economic Sociology Seminar**
The Wharton School (Management Area)
Academy of Management, Virtual (Symposium Presenter)
National Endowment for Science Technology and the Arts (NESTA), London
McGill | Desautels Faculty of Management, Montreal
Stanford Graduate School of Business (Organizational Behavior Area)
Northwestern Institute on Complex Systems (NICO), Northwestern University
Berkeley Haas Culture Conference
- 2020 **Rotman School of Management, University of Toronto**
Academy of Management, Virtual (Presenter in Finalist for MOC Best Symposium Award)
IESEG School of Management, Paris FR
- 2019 **Cass Business School, London**
Academy of Management, Boston, MA (x2 presentations)
Crete Workshop on Creativity and Innovation, Heraklion GR
Seminar on Consumption and Authenticity, EHESS, Paris
Creative Industries Conference, Paris
Peter Drucker Forum, “Technology Wizards”, Paris
Research Center in Strategy & Organizations (STORM), EMlyon, Lyon
Carnegie Mellon University Tepper School of Business
Berkeley Haas Culture Conference
- 2018 Network Evolution Conference, Fontainebleau, France
Academy of Management, Chicago, IL
EGOS Annual Colloquium, Tallinn, Estonia
Creative Industries Conference, Edinburgh, Scotland
Institute of Analytical Sociology, Linköping University, Sweden
Rotterdam School of Management (Erasmus)
- 2017 **Social Interaction & Organizing (SION) at Kellogg School of Management**
University of California—Irvine Merage School of Business
University of Michigan Ross School of Business, Management & Organizations Group
3rd International Conference on Computational Social Science (IC2S2), Cologne, Germany
3rd Lugano Conference on Organizations
INSEAD Fontainebleau Campus-wide Brown bag
New Directions in Leadership Research, INSEAD

- INSEAD Doriot Entrepreneurship Conference
Tulane University A.B. Freeman School of Business
- 2016 Academy of Management, Anaheim, CA (x2 presentations)
Creative Industries Conference, Edinburgh, Scotland
EGOS Annual Colloquium, Naples, Italy
Cluster for the Study of Organization, Society, and Markets Workshop on Innovation and Creativity, Melbourne, Australia
- 2015 **TEDxINSEAD, Singapore**
▪ ~188k views on YouTube (as of December 2025)
Academy of Management, Vancouver, BC, Canada
American Sociological Association Annual Conference, Chicago, IL
Computational Social Science Summit, Chicago, IL (panel)
- 2014 **USI Università della Svizzera italiana (Lugano), Switzerland**
6th International Conference on Social Informatics (SocInfo2014), Barcelona
European School of Management and Technology (ESMT), Berlin
Academy of Management, Philadelphia, PA
Knowledge Lab at the University of Chicago
- 2013 Academy of Management, Orlando, FL
EGOS Annual Colloquium, Montréal, QC
University of Chicago Social Theory & Evidence Workshop
- 2012 American Sociology Association Annual Conference, Denver, CO
Academy of Management, Boston, MA
International Network of Analytical Sociologists, New York, NY

ACADEMIC SERVICE

- Associate Editor, Special Issue on AI and Creative Industries, *Academy of Management Discoveries* (2025)
- Editorial Board, *Administrative Science Quarterly* (2022-)
- Editorial Review Board, *Academy of Management Review* (Three-year term: 2017-2020)
- Book Manuscript Review Board for *American Journal of Sociology* (2012-14)
- Ad Hoc Reviewer for *Academy of Management Discoveries*, *Academy of Management Journal*, *Administrative Science Quarterly*, *American Journal of Sociology*, *American Sociological Review*, *Management Science*, *Manufacturing & Service Operations Management*, *Nature Communications*, *Organization Science*, *Organization Studies*, *Organizational Behavior and Human Decision Processes*, *Poetics*, *Proceedings of the National Academy of Sciences*, *Social Forces*, *Sociological Forum*, *Strategic Management Journal*, *Strategic Entrepreneurship Journal*, *Strategy Science*
- Reviewer for Academy of Management Annual Conference, Canadian Social Sciences and Humanities Research Council, INFORMS Organization Science Dissertation Proposal Competition

TEACHING, UNIVERSITY SERVICE, AND OTHER PROFESSIONAL EXPERIENCE

Teaching Experience

UC-Irvine

- **Undergraduate:** *Creativity & Leadership in Entrepreneurial Organizations*, *Managing Your Professional Network*, *Leadership* (Avg. Eval: 3.96/4)
- **FEMBA (Fully-employed MBA):** *Negotiations*, *Closing Leadership Residential*

(Avg. Eval: 3.99/4)

- **EMBA (Executive MBA):** *Leadership Modules A & C, Leading Self & Others, Closing Leadership Residential* (Avg. Eval: 3.96/4)
- **Executive (customized & partner programs):** *Board Governance for CHROs, St. Gallen Global EMBA, UCI Health* (Avg. Eval: 4.9/5)

INSEAD

- **MBA:** *Organizational Behaviour II: Leading Organizations* (Avg. Eval.: 4.7/5)
- **Executive (open enrollment & partner programs):** *Advanced Healthcare Compliance Implementation Leadership Program, Consulting and Coaching for Change, Management Acceleration Program, Learning to Lead, International Women's Foundation, INSEAD Coaching Certificate, Leading Successful Change, Leading for Results, Product Management Executive Programme* (Avg. Eval.: 4.8/5)
- **Executive (customized):** *DNV GL, eBay, EDF, Google, JTI, Neumora, Oliver Wyman Consulting, Pernod-Ricard, Sberbank, Schneider Electric, Swire, Telenor, Veolia, World Economic Forum* (Avg. Eval: 4.7/5)
- **Program direction:** *Schneider Electric, Leading for Results, Product Management Executive Programme, eBay* (Avg. Eval: 4.85/5)
- **PhD:** *Advanced Topics in OB/OT, Introduction to Organizational Theory, Organizational Sociology*

Institutional Service @ UC Irvine

- 2025 Program Designer & Facilitator, Merage New Faculty Onboarding
LDI Faculty Director (2024-27)
Faculty lecturer, SIEML (Summer Institute for Emerging Managers & Leaders)
- 2024 Merage Culture Committee
LDI Faculty Director (2024-27)
Representative to the University-Wide Academic Assembly
Faculty lecturer, SIEML (Summer Institute for Emerging Managers & Leaders)
- 2023 LDI Advisory Committee
Representative to the University-Wide Academic Assembly
Faculty presenter, *Poets & Quants*’ spotlight on Merage EMBA program
- 2022 Undergraduate Program Committee
Faculty lecturer, SIEML (Summer Institute for Emerging Managers & Leaders)

Institutional Service @ INSEAD

- 2021 Lifelong Learning Webinar (w/ San Francisco Hub), “Designing products (and product teams) for a Global B2B Organization”
INTHECASE Webinar, “Digital Music Disrupted? The Case of Beatdapp”
Faculty presenter, Singapore Alumni Association “Conversations with Changemakers”
- 2020 Faculty Panelist at Wharton-INSEAD Doctoral Consortium, “Cutting Edge Approaches and Interdisciplinary Methods to Research”
Lifelong Learning (LLL) webinar, “Networking in Our New Reality”
- 2019 Invited lecturer for INSEAD PhD student teaching practicum

- Faculty presenter, European Alumni Forum, Geneva
Guest speaker, INSEAD HR Summit
- 2018 Faculty Recruiting Committee Chair, OB Area
Invited lecturer for new faculty orientation (Leading Management Education)
Presenter & panelist, Digital Norway Summit, Oslo
Keynote speaker, Johnson & Johnson ETHICS Conference, Paris
- 2017 Faculty advisor: Google Online Marketing Challenge (MBA student team)
Seminar Coordinator, OB Area
Moderator & presenter, Belgian Alumni Association Annual “Viewpoint” event, Brussels
Faculty presenter, MBA Masterclass (for prospective students)
Guest speaker, INSEAD MBA Music Club
- 2016 Seminar Coordinator, OB Area
- 2015 Faculty Recruiting Committee, OB Area
PhD Recruiting Committee, OB Area
Seminar Coordinator, OB Area
Faculty presenter, Los Angeles Alumni Association event

Professional Experience

- 2020- Executive Coach/Consultant
- 2005-07 Regional Manager and Junior Partner, Revolution Prep. Santa Monica, CA & Boston, MA
- 2003-05 Consultant, The Monitor Group. Santa Monica, CA

ACADEMIC AFFILIATIONS

- 2016- Executive Committee Member: Creative Industries Conference
- 2015-2019 Member: Cluster for the Study of Organization, Society, & Markets (COSM)
- 2013- Member: European Group on Organizational Studies
- 2010- Member: Academy of Management
- 2009- Member: American Sociological Association

STUDENT SUPERVISION

Dissertation Committee Member for:

Isabelle Solal, PhD (INSEAD), Assistant Professor (ESSEC)
Khwan Kim (INSEAD) – Committee Chair; Assistant Professor (University College London)

College Honors Thesis Advisor (UCI) for:

Mohammad Homayoon
Ryan Pekar

ADDITIONAL SKILLS / INTERESTS

R, Stata, French language (conversational), Spanish language (deteriorating); international travel, cooking, acoustic guitar (playing), live music (consuming), various endurance-related athletic endeavors.