

# CHRISTINE M. RIORDAN, PH.D.

## VITA

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**EDUCATION**

Ph.D. (1995)  
Major in Organizational Behavior  
Minor in Human Resource Management  
*Georgia State University*  
Atlanta, Georgia 30302

Master of Business Administration (1989)  
*Georgia State University*  
Atlanta, Georgia 30302

Bachelor of Textile Engineering (now called Material Sciences Engineering) (1987)  
*Georgia Institute of Technology*  
Atlanta, Georgia 30332

*Harvard University Summer School Program (1984)*  
Boston, Massachusetts 02138

## ACADEMIC EMPLOYMENT

**Adelphi University (2015-Present):** *With over 7,500 undergraduate and graduate students, Adelphi is a nationally ranked, doctoral research university with a strong combination of academic programs and research in the liberal arts, STEM, business, education, and healthcare-related fields.*

Position: ***President and University Professor, with tenure***

### Adelphi University Profile

- 8 colleges/schools and an extensive library system
- Multiple locations (Long Island, New York City, Hudson Valley) and online
- \$192 million annual operating budget
- Over \$175 million endowment (as of June 2015)
- Over 7,500 students
- Over 795 faculty.
- Over 1,600 full-time employees.
- >90,000 living alumni worldwide.
- Over \$489,650,000 in regional impact
- Over 1.5 million square-feet of owned or leased space

**University of Kentucky (2013 – 2015):** *The University of Kentucky is a nationally ranked, public, flagship, land-grant institution. With a budget of \$3 B, the university brings distinctive disciplinary depth and breadth to its work, as well as an unstinting commitment to education, research, healthcare, and service.*

Position: ***Executive Advisor, Provost, and Professor of Management, with tenure***

University of Kentucky Profile:

- 16 colleges, extensive library system, and a graduate school. 2,200 faculty.
- 12,300 full-time employees.
- Over 30,000 students.
- >100,000 alumni worldwide.
- \$354 million in research expenditures.
- 94 baccalaureate programs, 106 masters/specialist programs, 66 research doctoral programs, 7 professional practice doctoral programs.
- \$3.0 billion enterprise, including health care and athletics.
- Public institution

**University of Denver (2008 – 2013):** *The University of Denver is ranked #91 in national universities and #13 in up-and-coming universities by US News and World Report.*

#### **Daniels College of Business**

Position: *Dean and Professor of Management, with tenure*

Daniels College Profile:

- The Daniels College of Business programs receive high rankings from *BusinessWeek*, *Financial Times*, *US News and World Report*, and *Aspen Institute Beyond Grey Pinstripes*.
- 16 degree programs: BSBA, BSAC, BBA, two-year MBA, one-year MBA, International MBA, Executive MBA, Professional MBA, eight specialized master's programs, and executive education programs.
- Four academic departments and four schools: Business Information Analytics, Business Ethics and Legal Studies, Management, Marketing, School of Accountancy, Reiman School of Finance, Burns School of Real Estate and Construction Management, Knoebel School of Hospitality Management.
- ~3,000 total students; 114 faculty; ~50 adjuncts; 100 staff; 33,000 alumni worldwide.
- >\$86 million revenue unit for university enterprise.
- Private institution.

**Texas Christian University** (2005 - 2008): TCU is ranked #82 in national universities by US News and World Report.

**Neeley School of Business**

Position: *Associate Dean for External Relations*  
*Luther Henderson University Chair in Leadership*  
*Professor of Management, with tenure*

Neeley School Profile:

- The Neeley School programs receive high rankings from *Business Week*, *Forbes*, *Princeton Review*, *Wall-Street Journal*, *US News and World Report*, *Fortune*, and *Hispanic Magazine*.
- BBA, MBA, Executive MBA, Evening MBA, 11-month Accelerated MBA, Master of Accounting, executive education programs.
- Specialty programs: Neeley Fellows Program (undergraduate business honors); Next Generation Leadership Program (2-year leadership development program); Educational Investment Fund (\$2 million dollar student-run investment fund); Collegiate Entrepreneurship Organization.
- Five academic departments: Accounting, Management, Marketing, Supply Chain and Information Systems, Finance.
- Five centers of excellence: Entrepreneurship, Supply Chain, Finance and Capital Management, Executive Leadership, and Professional Communication.
- ~2,159 total students; 71 full-time faculty, 60 staff.
- Private institution.

**The University of Georgia** (1995 - 2005): UGA is ranked #60 in national universities by US News and World Report.

**Terry College of Business**

Position: *Founding Director of the Institute for Leadership Advancement* (2001 - 2005)  
Position: *Associate Professor of Management, with tenure* (2001 –2005)  
Position: *Assistant Professor of Management* (1995 – 2001)

Terry College Profile:

- The Terry College programs receive high ratings from *Business Week*, *US News and World Report*, *Financial Times*, *Forbes*.
- BBA, MBA, Executive MBA, Evening MBA, One-year MBA, Master of Accounting, Master of Marketing Research, Master of Information Technology, Ph.D., and executive education programs.
- Seven academic departments: Accounting, Economics, Finance, Management, Marketing, Management Information Systems, and Insurance/Legal Studies/Real Estate.
- Ten centers/institutes of excellence.
- ~3,000 total students; >130 full-time faculty.
- Public Institution.

## **SECTION I: LEADERSHIP ACTIVITIES**

### **Executive Advisor, Provost, and Professor of Management (2013 - 2015) UNIVERSITY OF KENTUCKY**

Selected responsibilities include:

#### **Oversight of Colleges and Academic Units**

- The Provost is the Chief Academic Officer responsible for all academic operations, which constitutes about \$1 billion of the total operations of the University.
- The Provost oversees 16 colleges, an extensive library system, undergraduate education, graduate education, enrollment management, information technology including online learning, student support services, international programs, institutional research, and institutional effectiveness. The University of Kentucky is one of a small number of universities in the country that has the full range of liberal arts, professional and medical and health colleges on one campus. The colleges include Agriculture, Food and Environment, Arts and Sciences, Business and Economics, Communication and Information, Dentistry, Design, Education, Engineering, Fine Arts, Health Sciences, Law, Medicine, Nursing, Pharmacy, Public Health, and Social Work. Centers reporting to the Provost include Markey Cancer Center, Center for Clinical and Translational Science, Center for Interprofessional HealthCare Education, Research, and Practice, and Center for Health Services Research.

#### **Academic Budget System**

- Responsible for the budget associated with the academic enterprise. Work with all colleges on budgeting and on setting tuition, fees, and scholarships.

#### **Undergraduate Scholarship Review**

- Undertook significant work to review and project undergraduate scholarship needs funded at the institutional level. Worked with a team to review, analyze, and project scholarships by breaking the scholarship budgets down into decision categories and accounting for factors such as student matriculation, retention, tuition increases, and scholarship-eligible freshmen. Key outcomes include:
  - A five-year forecast of additional scholarship investments necessary to maintain current award levels.
  - Collaboration with the University's Analytics team to develop an interactive student yield model to account for various factors affecting yield.
  - Better usage of our scholarship offerings to be more responsive to student need while managing toward an appropriate discount rate.

#### **Undergraduate Enrollment Pilot, Improved Admissions Reporting, and Capacity Study for Growth**

- Worked with the Enrollment Management team to launch a variety of new marketing and admissions initiatives from February through May to help ensure the university met the undergraduate enrollment target. Key outcomes include:
  - Achieved a record number of applications and a record entering class size.
  - Increased tuition revenue by over \$4 million.

- Began new weekly undergraduate admission reporting that reflects weekly data for freshmen and transfer students with comparative information for the past 3 years for each academic college.
- Gathered detailed information on each academic major, the quality measures, and graphical representations, along with a narrative that highlights the weekly enrollment activities.
- Developed an integrated enrollment marketing plan for AY14-15.
- Developed an integrated calendar and deposit system for admissions and housing.
- Undertook a capacity analysis to determine how UK might accommodate growth with entering class sizes of 4,900, 5,000, and 5,100.

#### Living Learning Program Growth and Quality Focus

- Worked with deans and associate deans on growth in the Living Learning Program. Additionally, worked with a cross-functional team on the operations of the growth. Initiated a task force to make recommendations on improving the quality of the Living Learning Program. Key outcomes include:
  - Almost doubled program participation from 956 students in fall 2013 to 1,700 students in fall 2014 in our live and learn program residence halls.
  - Conducted a careful examination of the Living Learning Program landscape on the UK campus.
  - Investigated best practices from well-established and highly regarded LLPs at other campuses, including recommendations in four areas: academic standards; assessment and measurement; staffing and structure; and financial issues. These recommendations appear in the task force's final report: [http://uknow.uky.edu/sites/default/files/llp\\_report\\_final.pdf](http://uknow.uky.edu/sites/default/files/llp_report_final.pdf)

#### Retention Efforts

- Established the Campus Retention Advisory Committee to advise central campus leadership in the design, implementation, and assessment of strategies and programs that improve student academic success, retention, and graduation. Diversity efforts are integral to these strategies and programs. Key outcomes include:
  - The development of Enrollment and Retention Dashboards for each college.
  - The development of a retention prediction model to identify the Top 300 Students who were most at risk and initiated proactive outreach to the students.
  - The development of a mobile survey outreach program to students.
  - The review of benchmark and peer data and best practices.
  - The launch of a summer outreach campaign with colleges during priority registration.
  - The creation of a new orientation for students who are re-enrolling.
  - The development of a multi-year implementation plan to improve retention.

#### Online Initiatives

- The Office of the Provost partnered with UK Analytics and Technologies and the Center for the Enhancement of Learning and Teaching to launch the eLearning Innovation Initiative (eLII), awarding nearly \$1 million in internal awards and for faculty development to foster the development of innovative, technology-rich pedagogy and learning strategies for use in

hybrid courses, online degree programs, and massive open online courses. Admitted 41 faculty members to the first faculty development cohort. Over the next year, participants will complete an intensive development program that will include face-to-face training, online training, faculty learning communities, and the application of new skills and knowledge within their teaching practice. This program complemented the launch of UK's first MOOC in chemistry with Coursera in Fall 2014.

#### Global Initiatives

- The Office of the Provost launched the Office of China Initiatives to support faculty and college partnerships with China. Additionally, the Provost traveled to China to meet with the Ministry of Education and Shanghai University. The Provost also signed a collaborative agreement with Jilin University.

#### **Dean**

#### **Professor of Management**

**(2008 – 2013)**

#### **DANIELS COLLEGE OF BUSINESS**

#### **UNIVERSITY OF DENVER**

The Dean is the chief executive officer of the Daniels College and reports to the provost of the university. I was responsible for the administrative and academic functions of the Daniels College and served as the leading advocate of the faculty, programs, and students to the business community and other external constituencies.

Selected responsibilities included:

#### Financial Management

- Managed the college as an >\$86 million operating unit of the University of Denver.
- Set yearly revenue and expense goals for College.
- Developed and led a robust fund-raising operation for the College. In 2012, obtained the highest year of giving in the history of the College at \$18.6 million; raised over \$45 million in the last three years.
- Increased endowment from \$70 million in 2008 to \$110 million in 2013.
- Managed risk of activities.

#### Strategic Planning and Execution

- Led regular reviews and updates of the Daniels Tomorrow Strategic Plan. (Involved over 350 people in the initial design of the plan in 2008).
- Managed the execution of the strategic plan.
- Tracked results associated with strategic plan.
- Communicated goals and objectives of the college compellingly to various audiences.
- Aligned college infrastructure with strategic objectives.
- Oversaw the research and educational outcomes of the college, including their quality and market differentiation.

#### Talent Management

- Attracted, developed, and retained talented and accomplished faculty. Was on track to hire 29 new tenure-track faculty by fall 2013, including five chaired professors and three academic directors.

- Directly supervised senior team of leaders: Senior Associate Dean of Faculty and Research, Associate Dean of Graduate Programs, Associate Dean of Working Professionals & Executive Education, Associate Dean of Undergraduate Programs, Associate Dean of Diversity & Inclusive Excellence, Assistant Dean of Finance, Risk Management and Technology, Assistant Dean of College Operations, Rankings and Strategic Execution, Assistant Dean of Advancement & Alumni, Senior Director of Communications & Marketing, Director of Ethics Integration.
- Supported training and development for faculty, staff, and leadership.
- Oversaw performance management and merit process for faculty and staff.
- Led dean's team, management council, and external relations meetings.
- Promoted/supported diversity and inclusive excellence.

#### External Relations

- Represented the college in interactions with multiple constituencies, including students and student groups, alumni, corporate partners, university groups, donors, and others.
- Advocated for the college within the university, working collaboratively with University administration, trustees, and leaders of the university's other schools and colleges.
- Represented the college with industry groups, and the university in civic and business forums, locally, regionally, nationally, and internationally.
- Managed external boards.
- Fund-raising.

#### Marketing & Reputation Management

- Designed and implemented systematic rankings management program. Improved rankings significantly in degree programs.
- Implemented comprehensive enrollment marketing approach for graduate programs.
- Implemented marketing and branding profile for Daniels, including a strong media relations program.

#### Academic Excellence

- Led reaccreditation processes for the Daniels College and School of Accountancy.
- Encouraged and supported excellence in academic research and teaching.
- Engaged in curriculum revision and new program development.
- Fostered interdisciplinary areas of collaboration.
- Promoted diversity and inclusive excellence in college.
- Cultivated student, faculty, staff, friends, and alumni engagement with college.

#### Other University Service

- Co-chair of Women's Leadership Council at DU
- Member of DU Information Technology Steering Committee
- Member of Renew DU Committee
- Member of Dean's Council
- Member of DU Campaign Committee

**ASSOCIATE DEAN FOR EXTERNAL RELATIONS**  
**Luther Henderson University Chair in Leadership**  
**Professor of Management**  
**(2005 - 2008)**  
**NEELEY SCHOOL OF BUSINESS**  
**TCU**

As Associate Dean for External Relations, I was responsible for the functions of marketing, public relations, alumni relations, executive education, and student leadership programs. The directors of marketing and public relations, alumni relations, and the Tandy Center for Executive Leadership, which houses executive education and student leadership reported to me. Additionally, I served as the business school liaison to develop the new interdisciplinary Energy Institute at TCU. Below is a detailed description of each area.

Marketing, public relations, and special events

- Oversaw marketing, public relations, communications, brand-named products, and special events for the Neeley School.
- Redefined the role of External Relations (ER) within the Neeley School.
- Hired the external relations group.
- Established new external vendor relationships, including partnership with creative agency.
- Built infrastructures within ER to ensure quality.
- Developed measures of effectiveness for all activities.
- Led a branding process for the Neeley School; as part of this process worked with creative agency to develop a new marketing platform for Neeley; launched a new look and format for all school publications; created new tag line; defined distinctive attributes; and rolled out a new logo.
- Developed and launched new integrated advertising campaign in fall 2006.
- Set up effectiveness measures for marketing activities.
- Set up strong working relationships with each program/department that has advertising/marketing needs.
- Guided and coached the Director of Marketing in all activities and in establishing yearly goals and priorities.
- Guided and coached PR Director to increase the level of media placement for Neeley.
- Guided and coached Director of Marketing to revamp the Neeley website to improve aesthetics, content, and navigation.
- Partnered with the university bookstore to launch the new brand-named product line for Neeley.
- Guided Director of Special Events to establish protocol for executive speaker series events.
- Initiated launch of new outreach efforts such as the e-newsletter and research newsletter.

Alumni Relations

- Guided and coached Director of Alumni Relations in all activities.
- Incorporated undergraduate alumni into alumni chapter.
- Developed new alumni mission and structure; turned it into a working board.
- Developed new selection procedure for alumni board members.
- Led the design of alumni board activities and events.



### Executive Education

- Guided and coached the Executive Director on designing a new business plan to achieve a sustainable profit.
- Directed the re-design of the Tandy Center to include executive education, student leadership and corporate outreach.
- Monitored implementation of Tandy Center business plan.
- Set up measures of effectiveness.

### Student Leadership Programs

- Started the student leadership programs office within the Neeley School of Business.
- Wrote and won a \$500,000 TCU Vision in Action Grant to start leadership programs.
- Served as principal on team that gained a multi-million dollar gift from Burlington Northern Santa Fe in 2006 to endow the student leadership program.
- Worked with management faculty to define and develop the Next Generation Leadership Program.
- Designed original website and marketing material.
- Designed application and selection process.
- Aligned courses and co-curricular activities.
- Developed learning and development matrix to guide the program.
- Facilitated selection of the first class of students.
- Facilitated design and implementation of first year activities.
- Set up a student leadership assessment center.
- Set up measures of effectiveness.

### TCU Energy Institute

- Served as co-director of the start up of a multi-disciplinary institute focused on the energy industry.
- Served as principal in initial development of mission and strategy for the Energy Institute.
- Wrote original white paper for the institute.
- Designed and coordinated a continuing education program for petroleum land professionals.
- Participated in the design of a multi-disciplinary minor in Energy and Technology Management.

### General School and Faculty Governance Activities

- Participant in AACSB reaccreditation process; attended AACSB reaccreditation conference on behalf of school.
- Participant on dean's advisory committee for promotion and tenure.
- Participant on yearly performance evaluation committee.
- Participant on summer research grant committee
- Participant on teaching load committee.
- Participant with dean, associate deans, and department heads, in resolving issues facing the school.

**FOUNDING AND MANAGING DIRECTOR, INSTITUTE FOR LEADERSHIP ADVANCEMENT  
(2001-2005)  
TERRY COLLEGE OF BUSINESS  
UNIVERSITY OF GEORGIA**

Strategic Planning and Implementation

- Directed the original task force that conceptualized the Institute for Leadership Advancement (ILA)
- Designed the institute and its programs.
- Led the approval process of the institute through college and university channels.
- Created the strategic purpose and goals for ILA.
- Strategically managed the roll out and implementation of five programs within ILA, including a research consortium, two undergraduate leadership programs, graduate leadership programs and executive development program.
- Led annual strategic review meetings for each program of ILA.
- Strategically planned new goals, activities, and products for ILA.

Program Development

- Oversaw the development and management of the Undergraduate Leadership Scholars Program, a two-year, highly individualized leadership development program for top undergraduate students within the Terry College of Business. Sixty undergraduate students took part. Worked with the faculty director in the management of this program.
- Oversaw development and management of an Undergraduate Leadership Certificate Program. Over a hundred students participated in this program, open to all University of Georgia undergraduates. Worked with the faculty director in the management of this program.
- Led the ILA Executive Leadership Initiative. In coordination with the Office of Executive Programs, designed and implemented executive leadership programs and all consulting activities of this office.
- Led Graduate Support Services. The Institute for Leadership Advancement provided support services to the Executive MBA, the MBA, and the IBM Programs within the Terry College of Business. The ILA consulted on the curriculum design and execution, provided executive coaches and support for leadership activities, and designed and selected various leadership assessments for each of these programs.
- Initiated the design and development of the Leadership Research Consortium, a partnership between ILA and several business corporations to develop applied research projects that addressed leadership issues within companies. The consortium provided grants to fund faculty research.

Executive Program Design And Development

- Created revenue generating executive leadership programs to support the activities of ILA.
- Sold, designed, and delivered customized executive leadership programs.
- Designed and managed open-enrollment programs.

Fund-Raising and Stewardship

- Responsible for fund-raising activities associated with the Institute for Leadership Advancement, a privately funded Institute. Worked closely with development director to accomplish fund-raising goals. Raised \$7,200,000 from external sources for the funding of ILA by writing proposals for potential donors, visiting potential donors, making content presentations to potential donors, and maintaining regular correspondence with potential and existing donors.

- Designed and implemented a corporate partners program in which corporations joined ILA for a yearly fee of \$10,000. Partners included Coca-Cola, The Home Depot, State Farm, Primerica, BB&T, Synovus, and Philip Morris, USA.

#### Marketing and Communication

- Created and implemented a strategic marketing plan for ILA.
- Managed the creation of annual reports and other performance-related documents for the ILA.

#### Operational Management

- Managed the yearly budget for ILA.
- Managed operating and endowment accounts for ILA.
- Recruited and hired personnel associated with ILA.
- Fostered collaborative relationships with other leadership programs around campus and outside of the university.
- Created and managed an active executive board for the ILA.

#### **EXECUTIVE OFFICER (2001-2006)**

#### **SOUTHERN MANAGEMENT ASSOCIATION (SMA)**

#### **LARGEST REGIONAL DIVISION WITHIN THE ACADEMY OF MANAGEMENT (~1,000 MEMBERS)**

#### Past President (2005-2006)

- Worked with SMA as needed to resolve policy issues.
- Ran officer and board member elections.

#### President (2004-2005)

- Presided at all association meetings, which included mid-year meeting; pre-conference officers' meetings; conference luncheon; annual business meeting.
- Oversaw all aspects of SMA operations, including but not limited to:
  - Determining strategic initiatives for the association
  - Developing task forces to execute strategic initiatives
  - Managing the board of governors
- Determined and executed five strategic initiatives for 2004-2005:
  - Objective 1: Develop an Integrated Marketing Plan for SMA
  - Objective 2: Conduct a Membership Drive for SMA
  - Objective 3: Implement New Electronic System for SMA
  - Objective 4: Develop an Active Sponsorship Program
  - Objective 5: Develop a Five-Year Financial Plan for SMA
- Acted as liaison with editor and production team for the *Journal of Management*
- Assisted officers of SMA—including treasurer, conference coordinator, secretary, program chair, president-elect, newsletter editor, proceedings editor—with their roles and issues.

#### President-Elect (2003-2004)

- Designed and delivered pre-conference professional development activities for yearly academic conference.
  - Obtained appropriate speakers/facilitators for pre-conference activities.
  - Marketed pre-conference activities.

- Coordinated and managed logistics for pre-conference activities.
- Participated in governance of SMA.
- Filled in for president as needed.

Vice-President and Program Chair (2002-2003)

- Planned, marketed, and implemented yearly academic conference for over 400 people.
  - Coordinated track chairs for submission and review of papers.
  - Marketed submission to and attendance at program. (Increased both submission and attendance rates to the highest in 10 years).
  - Designed the academic program for the conference.
  - Coordinated and managed logistics for the conference.
- Obtained university sponsorships to offset the cost of conference.
- Participated in governance of SMA.

Vice-President Elect (2001-2002)

- Assisted vice-president and program chair with arranging components of the yearly academic conference.
- Participated in the governance of SMA.

**SECTION II: RESEARCH ACTIVITIES**

**RESEARCH INTERESTS**

- Labor Force Diversity Issues
- Leadership Development and Effectiveness
- Career Success

**BIBLIOMETRIC INDICATORS FOR**

**ACADEMIC RESEARCH** *Citation Count = 3,076*  
*Number of refereed articles = 29*  
*Years = 21*  
*Average citation per publication = 137*  
*Average citation per year = 130*  
*h-index = 20*  
*g-index = 20*

**ACADEMIC ARTICLES**

Schaffer, B.S. & Riordan, C. M. (2013). Relational demography in supervisor-subordinate dyads: An examination of discrimination and exclusionary treatment *Canadian Journal of Administrative Sciences*, 30(1), 3-17.

Schaffer, B.S. & Riordan, C.M. (2011). The role of work group status as a contextual variable in relational demography research. *Journal of Business Diversity*, 11(1), Fall.

Goldberg, C., Riordan, C.M., Schaffer, B.S. (2010). Missing pieces in relational Demography theory: Self-continuity and status-enhancement as moderators of similarity. *Human Relations*, 63(7), 903-926.

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Goldberg, C., Riordan, C.M., & Zhang, Lu. (2008). Employees' perceptions of their leaders: Is being similar always better? *Group and Organization Management*, 33, 330-355.

Riordan, C.M. & Holiday-Wayne, J. (2008). Are all measures the same? A critical review and examination of demographic similarity measures in relational demography within groups research. *Organizational Research Methods*, 11, 562-592. **Top 45 most read article in Organizational Research Methods.**

Riordan, C.M., Lankau, M.J., & Holiday-Wayne, J. (2007). It's all in how you view it: Perceptions of a hostile work climate. *Diversity Resistance in Organizations*, K. Thomas (Ed.), Lawrence Erlbaum.

Riordan, C.M., Vandenberg, R.J., & Richardson, H. (2005). Employee involvement and organizational effectiveness: An organizational system perspective. *Human Resource Management*, 44 (4), p.471-488.

Lankau, M.J., Riordan, C.M., Thomas, C.H. (2005) Twin perspectives? The effects of similarity and liking on formal mentoring relationships from mentors' and protégés' perceptions. *Journal of Vocational Behavior*, 67 (2), 252-265.

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Ciavarella, M., Buchholtz, A., Riordan, C.M., Gatewood, R.D., & Stokes, G.S. (2004). The entrepreneurial personality and venture success: Is there a linkage? *Journal of Business Venturing*, 19, 465-483.

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Riordan, C.M., Richardson, H., Schaffer, B., Vandenberg, R.J. (2001). Alpha, beta, and gamma change: A review of past research with recommendations for new directions. *Research in Management*. 1, 51 - 97.

Riordan, C.M., Weatherly, E.W., Vandenberg, R.J., & Self, R.M. (2001). The effects of pre- and post-entry experiences on newcomer perceptions of fit and worth, attitudes, and turnover. *Journal of Managerial Issues*, 13(2), 159-176.

Wayne, J. H., Riordan, C.M., & Thomas, K. M (2001). Is all sexual harassment the same? The effects of the harasser's and target's race and gender on mock juror decisions. *Journal of Applied Psychology*, 86(2), 179-187.

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Gowan, M.A., Riordan, C.M., & Gatewood, R.D. (1999). The development and test of a model of appraisal, coping, distress, and reemployment following involuntary job loss. *Journal of Applied Psychology*, 84(1), 75-86.

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Riordan, C.M. & Shore, L.M. (1997). Demographic diversity and employee attitudes: An empirical examination of relational demography within work units. *Journal of Applied Psychology*, 82(3), 342-358.

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Riordan, C. M. & Gatewood, R.D. (1996). Putting the "employee" into quality efforts: A process model of organizational practices, quality principles, and employee reactions. *Advances in the Management of Organizational Quality*, 297-333, JAI Press.

Riordan, C.M., & Griffeth, R.W. (1995). The opportunity for friendship within the workplace: An underexplored construct. *Journal of Business and Psychology*, 10(2): 141-154. (**NOTE:** This article became the subject of at least 12 different newspaper and magazine articles and one radio show.)

Riordan, C.M., & Vandenberg, R.J. (1994). A central question in cross-cultural management research: Do employees of different cultures interpret work-related constructs and measures in an equivalent manner? *Journal of Management*, 20(3): 643-671.

## **PRACTIONER BYLINED COLUMNS**

1. Four Leadership Lessons from Coaches. Forthcoming, *SmartBrief on Leadership*, July 2015.
2. Helping Others, Helping Ourselves. *The GlassHammer*, December 2014.
3. Creating Value for Others Through Recognition: Not Easy, But Worth It! *The Work Style Magazine*, Fall 2014.
4. Diversity is useless without inclusivity. *Harvard Business Review Blog*, June 2014.
5. Three ways leaders can listen with more empathy. *Harvard Business Review Blog*, January 2014.
6. How to juggle multiple roles. *Harvard Business Review Blog*, October 2013.
7. We all need friends at work. *Harvard Business Review Blog*, July 2013.
8. Work-life balance isn't the point. *Harvard Business Review Blog*, June 2013.
9. The positive returns of a happy workforce. *Financial Times*, May 2013.
10. Foster a culture of gratitude. *Harvard Business Review Blog*, April 2013.
11. Killer apps: How to effectively complete a job application. *US News & World Report*, April 2013.
12. Three ways overconfidence can make a fool of you. *Forbes*, January 2013.
13. Woman power could decide 2012. *Politico*, October 2012.
14. How to use optimism to defeat adversity. *Forbes*, September 2012.
15. The value you create: Your raison d'être. *SmartBrief on Leadership*, August, 2012.
16. Test pattern or job discrimination? The paradox of ability tests in hiring. With Robert Gatewood. *CNBC and WSJ MarketWatch*, July 2012.
17. Take these four steps if you want to lead big change. *Forbes*, June 2012.
18. For great teamwork: Start with a social contract. *Harvard Business Review Online*, April 2012.
19. Seven steps to conquering self-doubt. *Forbes*, April 2012.
20. How to deal with really tough criticism. *Forbes*, February 2012.
21. Give the holiday gift of a remarkable customer experience, *Forbes*, December 2011.
22. Why teams turn toxic, and how to heal them. *Forbes*, September 2011.
23. Corporations, listen up: Sex discrimination will cost you big bucks. *Daily Finance*, April 2011.
24. It's a matter of mindset: Ten principles for unleashing critical thinking. *Huffington Post*, March 2011.
25. Six elements of mental toughness. *Forbes*, September 2010.
26. Hard won workplace advice for my daughter. *Forbes Woman*, August 2010.

27. Sometimes micromanaging is good and necessary. But not for long. *Forbes*, July 2010.
28. Nice guys may finish last. *CNBC* and *Career Builder*, April 2010.
29. Putting power behind your actions. *Huffington Post*, January 2010.
30. Not business as usual. *Colorado Biz Magazine*, September 2009.
31. Employee call to action: How you can help your organization recover and thrive. *Colorado Biz Magazine*, August 2009.

## **MEDIA COVERAGE**

*CNN, MSNBC, CNBC, Forbes, US News and World Report, Huffington Post, Chief Learning Officer, Fortune, Investor's Daily, USA Today, New York Times, Chicago Tribune, Winning Workplaces, Atlanta Journal, Birmingham News, Chicago Tribune, Fort Worth Star-Telegram, Entrepreneur Magazine, Executive Travel, International Herald Tribune, Working Mother, Winning Workplaces, Capital Hill Blue, Detroit News and Times Record News, BizEd Magazine, Psychology Today*, among others.

## **WORKING PAPERS**

Individual differences, human capital, or family situation: Which is the most important for males' and females' career success? Draft available for review.

The process of stigmatization: A review and agenda for future research. Draft available for review.

Pushing the relational demography envelope: Perceived and actual similarity, mediation, and non-symmetrical effects. Draft available for review.

Gender dissimilarity in work groups: Is being in the minority always a disadvantage? Draft available for review.

## **REFEREED PRESENTATIONS AND PROCEEDINGS**

Riordan, C.M., Lankau, M., Holiday-Wayne, J. It's all in how you view it: Factors contributing to perceptions of a hostile work climate. Presented at the 2006 Academy of Management meeting.

Riordan, C.M., Lankau, M. & Stewart, M. Assessing the impact of demographic dissimilarity: The importance of personal comfort with diversity and multiple group membership. Presented at the 2006 Society for Industrial and Organizational Psychology, Dallas, TX.

Weatherly, E.W., Riordan, C.M., & Eby, L. Interacting with coworkers and supervisors: Information acquisition and relationship building in newcomer socialization. Published in the *2005 Proceedings of the Southern Management Association*. **Winner of the best paper award in the Human Resources/Careers Track and the Michael J. Driver Award for Best Careers Paper at a Regional Meeting.**



Schaffer, B.S., Riordan, C.M. Relational demography in supervisor-subordinate dyads: An examination of discrimination and exclusionary treatment. Published in the *2005 Proceedings of the Southern Management Association*.

Riordan, C.M., Gatewood, R.D., Stokes, G., Butts, M. Individual differences, human capital, or family situation: Which is the most important for males' and females' career success? Presented at the 2005 Academy of Management meeting.

Riordan, C.M., & Gatewood, R.D. Stigmatization within organizations: Why it occurs, how it develops, and what results. Presented at the 2005 Academy of Management meeting. Also, published in the *Best Paper Proceedings for the Academy of Management*.

Schaffer, B., & Riordan, C.M. The effects of relational demography on perceptions of discrimination. Presented at the 2004 Academy of Management meeting.

Goldberg, C., Riordan, C.M., & Zhang, Lu. Relational demography and leadership perceptions: Is similar always better? Presented at the 2004 Academy of Management meeting.

Lankau, M.J., Riordan, C.M., Thomas, C.H. Twin perspectives? The effects of similarity and liking on formal mentoring relationships from mentors' and protégés' perceptions. Presented at the 2004 Academy of Management Meeting.

Goldberg, C., Riordan, C.M., & Schaffer, B. Missing pieces in social identity theory: Continuity and status as moderators of similarity. Presented at the 2003 Academy of Management meeting. Also published in *Best Paper Proceedings for the Academy of Management*.

Schaffer, B. & Riordan, C.M. (2003, November). The role of work group status as a contextual variable in relational demography research. Presented at the Southern Management Association Annual Conference. Clearwater, FL. **(Winner of Best Doctoral Student Paper Award for the Ethics/Social Issues/Diversity Track)**. Also published in the *Proceedings of the Southern Management Association*.

Lankau, M.J., Thomas, C., Riordan, C.M. Perceived similarity and liking in formal mentoring relationships. Presented at the 2003 SIOP meeting.

Riordan, C.M. Lankau, M.J., Stewart, M. Relational demography: An investigation of demographic dissimilarity and identity. Presented at the 2002 Academy of Management meetings.

Riordan, C.M., Weatherly, E.W. Stewart, M. Relational demography within groups: Does interdependence affect relationships among types of fit? Presented at the 2002 Academy of Management Meetings.

Schaffer, B.S., & Riordan, C.M. A review of cross-cultural methodologies for organizational research: A best practices approach. Presented at the 2001 Academy of Management meeting in Washington, D.C.

Ciavarella, M., Buchholtz, A., Riordan, C.M., Gatewood, R.D., & Stokes, G.S. The entrepreneurial personality and venture success: Is there a linkage? A paper presented at the 2000 Southern Management Association meeting.

Riordan, C.M., Gatewood, R., Ciavarella, M., Gerard, J., Rutherford, M., Schaffer, B., & Stokes, G. Who gets ahead? A longitudinal study of early life experiences, personality, and career success. A paper presented at the 2000 Academy of Management meeting.

Weatherly, E.W., & Riordan, C.M. Newcomer and insider proaction in organizational socialization. A paper presented at the 2000 Academy of Management meeting.

Schaffer, B., Riordan, C.M., Gatewood, R.D., & Stokes, G. S. (2000). Career success differentials between dual-earner males and females: The importance of family position variables. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in New Orleans, LA.

Riordan, C.M., & Schaffer, B. (1999). Methodological issues in cross-cultural research: A best practices approach. A paper presented at the Southern Management Association meeting in Atlanta, GA.

Riordan, C.M., & Weatherly, E.W. (1999). Relational demography within groups: An empirical test of a theoretical model. A paper presented at the annual meeting of the Academy of Management in Chicago, IL.

Riordan, C.M., Weatherly, E.W., & Wayne-Holliday, J. (1999). Measurement issues in the study of relational demography: A levels-of-analysis approach. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Atlanta, GA.

Riordan, C.M., Weatherly, E.W., Vandenberg, R.J., Self, R.M. (1999). The effects of pre- and post-entry experiences on newcomers. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Atlanta, GA.

Wayne, J. H., Thomas, K., Riordan, C.M. (1999). Cross-race and same-gender interactions: Bias in sexual harassment cases? A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Atlanta, GA.

Riordan, C.M. & Wayne-Holliday, J. (1998). Work group gender composition and employee attitudes: A test of competing hypotheses. A paper presented at the Southern Management Association meeting in Atlanta, GA. Also published in the *Proceedings of the Southern Management Association*.

Ryan, L. V., & Riordan, C.M. (1998). The development of a measure of desired moral approbation. A paper presented at the Academy of Management meeting in San Diego, CA.

Riordan, C.M. (1998). Relational demography: A theoretical and methodological critique. A paper presented as part of a symposium entitled "Opening the black box of organizational demography: Current research advances" for the Academy of Management meeting.

Riordan, C.M. & Weatherly, E. (1998). Defining and measuring employees' identification with their work groups. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Dallas, TX.

Gatewood, R.D., & Riordan, C.M. (1998). A study of the reactions of work groups to quality management. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Dallas, TX.

Riordan, C.M. (1997). Advancing relational demography theory: A construct validity study of three measures of demographic similarity. A paper presented at the annual meeting of the Academy of Management in Boston, MA. Also published in the *Best Paper Proceedings of the Academy of Management*.

Wan-Huggins, V.N., Riordan, C.M., & Griffeth, R.W. (1997). The development and longitudinal test of a model of organizational identification. A paper presented at the annual meeting of the Academy of Management in Boston, MA.

Riordan, C.M., & Gatewood, R.D. (1997). The relationships among group-level attitudes, processes, and group-level effectiveness. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in St. Louis, MO.

Riordan, C.M., & Holliday-Wayne, J. (1997). Methodological issues in the study of relational demography: A case of construct validity or lack thereof? A paper presented at the annual meeting of the Southern Management Association in Atlanta, GA. Also published in the *Proceedings of the Southern Management Association*.

Weatherly, E., & Riordan, C.M. (1997). Legal issues in the design of work teams: Lessons learned since the Electromation case. A paper presented at the annual meeting of the Southern Management Association in Atlanta, GA. Also published in the *Proceedings of the Southern Management Association*.

Riordan, C.M., & Shore, L.M. (1996). Relational demography and employees' attitudes toward their work units. A paper presented at the annual meeting of the Society of Industrial and Organizational Psychology in San Diego, CA.

Riordan, C.M., Weatherly, E., & Gatewood, R.D. (1996). An integrative model of organizational socialization: The what (content), how (process), and why (outcomes). A paper presented at the annual meeting of the Southern Management Association in New Orleans, LA **(Received the 1996 Outstanding Faculty Paper Award for the Organizational Behavior Track)**. Also published in the *Proceedings of the Southern Management Association*.

Riordan, C.M. & Ryan, L.V. (1996). Making sense of an unusual event: A study of individual interpretation of the event and the organization's responses. A paper presentation for a symposium entitled "Lessons from an unusual event: An analysis of reactions to the fire at the Terry College of Business, University of Georgia." Presented at the annual meeting of the Southern Management Association in New Orleans, LA.

Vandenberg, R.J., & Riordan, C.M. (1996). Job choice experiences: Actual work experiences versus job choice. A paper presented at the annual meeting of the Society of Industrial and Organizational Psychology in San Diego, CA.

Gatewood, R. D., & Riordan, C.M. (1995). The development and empirical test of a process model of total quality management. A paper presented at the annual meeting of the Academy of Management in Vancouver, Canada.

Riordan, C.M. (1995). Oh, now I remember! An examination of the integrity of retrospective measures following an organizational change. A paper presented at the annual meeting of the Southern Management Association in Orlando, FL. Also published in the *Proceedings of the Southern Management Association*.

Riordan, C.M., Gowan, M.A., & Gatewood, R.D. (1995). Stress, coping, and well-being following job loss: A longitudinal examination. A paper presented at the 1995 annual meeting of the Society for Industrial and Organizational Psychology in Orlando, FL.

Riordan, C.M., & Griffeth, R.W. (1995). Age and work-related outcomes: The moderating effects of status characteristics. A paper presented at the annual meeting of the Southern Management Association in Orlando, FL. Also published in the *Proceedings of the Southern Management Association*.

Riordan, C.M. & Ledvinka, J. (1995). From quality circles to autonomous work groups: Are employee involvement programs and interventions legal? A paper presented at the annual meeting of the Southern Management Association in Orlando, FL. Also published in the *Proceedings of the Southern Management Association*.

Riordan, C.M., & Vandenberg, R.J. (1995). The stability of measurement: Across time and between diverse groups. A presentation for a symposium entitled "Structural Equation Modeling in Practice: Other Issues and Interpretational Confounding." Presented at the annual meeting of the Society for Industrial and Organizational Psychology in Orlando, FL.

Riordan, C.M. (1994). On managing information technology: A framework for implementation strategies. A paper presented at the annual meeting of the Southern Management Association in New Orleans, LA. **(Received the 1994 Outstanding Doctoral Student Paper Award for the Technology & Innovation Management and Management Information Systems Track)**. Also published in the *Proceedings of the Southern Management Association*.

Riordan, C. M., Gatewood, R.D., & Bill, J. (1994). Corporate image: Employee reactions and implications for managing corporate social performance. A paper presented at the annual meeting of the Academy of Management in Dallas, TX.

Riordan, C.M., & Griffeth, R.W. (1994). Friendship opportunities within the workplace: An underexplored construct. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Nashville, TN.

Riordan, C.M., & Vandenberg, R.J. (1994). A cross-cultural comparison of a model of newcomers' changing commitment to the organization. A paper presented at the Conference on Causal Modeling at Purdue University (Sponsored by the Research Methods Division of the Academy of Management).

Vandenberg, R.J., & Riordan, C.M. (1994). Post-choice justification: The link between pre- and post-organizational entry. A paper presented at the Conference on Causal Modeling at Purdue University (Sponsored by the Research Methods Division of the Academy of Management).

Vandenberg, R.J., Riordan, C.M., & Stiles, D. (1994). Placing the characteristics of high-involvement work environments in perspective. A presentation for a symposium entitled Organizational, Group, and Individual Determinants of Employee Involvement Program Success.

Riordan, C.M., Vandenberg, R.J., & Stiles, D. (1993). On assessing a hierarchical model of psychological climate. A paper presented at the annual meeting of the Southern Management Association in Atlanta, GA. Also published in the *Proceedings of the Southern Management Association*.

Vandenberg, R.J., Riordan, C.M., & Stiles, D. (1993). An organizational-level analysis of the effectiveness of participative work concepts. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in San Francisco, CA.

Riordan, C.M., Self, R.M., Seo, J., & Vandenberg, R.J. (1993). Assessing cross-cultural differences: A confirmatory factor analytic approach. A paper

presented at the annual meeting of the Academy of Management in Atlanta, GA.

Riordan, C.M., & Vandenberg, R.J. (1992). The user and the information system: A conceptual approach. A paper presented at the annual meeting of the Southern Management Association in New Orleans, LA. Also published in the *Proceedings of the Southern Management Association*.

Vandenberg, R.J., Riordan, C.M., & Stiles, D. (1992). A critical examination of participative work concepts: Do they make a difference? A paper presented at the annual meeting of the Southern Management Association Meeting in New Orleans, LA. Also published in the *Proceedings of the Southern Management Association*.

## **INVITED PRESENTATIONS**

Riordan, C.M. (2007). Developing the next generation of leaders: What is the role of business schools? AACSB Conference on Faculty Development.

Riordan, C.M. (2007) The effects of relational demography on perceptions of discrimination. Texas A&M Management and Psychology Departments.

Riordan, C.M. (2000). A relational demography perspective on discrimination. An invited keynote presentation for the conference on Psychological and Organizational Perspectives on Unfair Discrimination in the Workplace: Research, Theory, and Practice at Rice University in May 2000.

Riordan, C.M. (1997). Invited panelist for the "Ask the Experts" session on Multivariate Data Analytic Techniques. Southern Management Association meeting in Atlanta, GA.

Riordan, C.M. (1996). Invited instructional seminar on "Basic Data Analytic Techniques" for faculty members of the Southern Management Association. This was a session sponsored by the Southern Management Association Institute, which is a professional education division of the Southern Management Association.

Riordan, C.M. (1996). Invited address on "Organizational Socialization" for the Graduate Student Organization of Applied Psychology.

Riordan, C.M. (1995). Invited instructional seminar on "Basic Data Analytic Techniques" for faculty members of the Southern Management Association. This was an inaugural session of the Southern Management Association Institute, which is a professional education division of the Southern Management Association.

Riordan, C.M. (1995) Invited panelist for the "Ask the Experts" session on LISREL at the Academy of Management meeting in Vancouver. This was

a preconference activity sponsored by the Research Methods Division of the Academy of Management.

Riordan, C.M. (1994) Invited address "From Quality Circles to Cooperative Work Teams: What Works; What Doesn't" for the Affirmative Action/Diversity Conference sponsored by the Atlanta Industry Liaison Group, Georgia State University, and Region IV DOL/OFCCP.

Riordan, C.M. (1992) Invited address on Participative Management for the International Association of Record Managers & Administrators - Atlanta Chapter.

## **GRANTS/ FELLOWSHIPS**

Sanford Research Fellowship (Summer 2001)

Sanford Research Fellowship (Summer 2000)

Sanford Faculty-Practitioner Grant (Summer 1999)

Sanford Research Fellowship (Summer 1998)

Terry-Selig Research Fellowship (Summer 1997)

Sarah Moss Fellowship (1997-1998). A \$10,000 grant from the University of Georgia to establish international research. Met with faculty at the following universities: Hong Kong University of Science and Technology, University of Hong Kong, Australian Graduate School of Management, and University of Melbourne

## **SECTION III: ACADEMIC TEACHING ACTIVITIES**

### **CLASSES TAUGHT**

- **Executive Leadership** – (EMBA) - TCU
- **Foundations of Leadership** – (Junior/Senior Class) – TCU
- **Interpersonal Leadership** (Junior Class) – TCU
- **Live Case Organizational Consulting Course** (MBA Level, The University of Georgia)
- **Leading from Within** (Senior Level, The University of Georgia)
- **Leadership** (Junior/Senior Level, The University of Georgia, Oxford University Study Abroad Program)
- **Developing Leadership Skills** (MBA Level, The University of Georgia)
- **Leadership** (EMBA, The University of Georgia and IBM EMBA, The University of Georgia)
- **Organizational Behavior** (Junior/Senior Level, The University of Georgia)
- **Organizational Behavior** (Ph.D. Seminar, The University of Georgia)
- **Job Search Skills** (Junior Level, The University of Georgia)
- **Human Resource Management** (Ph.D. Seminar, The University of Georgia)
- **Human Resource Management** (Junior/Senior Level, Georgia State University)
- **Organizational Communication** (Junior/Senior Level, Georgia State University)

**AVERAGE  
TEACHING  
RATING**

Average teaching rating at TCU: **3.83/4.00**

Average teaching rating at UGA: **4.79/5.00**

**TEACHING  
AWARDS**

- Terry College of Business Teacher of the Year – 2000
- One of five finalists for the 1999 MBA Teacher of the Year Award
- Received the 1999 Department of Management Outstanding Teaching Award
- Received the 1997 Department of Management Outstanding Teaching Award

**PRELIM &  
DISSERTATION  
COMMITTEE  
MEMBER &  
CHAIR**

- 5 Industrial/Organizational Psychology Committees
- 4 Management Committees
- Dissertation Chair for 2 Management Ph.D. Students

**SECTION IV: EXECUTIVE EDUCATION ACTIVITIES**

**PROGRAM DESIGN**

Petroleum Land Practices Certificate Program – Designed 7-day, open-enrollment program on petroleum land practices. Also, served as faculty co-director.

Personal Leadership Program – Designed 4-day, open-enrollment program on personal leadership. Also served as faculty director. Average effectiveness rating was 4.76/5.00 for the entire program.

Intensive Leadership Week for EMBA Program – Designed a program on leadership for the 1<sup>st</sup> week of the Terry EMBA program. Also served as faculty director. Average effectiveness rating was 4.78/5.00 for this week.

Leadership Class for EMBA Program – Designed a six-month class on leadership that used distance learning techniques with Blackboard as a platform.

Leadership Course for Customized EMBA Program with IBM – Designed a 15-week class on leadership that used a combination of in-class time and distance learning techniques using Blackboard. Also, taught this course. Average rating was 4.50/5.00.

Executive Leadership Coaching Program – Designed and managed the executive coaching programs for EMBA and IBM EMBA.

MBA Leadership Coaching Program – Helped design coaching component for full-time MBA program.

Teaching Leadership: A Faculty Development Workshop – Designed a 3-day workshop for faculty on teaching leadership. Also served as faculty director.



**EXECUTIVE SEMINAR  
DESIGN AND FACILITATION**

- Building Effective Relationships
- The Changing Nature of Leadership
- Developing Your Personal Leadership Brand
- Women’s Success Forum
- Factors that Contribute to Perceptions of a Hostile Work Environment
- Organizational Structure and Design
- Organizational Change and Transition
- From Vision to Action
- Taking Charge of Change
- What is Leadership?
- Capitalizing on My Strengths is Always a Good Thing...Right?
- Organizational Change and Leadership
- Creating a Motivating Work Environment
- Strategic Thinking
- Moving Ahead After Restructuring: A Manager’s Top Ten List

Sample organizations: State Farm, Lockheed Martin Aeronautics, Waffle House, Regions Bank, Fannie Mae, IBM, National Society of Hispanic MBAs, Ben E Keith, Equal Employment Opportunity Commission, among others.

**SECTION V: RECENT CONSULTING ACTIVITIES**

- **State Farm Insurance Companies** (1999 – Present; Monthly Retainer Contract).  
Executive consultant for State Farm.
  - provide individual coaching for senior executives
  - participate in VP meetings on strategic and operational business issues
  - act as advisor to executive team
  - facilitate strategic planning for Zone
  - provide one-on-one coaching and leadership development for executive management team;
  - assist in redesigning leadership curriculum for the Zone;
  - deliver leadership seminars to executive team
  - design special projects (e.g., helped design diversity/inclusion initiatives; evaluated effectiveness of formal mentoring program);
  - provide input on numerous human resource issues (e.g., facilitated selection of Learning and Development Manager; wrote job description; provided interview questions; interviewed candidates)
  - work with executives at corporate on projects (e.g., worked with VP of HR to redesign goal-setting and reward process).
- **Lockheed Martin Aeronautics.** Part of planning team for senior executive retreat; facilitate session at off-site meeting, conducted leadership development program for senior executives, facilitated women’s success forum; taught two seminars for high potential leadership groups of employees.

## **SECTION VI: PROFESSIONAL SERVICE ACTIVITIES**

- RE/MAX Holdings, Inc. (NYSE: RMAX) (2015 – Present)
  - Board of Directors
  - Audit Committee
- National Chorale, New York's Premier Professional Choral Company (2015 - Present)
  - Board of Directors
- Georgia Tech President's Advisory Council (2013- Present)
- Central Bank Advisory Council (2013-2015)
- Leadership Kentucky (2014)
- Mile High United Way (2010- 2013)
  - Board of Trustees
  - Strategic Planning Committee
  - Chair of Finance Committee
  - Real Estate Committee
  - Treasurer
- Junior Achievement (2008- 2013)
  - Board of Directors
  - Strategic Planning Committee
- Colorado CPA Society (2011- 2013)
  - Board of Directors
- Beta Gamma Sigma (2012-2013)
  - Board of Directors
- Olympic Exploratory Committee for Governor of Colorado and Mayor of Denver (2012)
  - Chair of Why/Why Not Committee
- AACSB, International Accrediting Association for Business Schools
  - Board of Directors – 2013-2014
  - Peer review teams: St. Louis University, Washington University, IMD,
  - 6<sup>th</sup> year peer review teams: Reviewing six colleges in 2012
  - Maintenance of Accreditation Committee (2011- 2014)
  - Marketing and Branding Task Force (2011-2012)
  - Corporate Task Force (2012)
- Southern Management Association
  - Past President – Southern Management Association (2005-2006)
  - President – Southern Management Association (2004-2005)
  - President-Elect – Southern Management Association (2003-2004)
  - Vice-President and Program Chair – Southern Management Association (2002-2003)
  - Vice-President-Elect and Program Chair-Elect – Southern Management Association (2001 – 2002)
  - Board of Governors -- Southern Management Association (1997-1999)
- Academy of Management
  - Doctoral Consortium Committee of the Human Resource Management Division of the Academy of Management (2003-2004)

- Chair of Professional Development Workshop Committee of the Human Resource Division of the Academy of Management (2002)
- Executive Committee of the Human Resource Division of the Academy of Management
- Newsletter Editor -- Human Resource Division of the Academy of Management
- Human Resource Division -- Program & Member Involvement Committees
- Research Methods Division -- Program Committee
- Member of Academy of Management
- Member of American Psychological Association
- Member of Society for Industrial and Organizational Psychology
  - SIOP Program Planning Committee (1999-2000)

**EDITORIAL  
BOARD MEMBER  
FOR ACADEMIC  
JOURNALS**

*Academy of Management Journal* (1999-2001)  
*Journal of Applied Psychology* (1998-2001)  
*Journal of Management* (1998-2001)

**AD HOC  
REVIEWER  
FOR ACADEMIC  
JOURNALS**

*Journal of Applied Social Psychology*  
*Academy of Management Review*  
*Human Relations*  
*Journal of Organizational Behavior*  
*Organizational Research Methods*  
*Research in International Business*  
*Personnel Psychology*  
*Human Resource Management*

**SECTION VII: OTHER WORK EXPERIENCE**

**Georgia State University (Fall 1991 - Spring 1995)**

College of Business Administration

Department of Management

Position: *Graduate Research Assistant* (Fall 1991 - Spring 1995)

Duties: Provided assistance on research projects for professors in Organizational Behavior/Human Resource Management.

Position: *Graduate Teaching Assistant* (Spring 1992 - Spring 1995)

Duties: Taught undergraduate courses in Organizational Behavior, Organizational Communication, and Human Resource Management.

Department of Decision Sciences

Position: *Statistical Lab Consultant* (January 1993 - January 1995).

Duties: Responsible for providing advice and assistance to the College of Business Administration faculty and doctoral students on research methods and design as well as statistical software packages (e.g., SAS,

SPSS, LISREL VII, & COMPUSTAT).

**AT&T Safari Systems** (Summer 1991)

Position: *Contract Consultant*

Duties: Recruited to be the acting Marketing Communications Manager. Responsible for creating and producing marketing collateral materials for a line of notebook computers and accessories.

**OnLine Financial Communication Systems, Inc.** (1990-1991)

Position: *Promoted to Account Manager*

Duties: Responsible for providing consulting, account management, and technical coordination to national accounts to maintain product acceptance and facilitate sales for a computer-based software company.

Position: *Vertical Market Specialist*

Duties: Recruited to act as "liaison" between OnLine Financial and AT&T's Retail Banking Division. Provided business and technical coordination for the development of AT&T's Retail Banking Solution product offering.

**Southern Company Services** (1988 - 1990)

Position: *Promoted to Organizational Consultant*

Duties: Provided management consulting services to the various organizations and senior management within Southern Company Services.

Position: *ESOP Administrator*

Duties: Administered and maintained the Employee Stock Ownership Plan for the Southern Company and affiliated power companies.

Position: *Personnel Representative/Human Resources Planner (Co-op)*

Duties: Responsible for Cooperative Education Program. Coordinated co-op activities; interviewed and recruited qualified candidates; administered orientation to the company.

**Updated July 2015**