

Maura A. Belliveau, Ph.D.

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Education

Ph.D., University of California, Berkeley, 1995

Organizational Behavior and Industrial Relations

Dissertation: Understanding Employee Reactions to Affirmative Action Implementation:
Identity versus Interest Effects on Procedural Fairness Judgements

M.S., University of California, Berkeley, 1993

Organizational Behavior and Industrial Relations

A.B., Mount Holyoke College, 1985

Psychology and History

Higher Education Administrative, Faculty and Research Appointments

University at Buffalo, SUNY

Inaugural Director, Center for Diversity Innovation, 2019-present

Long Island University (LIU) Post and Brooklyn Campuses

Associate Professor, Management, 2011-2019

Part-Time: Stern School of Business, New York University

Adjunct Professor, Management and Organizations, January 2015-January 2016

Goizueta Business School, Emory University

Associate Professor, Organizations and Management, 2007- 2011

Mays Business School, Texas A&M University

Assistant Professor, Management, 2000- 2007

(Note: Untenured Associate Professor position did not exist in dept. at time of hire)

Fuqua School of Business, Duke University

Associate Professor, Management, 1997-2000

Assistant Professor, Management, 1994-1997

Haas School of Business and Department of Psychology, University of California, Berkeley

Graduate Research Assistant, Professors Charles A. O'Reilly, Michael Gerlach, Tom Tyler, 1990-1994

Project Research Assistant, Professor Jonathan S. Leonard, University of California, Berkeley, 1993-1994

- Contributed research and wrote portions of a report commissioned by the U.S. Department of Labor (*The Use of Enforcement Techniques in Eliminating Glass Ceiling Barriers*).

Non-Academic Employment

Enterprise Manager/Consultant, Cambridge Technology Group, Cambridge, MA, 1988-1989

- Led strategy consulting engagements, building relationships with Fortune 500 clients and generating more than \$500,000 in revenue in less than one year.
- Assisted client executives in gaining internal buy-in and managing organizational change.
- Directed the diverse, cross-functional project teams tasked with integrating information systems and business processes to achieve the defined strategic objectives.
- Mentored and developed colleagues to enable them to assume project leadership roles.
- Cultivated the high-performance organizational culture and processes that, once public (as Cambridge Technology Partners), led to the firm being featured in a Harvard Business School case on innovation.

Management and Marketing Consultant, Strategic Services, Boston, MA, Berkeley, CA, 1987-88; 1989-90

- Engaged by a software start-up, an architectural/engineering firm, and an environmental consulting firm to provide management coaching, market research, marketing strategy, and corporate communications and media strategy for a new product launch and entry into new markets.

Director of Marketing, Graphic Systems, Inc., Cambridge, MA, 1985-1987

- Served as marketing director for a consulting, software and publishing firm founded by a former Harvard University professor of architecture and internationally-renowned expert on the implementation of computer graphics technology in architecture, engineering, and construction.
- Negotiated a sponsorship agreement with the American Institute of Architects to offer design technology workshops across the U.S., then managed all workshop marketing and logistics.
- Managed all marketing communications for the firm.

Diversity and Inclusion Related Teaching, Training, Talks

Workshop Designer/Instructor, *Cultivating Your Network of Mentors, Sponsors, and Collaborators*, Office of Inclusive Excellence Workshop for Faculty, Vanderbilt University, April 26, 2019

Workshop Designer/Instructor, *Optimal Mentoring*, Graduate Division, Academic Pathways Program Faculty, Vanderbilt University, April 26, 2019

Instructor/Course Designer, *Negotiation/Negotiation and Consensus Building*

Elective course, master's and undergraduate programs, LIU Brooklyn, spring, 2015-2018

Elective course, undergraduate programs, NYU Stern School of Business, spring 2015, fall 2016

Elective course, undergraduate and MBA programs, Emory University, spring 2008-2011; summer 2009

- Designed and delivered an intensive experiential course on negotiation and consensus building which included “hands-on” negotiating exercises, numerous self-assessments, data-driven analyses of skill development and performance, one-on-one coaching, systematic debriefing sessions in which students learned central concepts through their success and failure experiences in their “hands-on” negotiations, and the use of on-line technology to supplement the in-person learning experience.
- Developed customized self-assessment material drawn from cutting-edge personality and social psychological research, generating robust increases in student academic and professional self-efficacy.
- Course lectures incorporated research findings on women's and men's framing of negotiations and propensity to negotiate, as well as factors affecting differences between minority and female negotiators' outcomes and those of their white male counterparts, even when prescribed negotiating tactics are used.

Instructor/Course Designer, *Diversity in the Workplace*, elective course, master's level, LIU Brooklyn, spring 2015-2018

- Developed and taught a course covering: D&I goals and metrics; stereotyping and unconscious bias; affirmative action, EEO, AA, and ADA policy; diversity initiatives and evidence of their effectiveness; mentoring and developmental relationships; networks; international/cross-cultural issues in organizations; and the nature of career obstacles faced by racial/ethnic and religious minority, female, LGBTQ, older, and disabled employees.

Instructor/Course Designer, *Principles of Management; Organizational Behavior*

Required course, undergraduate program, LIU Brooklyn, spring, 2015-2018

Required course, undergraduate program, LIU Post, fall 2011-2014

Required course, undergraduate and master's programs, Texas A&M University, fall 2000–spring 2007

Note: Also taught *Organizational Behavior* at the doctoral level at Duke, Emory, and Texas A&M University.

- Developed and taught a course covering alignment of management practices with competitive strategy. Topics included: diversity and inclusion; leadership; decision making; organizational structure and culture; individual and group-level motivation and performance; managing groups/teams, individual differences/personality; stereotyping and perception; and job attitudes.

Instructor/Course Designer, *Human Resource Management; Industrial Relations*, required courses, master's level, LIU Brooklyn, fall, 2016; spring 2018; fall, 2018

- Delivered each of these required courses to students enrolled in LIU's M.S. in HR program. The HRM course covered HR strategy, best practices in diversity/inclusion, job design and analysis, recruitment, selection, performance appraisal, training/development/learning, employee participation/engagement, rewards and recognition, retention, and employee and labor relations.

Instructor/Course Designer, "Negotiating Success for Women," Workshop, LIU Sept. 20, 2014; Nov. 8, 2014; Feb. 7, 2015

- Developed the budget, marketing and instructional material for a new workshop providing valuable non-credit continuing education to alumnae and other women in the community. (Complete description/ marketing materials: <https://tinyurl.com/ycws4act>)
- Coordinated with the university's assistant provost/executive director of non-credit enrichment programs and LIU's Vice President of Institutional Advancement to maximize alumnae and community outreach.
- Delivered the workshops multiple times, receiving excellent workshop evaluations from participants and from Institutional Advancement based on additional alumnae feedback they obtained.

Instructor/Course Designer, *Gender and Work*, elective course, undergraduate Honors Program, LIU Post, fall 2014

- Developed and taught a course about challenges faced by women in labor markets and the workplace. Topics included gender stereotypes, implicit bias, ambient belonging, tokenism/group composition effects, network effects on careers, access to leadership and leadership styles, sexual harassment, attitudes towards affirmative action and diversity policies, and organizational cultures and best practices that promote diversity and inclusion.

Speaker, "Strategic Professional Networks for Women," Mount Holyoke Club of Boston, June 25, 2014

Speaker, "Myths and Realities about the Gap between Men's and Women's Pay," *Creative Engagement: An Academic Conference*, LIU Post Honors Program, April 4, 2014

Speaker, "You've Come a Long Way, Maybe: Myths and Realities about the Gap Between Men's and Women's Pay," Members, Reconstructionist Synagogue of the North Shore, Plandome, NY, November 8, 2013

Speaker, "You've Come a Long Way, Maybe: Myths and Realities about the Gap Between Men's and Women's Pay," Hutton House Lecture Series, LIU Post, January 9, 2013

Speaker, "Gender and Careers," *Get Smart Inspirational Speaker Series*, Smart Design Worldwide, Presentation to Executives, Managers, Employees, New York, NY (simulcast: San Francisco, Barcelona), January 4, 2012

Workshop Designer/Leader, "Keys to Publishing in Top Journals and Optimizing Scholarly Impact," Workshop Developed for Junior Faculty, Attended by All Faculty, Dept. of Management, LIU Post, November 16, 2011

Speaker, "Engendering Inequity: How the Opportunity to Treat Women with Greater Procedural Fairness Leads Managers to Behave in a Less Distributively Fair Way," TEDx Emory, Atlanta, GA, April 23, 2011

- Joined primatologist, Professor Franz de Waal, Guggenheim Foundation Fellow and leading mathematician, Professor Ken Ono, and Sanjay Parekh, founder of *Startup Riot* and one of MIT's "Technology Review TR100," as one of six speakers selected by the undergraduate student organizing committee to present at Emory University's inaugural TEDx conference.

Speaker, "Building and Leveraging Strategic Networks: A Workshop for Women in Business," Goizueta Business School, Emory University, Presentations to Alumnae, Current and Prospective Female Students, February, November 2009; July 2010; March 2011

Speaker, "Negotiating Job Offers: A Workshop for Graduate Women in Business," Goizueta Business School, Graduate Women in Business organization, 2010

Workshop Designer/Leader, "Negotiating Job Offers," Goizueta Business School, Career Development Center, 2009; 2010

- Selected by the director of the Goizueta Business School Career Development Center to design and deliver a formal workshop covering job offer evaluation and negotiation for all MBA students. The workshop assisted students regardless of their prior coursework and/or professional negotiating experience and addressed differences in negotiating norms across industries as well as diversity issues that arose for students during job offer negotiations.

Continuing Education Instructor, "Sources of Gender Difference in Pay: Lay Theories, Empirical Realities," Emory University Medical Center/Medical School, Grand Rounds Presentation to Physicians, Administrators, Staff, and Students in Women's Health Division, November 17, 2010

Speaker, "The Gender Wage Gap," Emory University Scholars Program (Emory's equivalent of an Honors College), Seminar Series, November 2010

Speaker, "Gender and Negotiations," Labor and Employment Relations Association (LERA) Conference, Alternative Dispute Resolution Section, Presentation to Federal Mediators, January 2010

Speaker, "Gender Bias in Salary Decision Making," Society for Human Resource Management (SHRM), Presentation to Meeting of SHRM Members, College Station, TX, 2007

Speaker, "Developing Mentoring Programs for Underrepresented Employees," Center for Human Resource Management, Presentation to Center's Advisory Board, Mays Business School, Texas A&M University, 2003

- Presented evidence-based insights into effective mentoring programs for minorities and women to chief human resource officers of major firms, including Texas Instruments, BP, Shell, Exxon Mobil. The session was instrumental in at least one executive's immediate restructuring of his firm's planned programs.

Co-Director, Curriculum Designer, and Instructor, "Competitive Advantage through People and Processes," Fuqua School of Business, Duke University, required course, fall 1995; fall 1996

- Designed and co-directed an intensive, experiential week-long program for 330 second-year MBA students addressing the strategic management of people in organizations with emphasis on the critical role of diversity and inclusion in creating organization-level competitive advantage.
- Identified, recruited, and coordinated a five-person teaching team, more than 20 external speakers, multiple nationally known executives as keynote speakers, and organizational sponsors from financial services, not-for-profit healthcare, management consulting, and technology organizations.
- Incorporated customized simulations, lecture and traditional case discussions, keynotes, and a case competition in which student teams relied on “live” case presentations of current organizational problems faced by participating executives.
- Developed an original case study on cross-cultural diversity and inclusion for use in the classroom component of this program. (The case was later published in an edited volume, *Developing Competency to Manage Diversity*, by diversity experts, Taylor Cox, Jr. and Ruby Beale and has been used in courses at Harvard Business School, University of Michigan, and Thunderbird – The American Graduate School of International Management. It was cited in the *Journal of Mgmt. Education* (2005) as a recommended teaching case for diversity and inclusion courses.)

Instructor/Course Designer, *Power and Politics*, MBA elective, Fuqua School of Business, Duke University, 1996-2000

- Designed and taught a course focused on organizational diagnosis, networks, developmental relationships, self-assessment, and the psychology of power, status, and influence devoting special attention to issues of diversity and inclusion.
- Created a customized “workbook” requiring students to complete a series of self-assessments and a development plan related to knowledge/skills/abilities, contributions, networks and mentoring relationships required for success in their job, internship, or intended career based on the tools, techniques and frameworks included in the course.

Instructor/Course Designer, *Strategic Management of Human Assets and Organizational Change*, MBA elective, Fuqua School of Business, Duke University, 1994-1999

- Developed and taught an elective on the alignment of competitive strategy with HR strategies and associated best practices in diversity and inclusion, recruitment/selection, performance evaluation, job, team and organization design, training/development/learning, rewards and recognition. Incorporated diversity and inclusion considerations into the discussion of each practice.
- Cultivated employer relationships that led to job and internship opportunities for students in this course.

Speaker, “Building and Leveraging Professional Networks,” Graduate Women in Business Conference, Presentation to Female Students, Alumnae and Executive Participants, Fuqua School of Business, Duke University, 1998; 2000

Speaker, “Networks and Women’s Career Advancement,” Stanford University Graduate School of Business Women’s Alumnae Conference, Presentation to Alumnae, Invited Executives and Entrepreneurs, Stanford University, 1998

Facilitator, Fuqua Diversity Conference, Fuqua School of Business, Duke University, 1996

Panelist, Duke University Diversity Conference, "What Difference Does Difference Make," sponsored by Duke's first VP of Institutional Equity, Myrna Adams, and the Office of Institutional Equity, 1996

Diversity, Inclusion, and Inequality Related Publications

Graham, Mary, Belliveau, Maura A., & Hotchkiss, Julie (2017). The view at the top or signing at the bottom?: Workplace diversity responsibility and women's representation in management. *Industrial and Labor Relations Review*, 70(1), 223-258. (6 Google Scholar citations) (Research translation: <https://tinyurl.com/yargaphm>)

Graham, Mary, Belliveau, Maura A., & Hotchkiss, Julie (2014, January). Symbol or substance?: HR executives and women in management. *Academy of Management Proceedings* (Vol. 2014, No.1, p. 16639.) Academy of Management.

Belliveau, Maura A. (2012). Engendering inequity?: How social accounts create versus merely explain unfavorable pay outcomes for women. *Organization Science*, 23(4), 1154-1174. (27 Google Scholar citations) (Research translation: <https://tinyurl.com/ybnxhuwe>)

Lewis, Kyle, Belliveau, Maura A., Herndon, Benjamin, & Keller, Josh (2007). Group cognition, membership change and performance: Investigating the benefits and detriments of collective knowledge. *Organizational Behavior and Human Decision Processes*, 103(2), 159-178. (320 Google Scholar citations)

Belliveau, Maura A. (2005). Blind ambition?: The effects of social networks and institutional sex composition on the job search outcomes of elite coeducational and women's college graduates. *Organization Science*, 16(2), 134-150. (86 Google Scholar citations)

Colella, Adrienne, Paetzold, Ramona, & Belliveau, Maura A. (2004). Factors affecting coworkers' procedural justice inferences of the workplace accommodation of employees with disabilities. *Personnel Psychology*, 57(1), 1-23. (102 Google Scholar citations)

Belliveau, Maura A. (2000). The institutional context of social capital: The influence of assumed social resources on women's employment outcomes. In Carrie R. Leana and Denise M. Rousseau (eds.), *Relational Wealth: The Advantages of Stability in a Changing Economy* (pp. 130-149). Oxford: Oxford Press.

Belliveau, Maura A., & Gomez, Caroline B. (1997). Feeling foreign: Managing the global assignment. In Taylor Cox, Jr. and Ruby L. Beale (eds.), *Developing Competency to Manage Diversity* (pp. 171-191). San Francisco: Berrett-Koehler.

- The case material in this chapter was packaged with teaching notes and subsequently used by faculty at Harvard Business School, University of Michigan, and Thunderbird—The American Graduate School of International Management.
- Cited by authors in the *Journal of Mgmt. Education* (2005) as a recommended teaching case for diversity and inclusion courses.

Belliveau, Maura A., O'Reilly, Charles, & Wade, James. (1996). Social capital at the top: Effects of similarity and

status on CEO compensation. *Academy of Management Journal*, 39(6), 1568-1593. (737 Google Scholar citations)

Tyler, Tom R., & Belliveau, Maura A. (1996). Managing workforce diversity: Ethical concerns and intergroup relations. In David Messick and Ann Tenbrunsel (eds.), *Codes of Conduct: Behavioral Research into Business Ethics* (pp. 171-186). New York: Russell Sage. (5 Google Scholar citations)

Belliveau, Maura A. (1996). The paradoxical influence of policy exposure on affirmative action attitudes. *Journal of Social Issues*, 52(4), 99-104. (14 Google Scholar citations)

Tyler, Tom R., & Belliveau, Maura A. (1995). Trade-offs in justice principles: Definitions of fairness. In Jeffrey Z. Rubin and Barbara Bunker (eds.), *Conflict, Cooperation and Justice: Essays in Honor of Morton Deutsch* (pp. 291-314). San Francisco: Jossey-Bass. (43 Google Scholar citations)

Belliveau, M. A. (1995). Understanding employee reactions to affirmative action implementation: Identity versus interest effects on procedural fairness judgements (Doctoral dissertation, UC, Berkeley). (4 Google Scholar citations)

NOTE: Information on works in progress is available upon request. A full list of unpublished, peer-reviewed, and invited presentations made at conferences and universities in the U.S., Canada, and Europe is accessible via this link: <https://tinyurl.com/y7kxz8hp>

Diversity, Inclusion, and Inequality Media Engagement

Coverage of research paper, “*Engendering Inequity?: How Social Accounts Cause versus Merely Explain Unfavorable Pay Outcomes for Women*”, and related insights into the gender wage gap:

- *New York Times* (in print and on-line; feature story; <https://tinyurl.com/y85gqm2g>)
- *Washington Post* (on-line; feature story)
- *Toronto Globe and Mail* (in print; feature story)
- *CBS On-line* (one story)
- *Forbes On-line* (two stories)
- *NPR’s “Marketplace Money”* (interview; national broadcast; <https://www.marketplace.org/2012/08/03/business/why-do-women-get-smaller-raises-men>)
- *Atlantic Monthly*
- *Boston Globe* (on-line and in print)
- Laszlo Bock (2015). *Work Rules! Insights from Inside Google That Will Transform How You Live and Lead*.
- Iris Bohnet (2016). *What Works: Gender Equality by Design*.

Coverage of research paper, “*Social Capital at the Top*”:

- *Forbes* (in print)
- *Economist* (in print)
- *Business Week* (in print)
- *Fortune* (in print)
- *Washington Post* (in print)
- *Voice of America* (interview; international broadcast)

Coverage of insights into job search and job offer evaluation:

- *Fast Company* (interview; in print; later reproduced on-line)
- www.careerturn.com

Diversity and Inclusion Outreach and Admissions

Keynote Speaker, “The Power of Nonverbal Behavior: Detecting Deception, Conveying Confidence, and Making a Great First Impression in Every Interaction,” LIU Brooklyn, Admissions Open House for more than 200 prospective students and their parents, October 2015

Faculty Outreach Instructor, Long Island University High School Scholars Program, LIU Post, fall 2013–fall 2015 (Syosset High School; East Meadow High School; St. Anthony’s High School)

Workshop Leader, LIU Post Admissions Staff Professional Development, October 2013 (two iterations)

Faculty Speaker, Admitted Students Day, College of Management, LIU Post, April 2012; April 2013

Faculty Instructor, Summer Honors Institute/Leadership Summit for High Schools Students, LIU Post, July 2013

Member, Enrollments and Recruitment Committee, College of Management, LIU Post, 2011-2012

- Recruited first-generation student speakers and helped plan and deliver a successful recruitment event aimed at attracting first-generation applicants from area community colleges.
- Designed and implemented a survey to assess effectiveness of student recruitment efforts and identify untapped sources of enrollments, analyzed and interpreted the data for the committee, and instituted an on-line version of the survey for ongoing data collection.

Moderator/Speaker, Admissions Event for Women, Goizueta Business School, Emory University, 2010

- Provided prospective female MBA students with information on the School and the role of specific MBA curricular content and co-curricular programs in furthering women’s career success.

Member, Ph.D. Admissions Committee, Emory University, 2007-2010

Speaker, Ph.D. Admitted Students Forum, Emory University, 2008

Member, Ph.D. Admissions Committee, Texas A&M University, 2001-2006

Member, MBA Admissions Committee, Fuqua School of Business, Duke University, 1995-2000

- Evaluated Duke’s admissions practices, including providing recommendations to remedy areas of underrepresentation in the MBA program.
- Participated in a successful search for a new admissions dean.

Faculty Instructor, LEAD Program for Minority High School Students, Fuqua School of Business, Duke University, 1995; 1996

- Participated in Duke University’s annual summer outreach program, designed to increase interest among

minority high school students in attending business school.

- Led a class session on the role of networks in the personal and professional success of racial/ethnic minority group members

Member, Ph.D. Admissions Committee, Duke University, 1995-2000

Student Representative, Ph.D. Admissions Committee, UC Berkeley, Haas School of Business, 1993-1994

Mentoring, Coaching, Advising

In addition to teaching, training, and talks described, I have provided informal academic, career, organizational/D&I, and leadership mentoring to innumerable undergraduate, master's, and Ph.D. students, faculty, alumni, and other employed professionals from diverse backgrounds. References from faculty, alumni, and others related to those informal contributions gladly provided upon request. Formal advising relationships appear below.

Formal Academic/Research Advising: Undergraduate and Graduate

Chair/Advisor, Undergraduate Honors Thesis, Anthony Pastecchi, LIU Post, 2013 – 2014

Reader, Undergraduate Thesis Honors, Krystal Pena, LIU Post, 2012 – 2013

Member, Master's Thesis Committee, Anne Kronberg, Dept. of Sociology, Emory University, 2008-2010

Undergraduate Research Mentor, Sveta Milusheva, Dept. of Economics, Emory University, 2008-2010

Member, Dissertation Committee, Kristen Watrous, Dept. of Psychology, Texas A&M University, 2006–2007

Member, Master's Thesis Committee, Abraham Camacho Ramos, School of Engineering, Texas A&M University, 2005-2006

Member, Master's Thesis Committee, Drew Fitzgerald, Dept. of Sports Management, Texas A&M University, 2004-2005

Member, Dissertation Committee, Maria Fernanda Garcia Wagstaff, Dept. of Management, Texas A&M University, 2003-2004

Member, Doctoral Paper Committee, Sze-Sze Wong, Fuqua School of Business, Duke University, 1997-1998

Member, Doctoral Paper Committee, Ingrid Morris, Fuqua School of Business, Duke University, 1997-1998

Research and Evaluation Skills

Developing and implementing print and on-line surveys, conducting structured and unstructured interviews, designing experiments, and accessing archival data in the D&I and social inequality domain

Conducting quantitative and qualitative data analyses

Analyzing EEO-1 and related workforce reports to assess demographic change in organizations

Modeling D&I workplace and career phenomena using established psychological, sociological, and economic measures and econometric methods

Grants/Awards/Recognition

University Research Grant, Long Island University, 2013

Dean's Ad Hoc Research Grants, Goizueta Business School, Emory University (2 times), 2009, 2010

Outstanding Reviewer, *Organization Science*, 2006

Citicorp Executive Discretionary Grant for Human Resource Management Teaching and Research (2 times), 1997-98 (\$8,000), 1998-99 (\$10,000)

- The Chief Human Resources Officer for Citicorp (later Citigroup) awarded two unsolicited grants to me in recognition of my contributions to students' academic and professional development as human resource management professionals.

Outstanding Business School Faculty Member in the United States, *Business Week's Guide to the Best Business Schools*, 6th edition

- Based on MBA graduate survey results, named by *Business Week* as one of the top faculty members at Duke University's business school.

Innovation in Teaching Award, Duke University, Fuqua School of Business, 1998

University of California (System-wide) Dissertation Fellowship, 1994-95

Hayase Award for Leadership, Haas School of Business Ph.D. Program, University of California, Berkeley, 1993

Ph.D. Program Service Award Grant (\$3,000), University of California, Berkeley, 1993

UC Berkeley Selected Participant, Organizational Behavior/Organizational Theory Doctoral Consortium, Academy of Management Annual Meetings, 1993

Soroptomist Founder Region Dissertation Fellowship, 1993

Orel Crawford Fellowship, Haas School of Business, University of California, Berkeley, 1992-93

Joseph Drown Foundation Fellowship, Haas School of Business, University of California, Berkeley, 1990-91

Higher Education Leadership and Service: Strategic Planning, Shared Governance, Program Assessment, Faculty and Administrative Search

Chair, Entrepreneurship Faculty Search Committee, LIU Brooklyn, December 2015–April 2016

Lead Faculty Representative (LIU Post Campus), University-level Strategic Planning Committee, LIU, September 2013–January 2014

- As the faculty’s representative, developed and led two highly successful campus-wide faculty workshops on strategy principles, frameworks, and terms, as well the process of formulating strategy.
- Coordinated and facilitated ongoing faculty discussions regarding goals and objectives, gathering and sharing faculty feedback with senior administration, and maintaining ongoing communication with the external consulting team.
- Collaborated with faculty from the other major campus of the university and senior administrators to draft the plan.

Secretary/Executive Board Member, LIU University Faculty Senate (UFS), September 2013–September 2014

- Served as one of the officers responsible for re-launching the primary shared governance organization for a large, private multi-campus university.
- Established all communication mechanisms to connect faculty representatives within and across campuses, coordinated meetings and ongoing communication with administration, provided recommendations to senior administrators.

Member, Departmental Personnel Committee, Managerial Sciences Department, LIU Brooklyn, spring 2015-fall 2017 (start of sabbatical term); rejoining committee fall 2018

Faculty Representative, University Presidential Search Committee, Long Island University, September 2012–June 2013

Coordinator/Author, Student Learning Outcome Assessment Report, LIU Post, fall 2011; spring 2012; spring 2014

Member, Entrepreneurship Minor Curriculum Development Committee, College of Management, Department of Management, LIU Post, October 2013–December 2014

Member, Faculty Technology Resource Advisory Committee, LIU Post, September 2012–May 2013

Member, Fundraising Committee (ad hoc), College of Management, LIU Post, October 2012–August 2013

Member, Teaching with Technology Committee (ad hoc), College of Management, LIU Post, December 2012–May 2013

Faculty Marshal, College of Management, LIU Post Commencement, May 2012

Member, Krasnoff Memorial Award for Lifetime Scholarly Achievement Selection Committee, LIU Post, January 2012

Faculty Representative, College of Management Dean Search Committee, LIU Post, 2011–2012

Member, Organizational Behavior Faculty Search Committee, Organizations & Management Area, Emory University, 2007-2008; 2009-2010

Member, Management Curriculum Review Task Force, Mays Business School, Texas A&M University, 2004

Member, Organizational Behavior, Human Resource, Entrepreneurship, and Strategy Faculty Search Committees, Management Department, Texas A&M University, 2000-2007

Judge, Center for New Ventures and Entrepreneurship Business Idea Student Competition, Texas A&M University, 2001-2004

Member, Center for Human Resource Management Evaluation Committee, Mays Business School, Texas A&M University, 2001-2002

Contributor, Texas A&M University Integrative Graduate Education and Research Traineeship (IGERT) Grant Application, NSF flagship interdisciplinary training program for U.S. Ph.D. scientists and engineers, 2002

Faculty Representative, Duke University Academic Council, 1997-1998

Member, MBA Admissions Director Search Committee, Fuqua School of Business, Duke University, 1997

Member, Organizational Behavior, Strategy Faculty Search Committees, Organizations & Management Area, Duke University, 1994-2000

Editorial Board Service

Editorial boards: *Organization Science* (current)
 Journal of Organizational Behavior (past)

Ad hoc reviewer: *Academy of Management Journal*
 Academy of Management Review

Administrative Science Quarterly
Group and Organization Management
Industrial and Corporate Change
Industrial and Labor Relations Review
Industrial Relations
Journal of Business Ethics
Journal of International Business Studies
Journal of Management
Work and Occupations

Other Professional Service Contributions

Chair, Saroj Parasuraman Best Diversity and Inclusion Paper Selection Committee, Gender and Diversity in Organizations Division, Academy of Management, 2014 (Committee member, 2013)

Doctoral Student Consortium, Faculty Panelist, *Evaluating and Negotiating Faculty Job Offers* (2010), *Managing Your Academic Career* (1998), Annual Meetings of Academy of Management, 1998; 2010

Reviewer, Session Chair, Discussant, Coach, Annual Meetings of the Academy of Management, Gender and Diversity in Organizations Division, 1995-2015

Reviewer, Session Chair, Discussant, Annual Meetings of the Academy of Management, Conflict Management Division, 1995-2011

Reviewer, Session Chair, Discussant, Annual Meetings of the Academy of Management, Organizational Behavior Division, 1995-2011

Grant reviewer, Social Sciences and Humanities Research Council of Canada, 2010

Reviewer/Judge, *Organization Science/INFORMS Best Dissertation Proposal Competition*, 2005; 2007; 2008; 2010

Discussant, Atlanta Competitive Advantage Conference (ACAC), 2009

Chair, Most Influential Paper Selection Committee, Conflict Management Division, Academy of Management, 2008

Judge, Best Diversity and Inclusion Dissertation Paper Committee, Gender and Diversity in Organizations Division, Academy of Management, 2002

Member, Best Paper Selection Committee Organizational Behavior Division, Academy of Management, 2000