

ERIKA HAYES JAMES

The Wharton School
University of Pennsylvania

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CURRENT ACADEMIC APPOINTMENT

2020-present **University of Pennsylvania**
Dean, The Wharton School
Reliance Professor of Management and Private Enterprise
Professor of Management

PAST ACADEMIC APPOINTMENTS

2014–2020 **Emory University**
John H. Harland Dean, Goizueta Business School
Professor of Organization and Management

2001–2014 **University of Virginia, Darden Graduate School of Business**
Senior Associate Dean, Executive Education: 2012–2014
Responsible for comprehensive portfolio of open enrollment and custom executive programs; management of business development, financial, marketing, and operations professionals; client outreach and engagement; faculty development for executive teaching; innovation in pedagogy and content.
Member of Dean’s leadership team accountable for academic stature, growth and operations of the Darden enterprise.

Professor: 2011–2014
Bank of America Research Professor of Business Administration: 2006–2009
Associate Dean for Diversity and Inclusion: 2006–2008
Associate Professor: 2006–2010

2008–2009 **Harvard University, Harvard Business School**
Visiting Associate Professor

1998–2001 **Emory University, Goizueta Business School**
Assistant Professor

1995–1998 **Tulane University, Freeman School of Business**
Assistant Professor

EDUCATION

University of Michigan, Ann Arbor
Ph.D. Organizational Psychology, 1995

Pomona College
BA, Psychology, 1991

ADDITIONAL POSITIONS AND AFFILIATIONS

Tsinghua University School of Economics and Management, 2020–present

- Advisory Board member

Indian School of Business, 2020–present

- Executive Board member

SurveyMonkey, Independent Director: 2018–present

- Nominating and Governance Committee

Graduate Management Admissions Council (GMAC), Director: 2018–present

- Audit Committee

AACSB International, Director: 2015–18

- Compensation Committee
- Innovation Committee

Institute for Crisis Management, President and CEO: 2012–2014

American Express, Management Development: 1993–1994

HRStrategies (now AON consulting), Business Development Specialist: 1994–1995

RESEARCH, TEACHING, CONSULTING EXPERTISE

Crisis leadership and resilience
Organizational innovation and change
Diversity and Inclusion
Workplace environment and trust
Change management
Power and Influence

PUBLICATIONS

Books

James, E. H. and Wooten, L. P. (2010). *Leading Under Pressure: From Surviving to Thriving Before, During, and After a Crisis*. New York, NY: Psychology Press/Routledge (Division of Taylor and Francis Publishers).

James, E. H. & Smith, L. (Eds). **Crisis Leadership**. Charlottesville, VA: Darden Business School Publishing.

Articles

Gruber, D., Smerek, R., Thomas-Hunt, M., & James, E. H. (2015). The real-time power of Twitter: Crisis management and leadership in an age of social media. **Business Horizons**.

James, E. H., Wooten, L. P. & Dushek, K. (2011). Crisis Management: Informing a New Leadership Research Agenda. In J.P. Walsh and A.P. Brief, **Academy of Management Annals**. New York: Routledge, pp. 455–494.

James, E. H. & Wooten, L. P. (2011). Organizational trust amid crisis: What does it constitute? **Effective Executive**. January: pp. 10–16.

James, E. H. & Wooten, L. P. (2011). Crisis leadership and Why it Matters. **European Financial Review**, December-January: pp. 60–64.

James, E. H. (2009). In the Wake of the Financial Crisis: Rebuilding the Image of the Finance Industry through Trust. **Journal of Financial Transformation**, 27: 37–41.

James, E. H. & Wooten, L.P. (2009). Leading teams in crisis situations: From chaos to extraordinary performance. **Effective Executive**, 12(5): 14–19.

Brockner, J. & James, E. H (2008). Toward and Understanding of When Executives See Crisis as Opportunity. **Journal of Applied Behavioral Science**, 44(1): 94–116.

Wooten, L.P. & James, E. H. (2008). Linking Crisis Management and Leadership Competencies: The Role of Human Resources Development. **Advances in Developing Human Resources**. 10(3): 352–379.

Lee, P. & James, E. H. (2007). She-E-Os: Gender Effects and Investor Reactions to the Announcement of Top Executive Appointments. **Strategic Management Journal**. 28(3): 227–241. *Social Science Research Network Top 10 Downloads*.

James, E. H & Wooten, L.P. (2006). “Diversity Crises: How Firms Manage Discrimination Lawsuits, **Academy of Management Journal**, 49 (6): 1103–1118. *Social Science Research Network Top 10 Downloads*.

James, E. H. & Wooten, L. P. 2005. “Leadership as (Un) Usual: How to Display Competence in Times of Crisis.” **Organizational Dynamics**, 34(2): 141–152. *Social Science Research Network Top 10 Download papers*.

Wooten, L. P. & James, E. H. 2005. "The challenges of organizational learning: The perpetuation of disabled employee discrimination in the workplace." *Behavioral Sciences and the Law*, 23(1): 123–141.

Wooten, L. P. & James, E. H. 2004. "When firms fail to learn: Perpetuation of discrimination in the workplace. *Journal of Management Inquiry*, 13: 23–33. *Social Science Research Network Top 10 Downloads, and Ranked #14 for frequently read Journal of Management Inquiry Articles.*

Young, J. L. & James, E. H. 2002. Token majority: Opportunities and challenges of men in a pink collar profession. *Sex Roles*, 45: 299–310.

Murrell, A. & James, E. H. 2002. Gender and diversity in organizations: Past, present, and future directions. *Sex Roles*, 45: 243–257.

James, E. H., Brief, A. P., & Dietz, J. Cohen, R. R. 2001. Prejudice matters: Understanding the reactions of Whites to affirmative action programs targeted to benefit Blacks. *Journal of Applied Psychology*, 86: 1120–1128.

James, E. H. & Wooten, L. P. 2001. Managing Diversity: Organizations Failing to Learn from Human Resource Management Mistakes. *Executive Excellence*, 18(8): p. 17.

Zuber, T. and James, E. H. 2001. Managing your boss: What employed physicians didn't learn in medical school. *Family Practice Management*. June: 33–36.

James, E. H. 2000. Race related differences in promotion and Support: Underlying effects of human and social capital. *Organization Science* 11: 5, 493–508.

James, E. H. 1999. Winning at Diversity. *Executive Excellence*, vol. 16 (5).

Dutton, J. E., Ashford, S. J., Wierba, E., (James) Hayes, E., O'Neill, R., 1997. Reading the wind: How middle managers assess the context for issue selling. *Strategic Management Journal* 18:5, 407–425.

Book Chapters

James, E.H. & L.P. Wooten (2018). The glass cliff: African-American CEOs as crisis leaders. In L. Roberts, A. Mayo & D. Thomas, *Race Work and Leadership: New Perspectives on the Black Experience*.

L.P. Wooten & E. H. James (2014). Create opportunity from crisis. In. J. Dutton and G. Spreitzer, *How to be a Positive Leader*. Berrett-Kohler Inc.

James, E. H., Crane, B. & Wooten, L.P. (2013). Managing the crisis lifecycle in the information age. In A. Dubrin, *Handbook of Research on Crisis Leadership in Organizations*.

Wooten, L.P., James, E.H. & Parsons, K. (2013). Leadership strategies and tactics for crisis management. In A. Dubrin, ***Handbook of Research on Crisis Leadership in Organizations***.

James, E. H. (2012). Crisis Leadership: The new norm for effectively leading organizations. In E. Elsbach, D. Kayes, and A. Kayes (Eds.) ***Contemporary Organizational Behavior in Action***.

James, E. H. & Wooten, L. P. (2011). Orientations of Positive Leadership in Times of Crisis. In Cameron, K. & Spreitzer, G. (Eds.), ***The Oxford Handbook of Positive Organizational Scholarship***. *Social Science Research Network Top 10 Download papers*.

Davidson, M. N. & James, E. H. 2006. The Engines of positive relationships across difference: Learning and Conflict. In J. Dutton and B. Ragins (Eds.), ***Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation***. New Jersey: LEA Publishers, pp. 137–158.

James, E. H. 2005 “Leadership in an era of crisis and opportunity.” In. E. James & L. Smith (Eds.). ***Crisis Leadership: An Executive Briefing***. Darden Business Publishing, 23–30.

Brief, A.P & Hayes James, E. 1997. The continuing “American dilemma”: Studying racism in organizations. In C. Cooper & D. Rousseau (Eds.), ***Trends in Organizational Behavior***, Vol. 4. Sussex: John Wiley & Sons, Ltd.

Refereed Conference Proceedings

Lee, P. M. & James, E. H. 2003. “She-E-Os: Gender effects and stock price reactions to the announcement of top executives.” *National Academy of Management Best Paper Proceedings*.

James E. H. & Wooten, L. P. 1999. “Workforce 2000: Strategic responses to diversity crises in U.S. organizations.” *British Academy of Management*.

Proceedings. Technical Publications and White Papers

James, E. H. & Wooten, L.P. 2018. Sexual Harassment in the Workplace: A risk without equal.

James, E. H. & Wooten, L. P. 2010. 2010 Census of African Americans on Corporate Boards of Directors of Fortune 500 Companies. Technical Report prepared for the ***Executive Leadership Council***.

James, E. H. & Wooten, L. P. 2008. 2008 Census of African Americans on Corporate Boards of Directors of Fortune 500 Companies. Technical Report prepared for the ***Executive Leadership Council***.

James, E. H. & Wooten, L. P. 2006. Changing the Face of Corporate America in the Board Room: Implications and Recommendations of the 2004 Census of African American on Boards of Directors. Technical Report prepared for the *Executive Leadership Council*.

James, E. H. & Wooten, L. P. 2005. 2004 Census of African Americans on Corporate Boards of Directors of Fortune 500 Companies. Technical Report prepared for the *Executive Leadership Council* and was distributed to CEOs of Fortune 500 companies.

SELECTED PRESENTATIONS

Building Inclusive Field Environments. Morgan Stanley's National Wealth Management Managers Meeting, Orlando, FL, 2018.

Commencement Address. Salem College, Salem, NC, 2016.

Understanding Diversity. KPMG Annual Conference, New York, NY, 2016.

Diversity as a Competitive Advantage. Morgan Stanley's Diversity Summit, New York, NY, 2016.

Authentic Leadership. Women in Technology Annual Conference, Atlanta, GA, 2015.

Navigating the Labyrinth: Examining the importance of context and stereotypes in gender research. Academy of Management annual conference, August 2014.

Life Crisis and Your Career – Rebalancing in the New Normal. Officer Women's Leadership Symposium, Arlington, VA, September 2013.

Crisis Leadership. Keynote address at the Treasury Executive Institute, Department of the Treasury, Washington, DC, September 2013.

Leading from your Strengths: Keynote address at the Young Women Leaders Program, Charlottesville, VA, February 2013.

Transformational Leadership. Keynote address at GE's annual AA Leadership Forum in Washington, DC, July 2012.

Find Your Voice and Make it Heard. Presentation to the Forte Foundation's Women's Conference, June 2012.

Leveraging Women's Strengths for Organizational Success. Keynote address at the Arriva Women in Nuclear Annual Forum, Staunton, VA, May 2012.

Leading in Crisis. Keynote address at the Department of Interior SES Forum in Washington, DC, April 2012.

Leading in Crisis. Keynote address at the Securities and Exchange Commission in Washington, DC, April 2012.

Having Voice in the MBA Classroom. Presentation to the Forte Foundation Women's Conference, New York, NY, June 2011.

Collaborative Crisis Leadership. Presentation to the IntraPoint Users Conference, Rome, Italy, September 2011.

Leading toward Opportunity in Times of Crisis. Presentation for the "Positive Links Seminar Series" at University of Michigan, Ann Arbor, MI, December 2010.

Leading Under Pressure. Presentation at the "Brokering Change Interbank Conference" Sponsored by Goldman Sachs, New York, NY, November 2010.

Leading Under Pressure. Presentation at the Association of Financial Professional Annual Conference, San Antonio, TX, November 2010.

Leading under Pressure. Keynote address at the Charlottesville-Albemarle Bar Association, Charlottesville, VA, September 2010.

Seeing the Glass Half Full: Using a POS Framework for Teaching Leading Under Pressure. Academy of Management Annual Conference, Montreal, Canada, 2010.

Leading Under Pressure: From Crisis Management to Crisis Leadership. Dulles Chapter of SHRM Spring seminar, Dulles, VA, 2010.

Enterprise Leadership. Keynote address at ExxonMobil Branded Fuels Center of Excellence Leadership Team Meeting, Fairfax, VA, 2010.

Leadership for Sustainable Personal and Organizational Success. Keynote speaker for ExxonMobil Professional Development Series, Houston, TX, 2010.

Career Rebirth: Taking Advantage of Being in Transition. National Association of Women MBAs (NAWMBA annual conference, Houston, TX, 2010.

Managing in Uncertain Times. Panel participant for the Black Enterprise Women of Power Summit, Orlando, FL, 2009.

Restoring Trust. Invited speaker for the Brookings Institute's Leading with Integrity: Ethics in Action Leadership Program, Washington, DC, 2009.

Building Trust. Invited speaker for the Executive Pathways: Veterans Affairs Executive Fellows Program, Washington, DC, 2009.

Building Your Leadership Brand in Times of Crisis. Invited presenter at the Linkages Women in Leadership Summit, San Francisco, CA, 2009.

Building Your Crisis Leadership Brand. Keynote speaker for the ExxonMobil Chemicals Organization Chemistry of Success Leadership Conference, Houston, TX, 2009.

A Woman's Values(s): Evolutionary Psychology and the Differences in Male and Female Compensation Packages. Presented at the Academy of Management, Chicago, IL, 2009.

Leading Positively: Individual Differences that Influence the Ability to See Crisis as Opportunity. Presented at Positive Organizational Psychology Conference, Ann Arbor, MI, December 2008.

Leading Positively: Individual Differences that Influence the Ability to See Crisis as Opportunity. Presented at the Academy of Management, Anaheim, CA, August 2008.

Find Your Voice and Make it Heard: Classroom Communication Strategies. Forte Foundation National Conference, New York City, NY, 2008.

Black Women Rising: State of Affairs of Black Female Corporate Directors. Keynote Presenter at the Executive Leadership Council Black Women on Wall Street Summit, New York City, NY, 2007.

A Woman's Worth: Composition of Compensation Packages for Male and Female Top Executives." Presented at the Strategic Management Society, San Diego, CA, 2007.

Diversity Crisis: How Firms Manage Discrimination Lawsuits. Invited presentation at the Harvard Business School, Boston, MA, 2006.

Crisis as Opportunity: Toward a Reconceptualization of Crisis Management. Presented at the Academy of Management, Atlanta, GA, August 2006.

Building and Sustaining Relationships across Difference. Presented at the Academy of Management, Atlanta, GA, August 2006.

Newly Appointed CEOs: A Qualitative Inquiry into the Reactions of the Media to Gender. Presented at the Academy of Management, Atlanta, GA, August 2006.

Diversity Crisis: How Firms Manage Discrimination Lawsuits. Invited presentation at the University of Virginia's Department of Psychology, November 2006.

Diversity Crisis: How Firms Manage Discrimination Lawsuits. Invited presentation at the University of Arizona's W. P. Carey School of Business, December 2006.

Trust Coaching. Invited presentation at League of Black Women National Leadership Conference, Phoenix, AZ, November 2006.

20/20 Foresight: Decision Making in an Uncertain World. Presented at the National Black MBA Association Leadership Institute, Atlanta, GA, 2006.

Decision Making Under Pressure. Presented for the Institute for Management Studies, Philadelphia, PA, 2006.

Decision Making Under Pressure. Invited presentation at the National Association for Multi-Ethnicity in Communications annual conference, New York City, NY, 2006.

What's Trust Got to Do With It? Invited presentation at Booz Allen Hamilton, McLean, VA, 2006.

Developing Crisis Leadership Capabilities. Invited presentation to participating members of the Institute for Executive Development, Washington, DC, 2005.

Management Accountability for Developing Diverse Leadership. Invited presentation at the Working Mother Media Best Companies for Women of Color Multicultural Conference in New York City, NY, 2005.

Decision Making during Crisis. Invited presentation to the Freddie Mac University School of Leadership in Alexandria, Virginia, 2005.

Leading in Times of Crisis: Decision Making Under Pressure. Invited presentation at the Institute for Management Studies, Washington, DC, 2004.

Building Trust in Organizations. Invited presentation at the Federal Executive Institute in Charlottesville, VA, 2004.

Managing a Crisis through Sound Decision Making. Invited presentation at Howard University School of Business, Washington, DC, 2004.

Gender effects and stock price reactions to the announcement of top executives." Presented at the National Academy of Management Meeting, Seattle, WA, 2003.

Workplace diversity across international borders. Presented at the European Association of Work and Organizational Psychology Conference, Lisbon, Portugal, 2003.

She-E-Os: Gender effects and stock price reactions to the announcement of top executives. Presented at the Strategic Management Society Conference, Paris, France, 2002.

Actions Speak Louder than Words: Impression Management Techniques for Managing Discrimination Lawsuits. Presented at the National Academy of Management Meeting, Denver, CO, 2002.

Finding a Place for your Scholarship. Panelist for the 2002 Gender and Diversity in Organizations Division Doctoral Consortium at the Academy of Management Annual Meeting, Denver, CO, 2002.

When firms fail to learn: Perpetuation of discrimination in the workplace. Presented at the National Academy of Management Meeting, Washington, DC, 2001.

Employee Motivation and Empowerment. Facilitator for the Magic of Leadership: Leadership Development at Georgia Perimeter College, Atlanta, GA, 2001.

Making Meaning Out of Change. Facilitator for the Magic of Leadership: Leadership Development at Georgia Perimeter College, Atlanta, GA, 2001.

Being in the Spotlight: How Firms Respond to Public Diversity Crises. Presented at the National Academy of Management Meeting, Toronto, Canada, 2000.

Workplace discrimination: Why do firms continue to make the same mistakes? Invited key note presentation at Rice University's conference on Psychological and Organizational Perspectives on Unfair Discrimination in the Workplace: Research, Theory and Practice, Houston, TX, 2000.

Being in the spotlight: Factors that influence firms responses to public diversity crises. Invited presentation at the Interdisciplinary Consortium of Organizational Studies at the Ross School of Business, University of Michigan, Ann Arbor, Michigan, 2000.

Workforce 2000: Strategic responses to diversity crises in U.S. organizations. Presented at the British Academy of Management, Manchester, England, 1999.

Corporate Marriage Counseling: Human Side of Mergers, Acquisitions, and Joint Ventures. Presented at the Society for Industrial/Organizational Psychologists, Dallas Texas, 1998.

Diversity Training: An Integration of Theory and Practice. Invited symposium presented at the National American Psychological Society Conference in Washington, DC, 1998.

Prejudice Matters: Understanding the Reactions of Whites to Affirmative Action Programs Targeted to Benefit Blacks. Presented at the National Academy of Management Meetings, San Diego, CA, 1998.

Beyond Skygirls and Stewardess: Interpersonal Experiences and Coping Strategies of Men Who Do Women's Work. Presented at the Australian Industrial/Organizational Psychology Conference, Melbourne, Victoria, 1998.

Token Majority: Men in a Pink Collar Profession. Paper presented at the National Academy of Management Meetings, Boston, MA, 1997.

It's not what you know, it's who you know: The effects of human and social capital on race differences in promotion and support. Paper presented at the 1995 National Academy of Management Meetings, Vancouver, British Columbia, 1997.

SELECT MEDIA

NPR's *All Things Considered*, July 23, 2020

["New Wharton Business Dean Says Lack Of Diversity Stems From A Lack Of Prioritizing,"](#) by Ari Shapiro.

Good Morning America, July 1, 2020

["Black woman begins history-making job as dean of prestigious school,"](#) by Katie Kindelan.

Philadelphia Inquirer, March 2, 2020

["Wharton's Erika James, first female dean: 'Gender is the least of what I have to offer',"](#) by Erin Arevdlund.

CNBC, *Make It*, February 27, 2020

["Meet Erika James, the first woman to be appointed dean of the Wharton School,"](#) by Courtney Connley.

CNN, February 27, 2020

["The prestigious Wharton business school's new dean will be first women and person of color in its nearly 140-year history,"](#) by Francisco Guzman and Brian Ries.

Wall Street Journal, February 27, 2020

["Wharton Names First Female Dean,"](#) by Patrick Thomas.

CNBC, September 10, 2018

["Allegations against Les Moonves will impact CBS even after he's gone, Emory dean says,"](#) by Kay Koplovitz.

Atlanta Business Chronicle, August 14, 2018

["SurveyMonkey adds Emory dean to board of directors, balancing its gender representation,"](#) by Eric Mandel.

Atlanta Business Chronicle, August 25, 2017

["Q & A with Goizueta's Business School Erika James, 2017 Most Admired CEO."](#)

Bloomberg Businessweek, May 20, 2014

["Erika James becomes first black woman to lead a top MBA program,"](#) by Patrick Clark.

Fortune, May 20, 2014

["New Emory dean to women: 'There is no one way to do your life!'"](#) by Fortune Editors.

Fortune, May 19, 2014

["Emory hires first African American woman to lead top business school,"](#) by Caroline Fairchild.

Washington Post, December 2013

["Real diversity: The ability to think differently,"](#) by Erika James and Rebecca Goldberg.

Washington Post, September 2013

“Lance Armstrong veers from asset to liability fast for cancer survivor foundation.”

America Economica, Fall 2013

“[Industria Deportiva: Las mujers toman el mando](#),” by Jennifer P. Roig

CBS Newsplex, Winter 2012

“Crisis Management Expert Weighs In.”

MBA Innovation, Summer 2011

“Learning to Lead While Giving Back: An MBA Capstone Leadership Experience,” by Erika Hayes James.

Khaleej Times Online, July 12, 2011

“Executive Education for Women,” by Matt Symonds.

Businessweek Business Exchange, March 21, 2001

“Curriculum Innovations Let Darden MBAs Give Back,” by Stacy Blackman
Darden Professor Erika James quoted about her Capstone Weeks innovation program.

NBC 29 TV, April 2, 2011

“Darden Students’ Give-Back Challenge,” Darden Capstone Week, presentation featured.

Daily Progress, April 1, 2011

“Darden Students Practice Creative Charity,” by Bryan McKenzie.

Crain’s Chicago Business, January 31, 2011

“Strategic planning, communication skills are the executive qualities in demand now.”

WCAV CBS-19, August 26, 2010

James discusses “Leading Under Pressure, Appearance on live segment of *U. Va. Today*.”

Charlottesville Daily Progress, August 15, 2010

“U. Va Professor Tries to Assist Businesses during Disasters,” cover story by Tasha Kates.

Podcast for the Association of Financial Professionals (AFP), August 2010

Interview with Erika James.

Washington Post Online Leadership Series, July 27, 2010

“Where have the Corporate Heroes Gone?”

Washington Post Online Leadership Series, June 15, 2010

“Race to the Bottom? Hayward vs. Obama.”

Washington Post Online Leadership Series, April 20, 2010
“Crisis Not of Their Making.”

Black Enterprise, September 29, 2009
“In Case of Disaster: A Planning Primer for Small to Midsized Companies,” by Bridget McCrea.

Washington Post, December 11, 2007
“Why is it Hard for Adults to Say ‘No’,” by Laura Sessions Stepp, F, 5.

Wall Street Journal. December 4, 2007
“Selective Hearing Can Lead to a Blind Eye,” The Darden Perspective in First Person by Erika H. James. A, 16.

Smart Money’s SmallBiz.com, September 5, 2007
“Planning for the Worst Saves Time, Money.”

Woman MBA, Spring 2007
“Dr. Erika Hayes James”. Cover Story for, The Official Magazine of the National Association of Women MBAs.

With Good Reason, National Public Radio, Central Virginia Region, 2006.
“When Bad Things Happen to Good Companies.”

Fortune, September 25, 2006
“African Americans in Business,” Career Opportunities Section.

Business Week, October 30, 2005
“What women MBAs want: role models” by Francesca DiMeglio.

Black MBA, Fall 2005
“Darden Graduate School of Business Administration works toward diversity by attracting students of color on its – and their – merits,” by Frank Santos.

Entrepreneur, July 1, 2005
“[Woman on Board: In the Board Room there is Still Room for Women](#),” by Alliza Sherman.

NPR, *With Good Reason*, Central Virginia Region, June, 2005
“Leveraging Difference in the Workplace.”

Washington Times, February 17, 2005
“Blacks Participation on Boards Examined” by Joi Preciphs.

Washington Business Journal, November 8, 2004
“[Lead the Way: National Industries for the Blind Launches Initiative to Open More Opportunities to the Blind](#),” by Lucy Webb.

The Daily Progress, September 2004

“School helps Blind with Business,” B, 1.

Richmond Times Dispatch, September 2004

“UVA. Program Aids Blind People,” by Carlos Santos.

Black NLA

“The Executive Leadership Council Leadership Institute Compiles Latest Data of African Americans on Corporate Boards.”

EXECUTIVE EDUCATION COURSE DEVELOPMENT AND FACULTY LEADER

Custom Programs

General Dynamics (2012–2014)

National Association for Multi-ethnicity in Communications (2011–2014)

Emirates Institute for Banking and Financial Studies (2011)

General Dynamics

Cigna Advanced Leadership Program (2009)

Lockheed Martin (2009)

Darden/Curry PLE: Richmond Public Schools (2009)

Leading with Integrity: Ethics in Action Program for the Veterans Affairs (Brookings 2009)

National Association for Black Accountants (2006, 2008)

Next Generation Executive Program (HBS 2008)

Defense Industry Initiative (Darden 2006–2007)

State Farm (Darden 2006)

United States Navy (Darden 2005–2007)

Clark Construction (Darden 2004)

National Industries for the Blind custom program (Darden 2004–2007)

Norfolk Southern (Darden 2002–2003)

National Association of Multicultural Executives in Communication – (UCLA 1998–2008)

Open Enrollment Programs

Leadership through Crisis (2011) – Program offered at the European School of Management and Technology

Women Emerging in Leadership (Darden 2010 – 2014) Faculty Leader Partnership for Leaders in Action: School Turnaround Leadership Program (2008–2009)

Human Resource Capabilities (2009–2012)

Management Development Program (2005–2007)

Minority Business Program (Darden 2003)

Power and Leadership (Darden 2002–2014)

Managing Critical Resources (Darden 2001–2006)

African-American Leadership Institute (UCLA 1998–2008)

Building Workplace Trust (Georgia Tech 1998–2004)

CASES AND TEACHING NOTES

Cases

Livstrong: Cycling around Lance Armstrong (UVA-OB-1047)
Managing Energy: A Team in Crisis (UVA-OB-1023)
InvestCo.: Ranking and Promotion Redesign. (UVA-OB-1024)
Building Stakeholder Trust during Crisis: Genworth Financial (A) (UVA-OB-DRAFT)
Building Stakeholder Trust during Crisis: Genworth Financial (B) (UVA-OB-DRAFT)
After the Oil Spills: Deepwater Horizon (UVA-OB-Media)
After the Oil Spills: Transformation at the JIC (UVA-OB-1011)
Jim Kutsch: Leader with a Cause (UVA-OB-0984)
The College of William & Mary: Renew or Resign (UVA-OB-0956)
Decision Making and Leading through Crises (UVA-OB-0904)
Darden Business Publishing Top 10 Best Selling Cases
When a Pandemic Hits: Treading H₂O and the Possible Pox (A) UVA-OB-0940)
When a Pandemic Hits: Treading H₂O and the Possible Pox (B) UVA-OB-0941)
When a Pandemic Hits: Treading H₂O and the Possible Pox (C) UVA-OB-0942)
When a Pandemic Hits: Treading H₂O and the Possible Pox (D) UVA-OB-0943)
Exxon Valdez Revisited: The Untold Story (A) (UVA-OB-0867)
Exxon Valdez Revisited: The Untold Story (B) (UVA-OB-0868)
Dean DeNisi Schooled by Katrina: A Flood of Opportunity (A) (UVA-OB-0870)
Dean DeNisi Schooled by Katrina: A Flood of Opportunity (B) (UVA-OB-0870)
Jim Gibbons: Leading in a Sighted World (A) (UVA-OB-0850)
Nicholas Gray: The more things change. . . (A) (UVA-OB-0773)
Nicholas Gray: The more things change. . . (B) (UVA-OB 0774)
Nicholas Gray: The more things change. . . (C) (UVA-OB 0775)
Martha Stewart: Whipping up a Storm (A) (UVA-OB-0793)
Martha Stewart: Whipping up a Storm (B) UVA-OB- 0812)
BET: The Edge on Talent (UVA-OB-0814)
Edgewater Technology (A) (UVA-OB-0805)
Edgewater Technology (B) (UVA-OB-0806)

Simulations/Multimedia

Internal Labor Market Simulation (UVA-OB-09227S)
Priority Inc. Crisis and Ethics Simulation (UVA-OB-0901S)
When Bad Things Happen to Good Companies (UVA-BAT-1032)
Crisis Management Simulation (UVA-OB-0790S)
Crisis Leadership: A Reasoned Approach

Exercises/Technical Notes

Priority Inc: Player Instructions (UVA-OB-0892)
Leo Gerard – Labor Leader: International President of the United Steel Workers (UVA-OB-0878)
Trust Assessment Wheel (UVA-OB-0762)
Crisis Leadership (UVA-OB-0800)
Giving and Receiving Feedback Evaluation (UVA-OB-0916)

Teaching Notes

After the Oil Spills: Deepwater Horizon
After the Oil Spills: Transformation at the JIC
Internal Labor Market Simulation (UVA-OB-0915S-TN)
Priority Inc: Crisis Simulation Teaching Note (UVA-OB-0901S-TN)
Exxon Valdez Revisited: The Untold Story (UVA-OB-0867TN)
Dean DeNisi Schooled by Katrina: A Flood of Opportunity (UVA-OB-0870TN)
Nicholas Gray: The More Things Change. . . (UVA-OB-0773TN)
CEBU Pacific Air (UV-OB-0768 TN)
Crisis Management Simulation (UV-OB-0790 TN)
BET: The Edge on Talent (UV-OB-0814TN)
Martha Stewart: Whipping up a Storm (UV-OB-0812 TN)

CORPORATE ENGAGEMENT/CONSULTING

Consultant to organizations in the areas of crisis management and decision making, building trust in the workplace, diversity and inclusion, team development and change management.

Freddie Mac	State Farm
American Express	ExxonMobil
ACNielsen	Johnson & Johnson
Pepsi Bottling Company	Pitney Bowes
St. Vincent Hospital	Bayer Pharmaceuticals
Hewitt	Merrill Lynch
Institute for Management Studies	Farmers Insurance
Clark Construction	Martha Jefferson Hospital
Intel	Depository Trust & Clearing Corporation
Chrysler	National Urban League
UBS	Aerotek
GE	

HONORS AND AWARDS

YWCA of Greater Atlanta Women of Achievement Honoree: 2018
Atlanta Business Chronicle Most Admired CEO: 2017
Black Enterprise Top 10 Women of Power in Education: 2015
Ebony Magazine Power 100: 2014
The Root 100 Top 100 Under 50 Award: 2010
Colley/Mead Faculty Award: 2010
Named to Diversity MBA Magazine's "Top 100 under 50": 2009
Nominated for the Outstanding Faculty Award by the Class of 2007, 2006, 2004 Darden Graduate School of Business, University of Virginia.
Wachovia Award for Excellence in Course Materials: Innovative Case Category for Crisis Management Simulation, 2003
Runner-up for the Owen Scholarly Achievement Award in I/O Psychology: 2003
Best paper nomination for the BPS division of the Academy of Management: 2003
Five Favorite Faculty Award (University Distinction) - Emory University 1999
Teacher Honor Roll - Freeman School of Business, Tulane University: 1997 and 1998

Best Symposium Proposal Award, Organization and Management Theory Division, Academy of Management, 1997

Gambit Weekly “Top 40 Under 40 in New Orleans” 1997

Outstanding Young Researcher Award - Tulane University: 1996–1997.

Outstanding Reviewer - Careers Division of Academy of Management: 1997

Nominated participant, OB/OMT junior faculty consortium, Academy of Management, 1996

J.F., Jr., & Jessie Lee Seinsheimer Research Fellow - Tulane University: 1995

PROFESSIONAL ACTIVITIES

Association Memberships:

Academy of Management

- Co-Chair, Gender & Diversity in Organizations Division Annual Town Hall
 - Executive Committee Member, Gender & Diversity in Organizations Division
 - Chair of the Diversity in Action Best Practices Award Committee
- Society for Industrial/Organizational Psychologists
- Planning Committee Member, SIOP national conference
 - Program Committee Member, SIOP national conference

American Psychological Association

Strategic Management Society

EDITORIAL BOARD AND REVIEWING

Editorial Boards

Journal of Management, editorial board member, 2008–2011

Journal of Organizational Behavior, editorial board member 2005–2008

Sex Roles, (Co-Editor) Special Issue on Gender in Organizations

Associate Editor for the Career Forum, Publication for the Careers Division of the Academy of Management

Ad Hoc Reviewing

Administrative Science Quarterly

Academy of Management Review

Academy of Management Journal

Academy of Management Learning and Education

Human Resources Management

Journal of Crisis and Contingency Management

Journal of Organizational Behavior

Journal of Management Inquiry

Journal of Management Studies

Organization Studies

Sex Roles

INSTITUTIONAL AND COMMUNITY SERVICE

University of Virginia Service:

Member, University of Virginia Task force on Organizational Excellence, 2013–2014
Member, Peer Review Faculty Committee, 2012–2013
Chair, Search Committee for CEO of Executive Education, 2012
Area Chair, Leadership and Organizational Behavior unit, 2011–2013
Member Steering, Committee, University of Virginia Presidential Inauguration, 2010
Course Head, Leadership and Organizational Behavior area, 2010–2013
Member, Darden Business School MBA Policy Committee, 2009–2012
Associate Dean for Diversity and member Darden Business School Leadership Team, 2006–2008
Member, University of Virginia Diversity Strategy Group, 2006–2008
Member, University of Virginia faculty senate representative, 2004–2007
Elected to executive council of the university faculty senate, 2005–2007
Member, Academic Standards Committee, 2002–2006
Faculty Advisor, Darden African Business Organization 2001–2006
Active faculty contributor for Darden Days and numerous GWIB events, ongoing

Community Service:

Board Member, Alliance Theater 2017–present
Center for Disease Control (CDC), Board of Scientific Counselors 2016–present
Board Member, East Lake Foundation 2016–present
Board Member, AACSB 2015–2018
Board Member, Junior Achievement Greater Atlanta, 2015–2018
Board Member, Center for Nonprofit Excellence, 2011–2014
Board Member, St. Anne's Belfield School, 2011–2014
Member, St. Anne's Belfield Strategic Planning Committee, 2011
Academic Advisor to National Urban League, 2009
Board Member (VP of Organizational Strategy), QuickStart Tennis Virginia, 2009
Member, Martha Jefferson Hospital Joint Conference Committee, 2005–2011
Member, Martha Jefferson Hospital Quality Care Committee, 2005–2011
Member, Montessori Community School Board of Directors, 2005–2006
Member, Charlottesville Chapter of the Links, Inc., 2005–2014
Member, Martha Jefferson Hospital Strategic Planning Committee, 2004–2008