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Education:

Ph. D. Psychology (Organizational), University of Michigan
M.A. Psychology, University of Michigan
B.A. Yale University

Work Experience:

- 2013- Professor of Management (Emeritus), Isenberg School of Management, University of Massachusetts Amherst. Scaled-back administrative duties But continued research and teaching, esp. with doctoral students.
- 2009-13 Director, Doctoral Program, Isenberg School of Management, University of Massachusetts Amherst.
- 2007-09 Dean, Isenberg School of Management, University of Massachusetts Amherst. This was a planned, two-year interim appointment. A search in the second year brought in a new dean starting August 2009.
- 2002-07 Director, Doctoral Program, Isenberg School of Management, University of Massachusetts Amherst.
- 2002 (Spring) Visiting Professor, Athens Laboratory of Business Administration, Athens, Greece. Taught one PMBA course and conducted research on leadership in Greece (on sabbatical leave from UMass).
- 1979- Professor of Management, Isenberg School of Management, University of Massachusetts. Responsible for courses in organizational behavior, organizational research, the behavioral sciences, administrative theory, leadership, and organizational theory.
- 1998 (Spring) Interim Associate Dean for Undergraduate Matters, Isenberg School of Management, University of Massachusetts Amherst. Filled in temporarily due to untimely death of Undergraduate Dean George Spiro; continued as Management Department Chair.
- 1988-98 Chair, Department of Management, School of Management, University of Massachusetts. Responsible for overall leadership and administration of department, consisting of approximately 15* full-time faculty in the areas of strategic management, organizational behavior, human resources management, and business law. Two Ph.D. majors offered by department: strategic management and organizational studies; approximately 18 Ph.D. students in the two areas.

- Approximately 22 in 1988. Note: Name changed in 1982 from School of Business Administration to School of Management, and in 1997 to Isenberg School of Management

- 1994-95 Visiting Resident Professor, The Athens Laboratory of Business Administration, Athens, Greece. Taught 3 courses, served as trainer in management development programs, and participated in all aspects of the school's academic operations. (On sabbatical leave from the University of Massachusetts.)
- 1981-88 Director, Doctoral Program, School of Management, University of Massachusetts. Responsible for overall leadership and administration of the School's Ph.D. Program in Business Administration. Program grew from 32 to 70 students, across 7 major areas.
- 1980-81 Special Assistant, Directorate of Personnel Management, Office of the Assistant Secretary for Administration and Management, U.S. Department of Labor. Selected as AACSB Federal Faculty Fellow to serve as senior level advisor to the Director of Personnel Management in the areas of performance appraisal and organizational behavior and analysis.
- 1976;
1979-
2017 Visiting Professor/Associate Professor of Psychology, Mt. Holyoke College. Teach "The Individual and the Organization" in Complex Organizations Program.
- 1974-79 Associate Professor of Management, School of Business Administration, University of Massachusetts.
- 1972-73 Assistant Professor of Management, School of Business Administration, University of Massachusetts.
- 1970-72 Research Associate, Alfred P. Sloan School of Management, Massachusetts Institute of Technology. This period was spent at MIT in Cambridge finishing the Brazil project and teaching a course in International Management.
- 1968-70 Research Associate, MIT, and Senior Resident Representative, Rio de Janeiro, Brazil. This field assignment was part of a technical assistance, action-research project between MIT and the National Economic Development Bank of Brazil. Responsibilities included application of organizational psychology knowledge to development finance banks, and introduction of organizational psychology research methodology to Brazil.
- 1965-68 Assistant Project Director, Center for Research on Utilization of Scientific Knowledge, Institute for Social Research, University of Michigan. This period was spent on an action-research study of a government agency in Washington, D.C.
- 1964 Assistant Study Director, Survey Research Center, Institute for Social Research, University of Michigan. This period was spent as part of a team analyzing the organizational climate of a major grocery store company's main warehouse.
- 1962-64 Teaching Fellow, Department of Psychology, University of Michigan.

Publications:

Why Trump and Clinton Won and Lost: The Roles of Hypermasculinity and Androgyny (with Gary N. Powell and Xueting Jiang) Equality, Diversity and Inclusion: An International Journal, 2018, 37, pp. 44-62.

Linking Leader Anti-Prototypes and Prototypes to Gender Stereotypes (with Gary N. Powell) Gender in Management: An International Journal, 2017, 32, pp. 128-140.

Sex, gender, and leadership in the public sector: Is the role of femininity greater at lower levels? (with G. N. Powell) In M.F. Karsten (Ed.), *Gender, race, and ethnicity in the workplace: Emerging issues and enduring challenges*. 2016, Santa Barbara, CA: Praeger.

Isn't It Time We Did Something About the Lack of Teaching Preparation in Business Doctoral Programs? (with R. Marx, J. Garcia, J. Kappen & T. Baldwin) Journal of Management Education, 2016, 40, pp. 489-515.

The Glass Ceiling: What Have We Learned 20 Years On? (with Gary N. Powell) Journal of Organizational Effectiveness: People and Performance, 2015, 2, pp. 306-326.

The Preference to Work for a Man or a Woman: A Matter of Sex and Gender? (with Gary N. Powell) Journal of Vocational Behavior, 2015, 86, pp. 28-37.

Correspondence between Self- and Good-Manager Descriptions: Examining Stability and Change over Four Decades (with Gary N. Powell) Journal of Management, 2015, 41, pp.1745-1773.

The Role of Androgyny in Leader Prototypes over Four Decades (with Gary N. Powell) Gender in Management: An International Journal, 2015, 30, pp.69-86.

Would You Prefer to Work for a Man or a Woman? A Matter of Sex, Gender, and Population. Best Paper Proceedings (CD only) Academy of Management National Meetings, Philadelphia, PA, August, 2014.

Sex, Gender, and Aspirations to Top Management: Who's Opting Out? Who's Opting In? (with Gary N. Powell) Journal of Vocational Behavior, 2013, 82, pp. 30-36.

A Model and Test of Individual and Organizational Factors Influencing Individual Adaptation to Change (with Parent, Sullivan and Hardway) Organization and Management Journal, 2012, 9, pp. 216-235.

Sex, Gender, and the US Presidency: Ready for a Female President? (with Gary N. Powell) Gender in Management, 2011, 26, pp. 394-407.

Leader Evaluations: A New Female Advantage? (with Powell and Bartol) Gender in Management, 2008, 23, pp. 156-174.

Managing Ethically in Times of Transformation: Challenges and Opportunities (with Gopalakrishnan and Mangaliso), Group and Organization Management, 2008, 33, # 6, pp. 756-759.

Gender and Managerial Stereotypes: Have the Times Changed? (with G. N. Powell and J. D. Parent) A chapter in Gender, Race and Ethnicity in the Workplace, edited by M. F. Karsten. Westport, CT: Praeger Publishers, 2006, pp. 143-162. (a revision of Journal of Management 2002 paper)

Developing Leadership Theory in Asia: The Role of Chinese Philosophy (with J. Alves and C. Manz) International Journal of Leadership Studies, 2005, 1, #1. (online refereed journal sponsored by Regent University, IJLS@regent.edu)

The Psychology of Gender Aspirations to Top Management: Does Gender Identity Matter? (with G. N. Powell) A chapter in The Psychology of Gender Identity, edited by Frank Columbus. Hauppauge, NY: Nova Science Publishers, 2005, pp. 47-61.

Sex Effects in Evaluations of Transformational and Transactional Leaders (with G. N. Powell, K. M. Bartol & J. C. Alves) Best Paper Proceedings (CD only) Academy of Management National Meetings, New Orleans, LA, August, 2004.

Gender, Gender Identity, and Aspirations to Top Management (with G.N. Powell). Women in Management Review, 2003, 18, pp. 88-96.

Exploring the Influence of Decision Makers' Race and Gender on Actual Promotions to Top Management (with G. N. Powell). Personnel Psychology, 2002, 55. pp. 397-428.

Gender and Managerial Stereotypes: Have the Times Changed? (with G. N. Powell and J. D. Parent). Journal of Management, 2002, 28, pp. 177-193.

An Empirical Investigation of CEO Leadership Style in Two Entrepreneurial Configurations (with J. P. Grinnell). Proceedings, 38th Annual Meeting, Eastern Academy of Management, New York, 2001, pp. 32-34.

Women's Career Advancement and the Glass Ceiling in the Financial Services Industry (with J. Slavet). Operant Subjectivity, 1999, 23, pp. 9-30.

Re-Viewing Gender, Leadership, and Managerial Behavior: Do Three Decades of Research Tell Us Anything (with J.P. Grinnell). A chapter in Handbook of Gender and Work, edited by Gary N. Powell. Thousand Oaks, CA: Sage, 1999, pp. 223-238.

Looking Through the Glass Ceiling: A Comparison of Attitudes and Experiences Between Women at the Top and Middle Levels in the Financial Services Industry (with J. Slavet). Proceedings, Eastern Academy of Management, Philadelphia, PA, 1999, pp. 125-128 (Fairleigh Dickinson University, New Brunswick, NJ)

Effect of Race on Promotions to Top Management in a Federal Department (with G. N. Powell). Academy of Management Journal, 1997, 40, pp. 112-128.

Investigating the "Glass Ceiling" Phenomenon: An Empirical Study of Actual Promotions to Top Management (with G.N. Powell). Academy of Management Journal, 1994, 37, pp. 68-86. Reprinted in *Women and Management*, vol.2, ed. by Gatrell, Cooper & Kossek. Northampton, MA: Edward Elgar, 2010.

Leadership and the 1988 Presidential Election: A Gallup Phrase Portrait View (with A. Prasad). Innovations in Research and Teaching, Proceedings of 27th Annual Meeting, Eastern Academy of Management, Buffalo, NY, EAM, 1990, pp. 320-323.

War of the Worlds Revisited: Organizational Development and Ideologies in Conflict (with Cavanaugh, Jacobson and Marx). The Association of Human Resources Management and Organizational Behavior Annual Conference Proceedings, editor Habil Copur, 1989, pp. 478-480.

The "Good Manager": Did Androgyny Fare Better in the 1980's? (with G.N. Powell). Group and Organization Studies, 1989, 14, pp. 216-233.

Leadership in the Public Sector: Presidential Candidates as Chief Executive Officers (with G.N. Powell). Journal of Social Behavior and Personality, 1988, 3, pp. 253-262.

Welcome Back Charisma. Comments in Emerging Leadership Vistas, edited by J.G. Hunt, B.R. Baliga, H.P. Dachler, & C.A. Schriesheim, Lexington, MA: Lexington Books, 1987, pp. 67-72.

Is the "Presidential Image" Reserved for Males? Sex-Role Stereotypes and the 1984 Presidential Election (with G.N. Powell). Psychological Reports, 1987, 61, pp. 491-495.

Leadership, Sex-Role Stereotypes and the 1988 Presidential Election: Profiles of Potential Candidates (with R. Logozzo & G.N. Powell). Proceedings 1987 (Vol. 1), Decision Sciences Institute, Boston, 1987, pp.517-519.

The "High-High" Leader Rides Again (with G.N. Powell). Group and Organization Studies, 1984, 9, pp. 437-450.

The Female Leader and the "High-High" Effective Leader Stereotype (with G.N. Powell). The Journal of Psychology, 1984, 117, pp. 71-76.

If 'Good Managers' Are Masculine, What Are 'Bad Managers'? (With G.N. Powell). Sex Roles: A Journal of Research, 1984, 10, pp. 477-484. Revision of AIDS Proceedings 1979 paper.

Sex, Attributions and Leadership: A Brief Review. (with G.N. Powell). Psychological Reports, 1982, 51, pp. 1171-1174.

A Note on Sex-Role Identity Effects on Managerial Aspirations (with G.N. Powell). Journal of Occupational Psychology, 1981, 54, pp. 299-301.

Sex-Role Identity and Sex as Predictors of Leadership Style (with G.N. Powell and L.A. Mainiero). Psychological Reports, 1981, 49, pp. 829-830.

Effect of Group Performance, Leader Sex, and Rater Sex on Ratings of Leader Behavior (with G.N. Powell). Organizational Behavior and Human Performance, 1981, 28, pp. 129-141.

Convergent Validity in Students' Perceptions of Jimmy Carter, Ted Kennedy, and the Ideal President (with G.N. Powell). Perceptual and Motor Skills, 1981, 52, pp. 51-56.

The Female Leader: Attributional Effects of Group Performance (with G.N. Powell). Psychological Reports, 1980, 47, pp. 891-897.

If the 'Good Manager' Is Masculine What Is the 'Bad Manager'? (with G.N. Powell). Proceedings 1979 (Vol. 1), American Institute for Decision Sciences, New Orleans, 1979, pp. 270-272.

Task-Relevant Control in Organizations (with B.Z. Posner). Personnel Psychology, 32, No. 4 (Winter), 1979, pp. 725-740.

Personal Correlates of Organization Control (with B.Z. Posner). Journal of Psychology, 102, 1979, pp. 299-306.

The Good Manager: Masculine or Androgynous? (with G.N. Powell). Academy of Management Journal, 22, No. 2, 1979, pp. 395-403.

Role Clarity and Organizational Level (with B.Z. Posner). Journal of Management, 4, No. 2, 1978, pp. 81-90.

Group Performance Effects on Evaluations and Descriptions of Leadership Behavior (with G.N. Powell and L.A. Mainiero). Proceedings '78, Academy of Management, San Francisco, 1978, pp. 50-54.

Correlates of Subordinate Attributions of Supervisory Influence (with B.Z. Posner). Journal of Management, 4, No. 1, 1978, pp. 17-24.

The Nature of Perceived Supervisory Influence and Its Relationship to Individual Influence (with B.Z. Posner). Santa Clara Business Review, 9, No. 1, Summer 1978, pp. 51-54.

The Case for Subsystem Climates in Organizations (with G.N. Powell). Academy of Management Review, 3, No. 1, 1978, pp. 151-157.

Evaluators of Leader Behavior: A Missing Element in Leadership Theory (with K.M. Bartol). A Chapter in Hunt, J.G. and Larson, L.L. (eds.), Leadership: The Cutting Edge, Carbondale, IL: Southern Illinois University Press, 1977, pp. 167-188.

Sex Effects in Evaluating Leaders (with K.M. Bartol). Journal of Applied Psychology, 61, No. 4, 1976, 445-454.

The Likert Organizational Profile: Methodological Analysis and Test of System 4 Theory in Brazil. (With G.F. Farris). Journal of Applied Psychology, 59, No. 1, 1974, pp. 15-23. Published in Portuguese as: O perfil organizacional de Likert: analise metodologica e teste da teoria do sistema no Brasil. Revista de Administracao Publica, 7, No.3, 1973, pp.19-31.

Trust, Culture, and Organizational Behavior. (With E.E. Senner and G.F. Farris), Industrial Relations, 12, No. 2, 1973, pp. 144-157.

Are Current Theories of Leadership Culture-Bound? An Empirical Test in Brazil. (With G.F. Farris). Chapter in Fleishman, E.A., and Hunt, J.G.,

(eds.). Current Developments in the Study of Leadership, Carbondale, IL: Southern Illinois University Press, 1973, pp. 105-138. Published in Portuguese as: Limites Culturais as Teorias de Lideranca: Um Teste Empirico no Brazil. Revista de Administracao Publica, 6, No. 3, 1972, pp. 55-85.

Control Theory in Brazilian Organizations. (With G.F. Farris), Administrative Science Quarterly, 17, No. 4, 1972, pp. 574-585.

Goal Congruence in Brazilian Organizations. (With G.F. Farris), Interamerican Journal of Psychology, 6, Nos. 3-4, 1972, pp. 225-233. Published in Portuguese as: Congruencia de Objectivos em Organizacoes Brasileiras. Revista de Administracao Publica, 6, No. 4, 1972, pp. 73-82.

Pesquisa de Acao em Desenvolvimento Organizacional na America Latina pelo metodo de Lavantamento do Feedback. Revista de Administracao Publica, 6, No. 1, 1972, pp. 89-99. (Not published in English).

Leadership and Organizational Effectiveness. A Chapter in The Characteristics of Effective Organizations, by Paul E. Mott. New York: Harper and Row, 1972, pp. 117-149.

Presentations at Professional Meetings:

Papers:

Why Clinton Lost and Won: Hypermasculinity, Androgyny, and the 2016 U.S. Presidential Election (with Gary N. Powell and Xueting Jiang) Accepted for presentation at the Academy of Management National Meeting, Atlanta, GA, August 2017.

The Glass Ceiling: What Have We Learned 20 Years On? (with Gary N. Powell), accepted for presentation at the British Academy of Management Annual Conference, Portsmouth, UK, September, 2015.

Organizational Commitment in the Home Health Aide Industry (with Daphne Berry), Accepted for presentation at the Academy of Management National Meeting, Vancouver, BC, Canada, August, 2015

Leader Stereotypes, Good and Bad: Is the Emphasis on Masculinity vis-vis Femininity Changing? (with G. N. Powell) Accepted for presentation at the British Academy of Management Annual Conference, Belfast, Northern Ireland, September, 2014.

Sex, Gender and Leadership in the Public Sector: Is the Role of Femininity Greater at Lower Levels? (with G. N. Powell and D. Goding), accepted for presentation at the British Academy of Management Annual Conference, Liverpool, England, September, 2013.

Revisiting the Role of Androgyny in Leadership Stereotypes: On the Rise or In Decline? (with G. N. Powell), Accepted for presentation at the British Academy of Management Annual Conference, Cardiff, Wales, September, 2012.

The "Good Manager" Over Four Decades: Stability and Change (with G. N. Powell), accepted for presentation at the Academy of Management National Meeting, San Antonio, Texas, August, 2011.

On the Folly of Rewarding (R)esearch While Also Needing (T)eaching (with R. Marx, J. Garcia & J. Kappen), accepted for presentation at the Academy of Management National Meeting, San Antonio Texas, August, 2011.

The "Good Manager" Over Four Decades: Stability and Change (with G. N. Powell; invited paper for Gender and Leadership in the 21st Century: Meeting of the British Academy of Management, London, May, 2011.

Should Sarah and Hillary Run Again? Gender, Leadership, and the 2008 U.S. Presidential Elections (with G.N. Powell), accepted for presentation at the Academy of Management National Meeting, Montreal, Canada, August, 2010.

A Leadership Development Framework Applicable for Chinese Managers Trained Abroad (with Alves and Manz), presented at the Festschrift conference honoring Jerry Hunt at Texas Tech University, Lubbock, TX, October, 2007.

Sex Effects in Evaluating Leaders Revisited: Still an Advantage for Female Transformational Leaders (with G. N. Powell and K. M. Bartol). Accepted for presentation at the Academy of Management National Meeting, Philadelphia, PA, August, 2007.

A Model and Test of Individual and Organization Factors Influencing Individual Adaptation to Change (with J. D. Parent). Accepted for presentation at the Academy of Management National Meeting, Philadelphia, PA, August, 2007. (A major revision with additional authors was subsequently published in *Organization and Management Journal*, 2012.)

Leadership Development of Chinese Managers Trained Abroad: Implications for Theory and Practice (with J. Alves and C. Manz). Accepted for presentation at "Business as an Agent of World Benefit" Global Forum, sponsored by the United Nations and the Academy of Management, Cleveland, Ohio, October, 2006.

Revisiting Sex Effects in Evaluations of Transformational Leaders: An Advantage for Female Leaders (with G. N. Powell and K. M. Bartol). Accepted for presentation at the Academy of Management National Meeting, Atlanta, GA, August, 2006.

Effects of Sex-Role Stereotypes in Public Leadership: The U.S. Presidential Elections of 2004 (with J. Alves). Accepted for presentation at the Decisions Sciences Institute annual meeting, San Francisco, November, 2005.

Framing Leadership in Asia and China (with J. Alves and C. Manz). Refereed research workshop paper presented at Academy of Management National Meeting, Honolulu, August, 2005.

Sex Effects in Evaluating Leaders: Any Different for Transformational and Transactional Leaders? (with G. N. Powell and K. M. Bartol) Accepted for

presentation at the British Academy of Management Annual Conference, St. Andrews, Scotland, August, 2004.

Sex Effects in Evaluating Leaders: A Reassessment with Transformational and Transactional Leaders (with K. M. Bartol and G. N. Powell) Accepted for presentation at the 2004 Gallup Leadership Institute Summit conference, Omaha, NE, June, 2004.

Battle of the Sexes? The Impact of Sex-Role Prototypes in Evaluating Gubernatorial Candidates (with S. F. Voronov and J. P. Grinnell). Accepted for presentation at the Eastern Academy of Management 40th Annual Meeting, Baltimore, MD, May, 2003.

Has the Gender Gap in Aspirations to the top Management Decreased Over Time? (with G.N. Powell) Accepted for presentation at the British Academy of Management Annual Meeting, London, September, 2002.

As the Millennium Turns: Gender Aspirations to the Top Management (with G.N. Powell). Accepted for presentation in symposium "Whither Gender and Leadership in the New Millennium?" at the Academy of Management National Meetings, Denver, CO, August 2002.

Gender and Managerial Stereotypes: Have the Times Changed? (with G. N. Powell and J. D. Parent). Accepted for presentation at the Decision Sciences Institute 32nd Annual Meeting, San Francisco, November, 2001.

An Empirical Investigation of CEO Leadership Style in Two Entrepreneurial Configurations (with J.P. Grinnell). Accepted for presentation at the Eastern Academy of Management Annual Meeting, New York City, May, 2001.

Exploring the Influence of Decision Makers' Race and Gender on Promotions to Top Management (with G.N. Powell). Accepted for presentation at the Academy of Management National Meetings, Toronto, Canada, August, 2000.

When Every Day is a New Time: Changing Operations in a Manufacturing Firm (with J. Woodilla). Accepted for presentation at the Academy of Management National Meetings, Toronto, Canada, August 2000.

Reviewing Gender, Leadership and Managerial Behavior (with J.P. Grinnell). Accepted for presentation in symposium, "Sneaking Into the Men's Room: Leadership, Evaluations and Making It to the Top", presented at the Academy of Management National Meetings, Chicago, IL, August, 1999.

Women's Career Advancement and the Glass Ceiling: A Q Methodology Study (with J. Slavet). Accepted for presentation at the Eastern Psychological Association Meetings, Providence, RI, May 1999.

The Impact of Sex-Role Prototypes In Evaluating Presidential Candidates: Can We Call Bill Clinton a "Good President"? (with James P. Grinnell). Accepted for presentation at the Academy of Management National Meetings, San Diego, CA, August, 1998.

Race, Gender, and the Glass Ceiling: An Empirical Study of Actual Promotions to Top Management (with G.N. Powell). Accepted for presentation at the Academy of Management National Meetings, Dallas, August, 1994.

Is the Glass Ceiling Cracking? An Empirical Study of Actual Promotions to Top Management (with G. N. Powell). Accepted for presentation at the Academy of Management National Meetings, Miami Beach, August, 1991.

Leadership, Sex-Role Stereotypes and the 1988 Presidential Election: How Did George Do It? (with A. Prasad). Accepted for presentation at the 1989 Annual Meeting, Decision Sciences Institute, New Orleans, November, 1989.

Leadership, sex role stereotypes, and the 1988 presidential election: Profiles of potential candidates (with R. Logozzo & G. N. Powell. Annual meeting of the Decision Sciences Institute. Boston, November, 1987

Androgyny, Good Managers, and U. S. Presidential Candidates (with G. N. Powell). Accepted for presentation at the American Psychological Association National Convention, New York City, August, 1987.

The Ferraro Factor: Gender Issues in the 1984 Presidential Election (with G. N. Powell). Accepted for presentation at the Third International Interdisciplinary Congress on Women, Dublin, Ireland, July, 1987. Withdrawn by authors prior to presentation.

The "Good Manager": Does Androgyny Fare Better in the 1980's? (with G. N. Powell). Accepted for presentation at the Academy of Management National Meetings, Chicago, August, 1986.

A Gallup "Phrase Portrait" View of the 1984 Presidential Candidates (with R. Logozzo & G. N. Powell). Accepted for presentation at the 1986 North-east American Institute for Decision Sciences Meeting, Williamsburg, VA, March, 1986.

Leadership in the Public Sector: Presidential Candidates as CEO's (with G. N. Powell). Accepted for presentation at the Academy of Management National Meetings, San Diego, CA, August, 1985.

The Use of Undergraduates and Working MBA Students in Causal Attribution Leadership Research (with L.M. Graves). Accepted for presentation at Eastern Academy of Management Meeting, Montreal, May, 1984.

The "High-High" Leader Rides Again: Further Effects of Group Performance on Ratings of Leader Behavior (with G.N. Powell). Accepted for presentation at the Southern Management Association Annual Meeting, Atlanta, November, 1983, (in Proceedings, pp. 243-245).

Operationalizing French and Raven's Bases of Power: Empirical Assessment in Field and Laboratory Settings (with W.A Randolph, B.Z. Posner, and G.N. Powell). Accepted for presentation at the Southern Management Association Annual Meeting; Atlanta, November, 1983. (in Proceedings, pp. 261-263).

Attributions of Causality for Group Performance as a Function of Sex, Leadership Style, and Group Performance (with L.M. Graves and G.N. Powell). Accepted for presentation at the 43rd Annual Meeting, Academy of Management, Dallas, August, 1983.

Sex, Attributions, and Leadership: A Brief Review (with G.N. Powell). Accepted for presentation at 90th Annual Convention, American Psychological Association, Washington, D.C., August, 1982.

Applicability of Good Manager Profile to Presidents and Presidential Candidates (with G.N. Powell and B.Z. Posner). Accepted for presentation at the 20th International Congress of Applied Psychology, Edinburgh, Scotland, July 1982.

Applicability of the 'Hi-Hi' Leader Stereotype to Female Leaders (with G.N. Powell). Accepted for presentation of the 13th Annual Meeting of the American Institute for Decision Sciences, Boston, November, 1981.

First Year Evaluation of DOL SES Performance Appraisal System: Promise Pending. Paper in symposium for delivery at the 13th Annual Meeting of the American Institute for Decision Sciences, Boston, November, 1981.

Investigating the Relationship Between Good Managers, Presidents and Presidential Candidates (with G.N. Powell and B.Z. Posner). Accepted for presentation at the Twelfth Annual Meeting of the American Institute for Decision Sciences, Las Vegas, November, 1980.

Sex-Role Identity: A Predictor of Managerial Aspirations (with G.N. Powell and L.A. Mainiero). Accepted for delivery at the 86th Annual Convention, American Psychological Association, Toronto, August, 1978.

Power and Control Over the Specifics Rather Than Generalizations: Implications for Management. Paper in symposium accepted for delivery at the 38th Annual Meeting, Academy of Management, San Francisco, August, 1978.

Evaluations of Leadership Behavior: Do Sex or Androgyny Matter? (with G.N. Powell). Paper in symposium accepted for delivery at the 85th Annual Convention, American Psychological Association, San Francisco, August, 1977.

Sex and Sex-Role Identification: An Important Distinction for Organizational Research (with G.N. Powell). Paper in symposium accepted for delivery at the 85th Annual Convention, American Psychological Association, San Francisco, August, 1977.

Sex, Sex-Role Identification, and the Good Manager (with G.N. Powell). Accepted for delivery at the 37th Annual Meeting, Academy of Management, Kissimmee, Florida, August, 1977.

Evaluators of Leader Behavior: A Missing Element in Leadership Theory (with K.M. Bartol). Accepted for delivery at the 4th Biennial Leadership Symposium, Southern Illinois University at Carbondale, October, 1976.

Sex Effects in Evaluating Leaders (with K.M. Bartol). Accepted for delivery at the 34th Annual Meeting of the Academy of Management, Seattle, Washington, August, 1974.

Goal Congruence in Brazilian Organizations (with G.F. Farris). Accepted for delivery at the Congress of the Interamerican Society of Psychology, Panama City, Panama, December, 1971.

Organization Development for Economic Development in Latin America: Results of a Four-Year Action-Research Program (with G.F. Farris). Accepted for delivery at the International Congress of Applied Psychology, Liege, Belgium, July, 1971.

Are Current Theories of Leadership Culture-Bound? An Empirical Test in Brazil (with G.F. Farris). Invited paper for the Symposium, Contemporary Developments in the Study of Leadership, School of Business, Southern Illinois University, Carbondale, IL, April, 1971.

Symposia and PDW's:

Doctoral Consortium panelist on research. Eastern Academy of Management annual meeting, Portland, Maine, June, 2020. (Online)

Butterfield, D. A., Marx, R., Garcia, J., Kappen, J. "Is It Time for Change in Teaching Preparation in Business Doctoral Programs? Or Perhaps It Is Not? Adding an International Dimension.: Refereed symposium at biennial EAMI Managing in a Global Economy XVIII. Dubrovnik, Croatia, June 2019.

Butterfield, D. A., Marx, R., Garcia, J., Lewicki, R., Gordon, J., & Harrington, A. "Dare to Care About Teaching? Yes We Can! How to Prepare Doctoral Students to Teach." Refereed Professional Development Workshop scheduled for presentation at the Academy of Management annual conference, Montreal, Canada, August, 2010.

Butterfield, D.A., Marx, R., Garcia, J., Gordon, J., Sorcinelli, M.D., Lewicki, R. & Harrington, A. "Preparing Business School Doctoral Students for Teaching: An Examination of Current Practices." Refereed Symposium presented at the Academy of Management annual conference, Chicago, August 10, 2009.

Career Choices after Graduation: What to Do and Where to Go after They Call You "Dr." Doctoral Consortium organizer at the Eastern Academy of Management annual meeting, New Brunswick, NJ, May, 2007.

Doing a Dissertation for the 21st Century. Doctoral Consortium organizer and panel presenter at the Eastern Academy of Management annual meeting, Saratoga Springs, NY, May, 2006.

Whither Gender and Leadership in the New Millennium? Accepted for presentation at the Academy of Management National Meetings, Denver, CO, August, 2002.

Sneaking into the Men's Room: Leadership, Evaluations and Making It to the Top. Accepted for presentation at the Academy of Management National Meetings, Chicago, IL, August, 1999.

Managing Sabbaticals in a Global Economy: How to Take a Sabbatical Overseas. Symposium organized for the International Eastern Academy of Management biennial conference, Dublin, Ireland, June, 1997.

"Evaluating Civil Service Reform in the Federal Government: Additional Findings." Accepted for presentation at the 42nd Annual Meeting, Academy of Management, New York, August, 1982.

"Evaluating Civil Service Reform in the Federal Government: Preliminary Findings." Accepted for presentation at the 13th Annual Meeting of the American Institute for Decision Sciences, Las Vegas, November, 1981.

"Leadership and Power: Related Concepts in Search of a Conceptual Framework." Accepted for presentation at the Twelfth Annual Meeting of the American Institute for Decision Sciences, Las Vegas, November, 1980.

"The Mentoring Process: Men and Women, Husbands and Wives." Accepted for presentation at the 39th Annual Meeting, Academy of Management, Atlanta, August, 1979.

"Power and Control in Organizations: New Research Directions." Accepted for presentation at the 38th Annual Meeting, Academy of Management, San Francisco, August, 1978.

"Sex Effects in Leadership and Job-Related Behavior: What's Happening?" Accepted for presentation at the 85th Annual Convention, American Psychological Association, San Francisco, August, 1977.

"Is Modern Organization Theory Culture-Bound? Some Findings From a Four-Year Study in Brazil." 79th Convention of the American Psychological Association, Washington, D.C., September, 1971.

"Providing Technical Assistance to Organizations in Developing Countries." 78th Convention of the American Psychological Association, Miami Beach, September, 1970.

Presentations:

"The 2009 Rio de Janeiro Conference." Panel presentation in symposium: EAMI Conference Series: A Fascinating Journey. EAMI biennial conference, Managing in a Global Economy XVIII, Dubrovnik, Croatia, June, 2019.

The Beat Goes on for Journal Publishing. Panel presentation in symposium: "The What, How and Why of Scholarly Publishing!" Eastern Academy of Management annual meeting, Portland, Maine, May, 2010.

"Getting the Most from Your Dissertation." Panel presentation at doctoral student/junior faculty consortium, Eastern Academy of Management annual meeting, Portland, Maine, May, 2010.

"Managing with Heart and Mind in a Down Economy" Deans' Panel Chair and presenter at the Eastern Academy of Management annual meeting, Hartford, Connecticut, May, 2009.

Studying Expectations for Leadership Around the World. Presented at refereed symposium on "Gender and Leadership: A New Look," Eastern Academy of Management International, biennial conference "Managing in a Global Economy XI," Cape Town, South Africa, June, 2005.

Life at a Ph. D. Granting School. Panel presentation at Eastern Academy of Management doctoral consortium, Springfield, MA, May, 2005.

Research: It's a Game. Have Fun Playing. Presented to the Junior Faculty Consortium and the Eastern Academy of Management annual meeting, Providence, RI, May 2004.

Explorations in Leadership and Gender. Presented to University of Massachusetts Psychology Department Colloquium, March 2004.

MBA Programs in Greece: The ALBA Program. Part of a panel on "MBA Education in Bulgaria, Greece, Italy, Japan and the U.S.: A Comparison." Presented at "Managing In a Global Economy X," Eastern Academy of Management-International, Porto, Portugal, June, 2003.

Developing Cross-Generational Research Ties (with G. N. Powell). Pre-conference presentation at the Academy of Management national meetings, Washington, D. C., August, 2001.

When Crossing Borders Is a Two-Way Street. Presentation in plenary session panel on "Crossing Borders: Challenges for Teaching and Learning in a Global Economy". Presented at the ninth "Managing in a Global Economy" conference, San Jose, Costa Rica, June, 2001, sponsored by the Eastern Academy of Management.

Finding the Right Position. Presented to doctoral consortium at the Eastern Academy of Management annual meeting, Danvers, MA, May 2000.

Examining the Effects of Race and Gender on Promotion to Top Management (with G.N. Powell). Pre-conference presentation at the Academy of Management National Meetings, Chicago, IL, August, 1999.

A Career at a Ph.D.-Granting Institution. Presented to Gender and Diversity in Organizations doctoral consortium at the Academy of Management National Meetings, Chicago, IL, August, 1999.

Teaching/Managing in the Diverse Classroom. Panel presentation at the International Organizational Behavior Teaching Conference, University of Cape Town, Cape Town, South Africa, December, 1997.

Conducting research on glass ceiling issues: Where do we go from here? (with G. N. Powell & S. Foley) Academy of Management annual meeting. Boston, August, 1997.

Going Abroad for a Whole Year, with Family. Presentation to Symposium, "Managing Sabbaticals in a Global Economy: How to Take a Sabbatical Overseas", Organized for the International Eastern Academy of Management biennial conference, Dublin, Ireland, June, 1997.

Coming Home to the EAM. Presidential address to the Eastern

Academy of Management Meeting, Ithaca, NY, May, 1995.

Responding to Reviewers. Presentation to symposium, "From Review to Presentation: Improving the Process." Eastern Academy of Management Meeting, Albany, NY, May, 1994.

The trials and tribulations of participation (with B.Z. Posner, G. N. Powell, & A. Randolph). Prepared for the Organizational Behavior Teaching Conference. Charlottesville, VA, June 1985.

What OB Teachers Do When They Are Tired of Teaching OB: Sabbaticals and Other Leaves. Session prepared for the Organizational Behavior Teaching Conference, Charlottesville, VA, June, 1985.

Workers Are...Managers Are...: Old Dog, New Trick. Workshop prepared for the Eastern Academy of Management Meeting, Albany, NY, May, 1985

Rater Effects in Performance Appraisal. Workshop prepared for the Eastern Academy of Management Meeting, Baltimore, MD, May, 1982.

Teaching Macro O. B. Experientially: New Ideas (with R. Leifer). Workshop prepared for 7th Annual Organization Behavior Teaching Conference, University of Southern California, Los Angeles, June, 1980.

Teaching Macro O. B. Experientially (with R. Leifer). Workshop prepared for 5th Annual Organization Behavior Teaching Conference, College of Business Administration, University of South Carolina, Columbia, May, 1978.

The Semester Approach: Concepts and Applications. Presentation to symposium, "Teaching OD: Some Approaches and Perspectives." 37th Annual Meeting, Academy of Management, Kissimmee, Florida, August, 1977.

Reviews:

Assorted book reviews in Personnel Psychology.

Other Papers:

The BNDE-MIT Joint Development Bank Training and Research Project: Final Report to the Ford Foundation. April, 1972.

Technical Assistance for Development Banks in Brazil: Results of a Four-Year Action-Research Program (with G.F. Farris), Massachusetts Institute of Technology, Sloan School of Management Working Paper No. 580, 1971.

An Integrative Approach to the Study of Leadership Effectiveness in Organizations. Unpublished doctoral dissertation. Ann Arbor, Michigan: University Microfilms, No. 69-2295.

Professional Associations:

Academy of Management

Divisions: Organizational Behavior; Gender and Diversity in Organizations (Elected to Executive Committee, 2000-2002); Management Education and Development.

Chair, Ad Hoc Task Force on International Affiliations, 1997-2001

American Assembly of Collegiate Schools of Business

Doctoral Fellowship Selection Committee, 1983; 1988

Association of Directors of Doctoral Programs in Business, 1982-1988

DocNet (new name of above), 2003-2012

Decision Sciences Institute, 1980-2015

Eastern Academy of Management

Fellow, 1999 (Lifetime)

President, 1994-95

President-Elect, 1993-94

Vice President, Program. 1993

Chair, Doctoral Consortium (1986, 1989, 2001)

Member, Board of Directors (1986-1987; 1989-1991; 1995-1998)

Member, Fellows Fund Review Panel, 2014-

Local Arrangements Committee, 1997-1998

Eastern Academy of Management - International

Program Committee, 2003 (Porto, Portugal)

Conference Co-Chair, 2005 (Cape Town, South Africa)

Conference Co-Director, 2007 (Amsterdam, The Netherlands)

Conference Co-Director, 2009 (Rio de Janeiro, Brazil)

Advisory Board, 2005 - present

Director, 2007-2011

Outstanding Paper Committee, 2005 - present

INFORMS, 1985-2015

Editorships and Reviewing:

Special Issue Editor, Group and Organization Management, October, 2008. (Papers from EAM domestic and international conferences.)

Special Issue Editor, Organization and Management Journal, October, 2006. (Papers from EAMI Cape Town conference, June, 2005).

Editorial Review Board (Strategy and Organization), Journal of Business Research, 1999-2013.

Panel Reviewer, National Science Foundation, Science and Technology Centers Program, 2000.

Best Paper Awards Committee, Eastern Academy of Management, 1996-1998.

Assistant Editor and Member, Editorial Review Board, Academy of Management Review. (1975-1978).

Associate Editor, Management Research. (1975-1979).

Ad Hoc Reviewer for Academy of Management Journal, Journal of Applied Psychology, Human Relations, and other scientific journals and programs.

Manuscript Reviewer for various publishers.

Courses Taught:

Doctoral Seminar in Organizational Behavior
Conceptual Foundations of Organizational Behavior and Theory
Doctoral Seminar in Organizational Research
Doctoral Seminar in Organization Theory
Doctoral Seminar in the Behavioral Sciences for Business Administration
Organizational Development
Managerial Behavior
Organizational Behavior (undergrad and Master's, including online)
Organizational Management
Leadership in Organizations: Current Knowledge and Issues (Seminar in Administration)
Administrative Theory
The Individual and the Organization (Mt. Holyoke College)
International Business Environments (MIT)
The Psychology of Human Relations (Michigan)
Leadership, Negotiations and Communication (ALBA)

Doctoral Dissertation Committees

Member of over 40 committees
Chair of 16 dissertations in organizational studies

Grants

Graduate Management Admission Council (GMAC): Co-PI with Robert Marx and Joseph Garcia (University of Western Washington); \$100,000 awarded spring of 2007: "Preparing Doctoral Students in Business Schools to Teach: Examining Current Practices"
University Faculty Research Grants (2)
School of Business Administration Summer Research Grants (5)
U.S. Department of Labor AASCB Faculty Fellow, \$45,000
Center for Manufacturing Productivity: Co-PI with 4 others from MSBDC and College of Engineering; Initial grant (Spring 1991) from U.S. Small Business Administration, \$500,000, renewed for \$465,000; a third-year grant (of \$465,000) was obtained from U.S. Dept. of Commerce. Total funding for CMP approximated 2 million dollars by summer of 1994.
National Science Foundation: Served as NSF Evaluator for CUMIRP, the UMass-Industry Center for Research on Polymers, 1990-1994.
University Public Service Grant: With Prof. Jane Giacobbe, \$12,000 in graduate student stipends used to assist a Springfield K-8 school implement Total Quality Management; faculty time donated.

Awards

Winner, College Outstanding Teacher Award, 1993.

Mentor, Lilly Teaching Fellow Program, 1994.
Outstanding Visiting Professor Award, Athens Laboratory of Business Administration, 1995.
Advisor of the Year Award, UWW, 1998
Lifetime Fellow, Eastern Academy of Management, 1999.
TEACHnology Fellowship, 2002-03.
Service Award, Phi Kappa Phi Honor Society, 2009-10
Distinguished Honorary Alumnus of the Year, UMass Alumni Association, 2011.

University Service (Major Committees)

Chair, Graduate Council, 2002-2006; 1984-85; Vice-Chair 1987-88; member for several years in the 1980's, late 1990's, and 2009-present. (The GC is the university-wide faculty committee responsible for policy development and oversight of all Graduate programs on campus.)
Chair, Graduate School Dean Search Committee, 2005
Chair, SOM Personnel Committee, 2001-5; Member, 2000; 2006-2007
Chair, Isenberg SOM Institutional Review Board, 2006-2016
Member, Joint Task Force on Resource Allocation (JTFR), 2013-16
Member, Rules Committee (Faculty Senate), 2010-2013
Member, Program and Budget Council, 2006-present. (Chair, Spring 2014)
Member, Academic Matters Council Program Subcommittee, 2014-present
Member, Provost's Campus-wide Ph. D. Program Review Committee, 2011-13
Member, ISOM Dean Search Committee, 2005-06
Member, UMass Amherst 250 Faculty Senate Committee, 2005-2007
Member, Faculty Senate Ad Hoc Online Learning Committee, 2004-2007
Member, College of Engineering Dean Search Committee, 2003-04
Member, Provost's Task Force on Journalism/Communication, 2003
Moderator, SOM Faculty, 1999-2002
Isenberg Faculty Coordinator, Provost's Undergraduate Research Fellowship program, 2016-
Chair and Member, Management Department Personnel Committee (on and off from 1978-1988; 1998-2000)
MBA Core Faculty Committee (1977-1980)
Academic Policy Committee, SBA (mid to late 1970's)
Ph.D. Policy and Curriculum Committee (1988-1990)
University Without Walls Advisory Board (1988-2007; 2009-12)
Complex Organizations Program Steering Committee, Mt. Holyoke College, 1979-2003
Faculty Senate Academic Priorities Council (1991-1992, 1999-2000)
School of Management MBA Revision Task Force, 1996
Member, University Outreach Council, 1998-2002.

Outside Reviewer for Academic Programs at:

Framingham State University
Simmons College
University of Rhode Island
Boston College
SUNY - Binghamton
Colorado Technical University

Consulting Activities

Greenfield Community College

Ampad, Inc.
U.S. Department of Labor
New England College Bookstores Association
Hampden County Manpower Consortium (Evaluation Research with IGS/SBA)
Chelsea Industries, Inc.
New England Consortium on Environmental Protection
G. E. Stimpson, Inc.
Massachusetts Dept. of Mental Health, Springfield Office
Belchertown State School
National-American Wholesale Grocers Association
Massachusetts Mutual Life Insurance Company
Small Business Development Center
Institute for Governmental Services (Municipal Governments; Quality Improvement Programs for Small Business).
United States Agency for International Development
Banco Nacional do Desenvolvimento Economico (Brazil)
Commonwealth of Massachusetts
National Aeronautics and Space Administration
Ford Motor Company
The Progressive Group, Inc.
Springfield Technical Community College, Foundry Project
Springfield YMCA
Holyoke Visiting Nurse Association
Macedonia-Thrace Bank (Greece)
Simmons College

Languages:

Formerly competent in speaking, understanding and reading Portuguese.

Professional Interests:

Teaching and basic and applied research in the broad areas of organizational behavior and leadership, with particular emphasis on gender, race and culture.

Civic Involvement (current)

Town of Amherst: Personnel Board Member; Chair 2013-present
Immanuel Lutheran Church of Amherst: Church Council Committee Member and Financial Secretary 2009-2014, 2017-present; Capital Campaign Committee Co-Chair, 2010-2013.