

Mark A. Clark
Department of Management
Kogod School of Business, American University
Washington, D.C. 20016-8044
(202) 885-1873 mark.clark@american.edu

EDUCATION

- **Ph.D.**, Business Administration (Management), Arizona State University
Concentration: Organizational Behavior & Human Resource Management
Supporting Area: Research Methods & Statistical Analysis
- **M.A.**, Policy & Leadership (Education & Public Administration), Ohio State University
- **B.S.**, Psychology, Communication, English L&L, Eastern Michigan University

ACADEMIC APPOINTMENTS

| | |
|--|-----------------------|
| <i>Associate Professor with tenure</i> | Sept 2007 to present |
| <i>Kogod Cybersecurity Governance Center Research Fellow</i> | 2017 to present |
| <i>Director, FT MBA</i> | 2012 to 2015 |
| <i>Kogod Research Professorship</i> | Sept 2008 to Aug 2011 |
| <i>Assistant Professor</i> | Sept 2001 to 2007 |

Kogod School of Business, American University

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| <i>Fulbright Specialist Roster</i> | Aug 2015 to present |
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**Council for International Exchange of Scholars
U.S. Department of State Bureau of Educational and Cultural Affairs**

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| <i>Visiting Scholar, Institute of Health Policy & Management</i> | Jan to June 2016 |
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Erasmus University (Rotterdam), The Netherlands

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| <i>Visiting Scholar, IBS (Business School) ISCTE</i> | Sept to Dec 2015 |
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Instituto Universitário de Lisboa, Portugal

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| <i>Visiting Scholar, Centre for Global & Team Leadership</i> | 2008-2009 |
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Instituto de Empresa SEK, Madrid, Spain

REFEREED JOURNAL ARTICLES & BOOK CHAPTERS

Graff, D. & Clark, M. A. (2018). Clear as a bell: The influence of analogies on the development of cross-understanding in design teams. Team Performance Management, 24, 396-410. (doi.org/10.1108/TPM-04-2018-0028)

Graff, D. & Clark, M. A. (2018). Communication modes in collaboration: An empirical assessment of metaphors, visualization, and narratives in multidisciplinary design student teams. International Journal of Technology and Design Education, p. 1-19. (doi.org/10.1007/s10798-017-9437-9)

- Ashforth, B. E., Kreiner, G. E., Clark, M. A., & Fugate, M. (2017). Congruence work in stigmatized occupations: A managerial lens on employee fit with Dirty Work. Journal of Organizational Behavior, 38(8): 1260–1279. (doi.org/10.1002/job.2201)
- Holtom, B., Goldberg, C. B., Allen, D., & Clark, M. A. (2017). How today's shocks predict tomorrow's leaving. Journal of Business & Psychology, 32(1): 59-71. *Selected for Editor's Commendation (doi:10.1007/s10869-016-9438-9)
- Clark, M. A., & Buljac-Samardzic, M. (2017). The changing role of the patient in the healthcare team: Factors influencing decisions to follow and lead. In N. Chatwani (Ed.) Distributed Leadership: The Dynamics of Balancing Leadership with Followership, Palgrave Macmillan. (doi:10.1007/978-3-319-59581-8)
- Lee, S. J. C., Clark, M. A., Cox, J., Needles, B. M., Seigel, C., Akpan, J. A., Balasubramanian, B. A. (2016). Achieving coordinated care for complex cancer patients: A multi-team system approach. Journal of Oncology Practice, 12(11): 1029-1038. (doi: 10.1200/JOP.2016.01366)
- Tierney, W., ... Clark, M. A., ... Mislin, A. et al. (2016). Data from a pre-publication independent replication initiative examining ten moral judgement effects. Scientific Data, 3, 160082 (7 pp.). (doi:10.1038/sdata.2016.82)
- Schweinsberg, M., ... Clark, M. A., ... Mislin, A. et al. (2016). The Pipeline Project: Pre-publication independent replications of a single laboratory's research pipeline. Journal of Experimental Social Psychology, 66, 55-67. Special issue "Rigorous and Replicable Methods in Social Psychology". (dx.doi.org/10.1016/j.jesp.2015.10.001) *this is a large-scale replication project, in which collaborators in multiple locations ran a large number of lab studies at each site. My American University colleague (A. Mislin) and I ran 6 separate lab studies, which were integrated into the overall data pool to establish validity across sites.
- Espinosa, J. A. & Clark, M. A. (2014). Team knowledge representation: A network perspective. Human Factors: The Journal of Human Factors and Ergonomics Society, 56(2): 333-348.
- Clark, M. A., Keyton, J., & Dawson, A.E. (2013). Do good, make good: The business support landscape of social entrepreneurship. In L. Pate & C. Wankel (Eds.), Social Entrepreneurship as a Catalyst for Social Change. Information Age Publishing.
- Clark, M. A. (2013). Leading from the helm: Lessons from America's Cup sailing teams. In E. Salas (Ed.) Developing and Enhancing High-Performance Teams: Evidence-based Practices and Advice. SIOP Professional Practice Book. Wiley: Pfeiffer.
- Goldberg, C. B., Clark, M. A., & Henley, A. (2011). Speaking up: A conceptual model of voice responses following the unfair treatment of others in non-union settings. Human Resource Management, 50(1): 75-94.

- Espinosa, J. A., & Clark, M. A. (2011). Team knowledge: Dimensional structure and network representation. In E. Salas, S. Fiore, & M. Letsky (Eds.) Theories of Team Cognition: Cross-Disciplinary Perspectives, Routledge Academic: New York.
- Clark, M. A., & Hall, E. A. (2010). Navigating the team: Case scenarios of leadership coaching styles in the America's Cup. The International Journal of Sport & Society, 1(1): 111-123.
- Clark, M.A., & Landesman, J. (2010). Facilitating inclusion: Study Circles on diversity and achievement. In S. Schuman (Ed.), The IAF Handbook of Group Facilitation: Working with Difficult Groups. Jossey-Bass. [ISBN: 978-0-470-19038-8]
- Clark, M. A., & Espinosa, J. A. (2008). Coordination in global teams. In C. Wankel (Ed.) Handbook of 21st Century Management, Sage: Thousand Oaks, CA.
- Ashforth, B. E., Kreiner, G. E., Clark, M. A., & Fugate, M. (2007). Normalizing Dirty Work: Managerial tactics for countering occupational stigma. Academy of Management Journal, 50(1): 149-174.
- Gove, S., Clark, M. A., & Boyd, B. K. (2005). Experiencing strategy: A multi-exercise program. Journal of the Academy of Business Education, 6(2): 90-110.
- Zsidisin, G. A., Ogden, J. A., Hendricks, T. E., & Clark, M.A. (2003). Chief Purchasing Officer compensation: An analysis of organization & human capital effects. International Journal of Physical Distribution and Logistics Management, 33(6): 477-499.
- Anand, V., Clark, M. A., & Zellmer-Bruhn, M. (2003). Team knowledge structures: Matching task to information environment. Journal of Managerial Issues, 15(1): 15-31.
- Clark, M. A., Amundson, S. D., Cardy, R. C. (2002). Cross-functional team decision-making and learning outcomes: A qualitative illustration. Journal of Business and Management, 8(3): 217-238.
- Ostroff, C., Kinicki, A. J., & Clark, M. A. (2002). Substantive and operational issues of response bias across levels of analysis: An example of climate-satisfaction relationships. Journal of Applied Psychology, 87, 355-368.
- Ostroff, C., & Clark, M. A. (2001). Maintaining an internal market: Antecedents of willingness to move. Journal of Vocational Behavior, 3, 425-453.
- Clark, M. A., Blancero, D., Luce, C., & Marron, G. (2001). Teaching workgroup-task congruence: The "Fit for Performance" exercise. Journal of Management Education, 25(5): 531-552.
- Clark, M. A., Anand, V., & Roberson, L. (2000). Resolving meaning: Interpretation in diverse decision-making groups. Group Dynamics: Theory, Research, & Practice, 4, 211-221.

MANUSCRIPTS IN THE REVIEW PROCESS (omitted for confidentiality)

Team adaptation, team knowledge coordination, design team communication, leadership

REFEREED PROCEEDINGS

Espinosa, J. A., Clark, M. A., & Carter, D. (2018, January). Understanding shared familiarity and team performance through network analytics. Proceedings of the 51st Hawaii International Conference on System Sciences (HICSS 51), Kona, Hawaii.

Espinosa, J.A., & Armour, F., Boh, W.F., & Clark, M.A. (2013, January). Team knowledge in enterprise architecting. Proceedings of the 46th. Hawaii International Conference on System Sciences (HICSS 46), Maui, Hawaii.

Espinosa, J.A., & Armour, F., Boh, W.F., & Clark, M.A. (2012, January). A self-fueling coordination model for enterprise architecting effectiveness. Proceedings of the 45th Hawaii International Conference on System Sciences, Maui. (doi: [10.1109/HICSS.2012.84](https://doi.org/10.1109/HICSS.2012.84))

Khanahmadi, P. & Clark, Mark A. (2011). United States Treasury: Recruiting great talent for senior positions in a high-pressure organization. Proceedings of the Western Case Association, Western Academy of Management. *Best Mentored Case Award

Ballard, S.; Lipton, J.; Tubertini, P.; & Clark, M. A. (2011). Performance assessment at Booz Allen Hamilton. Proceedings of the Western Case Association, Western Academy of Management.

Hall, E. A. & Clark, M. A. (2008). America's Cup: Structuring Team Leadership. Proceedings of the Eastern Academy of Management.

Clark, M. A., Anand, V., & Zellmer-Bruhn, M. (2000). Implementing organizational knowledge processes: The role of team knowledge structures. Proceedings of the Southern Management Association Annual Meeting, 76-79.

Gove, S., Clark, M. A., & Boyd, B. (1999). Moving metaphors: Recipes for teaching management via experiential exercises. Proceedings of the Academy of Management Annual Meeting, D1-D6.

Clark, M. A., Anand, V., & Roberson, L. (1999). Resolving meaning: Interpretation in diverse decision-making groups. Proceedings of the Southwest Academy of Management, 41, 155-159.

Alsua, C. J., Clark, M. A., & Sundie, J. M. (1998). Selecting for performance: The value of tolerance in diverse workgroups. Proceedings of the Production & Operations Management Society Annual Meeting, Santa Fe.

Clark, M. A., Amundson, S. D., Cardy, R. C. (1997). Learning through cross-functional teams.

Proceedings of the Annual Meeting of the Decision Sciences Institute, 388-390.

PROFESSIONAL PUBLICATIONS, REVIEWS, & TECHNICAL REPORTS

Clark, M. A., Espinosa, J. A., & Butina, M. (2018). Cybersecurity Knowledge Networks. Kogod Cybersecurity Governance Center, Washington, DC.

Goldberg, C. G., Holtom, B., & Clark, M. A. (2011, March). Navy Federal New Hire Study. NFCU Global Headquarters, Fairfax, VA.

Clark, M. A., & Goldberg, C. G. (2011, September). NFCU Retention & Turnover: Functional & Dysfunctional. NFCU Global Headquarters, Fairfax, VA.

Clark, M. A., & King, T. (2010). After Cancer Survival: Women's Fitness & Support Group Report & Preliminary Findings. Washington Cancer Institute, Washington Hospital Center.

Clark, M. A. (2010). Teambuilding: Trust, techniques, exercises. Training module white paper.

Clark, M.A. (2009). What Got You Here Won't Get You There: How Successful People Become Even More Successful (book review). Academy of Management Perspectives, 23(3): 103-105.

Landesman, J.; Rubens, R.; Orland, C.; Carter, M.; Clark, M.A.; Coles Bell, S.; Jourdain-Earl J.; Lee, P.; Melder, E.; Pauls, M.; Perez, O.; Puglisi, P.; Smith, J.; and Vasques Scalera, C. (2009). Working together to remove racial and ethnic barriers to student achievement: A facilitator's guide. Everyday Democracy: E. Hartford, CT.

Clark, M.A. & Hall, E.A. (2008). America's Cup: Building high performing teams. Research Report to AC Management.

Clark, M. A. (2004). TSA Culture and Climate: Espoused and Enacted Practices. United States Transportation Security Administration, Crystal City, VA.

REFEREED CONFERENCE PAPERS & INVITED TALKS

Clark, M. A. (2019). Cybersecurity governance networks: dimensions of success and knowledge for digital defense. Association for Psychological Science Annual Conference. Washington, DC.

Clark, M. A. (2018, October). Knowledge networks: Challenges, linkages and applications. Research series, invited presentation. George Mason University, Fairfax, Virginia.

Clark, M. A. (2018, July). My teams have networks, my networks cross teams. Innovations in Teaching Teamwork. Academy of Management Annual Conference, Chicago, IL.

- Cronin, M., Clark, M. A., et al. (2018, July). Finding value in academic life. Interdisciplinary Network for Group Research (INGRoup) conference, Washington, DC.
- Yu, J., Kong, T., Clark, M. A., & Atwater, L. (2018, April). Applications of Social Exchange Theory to the employee-organization relationship. Society for Industrial & Organizational Psychology Annual Meeting, Chicago.
- Dowejko, M. K., Deeds, D., Ling, Y. Yi, T., & Clark, M. A. (2018, March). Towards the theory of entrepreneurial teams: Defining features and processes for performance. Sustainability, Ethics and Entrepreneurship Research Conference (SEE), Washington DC.
- Nordbäck, E. Clark, M.A., & Espinosa, J. A. (2017, July). Antecedents of shared leadership: The role of dependencies in knowledge-intensive work. Interdisciplinary Network for Group Research (INGRoup) conference, St. Louis, MO.
- Graff, D. & Clark, M. A. (2017, June). Analogies in multidisciplinary design teams. Design Management Academy Conference, Hong Kong, China.
- Clark, M. A. (2017, March). Knowledge networks: Challenges, linkages and applications. Research series, invited presentation. ESC Rennes School of Business, Rennes, France.
- Clark, M. A. (2017, March). Qualitative research approaches. Doctoral guest seminar. ESC Rennes School of Business, Rennes, France.
- Standifer, R. Clark, M. A. (2017, March). A temporal context for multi-team systems. Invited presentation. ESC Rennes School of Business, Rennes, France.
- Clark, M. A. (2016, November). Team knowledge networks: Linkages and applications. University of Maryland, Center for Advanced Study of Language, research series, College Park.
- Clark, M. A. (2016, October). Leading innovation: Transformational leadership for innovation and effective change. Invited presentation. Government officials of South Korea. Washington, DC.
- Espinosa, J. A., Clark, M.A., & Nordbäck, E. (2016, July). Team familiarity networks, coordination and performance: Challenges and preliminary results of a knowledge network approach. Interdisciplinary Network for Group Research (INGRoup) conference, Helsinki, Finland.
- Reiter-Palmon, R. Crowe, J., Allen, J., Harms, M., Barber, E., Scott, C. Prange, K. Rico R., Gibson, C., Antino, M., Mohammed, S., & Clark, M. A. (2016, July). Enhancing Fire Fighters Safety through Shared Knowledge. (Symposium discussant)

- Interdisciplinary Network for Group Research (INGRoup) conference, Helsinki, Finland.
- Clark, M. A. (2016, April). Tainted work: Shaping employees' fit with stigma perceptions. Amsterdam Business School, University of Amsterdam, research series, The Netherlands.
- Clark, M. A. (2016, March). Knowledge networks: Internal & External Linkages. University of Tilburg, The Netherlands.
- Clark, M. A. (2016, February). Social networks applied to health organizations. iBMG (Institute of Health Policy & Management). Erasmus University Rotterdam, The Netherlands.
- Clark, M. A. (2015, November). Team knowledge networks: Internal & external linkages. ISCTE-IUL Instituto Universitário de Lisboa, research series, Portugal.
- Clark, M. A. (2015, October). Managing dirty work: Shaping employees' fit perceptions in stigmatized occupations. Catolica University, Lisbon research series, Portugal.
- Clark, M. A. (2015, August). Healthcare transformation in action: Powering change through governance and teamwork (Discussant). Academy of Management Annual Conference, Vancouver, BC. Academy of Management Annual Meeting Proceedings 2015(1):14526-14526. January 2015 (*doi:10.5465/AMBPP.2015.14526symposium*)
- Clark, M. A. (2015, August). Evolving from microcommunity to association: INGRoup. Presented in Professional Development Workshop. Academy of Management Annual Conference, Vancouver, BC.
- Ashforth, B. E., Kreiner, G. E., Clark, M. A. & Fugate, M. (2015, August). Managing tainted work: Shaping employees' fit perceptions in stigmatized occupations. Academy of Management Annual Conference, Vancouver, BC.
- Clark, M.A. (2015, July). The role of context on team effectiveness. Panel presentation (with W. L. Bedwell, J. Keyton, K. Fletcher, & S. Weaver,). Interdisciplinary Network for Group Research (INGRoup) conference, Pittsburgh, PA.
- Espinosa, J. A., Clark, M.A., & Nordbeck, E. (2015, July). Shared familiarity and team performance: A team knowledge network approach. Interdisciplinary Network for Group Research (INGRoup) conference, Pittsburgh, PA.
- Clark, M. A., & Graff, D. (2014, October). The emergent and dynamic nature of knowledge networks in functionally diverse teams. EAWOP Small Group Meeting "Dynamics of team cognition and team adaptation", Instituto Universitrio de Lisboa, Portugal.

- Clark, M. A. (2014, August). Finding Value in Academic Life, Presented in Professional Development Workshop (with M. Cronin, N. Pettit, S. Ashford, J Detert, K. Klein, R. Lewicki, B. Wiesenfeld, J. Ziegert. Academy of Management Annual Conference, Philadelphia, PA.
- Clark, M.A. (2014, July). The role of composition on team effectiveness. Panel presentation (with J. Mathieu, S. Humphrey, J. Summers, & W. L. Bedwell), Interdisciplinary Network for Group Research (INGRoup) conference, Raleigh, NC.
- Clark, M.A., & Espinosa, J. A. (2014, May). Knowledge networks: Links within & across teams. In Exploring the Social Foundations of Effective Team Processes and Outcomes (symposium), Society for Industrial & Organizational Psychology Annual Meeting, Honolulu.
- Espinosa, J. A., & Clark, M. A. (2013, August). Team Knowledge Measurement and Representation in Large Collectives, Symposium (selected as Showcase), Academy of Management Annual Conference, Lake Buena Vista, FL.
- Espinosa, J. A., & Clark, M. A. (2013). Team knowledge measurement and representation in large collectives with social network methods. Paper presented at the Academy of Management, Orlando, FL.
- Clark, M. A. (2013, August). Pedagogical insights for teaching teamwork, Presented in Professional Development Workshop (M. Travis Maynard & Lucy Gilson, Organizers; with Eli Awtrey, Ben Herndon, Michael D. Johnson, Bernard Ma, Lisa Schreiber, Golchehreh Sohrab, Mary Waller). Academy of Management Annual Conference, Lake Buena Vista, FL.
- Clark, M. A. (2013, July). Attitudes: The driving force behind effective team process? Panel presentation (with Burke, C. S. Estrada, A., DeChurch, L., Bedwell, W. L.), Interdisciplinary Network for Group Research (INGRoup) conference, Atlanta.
- Clark, M. A. (2013, January). Cascading strategy: Workforce analysis and strategic human capital. Center for Veterans Enterprise, US Department of Veterans Affairs, Washington, DC.
- Standifer, R.L., & Clark, M. A. (2012, October). Coordinating a temporal context for multi-team systems. European Association of Work and Organizational Psychology, Varenna-Lake Como, Italy.
- Keyton, J., Clark, M. A., & Bisel, R. S. (2012, September). The case of the Unreasonable Institute. Theory Building at the Intersections of Organizing, Communication and the Public-Private Debate, Copenhagen, DE.

- Clark, M. A. (2012, July). Translating team science to practice: What works and what doesn't? Panel presentation, Interdisciplinary Network for Group Research (INGRoup) conference, Chicago.
- Clark, M. A. (2012, July). Structural elements of cohesion: An illustration through surgical teams. Current directions in cohesion research panel, Interdisciplinary Network for Group Research (INGRoup) conference, Chicago.
- Standifer, R.L., & Clark, M. A. (2012, July). Designing a temporal context for a multiteam system. Interdisciplinary Network for Group Research (INGRoup) conference, Chicago.
- Holtom, B., Weller, I., Goldberg, C.B., Allen, D., & Clark, M. (2011, November). Predicting the consequences of shocks: A prospective perspective. Southern Management Association Annual Conference, Savannah, GA.
- Clark, M. A. (2011, November). Building a strong team: Having the right people on the bus. Cancer Support Community Annual Conference, Washington, DC.
- Clark, M. A. (2011, October). Smooth Sailing or Rough Waters? Leading Teams Across Time in the America's Cup. Invited workshop "Enhancing Team Performance," National Aeronautics and Space Administration (NASA) Human Research Program, Behavioral Health and Performance Element and University of Central Florida, Institute for Simulation and Training, Orlando, FL.
- Clark, M. A. (2011, July). The effect of the leader's implicit beliefs on team empowerment. Interdisciplinary Network for Group Research (INGRoup) Annual Conference, Minneapolis, MN.
- Clark, M. A. & Espinosa, J.A. (2011, April). A network perspective of team knowledge. Science of Team Science Annual Conference, Chicago.
- Clark, M. A., King, T., & Clark, C. D. (2010, October). Factors and outcomes associated with ongoing participation of underserved cancer survivors in a fitness & support group at an urban hospital. American Institute for Cancer Research Annual Conference, Washington, DC.
- Clark, M. A. (2010, July). Shocks to the system: Sustaining team performance. Interdisciplinary Network for Group Research (INGRoup) conference, Arlington, VA.
- Clark, M. A., Richter, A., & Wernsing, T. (2010, July). Team Intelligence: Awareness and self-regulation that drive individual performance. Interdisciplinary Network for Group Research(INGRoup) conference, Arlington, VA.
- Clark, M. A. (2010, June). Managing a multisector workforce: Aligning people with strategy. Senior Leader Program, U.S. Senior Executive Service, Potomac, MD.

- Clark, M. A., & Hall, E. A. (2010, March). Leadership coaching styles in the America's Cup. Sport & Society Conference, Vancouver, Canada.
- Clark, M. A. (2010, January). Supervising leadership: Aligning people with strategy. Supervisor Training, Office of Naval Intelligence, Suitland, MD.
- Clark, M. A. (2009, November). Managing performance: Aligning people with strategy. Aspiring Leaders Program, Office of Naval Intelligence, Washington, DC.
- Clark, M. A. (2009, July). Leading people & organizations: Strategic workforce analysis. Institute for Defense & Government Advancement HR for Defense Summit, Washington, DC.
- Rico, R., Gibson, C., Sanchez, M., & Clark, M. A. (2009, July). On the interplay between team explicit and implicit coordination processes. Interdisciplinary Network for Group Research (INGROUP) conference, Colorado Springs, CO.
- Clark, M. A. (2009, May). Sustained team performance. DC Metro Teams Conference, College Park, MD.
- Clark, M. A. (2009, January). Leadership at the helm: High performing teams. Instituto de Empresa SEK, Madrid, Spain.
- Espinosa, J. A., & Clark, M. A. (2008, October). Knowledge in geographically dispersed teams: Dimensions, representation and team boundaries. Multidisciplinary University Research Initiative (MURI), UCF, Florida.
- Clark, M. A., & Espinosa, J. A. (2008, October). Making sense of team knowledge: Content, structure, & sociometric analysis. Instituto de Empresa SEK, Madrid, Spain.
- Clark, M. A. (2008, December). Sustaining team performance: Managing the punctuation. Instituto de Empresa SEK, Madrid, Spain.
- Espinosa, A. E. & Clark, M. A. (2008). Cross-cultural teamwork. Hoteles Libertador Lago Titicaca, Puno, Peru.
- Hall, E. A. & Clark, M. A. (2008). America's Cup: Structuring Team Leadership. Proceedings of the Eastern Academy of Management.
- Goldberg, C.B., Clark, M. A., & Henley, A. B. (2008, April). You, me or we? Identity & unfair treatment in groups. Society for Industrial & Organizational Psychology Annual Meeting, San Francisco.
- Clark, M. A., & Espinosa, J. A. (2007, August). Sharing knowledge: Coordination in global teams. In Teaching 21st Century Management (symposium), Academy of

Management Annual Meeting, Philadelphia.

Clark, M. (2007, April). Team diversity representation: A network analytic approach. In Advancing Diversity Research using Social Network Analysis (symposium), Society for Industrial & Organizational Psychology Annual Meeting, New York.

Anand, V., Clark, M. A., & Skilton, P. (2006, August). The impact of group information distribution on external information seeking. In Shared Mental Models, Team Processes, & Outcomes (symposium). Academy of Management Annual Meeting, Atlanta.

Espinosa, J. A., & Clark, M. A. (2006, August). Coordination in global teams: A framework for exploration. Academy of Management Annual Meeting, Atlanta.

Clark, M. A., & Espinosa, J. A. (2005, August). A new vision of team knowledge: Multidimensional content and structure. Academy of Management Annual Meeting, Honolulu.

Clark, M. A., & Espinosa, J. A. (2005, August). Structural dimensions of team knowledge. In Structuring team knowledge: Dimensions, beliefs, distribution, & coordination (symposium). Academy of Management Annual Meeting, Honolulu.

Clark, M. A., & Ostroff, C. (2003, April). Relational demography: A question of measures. Society for Industrial & Organizational Psychology Annual Meeting, Orlando.

Clark, M. A., Ostroff, C., & Atwater, L. E. (2002, August). Perceived relational diversity. Academy of Management Annual Meeting, Denver.

Ashforth, B.E., Kreiner, G.E., Clark, M.A., & Fugate, M. (2001, August). Managing dirty work: An interview-based study. In "Dirty work" is in the eye of the beholder: New directions in how individuals cope with stigmatized occupations (symposium). Academy of Management Annual Meeting, Washington, D.C.

Clark, M. A., Anand, V., & Zellmer-Bruhn, M. (2000). Implementing organizational knowledge processes: The role of team knowledge structures. Proceedings of the Southern Management Association Annual Meeting, 76-79.

Clark, M. A., Amundson, S. D., & Cardy, R. L. (2000, August). Fit for performance: Functional diversity and task complexity in workgroups. Academy of Management Annual Meeting, Toronto.

Boyd, B.K., Muth, M., Gove, S. & Clark, M.A. (2000, October). Teamwork at the top: Assessing and improving team skills among senior managers. Strategic Management Society Annual Meeting, Vancouver.

- Clark, M. A. & Ostroff, C. (1999, May). Mobility opportunities: Antecedents of willingness to accept job changes. Society for Industrial & Organizational Psychology Annual Meeting, Atlanta.
- Gove, S., Clark, M. A., & Boyd, B. (1999). Moving metaphors: Recipes for teaching management via experiential exercises. Proceedings of the Academy of Management Annual Meeting, D1-D6.
- Clark, M. A., Anand, V., & Roberson, L. (1999). Resolving meaning: Interpretation in diverse decision-making groups. Proceedings of the Southwest Academy of Management, 41, 155-159.
- Boyd, B. K., Clark, M. A., Fugate, M. & Gove, S. (1998, August). Metaphors for teaching strategy: Adventure initiatives. Academy of Management Annual Meeting, San Diego.
- Alsua, C. J., Clark, M. A., & Sundie, J. M. (1998). Selecting for performance: The value of tolerance in diverse workgroups. Proceedings of the Production & Operations Management Society Annual Meeting, Santa Fe.
- Clark, M. A., Amundson, S. D., Cardy, R. C. (1997). Learning through cross-functional teams. Proceedings of the Annual Meeting of the Decision Sciences Institute, 388-390.

DISSERTATION RESEARCH (Completed 2001)

- Perceived Relational Diversity: A Fit Conceptualization
- Committee: Cheri Ostroff & Angelo Kinicki (Co-Chairs), Leanne Atwater, Carol Kulik

RESEARCH CERTIFICATIONS

- Collaborative Institutional Training Initiative (CITI) Human Research Curriculum, Principal Investigator Certificate (completed 2010)
- National Institutes of Health (NIH) Office of Extramural Research, Protecting Human Research Participants Certificate 349143 (completed 2009)

TEACHING EXPERIENCE

My teaching experience includes graduate and undergraduate courses at American University and Arizona State University, fully online and hybrid courses, doctoral workshops, courses at European universities, professional program courses at Ohio State University, executive education domestically and abroad, and a variety of training courses during my time as a program development coordinator and independent consultant. I specialize in cross-discipline curriculum development, case teaching, and experiential exercises, using texts, business press, journal articles, cases, and web-based materials.

Selected Teaching Certifications

- Instructor Certificate, Thunderbird FBIB Teaching International Management
- Train-the-Trainer, Study Circles on Race & Achievement, MCPS
- Train-the-Trainer Certification, Center for Applications of Psychological Type (multiple certificates; e.g., Effective Change, Total Quality Management, Team Leadership)
- Instructor's Certificate, Challenge by Choice ASE, Camp Palmer, Inc. OH

Organization Partners for Student Field Projects

- Consulting firms: Deloitte, Booz Allen Hamilton, CSC, Gallup, Gartner, ...
- Private sector large firms: Raytheon, Whole Foods, Marriott, ...
- Government & NFP: US Dept of Veteran Affairs, IRS, American Chemical Society, DCMATA, ...
- Entrepreneurial startup & small firms: Theralogix, Bethesda Home Design, Heins Home Improvement, DiPietro Family Law, ...

Graduate Courses

- ITEC/MGMT 623: Organizational & Social Network Analysis
- MGMT 607: Leading Teams (Professional MBA condensed version)
- MGMT 611: Leading and Managing Change
- MGMT 634: High Performance Teams
- MGMT 633: Leading People & Organizations (public sector)
- MGMT 664: Leadership: Exploring Styles & Building Competencies
- MGMT 632: Strategic Human Capital Management
- MGMT 609: Organizational Behavior & Human Resource Management
- MGMT 609: Managing Organizations and Human Capital
- MGMT 613: Managing People & Organizations
- KSB 602: Strategic Decision-Making in a Global Environment
- KSB 630: Business in the Capital Global Immersion (Madrid)
- KSB 696: Business in the Capital Global Extension (Morocco-Gibraltar-Spain)
- MGMT 591: Diversity in Human Resource Management
- KSB 620, KSB 696, IBUS 687: Cross-Cultural Business & Global Projects (Spain, Gibraltar, Morocco)
- MGMT 690: Independent studies (e.g., Team Performance; New Venture Research Practicum, HR Practices: Wearable Technology, Pupillometer Design Project;

Learning & Development; Service Climate in Hospitality; Team Scorecard;
Sustainable Transportation)
KSB 688: Consulting Practicum (various topics & clients)

Undergraduate Courses

MGMT 409: Leading High Performance Teams
MGMT 353: Principles of Organizational Theory, Behavior, & Management
MGMT 196: Business 1.0
MGMT 480: Team Management Skills
MGMT 311: Human Resource Management
MGMT 352: Human Behavior in Organizations
COB 300: Strategic Business Foundations (coordinated 28 breakouts)
Undergraduate independent studies (e.g., Leadership; Executive Career
Ladders; Team Success)

Executive & Managerial Training Modules

I have developed and delivered educational content as a professional program administrator and certified trainer. Clients included Fortune 500 companies, local businesses, non-profit agencies, educational systems, and other adult and teen audiences. Sample topics (and sample clients) include:

- **Strategic Planning:** Missioning; Vision Statements; Effective Change; Strategy Maps; Scorecard Metrics; Cascading Scorecards; Total Quality Management & You; Performance & Culture; Empowering by Letting Go (ACS, Ohio State University Ag Exec; Teleflex, Inc.; Transportation Security Admin)
- **Cybersecurity & Knowledge Networks:** Social network analysis applied to workforce in areas of software development, cybersecurity, and other contexts. (Grad keynote, Leadership Coaching)
- **Performance Management:** Workforce Analysis, Cascading Scorecards, Motivating Employees (Office of Naval Intelligence, Dept of Defense)
- **Team Development:** High Performance Teams; Team Building; Team Management Tools, Skills & Exercises; Action Socialization & Team Initiatives; Challenge by Choice High Ropes; Strategic Metaphors (Campbells Soup Co., DFI International Government Services, ASU Technology MBAs) [see JABE 2005 article; 1998, 1999; 2000 conference papers]
- **Leadership:** Leading High-Performing Teams; Styles & Situations; Managing Up; Self-Leadership; Power & Leadership; Why Teach Games?: Recreational Leadership (Red Cross, Central Mutual Ins., National Institutes of Health)
- **Careers:** Science on the Shop Floor; Careers Unlimited!; Career Families & Tracks; Work Ethics; Business Skills Preparation; Record & Resume Building; Professional Development (Kennedy-Kuhn; Vantage Vocational; Tecumseh Corrugated)
- **Community Development:** Know Your Government; Community Action; Forging New Links; Community Asset Building; Building Better Citizens Evaluation for Self-Development (Ohio Volunteer Association; Auglaize LEAD)

- **Employee Issues & Boardsmanship:** Responsibility By Layer; Effective Organizational Rule Structures; Parliamentary Procedure – Your Way!; Strategic Unity; Meeting Matters; Ethics in Evaluation (Ohio State Fair Managers Assoc. Chamber of Commerce)
- **Personality, Communication & Other:** MBTI; Employee Counseling Effectiveness; Dealing with Difficult People; Negotiation; Problem-Solving & Decision-Making; Balancing Work & Family; Public Speaking Essentials & Advanced; Business Managers Forensics (Federal Mogul; Ohio Vocational Teachers Assoc.; Leadership Van Wert)
- **Diversity:** Cultural Unity & Barriers; Diversifying Your Work Environment; White Privilege; Race Relations; Can't We Get Along?; Building Strengths Through Diversity (Toledo Housing Authority; Cleveland LEAD; Montgomery Co. Public Schools)

PROFESSIONAL SERVICE: EXTERNAL & INTERNAL (Omitted from this document)

OTHER PROFESSIONAL WORK EXPERIENCE (Detail omitted from this document)

Positions in consulting, research, community development, human resources, sales, and social services.