

# Mariana J. Lebrón

Associate Professor of Leadership and Management, Department of Management, College of Business & Economics, Towson, MD

• (410)704-4106 • [mlebron@towson.edu](mailto:mlebron@towson.edu) • [www.marianalebron.com](http://www.marianalebron.com)

## EDUCATION

- Ph.D.** **Syracuse University**, Syracuse, NY  
*Business Administration (Major Concentration: Strategic Management & Minor: Org Behavior)*  
*Dissertation: The Struggle for Power and Pay: Implications of Board of Directors' Power on Monitoring Effectiveness and Pay-for-Performance Sensitivity*  
*Ronald McNair Fellowship, 2011-2012*
- M.S.** **Oklahoma State University**, Stillwater, OK  
*Counseling & Student Personnel Administration*  
*Thesis: Leadership Training through Drama*
- B.A.** **Boston College**, Newton, MA  
Major: Political Science - Honors, *Cum Laude*  
School of the Arts and Sciences Honors Program  
Department of Political Science Honors Program  
*Thesis: Impact of Totalitarianism on Nationalism: Comparative Leadership Study of Hitler and Stalin*

## PUBLICATIONS

- Lebrón, M.J. & Lasley, J. (2022). Game Design: Re-imagining Learning and Teaching Leadership Through Active Gameplay (invited scholar author). In S. Komives & K. Guthrie (Eds.) ***New Directions for Student Leadership***. Wiley Publishing.
- Shkoler, O., Rabenu, E., Iqbal, M., Ferrari, F., Hatpoglu, B., Roazzi, A., Kimura, T., Tabak, F., Vasiliu, C., Tziner, A., & Lebrón, M.J (Accepted 2021). Heavy-work investment and demographics in 9 countries: Did the Covid-19's context make a difference? Forthcoming at ***Journal of Work and Organizational Psychology***
- Lebrón, M.J., Brannon, D, Sanford, D., and Ellison, L. (2019). Applying strategic management theory to practice: Designing a “live” case competition for a capstone course. ***Journal of Management Education***, 44(1): 66-100.
- Rabenu, E., Shkoler, O., Tabak, F., & Lebrón, M. (2019). The Impact of Heavy-Work Investment and Person-Organization Fit on the Relationship between Job Engagement, Managerial Role and Burnout: A Moderated-Mediation Analysis in a Cross-Cultural Case. ***Current Psychology***, 38:1-18.
- Shkoler, O., Rabenu, E., Lebrón, M.J., & Tabak, F. (2019). Leader-and team-member exchanges and their relationships with organizational and interpersonal counterproductive work behaviors: Moderation by envy and group size in USA and Israel. ***Journal of Work and Organizational Psychology***, 35(3): 145-156.
- Lebrón, M.J., Tabak, F., Shkoler, O. Rabenu, E. (2018). Counterproductive work behaviors toward organization and leader-member exchange: The mediating roles of emotional exhaustion and work engagement. ***Organization Management Journal***, 15(4): 159-173.
- Lebrón, M.J. & Tabak, F. (2018) Leading in the Real World: Operationalizing a power-based model of collaboration for leadership experiential learning. ***Organization Management Journal***, 15(1): 110-129. (***2018 Best Teaching & Learning Paper Award***)
- Lebrón, M.J. (2018). Power to Influence Leadership Perceptions and Innovatively Challenge the Status Quo: President Donald Trump and Social Activism, ***Journal of Leadership Education***, 17(2): 92-122.

- Lebrón, M.J., Stanley, C. L, Kim, A.J., & Thomas, K.H. (2017). The empowering role of profession-based student organizations in developing student leadership capacity. In S. Komives & K. Guthrie (Eds.) *Role of Student Organizations in Developing Leadership*. Wiley Publishing.
- Ross, D.N., Rosenbloom, A., Lebron, M.J. (2017). Implementing an undergraduate case competition in strategic management: Steps and early lessons. *International Journal of Case Method Research & Application*, 29(2): 102-115.
- Lebrón, M.J., & Brannon, D. (2018) When social identities integrate: Green entrepreneurs leading sustainability through Schumpeterian innovation. *Academy of Entrepreneurship Journal*, 24(3): 1-25.
- Ellison, L., Sanford, D., Basuray, T., Brannon, D., Gass, S., Kaynama, S., Kopka, D., Lebron, M., Lien, J., Paul, W., Ross, D., Thavikulwat, P. (2018). Strategy Spotlight 13.5: Case Competition Assignment. *Strategic Management, Creating Competitive Advantage, 9th edition* (9th ed., pp. 416-417). New York, New York: McGraw Hill.
- Tabak, F., & Lebrón, M.J. (2017) Learning by doing in leadership education: experiencing followership and effective leadership communication through role-play. *Journal of Leadership Education*, 16(2).
- Lebrón, M.J. 2016. Book review- Lean in: Women, work, and the will to lead. *Academy of Management Learning and Education*, 15(1): 200-204.
- Lebrón, M.J. "Leading for Change" (2004). In S. Hurd & R. Stein (Eds.), *Building and Sustaining Learning Communities* (p.110-120). Bolton, MA: Anker Publishing.

### Work in Progress

- Lebrón, M.J. & Swab, R. *Students as Game Designers: Developing Cooperative Strategy Board Games for Training High-Performing Teams*
- Lebrón, M.J. & Arora, P. "Board Power and Pay-for-Performance: Do Prestige and Structural Power Inequalities Affect Monitoring in High-Performing Firms?"
- Infographic
- Lebrón, M.J. "Piloting (Paper) Airplanes of Responsibility: Leaders Facilitating Effective, Safe, Inclusive Team Communication"
- Lebrón, M.J. "Strategic Saboteurs: A Power-Based Framework for Top Manager and Middle Manager Sabotage in the Strategic Management Process" (Under Review)
- Lebrón, M.J. *Power of the Pitch: Voicing Your Unique Leadership Voice in 60 Seconds or Less*
- Lebrón, M.J., & Darden, T. "Influence of Psychological Experiences of Power and Procedural Justice on Faculty of Color (FOC) Retention and Performance."
- Brown, J., & Lebrón, M.J., *How Age and Gender Stereotypes Affect Perceived Warmth, Competence, and Qualifications During the Interview Process: The First Steps Towards a Theoretical Framework*
- Lebrón, M.J. *Women Power Coalitions and Firm Performance*

### COMMUNITY PUBLICATIONS:

- Lebrón, M.J., *Imagining Baltimore's Future through Strategic Alliances: Innovative Power in our Voices*
  - *Baltimore Business Review, A Maryland Journal*, 2017
- Lebrón, M.J., *Passing the torch on the #SassyDreamingTour*
  - *Business Dialogue, CBE*, Spring 2017

## **REFEREED CONFERENCE PRESENTATIONS (SELECTED):**

- Lebrón, M.J. Fueling Resilient (Paper) Airplanes of Change: Engineering New Communication Navigation Systems in Highly Turbulent Times, **Eastern Academy of Management Annual Meeting**, May 18, 2022, Portland, ME
- Swab, G., & Lebrón, M.J. Students as Board Game Designers: Developing Cooperative Strategy Games for Training High-Performing Teams. **First Annual Faculty Academic Center of Excellence at Towson (FACET) Research Conference** (October 29, 2021)
- Lebrón, M.J. & Swab, R. (2020) Students as Game Designers: Developing Cooperative Strategy Board Games for Training High-Performing Teams 2020 **Eastern Academy of Management Annual Meeting**
- Tabak, F., Shkoler, O., Lebrón, M.J., Rabenu, E. (2020). A Moderated Mediation Analysis of the Dynamics Between Team-Member Exchange and Employee Turnover Intentions: Impact of Work Engagement and Leader- Member Exchange 2020 **Eastern Academy of Management Annual Meeting**
- Lebrón, M.J. The Innovative Leadership Infographic of influence (ILI), 2019 **Eastern Academy of Management Annual Meeting**, Wilmington, DE
- Lebrón, M.J. The Power Pitch: The Real You in 60 Seconds. 2019 **Management Organizational Behavior Teaching Society Annual Meeting**, Mahwah, NJ.
- Lebrón, M.J., Tabak, F., Shkoler, O. Rabenu, E. “*Explaining the Relationships between Leader-Member Exchange and Counterproductive Work Behavior: The Role of Work Engagement and Emotional Exhaustion*”, Eastern Academy of Management, Providence, RI (May 2018)
- Shkoler, O., Tziner, A., & Lebrón, M. “*Antecedents and Outcomes of Leader-Member Exchange (LMX) Competing Models*”, Eastern **Academy of Management**, Providence, RI (May 2018)
- Lebrón, M.J., Brannon, D, Ross, D., Ellison, L., and Sanford, D. "*Applying Strategic Management Theory to Practice: Designing a “Live” Case Competition for a Capstone Course*", Eastern **Academy of Management Annual Meeting**, Baltimore, MD, 2017
- Lebrón, M.J., Brannon, D, Ross, D., Ellison, L., and Sanford, D. “*Applying Strategic Management Theory to Practice: Designing a “Live” Case Competition for a Capstone Course*”. **Eastern Academy of Management Annual Meeting**. Baltimore, MD, August 2017.
- Lebrón, M.J. "*Struggle for Power and Pay: Board of Directors’ Power & Pay for Performance Sensitivity in High vs. Low-Performing Firms.*” **Academy of Management Annual Meeting**, New Anaheim, CA, August 2016.
- Lebrón, M.J. "*Power to Change: A Power-Based Model of Collaboration to Transform Organizational & Student Success*” presented at the **Eastern Academy of Management Annual Meeting**, New Haven, CT, May 5, 2016.

- Lebrón, M.J. "*The U.S. 2016 Presidential Race: Leadership Power in Action – Fact, Fiction, or Does it Matter Anyway?*" presented at the **Organizational Behavior Teaching Society**, June 10, 2016.
- Ross, D., Rosenbloom, A., & Lebrón, M.J. "*Implementing an Undergraduate Case Competition in Strategic Management: Steps and Early Lessons*", **WACRA 33<sup>rd</sup> Annual Conference**, Lima, Peru, 2016.
- Lebrón, M.J. "*Sabotage: Predictions based on Top Management Team and Middle Management Power Conditions*" presented: **Management Faculty of Color Association Annual Conference**, Bridgewater, MA on Saturday, June 13, 2015, College
- Lebrón, M.J. "How do CEO's matter? Implications of managerial discretion for the agency conflict and executive pay" Southern **Management Association Conference**, Atlanta, GA, October 2014.
- Lebrón, M.J. "Strategic sabotage and firm performance: Top management team and middle management power influence in an innovative context." **Academy of Management Conference**, Montreal, Canada August 2010.
- Lebrón, M.J. & Arora, P. "Corporate sustainability antecedents: Governance, board monitoring and environmental regulation." **Academy of Management Conference**, Chicago, IL, August 2009.
- Lebrón, M.J. "A Schumpeterian typology for green entrepreneurship innovation." **Academy of Management Conference**, Chicago, IL, August 2009.
- Lebrón, M.J. "A seamless intellectual experience: Syracuse University's shared reading program." **National Association of College Personnel Administrators (ACPA) 2006 Convention**, Indianapolis, IN, March 2006.
- Lebrón, M.J. "Seamless learning through the student-centered first-year experience." Half-day pre-convention workshop for the **National Association of College Personnel Administrators (ACPA) 2006 Convention** in Indianapolis, IN, March 2006.
- Lebrón, M.J. "Enhancing retention through 'no-hate' and diversity education." Half-Day Pre-Conference Workshop, **American College Personnel Association National Conference**, Los Angeles, CA, 2002.
- Lebrón, M.J. "Developing learning-based partnerships: the impact of learning styles on supervision." State and International Division Program Showcase Award, **American College Personnel Association National Conference**, California, 2002.
- Lebrón, M.J. "JumpStart SummerStart: Recruiting and retaining diverse students in leadership initiatives." **American College Personnel Association National Conference**, California, 2002.
- Lebrón, M.J. "Plotting freedom's destiny: Understanding the complex relationship among diversity, the law, and retention." Convention Institute four-hour workshop, **American College Personnel Association National Conference**, Boston, MA, 2001.

#### **INVITED KEYNOTE SPEAKER, PRESENTATIONS & PANEL DISCUSSIONS (SELECTED):**

- "Persuasion: Igniting Power in your Voice to Impact Change ONE Strategic Step at a Time" (April 28, 2022)- Phi Sigma Pi Leadership Workshop. Invited Keynote/Facilitator
- Lebrón, M.J. "Passion with Purpose: Motivating High Performance", Teaching Excellence, College of Business and Economics, 2018

- Lebrón, M.J. “Passion with Purpose: Motivating High Performance”, Teaching Excellence, College of Business and Economics, 2018
- Lebrón, M.J. “Speaking Up”, Courageous Conversations, Towson University, 2018
- Lebrón, M.J. “Answer the Leadership Call: Your Time is Now”, Keynote Presenter, LatinX **Graduation Ceremony** Towson University, 2017
- Lebrón, M.J. “WCET Google Hangout: Diversity and the Higher Education Pipeline” with Jaime Casap, Chief Education Evangelist, Google, Inc. by Western Interstate Commission for Higher Education (WCET), May 21, 2015. (<http://wcet.wiche.edu/connect/diversity-and-higher-ed-pipeline> )
- Lebrón, M.J. “The power of you – social change in action.” **Fire It Up: Lead the Way to Change**. First Annual Leadership Development Conference, SUNY Cortland, Cortland, NY, 2009.
- Lebrón, M.J. “The power of you – social change in action.” **Fire It Up: Lead the Way to Change**. First Annual Leadership Development Conference, SUNY Cortland, Cortland, NY, 2009.
- Lebrón, M.J. “Carrying the torch of leadership.” Keynote Presenter, Syracuse University, **Student of Color Leadership Retreat**, White Eagle Retreat Center, Hamilton, NY, 2009.
- Lebrón, M. J. “Torchbearers.” Keynote Presentation for the **National Association of College and University Residence Halls National Convention**, Syracuse, NY, 2005.
- Lebrón, M.J. “Dream Catchers.” Keynote Address. **Women of Influence Awards Ceremony** Syracuse University, Syracuse, NY, 2001.

### **CONSULTING & INVITED PRESENTATIONS/WORKSHOPS/KEYNOTES (selected)**

**Organizational Change Leadership Consultant.** Experienced leadership expert and change consultant with proven record of transforming strategic planning through the design and implementation of new organizational objectives, programmatic initiatives, and human capital recruitment/retention planning. Skilled in developing cross-functional and integrated team structure to promote collaboration across units. Serve as motivational leadership speaker on a local, state-wide, and national level. Topics including leading as a change agent, team building and development, diversity training, advising, learning styles and supervision.

- Leadership Change Consultant, Arizona State University, WP Carey School of Management (online course 4000 students- business and societal impact), Arizona State (#1 Innovation). To build an at new at-scale course required or 3500 business school students involving all departments (Finance, Accounting,) (in-person, hybrid, 100 online formats) Working with all departments, technology experts, deans)
- Facilitator, Diversity Inc.’s Annual Event – Theme: Corporate Citizenship, Washington, DC
- Faculty/Student Recruitment & Retention – Promoting Diversity, Equity, and Inclusion. Dr. Lebron joined the PhD Project in meeting with representatives from the U.S. Department of Education, the White House Initiative for Excellence in Higher Education for Hispanics, Native Americans, and African Americans in discussing issues impacting the recruitment and retention of diverse faculty and students.
- Founder, #SassyDreamingTour (2014-Present). Join Dr. Mar's #SassyDreamingTour as we together inspire life's greatest dreamers to make the impossible...possible. Through real-life anecdotes and

inspiring storytelling, she passes the torch as we together ignite your passion and spirit to stand strong, always believing in the power of your dreams...no matter what anyone else says. During this journey, she works with you and your organization to meet your specific needs. She can bring the torch to share and pass, or she can motivate your team with inspirational stories and lessons that Sassy Dreamers of all ages have shared with her. Since 2005, she has spoken with 1000s and listened to 100s one-on-one share courageous, uplifting, and hopeful stories of determination, struggle, and success. Stops on the tour include H., Mt Washington Pediatric Hospital, Palisades, NACURH, Mount St. Washington Pediatric Inova Pediatric Hospital, Virginia Southwest Baltimore Charter School, Baltimore City, MD

- Invited presenter (as the Founder of Soul Vision and Olympic torchbearer), Future Business Leaders of America (FBLA) State of Maryland Leadership Conference, April 2016 (150 attendees to my sessions, including both students and HS teachers in attendance)
- Invited Presentation for the KPMG, Tek Systems, and Aerotek Partnership meeting
- Keynote Speaker, LatinX Graduation Ceremony, Towson University, 2018
- Baltimore Literacy Center: Developed partnership between TU non-profit grant writing class and MCCB to develop a non-denominational literacy center. Included developing proposal (attached/presentations) Developing partnership between MCCB and TU Non-Profit Grant - Writing Classes (2 undergraduate and graduate courses) Project: Developing a Literacy Center (Raised \$2000 for literacy center in Baltimore City) MCCB Leadership Consultant Role
- Envisioning Equity in Greater Baltimore's Classrooms Task Force
  - Member, Urban Education Task Force (Initiated by Dr. Kim Schatzel): Collaboration between Baltimore City School Administrators, Towson University, and City of Baltimore leaders – Oct 2017 Conference – Envisioning Equity
  - Members: Baltimore City School Principals, students, faculty, administrators, local political representatives
  - President Schatzel wanted Baltimore City and Towson University teachers, faculty, staff, students, administrators, and politicians to collaborate in developing a day-long summit about education in Baltimore, with goal of building a long-term partnership
  - Envisioning Equity in Greater Baltimore's Classrooms: A gathering hosted by Towson University and the College of Education (Oct 7, 2017): Envisioning equity supports the well-being and education of Black and Brown youth by engaging P-16 education stakeholders—schools, non-profits, students, and community members—in insightful conversations. From tackling the ways in which implicit biases affect systems, practices, and how we approach our work with children of color to exploring promising practices that promote equity, we will use this day to recognize the challenges and focus on the assets of the children and their communities to guaran-tee future student success.
  - Black and brown youth in Greater Baltimore attend schools that do not always serve them well. There are systemic biases that result in policies which lead to inequitable funding resources, as well as teachers and administrators that are often without the multicultural competencies needed to understand these youth. Given these conditions, this gathering will

focus on how to recreate learning environments that provide for academic success in public schools.”

## **TEACHING EXPERIENCE**

### **Innovative Pedagogy/Experiential Learning/Emerging Technology**

- Coordinated almost 1000 students with 50+ leadership consulting projects for Organizational Leadership, Team Leadership, Organizational Behavior, Strategic Management Courses (2013-present) with for-profit and non-profit organizations, some examples of which included TurnAround, Inc., Chartwell’s, Kelly Staffing Services, Towson University (Athletic Services, Provost Office, Diversity/Equity/Inclusion, Residential Life, College of Business and Economics), Broken Wall Project, 3DF, LLC Design, Build Construction; Wegmans; Tescos Technologies; Naturally Greener Landscape; Peloton; API Source; Naturalistas Hair Organization; Airtime Wireless; Brick Bodies; SP & Company; Enterprise; Alarm Tech Solutions; Learn It Systems; Pathmaster; Starbucks; Clear Shark Information Intelligence Community Consulting; Greater Baltimore Committee; Lockheed Martin; Deniro’s Pizza; Kappa Sigma; Historical Society of Harford County, Inc., The Yummy; It’s Pay Day Staffing Company; Access Demolition; American Marketing Association, Under Armour, Harley Davidson)
- **#EmpoweringStudentVoices - Videos to Learn about Interactive Technology to Engage others in Game Design** Leadership Motivation with Dr. Mar:  
<https://www.youtube.com/watch?v=ttS05lqXkFw&t=4s>
  - **Created YouTube Channel for the first time to role-model for students the need to take creative leadership risks in an unprecedented pandemic.**
- **Cooperative Strategy Games 1.9, 2.0, and 2.2**
  - <https://www.youtube.com/watch?v=ttS05lqXkFw&t=4s>
  - Created annual competition for team leadership course students to develop original cooperative strategy games in collaboration with gaming industry executives.
  - Over 200 students have created 36 original cooperative strategy games (everyone wins or everyone loses) to teach team leadership. 26 games created during unprecedented pandemic.
  - See YouTube Site “Leadership Motivation with Dr. Mar” for ‘friendly reminders’ to students about their upcoming assignment in Sp2020 when we went remote at the start of the pandemic. In Spring 2022, students are excited about the new pilot optional workshop with David Merino, FACET, 3-D printing game pieces.  
<https://www.youtube.com/watch?v=ttS05lqXkFw&t=4s>
- **#EmpoweringFacultyVoices- Library Teaching Guide (Motivating High-Quality #GenZ Performance)**. Previously, I worked with the library to develop a [research guide looking at how companies and universities can recruit/retain GenZ.](#)

## **COURSES**

- **Developing Management and Team-Building Skills**, Towson University, Fall 2019, undergraduate, 1 section; Spring 2020, undergraduate, 2 sections; Spring 2021, 2 sections (4.72/5.0; 4.69/5.0)
- **Leading Across Cultures**, College of Business and Economics, Towson University; Spring 2018, undergraduate, 1 section (4.71/5.0); Fall 2018, 1 section (4.78/5.0)
- **Organizational Behavior**, College of Business and Economics, Towson University, undergraduate; Fall 2017, 2 sections (4.50/5.0; 4.92/5.0); Fall 2016, 2 sections (4.67/5.0; 4.91/5.0); Spring 2017, 2 sections (4.61/5.0; 4.65/5.0), Fall 2018, 1 section (4.64/5.0), Fall 2020, 2 sections (4.84/5.0; 4.65/5.0)

- Organizational Leadership, College of Business and Economics, Towson University, undergraduate; Spring 2018 2 sections (4.75/5.0, 4.82/5.0); Fall 2017, 1 section (4.74/5.0); Fall 2015, 1 section (4.76/5.0); Spring, 2016, 1 section (4.81/5.0), Fall 2016, 1 section (4.93/5.0), Spring 2019, 1 section (4.80/5.0), Spring 2021 (4.60/5.0)
- Leading, Learning, and Change (online), College of Business and Economics, Towson University, undergraduate, Fall 2018, 1 section (4.87/5.0); Spring 2019, 1 section TU-Northeast Campus (4.22/5.0), 1 section TU-main campus (4.71/5.0); Spring 2020, 1 section; Fall 2020 (4.70/5.0)
- Business Policy and Strategy, College of Business and Economics, Towson University; Fall 2013, undergraduate, 2 sections (4.72/5.0; 4.87/5.0); Spring 2014, undergraduate 3 sections (4.65/5.0; 4.57/5.0; 4.47/5.0); Fall 2014, undergraduate, 2 sections (4.78/5.0; 4.54/5.0); Spring 2015, undergraduate 2 sections; Fall 2015, 2 sections (4.55/5.0; 4.41/5.0); Spring 2016, 2 sections (4.4/5.0; 4.63/5.0)
- Organization Theory, College of Business and Economics, Towson University, undergraduate; Spring 2017, 1 section (4.50/5.0); Fall 2013, undergraduate, 1 section (4.83/5.0); Fall 2014, undergraduate, 1 section (4.83/5.0).
- Staffing and Retention, College of Business and Economics, Towson University, Spring 2015, undergraduate, 1 section
- Strategic Management & Leadership, Instructor (full responsibility), Whitman School, Syracuse University, Spring 2010, undergraduate, 1 section (Evaluation Score: 4.8/5.0); Spring 2009, 1 section (Score: 4.6/5.0); Summer 2012, undergraduate 1 section; Fall 2012, undergraduate (4.5/5.0), Spring 2013, undergraduate 2 sections (4.5/5.0; 4.6/5.0)
- Strategic Human Resources, Instructor (full responsibility), Whitman School, Syracuse University, Summer 2009, undergraduate, 1 section (Evaluation Score: 4.8/5.0)
- GOLD Leadership Class, Adjunct Faculty, Public Affairs Program, Syracuse University, 2001-2002, undergraduate, 1 section
- Leadership Development, Adjunct Instructor, Arts and Sciences, Kansas State University, 1999-2000, undergraduate, 1 section
- University Experience Success Course, Adjunct Instructor, Arts and Sciences, Kansas State University, 1998-1999, undergraduate, 1 section
- First Year Experience, Adjunct Instructor, Arts and Sciences, Oklahoma State University, 1995, undergraduate, 1 section
- Teaching Assistant Experience:
  - Strategic Management (iMBA), Whitman School, Syracuse University, Spring 2011
  - Leadership and Organization Change, Whitman School, Syracuse University, Fall 2010
  - Strategic Human Resources, Whitman School, Syracuse University, Fall 2007, Spring 2008

#### **RESEARCH GRANTS:**

- **College of Business and Economics, Towson University**, Towson, MD, August 2013-Present



- Creating Inclusive Prosperity for Historically Marginalized Communities Through Entrepreneurship (Under Review, Kauffman Foundation). Baum, J., Aseltine, E., Brannon, D., Chin, S., Koushikee, D., Geiss, M., Lebron, M., Manase, M., Qian, S., Swab, G.,
- Faculty Research Fellowship – Diversity Faculty Fellow (awarded by the TU Office of the Provost, the Division of Academic Affairs, and the Office of Academic Innovation in collaboration with the Office of Diversity and Equal Opportunity)
  - Lebrón, M.J. “*Influence of Psychological Experiences of Power and Procedural Justice on Faculty of Color Retention and Performance*”
- Research Grant, Faculty Development & Research Committee
  - Lebrón, M.J. & Darden, T. (under review, 2022). “*Power in Value Solves Faculty Retention: Power-Based Framework for Understanding how Power influences Perceptions of Faculty to the University Mission*”
  - Lebrón, M.J. “*The Struggle for Power and Pay: Implications of Board of Directors’ Power for Monitoring Effectiveness and Pay for Performance Sensitivity.*”
- **Martin J. Whitman School of Management, Syracuse University, Syracuse, NY, 2007-2013**
  - Research Assistantship Experience:
    - *Board Governance Culture and Association Performance*, 2009-2010 (assisted with literature review, empirical analysis, written report)
    - *CEO Organizational Identification*, 2008-Present (literature review)
    - *Employee Stock Ownership Program*, 2007-2009 (literature review)
    - *Executive Compensation, 2007-2009* (literature review)
  - Research Grants:
    - 2013 Whitman Summer Research Grant (\$4,000) “*The Struggle for Power and Pay: Implications of Board Power on Monitoring Effectiveness*”
    - 2011 Whitman Summer Research Grant (\$4,000) “*A Board Power Perspective on Strategic Value Creation: Monitoring Implications on R&D Investment Spending*”
    - 2010 Whitman Summer Research Grant (\$4,000) *Strategic Sabotage and Firm Performance: Top Management and Middle Management Power Influence*
    - 2009 Whitman Summer Research Grant (\$4,000) “*How do CEO’s Matter? Implications of Managerial Discretion for the Agency Conflict and Executive Pay*”

### **AWARDS (selected)**

- Teaching Excellence Award, College of Business & Economics, 2022
- Best Teaching & Learning Paper Award by ***Organization Management Journal***: Lebrón, M.J. & Tabak, F. (2018) Power-based faculty and student affairs student-centered collaboration model. *Organization Management Journal*, 15(1): 110-129. (Best Teaching & Learning Paper Award)
- Faculty Excellence Service Award, College of Business and Economics, Towson University, 2018.
- Faculty Excellence Teaching Award, College of Business and Economics, Towson University, 2017.
- Innovation in Teaching Award, Towson University, 2017.
- Outstanding Reviewer, Academy of Management, Gender & Diversity in Organizations Division, August 2016.
- Outstanding Reviewer, Eastern Academy of Management, Organizational Behavior Division, 2016.
- Highlighted in online article by Fast Company, April 2015 (<http://www.fastcompany.com/3044376/the-future-of-work/the-company-working-to-fix-higher-educations-diversity-problem>)
- Outstanding Reviewer –Business Policy and Strategy Division, 2014 & 2015 Academy of Management Annual Meeting, Philadelphia, PA.
- [Bloomberg: Top 20 Ideas for a Better MBA](#) Ideas to Innovation Challenge – *World Issues Focus on Integrity Innovation Multi-Disciplinary Course*, 3<sup>rd</sup> place (650 entries worldwide), Graduate Management Admission

Challenge, Management Education for Tomorrow (MET) Fund, (\$10,000 award), 2011.

(<http://www.gmac.com/gmac/AboutUs/MET-Fund/i2iWinner7.htm>)

- National First-Year Student Advocate Award, National Center for the First Year Experience, 2006.
- First Year Experience Programs to Look For, U.S. News and World Report, 2004.
- Olympic Torchbearer, “Inspirational Torch Relay”, Olympic Games, one of over 250,000 nominated and 11,500 selected to carry the Olympic Torch on its way to Salt Lake, UT, for the Winter Olympic Games in 2002.
- Outstanding Service to Commission III American College Student Personnel Association Housing and Residence Life Commission, 2002 (Chair, National Housing & Residential Life Professional Staff Recruitment and Retention Study)
- Rising Star Award, National Association of Student Personnel Administrators (NASPA)
- Office of Residence Life Award for Excellence in Professional Development, Syracuse University, 2002.
- Vice President’s Students First Award, Syracuse University, 2001.
- Advisor of the Year, Southwest Association of College and University Residence Halls (SWACURH)
- Advisor of the Month, Northeast Affiliate of College and University Residence Halls (NACURH)
- Excellence in Advising Award, Syracuse University, 2001.
- Staff Member of the Year, Kansas State University at Salina, 2000.
- Advisor of the Year, Kansas State University at Salina, 1998.
- Distinguished Alumni Service Award, Oklahoma State University, 1997.
- Excellence in Advising Award, Syracuse University
- Office of Residence Life Award for Excellence in Professional Development, Syracuse University
- Outstanding Reviewer - Business Policy and Strategy Division, Academy of Management
- Outstanding Website & Publication, National Orientation Directors Association (NODA)
- Vice President’s Students First Award, Syracuse University
- Excellence in Advising Award, Syracuse University
- Outstanding Reviewer Award (2019), Eastern Academy of Management Conference (OB Division)
- Outstanding Reviewer Award, Academy of Management, Gender & Diversity in Organizations’ Division, August 2016

### **UNIVERSITY AND COMMUNITY SERVICE (selected)**

- Facilitator, Baltimore Literacy Center, Collaborative Team – Non-Profit Grant Writing Class and MCCB, 2018. Raised \$2000 to develop a new literacy center in Baltimore.
- Urban Education in Baltimore Advisory Task Force, Envisioning Equity in Greater Baltimore’s Classrooms Task Force Member
- Advisor, Closing the Gap: Social Justice Stories, Student Team, Social Justice Awareness Day (November - April 9, 2016). Educational session combined with video. Students submitted their stories about their diverse experiences that then were collected and shared with TU administration
- *Discussant/Participant, PhD Project* sponsored by KPMG Foundation. As 1<sup>st</sup> Hispanic American to graduate with PhD from the Martin J. Whitman School of Management, Syracuse University, and the 29<sup>th</sup> Latina Business Professor in the country, I participated in outreach initiatives to educate corporations and government about the need to diversify higher education and corporations. The PhD Project’s mission is to recruit/retain Hispanic, African American, and Native American business professors and professionals. Some discussions took place with *White House Initiatives on Excellence in Hispanic Education, White House Initiatives on Excellence in Historically Black Colleges and Universities, and the U.S. Department of Education (2015); Tek Systems and Aerotek Staffing Systems, 2015.*
- **Towson University**

- Appointed Member, Faculty Representation Subcommittee, Institutional Diversity Action Committee
- Diversity Faculty Fellows focus group
- Invited Member, TU Emerging Technologies Workgroup (due to gaming work I have been doing)
- Facilitator, 3-day Social Justice Retreat sponsored by Center for Diversity Services (November 2016).
- Participant, Pilot Inclusive Access- TU Bookstore & McGraw Hill, Publishing Partnership (MNGT 395/421)
- Presentation, Career Development, Office of Residence Life Professional Staff Training, January 2017
- Presentation, Psychological Experience of Faculty of Color, January Teaching Conference, Towson University, 2018
- Panelist, Courageous Conversations University-Wide Conference, October 2017. Presented on “speaking up” in meetings regarding issues of equity, diversity and inclusion on panel facilitated by Dean Kaynama for the whole university
- ***College of Business and Economics***
  - Member, Strategic Planning Retreat, June 2014
  - Member, Curriculum Redesign Committee, 2014-2015
  - Student Marshal, CBE Commencement, May 2014)
  - CBE Council: Secretary, College of Business and Economics Advisory Council (Completing 2nd year as Secretary). Vice-Chair for 2016-2017, Member, CBE Council, Fall 2020
- ***Management Department***
  - Chairperson, Search Committee for Organizational Behavior Assistant Professor
    - Facilitated candidate search and hire process (66 applicants); interviewed 21 applicants at the Academy of Management 2018 Annual Meeting; scheduled campus interviews; coordinated candidate communication and interviews; facilitated search committee meetings and compiling candidate evaluations from the committee and the department.
  - Member, Assistant Professor Entrepreneurship/Ethics Search Committee
  - Member, Professor Strategy/International Business Search Committee
  - Member, Human Resources Faculty Search Committee, 2018
  - Member, Administrative Assistant Search Committee, Management Dept
  - Chairperson, Enrollment Management Task Force
  - Member, Assistant Professor Strategy/International Business Search Committee
  - Member, Management Department Curriculum Redesign (MNGT 481
  - Member, 481 Case Competition (MNGT 481)

Certified Speaker, Maryland Business Roundtable for Education Leadership Speaker, MD Future Business Leaders of America (FBLA) State Leadership Conference, April 14, 2016.

#SassyDreamingTour – leadership education to youth in hospitals (cancer patients) and schools.

- Syracuse University Minority Graduate Student Organization, 2007-2013.
- Leadership Program Founder and Coordinator, AIDS Community Resources Diversity Youth Group, Syracuse, NY, 2006-2008.
- Chair, Syracuse University Light the Night Walk for Cancer Research, Leukemia & Lymphoma Society, Syracuse, NY, 2004-2006.

- University Committee Experiences at Syracuse University (2000-2007) and/or Kansas State University (1996-2000): Retention Council, Academic Coordinating Committee, Alumni Relations Council; Diversity Team
- Became Certified Speaker, Maryland Business Roundtable for Education (certificate enclosed). Judged student business presentations in MD regional competitions

## **PROFESSIONAL EXPERIENCE & SERVICE**

### **Eastern Academy of Management**

- President-Elect, 2022- Present
- Treasurer, 2018 – 2020 (Past Treasurer, 2021-21)
  - Streamlined financial operations and processes for four separate accounts (domestic operations checking and savings, Fellow's operations, and international operations).
  - Developed EAM Treasurer transition training process and system for the first time in EAM (included 1:1 mentoring sessions on software, developing electronic record keeping procedures, and organizing hard copies of EAM financial records that were historically collected).
  - Developed long-term financial accounting record-keeping system to identify trends in domestic and international operations for previous three years.
  - Fiscal responsibility/oversight for 4 accounts totaling approximately \$400,000+; IRS tax documentation/compliance; domestic and international conference (2019 – Croatia including working with banking system to implement stabilized international wire transfers with tracking/oversight)
  - Sponsorship fiscal operations/record-keeping; responsible for coordinating IRS-related paperwork among all sponsorship universities and completing university-specific sponsorship paperwork.
  - Financial Technology systems. Learned new STRIPE payment software and responsible for integrating into the online organization website.
  - Liaison with state and national government and accountant regarding legal paperwork for our non-profit organization.
  - Developed/Implemented financial pandemic financial response system. Processed refunds for face-to-face registrants to the annual EAM conference due to the unprecedented global pandemic. Processed confirmation for financial receipts for over 200 virtual conference registrants last minute.
- Coordinator, EAM Learn & Share: Challenges & Strategies for Addressing Microaggressions in the 2021 Classroom (April 22, 2021)
- Reviewer, Eastern Academy of Management Conference, 2018-19
- Session Chair, Writer's Workshop – Organizational Behavior & Theory –Group 2, Eastern Academy of Management (May 5, 2016)
- Black Lives Matter Statement Coordinator, Asked to coordinate, facilitate, lead, and write a Black Lives Matter Statement that was formally presented and approved at the 2020 EAM Annual Business Meeting. Statement can be found at [www.eaom.org](http://www.eaom.org)
- Discussant, Eastern Academy of Management, Organizational Behavior Writer's Workshop Session, 2017

### **Professional Association: Journal/Conference Reviewer, Facilitator**

- Reviewer, Journal of Business Ethics (2019-Present)
- Reviewer, Management Teaching Review, 2018-19
- Reviewer, Organization Management Journal, 2018-19

- Reviewer, Management Organizational Behavior Teaching Society, 2019
- Reviewer, Academy of Management Conference, Business Policy & Strategy Division, 2011,2014.
- Reviewer, Academy of Management Conference, Organization & Management Theory Division, 2009, 2016.
- Reviewer, Academy of Management Conference, Gender and Diversity in Organizations Division, 2016
- Reviewer, Simulation & Gaming: An Interdisciplinary Journal of Theory, Practice and Research (1 manuscript, June 2015; Editor: Dr. Thavikulwat)
- Southern Management Association Academic Research Collaboration Lunch Facilitator, Nov14, 2014 (strategic impact of CEOs)

## **SYRACUSE UNIVERSITY, Syracuse, NY**

- *Director, Office of Orientation and Transitions Services*, May 2003-July 2007. (developed and implemented nationally recognized award-winning first-year student retention program by the National Center for the First Year Experience), National Orientation Directors Association, US News and World Report
  - Hired to create new department with reporting relationship to Dean of Students. Charged with developing and implementing comprehensive first-year experience and transition program for students, building seamless relationship among 11 colleges/schools, university financial operations/security, registrar/enrollment, library, bookstore, student affairs. Final program, initiatives, organizational structure, website, and communications recognized nationally by U.S. News & World Report. Managed \$500,000 - \$1M budget (including budgetary lines and sponsorships/donors).
  - **Organizational Design and Transformation** - Directed organizational design of first year experience and transitions program for 5,000 students by developing a collaborative administrative structure to integrate 4 divisions, approximately 70 departments, 3,000 employees, and 2,000 student leaders.
  - **Leadership Training and Development** – Developed team development, communication, diversity awareness, needs assessment, and evaluation training programs for employees and students.
- **Assistant Director of Residence Life and Leadership Initiatives**, July 2000- May 2003
  - (developed and implemented nationally recognized leadership program for more than 8,000 students)
  - *Organizational Design and Transformation* -Transformed leadership development program consisting of integrated program consisting of collaborative programming, student organization development, and complimentary course curriculum for 7,500 students based on Social Change Model of Leadership Development.
  - *Start-Up Management*-Implemented Leaders Emerging And Developing (LEAD) Learning Community for 40 participants by leading collaborative team of 3 different departments.
  - *Leadership Training and Development* - Developed Student Life Summit Leadership Development Workshop, a collaborative faculty, student, and administrator initiative. Developed *Jumpstart SummerStart* Leadership Program. Advised Association of Residence Halls for 3,500 residents and Residence Hall Association for 7,500 residents. Instructed leadership development courses.
  - *Employee Recruitment & Retention* - Selected, trained, supervised, and evaluated full-time master's Level professional staff, administrative staff, custodial staff, graduate staff, resident assistants and desk assistants. Supervised residential area of approximately 1800 students and 12 employees. Developed and implemented training programs for full-time staff, graduate staff, resident assistants and desk assistants.

## **KANSAS STATE UNIVERSITY, Manhattan & Salina, KS**

**Assistant Director of College Advancement for Student Life, October 1997 – June 2000.**

Promoted to Assistant Director charged with developing new campus-wide student life program to enhance recruitment and retention of students with reporting relationship to Assistant Dean of Enrollment Management. Managed \$1 million.

- *Organizational Design and Transformation* - Developed new campus-wide retention-based student life program including housing, recreation services, student union, counseling, and judicial services. developed and implemented new departments and initiatives to enhance student retention, including residence life, orientation, student life, student union, recreation center, and counseling center; developed and instructed leadership development course, leadership certificate program proposal; implemented student retention study; and, developed and implemented diversity climate assessment study).
- *Leadership Training and Development* - Developed Leadership Certificate Program Proposal and Leadership Scholarship Program; developed and instructed Leadership Training Courses. Instructor, Leadership Development Course, Kansas State University at Salina, 1999-2000.
- *Assessment & Evaluation* - Developed and implemented Student Leadership Assessment Survey for entering students. Initiated, designed and conducted student assessment studies to evaluate effectiveness of academic intervention activities for on-campus residents. Utilized Noel-Levitz College Student Inventory (CSI) to assess students predicted academic success and provided leadership in establishing focus groups to examine data from the Student Satisfaction Inventory to learn what factors inhibited student retention. Initiated, led and collaboratively designed, conducted and analyzed national survey for ACPA and ACUHO-I examining factors impacting the recruitment and retention of housing and residence life professionals representing thousands of housing professionals worldwide who work with almost 2 million college and university students.
- *Employee Recruitment and Retention* - Selected, trained, supervised, and evaluated full-time master's Level professional staff, administrative staff, custodial staff, graduate staff, resident assistants and desk assistants.
- *Operations Management* –Developed and implemented residence life facilities improvement plan; created marketing, recruitment and retention plan for Residence Life Office.; Participated in dining services contract negotiation and selection; Initiated and coordinated summer housing operations.