Curriculum Vitae

PHYLLIS A. DUNCAN

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EDUCATIONAL BACKGROUND

Ph.D., Education, Organizational Leadership Studies
University of the Incarnate Word

Master of Business Administration
University of Arkansas

M.S., Industrial Engineering
Southwest University, New Orleans

B.S., Business Administration, Management
University of the Ozarks

AREAS OF EXPERTISE AND TEACHING EXPERIENCE

Professor of Leadership Studies, Our Lady of the Lake University, San Antonio, TX, **August 2018 – present**
Teaches graduate courses in leadership, strategy, organizational theories, conflict management, global leadership, and dissertation proposal tools; serves as unpaid Ph.D. Program Director, San Antonio. Academic advisor for OLLU Ph.D. San Antonio Cohorts 29, 30, 31, and 32 (approximately 55 students) and MSOL Cohort 28 and Hy-Flex Cohort 1 (15 students). Chair of approximately 18 active dissertations and member of 15 dissertation committees; recruits Ph.D. prospects and MSOL students for San Antonio campus and Hy-Flex cohorts; coordinates DLS orientations, convocations and student recognition events

Associate Professor of Leadership Studies, Our Lady of the Lake University, San Antonio, TX, **August 2013 – August 2018**

Assistant Professor of Leadership Studies, Our Lady of the Lake University, San Antonio, TX, **August 2007 – August 2013**

Visiting Assistant Professor of Leadership Studies, Our Lady of the Lake University, San Antonio, TX, **January 2007 – August 2007**; taught graduate courses in leadership, strategy, critical thinking, written and oral communications, and research methods

Adjunct Professor of Leadership Studies, Our Lady of the Lake University, San Antonio, TX, **August 2006 – December 2006**; taught graduate courses in critical thinking and readings in leadership

Associate Director/Project Assistant, McNair Scholars Program, University of the Incarnate Word, San Antonio, TX, **October 2004 – September 2007**; developed curriculum for 12-week Summer GRE Preparation classes for 3 summer sessions; taught research methods course Spring semesters; mentored and coached 65 McNair Scholars on scholarly research methods and writing, presentation skills, career planning, and graduate school evaluations/applications. Co-writer for UIW grant submission to Department of Education for McNair Scholars 2007-2010 grant cycle, cumulating in UIW successful grant award $1.0M

Adjunct Professor, University of the Ozarks, Clarksville, AR, **June 1982 – May 1989**
Taught two to four upper-level undergraduate business courses each semester; advised students on academic plans and graduate school opportunities; courses taught include:

Corporate Finance	Seminar in Marketing
Intermediate Macroeconomics	Sales Fundamentals
Intermediate Microeconomics	Sales Management
Business Research and Analysis	Retailing
Business Policy and Strategy	Advertising
Money and Banking	Consumer Behavior
Organizational Behavior	International Marketing
Transportation Management	Marketing Research and Analysis
Production Management	Business Ethics
Supervision Management	Human Resource Management
Business Statistics II	

Total Quality Management (TQM), Clarke American/Caradon – **1989-1994**, developed and delivered customized TQM program (First in Service™) and training for Clarke American and its 3,000 employees; acted as an internal TQM consultant to assess 12 additional U.S. and European Caradon companies and to develop TQM training and implementation for the enterprise initiative

RESEARCH INTERESTS AND PROJECTS

Emotional Intelligence and Leadership, Global and Technology Leadership, Strategy, Culture, Conflict Management, Workplace Diversity, *Fortune 1000* Glass Ceiling, Generational Workplace Issues, Developing Adult Learners, and Banking and Payment Systems

Project GLOBE 2020 – U.S.A. Country Research Investigator 2019-2023

PUBLICATIONS

De Benedictis, D., Sun, Y., Green, M., & Duncan, P. (2022). Does a relationship exist between GLOBE Study leadership behaviors and GDP per capita and happiness indicators? *American Journal of Advanced Research, 16-22.*

Duncan, P., & Skaggs, S. (in review 2022/2023). The effect of authentic leadership on organizational commitment in the midst of post pandemic recovery, the great resignation, and the reshuffle. *Global Business and Organizational Excellence*.

Duncan, P., Skaggs, S., Green, M., & Herrera, R. (2021/2022). The effect of gender on leadership and culture 2012 revisited. *Virtual Issue: 40 Years of Global Business and Organizational Excellence*, 13-15.

Soltys, P. P., Duncan, P., Hinojosa, B., & Montoya, J. (2021. The relationships between self-rated emotional intelligence (EI), leader-member relationship quality (LMX), and cultural value of collectivism. *Journal of Management Science and Business Intelligence*, *6-1*, 7-13.

Friesenhahn, M. J., Ramirez, R., Byrd, T., Osborne, J., Brock, C., & Duncan, P. A. (2019). Societal Impacts of autocratic government: An exploratory analysis of future research. *Journal of Collaborative Leadership, 2,* 1-27.

Sandoval, C., Uribe, T., Baker, J., Soltys, P., Murphy, M., & Duncan, P. A., (2019). The values that are making us globally competitive may be killing our soul: A study of cultural practices, global and digital competitive, and corruption. *Journal of Collaborative Leadership, 2,* 40-64.

Villarreal, S., Montoya, J. , Duncan, P., & Gergen, E. (2018). Leadership styles predict career readiness in early college high-school students. Psychol Schs, *55*, 476-489.

Duncan, P., Montoya, J., Sun, Y., Hinojosa, B., Garcia, A., & Green, M. (2018). Leader emotional

intelligence and composite ratings of leadership. *Journal of Management Science and Business Intelligence*, 2-3, 40-43.

Duncan et al., 2017 journal article included in Meta-analysis: Miao, C., Humphrey, R., & Qian, S. (2018). Emotional intelligence and authentic leadership: A meta-analysis. *Leadership & Organization Development Journal, 30*(5), 2018. Note: Articles included in Miao et al.'s meta-analysis were Duncan et al. 2017 article and 2 articles by Dr. Duncan's 2016 dissertation students, Dr. Sonia Jasso and Dr. Jaime Rodriguez.

Duncan, P., Green, M., Gergen, E., & Ecung, W. (2017). Authentic leadership – is it more than emotional intelligence? *Administrative Issues Journal: Connecting Education, Practice, and Research, 7*(2), 11-22.

Sun, Y., Gergen, E., Duncan, P., Hinojosa, B., & Green, M. (2017). An empirical analysis of leader personality and servant leadership. *Journal of Management Science and Business Intelligence*, *2*(2), 42-47.

McNeely, J. P., Duncan, P., & Ree, M. J. (2017). A study of the differences between normative GLOBE U.S. leadership preferences and Black American Catholics' GLOBE leadership preferences. *International Journal of Religion and Spirituality in Society*. DOI: 10.18848/2154-8633/CGP/v07i03/69-80

Stanfill, B. A., Villarreal, A. D., Medina, M. R., Esquivel, E. P., de la Rosa, E., & Duncan, P. A. (2016). Beyond the culture of corruption: Staying ethical while doing business in Latin America. *Journal of Organizational Culture, Communications and Conflict, 20*(1), 56-80.

Carmody-Bubb, M. A., Duncan, P. A., & Ree, M. J. (2015/2016). Emotional intelligence and personality predict conflict management style: Examining relationships and factor structures. *Journal of Behavioral Studies in Business*, *8*(1), 1-12.

Herrera, R., & Duncan, P. (2015). Collectivism and religious affiliation as predictors of the multidimensional measure of leader-member exchange (LMX-MDM). *Journal of Diversity Management, 10*(1), 1-12.

Garcia, M., Duncan, P., Carmody-Bubb, M., & Ree, M. (2014). You have what? Personality! Traits that predict leadership styles for elementary principals. *Psychology, 5*, 204-212.

Duncan, P., & Herrera, R. (2014). The relationship between diversity and the multidimensional measure of leader-member exchange (LMX-MDM). *Journal of Management Policy and Practice, 15*(1), 34-50.

Flores, S. L., Green, M. T., Duncan, P. A., & Carmody-Bubb, M. A. (2013). The relationship between spirituality and emotional intelligence. *The International Journal of Religion and Spirituality in Society, 3*, 93-106.

Herrera, R., Duncan, P., Ree, M., & Williams, K. D. (2013). *Diversity as a predictor of leadership effectiveness. Journal of Diversity Management, 8*(1), 1-13.

Parmer, L., Green, M., Duncan, P., & Zarate, C. (2013). The relationship between followers' personality and preferences in leadership. *Journal of Leadership, Accountability and Ethics, 10*(2), 55-64.

Herrera, R., Duncan, P., & Ree, M. (2013). Aligning organizational culture with leader-member exchange. *Global Business and Organizational Excellence, 32*(5), 53-65.

Green, M. T., Chavez, E. S., Caromdy-Bubb, M., & Duncan, P. (2013). Differences in religiosity and spirituality as a result of generation, gender, and education. *Religion and Spirituality in Society, 2*, 47-63.

Duncan, P., Green, M. T., & Herrera, R. (2012). Culture predicting leadership. *Business Studies Journal*, *4*(1), 71-84.

Green, M. T., Duncan, P., Salter, C., & Chavez, E. (2012). The educated worker: An empirical investigation of expectations of leadership. *Journal of Leadership, Accountability and Ethics, 9*(6), 94-112.

Waggoner, F. I., Green, M. T., & Duncan, P. A. (2012). Leadership expectations of women. *International Leadership Journal*, *4*(2), 3-12.

Skaggs, S., Stainback, K., & Duncan, P. (2012). Shaking things up or business as usual? The influence of female corporate executives and board of directors on women's managerial representation. *Social Science Research*, *41*(4), 936-948.

Herrera, R., Duncan, P., Green, M., & Skaggs, S. (2012). The effect of gender of leadership and culture. *Global Business and Organizational Excellence*, *31*(2), 37-48.

Herrera, R., Duncan, P., Green, Ree, M., & Skaggs, S. (2011). The relationship between attitudes toward diversity management in the Southwest USA and the GLOBE Study culture preferences. *International Journal of Human Resource Management*, *22*(12), 2629-2646.

Green, M., Duncan, P., & Kodatt, S. (2011). The relationship between follower ratings of leadership and the leaders' spirituality, *Spirituality, Leadership and Management, 5*(1), 46-57.

Herrera, R., Duncan, P., Green, M., Ree, M., & Skaggs, S. (2011). Organizational culture as a predictor of organizational diversity practices. *Business Journal of Hispanic Research*, *5*(1). 72-85.

Hargrove, D., Duncan, P., Green., M., Salter, C., & Trayhan, J. (2011). Obama vs. Clinton: A study exploring the impact of leadership language. In M. F. Rahim (Ed.) *Current topics in management 15: Diversity, conflict, and leadership (*pp. 95-116). New Brunswick, NJ: Transactional Publishers.

Salter, C., Green, M., Duncan, P., Torti, C., & Berre, A. (2011). Virtual communication, transformational leadership, personality, and the apparent holographic constructs of implicit leadership. In B. D. Barbour & G. R. Hickman (Eds.). *Building leadership bridges 2011: Leadership for transformation* (pp. 179-196). College Park, MD: International Leadership Association.

Salter, C., Green, M., Duncan, P., Torti, C., & Berre, A. (2010). Virtual communication, transformational leadership, and implicit leadership*. Journal of Leadership Studies*, *4*(2), 6-17.

Green, M., Kodatt, S., Salter, C., Duncan, P., Garza-Ortiz, D., & Chavez, E. (2009*). Assessing the leadership style of Paul and cultural congruence of the Christian community at Corinth using Project GLOBE constructs, Journal of Bibical Perspectives in Leadership, 2*(2), 3-28.

Salter, C., Green, M., Ree, M., Carmody-Bubb, M., & Duncan, P. (2009). *A study of follower's personality, implicit leadership perceptions, and leadership ratings. Journal of Leadership Studies, 2*(4), 48-59.

Salter, C., Green, M., Duncan, P., & Kodatt, S. (2008). Leading diverse generations to change using transformational language. *Journal of Leadership Studies, 1*(4), 84-87.

Salter, C., Green, M., Carmody-Bubb, M., & Duncan, P. (2007). Do transformational leaders speak differently: The impact of leader's transformational communications in meeting follower's implicit leadership prototypes. In N. Huber & M. Harvey (Eds.). *Building leadership bridges 2007: Leadership: Impact, culture, and sustainability* (pp. 93-106). College Park, MD: International Leadership Association.

Skaggs, S., & Duncan, P. (2006). *Texas Fortune 1000 glass ceiling report 2005*. Dallas, TX: Texas Diversity Council.

Hay, R., & Duncan, P. (1982). Susan Lewis: A case of sexual harassment. *Business Communication Quarterly, 45,* 23-26.

University of the Incarnate Word 2006 McNair Scholars Research Journal (Ed.)
University of the Incarnate Word 2005 McNair Scholars Research Journal (Ed.)
University of the Incarnate Word 2004 McNair Scholars Research Journal (Ed.)
UIW McNair Scholars Newsletter – editor of quarterly newsletter (2004 – 2007)

CONFERENCE PAPER PRESENTATIONS

Duncan, P. (2022). *GLOBE 2020: A Study of Culture, Trust and Leadership in 143 Countries*, Academy of Management Annual Meeting August 2022, Project GLOBE 2020 – U.S.A. Country Research Investigator, Seattle, WA.

Barela, L., Duncan, P., De La Garza, & Sun, Y. (2022). *Perceptions of Authentic Leadership on Team Climate and Innovative Work Behavior in Technology Organizations*. Paper presented at the Academy of Business Research, October 31-November 2, Drury Plaza, San Antonio, TX.

Gutierrez, S. J., Duncan, P., Sun, Y., & Hinojosa, B. (2022). *A Study of Leaders' Emotional Intelligence and Conflict Management Styles.* Paper presented at the Academy of Business Research, October 31-November 2, Drury Plaza, San Antonio, TX. **Best Paper Award**

Ruiz, S., Duncan, P., & De La Garza, B. (2022). *A Study of Hospitality Workers' Perceptions of their Leaders' Authentic Leadership Behaviors and Workers' Job Satisfaction*. Paper presented at the Academy of Business Research, October 31-November 2, Drury Plaza, San Antonio, TX.

Jolivette-Smith, J., Flores, F., Anderson, R., Cochran, G., & Duncan, P. (2022). *Corruption and Culture Impacts on the Ukrainian War*. Paper presented at the Academy of Business Research, October 31-November 2, Drury Plaza, San Antonio, TX. **Best Paper Award**

Meffert, L., Tamayo, A., Gamez, N., Hidalgo, L., & Duncan, P. (2022). *Is Hybrid Work a Silver Lining of the COVID-19 Pandemic? The Relationship between Hybrid Work, Employee Well-being, and Organizational Productivity.* Paper presented at the Academy of Business Research, October 31-November 2, Drury Plaza, San Antonio, TX. **Best Paper Award**

Bryant-Omosor, M., Harwell, J., Ibarra Noriega, G., Curtis, D., & Duncan, P. (2022). Closing the 30-year Gap: A Study of Country Culture, Climate Change Policies, and Corruption. Paper presented at the Academy of Business Research, October 31-November 2, Drury Plaza, San Antonio, TX.

Uribe, T., Duncan, P., Green, M., Carmody-Bubb, M., & Gergen, E. (2022). *Emotional Intelligence and Servant Leadership among Nonprofit Veteran Volunteers.* Presented at the International IBII/ICMLBI UNT/Dallas Conference, April 1, 2022.

Lopez., E. A., Marquez, G., Estrada-Claflin, S. E., Garcia, A., & Duncan, P. (2021). *Leading the Way: The New Norm and Gen Z.* Paper presented at the Academy of Business Research, October 27-29, Drury Plaza, San Antonio, TX.

Dunaway, T., Gonzalez, F., Harmon, S., Pope, T., & Duncan, P. (2021). *Leader-follower Relationships: Impacts of Ethnicity, Credentials, Tenure, and Personality in the Workplace*. Paper presented at the Academy of Business research, October 27-29, Drury Plaza, San Antonio, TX.

Cortez, N., Reyes P., Gomez, Liliana, Evans, S., & Duncan, P. (2021). *Transformational Leadership during the COVID-19 Pandemic in San Antonio, TX*. Paper presented at the Academy of Business research, October 27-29, Drury Plaza, San Antonio, TX. **Best Paper Award.**

Uribe, T., & Duncan, P. (2021). *A Study of Emotional Intelligence and Servant Leadership among Nonprofit Military Service Organization Volunteers*. Paper presented at the Academy of Business research, October 27-29, Drury Plaza, San Antonio, TX. **Best Paper Award**.

Perez, J. L., Woods, B. D., Hetzel, M. J., & Duncan, P. A. (2021). *Mental Well-being during the COVID-19 Pandemic.* Paper presented at the Academy of Business research, October 27-29, Drury Plaza, San Antonio, TX. **Best Paper Award**.

Gomez, D., LeRoy, C., Martinez, L., Silva, B., & Duncan, P. (2021). *A Focus on Humane-Oriented Leadership*. Paper presented at the Academy of Business research, October 27-29, Drury Plaza, San Antonio, TX. **Best Paper Award**.

Soltys, P., Duncan, P., Hinojosa, B., Montoya, J., De la Garza, B. (2021). *A Study of the Relationships Between Self-rated Emotional Intelligence (ei), Leader-member Relationship Quality (lmx) and Cultural Value of Collectivism*. Paper presented at The 2021 IBII International Conference, April 2, Online/The Woodlands, TX.

Bickerson, D. E., Gonzalez E., Avituna-Ovalle, N., & Duncan, P. (2020). *Gun Violence and the Cultural Impact of a Dysfuntional Environment.* Paper presented at the Academy of Business Research, October 28-30, Online.

Perez, E., Orji, L., Houle, T., Magana, O., & Duncan, P. (2020). *The Real Pandemic, Global Food Insecurity: A study on Global Leadership, Types of Government, Gross Domestic Product, and Corruption.* Paper presented at the Academy of Business Research, October 28-30, Online.

Perry, T. T., Sendejo, D., Price, S., & Duncan, P. (2020*). GLOBE Cultural Dimensions in Women-Led Nations facing COVID-19.* Paper presented at the Academy of Business Research, October 28-30, Online. **Best Conference Paper Award**.

Rownd, C., Duncan, P., Montoya, J., & Green, M. (2020). *Nomological Network Confusion with Servant*

Leadership: A Review of Overlapping and Unique Aspects. The 2020 International Conference on Management, Leadership and Business Intelligence (**ICMLBI '20**), Online/The Woodlands, TX, March 30-31.

De Leon, B. A., Williams, M. L., Hamner, L. C., Bryson, T. G., & Duncan, P. (2019). *Leadership: The Global Virtual Reality.* Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

del Toro, P., Martinez, D., Garcia, D. A., Ramirez, C., & Duncan, P. (2019). *Through the Lens of a Glass Ceiling – Women in Leadership*. Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

Weymouth, M., Schlueter, M., Wallace, B., Edeni, D., & Duncan, P. (2019). Future Ready: *A Study on the Role of Leadership in the Evolution of Service Industries Through the Lens of Technological, Workforce and Global Impacts.* Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

Batchelor, L. A., Campos, J. R., Quintanilla, J. A., Sanchez, S. A., & Duncan, P. (2019). *Global Leaders and their Moral Compass : Does Culture and Economic Disparity Shape Decision-making of Governments?* Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

Pena, A., Garcia, H., Grant, J., & Duncan, P. (2019). *China's Cultre and its Effects on China's International Economic Decision-making*. Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

Iguaran, C., De la Rosa, B., Canales, J. A., Hernandez, C., & Duncan, P. (2019). *Perceptions of Government Corruption in the United States*. Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

Rownd, C., Duncan, P., Gergen, E., & Green, M. (2019). *Leader and worker Emotional Intelligence: What the Research Tells us in 2019.* Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

Ayala, C., Boeding, M., Ojeda, J., O'Grady, B., & Duncan, P. (2019). *The Age Crises in Leadership: Preparing Leaders for an Aging Multi-generational Workforce*. Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

Bielke, C. A., & Duncan, P. (2019). *A Study of Personality and Exemplary Leadership Practices*. Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

Leal-Vandervort, R., & Duncan, P. (2019). *A Study of the Relationship between Philosophical Orientation and Authentic Leadership.* Paper presented at the Academy of Business Research, October 30-November 1, Drury Plaza, San Antonio, TX.

Duncan, P., & Gergen, E. (2019). *Generational and Gender Differences in Attitudes about Narcissistic and Psychopathic Leadership.* Paper presented at the 26th Annual Conference of the International Association for Applied Management, July 11-13, Kensington Forum, London, UK.

Gergen, E., Duncan, P., Montoya, J., Al-Bataineh, A., & Green, M. (2019). *Authentic Leadership: Is it More than Leader Personality?* Paper presented at the 2019 Institute of Business Intelligence Innovation (IBII) International Conference, March 1-2, 2019, The Woodlands, TX.

Duncan, P. *Leading with "Emotional Intelligence"*(2018). Invited as conference emotional intelligence "expert." Presented at the *14th Annual Texas Diversity & Leadership Conference*. April 12, 2018, Dallas, TX.

Frashier, G., & Duncan, P. (2018). *Innovation Success in Research and Development Organizations.* Paper presented at the 25th Annual Conference of the International Association for Applied Management, July 17-19, 2018, Las Vegas, NV.

Pye Gavito, I., & Duncan, P. (2018. *A Study of the Conflict Styles of Nurse Leaders and the*

Influence of these Styles on Disruptive Behavior. Paper presented at the 25th Annual Conference of the International Association for Applied Management, July 17-19, 2018, Las Vegas, NV.

Duncan, P., Montoya, J., Hinojosa, B., Sun, Y., & Garcia, A. (2018). *Leader Emotional Intelligence and Composite Ratings of Leadership.* Presented at the 2018 IBII International Conference, April 6-7, The Woodlands, TX.

Duncan, P. (2018). The Use of Emotional Intelligence for Effective Leadership. Presented at the Texas Medical Association Professional and Leadership Development Conference, May 18, 2018, San Antonio, TX.

Gomez, E., Myers, K., Mathis, D., Menchaca, V., Holt, M., & Duncan, P. (2017). *Bosnia's political climate and its effects on globalization*. Paper presented at the Academy of Business Research Fall 2017 Conference, November 1-3, 2017, San Antonio, TX.

Miller, L., Sandoval, R., Kodosky, V., Acevedo, L., & Duncan, P. (2017). *Spain's educational movement towards globalization*. Paper presented at the Academy of Business Research Fall 2017 Conference, November 1-3, 2017, San Antonio, TX.

Brock, C., Byrd, T., Friesenhahn, M., Osborne, J., Ramirez, R., & Duncan, P. (2017). *Societal impacts on autocratic governments*. Paper presented at the Academy of Business Research Fall 2017 Conference, November 1-3, 2017, San Antonio, TX.

Clark, G., Huang, A., Morales, D., Ruiz, N., & Duncan, P. (2017). *True representation : Cultural and leadershp factors that influence the participation of women in politics*. Paper presented at the Academy of Business Research Fall 2017 Conference, November 1-3, 2017, San Antonio, TX.

Townley, R., Montoya, J., Duncan, P., & Gergen, E. (2017). *Relationship quality predicts organizational commitment among registered nurses.* Paper presented at the Academy of Business Research Fall 2017 Conference, November 1-3, 2017, San Antonio, TX.

Polasek, T., Duncan, P., Wheeler, C., & Sun, Y. (2017). *The relationship of students' perception of instructor personality and students' perception of instructor leadership as predictors of self-rated student engagement.* Paper presented at the Academy of Business Research Fall 2017 Conference, November 1-3, 2017, San Antonio, TX.

Ruiz, E., & Duncan, P. (2017) *Emotional intelligence and physical activity predicting authentic leadership*. Paper presented at the Academy of Business Research Fall 2017 Conference, November 1-3, 2017, San Antonio, TX.

Duncan, P, Gergen, E., Ecung, W., & Green, M. (2017). *Authentic leadership – Is it more than emotional indigence?* Paper presented at the 23rd Annual International Conference on Advances in Management and 10th Annual International Conference on Social Intelligence, July 18-21, 2017, Bowling Green, KY.

Sun, Y., Gergen, E., Duncan, P., Hinojosa, B., & Green, M. (2017). *An Empirical Analysis of Leader Personality and Servant Leadership*. Paper presented at the 2017 International Conference on Management, Leadership and Business Intelligence (ICMLBI), March 28, 2017, Houston, TX.

Gunter, M. J., & Duncan, P. (2016). *Examining the Relationship between Authentic Leadership Behavior and Job Satisfaction from the Followers' Perspective.* Paper presented at the Academy of Business Research Fall 2016 Conference, November 2-4, 2016, San Antonio, TX.

Salter, C., Hargrove, D., Duncan, P., Coleman, D., Woodhull, M. (2016). *Trump vs. Cruz: Trump vs. Cruz: A Study of the Language and Non-verbal Behavior of their Announcement for Candidacy Speeches.* Paper presented at the Academy of Business Research Fall 2016 Conference, November 2-4, 2016, San Antonio, TX.

Duncan, P., & Carmody-Bubb, M. (2016). *Research and Publishing Opportunities: Journal of Collaborative Leadership*. Presented at the Collaborative Educational Programs for the Americas Leadership Conference (CEPA): Growing the Next Generation of Global Partners, October 26-28, 2016, San Antonio, TX.

Montoya, J., Duncan, P., & Baggerly-Hinojosa, B. (2016*). Against the Odds: Capturing and Cultivating Hispanic Doctoral Students*. Paper presented at 2016 Annual HACU Conference, October 8-11, Track 4. San Antonio, TX.

Sun, Y., Montoya, J., Carmody-Bubb, M., Gergen, E., Duncan, P., & Green, M. (2016). *An Analysis of the Factor Structures of the Authentic Leadership Questionnaire, Multifactor Leadership Questionnaire, and Leader Behavior Questionnaire.* Paper presented at the IBBII International

Conference on Business Intelligence, Computer Science, and Education, April 28-30, 2016, Sam Houston State-The Woodlands, TX.

Acosta, R., & Duncan, P. (2016). *Exploring the Relationship between Social Competency and Leadership Style among RGV Hispanic Chamber of Commerce Members*. Paper presented at the 23rd Annual International Conference on Advances in Management (ICAM), July 18-21, 2016, Jacksonville, FL.

McNeely, J. P., & Duncan, P. (2016). *A Study of the Differences between Normative GLOBE U.S. Leadership Preferences and Black American Catholics' GLOBE Leadership Preferences.* Paper presented at the 23rd Annual International Conference on Advances in Management (ICAM), July 18-21, 2016, Jacksonville, FL.

Stanfill, B. A., Villarreal, A. D., Medina, M. R., Esquivel, E. P., de la Rosa, E., & Duncan, P. A. (2016). *Beyond the Culture of Corruption : Staying Ethical while Doing Business in Latin America*. Best Paper Award, presented at the 8th Annual General Business Conference, April 15-16, 2016, Huntsville, TX.

Green, M., Duncan, P., Gergen, E., & Batiste, S. (2016). *The Importance of Contingent Reward to Community College Students' Course Satisfaction*. Paper presented at the International Conference on Business & Economic Development (ICBED), April 4-5, 2016, New York City, NY.

Duncan, P., & Herrera, R. (2016). *The Relationships and Impacts of LMX, Diversity and Pay on the Millennial Generation*. Presented at the Southwest Academy of Management (SWAM) Conference, March 9-12, 2016, Oklahoma City, OK.

Sun, Y., Gergen, E., Duncan, P., Carmody-Bubb, M., & Green, M. (2015). *Authentic Leadership and Transformational Leadership – An Analysis of the Factor Structures of the Authentic Leadership Questionnaire and Multifactor Leadership Questionnaire.* Presented at the Academy of Business Research Fall 2015 Conference, October 28-30, 2015, San Antonio, TX.

Duncan, P., & Gergen, E. (2015). Leadership, Learning and Emotional Intelligence. Presented at the 23rd Annual International Conference on Advances in Management (ICAM), July 22-25, 2015, Newton, MA.

Duncan, P., & Hamilton, K. (2015). *Mary P. Follett: An authentic leader.* Presented at the Collaborative Educational Programs for the Americas 2015 Conference: Innovation through Leadership, October 22-24, 2015, San Antonio, TX.

Gergen, E., Duncan, P., Avila, M., & Green, M. (2015). *Authentic leadership: How different is it from the Full Range Model of Leadership?* Presented at the Academy of Business Research National Conference, March 25, 2015, New Orleans, LA.

Gergen, E., Duncan, P., Sun, Y., & Green, M. (2015). *Factor structure comparisons of the MLQ and ALQ.* Presented at the 7th Annual General Business Conference, April 17-18, 2015, Huntsville, TX.

Duncan, P., Gergen, E., & Avlia, M. (2014). *Gender differences in leadership style*. Presented at the Academy of Business Research Fall Conference, November 6, 2014, San Antonio, TX.

Duncan, P., Figueroa, G., Herrera, R., & Ballard, G. (2014). *Instructors' leadership styles, use of power, and student success*. Presented at the Collaborative Educational Programs for the Americas Leadership Conference, October 9-11, 2014. San Antonio, TX.

Herrera, R., Duncan, P., & Salter, C. (2014, March). *Predictors of Leader-Member Exchange*. Presented at the Clute Institute International Academic Conference, San Antonio, TX.

Duncan, P., Herrera, R., & Salter, C. (2013, October). *Collectivism and religious affiliation as predictors of the Multidimensional Measure of Leader-Member Exchange* (LMX-MDM). Presented at the Collaborative Educational Programs for the Americas Leadership Conference, San Antonio, TX.

Gil, K., Duncan, P., Green, M., & Ree, M. (2013, April). *The impact of acculturation of Latino leaders.* Presented at The Fifth Annual General Business Conference, Huntsville, TX.

Flores, S. L., Green, M. T., Duncan, P., & Carmody-Bubb, M. (2013). *The Relationship between Spirituality and Emotional Intelligence*. Presented at the Third International Conference On Religion And Spirituality In Society, Tempe, AZ

Herrera, R., Duncan, P., & Ree, M. (2013, March). *The relationship between diversity and the multidimensional measure of leader-member Exchange.* Paper presented at the FBD Southwest Academy of Management (SWAM) Conference, Albuquerque, NM, March 12-16, 2013.

Garcia, M., Duncan, P., Carmody-Bubb, M., & Ree, M. (2013, March). *Perception is reality: Is there*

a relationship between the followers' perceptions of the leader's personality and the followers' perceptions of the leader's leadership style? Paper presented at the FBD Southwest Academy of Management (SWAM) Conference, Albuquerque, NM, March 12-16, 2013.

Gonzalez, F., Green, M., Lopez, D., Hodgson, M., & Duncan, P. (2013, March). *Leader communication preferences: Differences between Baby Boomers, Generation X and Generation Y.* Paper presented at the FBD Southwest Academy of Management (SWAM) Conference, Albuquerque, NM, March 12-16, 2013.

Salter, C., Green, M., Hodgson, M., Joyner, N., Duncan, P., & Chavez, C. (2013, March). *The language of transformational leaders: Addressing the needs of followers.* Paper presented at the 40th Annual Meeting of Federation of Business Disciplines (FDB), Southwest Decision Sciences Institute, Albuquerque, NM, March 12-16, 2013.

Carmody-Bubb, M., Green, M., & Duncan, P. (2012, October). *The relationship between psychological capital, emotional intelligence, and conflict management.* Paper presented at the 35th Annual Conference of the Society of Educators and Scholars (CEPA), Corpus Christi, TX, October 18-20.

Herrera, R., Duncan, P., Ree, M., & Green, M. (2012, July). *The relationship between diversity and the multidimensional measure of leader-member exchange*. Paper presented at the 19th Annual International Conference for Advances in Management, Nassau, Bahamas, July 18-21, 2012.

Rodriguez-Smith, G., Moreno, R., & Duncan, P. (2012, July). *Global Perspective: External factors impacting globalization and corporate social responsibility.* Paper presented at the 19th Annual International Conference for Advances in Management, Nassau, Bahamas, July 18-21, 2012.

Carmody-Bubb, M., Ree, M., & Duncan, P. (2012, July). *An examination of the relationship between emotional intelligence and conflict management style, controlling for personality and cognitive intelligence*. Paper presented at the 19th Annual International Conference for Advances in Management, Nassau, Bahamas, July 18-21, 2012.

Udeani, C., Carmody-Bubb, M., Duncan, P., & Green, M. (2012, July). *The relationship between Nigerian citizens' leadership style preferences and their preferred and observed organizational behaviors as a function of tribe of origin.* Paper presented at the 19th Annual International Conference for Advances in Management, Nassau, Bahamas, July 18-21, 2012.

Garza, A., Duncan, P., Chavez, E., & Ree, M. (2012, July). *A content analysis of leadership language in presidential speeches delivered by Jimmy Carter during and after his presidency in the context of foreign policy and the economy while controlling for audience, venue, and location.* Paper presented at the 19th Annual International Conference for Advances in Management, Nassau, Bahamas, July 18-21, 2012.

Duncan, P. A., Green, M. T., & Herrera, R. (2012, April). *Culture predicting leadership*. Paper presented at the Fourth Annual General Business Conference, Huntsville, TX, April 13-14, 2012.

Parmer, L., Green, M. T., & Duncan, P. (2012, April). *The relationship between followers' personality and preferences in leadership.* Paper presented at the Fourth Annual General Business Conference, Huntsville, TX, April 13-14, 2012.

Waggoner, I., Green, M., & Duncan, P. (2012, March). *The impact of gender and ethnicity on preferences in leadership.* Paper presented at the International Conference of Cultural and Social Aspects of Research, San Antonio, TX, March 22-24, 2012.

Waggoner, I., Green, M., & Duncan, P. (2012, March). *Hispanic preferences in leadership.* Paper presented at the Twelfth 12th Annual Mexican American Studies Research Conference, San Antonio, TX, March 23-25.

Duncan, P., Green, M., & Herrera, R., (2012, March). *Emotional intelligence and leadership behavior preferences.* Paper presented at the International Conference of Cultural and Social Aspects of Research, San Antonio, TX, March 22-24.

Green, M., Duncan, P., Chavez, E., & Kodatt, S. (2012, February). *The relationship between organizational size, leader spirituality, and follower ratings of leadership.* Paper presented at the Small Business Institute, San Antonio, TX, February 17.

Green, M., Chavez, E., Carmody-Bubb, M., & Duncan, P. (2012, February). *Differences in religiosity and spirituality as a result of generation, gender and education.* Paper presented at the Second International Conference on Religion and Spirituality in Society, British Columbia, Vancouver, Canada, February 20-22.

Salter, C., Green, M., Duncan, P., & Chavez, E. (2012, Feb./Mar.). *The educated worker: An*

empirical investigation of expectations of leadership. Paper presented at the Southwest Academy of Management Conference, New Orleans, LA, February.

Carmody-Bubb, M., Duncan, P., Ree, M., & Green, M. (2011, October). *Is emotional intelligence just personality repackaged, or does It add unique variance to the prediction of leadership and conflict management styles.* Presented at the 34th Annual Conference of the Society of Educators and Scholars, Corpus Christi, TX, October 13-15.

Duncan, P. (2011, July). A book review of *Organizational traps: Leadership, culture, and organization design* by Chris Argyris. Paper presented at the 18th Annual International Conference for Advances in Management, Cancun, Mexico, July 13-15.

Duncan, P., Odom, L., & Carmody-Bubb, M. (2011, July). *The relationships between emotional intelligence and leadership behaviors' preferences: A pilot study with a university's president's cabinet.* Paper presented at the 18th Annual International Conference for Advances in Management, Cancun, Mexico, July 13-15.

Li, Y., & Duncan, P. (2011, July). *A GLOBE study: The cultural impacts on leadership preferences for overseas Chinese petroleum professionals.* Presented at the 18th Annual International Conference for Advances in Management, Cancun, Mexico, July 13-15.

Lisbon, E., Duncan, P., Chavez, E., & Ree, M. (2011, July*). Leadership preferences by generation: An empirical study.* Paper presented at the 18th Annual International Conference for Advances in Management, Cancun, Mexico, July 13-15.

Moreno, R., Duncan, P., & Ree, M. (2011, July). *The followers' perception of leadership styles and leader's influence on organizational commitment in a union environment.* Paper presented at the 18th Annual International Conference for Advances in Management, Cancun, Mexico, July 13-15.

Pye, I., Martinez, J., Handy, R., & Duncan, P. (2011, July). *Loss of a loved one: Global traditions.* Paper presented at the 18th Annual International Conference for Advances in Management, Cancun, Mexico, July 13-15.

Smith, G., Duncan, P., Carmody-Bubb, M., & Chavez, E. (2011, July). *A study of the relationship between emotional intelligence, leadership, and power.* Paper presented at the 18th Annual International Conference for Advances in Management, Cancun, Mexico, July 13-15.

Rios, L., Duncan, P., Ree, M., & Chavez, E. (2011, April). *The relationship between emerging leadership behavior in children and their academia performance*. Paper presented at the Eleventh Annual Conference for Mexican American Scholars Research, San Antonio, TX.

Barrios, M., Green, M., Duncan, P., & Garza-Ortiz, D. (2011, April). *A study of the relationship between the principal's leadership style and school climate*. Paper presented at the Eleventh Annual Conference for Mexican American Scholars Research, San Antonio, TX.

Ortiz, B., Green, M., Carmody-Bubb, M., & Duncan, P. (2011, April). A study of the relationship between migrant student's resiliency and the leadership preferences. Paper presented at the Eleventh Annual Conference for Mexican American Scholars Research, San Antonio, TX.

Gonzalez, F., Green, M., Chavez, E., & Duncan, P. (2011, April). Differences in leadership styles as a *result of gender and ethnicity.* Paper presented at the Third Annual General Business Conference, Huntsville, TX.

Duncan, P., Salter, C., Green, M., Torti, C., Huey, P., & Berre, A. (2011, March). *Virtual communications and transformational leadership and implicit leadership*. Paper presented at the Association for Business Communications Southwestern United States, Houston, TX.

Duncan, P., Salter, C., Green, M., Berre, A., Torti, C., & Huey, P. (2011, March). Transformational leadership, personality, and the apparent holographic constructs of implicit leadership in a virtual environment. Paper presented at the Southwest Academy of Management. Houston, TX.

Moreno, R., Salter, C., Green, M., Duncan, P., & Huey, P. (2011, March). Transforming instruction, student personality, and distance learning: Can transformational instructional leadership be transmitted over the internet?. Paper presented at the Fifth International Technology, Education, and Development Conference, Valencia, Spain.

Duncan, P., Salter, C., & Green, M. (2010, July). *Leadership language: Motivating multiple generations for organizational change*. Paper presented at the 17th Annual International Conference for Advances in Management, Atlanta, GA.

Hargrove, D., Duncan, P., Salter, C., Green, M., & Trayhan, J. (2010, July). *Obama vs. Clinton: A study exploring the impact of leadership language*. Paper presented at the 17th Annual International Conference for Advances in Management, Atlanta, GA.

Benitez, P., Ree, M., Duncan, P., & Garza-Ortiz, D. (2010, July). *A study of the relationship of leadership competencies, personality factors, and the Full Range Leadership factors*. Paper presented at the 17th Annual International Conference for Advances in Management, Atlanta, GA.

Zarate, C., Green, M., Duncan, P., & Garza-Ortiz, D. (2010, July). *Lawyer rating of job Satisfaction and the mentorship behavior of the mentor/lead advisor*. Paper presented at the 17th Annual International Conference for Advances in Management, Atlanta, GA.

Swiger, J., Duncan, P., & Chavez, E. (2010, July). *Investing in a college education: Alarming cost increases in higher education, their causes, diminishing returns, and a suggested strategy*. Paper presented at the 17th Annual International Conference for Advances in Management, Atlanta, GA.

Chavez, E., Salter, C., Waggoner, I, & Duncan, P. (2010, July). *A discussion of why women are rated more highly as transformational leaders than* men. Paper presented at the 17th Annual International Conference for Advances in Management, Atlanta, GA.

Carmody-Bubb, M., Duncan, P., Green, M., & Salter, C. (2010, July). *An examination of emotional intelligence and personality as predictors of conflict management styles*. Paper presented at the 17th Annual International Conference for Advances in Management, Atlanta, GA.

Li, Y., Duncan, P., & Green, M. (2010, June). *A comparison of the cultural impacts on leadership preferences between overseas Chinese petroleum professionals and GLOBE scores*. Paper presented at International Oil & Gas Conference and Exhibition in China, Beijing, China.

Salter, C. R., Berre, A., Duncan, P., Green, M., & Torti, C. (2010, April). *Virtual communication, transformational leadership, personality, and the apparent holographic constructs of implicit leadership.* Paper presented at the 68th Annual Midwest Political Science Conference, Chicago, IL.

Salter, C., Green, M., Duncan, P., & Berre, A. (2010, April). *Virtual communication, transformational leadership, personality, and a holographic model of follower's identification of leader's style*. Paper presented at the Second Annual General Business Conference Sam Houston State University, Huntsville, TX.

Green, M., Duncan, P., Kodatt, S., & Salter, C. (2010, March). *Leader spirituality: How followers correlate spirituality with leadership practices.* Paper presented at the Southwest Academy of Management Conference, Dallas, TX.

Reynolds, L., Green, M., Ree, M., & Duncan, P. (2010, March). *Transformational leadership and employee engagement.* Paper presented at the Southwest Academy of Management Conference, Dallas, TX.

Duncan, P. (2010, March). *Leading multiple generations in the workplace*. Workshop and presentation at the *Leveraging Diversity in the 21st Century SACUCCA Diversity Drive-In Conference 2010*, San Antonio Human Resources Management Association, San Antonio, TX.

Kodatt, S., Green, M., Salter, C., & Duncan, P. (2009, November). *I understand "you": Leadership preferences within the different generations.* Paper presented at the 5th European Conference on Management Leadership and Governance, Athens Greece.

Duncan, P., Green, M., Salter, C., Garza-Ortiz, D., & Chavez, E. (2009, July). *Leadership and spirituality: A quantitative analysis*. Paper presented at the 16th Annual International Conference for Advancements in Management, Colorado Springs, CO.

Breaux, P., Duncan, P., Ree, M., Carmody-Bubb, M., & Salter, C. (2009, July). *An investigation of the relationship between EMT's ratings of EMS director's transformational leadership and job satisfaction.* Paper presented at the 16th Annual International Conference for Advancements in Management, Colorado Springs, CO.

Escamilla, O., Duncan, P., Ree, M., & Garza-Ortiz, D. (2009, July). *How women lead: A look at Hispanic women in leadership, values, and leadership behavior.* Paper presented at the 16th Annual International Conference for Advancements in Management, Colorado Springs, CO.

Flores, E., Carmody-Bubb, M., Duncan, P., & Ree, M. (2009, July). *The relationship between integration of spirituality in the workplace and the Full Range Leadership Model.* Paper presented at the 16th Annual International Conference for Advancements in Management, Colorado Springs, CO.

Herrera, R., Duncan, P., Green, M., Ree, M., & Skaggs, S. (2009, July). *A study of the relationships between attitudes toward diversity management and cultural preferences*. Paper presented at the 16th Annual International Conference for Advancements in Management, Colorado Springs, CO.

Ojo, A., Ree, M., Duncan, P., & Carmody-Bubb, M. (2009, July). *Leadership and power: A study of the*

construct of follower-perceived leadership style and leadership power of leaders in a South Texas military base. Paper presented at the 16th Annual International Conference for Advancements in Management, Colorado Springs, CO.

Thompson, L., Carmody-Bubb, M., Ree, M., & Duncan, P. (2009, July). *A study of the relationship between leadership style and employee and customer satisfaction in a wireless telecommunications company.* Paper presented at the 16th Annual International Conference for Advancements in Management, Colorado Springs, CO.

Green, M., Carmody-Bubb, M., Duncan, P., Jeffries-Horner, C., & Venkateswar, S. (2009, June*). Using content analysis for teaching*. Paper presented at ACBSP 2009 Annual Conference: Celebrating Global Diversity, San Antonio, TX.

Skaggs, S., Stainback, K., & Duncan, P. (2009, April). *Shaking things up or business as usual? The influence of female leaders and non-managers on women's managerial representation.* Paper presented at the 72nd Annual Meeting of the Southern Sociological Society, New Orleans, LA.

Green, M., Kodatt, S., Salter, C., Duncan, P., Garza-Ortiz, D., & Chavez, E. (2009, April). *The relationship between follower ratings of leadership and the leaders' spirituality*. General Business Conference, Sam Houston State University.

Green, M., Salter, C., Carmody-Bubb, M., Duncan, P., Garza-Ortiz, D., & Chavez, E. (2009, April). *Transformational communication: The results of a content analysis.* General Business Conference, Sam Houston State University.

Herrera, R., Duncan, P., Ree, M., Skaggs, S., & Green, M. (2009, April). *Organizational culture as a predictor of organizational diversity practices*. General Business Conference, Sam Houston State University.

Green, M., Kodatt, S., Ree, M., Carmody-Bubb, M., Duncan, P., & Hodson, N. (2008, December). Using *content analysis to study leadership.* The International Conference on Studying Leadership 08, Auckland New Zealand.

Green, M., Kodatt, S., Salter, C., Duncan, P., Garza-Ortiz, D., Chavez, E. (2008, December). *The relationship between follower ratings of leadership and the leaders' spirituality – God matters*. The International Conference on Studying Leadership 08, Auckland New Zealand.

Duncan, P., Carmody-Bubb, M., Ree, M., & Green, M. (2008, November). *Women leaders and emotional intelligence.* Poster presented at the 10th Annual International Leadership Association Conference, Los Angeles, CA.

Green, M., Duncan, P., Salter, C., Ree, M., & Carmody-Bubb, M. (2008, November). *Virtual communication and Transformational leadership*. Round-table presentation at the 10th Annual International Leadership Association Conference, Los Angeles, CA.

Duncan, P., & Carmody-Bubb, M. (2008, July). *Women in positions of leadership and gender-specific emotional intelligence attributes.* Paper presented at the presented at the 15th Annual International Conference on Advances in Management, Boston, MA.

Green, M., Duncan, P., & Salter, C. (2007, June). *Leading generations: Generational change management.* Presented at the 2007 Urban Management Assistants of South Texas Annual Conference, Emerging Leaders: The Next Generation, San Antonio, TX.

Duncan, P., & Wilson, P. (2007, July). *Leadership communications: Generational influences*. Presented at the American Cancer Society School Health Institute, San Antonio, TX.

Duncan, P., & Leithnitz, R. (2007, April). *Adapting the McNair model to engage faculty and students in undergraduate research.* Presented at The Student as Scholar: Undergraduate Research and Creative Practice Conference, Association of American Colleges and Universities, Long Beach, CA.

awards

PROFESSIONAL AND COMMUNITY PRESENTATIONS AND SERVICE

"The Effect of Gender on Leadership and Culture: Revisited 2022." Paper presented March 31, 2022, at OLLU Creative and Scholarship Conference, OLLU Library, San Antonio, TX.

"Our World Now (OWN) Conference" virtual conference, February 13th and 20th, 2021. Session Co-moderator with Dr. Esther Gergen. Recruited 4 doctoral panelists and developed questions to panelists.

"St. Philip's College President's Leadership Workshop: Leadership Competencies for Extraordinary Results," San Antonio, TX, January 8-9, 2020.

San Antonio Neighborhood Leadership Academy (NLA) "Servant Leadership Assessment and Training," April 17, 2019, OLLU San Antonio, TX. Co-presenter with Dr. Esther Gergen. Provided assessment and training for 68 NLA members.

Society of Exploration Geophysicists (SEG) 86th Annual Meeting, October 17-20, 2016, Dallas, TX. SEG Women's Network Workshop, *Workplace Navigating: How to Recognize and Avoid Bias and Bullying*. Co-presenter with Dr. Sheryl Skaggs, University of Texas-Dallas.

San Antonio Area Foundation for Nonprofits *Emotional Intelligence for Leaders Conference,* July 22, 2015, San Antonio, TX.

"San Antonio Area Foundation for Nonprofits, Leadership Academy," June 10-13, 2013; co-Facilitator for 32 hour training and development of 16 nonprofit leaders. San Antonio, TX.

''HR's Changing Role: Forces, Strategy, Collaboration, and Team Building, "workshop presented for the Corpus Christi Human Resources Management Association meeting, Corpus Christi, TX, June 16, 2011.

"St. Philip's College President's Leadership Workshop: Institutionalizing Values for Sustained Performance," San Antonio, TX, December 14-15, 2010.

"Leading the Multigenerational Workforce," workshop presented for the Corpus Christi Human Resources Management Association meeting, Corpus Christi, TX, June 17, 2010.

"Leading Multiple Generations," workshop presented for the San Antonio Human Resources Management Association, San Antonio, TX, March 26, 2010.

"Leading Generations," presented at the North San Antonio Chamber's Leadership Lab program held at Our Lady of the Lake University, August 13, 2008.

"Leading Change," presented at Citi Hispanic Network – San Antonio Professional Development Series, San Antonio, TX, March 5, 2008.

"Understanding High Performance Teams," presented and facilitated at Executive Team Building Workshop, Connally Memorial Medical Center, Floresville, TX, February 19, 2008.

"Leadership Strategy and EQ Leadership: Module 4," created and led two 3-hour university leadership staff development session including strategy creation and execution, and individual and group emotional intelligence assessments, Our Lady of the Lake University Leadership Academy, November 30, 2007, and February 22, 2008.

"Leading Generations 2," presented at Zachry Construction Corporation Human Resources Annual Conference, San Antonio, TX, December 7, 2007.

"Emotional Intelligence, Leadership & Organizational Culture," presented at Texas Department of Human Services, Adult Protective Services State Regional Directors Conference, Austin, TX, December 12, 2007.

"Effectively Teaching Adult Learners," presented at OLLU School of Business and Leadership faculty development workshop, Our Lady of the Lake University, October 8, 2007.

"Leading Generations 1," presented at Zachry Construction Corporation Officer Leadership Program, Our Lady of the Lake University, June 5, 2007.

PROFESSIONAL MEMBERSHIPS, POSITIONS, SERVICE, AND RECOGITION

2022 – NALCAB Pete Garcia Fellows Training (MOU) and department funding
2022 – OLLU President's Club – Institutional Giving Award
2022 – Women United - United Way of San Antonio and Bexar County Emerging Leaders Council
2022 – Session Chair/Moderator – Academy of Business Research Fall Conference
2022 – DLS Faculty Search Committee – Visiting Professor for Houston Campus
2022 – present Serves on OLLU Faculty Affairs Committee
2021 – Co-Chair OLLU Wings Up Employee Giving Campaign
2021 – Session Chair/Moderator – Academy of Business Research Fall Conference
2020 to present – Member OLLU Enrollment Management Council
2020 – DLS Faculty Search Committee for Houston Faculty
2020 – OLLU Music Faculty Search Committee
2020 to present – Member Academy of Management
2019 to present – Associate CDP Program
2019 to present – GLOBE 2020 U.S.A. Country Co-Investigator and author

2019 – Collaborative Education Programs for the Americas (CEPA) co-Conference Director
2018 – Texas Medical Association Emotional Intelligence Training (May annual conference)
2017 and 2018 – *Texas A&M 4-H Juntos Leadership Training* for At Risk Students
2017 – *West San Antonio Chamber of Commerce Lider Academy* – co-developed program and delivery
2017 – Served as member of OLLU's Graduate Programs strategic initiatives
2017 – Recipient of OLLU's Father John Moye Legacy Award for Service
2017 – OLLU McNair/Student Research Symposium, April 20, 2017 – evaluator/discussant for student presentations
2016 – Served as member of OLLU Provost/VPAA search committee
2015/2016 – *OLLU Staff Leadership Academy* – co-developed program and delivery
2014 to 2015: *CPS Energy Leadership Development Series*; co-developed curriculum and course delivery of 32 hours (3 credit hours) comprehensive leadership training for CPS Energy management cohorts
2016 – Co-founder of *Journal of Collaborative Leadership* ISSN 2472-9248
2016 to present: Reviewer and Editorial Board *Journal of Collaborative Leadership*
2012 to present: Conference Advisory Council for *Collaborative Educational Programs for the Americas* (CEPA)
2013 – Recipient of the *1895 Commemorative Award for Faculty Excellence*
2013 to 2016: Associate Editor, *Journal of Diversity Management*
Contributed to the applied sections of: Green, M. T. (2015) *Graduate Leadership, 3rd Edition*, *Volume 2,* North Charleston, SC. Leadership Press, ISBN-13: 978-0692419168
Co-authored chapter in book: Green, M. T. (2013). *Graduate Leadership*, North Charleston, SC. Create Space Publishing, ISBN-13: 978-0615823706.
2011 to 2015: Track Chair, Reviewer, and Session Chair – Southwest Academy of Management
2011-2012 President – International Conference on Advances in Management (ICAM) (elected position)
2017 – Director Board of Trustees – International Conference on Advances in Management ICAM)
2009-2010 President International Conference on Advances in Management (ICAM) (elected position)
2010-2011 Board of Trustees – International Conference on Advances in Management ICAM (elected position)
Track Chair, ICAM: 2009, 2010, 2011, 2012 (invited position)
Member, International Leadership Association (ILA) – 2008 to present
Reviewer, International Leadership Association – 2010, 2011
Reviewer, ICAM – 2009, 2010, 2011
Reviewer, *Current Issues in Management* – 2011
Reviewer, *Journal of Public Administration* – 2010
Member, Midwest Political Science Association – 2010 to present
Member, Our Lady of the Lake University Faculty Affairs Committee – 2014 to present
Co-chair, Our Lady of the Lake University Faculty Affairs Committee – 2015 to 2017
Member, Our Lady of the Lake University Graduate Curriculum Committee – 2011 to 2013
Member, Our Lady of the Lake University Mission and Ministry Council 2011 to present
Member, Our Lady of the Lake University's Faith Sharing Group 2011, 2013
Member, Our Lady of the Lake University Graduate Council – 2007 to 2010
Member, Our Lady of the Lake University Faculty Enrollment Committee – 2008 to 2011; Chair 2010-2011
Member, Our Lady of the Lake University's EVP Faculty Committee on Strategy – Summer 2008
Co-founder OLLU Lamplighters Group – SBL faculty spiritual enrichment group – 2008
Member, OLLU SBL Stakeholders Committee – 2007 to 2008
First Baptist Church, New Braunfels, TX – choir member and instrumentalist – 1989 to 2020

BUSINESS MANAGEMENT QUALIFICATION SUMMARY

- Exceptional record of accomplishment in executive business leadership and management; achieves short and long term goals
- Expertise includes business leadership and vision, operations management with profit and loss responsibility, strategic planning, budgeting and finance, customer sales and servicing, marketing and new product development, total quality management, business expansion, startup operations, and business relocation, training and coaching skills
- Proven leadership skills to grow business in new markets and improve profitability
- Excellent internal and external communication skills at all levels of the organization

BUSINESS LEADERSHIP/MANAGEMENT HISTORY

2005 – 2021 **Government Compliance and Business Strategy Consultant/Partner –** Makin Wines International, LLC, San Antonio, TX
Responsibilities included vendor contract creation and administration for international importer of wines and distilled spirits; financial functions including payroll, accounts payable, international funds transfers, accounts receivables, forecasting, and financial reporting; customer inventories and sales reporting; management of stateside warehousing (Sonoma, CA) and logistics functions; federal and state government compliance functions including licensing requirements, brand label registrations, surety bonds, and compliance reporting; develop company and sales marketing materials; handles U.S. Customs clearance for international import shipments

2002 – 2004 **President, Chief Operating Officer** – Transaction Graphics, Inc.
Memphis, TN – Regional security printer of checks and related documents

- Expanded TGI's product range from a limited line of personal and business checks sold through financial institutions to include a full range of checking products, billing statements, 401K quarterly statements, deposit statements, 1099 reporting, rebate checks, direct mail promotions, HELOC small quantity check pads, address labels, loan coupon books, and business accessories
- Negotiated 5-year contract with key clients to secure base for business growth and or divestiture of business
- Achieved 15% revenue growth per year during period of economic decline

2000 – 2002

Senior Vice President – F.Y. IMAGE Services – Dallas, Texas

- Overall responsibility for F.Y.I's business process outsourcing conversion services division of 28 business units in U.S., Mexico, and St. Vincent West Indies and subcontractors in India
- Profit and loss responsibility for $120M division of $500M corporation
- Divested non-strategic business units in litigation support services and microfilm processing
- Achieved revenue and profitability growth targets of over 10% while divesting businesses

1996 – 2000

Chief Operating Officer/Senior Vice President Sales & Marketing
OBERTHUR GAMING TECHNOLOGIES CORP. – San Antonio, Texas – World leader in providing scratch-off lottery and promotional games and services

- Responsible for all aspects of $35M capital investment for state-of-the-art flexographic printing facility relocation and startup with over 400 employees

- Grew business from $7M to $50M annual sales through business acquisition and new lottery contracts in Minnesota, Connecticut, Louisiana, Vermont, Maryland, Wisconsin, Oregon, Indiana, Rhode Island, Idaho, California, New Mexico, and Latin America
- Pursued and developed local government and Texas legislative support for business expansion
- Implemented minority business preference, achieving 75% goods and services purchased from minority vendors
- Led marketing services efforts which resulted in lottery clients' revenue growth of 15-20% per year
- Expanded business into distribution services
- Initiated grant application to Texas Workforce Commission resulting in *SmartJobs* grant award of $150,000 for new employee training

1989 – 1996 **Clarke American/CHECKS IN THE MAIL**

Vice President Operations/Chief Operating Officer/Interim CEO
CHECKS IN THE MAIL New Braunfels, Texas (sister company of Clarke American Checks)

- Responsible for the overall operations of the 2nd largest direct marketing check company with annual sales revenues in excess of $60M and 400 employees
- Directed all aspects of project planning and execution to relocate the business from California to Texas with an annual cost saving of over $2M
- Initiated Texas *SmartJobs* application resulting in grant award of $190,000 for new employee training and retraining initiatives associated with company relocation
- Achieved compounded annual growth of over 12% in revenue and over 20% in profits
- Led development and establishment of 2 ongoing catalogs
- Expanded affinity account sales over 100% from $2.1M to $5.3 annually
- Improved customer service calls abandoned by 75%, reprints by 37%, and internal spoilage 74%
- Reduced in-plant cycle time by 50%

Vice President - Corporate Quality
CLARKE AMERICAN CHECKS – San Antonio, Texas
Reported to the President, CEO

- Responsible for the Quality Assurance line organization of over 200 management and hourly employees
- Responsibility for the development and implementation of First In Service/Total Quality Management for the 3,000-employee company in 45 plant locations
- Led a successful team to submit application for the Malcolm Baldrige National Quality Award
- Developed a state-of-the-art centralized product specifications and graphics operation to support customers and manufacturing
- Led cost reduction quality improvements totaling over $3M annually
- Directed quality systems development, Information Technology systems performance, user specifications and project justification
- Reduced management turnover from over 25% annually to less than 8%. Developed two Vice Presidents

1982 – 1989 **Manager Quality and Process Engineering**

JAMES RIVER PAPER COMPANY – DIXIE PRODUCTS DIVISION
Fort Smith, Arkansas

- Reported to Plant Manager/General Manager of plant with $100M annual sales
- Responsibility for a staff of 135 employees in all facets of quality assurance and engineering
- New capital responsibility of $13M annually

1980 – 1982 **General Supervisor Shipping/Warehouse/Logistics Management**
AMERICAN CAN COMPANY – DIXIE PRODUCTS DIVISION
Fort Smith, Arkansas

- Directly responsible for 115 employees in the receiving/delivery, warehousing, and distribution function
- Increased productivity by over 50%
- Reduced operating expenses by 35%

BUSINESS PROFESSIONAL ORGANIZATIONS – AFFILIATIONS AND APPOINTMENTS

2004 – Present	San Antonio Organizational Development Connection
2004 – Present	Texas Diversity Council, San Antonio Chapter
2002 – 2004	Check Payment Systems Association (CPSA) – financial services/banking industry supplier organization focused on the changing environment in payment processes and methods including Check 21, check and identity fraud
2002 – 2004	Memphis Chamber of Commerce – member of the Technology subcommittee
1995 – 1996	Greater New Braunfels Economic Development Committee – Education and Communities
1989 – 1996	Financial Stationers Association (FSA)
1990 – 1993	American Bankers Association (ABA) X.9 subcommittee
1982 – 1986	*Who's Who Among Women MBAs*
1986 – 1989	Fort Smith Chamber of Commerce – Chair of Education Committee 1988-89
1986 – 1988	Vice President – University of the Ozarks Alumni Association
1988 – 1989	Advisory Board – Westark College Business and Industry Institute