

AFSANEH NAHAVANDI, Ph.D.
Professor of Management
University of San Diego School of Business
Professor Emerita, Arizona State University
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EDUCATION

- Ph.D. in Social Psychology (focus on leadership), University of Utah, 1983
- M.A. in Social Psychology, University of Utah, 1982
- B.A. in Psychology and French, University of Denver, 1978 (Magna Cum Laude)

ACADEMIC EMPLOYMENT

- Professor, Department of Management, University of San Diego School of Business (July 2019 to present)
- Professor, Department of Leadership Studies, University of San Diego (July 2013 to June 2019)
- Professor, Department of Public Administration, School of Public Affairs, Arizona State University (January 2008 – June 2013)
- Professor of Management, Arizona State University West (1997 – December 2007)
- Associate Professor of Management, Arizona State University West (1992 to 1997)
- Assistant Professor of Management, Arizona State University West (1988 – 1992)
- Visiting Assistant Professor of Management, Arizona State University West (1987 – 1988)
- Assistant Professor of Human Resource Management, College of Business, Northeastern University (1984 – 1987)
- Visiting Lecturer of Human Resource Management, College of Business, Northeastern University (1983 – 1984)

ADMINISTRATIVE EMPLOYMENT AND ACCOMPLISHMENTS

Chair, Department of Leadership Studies, University of San Diego (2013-2016)

The department included a PhD in leadership studies, an MA in Leadership, an MA in Nonprofit Leadership, an MA in Higher Education Leadership, two undergraduate minors and several non-degree certificates with 10 full time faculty, close to 10 staff members and approximately 300 students

Responsibilities included:

- Faculty recruitment, hiring, and development
- Student enrollment and success
- Oversight of admissions, enrollment, student success, curriculum, staffing for one PhD (Leadership Studies) and three masters programs (Leadership Studies, Nonprofit Leadership, and Higher Education Leadership), two undergraduate minors (Nonprofit Leadership and Leadership), and several certificates (Nonprofit leadership, Coaching, and School Principal Certification)
- Budget management
- Staff management
- Connection with external constituents
- Oversight of Leadership Institute, Nonprofit Institute and Caster Research Center, and ELDA
- Member of School of Leadership and Education Sciences leadership team

Accomplishments: Worked with faculty, staff and administration to

- Hire two tenure-track nonprofit faculty
- Revise PhD curriculum program based on benchmarking and student assessment data
- Revise three masters program curricula
- Create a nonprofit undergraduate minor
- Create a mentor program to connect students with experienced leaders including alumni and other leaders in the community
- Create a Leader in Residence program to host experienced leaders at the department
- Review and revise all departmental policies and procedures including travel, budget, admissions, graduate assistants, and student handbooks

Associate Dean, College of Public Programs, Arizona State University (2008-2011)

The COP included the School of Public Affairs, School of Criminology and Criminal Justice, School of Social Work, and the School of Community Resources and Development (tourism, nonprofit leadership, and community development), several institutes and centers with approximately 100 faculty, 50 staff and close to 3,000 students

Responsibilities included:

- Management of college in dean's absence
- Participation in college-wide hiring and personnel decisions
- Participation in budgetary decisions
- Development of strategic vision and marketing plans for student recruitment and success
- Leading the college's student success initiatives
- Leading enrollment growth and management efforts
- Leading academic program development, review, and assessment
- Liaison with provost office regarding all academic and student programs
- Leading the college's development efforts
- Providing leadership of the Nina Mason Pulliam Legacy Scholars program (scholarship program for approximately 60 first-generation foster youth)
- Leading and development of a team of staff members consisting of one assistant dean and several coordinators

Accomplishments: Worked with faculty, staff and administration to

- Surpass college undergraduate and graduate enrollment goals for three years
- Achieve the highest freshman retention rate at ASU – 89% in 2009-10
- Through recruitment and retention efforts, increase student minority count in the college – 43% for UG and 31% for Grad
- Successfully implement student success programs including peer advising, residential community programs, advisor training, and a freshman success course
- Successfully implement recruitment strategies including development of marketing material and communication flow that contributed to enrollment growth
- Successfully implement data management systems and dashboards to monitor recruitment and enrollment growth
- Contribute to the creation of over 15 new academic programs throughout the college

- Lead the development and implementation of a new undergraduate degree in Public Service and Public Policy that achieved an enrollment of close to 100 students in less than two years
- Implement four new program fees (BSW, MSW, MPA, MPP)
- Design and deliver new faculty orientation and teaching workshops
- Improve the graduation rate of the Nina Mason Pulliam Legacy Scholars from 56% to 65% with a 4 ½ years to graduation compared to 5 ½ for the general ASU population; Nina graduates had a GPA of 3.4
- Design and start implementation of a new community mentorship program for first generation students – the program engaged community members with the college's students

Associate Dean, University College, Arizona State University (2006-2007)

New college at ASU that included first-year undecided students across ASU and offered the undergraduate core and limited academic programs in the Downtown campus with approximately 20 staff members, 20 faculty, and 2,000 students (with a peak of over 10,000 in the first year)

- Designed and successfully implemented ASU 101 by leading a team of twenty faculty and administrators to create and implement a new course for all of the 10,000 ASU freshmen (over 600 sections per year)
- Led the ASU Academic Success and Engagement Programs which included Academic and Community Engagement Programs (service learning), University success courses, Campus match courses (program that created block scheduling for freshmen), Summer Bridge for admitted freshmen, Writing Across the Curriculum, and the university Writing Center
- Designed the Diversity and Organizations online course (one of the first online courses at ASU)

Director, University College, Arizona State University West (2002-2006)

Program created to address the needs of approximately 250 newly welcomed first and second year students and manage support programs for approximately 5,000 community college transfer students with 7 staff members

- Led the freshman programs including student success and engagement programs, freshman orientation and advising, freshman Learning Communities, lower division offerings and assessment
- Successfully implemented strategies to grow the freshman program including recruiting materials, websites, brochures, freshman open house, and parent programs
- Successfully developed freshman peer mentoring and advising
- Managed the Glendale Community College – ASU West partnership

Director, MBA Program, Arizona State University West (1993-1996)

- Worked with the dean and faculty to achieve initial AACSB accreditation
- Grew the program from 180 to over 430 students in three years
- Increased the number of women and minorities in MBA program by over 10%
- Reduced drop-out rate from 40% to 20%
- Increased student satisfaction by 20%
- Developed the first MBA strategic and marketing plans
- Developed an on-site corporate MBA program for Allied-Signal Corporation

- Developed a recruiting plan that included marketing material, regular information sessions and a GMAT prep course for prospective students
- Developed and implemented an outcome assessment for the MBA program
- Initiated participation in AACSB benchmarking and employer surveys
- Created the MBA alumni association and alumni newsletters
- Signed an agreement for a joint program with Thunderbird School of International Management
- Developed a full-day comprehensive new student orientation
- Developed seminars offered with the Black MBA Association, including a diversity conference
- Reviewed MBA curriculum and updated course content

HONORS AND AWARDS

Teaching Awards

- Finalist for the 2012 ASU President's Professor award
- 2004 ASU Parents Association Professor of the Year (ASU's top teaching award)
- Nominated for the ASU Founders' Day Award in teaching, 2006.
- Nominated for the ASU West Outstanding Commitment to Students Award 2003-04
- Winner of ASU West Achievement in Teaching Award, 2000-2001
- Finalist for the ASU Parents Association Professor of the Year Award 2000-2001
- Winner of ASU West Achievement in Teaching Award 1992-93
- Nominated for the Burlington-Northern Teaching Award 1990

Research Award

- Winner of the 1994 best Academy of Management Executive article of the year: Nahavandi, A., & Aranda, E. (1994). Restructuring teams for the re-engineered organization. Academy of Management Executive, 8(4), 58-68.

Service Awards

- Winner of the Westmarc 2004 Chairman Special Award (Westmarc's top honor) awarded to ASU's West campus Freshman Experience Office for outstanding contribution to the West Valley
- Recipient of the Faculty Women's Association Gender Equity Award in 1997, Arizona State University (award for successfully recruiting and retaining women into the MBA program while director from 1993-1996)
- Nominated for the Outstanding Mentor Award, 1992-1993, Graduate and Professional Student Association

BOOKS

Nahavandi, A. (2022). *The cultural mindset: Managing people across cultures*. Los Angeles, CA: Sage Publishing.

Nahavandi, A. (2015). *The art and science of leadership* (7th edition). Upper Saddle River, NJ: Pearson. (first edition published in 1997)

Chinese edition first published in 2007

Japanese edition published in 2003

Nahavandi, A., Denhardt, R., Denhardt, J., and Aristeguieta, M. (2014). *Organizational Behavior*. Thousand Oaks, CA: Sage

Nahavandi, A. (2012). *Ancient leadership wisdom*. Wasteland Press.

Nahavandi, A., & Malekzadeh A.R. (1999). *Organizational behavior: The person-organization fit*. Upper Saddle River, N.J.: Prentice Hall.

Nahavandi, A., & Malekzadeh, A.R. (1993). *Organizational culture in the management of mergers*. Westport, CT: Quorum Books.

OTHER PUBLICATIONS

Malekzadeh, A.R. & Nahavandi, A. (2019). Madame president: It's common elsewhere in the world; why not here? *Daily Herald*, June 17. <https://www.dailyherald.com/discuss/20190617/madame-president-its-common-elsewhere-in-the-world-why-not-here>

Nahavandi, A., & Corbett, L. Leaping into public leadership. (2018). *International Journal of Public Leadership*, 14(4): 218-231.

Nahavandi, A., and Krishnan, H. (2018). Indo-European leadership (IEL): A non-Western leadership perspective. In J.L Chin, J.E. Trimble, and J.E. Garcia (Eds) *Global and culturally diverse leaders and leadership: New dimensions, opportunities, and challenges for business, industry, education and society* - A Volume in the ILA Building Leadership Bridges (BLB) Series (105-123).

Nahavandi, A. (2017). Threshold concepts and culture-as-meta-context. *Journal of Management Education*, 40(6), 794-816.

Nahavandi, A. Iranian mystical leadership: Lessons for contemporary leaders (2012). In G.P. Prastacos, F. Wang, and K.E. Soderquist (Eds) *Leadership through the classics: Learning management and leadership from ancient East and West philosophy* (191-204). New York: Springer-Verlag.

Nahavandi, A. (2009). Cultural mythology and global leadership in Iran. In E.H. Kessler and D.J. Wong-Mingji (Eds.), *Cultural mythology and global leadership*. (242-256). Cheltenham, U.K: Edward Elgar Publishers.

Nahavandi, A. Teaching leadership to first-year students in a learning community (2007). *Journal of Leadership Education* (special issue on teaching leadership), 5(2), 14-27.

McWilliams, V. and Nahavandi, A. Using live cases to teach ethics (2006). *Journal of Business Ethics*. 67, 421-433.

Malekzadeh, A.R., & Nahavandi, A. (1998). Leadership and culture in transnational strategic alliances. In M. Gersten, A.M. Soderberg, & J.E. Torp (Eds.), *Culture in international mergers and acquisitions* (111-127).

Nahavandi, A. (1997). Teaching from the Heart. In P. Frost & R. Andre (Eds.) *Researchers hooked on teaching* (197-212). Thousand Oaks, CA: Sage Publications.

Carey, J., & Nahavandi, A. (1996). Using impression management to establish successful service level agreements. In J. Beard (Ed.), *Impression Management and Information Technology* (51-64). Westport, CT: Quorum Books.

Nahavandi, A., & Aranda, E. (1994). Restructuring teams for the re-engineered organization. *Academy of Management Executive*, 8(4), 58-68.

Winner of the 1994 AME article of the year.

Nahavandi A. (1993) Integrating leadership and strategic management in organization theory. *Canadian Journal of Administrative Sciences*, 10(4), 297-307.

Nahavandi, A., & Malekzadeh, A.R. (1993). Successful mergers through acculturation, in G. VonKrogh, A. Sinatra, & H. Singh (Eds.) *Managing corporate acquisitions: A European and American perspective* (293-306). MacMillan.

Nahavandi, A., & Malekzadeh, A.R. (1993). Leader style in strategy and organizational performance: An integrative framework. *Journal of Management Studies*, 30(3), 405-425.

Nahavandi, A., Mizzi, P.J., & Malekzadeh, A.R. (1992) Executives' Type A personality as a determinant of environmental perception and firm strategy. *Journal of Social Psychology*, 132(1), 59-67.

Nahavandi, A., & Malekzadeh, A.R. (1992) The traditional versus the alternate view of the role of leadership in organizational functioning. *Proceeding of the Southwest Academy of Management*, 37-41.

Castañeda, M., & Nahavandi, A. (1991) Link of manager behavior to supervisor performance rating and subordinate satisfaction. *Group and Organizational Studies*, 16(4), 357-366.

Nahavandi, A., Malekzadeh, A.R. & Mizzi, P.J. (1991) Leaders and how they manage. *Journal of Business Strategy*, 12(3), 47-49.

Nahavandi, A. (1990) Leader's Type A coronary behavior pattern as a determinant of organizational dimensions. *Proceedings of the Southwest Academy of Management*, 141-144.

Malekzadeh, A.R. & Nahavandi, A. (1990) Making mergers work by managing cultures. *Journal of Business Strategy*, 11(3), 55-58.

Nahavandi, A., Mizzi, P.J., & Malekzadeh, A.R. (1990) An empirical investigation of the link between Type A and organizational strategy. *Proceedings of the National Decision Sciences Institute*, 1333-1335.

Castañeda, M.B., & Nahavandi, A. (1990) Supervisory rating of managerial performance and subordinate satisfaction as a function of managers' behavior. *Proceedings of the National Decision Sciences Institute*, 1404-1406.

Nahavandi, A., & Chesteen, S. (1989) Why don't businesses implement the recommendations they receive: A psychological explanation. *Consultation*, 8 (2), 115-123.

Nahavandi, A., & Malekzadeh, A.R. (1988) Acculturation in mergers and acquisitions. *Academy of Management Review*, 13, 79-90.

Nahavandi, A., & Chesteen, S (1988) The impact of consulting on small business: A further examination. *Entrepreneurship: Theory and Practice*, 13, 29-40.

Malekzadeh, A.R., & Nahavandi, A. (1987). The fit between strategy and culture in mergers. *Best Paper Proceedings of the 1987 Academy of Management National Conference*, 41-45.

Malekzadeh, A.R., & Nahavandi, A. (1987). Merger mania: Who wins, who loses? *Journal of Business Strategy*. Summer, 76-79.

Nahavandi, A., & Malekzadeh, A.R. (1986). The role of acculturation in the implementation of mergers. - *Best Paper Proceedings of the 1986 Academy of Management National Conference*, 140-144.

Malekzadeh, A.R., & Nahavandi, A. (1985). Small business exporting: Misconceptions are abundant. *American Journal of Small Business*, 9, 7-14.

Rhodewarlt, F. & Nahavandi, A. (1982). Reactions to perceived loss of control: Self-attribution and the Type A. ERIC Clearinghouse.

PUBLISHED INSTRUCTIONAL MATERIALS

Nahavandi, A. (2022) *Instructor's manual for The Cultural Mindset*.

Nahavandi, A. (2015) *Instructor's manual and test bank for The art and science of leadership* (7th edition). Upper Saddle River, NJ: Pearson.

MANUSCRIPTS UNDER REVIEW AND WORK IN PROGRESS

Nahavandi, A. Developing a cultural mindset through the THINK-KNOW-DO roadmap.

Nahavandi, A. & Bourgeois, J. Measuring the Cultural Mindset in China and the US.

Nahavandi, A., Jiang, Y., Loveless, B., Gonzales, R., & Harrell, T, Groupthink and the decision to go to war in Iraq. To be submitted to *Journal of Management History*. (with USD students).

Nahavandi, A. & CMP team. The development and validation of the the Individual Cultural Mindset Inventory (ICMI). (with USD students).

SELECTED INVITED SPEECHES

Keynote Addresses

Nahavandi, A. (2017). The cultural mindset. The CDA annual staff conference, San Diego.

Nahavandi, A. (2017). The cultural mindset. Annual conference of Professional Family Mediators, Memphis, TN.

Nahavandi, A. (2010). Effective leadership. Commission for the Status of Women – ASU.

Nahavandi, A. (2005). Customer service, leadership, and teams. ASU's West campus Auxiliary Services retreat.

Nahavandi, A. (2001). Seventh Annual Multicultural Student Graduation.

Nahavandi, A. (1999). Leadership in a multicultural world. ASU West International Student Conference.

Nahavandi, A. (1998). Developing leaders. Keynote speaker at the ASU annual student leadership conference.

Other Speeches

Nahavandi, A., & Malekzadeh, A.R. (2018). Leaning in to leaning back: Challenges and solutions for women negotiators. *Harvard conference on Women in Leadership in Higher Education*. October, Cambridge, MA.

Nahavandi, A. (2017). The cultural mindset. Workshop for MAAC San Diego – June 9th.

Nahavandi, A. (2016). The cultural mindset. Presentation to *San Diego Grantmakers equity event* – September 9.

Nahavandi, A. (2016). The cultural mindset. Workshop for the *CA Border health collaborative* – November 18.

Nahavandi, A. (2016). The cultural mindset. Workshop for Feeding San Diego – December 9.

- Nahavandi, A., (2009). Thinking globally and acting locally: The cultural mindset. Presentation to the National League of City conference. Phoenix, AZ.
- Nahavandi, A. (2002). Global culture: Challenges and Opportunities. ITESM International Business Conference, Hermosillo, Mexico.
- Nahavandi, A. (2001). Women leaders. American Association of University Women Conference. Phoenix.
- Nahavandi, A. (2000). Developing interpersonal skills. ASU West Student Services yearly training conference.
- Nahavandi, A. (1995). Cultural diversity in management. Honeywell
- Nahavandi, A. (1994). Teams and culture. Honeywell
- Nahavandi, A. (1994). Women in management. Indian Health Services conference
- Nahavandi, A. (1992). Helping women succeed in leadership. Honeywell Leadership Conference.
- Nahavandi, A. (1992). Women and leadership. Honeywell Women's Leadership Forum.
- Nahavandi, A., & Malekzadeh, A.R. (1991) Managing dual careers. Honeywell National Women's Leadership Forum.
- Malekzadeh, A.R., & Nahavandi, A. (1988). Cultural aspects of mergers and acquisitions, invited presentation to the Dartmouth-USC joint conference on mergers and acquisitions, Charleston, S.C.

CONFERENCE PRESENTATIONS

- Brown, C., Nahavandi, A. et. al. (2019) Individual Cultural Mindset Inventory (ICMI) - An Instrument and Data Display Pilot. CALICO Consortium, May, Montréal Canada.
- Nahavandi, A., & the CMP team (2018). The cultural mindset project: A comprehensive assessment and training. International Conference on the Development and Assessment of Intercultural Competence January, Tucson, AZ.
- Nahavandi, A. (2014). Indo-European Leadership (IEL). Paper presented at the Annual Meeting of the International Leadership Association (ILA), San Diego, CA.
- Nahavandi, A. (2012). Saadi's leadership lessons. Paper presented at the annual DSI conference, San Francisco, CA, November.
- Nahavandi, A. and Malekzadeh, A.R. (2011). Advice to leaders: Iranian mystical leadership and modern applications. Paper presented at the Leadership and Management in a Changing World: Lessons from Ancient East and West Philosophy conference, Athens, Greece: June 12-14.

Nahavandi, A. (2009). Iranian mythology and leadership. Part of the Symposium on Mythology and Leadership at the National Academy of Management, Chicago, IL, August.

Nahavandi, A. (2006). Teaching ethics in business programs: Changing worldviews. Paper presented at the NASPAA Annual conference, Minneapolis, MN, October.

Cavazotte, F., Church, R., Garcia, G., Gavin, J., Kirby, S., Klingenberg, B., McCormick, D., Nahavandi, A., Ragins, B., and Wiethoff, C. (2005). Exploring the forces operating when hidden identities intersect in the US and global workplace. Professional Development Workshop at the National Academy of Management, Honolulu, HI, August.

Carmean, C., Nahavandi, A. (2003). Technology in learning communities. Paper presented at the AACU conference, Boston, MA.

Nahavandi, A. (1997) Narian Bridges: A cross-cultural simulation. Paper presented at the National Organization Behavior Teaching Conference, Cleveland, OH.

Reprinted in R. Ashkenas, T. Jick, D. Ulrich, and C. Paul Chowdhury (eds.) The boundaryless organization field guide: Practical tools for building the new organization (1999). San Francisco: Jossey Bass Publishers.

Nahavandi, A., & Malekzadeh, A.R. (1996). Leadership and culture in trans-national mergers. Presented at the International Conference on the Cultural Dimensions of International Mergers and Acquisitions, Copenhagen Business School, August (invited contribution)

Nahavandi, A., & Malekzadeh, A.R. (1992) The traditional versus the alternate view of the role of leadership in organizational functioning. Paper presented at the Southwest Academy of Management Conference. San Antonio, TX.

Nahavandi, A. (1990) Leader's Type A coronary behavior pattern as a determinant of organizational dimensions. Paper presented at the Southwest Academy of Management Conference, Dallas, TX.

Nahavandi, A., Mizzi, P.J., & Malekzadeh, A.R. (1990) An empirical investigation of the link between Type A and organizational strategy. Paper presented at the National Decision Sciences Institute Conference, San Diego, CA.

Castañeda, M.B., & Nahavandi, A. (1990). Supervisory rating of managerial performance and subordinate satisfaction as a function of managers' behavior. Paper presented at the National Decision Sciences Institute Conference, San Diego, CA.

Nahavandi, A., Malekzadeh, A.R. (1990). A model of executive leadership. Paper presented at the Academy of Management National Conference, San Francisco, CA.

Nahavandi, A., & Malekzadeh, A.R. (1989). The role of leadership characteristics in strategic management research. Paper presented at the Academy of Management National Conference, Washington, DC.

Nahavandi, A., & Chesteen, S. (1988). Why don't businesses implement the free recommendation they receive: A psychological explanation. Paper presented at Academy of Management National Conference, Anaheim, CA.

Nahavandi, A. (1988). The use of attitude change and attribution theories in the teaching of organizational change. Paper presented at the Organizational Behavior Teaching National Conference, Los Angeles, CA.

Malekzadeh, A.R., & Nahavandi, A. (1987). The fit between strategy and culture in mergers. Paper presented at the Academy of Management National Conference, New Orleans, LA.

Malekzadeh, A.R., & Nahavandi, A. (1987). Strategic and acculturative fit in mergers. Paper presented at the Strategic Management Society National Conference, Boston, MA.

Nahavandi, A., & Malekzadeh, A.R. (1986). The role of acculturation in the implementation of mergers. Paper presented at the Academy of Management National Conference, Chicago, IL.

Malekzadeh, A.R., & Nahavandi, A. (1984). Small business exporting: An empirical study. Paper presented at the Academy of Management National Conference, Boston, MA.

Rhodewalt, F., & Nahavandi, A. (1982). Reactions to perceived loss of control: Self-attributions and the Type A. Paper presented at the American Psychological Association National Conference, Washington, DC. (ERIC document #: ED 225041).

COURSES TAUGHT and DEVELOPED

- Leadership theory and practice (undergraduate, graduate, and executive; face-to-face and hybrid)
- Organizational behavior (graduate, and undergraduate; face-to-face and hybrid)
- Interpersonal skills (undergraduate and graduate)
- Culture and leadership (undergraduate, graduate, and executive)
- Organizational change (undergraduate, and graduate, and executive)
- Culture and diversity – course developed for online instruction for the BIS in Organizational Studies
- Student success (freshmen; face-to-face and hybrid)
- Principles of management (undergraduate)
- Culture and change (cross-cultural concepts and change management; undergraduate)
- Women in management (graduate and undergraduate)
- Organization theory (graduate and undergraduate)
- Human resource management (undergraduate)
- Introduction to business (undergraduate)
- Introduction to social psychology (undergraduate)
- Leadership development (executive)
- The cultural mindset (executive)
- Social cognition: Role of perception in management and leadership (executive)
- Conflict and stress management (executive)
- Team building (executive)
- Engagement and motivation (executive)

FACULTY SERVICE

USD – University

- Member of the Academic Review Committee 2020-2022
- Alternate Senator from the School of Business 2020-2022
- SOLES senator – USD faculty senate 2016-2019
- Co-chair of the senate Ombuds committee 2017-2019
- Member of the senate committee on sexual harassment and gender equity 2018-2019
- Elected member of the IRB school representative 2015-2018
- Member of the instructional technology board 2017-2018

ASU – University

- Chair of the ASU 101 development task force
- Co-chair of the university task force for revision of general studies requirements (NewCu), 2004-2005
- Co-chair of selection committee for ASU Parents Association Professor 2005 professor of the year, 2004-2006
- Fellow of the ASU Distinguished Teaching Academy 2004-present
- Member of University College Leadership Council, 2005-2007
- Member of University College planning committee, 2004-2005
- Member of the Presidential task force on retention and graduation, 2002-2004
- Member of ASU Commission on the Status of Women, 1992-1993

ASU – College of Public Programs

- Interim director of the School of Public Affairs undergraduate program (Fall 2009 – Spring 2011)
- Member of the NASPAA review committee (Fall 2009-Spring 2010)
- Member of the School of Public Affairs doctoral committee (Fall 2008-Spring 2010)
- Member of the Arizona Board of Regents internal program review for the MPA and MPP (Spring 08-Spring 10)

ASU – West Campus

- President of the Academic Senate 2001-2002
- Member of over 15 search committees in all business disciplines and other searches including the search for the ASU West Provost in 2003 and dean of the library in 2002
- Chair of several search committees in business and other disciplines including search for the chair of Women Studies program
- Member of the School of Management Tenure and Promotion Committee 1992-2006
- Member of various campus-wide committees including Women Studies Tenure and Promotion, Graduate Advisory Council, the Fine Arts Commission, Campus Improvement Council

- Created the SOM peer mentor program
- Member of numerous graduate and undergraduate program committees that created the business curricula at the West campus of ASU

Northeastern University

- Vice Chair and member of the University Graduate Council (Graduate Programs committee) and of the Executive Committee for the Council, September 1986-June 1987
- Member of the Visitation Team for the internal review of the Graduate Programs in Pharmacy and Allied Health Professions, Winter 1987
- Freshman Advisor for the College of Business, 1985-1987
- Member of two task forces for the review of the Organizational Behavior curriculum, 1986-1987
- Member of the College of Business Undergraduate Programs Committee, 1984-1985
- Member of the College of Business Academic Standing Committee, 1984-1985
- Course Coordinator for the Organizational Theory and Organizational Behavior courses 1984-1987

PROFESSIONAL SERVICE

Editorial board: Sage Publishing Leadership Collection

NASPAA: Program co-chair for national meeting, Las Vegas

AACSB: Outside reviewer for the UNLV MBA program

Editor: Newsletter of the Organization Management Theory Division of the National Academy of Management

Ad Hoc Reviewer:

- Journal of Management Education
- Academy of Management Journal
- Academy of Management Review
- Journal of Management Studies
- Journal of Management
- Administrative Science Quarterly
- Sloan Management Review
- Journal of Cross-Cultural Psychology
- Academy of Management National Conference (Organization and Management Theory and Business Policy and Planning Divisions)
- Western Academy of Management Conference
- American Institute of Decision Sciences Conference
- Textbook reviewer for Sage, Pearson, Allyn & Bacon Publishing Co., Irwin Publishing Co.,

CONSULTING AND TRAINING

- SDSU – Project GO: The cultural mindset
- MAAC: The cultural mindset
- La Jolla Playhouse: Leadership capacity development
- New York Institute of Finance: Leadership development
- Fletcher Library: Climate and effectiveness
- Sea Ray Boats: Leadership training
- Honeywell Corporation: Leadership development
- Phelps Dodge, Inc.: Leadership development
- Maricopa County Court: Workshop on women in management
- Center for Executive Development - ASU: Perception, conflict management, cultural diversity
- Valley National Bank: Building trust and conflict management for the Advanced Banking Institute
- City of Phoenix City Auditor's Office: Team building workshop
- FM Services Corporation: Leadership development
- Forum Corporation: Development of a management excellence model for AT&T.

LANGUAGES

Fluent in English, French, and Persian; working knowledge of Spanish

REFERENCES

Available upon request