

María del Carmen Triana: Curriculum Vitae

Vanderbilt University
 Organization Studies
 Nashville, TN 37203

Education

Ph.D., Texas A&M University Organizational Behavior/Human Resources (major); Psychology (minor)	2008
M.B.A., The University of Arizona Information Systems and Marketing	2000
B.B.A., The University of Texas at Austin Management and Human Resources	1998

Academic Positions

Vanderbilt University Professor and Cal Turner Chair in Moral Leadership	2020-present 2020
The University of Wisconsin – Madison Assistant Professor Associate Professor Kuechenmeister-Bascom Professor in Business	2008 – 2020 2008 2014 2018

Peer Reviewed Journal Articles (italicized names are Ph.D. students)

- 43 Blount, I., Triana, M., Richard, O., *Li, M.* In press. How women CEOs' financial knowledge and firm homophily affect performance. *Journal of Business Research*.
- 42 Richard, O., Triana, M., Stewart, M. In press. Store leader gender and store sales performance: When and why do women and men underperform? *Human Resource Management*.
- 41 Wu, J., Richard, O., Triana, M., *Zhang, X.* (2022). The performance impact of gender diversity in the top management team and board of directors: A multiteam systems approach. *Human Resource Management*, 61, 157-180.
- 40 Richard, O.,* Triana, M.* (*equal authors), *Yücel, I., Li, M., Pinkham, B.* (2022). The impact of supervisor-subordinate incongruence in power distance orientation on subordinate job strain and subsequent job performance. *Journal of Business and Psychology*, 37, 31-45.

- 39 Wu, J., Triana, M., Richard, O., Yu, L. (2021). Gender faultline strength on boards of directors and strategic change: Testing important moderating conditions. *Group & Organization Management*, 46, 564-601.
- 38 Richard, O., Triana, M., Li, M. (2021). The effects of racial diversity congruence between senior management and middle management on firm performance. *Academy of Management Journal*, 64, 1355-1382.
- 37 Triana, M., Kim, K., Byun, S-Y, Delgado, D., Arthur, W. (2021). Team deep-level diversity and team performance: A meta-analysis of mediating mechanisms. *Journal of Management Studies*, 58, 2137-2179.
- 36 Triana, M., Gu, P., Chapa, O., Richard, O., Colella, A. (2021). Diversity and discrimination research in HRM: A review of 60 years of research. *Human Resource Management*, 60, 145-204.
- 35 Li, M., Triana, M., Byun, S-Y., Chapa, O. (2021). Pay for beauty? A contingent perspective of CEO facial attractiveness on CEO compensation. *Human Resource Management*, 60, 843-862.
- 34 Upadhyay, A., Triana, M. (2021). Drivers of diversity on boards of directors: The impact of the Sarbanes-Oxley Act. *Human Resource Management*, 60, 517-534.
- 33 Chapa, O., Triana, M., Gu, P. (2020). Relying on second opinions for potentially racist encounters. *Equality, diversity and inclusion: An international journal*, 39, 219-234.
- 32 Trzebiatowski, T., Triana, M. (2020). Family responsibility discrimination, power distance, and emotional exhaustion: When and why are there gender differences in work-life conflict? *Journal of Business Ethics*, 162, 15–29.
- 31 Rabl, T., Triana, M., Byun, S-Y, Bosch, L. (2020). Diversity management efforts as an ethical responsibility: How employees' perceptions of an organizational integration and learning approach to diversity affect employee behavior. *Journal of Business Ethics*, 161, 531–550.
- 30 Triana, M.*, Richard, O.* (*equal authors), Su, W. (2019). Gender diversity in senior management, strategic change, and firm performance: Examining the mediating nature of strategic change in high tech firms. *Research Policy*, 48, 1681-1693.
- 29 Triana, M., Jayasinghe, M., Pieper, J, Delgado, D., Li, M. (2019). Perceived workplace gender discrimination and employee consequences: A meta-analysis and complementary studies considering country context. *Journal of Management*, 45, 2419-2447.
- 28 Yang, T., Triana, M. (2019). Set up to fail: Explaining when women-led businesses are more likely to fail. *Journal of Management*, 45, 926-954.

- 27 Patel, P., Li, M., Triana, M., Park, H. (2018). Pay dispersion among the top management team and outside directors: Its impact on firm risk and firm performance. *Human Resource Management*, 57, 177-192.
- 26 Triana, M., Richard, O., Yucel, I. (2017). Status incongruence and supervisor gender as moderators of the transformational leadership to subordinate affective organizational commitment relationship. *Personnel Psychology*, 70, 429-467.
- 25 Triana, M., Trzebiatowski, T., Byun, S-Y. (2017). Lowering the threshold for feeling mistreated: Perceived overqualification moderates the effects of perceived age discrimination on job withdrawal and somatic symptoms. *Human Resource Management*, 56, 979-994.
- 24 Kim, K., Triana, M., Chung, K., Oh, N. (2016). When do employees cyberloaf? An interactionist perspective examining personality, justice, and empowerment. *Human Resource Management*, 55, 1041-1058.
- 23 Triana, M., Jayasinghe, M., Pieper, J. (2015). Perceived workplace race discrimination and its correlates: A meta-analysis. *Journal of Organizational Behavior*, 36, 491-513.
- 22 Watkins, M., Ren, R., Umphress, E., Boswell, W., Triana, M., Zardkoohi, A. (2015). Compassion organizing: Employees' satisfaction with corporate philanthropic disaster response and reduced job strain. *Journal of Occupational and Organizational Psychology*, 88, 436-458.
- 21 Wagstaff, M. F., Triana, M., Kim, S., Al-Riyami, S. (2015). Responses to discrimination: Relationships between social support seeking, core self-evaluations, and job withdrawal behaviors. *Human Resource Management*, 54, 673-687.
- 20 Chapa, O., Triana, M. (2015). Do ethnicity and occupational status interact to influence anxiety? An investigation of anxiety among Hispanic emergency responders. *International Journal of Human Resource Management*, 26, 1694-1711.
- 19 Wagstaff, M. F., Colella, A., Triana, M., Smith, A., Watkins, M. (2015). Subordinates' perceptions of supervisor paternalism: A scale development. *Journal of Managerial Psychology*, 30, 659-674.
- 18 Triana, M., Miller, T., Trzebiatowski, T. (2014). The double-edged nature of board gender diversity: Diversity, firm performance, and the power of women directors as predictors of strategic change. *Organization Science*, 25, 609-632.
- 17 Rabl, T., Triana, M. (2014). Organizational value for age diversity and potential applicants' organizational attraction: Individual attitudes matter. *Journal of Business Ethics*, 121, 403-417.
- 16 Triana, M., Porter, C. O. L. H., DeGrassi, S. W., Bergman, M. E. (2013). We're all in this together, except for you: The effects of workload, performance feedback, and racial distance

- on helping behavior in teams. *Journal of Organizational Behavior*, 34, 1124-1144.
- 15 Rabl, T., Triana, M. (2013). How German employees of different ages conserve resources: Perceived age discrimination and affective organizational commitment. *International Journal of Human Resource Management*, 24, 3599-3612.
 - 14 Wagstaff, M. F., Triana, M., Peters, A., Salazar, D. (2013). Reactions to allegations of discrimination. *Journal of Managerial Psychology*, 28, 74-91.
 - 13 Triana, M., Wagstaff, M. F., Kim, K. (2012). That's not fair! How personal value for diversity influences reactions to the perceived discriminatory treatment of minorities. *Journal of Business Ethics*, 111, 211-218.
 - 12 Boswell, W., Watkins, M., Triana, M., Zardkoohi, A., Ren, R., Umphress, E. (2012). Second-class citizen? Contract workers' perceived status, dual commitment, and intent to quit. *Journal of Vocational Behavior*, 80, 454-463.
 - 11 Watkins, M., Ren, R., Boswell, W., Umphress, E., Triana, M., Zardkoohi, A. (2012). Your work is interfering with our life! The influence of a significant other on employee job search activity. *Journal of Occupational and Organizational Psychology*, 85, 531-538.
 - 10 Triana, M., Kirkman, B., Wagstaff, M. F. (2012). Does the order of face-to-face and computer-mediated communication matter in diverse project teams? An investigation of communication order effects on minority inclusion and participation. *Journal of Business and Psychology*, 27, 57-70.
 - 9 Triana, M., Kim, K., García, M. F. (2011). To help or not to help? Personal value for diversity moderates the relationship between discrimination against minorities and citizenship behavior toward minorities. *Journal of Business Ethics*, 102, 333-342.
 - 8 Triana, M. (2011). A woman's place and a man's duty: How gender role incongruence in one's family life can result in home-related spillover discrimination at work. *Journal of Business and Psychology*, 26, 71-86.
 - 7 Triana, M., García, M. F., Colella, A. (2010). Managing diversity: How organizational efforts to support diversity moderate the effects of perceived racial discrimination on affective commitment. *Personnel Psychology*, 63, 817-843.
 - 6 Zimmerman, R., Triana, M., Barrick, M. (2010). Predictive criterion-related validity of observer-ratings of personality and job-related competencies using multiple raters and multiple performance criteria. *Human Performance*, 23, 361-378.
 - 5 Triana, M., García, M. F. (2009). Valuing diversity: A group-value approach to understanding the importance of organizational efforts to support diversity. *Journal of Organizational Behavior*, 30, 941-962.

- 4 García, M. F., Triana, M., Peters, A., Sanchez, M. (2009). Self-enhancement in a job search context. *International Journal of Selection and Assessment*, 17, 290-299.
- 3 Miller, T., Triana, M. (2009) Demographic diversity in the boardroom: Mediators of the board diversity-firm performance relationship. *Journal of Management Studies*, 46, 755-786.
- 2 Umphress, E., Simmons, A., Boswell, W., Triana, M. (2008). Managing discrimination in selection: The influence of directives from an authority and social dominance orientation. *Journal of Applied Psychology*, 93, 982-993.
- 1 Paetzold, R., García, M. F., Colella, A., Ren, R., Triana, M., Ziebro, M. (2008). Perceptions of people with disabilities: When is “reasonable” accommodation fair? *Basic and Applied Social Psychology*, 30, 27-35.

Textbooks

- Triana, M. (2017). *Managing Diversity in Organizations: A Global Perspective*. Routledge/Taylor & Francis Group: New York, NY.
- Hitt, M., Miller, C., Colella, A., Triana, M. (2018). *Organizational Behavior*. 5th Ed. John Wiley & Sons: Hoboken, NJ.

Edited Book Chapters (italicized names are Ph.D. students)

- Wagstaff, M. F., Triana, M., Peters, A., Arredondo, E. (2020). The Socialization-Stress Model of Workplace Racial Harassment: Antecedents, Consequences, and Implications. In D. Stone, J. H. Dulebohn, & K. M. Lukaszewski (Eds.) *Diversity and Inclusion in Organizations*. Information Age Publishing: Charlotte, NC.
- Triana, M., Trzebiatowski, T. (equal authors), Byun, S. (2018). Individual outcomes of discrimination in workplaces. In A. Colella and E. King (Eds.), *The Oxford Handbook of Workplace Discrimination*. Chapter 20, 315-328. Oxford University Press: New York, NY.
- Triana, M., Pieper, J., Jayasinghe, M., Delgado, D. (2012) Racial/Ethnic Discrimination in U.S. Workplaces. In M. Paludi (Ed.), *Women and Careers in Management Series. Managing Diversity in Today's Workplace, Vol. 1: Gender, Race, Sexual Orientation, Ethnicity and Power*. Chapter 1, 1-23. Praeger: Westport, CT.
- Triana, M. & García, M. F. (2010). Organizational efforts to support diversity. In M. Paludi (Ed.), *Praeger handbook on understanding and preventing workplace discrimination. Vol. 2: Best practices for preventing and dealing with workplace discrimination*, Chapter 12, 97-102. Praeger: Westport, CT.
- Triana, M. (2009). Organizational Justice in Virtual Team Settings. In Torres, T., and

Arias-Oliva, M. (Eds.) *The Encyclopedia of Human Resources Information Systems: Challenges in e-HRM*. Vol 2, Chapter 101, 693-698. IGI Global: Hershey, PA.

Miller, T., Triana, M., Reutzel, C., Certo, T. (2007). Mediation in strategic management research: Conceptual beginnings, current application, and future recommendations. In Ketchen, D. J., and Bergh, D. D. (Eds.) *Research Methodology in Strategy and Management*. Vol 4. JAI Press-Elsevier: Oxford, UK.

Technical Reports

Umphress, E., Boswell, W., Zardkoohi, A., Anari, A., Ren, R., Triana, M., Miranda, C., Baskerville, M. Final report of the sustainability of the Michoud assembly facility and the Stennis Space Center after Hurricane Katrina. Technical report delivered to NASA in January 2007.

Requested Revisions (italicized names are Ph.D. students)

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Papers Under Review and Work in Progress (italicized names are Ph.D. students)

Intentionally left blank to abide by the double-blind peer review process.

Dissertation

Title: Are virtual teams more just? An investigation of how reducing social categorization can increase female participation in male-dominated teams.

Committee: Drs. Bradley Kirkman (Chair), Murray Barrick, Christopher Porter, and Winfred Arthur, Jr.

Presentations (italicized names are Ph.D. students)

National Conferences (peer reviewed)

Triana, M., Richard, O., *Byun, S-Y.*, Park, K., & Delgado, D. (2022). The interaction of leader gender and country collectivism on COVID-19 deaths. Paper presented at the *Annual Meeting of the Academy of Management*.

Gu, P. Triana, M. *Byun, S-Y.*, Rabl, T. (2022). #MeToo? The Role of Organizational Ethics in Employee Silence Reactions to Sex Discrimination. Paper presented at *Purdue University*.

Shifting Diversity Equity Inclusion (DEI) Paradigms for Workplaces. 2022 Dismantling Bias Research to Practice conference.

Gu, P., Triana, M., Rabl, T., Byun, S-Y. (2021). Responses to racial discrimination before and during the height of the Black Lives Matter movement. Paper presented at the *Annual Meeting of the Academy of Management*.
(Designated as a “Best Paper” for the Gender & Diversity in Organizations Division)

Gu, P., Triana, M., Byun, S-Y., Rabl, T. (2021). How employers’ handling of COVID-19 influences perceptions of hypocrisy and psychological withdrawal. Paper presented at the *Annual Meeting of the Academy of Management*.

Blount, I., Triana, M., Richard, O. (2021). Examining how women CEOs’ financial knowledge and ownership homophily affect venture performance. Paper presented at the *Annual Meeting of the Academy of Management*.

See, E., Shropshire, C., Withers, M., Upadhyay, U., Shi, W., Triana, M., Park, K. (2021). The Influence of Shareholder Activism on Boards. Symposium presented at the *Annual Meeting of the Academy of Management*.

Richard, O., Triana, M., Li, M. (2020). Effects of racial diversity congruence between senior management and middle management on performance. Paper presented at the *Annual Meeting of the Academy of Management*.

Triana, M. (2020). Virtual work and women’s career equality: A double-edged sword. Symposium presented at the *Annual Meeting of the Academy of Management*.

Gu, P., Triana, M., Rabl, T., Byun, S-Y. (2019). #MeToo? The role of organizational ethics in employee silence reactions to sex. Paper presented at the *Annual Meeting of the Academy of Management*, Boston, MA.

Wu, J., Richard, O., Triana, M., Zhang, X. (2019). Gender heterogeneity in TMTs and Boards: Its joint impact on strategic change and firm performance. Paper presented at the *Annual Meeting of the Academy of Management*, Boston, MA.

Wu, J., Triana, M., Richard, O., Zhang, X. (2019). Gender faultline strength on Chinese boards of directors and strategic change: Moderating conditions. Paper presented at the *Annual Meeting of the Academy of Management*, Boston, MA.

Yang, T., Triana, M. (2018). Why Black entrepreneurs are motivated and persistent despite lower business performance. Paper presented at the *Annual Meeting of the Academy of Management*, Chicago, IL.

Goranova, M., Triana, M., Reed, K. (2018). Double bind: African-American, Asian, and Hispanic Women on corporate boards. Paper presented at the *Annual Meeting of the Academy of Management*, Chicago, IL.

- Upadhyay, A., Triana, M. (2018). Experience makes all the difference...for women: How executive experience, gender, and busyness predict director effectiveness. Paper presented at the *Annual Meeting of the Academy of Management*, Chicago, IL.
- Triana, M., Kim, K., Byun, S-Y., Delgado, D., Arthur, W. (2018). Team deep-level diversity and performance: A meta-analysis considering mediating mechanisms and boundary conditions. Paper presented at *Diversity Perspective on Management: Towards more complex conceptualizations of diversity in management studies*, Babson College, USA. April 18th-20th 2018.
- Triana, M., Richard, O., Pinkham, B., Yucel, I. (2017). Supervisor-subordinate incongruence in power distance orientation and subordinate work outcomes. Paper presented at the *Annual Meeting of the Academy of Management*, Atlanta, GA.
- Miller, C., Richard, O., Triana, M., Yucel, I. (2017). When men wear pink collars: Gender similarity and discrimination in female-dominated settings. Paper presented at the *Annual Meeting of the Academy of Management*, Atlanta, GA.
- Stoermer, S., Froese, F.J., Bader, K., Triana, M. (2017). Climate for inclusion's effects on inclusive behaviors and knowledge exchange: A multi-method study. Paper presented at the *Annual Meeting of the Academy of Management*, Atlanta, GA.
- Triana, M., Rabl, T., Byun, S-Y., Chapa, O. (2016). Motives behind organizational diversity efforts are related to employee perceptions of the organization and intentions to file a discrimination claim: Evidence from field and lab studies. Paper presented at the *Annual Meeting of the Academy of Management*, Anaheim, CA.
- Triana, M., Rabl, T., Byun, S-Y., Bosch, L. (2016). Are organizational diversity practices and ethics related? Evidence from the United States and Germany. Paper presented at the *Annual Meeting of the Academy of Management*, Anaheim, CA.
- Yang, T., Triana, M. (2016). Set up to fail: Explaining why women-led businesses are more likely to fail. Paper presented at the *Annual Meeting of the Academy of Management*, Anaheim, CA.
- Triana, M., Chapa, O. (2015). Employees use a second opinion to assess and react to their own perceptions of discrimination. Paper presented at the *Annual Meeting of the Academy of Management*, Vancouver, British Columbia.
- Triana, M., Rabl, T., Byun, S-Y., Chapa, O. (2014). Organizational diversity efforts and employee discrimination claims: Organizational motives matter. Paper presented at the *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Porter, C. O. L. H., Triana, M., Wesley, C., Trainor, S. (2014). Differentiated leader relations in teams: Effects of racial diversity and leader style on member motivation and performance. Paper presented at the *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Triana, M. Byun, S-Y., Kim, K. (2014). Mistreatment of others affects observer justice and satisfaction: Observer values are key. Paper presented at the *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Richard, O., Triana, M. Unlocking the performance potential of employees who are racially dissimilar from their boss. (2014). Paper presented at the *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Rabl, T., Triana, M. (equal authors) What good is diversity if we do not learn from it? Organizational climate and employee commitment. (2013). Paper presented at the *Annual Meeting of the Academy of Management*, Lake Buena Vista, FL.

Trzebiatowski, T., Triana, M. More money, more conflict: Family responsibility discrimination, rewards, and work-life conflict. (2013). Paper presented at the *Annual Meeting of the Academy of Management*, Lake Buena Vista, FL.

Triana, M. Responses to discrimination are shaped by those close to us. (2013). Paper presented at the *Society for Industrial Organizational Psychology*, Houston, TX.

Triana, M., Jayasinghe, M., Pieper, J. Race discrimination in employment and its outcomes: A meta-analysis. (2013). Paper presented at the *Society for Industrial Organizational Psychology*, Houston, TX.

Triana, M. Fairness ratings depend on both target and observer demographics. (2013). Paper presented at the *Society for Industrial Organizational Psychology*, Houston, TX.

Simmons, A., Triana, M. (2013). Social dominance orientation, affirmative action, performance ratings, and evaluations. Paper presented at the *Annual Meeting of the Southwest Academy of Management*, Albuquerque, NM.

Triana, M., Trzebiatowski, T. (2012). Adding insult to injury: How perceived overqualification moderates the effects of perceived age discrimination on job withdrawal and somatic symptoms. Paper presented at the *Annual Meeting of the Academy of Management*, Boston, MA.

Simmons, A., Triana, M. (2012). Reactions to affirmative action: Differences between the Northern and Southern United States live on. Paper presented at the *Annual Meeting of the Academy of Management*, Boston, MA.

Triana, M., Porter, C. O. L. H., DeGrassi, S. W., Bergman, M. E. (2012). Racial distance, workload, and performance feedback influence backing up behavior. Paper presented at the *Society for Industrial Organizational Psychology*, San Diego, CA.

- Stajkovic, A., Greenwald, J., Triana, M. (2012). Conducting subconscious priming research: Developing design, measures, and procedures. Master Tutorial conducted at the *Society for Industrial Organizational Psychology*, San Diego, CA.
- Rabl, T., Triana, M. (equal authors) (2011). Actions speak louder than words: Age diversity, diversity orientation, and organizational attractiveness. Paper presented at the *Annual Meeting of the Academy of Management*, San Antonio, Texas.
- Triana, M., Kim, K., García, M. F. (2011). To help or not to help? Personal value for diversity moderates the relationship between discrimination against minorities and citizenship behavior toward minorities. Paper presented at the *Annual Meeting of the Academy of Management*, San Antonio, Texas.
- Watkins, M., Ren, R., Umphress, E., Boswell, W., Triana, M., Zardkoohi, A. (2011). After the levees broke: The roles of satisfaction with an employer's response, perceived organizational support, and organizational justice on emotional exhaustion after a natural disaster. Paper presented at the *Annual Meeting of the Academy of Management*, San Antonio, Texas.
- Triana, M., García, M. F., Kim, K. (2011). Personal value for diversity and the justice of minorities. Paper presented at the *Annual Convention of the American Psychological Association*, Washington, D. C.
- García, M. F., Triana, M. (2011). Social coping as a response to perceived discrimination. Paper presented at the *Society for Industrial Organizational Psychology*, Chicago, IL.
- García, M. F., Triana, M., Peters, A., Salazar, D. (2011). Reactions to allegations of discrimination: Perpetrators' anger and justifications. Paper presented at the *Society for Industrial Organizational Psychology*, Chicago, IL.
- Triana, M., Porter, C. O. L. H., DeGrassi, S. W., Bergman, M. E. (2010) Whom do we help (or kick) when they are down? The interaction of racial diversity, workload, and feedback on attributions and backing up behavior in teams. Paper presented at the *Annual Meeting of the Academy of Management*, Montreal, Canada.
- García, M. F., Colella, A., Triana, M., Smith, A., Watkins, M. (2010). Employee's perceived supervisor paternalism: A scale development and validation. Paper presented at the *Annual Meeting of the Academy of Management*, Montreal, Canada.
- Boswell, W., Watkins, M., Triana, M., Zardkoohi, A., Ren, R., Umphress, E. (2010). Second-class citizens? Contractor employee perceptions of status and commitment. Paper presented at the *Society for Industrial Organizational Psychology*, Atlanta, Georgia.

- Smith, A., Watkins, M., García, M. F., Colella, A., Triana, M. (2010). Workplace paternalism. Paper presented at the *Society for Industrial Organizational Psychology*, Atlanta, Georgia.
- Triana, M., García, M. F. (2009). Incivility among coworkers: Its relationship with attitudes and behaviors at work. Paper presented at the *Annual Meeting of the Academy of Management*, Chicago, Illinois.
- García, M. F., Triana, M., Peters, A., Sanchez, M. (2009). Self-enhancement in a job search context. Paper presented at the *Annual Meeting of the Academy of Management*, Chicago, Illinois.
- Watkins, M., Ren, R., Boswell, W., Triana, M., Zardkoohi, A. (2009). The role of significant other perspectives of work-family conflict on employee work outcomes. Paper presented at the *Annual Meeting of the Academy of Management*, Chicago, Illinois.
- Triana, M., García, M. F., Colella, A. (2009). Organizational efforts to support diversity reduce the harm of discrimination. Paper presented at the *Society for Industrial Organizational Psychology*, New Orleans, Louisiana.
- Triana, M., García, M. F., Colella, A. (2009). Coworkers matter: Incivility, exchanges, and outcomes. Paper presented at the *Society for Industrial Organizational Psychology*, New Orleans, Louisiana.
- Triana, M., Kirkman, B., García, M. F. (2009). Virtual communication helps minority inclusion in virtual teams. Paper presented at the *Society for Industrial Organizational Psychology*, New Orleans, Louisiana.
- García, M. F., Triana, M., Arévalo, E. (2008). Employee responses to discriminatory treatment at work. Paper presented at the *Annual Meeting of the Academy of Management*, Anaheim, California.
- Miller, T. M., Triana, M. (2008). Diversity's power to change: How board power and gender diversity affect strategic change. Paper presented at the *Annual Meeting of the Academy of Management*, Anaheim, California.
- Triana, M., García, M. F., Carillo, D. (2008). Organizational efforts to support diversity matter. Paper presented at the *Society for Industrial Organizational Psychology*, San Francisco, California.
- Triana, M., Zimmerman, R., Barrick, M. (2008). Using a structured letter of reference to predict performance. Paper presented at the *Society for Industrial Organizational Psychology*, San Francisco, California.
- Umphress, E., Boswell, W., Zardkoohi, Ren, R., Triana, M., Baskerville, M. (2008).

- Influence of community factors on organizational justice and job behaviors. Paper presented at the *Society for Industrial Organizational Psychology*, San Francisco, California.
- Triana, M., García, M. F. (2007). The management of firm-specific skills. Paper presented at the *Annual Meeting of the Academy of Management*, Philadelphia, Pennsylvania.
- Miller, T., Triana, M., Reutzler, C., Certo, S. T. (2007). Mediation in strategic management research: Conceptual beginnings, current application, and future recommendations. Paper presented at the *Annual Meeting of the Academy of Management*, Philadelphia, Pennsylvania.
- Umphress, E., Triana, M. (2007). Gender, justice orientation, social comparison and interpersonal justice: How others' treatment impacts supervisor evaluations. Paper presented at the *Annual Meeting of the Academy of Management*, Philadelphia, Pennsylvania.
- García, M. F., Triana, M., Arévalo, E. (2007). Employee responses to discriminatory treatment at work. Paper presented at the *Society for Industrial Organizational Psychology*, New York, New York.
- Miller, T., Triana, M., Reutzler, C., Certo, S. T. (2006). Approaches to testing mediation. Paper presented at the *Annual Meeting of the Academy of Management*, Atlanta, Georgia.
- Umphress, E., Triana, M. (2006). Social comparison and interpersonal justice: How self and other justice impact supervisor evaluation. Paper presented at the *Annual Meeting of the Academy of Management*, Atlanta, Georgia.
- Umphress, E., Boswell, W., Simmons, A., Triana, M. (2006). Managing discrimination in selection: The impact of accountability and social dominance orientation. Paper presented at the *Annual Meeting of the Academy of Management*, Atlanta, Georgia.
- Riedel, L., García, M. F., Colella, A., Triana, M. (2006). The effects of gender and sexism on reactions to paternalism. Paper presented at the *Society for Industrial Organizational Psychology*, Dallas, Texas.
- Colella, A., Paetzold, R., García, M. F., Ren, R., Triana, M. (2005). Perceptions of people with disabilities: When is "reasonable" accommodation fair? Paper presented at the *Society for Industrial and Organizational Psychology*, Los Angeles, California.
- Simmons, A., Triana, M., Boswell, W. (2005). Selection, obedience, and social dominance orientation: Complexities of pursuing a diverse workforce. Paper presented at the *Annual Meeting of the Academy of Management*, Honolulu, Hawaii.
- Colella, A., García, M. F., Triana, M., Riedel, L. (2005). Measuring paternalism: opening the door to research. All Academy Symposium Paper presented at the *Annual Meeting of*

the Academy of Management, Honolulu, Hawaii.

International Conferences (peer reviewed)

Wu, J., Xinhe, X., Richard, O., Triana, M. (2018). Effects of gender-based faultline strength in corporate boards: An optimal distinctiveness theory approach. *International Association for Chinese Management Research*, Wuhan, China.

Triana, M., Miller, T., Trzebiatowski, T. (2013). The double-edged nature of board gender diversity: Diversity, firm performance, and the power of women directors as predictors of strategic change. Paper presented at the *Academy of Management Africa Conference*, Johannesburg, South Africa.

Rabl, T., Triana, M. (2012). Attitudes toward age diversity matter! Age diversity, age diversity management practices, and organizational attractiveness. Paper presented at the Annual Meeting of the *German Academic Association for Business Research* (VHB), Bolzano, Italy.

Rabl, T., Triana, M. (2011). The role of attitudes toward age diversity in the relationships among age diversity, age diversity orientation, and organizational attractiveness. Paper presented at the Autumn Workshop of the Human Resources Division of the *German Academic Association for Business Research* (VHB), Schloss Rauischholzhausen, Germany.

García, M. F., Triana, M. (2009). Biased intentions in selection. Paper presented at the annual *Iberoamerican Academy of Management* conference, Buenos Aires, Argentina.

Invited Talks (not peer reviewed)

Lee, H. W., Kim, J., Triana, M. (2021). Does TMT gender diversity help employee gender diversity enhance firm performance? University of Houston brownbag speaker series.

Triana, M. (2019). #MeToo? The role of organizational ethics in employee silence reactions to sex. Delivered at La Follette School of Public Affairs. *The University of Wisconsin – Madison*.

Triana, M. (2019). Diversity in Organizations. Delivered at On Wisconsin Weekend for the full-time MBA. *The University of Wisconsin – Madison*.

Triana, M. (2018). National Science Foundation workshop on Gender and Work-life Inclusion. *Purdue University*.

Triana, M. (2016). When do men see discrimination toward women? Presentation delivered to Women in Science and Engineering Leadership Institute (WISELI). *The University of Wisconsin – Madison*.

Triana, M. (2015). Diversity, justice, and ethics in organizations: Who does (and who does not) need a nudge in the right direction? Delivered at the Fluno Center for Executive Education

- during “Do the Right Thing,” a conference by the Center for Engineering Ethics and Society. *The University of Wisconsin – Madison*.
- Triana, M. (2014-2015). Selected as a panelist for “The Art of Publishing” workshop delivered at the Ph.D. Project Management Doctoral Students’ Association during the pre-conference sessions at the *Annual Meeting of the Academy of Management* in Philadelphia, Pennsylvania.
- Triana, M. (2014-2015). Selected to be the facilitator for the “OB/Diversity/Motivation/Teams” research roundtable at the Ph.D. Project Management Doctoral Students’ Association during the pre-conference sessions at the *Annual Meeting of the Academy of Management* in Philadelphia, Pennsylvania.
- Triana, M. (2012). Research program on diversity, discrimination, and justice. Presentation delivered to the MBA Strategic Human Resources capstone course. *The University of Wisconsin – Madison*.
- Triana, M. (2011). We’re all in this together, except for you: The effect of racial distance on backing up behavior in teams. Rays of Research presentation at the Wisconsin School of Business. *The University of Wisconsin – Madison*.
- Triana, M. (2009). Does the order of face-to-face and computer-mediated communication matter in diverse project teams? An investigation of communication order effects on minority inclusion, participation, and performance. Presentation delivered to the Psychology Department at *The University of Wisconsin – Madison*.
- Dykes, B., Triana, M., Bridwell-Mitchell, E., Bermiss, S. (2008). Preparing for conference presentations. Presentation delivered at the Ph.D. Project Management Doctoral Students’ Association during the pre-conference sessions at the *Annual Meeting of the Academy of Management*, Anaheim, California.
- Triana, M. (2006). The first year Ph.D. student Top 10 List. Presentation delivered at the Ph.D. Project Management Doctoral Students’ Association during the pre-conference sessions at the *Annual Meeting of the Academy of Management*, Atlanta, Georgia.
- Triana, M. (2005). The first year Ph.D. student Top 10 List. Presentation delivered to the new Management Doctoral Students at *Texas A&M University* during student orientation.
- Johnson, O., Triana, M. (2005). Welcome to the matrix. Presentation delivered at the Ph.D. Project Management Doctoral Students’ Association during the pre-conference sessions at the *Annual Meeting of the Academy of Management*, Honolulu, Hawaii.
- Triana, M. (2005). Come on in; the water is fine. Transitioning and lessons learned. Presentation delivered at the Ph.D. Project Management Doctoral Students’ Association during the pre-conference sessions at the *Annual Meeting of the Academy of Management*, Honolulu, Hawaii.

Triana, M. (2004). Life as a doctoral student. Part of “The Ph.D. lifecycle: The doctoral student” panel discussion at the annual *Ph.D. Project Conference*, Chicago, Illinois.

Triana, M. (2004). Panelist on the “Management/Organizational Behavior panel” discussion at the annual *Ph.D. Project Conference*, Chicago, Illinois.

Teaching Experience

Vanderbilt University

Diversity in Organizations (MGT 6459)

- MBA graduate course - elective
- Taught two sections (hybrid/virtual and in person formats)
- Average instructor rating 4.59 out of 5.00 (where 4 = *very good*, 5 = *excellent*)

Strategic Human Resource Management (MGT 6440)

- MBA graduate course – core class for Human & Organizational Performance majors
- Taught four sections (hybrid/virtual and in person formats)
- Average instructor rating 4.11 out of 5.00 (where 4 = *very good*, 5 = *excellent*)

Employee Engagement & People Analytics (MGT 6445)

- MBA graduate course – core class for Human & Organizational Performance majors
- Taught two sections (hybrid/virtual and in person formats)
- Average instructor rating 4.25 out of 5.00 (where 4 = *very good*, 5 = *excellent*)

The University of Wisconsin – Madison Courses

Online Teaching Experience

The Management of Teams (MHR 401 – Spring 2020)

- Taught hybrid ½ in person and ½ online class to 41 graduates and undergraduates
- Instructor rating: 4.90 out of 5.00

Online Teaching Training

Online Course Design Institute at Vanderbilt University (Summer 2020)

TeachOnline@UW: Plan & Design (Summer 2020)

TeachOnline@UW: Facilitation & Management (Summer 2020)

Preparing to Teach Online Bootcamp (Summer 2020)

Cross-Listed MBA/Graduate and Undergraduate Courses

Diversity in Organizations (MHR 365/765)

- Awarded Inspired Learning Grant by Wisconsin School of Business to develop course
- Taught three sections
- Average instructor rating: 4.97 out of 5.00

Personnel Selection (MHR 611)

- Taught three sections
- Average instructor rating: 4.91 out of 5.00

Undergraduate Course (and MBA/Graduate Elective)

The Management of Teams (MHR 401)

- Taught 14 sections
- Average instructor rating: 4.88 out of 5.00

MBA Course

Leading and Working in Teams (MHR 706)

- Developed and taught a new MBA core (i.e., required) course
- Taught eight sections
- Average instructor rating: 4.69 out of 5.00

Ph.D. Course

Discrimination and Diversity - Independent study seminar (MHR 999)

- Taught two sections

Executive Education Short Courses

Conflict in Teams

- Facilitated one half-day session
- Conflict management training for a high visibility research lab at UW - Madison
- Average facilitator rating: 3.53 out of 4.00
- “The facilitator was knowledgeable of the subject”: 3.71 out of 4.00

Leading Teams: A Management Guide

- Facilitated one half-day session
- Training for the managers at a high visibility research lab at UW - Madison
- Average facilitator rating: 3.67 out of 4.00
- “The facilitator was knowledgeable of the subject”: 3.70 out of 4.00

MBA Short Course/Executive Education for Leadership Catalyst week

Leading Without Authority

- Facilitated three sessions for the Full-time MBAs
- “The feedback was very, very good” – Blair Sanford, Assistant Dean, MBA Program

Texas A&M University Courses

Undergraduate Courses

Managing Human Resources (MGMT 373)

- Taught one section
- Average instructor rating: 4.92 out of 5.00

Organizational Behavior (MGMT 372)

- Taught three sections
- Average instructor rating: 4.93 out of 5.00

Research and Teaching Grants and Awards

Total awards: \$921,830

PI = Principal Investigator

Vanderbilt Strong Grant Fund. \$2,000 from Vanderbilt for Diversity in Organizations course.

“Team Deep-Level Diversity Meta-Analysis” with Kwanghyun Kim. 15,000,000 Korean Won = about \$13,650 from Korea University.

“Social Dominance Orientation and discrimination in evaluation decisions” with Aneika Simmons. \$3,325 from Sam Houston State University.

“#MeToo? The role of organizational ethics in employee silence reactions to sex” with Pamela Gu. \$600 from the Wisconsin School of Business.

“Diversity Faultlines on Boards of Directors” with Jie Wu. \$222,962 research grant from the University of Macau (Ref. No. MYRG2016-00207-FBA).

“The Impact of CEO Succession with Gender Change on Strategic Change and Subsequent Long-Term Performance” with Jie Wu. \$27,000 research grant from the National Natural Science Foundation of China (Ref. No. 71728003).

“Supervisor-subordinate incongruence in power distance orientation and subordinate work outcomes.” (PI) \$1,000 from The University of Wisconsin – Madison, Graduate School.

Cynthia and Jay Ihlenfeld Inspired Learning Chair Grant to develop a course in “Diversity in Organizations” \$74,100 (value of one course release) from The Wisconsin School of Business Educational Innovation Fund, The University of Wisconsin – Madison.

“When and why is a Learning and Integration approach to diversity management effective?” with Seo-Young Byun. \$600 from the Wisconsin School of Business.

“Racial dissimilarity and leadership in supervisor-subordinate dyads” with Hao Chen. \$38,333 from the National Natural Science Foundation of China, Young Scholar Grant #71302018.

“Deep-level diversity meta-analysis” (PI) \$25,000 from The Wisconsin School of Business Educational Innovation Fund, The University of Wisconsin – Madison.

“Transformational leadership, status incongruence and supervisor gender: Their moderating effect on subordinate affective organizational commitment” (PI) \$74,100 (value of one course release) Faculty Grant for Sabbatical Leave from The University of Wisconsin – Madison.

“Strategic Leadership and Diversity” with Mingxiang Li. \$15,000 data set grant from Florida Atlantic University.

“Board of directors diversity” with Seo-Young Byun. \$5,000 from Samsung PhD Research Fund.

“Employees Use a Second Opinion to Assess and React to Their Own Perceptions of Discrimination” (PI) \$1,000 from The University of Wisconsin – Madison, Graduate School.

“When Do Employees Acquire Firm-Specific Human Capital? A Relational Approach” with Seo-Young Byun. \$600 from the Wisconsin School of Business.

“What about gender and power? Family-unsupportive supervision, exhaustion, and work-life conflict” with Tiffany Trzebiatowski. \$1,800 from the Wisconsin School of Business and the University of Wisconsin Graduate School Student Research Grants Competition.

“Counterproductive work behavior across cultures” with Markus Brauer. \$2,500 from the Psychology Department at the University of Wisconsin – Madison.

“The interactive effects of transformational leadership, status incongruence, and leader gender on subordinate organizational commitment: Male leaders in pink collar settings” with Orlando Richard. \$1,000 from the University of Texas at Dallas Jindahl School of Business.

“Deep-level diversity” with Seo-Young Byun. \$5,000 from Samsung PhD Research Fund.

“Organizational motives for diversity and employee claims” with Tanja Rabl. \$1,860 from the German Academic Exchange Service.

“Team deep-level diversity and its outcomes: A meta-analysis” with Seo-Young Byun. \$5,000 from the Wisconsin School of Business Management Department.

“Mistreatment of others affects observer justice and satisfaction: Observer values are key” with Seo-Young Byun. \$600 from the Wisconsin School of Business.

“Age diversity in the workplace” (PI) \$4,000 from The Wisconsin School of Business, The University of Wisconsin – Madison.

“More money, more conflict” with Tiffany Trzebiatowski. \$1,600 from The Wisconsin School of Business and the Graduate School, The University of Wisconsin – Madison.

“The double-edged nature of board gender diversity” (PI) \$34,600 from The Wisconsin School of Business, The University of Wisconsin – Madison.

“Adding insult to injury” (PI) \$700 from The Wisconsin School of Business, The University of Wisconsin – Madison.

“Subconscious discrimination in organizations” (PI) \$12,500 from the Institute on Race and Ethnicity, The University of Wisconsin – Milwaukee.

“To help or not to help? Personal value for diversity moderates the relationship between discrimination against minorities and citizenship behavior toward minorities.” (PI) \$1,000 from The University of Wisconsin – Madison, Graduate School.

“Workplace discrimination and its outcomes: A meta-analysis” (PI) \$49,900 from The University of Wisconsin – Madison, Wisconsin Alumni Research Foundation.

“Managing diversity: How organizational efforts to support diversity enhance affective commitment and reduce turnover intent for employees who experience discrimination” with Adrienne Colella. \$5,600 from Tulane University.

“Diversity, leadership, and performance” with Curtis Wesley. \$20,000 from National Black MBA Association and Texas A&M University, Center for Human Resource Management.

“Self-enhancement in a job search context” with Fernanda García. \$500 from The University of Wisconsin – Madison, Graduate School.

“Discrimination in selection: The influence of conscious and subconscious diversity goals” (PI) \$23,900 from The University of Wisconsin – Madison, Wisconsin Alumni Research Foundation.

“Identifying and measuring responses to perceived discrimination from supervisors” with Fernanda García. \$12,300 from The University of Texas at El Paso and Texas A&M University.

“Second-class citizen? Contractor employees’ status, commitment and turnover intent” with Asghar Zardkoohi. \$1,600 from Texas A&M University, Center for MIS.

“Organizational efforts to support diversity matter” (PI). \$1,100 from Texas A&M University.

“Dissertation” (PI) \$7,000 from Texas A&M University Business School Dean, the Center for HR, and the Center for MIS.

“Valuing diversity: A group-value approach to understanding the importance of organizational efforts to support diversity” with Fernanda García. \$7,500 from The University of Texas at El Paso.

“The criterion-related validity of a structured letter of reference” with Ryan Zimmerman. \$10,000 from Texas A&M University.

“Employee responses to discriminatory treatment at work” with Fernanda García. \$1,200 from Texas A&M University.

“Managing discrimination in selection: The impact of accountability and social dominance orientation” with Elizabeth Umphress. \$800 from Texas A&M University.

“Final report of the sustainability of the Michoud assembly facility and the Stennis Space Center after Hurricane Katrina” with Wendy Boswell. \$184,500 from NASA.

“Organizational justice and motivation” with Michael Wesson. \$11,300 from Texas A&M University.

“Perceptions of people with disabilities: When is “reasonable” accommodation fair?” with Ramona Paetzold. \$800 from Texas A&M University.

“Selection, obedience and social dominance orientation” with Elizabeth Umphress. \$500 from Texas A&M University.

Awards to attend Academy of Management Conference from 2004 - 2008. \$6,900 from The PhD Project, a KPMG organization.

Faculty Honors/Awards

Cal Turner Chair in Moral Leadership (2020). Vanderbilt University.

Best International Human Resource Management Scholarly Paper Award from the Academy of Management Human Resources Division (2020).

Kuechenmeister-Bascom Professor in Business (2018-2020). The University of Wisconsin – Madison.

Cynthia and Jay Ihlenfeld Chair for Inspired Learning in Business. (2016/2017). The University of Wisconsin – Madison.

Research Award (Erwin A. Gaumnitz Junior Faculty Research Award). (2013). The University of Wisconsin – Madison.

Teaching Award (Mabel Chipman Faculty Award for Excellence in Teaching). (2012). The University of Wisconsin – Madison.

Research-Service Award Nominee. Nominated by Dean and Department Head for campus-wide junior faculty service award. (2011). The University of Wisconsin – Madison.

Outstanding Reviewer Award. (2011). Academy of Management, GDO Division.

Honored Instructor Award. (2010). The University of Wisconsin – Madison, Division of University Housing. This is awarded by students living in university housing.

Teaching Recognition Certificate. (2007). Texas A&M University, Mays Business School, Management Department.

Prior Education Fellowships and Scholarships (total: \$182,000)

Funded 100% of education through fellowships, scholarships, and part-time work.

- Texas A&M Fellowships (excluding assistantship, tuition, fees, health insurance): \$91,000
- The University of Arizona Fellowships: \$36,000
- The University of Texas at Austin Scholarships: \$55,000

Corporate Work Experience

Intel Corporation

Santa Clara, CA

Sr. Software Quality Assurance (SQA) Engineer, HR Information Systems March – Dec 2003

- Primary contact leading and executing SQA process for a global department of eighty
- *SQA Lead, Test Manager*, implemented global work tracking tool, to save Intel \$12M a year

Sr. Enterprise Applications Analyst, HR Information Systems Apr 2002 – March 2003

- *Lead Analyst*, implementing PeopleSoft Payroll software for a payroll of 50,000 employees
- Redesigned a Payroll interface that automates data entry, saving Intel \$12M a year

Systems Analyst, HR Information Systems

June 2000 – April 2002

- *Technical Lead and Project Manager*, HR data project, saving Intel \$9M

Raytheon Systems Company

Tucson, AZ

Web Programmer Intern, Financial Planning Department

June - October 1999

- Created front end (interface), back end (database) and connectivity code for the financial planning web site of the Defense Systems Segment (a \$5 Billion segment of Raytheon)

Professional Certifications

Project Management Professional (PMP) – Professional project manager as certified by the Project Management Institute (certification #56523)

Senior Professional in Human Resources (SPHR) – Certified by the HR Certification Institute (HRCI ID #220090902926)

SHRM-Senior Certified Professional (SHRM-SCP) – Certified by the Society for Human Resource Management

Academic Mentoring/Supervisor Experience

Vanderbilt University

- Lonwabo Makepela, Fulbright Visiting Scholar and Ph.D. Candidate at University of Pretoria in South Africa (2022-2023)
- Vivian Xiao, Post Doctoral Scholar, Ph.D. from Stanford University (2022-2024)

University of Wisconsin – Madison

Dissertation Committees at The University of Wisconsin - Madison:

- Seo-Young Byun, Doctoral Candidate (Sept 2016 – present)
- Tiffany Trzebiatowski, Ph.D. in Business Management (Sept 2013 – May 2016)
- Mingxiang Li, Ph.D. in Business Management (June 2012 – May 2014)
- Jennifer Stevens, Ph.D. in Psychology (May 2009 – May 2011)
- Jessica Greenwald, Ph.D. in Business Management (May 2009 – June 2010)

Ph.D. Student Supervision:

- Pamela Gu, Doctoral Student (I am her advisor; Sept 2018 – present)
- Seo-Young Byun (I am her advisor; 2013 – 2019. Placement Ball State University)
- Tiffany Trzebiatowski (I was her advisor. Placement Univ. of Massachusetts - Amherst)
- Mevan Jayasinghe (My Project Assistant for two years. Placement: Michigan State Univ.)

Undergraduate Research Scholar Mentoring:

- Andrew Schauer (2015/2016)
- William Bravo (2015/2016)
- Diane Kee (2013/2014)
- Silun Li (2013/2014)

Service

University-Level Service: Vanderbilt University:

Provost's Sexual Misconduct Prevention Committee (2020-2021)

School-Level Service: Vanderbilt University:

Dean's Diversity Advisory Board, member (2020-present)

Men as Allies at Owen, Subject Matter Expert – (2020-present)

Chair of Reappointment committee for Assistant Professor Gabrielle Lopiano (2022-2023)

Women in the Workplace: The Glass Escalator and the Sticky Floor – Owen MBA recruiting event – February 2021

Organization Studies Search Committee, member (2020-2021)

Dean's Committee on Junior Faculty Mentoring, member (2020)

John Lewis Case Competition – Faculty advising to MBA Team – November 2020

Perspectives on Women's Leadership – Owen MBA recruiting event – October 2020

Ph.D. Project Mentoring presentation about the Dissertation Process – June 2020

Ph.D. Project presentation "The Nuts and Bolts of the Dissertation Process" – August 2020

Professor's Take "Discrimination and Diversity in U.S. Society and Organizations" - June 2020

Orientation MBA Diversity panel facilitator during "All Hands On Deck" day – August 2020

Orientation EMBA Diversity panel facilitator – August 2020

School-Level Service: University of Wisconsin-Madison:

Academic Director of the Strategic Human Resources MBA Center and Specialization
June 2014 – June 2019

Major responsibilities are as follows:

- Provide strategic direction for the specialization, including developing and maintaining mission and vision statements together with center staff and relevant stakeholders
- Communicate the mission and vision annually during onboarding activities so that everyone related to the Center (students, staff, and I) share a common understanding
- Select, onboard, supervise, and conduct performance review for the Center Coordinator
- Advise MBA students (10-15 students per year) about courses and careers; this includes reviewing resumes, conducting mock interviews, and connecting students with alumni
- Collaborate with Center Coordinator and MBA Program Office to select new students yearly
- Maintain high quality instruction through selecting, onboarding, and supporting the instructors who teach our students' classes, including support for course development.
- Provide input as needed to Center Coordinator and student volunteers as they prepare for our annual HR Summit conference which includes faculty, staff, students, alumni, and HR professionals from the community.
- Represent the Center to collaborate with the following individuals and groups: Center Coordinator, Center Academic Planning Council, Dean's Office, MHR Department, MBA Program Office, MBA Program Deans, Assistant Dean of Diversity, corporate recruiters, campus units that employ our students, HR Summit speakers, and alumni.

Major accomplishments are as follows:

- Provided partial or full funding for most of our students from 2014-2018 despite having no endowment and a small budget of about \$45k per year. This helps us attract/compete for students. We accomplish this through maintaining relationships with other units on campus that have a need for HR expertise in the form of project assistantships, teaching assistantships, and student hourly positions. We maintain relationships with the College of Engineering, College of Education, the University of Wisconsin System, the Management & HR Department, International Business Department, Assistant Dean of Diversity, Workplace Transportation Center, MBA Program Office, the College of Business HR Office, and the Wisconsin Center for Education Research.
- Maintained or grew overall program size most years
- Achieved strong placement rates, with 92% of graduates securing full-time employment within three months of graduation during the past five years. Placement has been 100% most years and students are being hired by leading companies (e.g., GE, Johnson & Johnson, Cisco Systems, General Mills, Owens Corning, Amazon.com, Eaton, Whirlpool, Hewlett-Packard, IBM, and Starbucks, to name some recent placements).
- Led curriculum assessment efforts to document learning objectives for each class required in the Strategic HR specialization. Documented all learning objectives in 2014-2015 in collaboration with our Center Academic Planning Council, the Management Department, and the Educational Innovation Team.
- Became a Society for Human Resource Management (SHRM) aligned program. Our curriculum meets the current knowledge standards of the HR profession as certified by SHRM. Curriculum evaluation was conducted by SHRM and certification was obtained.

- Became a SHRM approved content provider such that our HR Summit conference provides continuing education credits for SHRM certified HR professionals
- Initiated an Executive in Residence program to have an alum who is a retired PepsiCo VP of Human Resources and one current HR executive mentor our students
- Completed a successful Center 5 year review in Summer of 2017

Junior Faculty Mentoring Program –

Mentor to Assistant Professor, Dereck Barr-Pulliam (2016/2017)

Mentor to Assistant Professor, Jirs Meuris (2018/2019)

Chair of the Ad Hoc Committee for Diversity, Inclusion, and Cross-Cultural Learning

July 2014 – May 2015

- Provided support for our Director of Diversity and guidance to other groups in the college who wanted to implement a diversity-related learning objective or extracurricular activity
- Served as a resource for the Executive Education program to evaluate a cultural competence measure for instructional use (Intercultural Development Inventory), which they adopted
- Assessed Cultural Competence training being conducted and provided feedback to our Director of Diversity

Member, Academic Planning Council (elected by the faculty for the 2014/2015 school year)

Lead Instructor, Curriculum Design Committee for Leading and Working in Teams Course

January 2012 - May 2012

- Participated in a cross-functional team with faculty members of various departments (Management and Marketing) as well as several members of the MBA Program Office and the Associate Dean of the MBA Program to design a course to replace the semester-long core Organizational Behavior course which historically received low satisfaction ratings from both students and instructors.
- Designed course modules to be taught about leading and working in teams early during the semester as students form their project teams
- Presented design to the committee for feedback
- Obtained approval of the course from the committee
- Redesigned course resulted in better evaluations in its new format and has been taught for the last five years (average evaluation in five years prior to redesign was 3.99/5.0; average evaluation in five years after redesign was 4.68/5.0; school average for all graduate courses is approximately 4.45/5.0)

Member, Director for Undergraduate Affairs and Advising Search Committee (Fall 2011)

Representative to the Ph.D. Project Annual Conference in Chicago, Illinois. The mission of the Ph.D. Project is to increase the number of underrepresented minority business professors.

- Represented The University of Wisconsin – Madison in 2008 – 2015
- Represented Texas A&M University in 2004

Talks or Panels Representing the Wisconsin School of Business:

Triana, M. (2016). Panelist for “Post Gender Workplace?,” part of the for the *Wisconsin School of Business Diversity Discussions Series*.

Triana, M. (2014). Facilitator of the MBA students’ Diversity Workshop for the *Wisconsin School of Business MBA Diversity Weekend*.

- Advised a team of MBA students and staff to run a cross-cultural simulation
- Worked with the team to run the cross-cultural simulation
- Facilitated the workshop for approximately 55 current and prospective MBA students and staff
- Prospective students answered the following question “Please rate the quality of the Diversity Workshop” on a scale from 1 = excellent to 5 = poor. 83% answered 1 (excellent), 13% answered 2 (very good), 4% answered 3 (good).

Triana, M. (2014). Panelist for “Hispanic and Latino Traditions,” part of the for the *Wisconsin School of Business Diversity Discussions Series*.

Triana, M. (2013). Facilitator of the MBA students’ Diversity Workshop for the *Wisconsin School of Business MBA Diversity Weekend*.

- Worked with a team of MBA students and staff to create an experiential diversity selection simulation for the workshop.
- Facilitated the workshop for approximately 75 current and prospective MBA students and staff
- Prospective students answered the following question “Please rate the quality of the Diversity Workshop” on a scale from 1 = excellent to 5 = poor. 71% answered 1 (excellent), 21% answered 2 (very good), 7% answered 3 (good).

Triana, M. (2013). Keynote speaker for “Being Black in Business,” part of the for the *Wisconsin School of Business Diversity Discussions Series*.

Triana, M. (2013). Panelist on the “Management/Organizational Behavior panel” discussion at the annual *Ph.D. Project Conference*, Chicago, Illinois.

Triana, M. (2012). Facilitator for the “Organizational Behavior panel” discussion at the annual *Ph.D. Project Conference*, Chicago, Illinois.

Triana, M. (2011). Women in High Places: Diversity, Power, and Organizational Outcomes. Keynote for the *Wisconsin School of Business MBA Women in Business Weekend*.

Triana, M. (2010). Women in Business: Challenges and Opportunities. Keynote for the *Wisconsin School of Business MBA Women in Business Weekend*.

Triana, M. (2010). Facilitator for the “Organizational Behavior panel” discussion at the annual

Ph.D. Project Conference, Chicago, Illinois.

Triana, M. (2009). Panelist on the *Wisconsin School of Business PhD Recruiting Presentation*.

Triana, M. (2009). Managing teams: Things team leaders must know. Presentation delivered to the *Accenture Leadership Center*.

Triana, M. (2009). Panelist on the “Management/Organizational Behavior panel” discussion at the annual *Ph.D. Project Conference*, Chicago, Illinois.

Triana, M. (2008). Panelist on the “Management/Organizational Behavior panel” discussion at the annual *Ph.D. Project Conference*, Chicago, Illinois.

Departmental-Level Service:

Member, Ph.D. Program Committee (Spring 2011 – Spring 2013)

Invited Talks for Wisconsin School of Business Student Organizations:

Triana, M. (2014). Represented the Management and HR Department at *We Mean Business*, an event to meet and inform top underrepresented minority high school students from the state of Wisconsin and their parents to the Wisconsin School of Business majors.

Triana, M. (2013). Represented the Management and HR Department at *Get Down to Business*, an event to introduce prospective business students to our department.

Triana, M. (2013). Represented the Management and HR Department at *Summer Collegiate Experience*, a program designed to attract a more diverse student body to the Wisconsin School of Business undergraduate program.

University-Level Service:

Member, Advisory Committee for the Office of Equity and Diversity at UW - Madison
2016 - 2017

- Worked with the Director of the Office for Equity and Diversity (providing consultation and oversight)
- Advised university administration and governance organizations on policy issues related to affirmative action and compliance as well as diversity climate

Member, Commission for Compensation and Economic Benefits at UW – Madison
September 2011 - May 2014

- Elected by the UW-Madison faculty and served a three-year term

- Advocated for and proposed innovative ways of compensating UW-Madison faculty and staff during times of budget cuts, declining state funding, and no state merit pay plans or raises
- Identified a problem whereby both faculty and staff salary had fallen behind peer groups
- Collaborated with the Vice Chancellor for Finance and Administration, Vice Provost, Chancellor, and campus data analysts to propose new ways of compensating employees
- Resulted in the implementation of a compensation fund whereby campus sets aside \$5 to \$7 million dollars per year and units on campus can consider up to 30% of employees for merit-based awards each year. Over the course of three to four years, most employees who demonstrated merit received a salary adjustment.

Invited Talks for UW – Madison Student Organizations:

Triana, M. (2009). The big five personality traits and personality diversity in teams.
Presentation delivered to *Sigma Iota Epsilon* at The University of Wisconsin – Madison.

Triana, M. (2008). Team communication: The influence of personality diversity in teams.
Presentation delivered to the *Student Leadership Program*, Confidence in Communication series at The University of Wisconsin – Madison.

External Service/Service to the Profession:

Associate Editorships, Editorial Boards and Reviewer Service for Journals and Conferences:

Human Resource Management (Associate Editor 2019-2022)
Journal of Applied Psychology (Guest Editor 2020-2022)

Personnel Psychology (editorial board member; 16 reviews)
Journal of Management Studies (editorial board member; 10 reviews)
Journal of Organizational Behavior (editorial board member; 21 reviews)
Journal of Business and Psychology (editorial board member; 25 reviews)
German Journal of Human Resource Management (editorial board member)

Academy of Management Journal (ad hoc reviewer; 1 review)
Academy of Management Perspectives (ad hoc reviewer; 1 review)
Administrative Science Quarterly (ad hoc reviewer; 1 review)
Corporate Governance: An International Review (ad hoc reviewer; 1 review)
Equality, Diversity, & Inclusion: An International Journal (ad hoc reviewer; 1 review)
Group & Organization Management (ad hoc reviewer; 3 reviews)
Human Relations (ad hoc reviewer; 1 review)
Human Resource Management (ad hoc reviewer; 4 reviews)
International Journal of Human Resource Management (ad hoc reviewer; 4 reviews)
Journal of Applied Psychology (ad hoc reviewer; 1 review)
Journal of Applied Social Psychology (ad hoc reviewer; 1 review)
Journal of Business Ethics (ad hoc reviewer; 6 reviews)
Journal of Leadership and Organizational Studies (ad hoc reviewer; 1 review)

Journal of Management (ad hoc reviewer; 5 reviews)
Journal of Managerial Psychology (ad hoc reviewer; 3 reviews)
Journal of Occupational and Organizational Psychology (ad hoc reviewer; 1 review)
Organization Science (ad hoc reviewer; 2 reviews)
Research Policy (ad hoc reviewer; 3 reviews)
Strategic Management Journal (ad hoc reviewer; 2 reviews)

Academy of Management Conference (reviewer)
Society for Industrial and Organizational Psychology Conference (reviewer)
Southwest Academy of Management Conference (reviewer)
Encyclopedia of Human Resources Information Systems: Challenges in e-HRM (reviewer)

Academy of Management:

Human Resources Division Early Career Achievement Award. Evaluation Committee Member. (2021)

Invited reviewer for the Gender & Diversity in Organizations (GDO) Diversity Publishing Workshop. (2014, 2015, 2016, 2017, 2018, 2020). Reviewed papers to help junior faculty develop the papers for journal submission. Workshop at the *Annual Meeting of the Academy of Management*.

Triana, M. (2020). Guest speaker for “The Love Hate Relationship with your Dissertation,” for the *PhD Project Management Doctoral Students’ Association*.

Invited student mentor for the Gender & Diversity in Organizations (GDO) Doctoral Student Consortium. (2018) at the *Annual Meeting of the Academy of Management* in Chicago, Illinois.

Invited speaker for the Gender & Diversity in Organizations (GDO) Doctoral Student Consortium. (2014) at the *Annual Meeting of the Academy of Management* in Philadelphia, Pennsylvania.

White House Initiative on Educational Excellence for Hispanics:

Begun by President George H. W. Bush and renewed by President Barack Obama, the purpose of this program is to increase higher education among Hispanics/Latino(a)s. As part of this role which, I began in 2017, I collaborate with Binu Palta-Hill, Assistant Dean for Diversity and Inclusion. We identify and reach out to every Hispanic student in the UW – Madison College of Business, and we give them information about the Ph.D. Project (an organization whose mission is to increase the number of under-represented minorities obtaining Ph.Ds. in Business in the U.S.). I then follow up and answer questions for students who indicate interest.

Public Service:

HopeKids (2022) Nashville, TN

- Consultation with Allie Merideth (Vanderbilt MBA) to develop a volunteer engagement survey for HopeKids, an organization that provides support to families with children who have life-threatening illnesses.

St. Christopher Catholic Church (2017) Verona, WI

- Served as a volunteer for UNBOUND, an organization which serves some of the poorest areas/people in the world by matching them with sponsors who provide financial support
- Worked as part of a team with other sponsors to share my experience based on 15 years of being a sponsor for the elderly through UNBOUND
- Obtained sponsors for 46 needy children and elderly, as a team

MBAs with a Heart (2014) Madison, WI

- Worked in a team to paint accent walls bright colors to beautify The River Food Pantry

MBAs with a Heart (2013) Madison, WI

- Prepared packaged meals for low income citizens at The River Food Pantry

Junior Achievement (2004) San Jose, CA

- Participated in the Company Program, an experiential program to teach high school students about entrepreneurship and financial literacy
- Supervised two high school business classes for several months as they created and ran a small business project and attended a regional competition to present results

St. Joseph's Catholic Church (2002-2003) Mountain View, CA

- Prepared cooked dishes for soup kitchens held for the homeless at Thanksgiving and Christmas.

American Red Cross (1998-2000) Tucson, AZ

- Worked in a team to create a bilingual web site (English and Spanish) for the Southern Arizona Chapter of the American Red Cross
- Participated in a team consulting project to make process improvement recommendations for the Red Cross staff
- Helped write a grant application

Professional Affiliations

Academy of Management
Society for Industrial Organizational Psychology
Project Management Institute
Society for Human Resource Management
Ph.D. Project
Management Faculty of Color Association

Other

Fluent in Spanish

Enjoy visiting museums, going for walks, doing yoga, cooking, and listening to music