# CURRICULUM VITA

**Russell A. Marion, II Ph.D.**

Professor of Educational Leadership, Clemson University
PhD, MEd, MAT, and AB from the University of North Carolina, Chapel Hill

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## SCHOLARSHIP

### SELECT BOOKS, BOOK CHAPTERS, AND ARTICLES

Marion, R., and Gonzales, L. (2014). *Leadership in education: Organizational theory for the practitioner* (2nd ed.). Long Grove, IL: Waveland Press.

Marion, R. (1999). *The edge of organization: Chaos and complexity theories of formal social organization*. Newbury Park, CA: Sage. Cited 418 times in Google.

Uhl-Bien, M., & Marion, R. (Eds.). (2007). *Complexity leadership volume I: Conceptual foundations* (Leadership Horizons Series). Charlotte, NC: Information Age Publishing.

Marion, R. (2002). *Leadership in education: Organizational theory for the practitioner*. Upper Saddle River, NJ: Merrill/Prentice-Hall. Cited 141 times in Google (across two publishers)

Marion, R. (2002). *Instructor's manual: Leadership in education: Organizational theory for the practitioner*. Upper Saddle River, NJ: Merrill/Prentice-Hall.

Marion, R., Christiansen, C., Klar, H. W., Schreiber, C., & Erderner, A. (in press). Adaptive leadership, interaction, cliques and productive capacity in organizations: A collectivist analysis. *The Leadership Quarterly*.

Marion, R., & Schreiber, C. (in press). Evaluating Complex Educational Systems with Quadratic Assignment Processes and Exponential Random Graph Model Methods. In Koops, M. Complex Dynamical Systems in Education: Concepts, Methods and Applications. (in press). New York: Springer.

Marion, R., & Uhl-Bien, M. (2014). Emotional bonds and organizational structure: Lessons from the states of matter? *Consulting Psychology Journal 66*(4), 306-309.

Uhl-Bien, M., Marion, R., & McKelvey, B. (2015). Complexity leadership theory. In G. R. Hickman (Ed.), *Leading organizations: Perspectives for a new era* (3rd ed.). Thousand Oaks, CA: Sage.

Marion, R. (2013). Organizational leadership and complexity mechanisms. In M. G. Rumsey (Ed.), *The Oxford Handbook of Leadership* (pp. 184-202). Oxford: Oxford University Press.

Marion, R. (2012). Leadership of creativity: Entity-based, collectivist, and complexity perspectives. In M. Mumford (Ed.), *Handbook of Organizational Creativity* (pp. 453-475). Amsterdam: Elsevier.

Marion, R., & Uhl-Bien, M. (2011). Implications of complexity science for the study of leadership. In P. Allen, S. Maquire & B. McKelvey (Eds.), *Sage Handbook of Complexity and Management* (pp. 385-399). London: Sage.

Uhl-Bien, M., & Marion, R. (2011). Complexity leadership theory. In A. Bryman, D. Collinson, K. Grint, B. Jackson & M. Uhl-Bien (Eds.), *The Sage Handbook of Leadership* (pp. 466-480). London: Sage.

Uhl-Bien, M., Marion, R., & McKelvey, B. (2011). Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. In P. Werhane & M. P. Morland (Eds.), *Leadership, Gender, and Organization* (Vol. 27, pp. 109-138). Dordrecht, DR: Springer.

Marion, R. (2009). Social organizations with complexity theory: A dramatically different lens for the knowledge economy. In R. A. Meyers (Ed.), *Encyclopedia of Complexity and Systems Science*. Heidelberg: Springer.

Uhl-Bien, M., & Marion, R. (2009). Complexity leadership in bureaucratic forms of organizing: A meso model. *The Leadership Quarterly, 20*(4), 631-650. (Special Issue on Meso Leadership Honoring: Festschrift for Dr. Jerry Hunt). [LQ Impact Rating: 2.705; 5 year impact: 4.295; Eigenfactor score (degree centrality): 00619; for comparison, the *Academy of Management Journal*, the premier journal in the business journal field, has an impact rating of 5.608, a 5-year impact rating of 10.565, and an eigenfactor score of 0.031
The article has been cited 18 times in the Web of Science, 58 times in Google, Cited 58 times in Google

Osborn, R., & Marion, R. (2009). Contextual leadership, transformational leadership and the performance of international innovation seeking alliances. *The Leadership Quarterly 20*(2). 191-206. Cited 30 times in Google, Cited 19 times in Web of Science

Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. *The Leadership Quarterly 18*(3). 298-318. [**Most cited paper in LQ: 2007-2012**] Cited 396 times in Google and 8 additional times from  the 2007 book version, 122 times in Web of Science

Marion, R., & Uhl-Bien, M. (2007). Introduction to the Special Issue on Leadership and Complexity. *The Leadership Quarterly 18*(3). i-iv. Cited 7 times in Google, Cited 0 times in Web of Science

Uhl-Bien, M., & Marion, R. (2007). Complexity leadership: A framework for leadership in the 21st century. In M. Uhl-Bien & R. Marion (Eds.), *Complexity leadership, volume 1: Conceptual foundation* (pp. xi-xxiv). Charlotte, NC: Information Age Publishing. Cited 8 times in Google. Cited 1 times in Web of Science

Marion, R. (2007). Complexity Theory for Organizations and Organizational Leadership. In M. Uhl-Bien, M., & R. Marion, (Eds.). *Complexity leadership, volume I: Conceptual foundations* (pp. 1-15). Charlotte, NC: Information Age Publishing. Cited 5 times in Web of Science, Cited 22 times in Google

Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. In M. Uhl-Bien & R. Marion (Eds.), *Complexity leadership, volume 1: Conceptual foundations* (pp. 185-224). Charlotte, NC: Information Age Publishing. (Reprinted from *The Leadership Quarterly, 18*, pp. 298-318). Cited 8 times in Google.

Uhl-Bien, M., & Marion, R. (2006). Breaking the mold even further: Complexity science and LAMPE Theory. In Yammarino and Dansereau (Eds.), *Research in Multi-Level Issues (Vol. 5.* pp. 449-442), Amsterdam: Elsevier. Cited 0 times in Web of Science

Marion, R., & Uhl-Bien, M. (2007). Paradigmatic influence and leadership: The perspectives of complexity theory and bureaucracy theory. In J. K. Hazy, J. Goldstein & B. Lichtenstein (Eds.), *Complex systems leadership theory* (pp. 143-162). Mansfield, MA: ISCE Publishing. Cited 20 times in Google.

Lichtenstein, B. B., Uhl-Bien, M., Marion, R., Seers, A., Orton, J. D., & Schreiber, C. (2006). Complexity leadership theory: An interactive perspective on leading in complex adaptive systems. In J. K. Hazy, J. Goldstein & B. Lichtenstein (Eds.), *Complex systems leadership theory* (pp. 129-142). Mansfield, MA: ISCE Publishing. Cited 123 times in Google

Marion, R. & Uhl-Bien, M. (2007). Complexity and strategic leadership. In Hooijberg, R., Hunt, J., Antonakis, J., Boal, K., & Lane, N. (Eds.), *Being There Even When You Are Not: Leading Through Structures, Systems, and Processes*. (Vol. 4, pp. 273-287). Amsterdam: Elsevier. Cited 7 times in Google.

Marion, R. (2006). Complexity in organizations: A paradigm shift. In A. Sengupta (Ed.), *Chaos, Nonlinearity, Complexity: The Dynamical Paradigm of Nature* (Vol. 206, pp. 248-270). Berlin: Springer-Verlag. Cited 0 times in Web of Science; Cited 10 times in Google (two different databases).

Lichtenstein, B.; Uhl-Bien, M.; Marion, R.; Seers, A.; Orton, D.; Schreiber, C.; & Hazy, J. (2006). Leadership in emergent events: Exploring the interactive process of leading in complex situations. *Emergence: Complexity and Organization (Special Issue on Complexity and Leadership), 8*(4), 2-12.

Schreiber, C; Marion, R.; Uhl-Bien, M.; & Carley, K. (in progress). Multi-Agent Based Simulation of a Model of Complexity Leadership. Under development.

Martin, J., & Marion, R. (2005). Higher education leadership roles in knowledge processing. *Development and Learning in Organizations: An International Journal 12*(2), 140-151. Cited 25 times in Google.

Marion, R., & Uhl-Bien, M. (2001). Leadership in complex organizations. *Leadership Quarterly 12*, 389-418. Cited 340 times in Google

Recognized as best manuscript of 2001 by *The Leadership Quarterly* and the Center for Creative Leadership.

Marion, R., & Uhl-Bien, M. (2003). Complexity theory and al-Qaeda: Examining complex leadership. *Emergence: A Journal of Complexity Issues in Organizations and Management, 5(1), 54-76.* Cited 56 times in Google

Marion, R., & Bacon, J. (2002). Organizational extinction and complex systems. *Emergence* 1(4), 71-96. Cited 56 times in Google.

Marion, R., & McGee, P. (2006). Complexity leadership. In English, F. (Ed.).*Encyclopedia of educational leadership.* Newbury Park, CA: Sage.

Marion, R., & Flanigan, J. (2001). Evolution and punctuation of theories of educational expenditure and student outcomes. *Journal of Education Finance, 26*(3), 239-257.


## CITATION SUMMARIES

30328 downloads from Digital Commons for 4 publications in *The Leadership Quarterly.*

1675 downloads and 898 citations from Research Gate,  RG score: 16.05

Google: 761 citations for "Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era"

Elsevier, publisher of *The Leadership Quarterly*, reported in Spring, 2012 that this article was its most highly cited article for the past 5 years.

Google: 499 citations for "Leadership in Complex Organizations"
Elsevier, the publisher of *The Leadership Quarterly*, reports August 2008 that this was the 5th most downloaded article in the journal's history.
In August, 2011, it was the 7th most downloaded article of 2010.

"Leadership in Complex Organizations," has had a total of 3342 full text downloads, according to DigitalCommons@University of Nebraska - Lincoln. (Updated August 18, 2011)

FROM: HTTP://digitalcommons.unl.edu/managementfacpub/11

Google: 186 citations for *Leadership in Education* (Book, 2 editions).

Google: 208 citations for Complexity leadership theory: An interactive perspective on leading in complex adaptive systems

Google: 135 citations for *The Edge of Organization* (Book)

Google: 131 citations for "Complexity Leadership in Bureaucratic Forms of Organizing: A Meso Model"

Google: 100 citations for Complexity Leadership (Book)

## RECENT SCHOLARLY CONTRIBUTIONS

2012: Presentation to HEHD faculty on writing effective literature reviews for publications.

2012: Presentation and recommendations to Nevitt Forest faculty and associate dean of HEHD on network dynamics at Nevitt Forest Elementary.

2012: Presentation to HEHD faculty on publishing scholarly books.

2012: Presentation to HEHD faculty on writing survey items.

2012+; Invited to be member of the Advisory Board on Science of Innovation, a group of researchers devoted to studying innovation.

2010+; Editorial board member, International Journal of Complexity in Leadership and Management

2006+; Editorial board member, *The Leadership Quarterly*.

Editor (with Mary Uhl-Bien) of 2007 (August) Special Issue of *The Leadership Quarterly*; topic: Leadership and Complexity.

2007; Guest lecturer for the Executive Leadership Doctoral Program at George Washington University

2007; Select invitee to Global Leadership Conference ("Leadership on Point: Developing Leaders for a Dangerous World"). Goal: "Leading scholars and practitioners from around the world combine knowledge to accelerate preparation of leaders of a dangerous world." West Point Academy. http://www.dean.usma.edu/bsl/GLC2007/

2006; Organized leadership reception at AoM Conference in Atlanta.

2007; Organized leadership reception at AoM Conference in Philadelphia.

2008; Organized leadership reception at AoM Conference in Anaheim

2005; Organized an international, interdisciplinary symposium at the Center for Creative Leadership (with Mary Uhl-Bien, UCF; Ellen VanVelsor, CCL; and Jerry Hunt, TTU) on Leadership and Complexity; attended by 40 top scholars in Leadership and Complexity theory.

2005; Organized an international, interdisciplinary conference in conjunction with the George Washington University Leadership Center on Leadership and Complexity (with UCF, U Maryland, and Adelphi University).

2006; Advisory board member, Center for Study of Learning, George Washington University.

## NATIONAL/INTERNATIONAL CONFERENCE PRESENTATIONS

Marion, R., Briley, B., & Stuart, F. (2015). Understanding school-community partnerships utilizing a network analysis of social capital in a low-income school attendance zone. Paper presented at the April 2015 conference of the American Educational Research Association, Chicago, IL.

Marion, R. Knoeppel, R. Klar, H., Gordon, S., Jiang. G., Savidge, D., Cox, A. (2015). A Network Analysis of Teacher Interactions on Student Test Scores. Paper presented at the April, 2015 conference of the American Educational Research Association, Chicago, IL.

Marion, R., Schreiber, C., Klar, H., Christiansen, J., & Reese, K. (2014). *Collectivist analysis of adaptive leadership, interaction, and cliques on organizational capacity* Paper presented at the Academy of Management, Philadelphia, PA.

Marion, R. & Jiang, (2015). Complexity Theory in Education. Paper presented at February, 2015, conference of the Eastern Educational Research Association, St. Petersburg, Fl.

Marion, R. & Briley, Bridget (2014). A Network Analysis of School-Community Partnerships and Social Capital in a Low-Income School Attendance Zone, UCEA.

Marion, R. (2014). Inaugural Presentation at First Meeting of Special Interest Group on Complexity, A Network Analysis of Complexity Dynamics at a Title I Elementary School, EERA Conference, St Petersburg, FL.

Munanura, Ian & Marion, Russ, (2013). Exploring Targeted Approach to Inter-organizational Tourism Stakeholder Collaboration using the case of the Mountain Gorilla Tourism Stakeholder network at Volcanoes National Park in Rwanda: A Complexity and Collaboration theories Approach, Atlas Conference, Kilgali, Rwanda

Nampushi, James & Marion, Russ, (2013). A Collective Model of Leadership to promote Sustainable Tourism Growth in Kenya, Atlas Conference, Kilgali, Rwanda

Marion, R.; Klar, H.; Brewer, C.; Griffin, S.; Schreiber, C; Christiansen, J.; Reese, K; Fowler, J. (2013). Effects of Constraint and Hierarchy on Task Performance: A Network Analysis of Complexity Theory Expectations. Submitted for presentation at the 2013 AERA Conference, San Francisco, CA.

Marion, R., Brewer, C., Klar, H., & Reese, K. (2012). Enhancing Schooling in High-Poverty Schools by Strengthening Network Dynamics. Presentation to the 2012 Conference or UCEA, Denver, CO.

Erdener, A., & Marion, R. (2012). Complexity Leadership Theory and School Improvement: A Dynamic Network Analysis. The International Symposium on Chaos, Complexity and Leadership: ICCLS2012, Hacettepe University, Ankara, Turkey,December 20-22, 2012.

Eldarbag, A, & Marion, R. (2013). Leadership in higher education and the culture of fear in Libya. Poster presentation at the Eastern Educational Research Association, Ft. Lauderdale, FL.

Marion, R., & Schreiber, C. (2013). Leadership of Knowledge Diffusion in Organizations: A Network Analysis.  Scheduled for presentation at the 2012 Conference of the Academy of Management.  Boston, MA.

Marion, R., Griffin, S., & Reese, K. (2012). A network analysis of complexity dynamics in a bureaucratically pressured organization. Paper presented at the 22nd Annual international Conference of the Society for Chaos Theory in Psychology & Life Sciences, Barcelona, Spain.

Marion, R., & Hanson, W. (2011). Administrative leadership and the "dampening" function in complexity leadership theory. Paper presented at the Academy of Management, San Antonio, TX.

Marion, R., & McFarland, M. (2011). Microdynamics of emergent innovation: Use of informal networks. Paper presented at the Academy of Management, San Antonio, TX.

Marion, R., & Hanson, W. (2011). Complexity theory in organizational research: Gathering empirical researchers. Paper presented at the Academy of Management, San Antonio, TX.

Marion, R., & Hanson, W. (2011). Understanding Complexity-based Factors Important to Leadership Outcomes. Presentation to the Eastern Educational Research Association, Hilton Head, SC.

Marion, R. (2011). *Swarm theory and adaptive function: Avoiding the interdependency catastrophe*. Paper presented at the Organization of Work in Business and Eusocial Colonies, Arizona State University Center for Social Dynamics and Complexity.

Uhl-Bien, M, Marion, R., & Schreiber, C. (2010, August). *Adaptive leadership: A complexity approach to shared leadership*. Presentation to the Academy of Management International in Montreal, Canada.

Marion, R., & Schreiber, C. (2010, August). *Evaluating leadership from a dynamic, collectivist perspective*. Presentation to the Academy of Management International in Montreal, Canada.

Hanson, W., & Marion, R. (2010, August). *Complexity research: Epistemological, theoretical, methodological, and other conundrums*. Presentation to the Academy of Management International in Montreal, Canada.

Hanson, W., & Marion, R., Ford, R, (2008). Methods of dynamic leadership research:

Unlocking the power of interaction. Paper presented at UCEA, Lake Buena Vista, FL. *Enabling Leadership and Network Learning and Productivity*. Academy of Management, Anaheim. Cited 2 times in Google.

Marion, R., Ford, R., & Hanson, W. (2008). *Enabling leadership and network learning and productivity*. Academy of Management, Anaheim. *Methodology for Network Analysis*. Organization Science Summer Conference, Pissouri, Cyprus.

Marion, R., Ford, R., & Hanson, W. (2008). *Methodology for network analysis*. Organization Science Summer Conference, Pissouri, Cyprus.

Uhl-Bien, M, & Marion, R. (2008). *Leadership of extreme events*. Organization Science Winter Conference, Squaw Valley, CA.

Uhl-Bien, M., & Marion, R. (2008). *Complexity Leadership: A New Paradigm for Leadership Theory*. Paper presented at the Society of Industrial/Organizational Psychologists, San Francisco.

Uhl-Bien, M., & Marion, R. (2007). The mechanisms of emergence in complexity leadership theory: A meso-model of adaptive dynamics in organizations. Presented at the Festscrift for Jerry Hunt, Texas Technical University, 2007.

Schreiber, C., Marion, R. (presenter), Uhl-Bien, M., & Carley, K. Multi-Agent Based Modeling of Complexity Leadership Theory. North American Association for Computational Social and Organizational Sciences. Atlanta, GA; June, 2007.

Marion, R. Situational complexity and complex leadership systems. Panel presenter at Global Leadership Conference: Developing Leadership for a Dangerous World, at West Point. Other panel members are Mary Uhl-Bien, George Graen, Stephen Zaccaro, Chief Joseph Pfeifer, FDNY, and Special Agent James Farnsworth, DEA. April, 2007.

Osborn, R. & Marion, R. (2007). Leadership and the Performance of U.S.-Japanese Innovation Seeking Alliances. Presentation at the Annual Conference of the Academy of Management, Philadelphia. August.

Hazy, J., Uhl-Bien, M., Marion, R., et al. (2007). Empirical Tests of Complex Systems Leadership Theory. Professional Development Workshop at the Academy of Management, Philadelphia. August.

Marion, R. (2007). Discussant, Leadership: Nature versus Nurture. Annual Conference of the Academy of Management, Philadelphia. August.

Lichtenstein, B., Uhl-Bien, M., Marion, R., et al. (2006). Leadership in emergent events: Exploring the interactive process of leading in complex situations. Symposium at the Academy of Management Conference, Atlanta, August.

Orton, J.D., Black, J., Marion, R., et al. (2006). Making sense of complexity theory, leadership theory and the public concern: The context of U.S. national security management. Professioanl Development Workshop at the Academy of Management. Conference, Atlanta, August.

Schreiber, C., Marion, R., Uhl-Bien, M., & Carley, K. (2006). Multi-agent based simulation of a model of complexity leadership. Presentation at the International Conference on Complex Systems, Boston, MA, June.

Uhl Bien, M. & Marion, R. (2005). Complexity leadership: A new vision of leadership for the 21st century. Presented at the Academy of Management Conference, Honolulu, HI, August.

Marion, R. (2005). Network theory, dynamic interaction, interdependence and the NK model. Presented at the Workshop on Leadership and Complexity, George Washington University.

Uhl-Bien, M. & Marion, R. (2005). Complexity leadership theory. Presented at the Workshop on Leadership and Complexity, George Washington University.

Uhl Bien, M. & Marion, R. (2004). New lens on leadership. Presented at the Society for Industrial and Organizational Psychology (SIOP) conference in Los Angeles.

Marion, R., & Uhl-Bien, M. (2004). Implications of complexity theory for strategic leadership. Presented to the IMD Strategic Leadership Conference in Lausanne, Switzerland, August. Cited 14 times in Google in 2 different databases.

Uhl-Bien, M., Marion, R., & McKelvey, B. (2004). Complex leadership: Shifting leadership from the industrial age to the knowledge era. Presented at the Academy of Management Conference, New Orleans, LA, August.

Uhl-Bien, M., & Marion, R. (2004). Agent-based followership. Presented at the Gallup Leadership Conference, Omaha, July.

Martin, J., & Marion, R. (2004). Enhancing and inhibiting interaction between business processing and knowledge production: A macro study of leadership and knowledge processing in higher education. Presented at the Fourth International Conference on Knowledge, Culture, and Change in Organization, London, UK, August.

Marion, R. Complexity theory. (2004). Presented at the International Workshop: Math and Physics of Complex and Nonlinear Systems. Indian Institute of Technology, Kanpur, India, March.

Marion, R. (2004). Einstein's Island: Complexity perspective on social change. Presented at the International Workshop: Math and Physics of Complex and Nonlinear Systems. Indian Institute of Technology, Kanpur, India.

Marion, R. (2004). Complex leadership. Presented at the International Workshop: Math and Physics of Complex and Nonlinear Systems. Indian Institute of Technology, Kanpur, India.

Marion, R. (2004). Knowledge production. Presented at the International Workshop: Math and Physics of Complex and Nonlinear Systems. Indian Institute of Technology, Kanpur, India.

Marion, R. (2004). Complexity theory and al-Qaeda: Examining complex leadership. Presented at the International Workshop: Math and Physics of Complex and Nonlinear Systems. Indian Institute of Technology, Kanpur, India.

Marion, R. (2004). Disrupting complex social behavior. Presented at the International Workshop: Math and Physics of Complex and Nonlinear Systems. Indian Institute of Technology, Kanpur, India.

Marion, R. (2004). Research strategies for complex systems. Presented at the International Workshop: Math and Physics of Complex and Nonlinear Systems. Indian Institute of Technology, Kanpur, India.

McCauley, C. D., Steed, J. L., McCauley, C. D., Pearce, C. L., Uhl-Bien, M., Marion, R., et al. (2004). New lenses on leadership, The Society for Industrial and Organizational Psychology, Los Angeles.

McKelvey, B., Marion, R., & Uhl-Bien, M. (2003). A simple-rule approach to CEO leadership in the 21st century. Paper presented at the University of Lecce Conference on New Approaches to Strategic Management, Ostuni, Italy.

Marion, R., & Uhl-Bien, M. (2003). Complex leadership. Presentation at the conference of the Academy of Management, Seattle, WA.

Marion, R., & Uhl-Bien, M. (2002). Complexity v. transformation, Presentation at Managing the Complex IV--Conference on Complex Systems and the Management of Organizations, Ft. Meyers, Florida, December, 2002. Cited 19 times in Google.

Marion, R., & Uhl-Bien, M. (2002). Leadership in complex organizations. Paper presented to the faculty of the Center for Creative Leadership, Greensboro, NC.

Marion, R. (2002). Complexity theory and Al-Qaeda: A confirming qualitative case study of complexity propositions. Paper presented to a meeting of the Strategic Assessment Center of SAIC, contractor for the US Department of Defense.

Marion, R. (2001). Disrupting complex systems. Paper presented to a meeting of the Strategic Assessment Center, US Department of Defense.

Marion, R. (2001). Complex leadership. Presented at the Bernie Bass Festschrift, SUNY Binghamton, NY.

Marion, R., and Richardson, M. (1993). Complexity and chaos theory in organizational studies: research strategies and uses. Paper presented to the American Educational Research Association, Atlanta, GA.


## CONSULTATIONS

2011-12: Consultant with Anderson School District 5 to develop strategies for improving school/community relationships and enabling a community school initiative.
2010: Consultant with Stryker Medical Supply in Battle Creek, MI, on barriers to creativity in their R&D plant.

2009: Consultant with Lockheed Aeronautics in Ft Worth, TX, on enabling leadership and creativity.

2008: Consultant with Bank of America credit card division exploring how creative ideas emerge and become institutionalized.

2009-10:  Consultant with Spartanburg Regional Hospital System on network dynamics and leadership.

20010-11:  Evaluated data and produced report for data collected from 11 hospitals across the US that evaluated leadership and task effectiveness.


## HONORS AND ACCOMPLISHMENTS

2012, Paper with Mary Uhl-Bien and Bill McKelvey (Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era, 2007) is the most frequently cited paper in The Leadership Quarterly over the past 5 years.

2012: Paper with Mary Uhl-Bien (Complexity leadership in bureaucratic forms of organizing: A meso model, 2009) is in the top 7 most cited papers of the past 5 years.

2012, Selected as Senior Fellow, Clemson University Automotive Safety Research Institute

2002: Recipient, Best Paper Award from the *Leadership Quarterly* and the Center for Creative Leadership.

2003: Recipient, Clemson University Trustee's Award for Faculty Excellence in Research.

2004: Recipient, Best Mentor/Advisor of Graduate Students, presented by the College of Health, Education, and Human Development (nominated by students).

2005: Recipient, Research Excellence award, presented by the College of Health, Education, and Human Development.

2007: Nominated by Andrzej Nowak, Director of the Center for Complex Systems at the University of Warsaw, to submit an entry for the Springer *Encyclopaedia of Complexity and Systems Science*. The Board and Section Editors for this prestigious book include Nobel Laureates, Fields medal and Turing Medal Winners.

2007: Presentation on meso-theory and complexity leadership at Festschrift for Jerry Hunt was one of twelve entries selected from a field of 60 submissions; this paper was the only one unanimously selected.

2009: Selected, in competitive process, to study the emergence of innovation at Lockheed Aircraft in Ft. Worth, TX.


## GRANT ACTIVITY

2014 (in review): 2,357,119 NSF grant, A Complexity Leadership Theory Approach to Sustainable Change in Undergraduate CS Education.  Submitted in collaboration with the Department of Computing Science, Clemson University.  Eileen Kraemer, lead investigator.

2012: $600,000 (not funded).  William T. Grant award to study educational policy influence of informal community networks.

2012: $50,000 HEHD grant to study Network Enhancement to Improve School and

School/Community Dynamics at Nevitt Forest Elementary in Anderson, SC

2011: $50,000 HEHD grant to study $50,000 HEHD grant to study Network Enhancement to Improve School and School/Community Dynamics at Nevitt Forest Elementary in Anderson, SC

2008: $125,000 to study network dynamics at Spartanburg Regional Healthcare System

1998: Renewed in 1999: $20,000 Clemson University Safe Schools Program (CUSSP), President's Innovation Grant.

1988-90: $67,836 South Carolina Cutting Edge grant to evaluate a computerized program for adult illiteracy.

# SERVICE

2013; Taught 3 week leadership course to 67 students at Maasai Mara University, Kenya
2012+; Senior Fellow with the Clemson University Automotive Safety Research Institute

2012+; Advisory Board on the Science of Innovation

2006; External doctoral committee reader for Craig Schreiber, Carnegie Mellon Department of Computer Sciences. Dissertation: "Human and Organizational Risk Modeling: Critical Personnel and Leadership in Network Organizations." Committee: Kathleen M. Carley- Co-Chair, James Herbsleb, David Krackhardt, Russ Marion.

2004-2005; External doctoral committee member for Charles Lutes, George Washington University Executive Leadership Doctoral Program.

2006+; Editorial Board Member, *The Leadership Quarterly* and the *International Journal of Complexity in Leadership and Management.*

2004; Board member: Network of Leadership Scholars within Academy of Management.

2003; Consulted with the Center for Creative Leadership (Connected Leadership group) on leadership research.

2001-2002; Consultant, Strategic Assessment Center, SAIC, Department of Defense contractor, on strategies for preventing and disrupting dangerous emergent events.

Reviewer: *The Leadership Quarterly, Academy of Management Review, Academy of Management conference, Computational and Mathematical Organization Theory; Canadian Journal of Education; Human Relations; International Journal of Educational Leadership, Journal of Disability Policy Studies, Asian Pacific Management Review, Organization Science, Southern Management association, UCEA.*

## SERVICE TO UNIVERSITY, COLLEGE, SCHOOL AND DEPARTMENT

2011+; Chair of departmental PhD committee

2011+ Chair, TPR committee

2015+; member of University IPC courseware committee

2013, Chair, HRD Search Committee

2013; Chair, Ad Hoc Department Head Evaluation Committee

2013; Chair, Ad Hoc Distinguished Professor Evaluation Committee

2011+; Chair of TPR committee

Made presentations to HEHD faculty on writing effective literature reviews for publication

Chair, Ad Hoc School Research Committee

Chair, Post-Tenure Review committee

| | |
|---|---|
| Chairing committee to revamp entry courses in the PhD program; includes new course development | Chairing committee to revamp research requirements in PhD program |
| 2003-2006 Coordinator of Leadership Program | 2001-12 Made 2 presentations to HEHD faculty, one on publishing books and the other on writing survey questions |
| Mentor for junior faculty | 2005 Member of Task Force for President's Summit on Leadership |
| | 2003-2006, School or Education NCATE Review Executive Committee |

Have been chaired/member of numerous university, college, and school committees, including peer- review revision committee, accreditation steering committee, honors and awards, faculty grievance, research ethics, faculty senate, faculty senate executive committee, CU research foundation, intellectual property committee.

# TEACHING

Most frequently taught courses are in the fields of leadership theory, research, and human resource development.  Students come from higher education, p-12 education, and business.  I teach exclusively to adults at the graduate level.

2014+: Committee to revise HRD curriculum

Teaching evaluations: Consistently rated 4.3-5.0 on 5-point evaluation scale.

Dissertations:  have had 9 actively writing in 2014-15; three have graduated.

**DISSERTATION CHAIRS**

Jian, H. (2012). Adaptation of Chinese graduate students to the academic integrity requirements of a U.S. University: A mixed methods research.

Counts, S. (2012). Invisible woman? Narratives of black women leaders in southeastern two-year colleges.

Smith, B. (2011). Community college faculty job satisfaction: A network approach

Bright, M. (2011). An examination of adaptive leadership processes using action research

Bennett, Daniel. (Spring, 2011). Complex Organizations: A Cultural Analysis of a Christian College

Christiansen, Jon. (2010, Fall).  A Dynamic Network Analysis of Vision in Complex Organizations

Timney, Krista. (2010, Fall).  The Leadership Experience of Female Chief Admissions Officers:  A Phenomenological Research Study

Milton, Pearly. (Fall, 2010).  Leadership and School Culture: A Quantitative Study of Perceptions Concerning Effective Leaders

Gregory, Amy. (Fall, 2010).   An Exploration of Leader Attributes and the Principalship

Young, K. (2010).  Academic Integration of Football Students at a Major University: Grounded Theory and Network Analysis

Hanson, W. (2009). Ethical Leadership in Higher Education: Evolution of Institutional Ethics Logic.

Smith, S. (2008). School Building Quality and Student Performance in South Carolina Public High Schools: A structural equation model

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