

Christine M. Riordan, Ph.D.

Over the past fifteen years, Dr. Christine M. Riordan has built a national reputation as a leadership development and diversity expert. She is currently the Associate Dean for External Relations, in the Neeley School of Business at Texas Christian University in Fort Worth, Texas. She guides marketing, public relations, corporate relations, and alumni relations. She also oversees the Tandy Center for Executive Leadership, which designs and implements programs in executive leadership development, student leadership, and corporate outreach. She is the Luther Henderson University Chair in Leadership and a Professor of Management.

Since 2001, Dr. Riordan has served as the Executive Consultant in Leadership for the Southern Zone of State Farm Insurance Companies. In this role, she provides ongoing executive coaching for the senior executives in the Zone, and facilitates developing and maintaining the high-performance top management team. Additionally, she provides assistance on strategic planning and implementation, diversity management, and leadership development for all managers and executives within the Zone.

Dr. Riordan has also designed innovative leadership programs for many other Fortune 500 and private companies, state government, and several universities. Additionally, she has provided leadership training and executive coaching for senior executives in companies such as State Farm, Lockheed Martin Aeronautics, Regions Bank, Fannie Mae, IBM, and Waffle House, among others. Dr. Riordan is a frequent speaker to professional audiences and academic audiences having delivered more than 100 presentations throughout the United States.

Dr. Riordan has been widely quoted in major magazines and newspapers such as *USA Today*, *the New York Times*, *International Herald Tribune*, *Psychology Today*, *Working Mother*, *the Chicago Tribune*, *Atlanta Journal/Constitution*, *Birmingham News*, *Cleveland Plain Dealer*, *Entrepreneur Magazine*, *Investors Daily*, and *Fort Worth Star-Telegram*. She has appeared on CNN and been interviewed by several public radio stations.

Her research focuses on labor-force diversity issues, leadership development, leadership effectiveness, and career success. Dr. Riordan has published articles in the *Journal of Applied Psychology*, *Journal of Management*, *Organizational Research Methods*, *Journal of Managerial Issues*, *Journal of Business Ethics*, and many others. She has served on editorial review boards for the *Journal of Applied Psychology*, *Journal of Management*, and the *Academy of Management Journal*.

Dr. Riordan was at the University of Georgia from 1995 to August 2005, serving as Director of the Institute for Leadership Advancement and as Associate Professor of Management. She founded the Institute for Leadership Advancement (ILA) and grew it into one of the most comprehensive sets of leadership programs in a university setting.

As Director of the ILA, she guided strategic planning and implementation, operations management, program development, fundraising and stewardship, and marketing and communications. She raised over \$7 million in private funds to support the ILA, developed a corporate partners program, designed a Teaching Leadership Workshop for management faculty, and designed and implemented cutting-edge leadership development programs for business students. She also led progressive corporate initiatives such as the Waffle House Executive Leadership Program.

Because of her accomplishments, Dr. Riordan was honored by *Georgia Trend* magazine as one of the "Top 40 under 40: Best and Brightest Young Georgians." She has received numerous other honors and awards highlighting her achievements, including the 2005 Terry College of Business Service Award, the 1999 Terry College of Business Teacher of the Year Award, a Sarah Moss Fellowship, three Sanford Research Fellowships, a Sanford Faculty-Practitioner Grant, and a Terry-Selig Research Fellowship.

She also worked on Governor Sonny Perdue's Leadership Development Task Force for the Commission for New Georgia, and was invited to help design the Executive Leadership Program for state agency department heads.

Dr. Riordan is also Past President of the Southern Management Association (SMA), a nonprofit professional association. In her role as President, she directed all aspects of SMA operations including determining strategic initiatives, developing task forces, and managing the board of governors. The SMA has over 1000 individual members representing more than 200 colleges, universities, and businesses in 40 states and several countries.

CHRISTINE M. RIORDAN, PH.D.

VITA

CONTACT

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EDUCATION

Ph.D. (1995)
Major in Organizational Behavior
Minor in Human Resource Management
Georgia State University
Atlanta, Georgia 30302

Master of Business Administration (1989)
Georgia State University
Atlanta, Georgia 30302

Bachelor of Textile Engineering (1987)
Georgia Institute of Technology
Atlanta, Georgia 30332

ACADEMIC EMPLOYMENT

Texas Christian University (2005 - Present)
Neeley School of Business

Position: *Associate Dean for External Relations*
Luther Henderson University Chair in Leadership
Professor of Management with Tenure

School Profile:

- Programs ranked by *Business Week*, *Forbes*, *Princeton Review*, *Wall-Street Journal*, *US News and World Report*, *Fortune*, and *Hispanic Magazine*.
- BBA, MBA, Executive MBA, Evening MBA, 11-month Accelerated MBA, Master of Accounting, executive education programs.
- Specialty programs include: Neeley Fellows Program (undergraduate business honors); Next Generation Leadership Program (2-year leadership development program); Educational Investment Fund (Two million dollar student-run investment fund); Collegiate Entrepreneurship Organization
- Five academic departments: Accounting, Management, Marketing, Supply Chain and Information Systems, Finance
- Five centers of excellence: Entrepreneurship, Supply Chain, Finance and Capital Management, Executive Leadership, and Professional Communication
- ~2159 total students; 71 full-time faculty, 60 staff
- Private institution

The University of Georgia (1995 - 2005)
Terry College of Business

Position: *Director of the Institute for Leadership Advancement (2001 - 2005)*

- Position: *Associate Professor of Management with Tenure (2001 –2005)*
Organizational Behavior/Human Resource Management
- Position: *Assistant Professor of Management (1995 – 2001)*
Organizational Behavior/Human Resource Management

School Profile:

- o Programs consistently ranked in the top 50 (and top 20 publics) by *Business Week, US News and World Report, Financial Times, Forbes.*
- o BBA, MBA, Executive MBA, Evening MBA, One-year MBA, Master of Accounting, Master of Marketing Research, Master of Information Technology, Ph.D., and executive education programs.
- o Seven academic departments: Accounting, Economics, Finance, Management, Marketing, Management Information Systems, and Insurance/Legal Studies/Real Estate
- o Ten centers/institutes of excellence
- o ~3063 total students; 115 full-time faculty, 120 staff
- o Public Institution

SECTION I: ADMINISTRATIVE ACTIVITIES

ASSOCIATE DEAN FOR EXTERNAL RELATIONS
Luther Henderson University Chair in Leadership
Professor in Management
(August 2005 - PRESENT)
NEELEY SCHOOL OF BUSINESS
TCU
www.neeley.tcu.edu

As Associate Dean for External Relations, I am responsible for the functions of marketing, public relations, alumni relations, executive education, and student leadership programs. The directors of marketing and public relations, alumni relations, and the Tandy Center for Executive Leadership, which houses executive education and student leadership report to me. Additionally, I serve as the business school liaison to develop the new interdisciplinary Energy Institute at TCU. Below is a detailed description of each area.

- Marketing, public relations, and special events
 - o Oversee marketing, public relations, communications, brand-named products, and special events for the Neeley School.
 - o Redefined the role of External Relations (ER) within the Neeley School
 - o Hired the external relations group.
 - o Established new external vendor relationships including partnership with creative agency.
 - o Built infrastructures within ER to ensure quality.
 - o Developed measures of effectiveness for all activities.
 - o Led a branding process for the Neeley School; as part of this process worked with creative agency to develop a new marketing platform for Neeley; launched a new look and format for all school publications; created new tag line; defined distinctive attributes; and rolled out a new logo.
 - o Developed and launched new integrated advertising campaign fall 2006.
 - o Set up effectiveness measures for marketing activities.
 - o Set up strong working relationships with each program/department that has advertising/marketing needs.
 - o Guide and coach the Director of Marketing in all activities and in establishing yearly goals and priorities.
 - o Guide and coach PR Director to increase the level of media placement for Neeley.
 - o Guide and coach Director of Marketing to revamp the Neeley website to improve aesthetics, content, and navigation.

- Partner with University bookstore to launch new brand-named product line for Neeley.
- Guide Director of Special Events to establish protocol for executive speaker series events.
- Initiate launch of new outreach efforts such as the e-newsletter and research newsletter.
- Alumni Relations
 - Guide and coach Director of Alumni Relations in all activities.
 - Incorporated undergraduate alumni into alumni chapter.
 - Developed new alumni mission and structure; turned it into a working board.
 - Developed new selection procedure for alumni board members.
 - Lead the design of alumni board activities and events.
- Executive Education
 - Guide and coach the Executive Director on designing a new business plan to achieve a sustainable profit.
 - Directed the re-design of the Tandy Center to include executive education, student leadership and corporate outreach.
 - Monitor implementation of Tandy Center business plan.
 - Set up measures of effectiveness.
- Student Leadership Programs
 - Started the student leadership programs office within the Neeley School of Business.
 - Wrote and was awarded a \$500,000 TCU Vision in Action Grant to start leadership programs.
 - Principle in team that gained a multi-million dollar gift from Burlington Northern Santa Fe in 2006 to endow the student leadership program.
 - Worked with management faculty to define and develop the Next Generation Leadership Program.
 - Designed original website and marketing material.
 - Designed application and selection process.
 - Aligned courses and co-curricular activities.
 - Developed learning and development matrix to guide the program.
 - Facilitated selection of first class of students.
 - Facilitated design and implementation of first year activities.
 - Set up student leadership assessment center.
 - Set up measures of effectiveness.
- TCU Energy Institute
 - Serve as co-director of the start up of multi-disciplinary institute focused on the energy industry.
 - Principle in initial development of mission and strategy for the Energy Institute.
 - Wrote original white paper for the institute.
 - Designed and coordinated continuing education program for petroleum land professionals.
 - Participated in the design of a multi-disciplinary minor in Energy and Technology Management.
- General School and Faculty Governance Activities
 - Participant in AACSB reaccreditation process; Attended AACSB reaccreditation conference on behalf of school.
 - Participant on dean's advisory committee for promotion and tenure.
 - Participant on yearly performance evaluation committee.
 - Participant on summer research grant committee
 - Participant on teaching load committee.
 - Participate with Dean, other Associate Deans, and Department Heads on issues facing the school.

**FOUNDING AND MANAGING DIRECTOR, INSTITUTE FOR LEADERSHIP ADVANCEMENT
(2001-2005)
TERRY COLLEGE OF BUSINESS
UNIVERSITY OF GEORGIA
www.terry.uga.edu/leadership**

Strategic Planning and Implementation

- Directed original task force that conceptualized the Institute for Leadership Advancement (ILA)
- Designed the Institute and its programs.
- Led approval of Institute through College and University channels.
- Created strategic purpose and goals for ILA.
- Strategically managed roll out and implementation of five programs within ILA, including research consortium, two undergraduate leadership programs, graduate leadership programs and executive development.
- Led annual strategic review meetings for each program of ILA.
- Strategically planned new goals, activities, and products for ILA.

Program Development

- Oversaw development and management of Undergraduate Leadership Scholars Program. This was a two-year highly individualized leadership development program for top undergraduate students within the Terry College of Business. Sixty undergraduate students were involved. Worked with Faculty Director in the management of this program.
- Oversaw development and management of Undergraduate Leadership Certificate Program. This program was open to all University of Georgia undergraduate students. One hundred and twenty students were involved in this program. Worked with Faculty Director in the management of this program.
- Led the ILA Executive Leadership Initiative. In coordination with the Office of Executive Programs, designed and implemented executive leadership programs and all consulting activities of this office.
- Led Graduate Support Services. The Institute for Leadership Advancement provided support services to the Executive MBA, the MBA and the IBM Program within the Terry College of Business. The ILA consulted on the curriculum design and execution, provided executive coaches and support for leadership activities, and designed and selected various leadership assessments for each of these programs.
- Initiated the design and development of the Leadership Research Consortium. This was a partnership between the Institute and several business corporations to develop applied research projects that addressed leadership issues within companies. Grants were provided to fund faculty research. In 2004-2005, \$50,000 in research grants was provided to faculty. Worked with faculty director in the administration of this program

Executive Program Design And Development

- Created revenue generating executive leadership programs to support activities of ILA.
- Sold, designed, and delivered customized executive leadership programs.
- Designed and managed open-enrollment programs.
- When appropriate, created partnerships to deliver open-enrollment programs.
- In the first year of existence, we delivered four customized and open enrollment leadership programs. These programs generated profit that was used to help support student programs and faculty research.

Fund-Raising and Stewardship

- Responsible for fund-raising activities associated with the Institute for Leadership Advancement, which was a privately funded Institute. Worked closely with development director to accomplish fund-raising goals. Raised \$7,200,000 from external sources for the funding of ILA through: wrote

proposals for potential donors, visited potential donors, made content presentations to potential donors, and maintained regular correspondence with potential and existing donors.

- Designed and implemented a corporate partners program in which corporations join ILA for a yearly fee of \$10,000. Partners included: Coca-Cola, The Home Depot, State Farm, Primerica, BB&T, Synovus, and Philip Morris, USA.
- Designed and implemented annual fund program for graduates of ILA and their parents/family to contribute to ILA.
- Designed and executed stewardship activities for donors, partners, and affiliates (e.g., ILA tailgate, newsletter, visits, and so forth)
- Designed a capital campaign strategy with office of development to increase endowment for ILA.

Marketing and Communication

- Created and implemented a strategic marketing plan for ILA.
- Managed the creation of annual reports and other performance-related documents for the ILA.
- Managed the creation of program and activity brochures and marketing material such as ILA newsletter, monthly ILA Briefing, and presentations.
- Participated in the Marketing task force for the Terry College of Business to help design marketing purpose, strategy, and focus.

Operational Management

- Managed yearly budget for ILA.
- Managed operating and endowment accounts for ILA.
- Recruited and hired personnel associated with ILA.
- Managed personnel associated with ILA (Direct management of 4 professional staff; 3 faculty program directors, 6 faculty instructors, and 5 graduate student assistants; Facilitated the involvement of over 30 other faculty from across the College of Business in various aspects of the programs of ILA)
- Represented ILA at various College and University meetings.
- Fostered collaborative relationships with other leadership programs around campus and outside of the university.
- Created and managed an active executive board for the ILA.
- Continuously developed ILA's organizational design to facilitate growth
- Conducted performance reviews and raise assignments
- Managed personnel activities such as staff pay reclassification
- Assisted in the design of developmental training.
- Conducted monthly staff meetings.
- Managed class activities associated with enrollment of 200 students in programs.

EXECUTIVE OFFICER (2001-2006)

SOUTHERN MANAGEMENT ASSOCIATION (SMA)

LARGEST REGIONAL DIVISION WITHIN THE ACADEMY OF MANAGEMENT (~1000 MEMBERS)

Past President (2005-2006)

- Worked with SMA as needed for policy issues
- Ran officer and board member elections

President (2004-2005)

- Presided at all association meetings, which included Mid-year meeting; Pre-conference Officer's Meetings; Conference Luncheon; Annual Business Meeting.
- Oversaw all aspects of SMA operations, including but not limited to:
 - Determine strategic initiatives for the association
 - Develop task forces to execute strategic initiatives
 - Manage the board of governors

- Determined and executed five strategic initiatives for 2004-2005:
 - Objective 1: Develop an Integrated Marketing Plan for SMA
 - Objective 2: Conduct a Membership Drive for SMA
 - Objective 3: Implement New Electronic System for SMA
 - Objective 4: Develop an Active Sponsorship Program
 - Objective 5: Develop a Five-Year Financial Plan for SMA
- Acted as liaison with Editor and Production team for the Journal of Management
- Worked with officers of SMA to provide assistance with their roles and issues as needed: treasurer, conference coordinator, secretary, program chair, president-elect, newsletter editor, proceedings editor.

President-Elect (2003-2004)

- Designed and delivered pre-conference professional development activities for yearly academic conference.
 - Obtained appropriate speakers/facilitators for pre-conference activities
 - Marketed pre-conference activities
- Coordinated and managed logistics for pre-conference activities
- Participated in governance of SMA.
- Filled-in for President as needed.

Vice-President and Program Chair (2002-2003)

- Planned, marketed, and implemented yearly academic conference for over 400 people.
 - Coordinated Track Chairs for Submission and Review of Papers
 - Marketed Submission to and Attendance at Program;
 - Increased both submission and attendance rates to the highest in 10 years.
 - Designed the academic program for the conference
 - Coordinated and managed logistics for the conference
- Obtained university sponsorships to offset cost of conference
- Participated in governance of SMA.

Vice-President Elect (2001-2002)

- Assisted Vice-President and Program Chair with arranging components of the yearly academic conference.
- Participated in governance of SMA.

SECTION II: RESEARCH ACTIVITIES

RESEARCH INTERESTS

- Labor Force Diversity Issues
- Leadership Development and Effectiveness
- Career Success

PUBLICATIONS

Riordan, C.M. Navigating Leadership Transitions. In press, Ivey Business Journal.

Goldberg, C., Riordan, C.M., & Zhang, Lu. Employees' Perceptions of their Leaders: Is Being Similar Always Better? In press, Group and Organization Management.

Riordan, C.M. & Holiday-Wayne, J. (2007) Are all measures the same? A critical review and examination of demographic similarity measures in relational demography within groups research. Organizational Research Methods.

Riordan, C.M, Lankau, M.J., & Holiday-Wayne, J. It's all in how you view it: Perceptions of a hostile work climate. In press, Diversity Resistance in Organizations, K. Thomas (Ed.), Lawrence Erlbaum.

Riordan, C.M., Vandenberg, R.J., & Richardson, H. (2005) Employee involvement and organizational effectiveness: An organizational system perspective. Human Resource Management, 44 (4), p.471-488.

Lankau, M.J., Riordan, C.M., Thomas, C.H. Twin perspectives? The effects of similarity and liking on formal mentoring relationships from mentors' and protégés perceptions. Journal of Vocational Behavior, 67 (2): 252-265 OCT 2005

Riordan, C.M. (2004). Pointing Out Problems Is a First Step, But Some Solutions Would Be Helpful! Research in Multi-Level Issues, Vol.3, 251-257.

Riordan, C.M., Schaffer, B.S., & Stewart, M. (2004) Relational demography within groups: Through the lens of discrimination. Frontiers in Discrimination, 37-61.

Ciavarella, M., Buchholtz, A., Riordan, C.M., Gatewood, R.D., & Stokes, G.S. (2004). The entrepreneurial personality and venture success: Is there a linkage? Journal of Business Venturing, 19, 465-483.

Schaffer, B.S., & Riordan, C.M. (2003) A review of cross-cultural methodologies for organizational research: A best practices approach. Organizational Research Methods, 6 (2), 169-215. **Finalist for the 2004 Owens Award for Best Research Article, SIOP.**

Riordan, C.M., Griffeth, R.W., & Weatherly, E.W. (2003). Age and work-related outcomes: The moderating effects of status characteristics. Journal of Applied Social Psychology, 33(1), 37-57.

Riordan, C.M., Richardson, H., Schaffer, B., Vandenberg, R.J. (2001) Alpha, beta, and gamma change: A review of past research with recommendations for new directions. Research in Management (Vol. 1), 51 - 97.

Riordan, C.M., Weatherly, E.W., Vandenberg, R.J., & Self, R.M. (2001) The effects of pre- and post-entry experiences on newcomer perceptions of fit and worth, attitudes, and turnover. Journal of Managerial Issues, 13(2), 159 - 176.

Wayne, J. H., Riordan, C.M., & Thomas, K. M (2001) Is all sexual harassment the same? The Effects of the Harasser's and Target's Race and Gender on Mock Juror Decisions. Journal of Applied Psychology, 86(2), 179 -187.

Riordan, C.M. & Weatherly, E.W. (2000) From quality circles to autonomous work groups: Are employee teams legal in the United States? Employee Responsibilities and Rights Journal, 12(3), 121 - 139.

Riordan, C.M. (2000). Relational demography within groups: Past developments, contradictions, and new directions for research. Research in Personnel and Human Resource Management, Vol. 19, 131 -173,

Ryan, L. V., & Riordan, C.M. (2000). The development of a measure of desired moral approbation. Educational and Psychological Measurement, 60(3), 448-462.

Gowan, M.A., Riordan, C.M., & Gatewood, R.D. (1999) The development and test of a model of appraisal, coping, distress, and reemployment following involuntary job loss. Journal of Applied Psychology, 84(1), 75-86.

Riordan, C.M. & Weatherly, E. (1999) Defining and measuring employees' identification with their work groups. Educational and Psychological Measurement, 59(2), 310-324.

Wan-Huggins, V.N., Riordan, C.M., & Griffeth, R.W. (1998) The development and longitudinal test of a model of organizational identification. Journal of Applied Social Psychology, 28(8), 724-749.

Riordan, C.M. & Shore, L.M. (1997). Demographic diversity and employee attitudes: An empirical examination of relational demography within work units. Journal of Applied Psychology, 82(3), 342-358.

Gatewood, R. D., & Riordan, C.M. (1997). The development and test of a model of total quality: Organizational practices, TQ principles, employee attitudes, and customer satisfaction. Journal of Quality Management, 2(1), 41-65.

Riordan, C. M., Gatewood, R.D., & Bill, J. (1997). Corporate image: Employee reactions and implications for managing corporate social performance. Journal of Business Ethics, 16(4), 401-412.

Riordan, C. M. & Gatewood, R.D. (1996). Putting the e "employee" into quality efforts: A process model of organizational practices, quality principles, and employee reactions. Advances in the Management of Organizational Quality. pp. 297-333, JAI Press.

Riordan, C.M., & Griffeth, R.W. (1995). The opportunity for friendship within the workplace: An underexplored construct. Journal of Business and Psychology, 10(2): 141-154. (**NOTE:** This article became the subject of at least 12 different newspaper and magazine articles and one radio show.)

Riordan, C.M., & Vandenberg, R.J. (1994). A central question in cross-cultural management research: Do employees of different cultures interpret work-related constructs and measures in an equivalent manner? Journal of Management, 20(3): 643-671.

PAPERS UNDER FIRST REVIEW

Riordan, C.M., & Schaffer, B. The Process of Stigmatization: A Review and Agenda for Future Research. First draft available for review. Under first review at Human Resource Management.

PAPERS INVITED TO REVISE AND RESUBMIT

Schaffer, B., & Riordan, C.M. The effects of relational demography on perceptions of discrimination. Invited to *revise/resubmit* at Organizational Behavior and Human Decision Processes.

Riordan, C.M., Holiday-Wayne, J., Weatherly, E.W., & Stewart, M. Pushing the relational demography envelope: Perceived and actual similarity, mediation, and non-symmetrical effects. Invited to *revise/resubmit* at Personnel Psychology.

Riordan, C.M., & Holiday-Wayne, J. Gender Dissimilarity in Work Groups: Is Being in the Minority Always a Disadvantage? Invited to *revise/resubmit* at Group and Organization Management.

Weatherly, E.W., Riordan, C.M., & Eby, L. Interacting with coworkers and supervisors: Information acquisition and relationship building in newcomer socialization. Invited to *revise/resubmit* at Group and Organization Management.

Goldberg, C., Riordan, C.M., Schaffer, B.S. Missing Pieces in Relational Demography Theory: Self-Continuity and Status-Enhancement as Moderators of Similarity. Invited for second *revise/resubmit* at Human Relations.

WORK IN PROGRESS

Riordan, C.M., Gatewood, R.D., Stokes, G., Butts, M. Individual differences, human capital, or family situation: Which is the most important for males' and females' career success? First draft available for review. To be submitted to Personnel Psychology.

Riordan, C.M., Lankau, M.J., & Stewart, M. Are all differences the same? The role of multiple group membership on the effects of relational demography within groups. First draft available for review. First draft available for review. To be submitted to Journal of Applied Psychology.

Schaffer, B., & Riordan, C.M. Career Success Differentials between Dual-Earner Males and Females: The Importance of Family-Position Variables.

REFEREED PAPER PRESENTATIONS AND PROCEEDINGS

Riordan, C.M., Lankau, M., Holiday-Wayne, J. It's all in how you view it: Factors contributing to perceptions of a hostile work climate. Presented at the 2006 Academy of Management meeting.

Riordan, C.M., Lankau, M. & Stewart, M. "Assessing the Impact of Demographic Dissimilarity: The Importance of Personal Comfort with Diversity and Multiple Group Membership. Presented at the 2006 Society for Industrial and Organizational Psychology, Dallas, Tx.

Weatherly, E.W., Riordan, C.M., & Eby, L. Interacting with coworkers and supervisors: Information acquisition and relationship building in newcomer socialization. Published in the 2005 Proceedings of the Southern Management Association. **Winner of the best paper award in the Human Resources/Careers Track and the Michael J. Driver Award for Best Careers Paper at a Regional Meeting.**

Schaffer, B.S., Riordan, C.M. Relational Demography in Supervisor-Subordinate Dyads: An Examination of Discrimination and Exclusionary Treatment. Published in the 2005 Proceedings of the Southern Management Association.

Riordan, C.M., Gatewood, R.D., Stokes, G., Butts, M. Individual differences, human capital, or family situation: Which is the most important for males' and females' career success? Presented at the 2005 Academy of Management meeting.

Riordan, C.M., & Gatewood, R.D. Stigmatization Within Organizations: Why It Occurs, How It Develops, and What Results. Presented at the 2005 Academy of Management meeting. Also, published in the Best Paper Proceedings for the Academy of Management.

Schaffer, B., & Riordan, C.M. The effects of relational demography on perceptions of discrimination. Presented at the 2004 Academy of Management meeting.

Goldberg, C., Riordan, C.M., & Zhang, Lu. Relational demography and leadership perceptions: Is similar always better? Presented at the 2004 Academy of Management meeting.

Lankau, M.J., Riordan, C.M., Thomas, C.H. Twin perspectives? The effects of similarity and liking on formal mentoring relationships from mentors' and protégés perceptions. Presented at the 2004 Academy of Management Meeting.

Goldberg, C., Riordan, C.M., & Schaffer, B. Missing Pieces in Social Identity Theory: Continuity and Status as Moderators of Similarity. Presented at the 2003 Academy of Management meeting. Also, published in Best Paper Proceedings for the Academy of Management.

Schaffer, B. & Riordan, C.M. (2003, November). The role of work group status as a contextual variable in relational demography research. Presented at the Southern Management Association Annual Conference. Clearwater, FL. **(Winner of Best Doctoral Student Paper Award for the Ethics/Social Issues/Diversity Track)**. Also published in the Proceedings of the Southern Management Association.

Lankau, M.J., Thomas, C., Riordan, C.M. Perceived similarity and liking in formal mentoring relationships. Presented at the 2003 SIOP meeting.

Riordan, C.M. Lankau, M.J., Stewart, M. Relational demography: An investigation of demographic dissimilarity and identity. Presented at the 2002 Academy of Management meetings.

Riordan, C.M., Weatherly, E.W. Stewart, M. Relational Demography Within Groups: Does Interdependence Affect Relationships Among Types of Fit? Presented at the 2002 Academy of Management Meetings.

Schaffer, B.S., & Riordan, C.M. A review of cross-cultural methodologies for organizational research: A best practices approach. Presented at the 2001 Academy of Management meeting in Washington, D.C.

Ciavarella, M., Buchholtz, A., Riordan, C.M., Gatewood, R.D., & Stokes, G.S. The entrepreneurial personality and venture success: Is there a linkage? A paper presented at the 2000 Southern Management Association meeting.

Riordan, C.M., Gatewood, R., Ciavarella, M., Gerard, J., Rutherford, M., Schaffer, B., & Stokes, G. Who gets ahead? A longitudinal study of early life experiences, personality, and career success. A paper presented at the 2000 Academy of Management meeting.

Weatherly, E.W., & Riordan, C.M. Newcomer and insider proaction in organizational socialization. A paper presented at the 2000 Academy of Management meeting.

Schaffer, B., Riordan, C.M., Gatewood, R.D., & Stokes, G. S. (2000). Career success differentials between dual-earner males and females: The importance

of family position variables. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in New Orleans, Louisiana.

Riordan, C.M., & Schaffer, B. (1999). Methodological issues in cross-cultural research: A best practices approach. A paper presented at the Southern Management Association meeting in Atlanta, GA.

Riordan, C.M., & Weatherly, E.W. (1999). Relational demography within groups: An empirical test of a theoretical model. A paper presented at the annual meeting of the Academy of Management meeting in Chicago, Illinois.

Riordan, C.M., Weatherly, E.W., & Wayne-Holliday, J. (1999) Measurement issues in the study of relational demography: A levels-of-analysis approach. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Atlanta, Georgia.

Riordan, C.M., Weatherly, E.W., Vandenberg, R.J., Self, R.M. (1999) The effects of pre- and post-entry experiences on newcomers. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Atlanta, Georgia.

Wayne, J. H., Thomas, K., Riordan, C.M. (1999). Cross-race and same-gender interactions: Bias in sexual harassment cases? A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Atlanta, Georgia.

Riordan, C.M. & Wayne-Holliday, J. (1998) Work group gender composition and employee attitudes: A test of competing hypotheses. A paper presented at the Southern Management Association meeting in Atlanta, GA. Also published in the Proceedings of the Southern Management Association.

Ryan, L. V., & Riordan, C.M. (1998) The development of a measure of desired moral approbation. A paper presented at the Academy of Management meeting in San Diego, California.

Riordan, C.M. (1998) Relational demography: A theoretical and methodological critique. A paper presented as part of a symposium entitled "Opening the Black Box of Organizational Demography: Current Research Advances" for the Academy of Management meeting.

Riordan, C.M. & Weatherly, E. (1998). Defining and measuring employees' identification with their work groups. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Dallas, Texas.

Gatewood, R.D., & Riordan, C.M. (1998) A study of the reactions of work groups to quality management. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Dallas, Texas.

Riordan, C.M. (1997). Advancing relational demography theory: A construct validity study of three measures of demographic similarity. A paper presented at the annual meeting of the Academy of Management in Boston, Massachusetts. Also published in the Best Paper Proceedings of the Academy of Management, ISBN #0-915350-25-97.

Wan-Huggins, V.N., Riordan, C.M., & Griffeth, R.W. (1997). The development and longitudinal test of a model of organizational identification. A paper

presented at the annual meeting of the Academy of Management in Boston, Massachusetts.

Riordan, C.M., & Gatewood, R.D. (1997). The relationships among group-level attitudes, processes, and group-level effectiveness. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in St. Louis, Missouri.

Riordan, C.M., & Holliday-Wayne, J. (1997). Methodological issues in the study of relational demography: A case of construct validity or lack thereof? A paper presented at the annual meeting of the Southern Management Association in Atlanta, Georgia. Also published in the Proceedings of the Southern Management Association.

Weatherly, E., & Riordan, C.M. (1997). Legal Issues in the Design of Work Teams: Lessons Learned Since the Electromation Case. A paper presented at the annual meeting of the Southern Management Association in Atlanta, Georgia. Also published in the Proceedings of the Southern Management Association.

Riordan, C.M., & Shore, L.M. (1996). Relational demography and employees' attitudes toward their work units. A paper presented at the annual meeting of the Society of Industrial and Organizational Psychology in San Diego, CA.

Riordan, C.M., Weatherly, E., & Gatewood, R.D. (1996). An integrative model of organizational socialization: The what (content), how (process), and why (outcomes). A paper presented at the annual meeting of the Southern Management Association in New Orleans, Louisiana. **(Received the 1996 Outstanding Faculty Paper Award for the Organizational Behavior Track)**. Also published in the Proceedings of the Southern Management Association.

Riordan, C.M. & Ryan, L.V. (1996). Making sense of an unusual event: A study of individual interpretation of the event and the organization's responses. A paper presentation for a symposium entitled "Lessons From an Unusual Event: An Analysis of Reactions to the Fire at the Terry College of Business, University of Georgia". Presented at the annual meeting of the Southern Management Association in New Orleans, Louisiana.

Vandenberg, R.J., & Riordan, C.M. (1996). Job choice experiences: Actual work experiences versus job choice. A paper presented at the annual meeting of the Society of Industrial and Organizational Psychology in San Diego, CA.

Gatewood, R. D., & Riordan, C.M. (1995). The development and empirical test of a process model of total quality management. A paper presented at the annual meeting of the Academy of Management in Vancouver, Canada.

Riordan, C.M. (1995). Oh, now I remember! An examination of the integrity of retrospective measures following an organizational change. A paper presented at the annual meeting of the Southern Management Association in Orlando, Florida. Also published in the Proceedings of the Southern Management Association.

Riordan, C.M., Gowan, M.A., & Gatewood, R.D. (1995). Stress, coping, and well-being following job loss: A longitudinal examination. A paper presented at the 1995 annual meeting of the Society for Industrial and Organizational Psychology in Orlando, Florida.

Riordan, C.M., & Griffeth, R.W. (1995). Age and work-related outcomes: The moderating effects of status characteristics. A paper presented at the annual meeting of the Southern Management Association in Orlando, Florida. Also published in the Proceedings of the Southern Management Association.

Riordan, C.M. & Ledvinka, J. (1995). From quality circles to autonomous work groups: Are employee involvement programs and interventions legal? A paper presented at the annual meeting of the Southern Management Association in Orlando, Florida. Also published in the Proceedings of the Southern Management Association.

Riordan, C.M., & Vandenberg, R.J. (1995). The stability of measurement: Across time and between diverse groups. A presentation for a symposium entitled Structural Equation Modeling in Practice: Other Issues and Interpretational Confounding. Presented at the annual meeting of the Society for Industrial and Organizational Psychology in Orlando, Florida.

Riordan, C.M. (1994). On managing information technology: A framework for implementation strategies. A paper presented at the annual meeting of the Southern Management Association in New Orleans, Louisiana. **(Received the 1994 Outstanding Doctoral Student Paper Award for the Technology & Innovation Management and Management Information Systems Track)**. Also published in the Proceedings of the Southern Management Association.

Riordan, C. M., Gatewood, R.D., & Bill, J. (1994). Corporate image: Employee reactions and implications for managing corporate social performance. A paper presented at the annual meeting of the Academy of Management in Dallas, Texas.

Riordan, C.M., & Griffeth, R.W. (1994). Friendship opportunities within the workplace: An underexplored construct. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Nashville, Tennessee.

Riordan, C.M., & Vandenberg, R.J. (1994). A cross-cultural comparison of a model of newcomers' changing commitment to the organization. A paper presented at the Conference on Causal Modeling at Purdue University (Sponsored by the Research Methods Division of the Academy of Management).

Vandenberg, R.J., & Riordan, C.M. (1994). Post-choice justification: The link between pre- and post-organizational entry. A paper presented at the Conference on Causal Modeling at Purdue University (Sponsored by the Research Methods Division of the Academy of Management).

Vandenberg, R.J., Riordan, C.M., & Stiles, D. (1994). Placing the characteristics of high-involvement work environments in perspective. A presentation for a symposium entitled Organizational, Group, and Individual Determinants of Employee Involvement Program Success.

Riordan, C.M., Vandenberg, R.J., & Stiles, D. (1993). On assessing a hierarchical model of psychological climate. A paper presented at the annual meeting of the Southern Management Association in Atlanta, Georgia. Also published in the Proceedings of the Southern Management Association.

Vandenberg, R.J., Riordan, C.M., & Stiles, D. (1993). An organizational-level analysis of the effectiveness of participative work concepts. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in San Francisco, California.

Riordan, C.M., Self, R.M., Seo, J., & Vandenberg, R.J. (1993). Assessing cross-cultural differences: A confirmatory factor analytic approach. A paper presented at the annual meeting of the Academy of Management in Atlanta, Georgia.

Riordan, C.M., & Vandenberg, R.J. (1992). The user and the information system: A conceptual approach. A paper presented at the annual meeting of the Southern Management Association in New Orleans, Louisiana. Also published in the Proceedings of the Southern Management Association.

Vandenberg, R.J., Riordan, C.M., & Stiles, D. (1992). A critical examination of participative work concepts: Do they make a difference? A paper presented at the annual meeting of the Southern Management Association Meeting in New Orleans, Louisiana. Also published in the Proceedings of the Southern Management Association.

INVITED PRESENTATIONS

Riordan, C.M. (2007) Developing the Next Generation of Leaders: What is the Role of Business Schools? AACSB Conference on Faculty Development.

Riordan, C.M. (2007) The effects of relational demography on perceptions of discrimination. Texas A&M Management and Psychology Departments.

Riordan, C.M. (2000). A relational demography perspective on discrimination. An invited keynote presentation for the conference on Psychological and Organizational Perspectives on Unfair Discrimination in the Workplace: Research, Theory, and Practice at Rice University in May 2000.

Riordan, C.M. (1997) Invited panelist for the "Ask the Experts" session on Multivariate Data Analytic Techniques at the 1997 Southern Management Association meeting in Atlanta, Georgia.

Riordan, C.M. (1996). Invited instructional seminar on "Basic Data Analytic Techniques" for faculty members of the Southern Management Association. This was a session sponsored by the Southern Management Association Institute, which is a professional education division of the Southern Management Association.

Riordan, C.M. (1996). Invited address on "Organizational Socialization" for the Graduate Student Organization of Applied Psychology.

Riordan, C.M. (1995). Invited instructional seminar on "Basic Data Analytic Techniques" for faculty members of the Southern Management Association. This was an inaugural session of the Southern Management Association Institute, which is a professional education division of the Southern Management Association.

Riordan, C.M. (1995) Invited panelist for the "Ask the Experts" session on LISREL at the 1995 Academy of Management meeting in Vancouver. This was a preconference activity sponsored by the Research Methods Division of the Academy of Management.

Riordan, C.M. (1994) Invited address "From Quality Circles to Cooperative Work Teams: What Works; What Doesn't" for the Affirmative Action/Diversity Conference sponsored by the Atlanta Industry Liaison Group, Georgia State University, and Region IV DOL/OFCCP.

Riordan, C.M. (1992) Invited address on Participative Management for the International Association of Record Managers & Administrators - Atlanta Chapter.

MEDIA COVERAGE

CNN, Fortune, Investor's Daily, USA Today, New York Times, Chicago Tribune, Winning Workplaces, Atlanta Journal, Birmingham News, Chicago Tribune, Fort Worth Star-Telegram, Entrepreneur Magazine, Executive Travel, International Herald Tribune, Working Mother, Winning Workplaces, Capital Hill Blue, Detroit News and Times Record News, BizEd Magazine, Psychology Today, among others.

GRANTS/ FELLOWSHIPS

Sanford Research Fellowship (Summer 2001)
Sanford Research Fellowship (Summer 2000)
Sanford Faculty-Practitioner Grant (Summer 1999)
Sanford Research Fellowship (Summer 1998)
Terry-Selig Research Fellowship (Summer 1997)
Sarah Moss Fellowship (1997-1998). A \$10,000 grant from the University of Georgia to establish international research. Met with faculty at the following universities: Hong Kong University of Science and Technology, University of Hong Kong, Australian Graduate School of Management, and University of Melbourne

SECTION III: ACADEMIC TEACHING ACTIVITIES

CLASSES TAUGHT

- **Executive Leadership** – (EMBA) - TCU
- **Foundations of Leadership** – (Junior/Senior Class) – TCU
- **Interpersonal Leadership** (Junior Class) – TCU
- **Live Case Organizational Consulting Course** (MBA Level, The University of Georgia)
- **Leading from Within** (Senior Level, The University of Georgia)
- **Leadership** (Junior/Senior Level, The University of Georgia, Oxford University Study Abroad Program)
- **Developing Leadership Skills** (MBA Level, The University of Georgia)
- **Leadership** (EMBA, The University of Georgia and IBM EMBA, The University of Georgia)
- **Organizational Behavior** (Junior/Senior Level, The University of Georgia)
- **Organizational Behavior** (Ph.D. Seminar, The University of Georgia)
- **Job Search Skills** (Junior Level, The University of Georgia)
- **Human Resource Management** (Ph.D. Seminar, The University of Georgia)
- **Human Resource Management** (Junior/Senior Level, Georgia State University)
- **Organizational Communication** (Junior/Senior Level, Georgia State University)

AVERAGE TEACHING RATING

Average teaching rating at TCU: **3.83/4.00**
Average teaching rating at UGA: **4.79/5.00**

TEACHING AWARDS

- Terry College of Business Teacher of the Year – 2000
- One of five finalists for the 1999 MBA Teacher of the Year Award
- Received the 1999 Department of Management Outstanding Teaching Award
- Received the 1997 Department of Management Outstanding Teaching Award

PRELIM & DISSERTATION COMMITTEE MEMBER & CHAIR

- 5 Industrial/Organizational Psychology Committees
- 4 Management Committees
- Dissertation Chair for 2 Management Ph.D. Students

SECTION IV: EXECUTIVE EDUCATION ACTIVITIES

PROGRAM DESIGN Petroleum Land Practices Certificate Program – Designed 7-day open-enrollment program on petroleum land practices. Also, served as faculty co-director.

Personal Leadership Program – Designed 4-day open-enrollment program on personal leadership. Also, served as faculty director. Average effectiveness rating is 4.76/5.00 for the entire program.

Intensive Leadership Week for EMBA Program – Designed a program on leadership for the 1st week of the Terry EMBA program. Also served as faculty director. Average effectiveness rating is 4.78/5.00 for this week.

Leadership Class for EMBA Program – Designed a six month class on leadership that used distance learning techniques with Blackboard as a platform.

Leadership Course for Customized EMBA Program with IBM – Designed a 15-week class on leadership that used a combination of in-class time and distance learning techniques using Blackboard. Also, taught this course. Average rating 4.50/5.00.

Executive Leadership Coaching Program – Designed and managed the executive coaching programs for EMBA and IBM EMBA.

MBA Leadership Coaching Program – Helped design coaching component for full-time MBA program.

Teaching Leadership: A Faculty Development Workshop – Designed a 3-day workshop for faculty on teaching leadership. Also, served as faculty director.

EXECUTIVE SEMINAR DESIGN AND FACILITATION

- Building Effective Relationships
- The Changing Nature of Leadership
- Developing Your Personal Leadership Brand
- Women's Success Forum
- Factors that Contribute to Perceptions of a Hostile Work Environment
- Organizational Structure and Design
- Organizational Change and Transition

- From Vision to Action
- Taking Charge of Change
- What is Leadership?
- Capitalizing on My Strengths is Always a Good Thing..Right?
- Organizational Change and Leadership
- Creating a Motivating Work Environment
- Strategic Thinking
- Moving Ahead After Restructuring: A Manager's Top Ten List

Example Organizations: State Farm, Lockheed Martin Aeronautics, Waffle House, Regions Bank, Fannie Mae, IBM, National Society of Hispanic MBAs, Ben E Keith, Equal Employment Opportunity Commission, among others.

SECTION V: RECENT CONSULTING ACTIVITIES

- **State Farm Insurance Companies** (1999 – Present; Monthly Retainer Contract). Executive consultant for the Southern Zone of State Farm.
 - participate in VP meetings on strategic and operational business issues
 - act as advisor to executive team
 - facilitate strategic planning for Zone
 - provide one-on-one coaching and leadership development for executive management team;
 - assist in redesigning leadership curriculum for the Zone;
 - deliver leadership seminars to executive team
 - special projects (e.g., helped design diversity/inclusion initiatives; evaluated effectiveness of formal mentoring program;
 - provide input on numerous human resource issues (e.g., facilitated selection of Learning and Development Manager; wrote job description; provided interview questions; interviewed candidates)
 - various times, work with executives at corporate on projects (e.g., worked with VP of HR to redesign goal-setting and reward process).
- **Lockheed Martin Aeronautics** – (2006-Present). Part of planning team for senior executive retreat, facilitate session at off-site meeting, conducted leadership development program for senior executives, facilitated women's success forum; taught two seminars for high potential leadership groups of employees.

SECTION VI: PROFESSIONAL SERVICE ACTIVITIES

- Past President – Southern Management Association (2005-2006)
- President – Southern Management Association (2004-2005)
- President-Elect – Southern Management Association (2003-2004)
- Vice-President and Program Chair – Southern Management Association (2002-2003)
- Vice-President-Elect and Program Chair-Elect – Southern Management Association (2001 – 2002)
- Board of Governors - Southern Management Association (1997-1999)
- Doctoral Consortium Committee of the Human Resource Management Division of the Academy of Management (2003-2004)
- Chair of Professional Development Workshop Committee of the Human Resource Division of the Academy of Management (2002)
- Executive Committee of the Human Resource Division of the Academy of

Management

- Newsletter Editor - Human Resource Division of the Academy of Management
- SIOP Program Planning Committee (1999-2000)
- Human Resource Division - Program & Member Involvement Committees
- Research Methods Division - Program Committee
- Member of American Psychological Association
- Member of Society for Industrial and Organizational Psychology
- Member of Academy of Management

**EDITORIAL
BOARD MEMBER
FOR ACADEMIC
JOURNALS**

Academy of Management Journal (1999-2001)

Journal of Applied Psychology (1998-2001)

Journal of Management (1998-2001)

**Stepped down from all in 2001 due to administrative duties at UGA.

**AD HOC
REVIEWER
FOR ACADEMIC
JOURNALS**

Journal of Applied Social Psychology

Academy of Management Review

Human Relations

Journal of Organizational Behavior

Organizational Research Methods

Research in International Business

Personnel Psychology

Human Resource Management

SECTION VII: STATE AND UNIVERSITY SERVICE ACTIVITIES

Recent Community Service

- Delivered two seminars on personal leadership branding at the Hispanic Executive Summit sponsored by NSHMBA (2005)
- Worked with Trinity Valley School on design of leadership course for juniors and seniors (2006).
- Facilitating session at strategic retreat for Catholic Charities (December 2007).

State of Georgia Service

- Invited to be a member of the leadership development task force for the Governor's Commission for a New Georgia. We evaluated the effectiveness of the leadership development activities that currently exist within the State of Georgia government system. Made recommendations to the Governor for changes and improvements.
- Resulted in the Governor's Executive Leadership Institute, which is run by UGA.

University Service

- Member of TCU Task Force for the study of female faculty.
- Member of TCU Task Force on marketing.
- Facilitated two-day session for Chancellor's Advisory Council at TCU
- Member of UGA Task Force on General Education and Student Learning (Fall 2004-2005)
- Member of the University of Georgia Leadership Development Committee (Spring 1999-2001).

College Service

- Member of the Terry College of Business Strategic Planning Committee (2004-2005)
- Member of the Terry College of Business Strategic Marketing Task Force (2004-2005)

- Co-chair of Review Committee for International Business Degree and Program (2003-2004)
- Co- Chaired the Terry College committee, which developed the proposal for the Institute for Leadership Advancement (1998-1999).
- Member of the Terry College Undergraduate Program Committee (1996-2003)
- Member of the Terry College Undergraduate Admissions Committee (1997-2000)

Departmental Service

- Co-chaired search committee for Neeley management professors (2005-2006)
- Terry Department Head Search Committee (2004-2005)
- Moore Scholarship Award Committee
- Management Area Curriculum Committee
- Coordination of Ph.D. Brown Bags
- Search Committee for Department of Management Computer Specialist
- Grade Appeals Committee
- Faculty Judge for MBA Case Competition
- Search Committees for Faculty Positions (1999, 2000)
- Teaching Coordinator - HROB group (1998 - 2000)
- Selection Committee - HROB Positions

SECTION IX: OTHER WORK EXPERIENCE

Georgia State University (Fall 1991 - Spring 1995)

College of Business Administration

Department of Management

Position: *Graduate Research Assistant* (Fall 1991 - Spring 1995)

Duties: Provided assistance on research projects for professors in Organizational Behavior/Human Resource Management.

Position: *Graduate Teaching Assistant* (Spring 1992 - Spring 1995)

Duties: Taught undergraduate courses in Organizational Behavior, Organizational Communication, and Human Resource Management.

Department of Decision Sciences

Position: *Statistical Lab Consultant* (January 1993 - January 1995).

Duties: Responsible for providing advice and assistance to the College of Business Administration faculty and doctoral students on research methods and design as well as statistical software packages (e.g. SAS, SPSS, LISREL VII, & COMPUSTAT).

AT&T Safari Systems (Summer 1991)

Position: *Contract Consultant*

Duties: Recruited to be the acting Marketing Communications Manager. Responsible for creating and producing marketing collateral materials for a line of notebook computers and accessories.

OnLine Financial Communication Systems, Inc. (1990-1991)

Position: *Promoted to Account Manager*

Duties: Responsible for providing consulting, account management, and technical coordination with national accounts to maintain product acceptance and facilitate sales for a computer-based software company.

Position: *Vertical Market Specialist*
Duties: Recruited to act as "liaison" between OnLine Financial and AT&T's Retail Banking Division. Provided business and technical coordination for the development of AT&T's Retail Banking Solution product offering.

Southern Company Services (1988 - 1990)

Position: *Promoted to Organizational Consultant*
Duties: Provided management consulting services to the various organizations and senior management within Southern Company Services.

Position: *ESOP Administrator*
Duties: Administered and maintained the Employee Stock Ownership Plan for the Southern Company and affiliated power companies.

Position: *Personnel Representative/Human Resources Planner (Co-op)*
Duties: Responsible for Cooperative Education Program. Coordinated co-op activities; interviewed and recruited qualified candidates; administered orientation to the company.

Updated 1/08