Mark A. Clark

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EDUCATION

- **Ph.D.**, Business Administration (Management), Arizona State University
  Concentration: Organizational Behavior & Human Resource Management
  Supporting Area: Research Methods & Statistical Analysis
- **M.A.**, Policy & Leadership (Education & Public Administration), Ohio State University
- **B.S.**, Psychology, Communication, English L&L, Eastern Michigan University

ACADEMIC APPOINTMENTS

Chair, Department of Management	2020 to present
Associate Professor with tenure	Sept 2007 to present
Kogod Cybersecurity Governance Center Research Fellow	2017 to 2020
Director, FT MBA	2012 to 2015
Kogod Research Professorship	Sept 2008 to Aug 2011
Assistant Professor	Sept 2001 to 2007

Kogod School of Business, American University

Fulbright Specialist Roster   Aug 2015 to present
Council for International Exchange of Scholars
U.S. Department of State Bureau of Educational and Cultural Affairs

Visiting Scholar, Institute of Health Policy & Management   Jan to June 2016
Erasmus University (Rotterdam), The Netherlands

Visiting Scholar, IBS (Business School) ISCTE   Sept to Dec 2015
Instituto Universitário de Lisboa, Portugal

Visiting Scholar, Centre for Global & Team Leadership   2008-2009
Instituto de Empresa SEK, Madrid, Spain

BOOK

Clark, M. A., & Persily Lamel, M. (June 2021). Six Paths to Leadership: Lessons from Successful Executives, Politicians, Entrepreneurs, and More. Palgrave MacMillan (SpringerNature). ISBN-13: 978-3030690168 www.amazon.com/dp/3030690164

REFEREED ARTICLES & BOOK CHAPTERS

Meslec, N., Graff, D., & Clark, M. (2020). Increasing team ideation by sequencing the task type and content. Design Studies, 70.

Rico, R., Gibson, C., Sanchez-Manzanares, M., & Clark, M. A. (2020). Team adaptation and the changing nature of work: Lessons from practice, evidence from research, and challenges for the road ahead. Australian Journal of Management, 45(3): 507-526. (*doi.org/10.1177/0312896220918908*)

Graff, D., Meslec, N. & Clark, M. (2020). Perceived Analogical Communication in design teams: Development and validation of a scale. Design Studies, 67, 55-76. (*doi.org/10.1016/j.destud.2019.11.004*)

Rico, R., Sanchez-Manzanares, M., Gibson, C., & Clark, M. A. (2019). Building team effectiveness through adaptation: Team knowledge and implicit and explicit coordination. Organizational Psychology Review, 9(2-3): 71-98. (*doi: 10.1177/2041386619869972*)

Graff, D. & Clark, M. A. (2018). Clear as a bell: The influence of analogies on the development of cross-understanding in design teams. Team Performance Management, 24, 396-410. (*doi.org/10.1108/TPM-04-2018-0028*)

Clark, M. A., & Buljac-Samardzic, M. (2018). From followership to shared leadership: The changing role of the patient in the healthcare team. In N. Chatwani (Ed.) Distributed Leadership: The Dynamics of Balancing Leadership with Followership, Palgrave Macmillan. (*doi: 10.1007/978-3-319-59581-8*)

Graff, D. & Clark, M. A. (2018). Communication modes in collaboration: An empirical assessment of metaphors, visualization, and narratives in multidisciplinary design student teams. International Journal of Technology and Design Education, 29, 197–215. (*doi.org/10.1007/s10798-017-9437-9*)

Ashforth, B. E., Kreiner, G. E., Clark, M. A., & Fugate, M. (2017). Congruence work in stigmatized occupations: A managerial lens on employee fit with Dirty Work. Journal of Organizational Behavior, 38(8): 1260–1279. (*doi.org/10.1002/job.2201*)

Holtom, B., Goldberg, C. B., Allen, D., & Clark. M. A. (2017). How today's shocks predict tomorrow's leaving. Journal of Business & Psychology, 32(1): 59-71. *Selected for Editor's Commendation* (*doi:10.1007/s10869-016-9438-9*)

Lee, S. J. C., Clark, M. A., Cox, J., Needles, B. M., Seigel, C., Akpan, J. A., Balasubramanian, B. A. (2016). Achieving coordinated care for complex cancer patients: A multi-team system approach. Journal of Oncology Practice, 12(11): 1029-1038. (*doi:10.1200/JOP.2016.01366*)

Tierney, W., … Clark, M. A., … Mislin, A. et al. (2016). Data from a pre-publication independent replication initiative examining ten moral judgement effects. Scientific Data, 3, 160082 (7 pp.). (*doi:10.1038/sdata.2016.82*)

Schweinsberg, M., … Clark, M. A., … Mislin, A. et al. (2016). The Pipeline Project: Pre-publication independent replications of a single laboratory's research pipeline. Journal of Experimental Social Psychology, 66, 55-67. Special issue "Rigorous and Replicable Methods in Social Psychology". (*dx.doi.org/10.1016/j.jesp.2015.10.001*) *this is a large-scale replication project, in which researchers across multiple locations ran studies at each site. My American University colleague (A. Mislin) and I independently conducted 6 separate lab studies, which were integrated into the overall data pool to establish validity across sites.*

Espinosa, J. A. & Clark, M. A. (2014). Team knowledge representation: A network perspective. Human Factors: The Journal of Human Factors and Ergonomics Society, 56(2): 333-348.

Clark, M. A., Keyton, J., & Dawson, A.E. (2013). Do good, make good: The business support landscape of social entrepreneurship. In L. Pate & C. Wankel (Eds.), Social Entrepreneurship as a Catalyst for Social Change. Information Age Publishing.

Clark, M. A. (2013). Leading from the helm: Lessons from America's Cup sailing teams. In E. Salas (Ed.) Developing and Enhancing High-Performance Teams: Evidence-based Practices and Advice. SIOP Professional Practice Book. Wiley: Pfeiffer.

Goldberg, C. B., Clark, M. A., & Henley, A. (2011). Speaking up: A conceptual model of voice responses following the unfair treatment of others in non-union settings. Human Resource Management, 50(1): 75-94.

Espinosa, J. A., & Clark, M. A. (2011). Team knowledge: Dimensional structure and network representation. In E. Salas, S. Fiore, & M. Letsky (Eds.) Theories of Team Cognition: Cross-Disciplinary Perspectives, Routledge Academic: New York.

Clark, M.A., & Landesman, J. (2010). Facilitating inclusion: Study Circles on diversity and achievement. In S. Schuman (Ed.), The IAF Handbook of Group Facilitation: Working with Difficult Groups. Jossey-Bass. [*ISBN: 978-0-470-19038-8*]

Clark, M. A., & Hall, E. A. (2010). Navigating the team: Case scenarios of leadership coaching styles in the America's Cup. The International Journal of Sport & Society, 1(1): 111-123.

Clark, M. A., & Espinosa, J. A. (2008). Coordination in global teams. In C. Wankel (Ed.) Handbook of 21st Century Management, Sage: Thousand Oaks, CA.

Ashforth, B. E., Kreiner, G. E., Clark, M. A., & Fugate, M. (2007). Normalizing Dirty Work: Managerial tactics for countering occupational taint. Academy of Management Journal, 50(1): 149-174.
  Inaugural winner of the AMJ Impact Award (2020), from 1991 to 2016.

Gove, S., Clark, M. A., & Boyd, B. K. (2005). Experiencing strategy: A multi-exercise program. Journal of the Academy of Business Education, 6(2): 90-110.

Zsidisin, G. A., Ogden, J. A., Hendricks, T. E., & Clark, M.A. (2003). Chief Purchasing Officer compensation: An analysis of organization & human capital effects. International Journal of Physical Distribution and Logistics Management, 33(6): 477-499.

Anand, V., Clark, M. A., & Zellmer-Bruhn, M. (2003). Team knowledge structures: Matching task to information environment. Journal of Managerial Issues, 15(1): 15-31.

Clark, M. A., Amundson, S. D., Cardy, R. C. (2002). Cross-functional team decision-making and learning outcomes: A qualitative illustration. Journal of Business and Management, 8(3): 217-238.

Ostroff, C., Kinicki, A. J., & Clark, M. A. (2002). Substantive and operational issues of response bias across levels of analysis: An example of climate-satisfaction relationships. Journal of Applied Psychology, 87, 355-368.

Ostroff, C., & Clark, M. A. (2001). Maintaining an internal market: Antecedents of willingness to move. Journal of Vocational Behavior, 3, 425-453.

Clark, M. A., Blancero, D., Luce, C., & Marron, G. (2001). Teaching workgroup-task congruence: The "Fit for Performance" exercise. Journal of Management Education, 25(5): 531-552.

Clark, M. A., Anand, V., & Roberson, L. (2000). Resolving meaning: Interpretation in diverse decision-making groups. Group Dynamics: Theory, Research, & Practice, 4, 211-221. https://doi.org/10.1037/1089-2699.4.3.211

REFEREED PROCEEDINGS

Espinosa, J. A., Clark, M. A., & Carter, D. (2018, January). Understanding shared familiarity and team performance through network analytics. Proceedings of the 51st Hawaii International Conference on System Sciences (HICSS 51), Kona, Hawaii.

Espinosa, J. A., & Armour, F., Boh, W.F., & Clark, M.A. (2013, January). Team knowledge in enterprise architecting. Proceedings of the 46th. Hawaii International Conference on System Sciences (HICSS 46), Maui, Hawaii. (*doi:10.1109/HICSS.2013.506*)

Espinosa, J.A., & Armour, F., Boh, W.F., & Clark, M.A. (2012, January). <u>A self-fueling coordination model for enterprise architecting effectiveness</u>. Hawaii International Conference on System Sciences, Maui. (*doi: <u>10.1109/HICSS.2012.84</u>*)

Khanahmadi, P. & Clark, M. A. (2011). United States Treasury: Recruiting great talent for senior positions in a high-pressure organization. <u>Proceedings of the Western Case Association, Western Academy of Management</u>. **Best Mentored Case Award*

Ballard, S.; Lipton, J.; Tubertini, P.; & Clark, M. A. (2011). Performance assessment at Booz Allen Hamilton. <u>Proceedings of the Western Case Association, Western Academy of Management</u>.

Hall, E. A. & Clark, M. A. (2008). America's Cup: Structuring team leadership. <u>Proceedings of the Eastern Academy of Management</u>.

Clark, M. A., Anand, V., & Zellmer-Bruhn, M. (2000). Implementing organizational knowledge processes: The role of team knowledge structures. <u>Proceedings of the Southern Management Association Annual Meeting,</u> 76-79.

Gove, S., Clark, M. A., & Boyd, B. (1999). Moving metaphors: Recipes for teaching management via experiential exercises. <u>Proceedings of the Academy of Management Annual Meeting,</u> D1-D6.

Clark, M. A., Anand, V., & Roberson, L. (1999). Resolving meaning: Interpretation in diverse decision-making groups. <u>Proceedings of the Southwest Academy of Management, 41,</u> 155-159.

Alsua, C. J., Clark, M. A., & Sundie, J. M. (1998). Selecting for performance: The value of tolerance in diverse workgroups. <u>Proceedings of the Production & Operations Management Society Annual Meeting,</u> Santa Fe.

Clark, M. A., Amundson, S. D., Cardy, R. C. (1997). Learning through cross-functional teams. <u>Proceedings of the Annual Meeting of the Decision Sciences Institute,</u> 388-390.

PROFESSIONAL PUBLICATIONS, REVIEWS, & TECHNICAL REPORTS

Clark, M. A., Espinosa, J. A., & Butina, M. (2018). <u>Cybersecurity Knowledge Networks</u>. Kogod Cybersecurity Governance Center, Washington, DC.

Goldberg, C. G., Holtom, B., & Clark, M. A. (2011, March). <u>Navy Federal New Hire Study</u>. NFCU Global Headquarters, Fairfax, VA.

Clark, M. A., & Goldberg, C. G. (2011, September). <u>NFCU Retention & Turnover: Functional & Dysfunctional</u>. NFCU Global Headquarters, Fairfax, VA.

Clark, M. A., & King, T. (2010). <u>After Cancer Survival: Women's Fitness & Support Group Report & Preliminary Findings</u>. Washington Cancer Institute, Washington Hospital Center.

Clark, M. A. (2010). <u>Teambuilding: Trust, techniques, exercises</u>. Training module white paper.

Clark, M.A. (2009). What Got You Here Won't Get You There: How Successful People Become Even More Successful (book review). <u>Academy of Management Perspectives, 23</u>(3): 103-105.

<u>Working together to remove racial and ethnic barriers to student achievement: A facilitator's guide</u>. (2009). Everyday Democracy: E. Hartford, CT. Landesman, J.; Rubens, R.; Orland, C.; Carter, M.; Clark, M.A.; Coles Bell, S.; Jourdain-Earl J.; Lee, P.; Melder, E.; Pauls, M.; Perez, O.; Puglisi, P.; Smith, J.; and Vasques Scalera, C.

Clark, M.A. & Hall, E.A. (2008). <u>America's Cup: Building high performing teams</u>. Research Report to AC Management.

Clark, M. A. (2004). <u>TSA Culture and Climate: Espoused and Enacted Practices</u>. United States Transportation Security Administration, Crystal City, VA.

REFEREED CONFERENCE PAPERS & INVITED TALKS
Clark, M. A., Espinosa, J. A., & DeLone, W. H. (2020, January). Defending organizational assets: A preliminary framework for cybersecurity success and knowledge alignment. <u>Hawaii International Conference on System Sciences (HICSS 53)</u>, Hawaii.

Clark, M. A. (2019, August). <u>Teams and networks: Purpose and practice</u>. Innovations in Teaching Teamwork: Innovations and Best Practices. Academy of Management Annual Conference, Chicago, IL.

Buljac, M., Clark, M., & van Wijngaarden, J. (2019, July). <u>Patients as team members: Factors affecting involvement in treatment decisions from a patient perspective</u>. Interdisciplinary Network for Group Research (INGRoup) conference, Lisbon, Portugal.

Buljac, M., Clark, M., van Exel, J., van Wijngaarden, J. (2019, May). <u>Patients as team members: Patient involvement in treatment decisions</u>. European Academy of Work & Organizational Psychology Annual Meeting, Turin, Italy.

Clark, M. A. (2019, May). <u>Cybersecurity governance networks: Dimensions of success and knowledge for digital defense</u>. Association for Psychological Science Annual Convention. Washington, DC.

Clark, M. A. (2018, October). <u>Knowledge networks: Challenges, linkages and applications</u>. Research series, invited presentation. George Mason University, Fairfax, Virginia.

Clark, M. A. (2018, August). <u>My teams have networks, my networks cross teams</u>. Innovations in Teaching Teamwork. Academy of Management Annual Conference, Chicago, IL.

Cronin, M., et al. (2018, July). <u>Finding value in academic life</u>. Interdisciplinary Network for Group Research (INGRoup) conference, Washington, DC.

Yu, J., Kong, T., Clark, M. A., & Atwater, L. (2018, April). <u>Applications of Social Exchange Theory to the employee–organization relationship</u>. Society for Industrial & Organizational Psychology Annual Meeting, Chicago.

Dowejko, M. K., Deeds, D., Ling, Y. Yi, T., & Clark, M. A. (2018, March). <u>Towards the theory of entrepreneurial teams: Defining features and processes for performance</u>. Sustainability, Ethics and Entrepreneurship Research Conference (SEE), Washington DC.

Clark, M. A. (2017, October). <u>Knowledge networks: Challenges, linkages and applications</u>. Research series, invited presentation. University of Kansas, Lawrence.

Nordbäck, E. Clark, M.A., & Espinosa, J. A. (2017, July). <u>Antecedents of shared leadership: The role of dependencies in knowledge-intensive work</u>. Interdisciplinary Network for Group Research (INGRoup) conference, St. Louis, MO.

Graff, D. & Clark, M. A. (2017, June). <u>Analogies in multidisciplinary design teams</u>. Design Management Academy Conference, Hong Kong, China.

Clark, M. A. (2017, March). <u>Knowledge networks: Challenges, linkages and applications</u>. Research series, invited presentation. ESC Rennes School of Business, Rennes, France.

Clark, M. A. (2017, March). <u>Qualitative research approaches.</u> Doctoral guest seminar. ESC Rennes School of Business, Rennes, France.

Standifer, R. Clark, M. A. (2017, March). <u>A temporal context for multi-team systems</u>. Invited presentation. ESC Rennes School of Business, Rennes, France.

Clark, M. A. (2016, November). <u>Team knowledge networks: Linkages and applications</u>. University of Maryland, Center for Advanced Study of Language, research series, College Park.

Clark, M. A. (2016, October). <u>Leading innovation: Transformational leadership for innovation and effective change</u>. Invited presentation. Government officials of South Korea. Washington, DC.

Espinosa, J. A., Clark, M.A., & Nordbäck, E. (2016, July). <u>Team familiarity networks, coordination and performance: Challenges and preliminary results of a knowledge network approach</u>. Interdisciplinary Network for Group Research (INGRoup) conference, Helsinki, Finland.

Reiter-Palmon, R. Crowe, J., Allen, J., Harms, M., Barber, E., Scott, C. Prange, K. Rico R., Gibson, C., Antino, M., Mohammed, S., & Clark, M. A. (2016, July). Enhancing Fire Fighters Safety through Shared Knowledge. (Symposium discussant) Interdisciplinary Network for Group Research (INGRoup) conference, Helsinki, Finland.

Clark, M. A. (2016, April). Tainted work: Shaping employees' fit with stigma perceptions. Amsterdam Business School, University of Amsterdam, research series, The Netherlands.

Clark, M. A. (2016, March). Knowledge networks: Internal & External Linkages. University of Tilburg, The Netherlands.

Clark, M. A. (2016, February). Social networks applied to health organizations. iBMG (Institute of Health Policy & Management). Erasmus University Rotterdam, The Netherlands.

Clark, M. A. (2015, November). Team knowledge networks: Internal & external linkages. ISCTE-IUL Instituto Universitário de Lisboa, research series, Portugal.

Clark, M. A. (2015, October). Managing dirty work: Shaping employees' fit perceptions in stigmatized occupations. Catolica University, Lisbon research series, Portugal.

Clark, M. A. (2015, August). Healthcare transformation in action: Powering change through governance and teamwork (Discussant). Academy of Management Annual Conference, Vancouver, BC.

Clark, M. A. (2015, August). Evolving from microcommunity to association: INGRoup. Presented in Professional Development Workshop. Academy of Management Annual Conference, Vancouver, BC.

Ashforth, B. E., Kreiner, G. E., Clark, M. A. & Fugate, M. (2015, August). Managing tainted work: Shaping employees' fit perceptions in stigmatized occupations. Academy of Management Annual Conference, Vancouver, BC.

Clark, M.A. (2015, July). The role of context on team effectiveness. Panel presentation (with W. L. Bedwell, J. Keyton, K. Fletcher, & S. Weaver,). Interdisciplinary Network for Group Research (INGRoup) conference, Pittsburgh, PA.

Espinosa, J. A., Clark, M.A., & Nordbeck, E. (2015, July). Shared familiarity and team performance: A team knowledge network approach. Interdisciplinary Network for Group Research (INGRoup) conference, Pittsburgh, PA.

Clark, M. A., & Graff, D. (2014, October). <u>The emergent and dynamic nature of knowledge networks in functionally diverse teams</u>. EAWOP Small Group Meeting "Dynamics of team cognition and team adaptation", Instituto Universitrio de Lisboa, Portugal.

Clark, M. A. (2014, August). <u>Finding Value in Academic Life</u>, Presented in Professional Development Workshop (with M. Cronin, N. Pettit, S. Ashford, J Detert, K. Klein, R. Lewicki, B. Wiesenfeld, J. Ziegert. Academy of Management Annual Conference, Philadelphia, PA.

Clark, M.A. (2014, July). <u>The role of composition on team effectiveness</u>. Panel presentation (with J. Mathieu, S. Humphrey, J. Summers, & W. L. Bedwell), Interdisciplinary Network for Group Research (INGRoup) conference, Raleigh, NC.

Clark, M.A., & Espinosa, J. A. (2014, May). <u>Knowledge networks: Links within & across teams</u>. In Exploring the Social Foundations of Effective Team Processes and Outcomes (symposium), Society for Industrial & Organizational Psychology Annual Meeting, Honolulu.

Espinosa, J. A., & Clark, M. A. (2013, August). <u>Team Knowledge Measurement and Representation in Large Collectives</u>, Symposium (selected as Showcase), Academy of Management Annual Conference, Lake Buena Vista, FL.

Espinosa, J. A., & Clark, M. A. (2013). Team knowledge measurement and representation in large collectives with social network methods. Paper presented at the Academy of Management, Orlando, FL.

Clark, M. A. (2013, August). <u>Pedagogical insights for teaching teamwork</u>, Presented in Professional Development Workshop (M. Travis Maynard & Lucy Gilson, Organizers; with Eli Awtrey, Ben Herndon, Michael D. Johnson, Bernard Ma, Lisa Schreiber, Golchehreh Sohrab, Mary Waller). Academy of Management Annual Conference, Lake Buena Vista, FL.

Clark, M. A. (2013, July). <u>Attitudes: The driving force behind effective team process?</u> Panel presentation (with Burke, C. S. Estrada, A., DeChurch, L., Bedwell, W. L.), Interdisciplinary Network for Group Research (INGRoup) conference, Atlanta.

Clark, M. A. (2013, January). <u>Cascading strategy: Workforce analysis and strategic human capital</u>. Center for Veterans Enterprise, US Department of Veterans Affairs, Washington, DC.

Standifer, R.L., & Clark, M. A. (2012, October). <u>Coordinating a temporal context for multi-team systems</u>. European Association of Work and Organizational Psychology, Varenna-Lake Como, Italy.

Keyton, J., Clark, M. A., & Bisel, R. S. (2012, September). The case of the Unreasonable Institute. Theory Building at the Intersections of Organizing, Communication and the Public-Private Debate, Copenhagen, DE.

Clark, M. A. (2012, July). Translating team science to practice: What works and what doesn't? Panel presentation, Interdisciplinary Network for Group Research (INGRoup) conference, Chicago.

Clark, M. A. (2012, July). Structural elements of cohesion: An illustration through surgical teams. Current directions in cohesion research panel, Interdisciplinary Network for Group Research (INGRoup) conference, Chicago.

Standifer, R. L., & Clark, M. A. (2012, July). Designing a temporal context for a multiteam system. Interdisciplinary Network for Group Research (INGRoup) conference, Chicago.

Holtom, B., Weller, I., Goldberg, C.B., Allen, D., & Clark, M. (2011, November). Predicting the consequences of shocks: A prospective perspective. Southern Management Association Annual Conference, Savannah, GA.

Clark, M. A. (2011, November). Building a strong team: Having the right people on the bus. Cancer Support Community Annual Conference, Washington, DC.

Clark, M. A. (2011, October). Smooth Sailing or Rough Waters? Leading Teams Across Time in the America's Cup. Invited workshop "Enhancing Team Performance," National Aeronautics and Space Administration (NASA) Human Research Program, Behavioral Health and Performance Element and University of Central Florida, Institute for Simulation and Training, Orlando, FL.

Clark, M. A. (2011, July). The effect of the leader's implicit beliefs on team empowerment. Interdisciplinary Network for Group Research (INGRoup) Annual Conference, Minneapolis, MN.

Clark, M. A. & Espinosa, J.A. (2011, April). A network perspective of team knowledge. Science of Team Science Annual Conference, Chicago.

Clark, M. A., King, T., & Clark, C. D. (2010, October). Factors and outcomes associated with ongoing participation of underserved cancer survivors in a fitness & support group at an urban hospital. American Institute for Cancer Research Annual Conference, Washington, DC.

Clark, M. A. (2010, July). Shocks to the system: Sustaining team performance. Interdisciplinary Network for Group Research (INGRoup) conference, Arlington, VA.

Clark, M. A., Richter, A., & Wernsing, T. (2010, July). <u>Team Intelligence: Awareness and self-regulation that drive individual performance</u>. Interdisciplinary Network for Group Research(INGRoup) conference, Arlington, VA.

Clark, M. A. (2010, June). <u>Managing a multisector workforce: Aligning people with strategy</u>. Senior Leader Program, U.S. Senior Executive Service, Potomac, MD.

Clark, M. A., & Hall, E. A. (2010, March). <u>Leadership coaching styles in the America's Cup</u>. Sport & Society Conference, Vancouver, Canada.

Clark, M. A. (2010, January). <u>Supervising leadership: Aligning people with strategy</u>. Supervisor Training, Office of Naval Intelligence, Suitland, MD.

Clark, M. A. (2009, November). <u>Managing performance: Aligning people with strategy</u>. Aspiring Leaders Program, Office of Naval Intelligence, Washington, DC.

Clark, M. A. (2009, July). <u>Leading people & organizations: Strategic workforce analysis</u>. Institute for Defense & Government Advancement HR for Defense Summit, Washington, DC.

Rico, R., Gibson, C., Sanchez, M., & Clark, M. A. (2009, July). <u>On the interplay between team explicit and implicit coordination processes</u>. Interdisciplinary Network for Group Research (INGRoup) conference, Colorado Springs, CO.

Clark, M. A. (2009, May). <u>Sustained team performance</u>. DC Metro Teams Conference, College Park, MD.

Clark, M. A. (2009, January). <u>Leadership at the helm: High performing teams</u>. Instituto de Empresa SEK, Madrid, Spain.

Espinosa, J. A., & Clark, M. A. (2008, October). <u>Knowledge in geographically dispersed teams: Dimensions, representation and team boundaries</u>. Multidisciplinary University Research Initiative (MURI), UCF, Florida.

Clark, M. A., & Espinosa, J. A. (2008, October). <u>Making sense of team knowledge: Content, structure, & sociometric analysis</u>. Instituto de Empresa SEK, Madrid, Spain.

Clark, M. A. (2008, December). <u>Sustaining team performance: Managing the punctuation</u>. Instituto de Empresa SEK, Madrid, Spain.

Espinosa, A. E. & Clark, M. A. (2008). Cross-cultural teamwork. Hoteles Libertador Lago Titicaca, Puno, Peru.

Goldberg, C.B., Clark, M. A., & Henley, A. B. (2008, April). <u>You, me or we? Identity & unfair treatment in groups</u>. Society for Industrial & Organizational Psychology Annual Meeting, San Francisco.

Clark, M. A., & Espinosa, J. A. (2007, August). <u>Sharing knowledge: Coordination in global teams</u>. In Teaching 21st Century Management (symposium), Academy of Management Annual Meeting, Philadelphia.

Clark, M. (2007, April). <u>Team diversity representation: A network analytic approach</u>. In Advancing Diversity Research using Social Network Analysis (symposium), Society for Industrial & Organizational Psychology Annual Meeting, New York.

Anand, V., Clark, M. A., & Skilton, P. (2006, August). <u>The impact of group information distribution on external information seeking</u>. In Shared Mental Models, Team Processes, & Outcomes (symposium). Academy of Management Annual Meeting, Atlanta.

Espinosa, J. A., & Clark, M. A. (2006, August). <u>Coordination in global teams: A framework for exploration</u>. Academy of Management Annual Meeting, Atlanta.

Clark, M. A., & Espinosa, J. A. (2005, August). <u>A new vision of team knowledge: Multidimensional content and structure</u>. Academy of Management Annual Meeting, Honolulu.

Clark, M. A., & Espinosa, J. A. (2005, August). <u>Structural dimensions of team knowledge</u>. In Structuring team knowledge: Dimensions, beliefs, distribution, & coordination (symposium). Academy of Management Annual Meeting, Honolulu.

Clark, M. A., & Ostroff, C. (2003, April). <u>Relational demography: A question of measures</u>. Society for Industrial & Organizational Psychology Annual Meeting, Orlando.

Clark, M. A., Ostroff, C., & Atwater, L. E. (2002, August). <u>Perceived relational diversity</u>. Academy of Management Annual Meeting, Denver.

Ashforth, B.E., Kreiner, G.E., Clark, M.A., & Fugate, M. (2001, August). <u>Managing dirty work: An interview-based study</u>. In "Dirty work" is in the eye of the beholder: New directions in how individuals cope with stigmatized occupations (symposium). Academy of Management Annual Meeting, Washington, D.C.

Clark, M. A., Amundson, S. D., & Cardy, R. L. (2000, August). <u>Fit for performance: Functional diversity and task complexity in workgroups.</u> Academy of Management Annual Meeting, Toronto.

Boyd, B.K., Muth, M., Gove, S. & Clark, M.A. (2000, October). <u>Teamwork at the top: Assessing and improving team skills among senior managers</u>. Strategic Management Society

Annual Meeting, Vancouver.

Clark, M. A. & Ostroff, C. (1999, May). <u>Mobility opportunities: Antecedents of willingness to accept job changes</u>. Society for Industrial & Organizational Psychology Annual Meeting, Atlanta.

Boyd, B. K., Clark, M. A., Fugate, M. & Gove, S. (1998, August). <u>Metaphors for teaching strategy: Adventure initiatives.</u> Academy of Management Annual Meeting, San Diego.

DISSERTATION RESEARCH (Ph.D. requirements fulfilled 2001)
- Perceived Relational Diversity: A Fit Conceptualization
- Committee: Cheri Ostroff & Angelo Kinicki (Co-Chairs), Leanne Atwater, Carol Kulik

RESEARCH CERTIFICATIONS
- Collaborative Institutional Training Initiative (CITI) Human Research Curriculum, Principal Investigator Certificate (completed 2010)
- National Institutes of Health (NIH) Office of Extramural Research, Protecting Human Research Participants Certificate 349143 (completed 2009)

TEACHING EXPERIENCE

My teaching experience includes graduate and undergraduate courses at American University and Arizona State University, fully online and hybrid courses, doctoral workshops, courses at European universities, professional program courses at Ohio State University, executive education domestically and abroad, and a variety of training courses during my time as a program development coordinator and independent consultant. I specialize in cross-discipline curriculum development, case teaching, and experiential exercises, using texts, business press, journal articles, cases, and web-based materials.

Selected Teaching Certifications
•Instructor Certificate, Thunderbird FBIB Teaching International Management
•Train-the-Trainer, Study Circles on Race & Achievement, MCPS
•Train-the-Trainer Certification, Center for Applications of Psychological Type (multiple certificates; e.g., Effective Change, Total Quality Management, Team Leadership)
•Instructor's Certificate, Challenge by Choice ASE, Camp Palmer, Inc. OH

Organization Partners for Student Field Projects
•Consulting firms: Deloitte, Booz Allen Hamilton, CSC, Gallup, Gartner, …
•Private sector large firms: Raytheon, Whole Foods, Marriott, …
•Government & NFP: US Dept of Veteran Affairs, IRS, American Chemical Society, DCMATA, FHI360, …
•Entrepreneurial startup & small firms: Theralogix, Bethesda Home Design, Heins Home Improvement, DiPietro Family Law, …

Graduate Courses
ITEC/MGMT 623: Organizational & Social Network Analysis
MGMT 607: Leading Teams (Professional MBA condensed version)
MGMT 611: Leading and Managing Change
MGMT 634: High Performance Teams
MGMT 633: Leading People & Organizations (public sector)
MGMT 664: Leadership: Exploring Styles & Building Competencies
MGMT 632: Strategic Human Capital Management
MGMT 609: Organizational Behavior & Human Resource Management
MGMT 609: Managing Organizations and Human Capital
MGMT 613: Managing People & Organizations
KSB 602: Strategic Decision-Making in a Global Environment
KSB 630: Business Capitals Immersion – Strategic Workforce Analysis (Seattle)
KSB 630: Business Capitals Global Immersion – A Cultural Business Journey I (Madrid)
KSB 696: Business Capitals Global Extension – A Cultural Business Journey II (Morocco-Gibraltar-Spain)
MGMT 591: Diversity in Human Resource Management
IBUS 687: Global Project Experience

MGMT 690: Independent studies (e.g., Team Performance; New Venture Research Practicum, HR Practices: Wearable Technology, Pupillometer Design Project; Learning & Development; Service Climate in Hospitality; Team Scorecard; Sustainable Transportation)

KSB 688: Consulting Practicum (various topics & clients)

Undergraduate Courses
MGMT 409: Leading High Performance Teams
MGMT 396: Leadership Challenges & Competencies
MGMT 353: Principles of Organizational Theory, Behavior, & Management
MGMT 196: Business 1.0
MGMT 480: Team Management Skills
MGMT 311: Human Resource Management
MGMT 352: Human Behavior in Organizations
COB 300: Strategic Business Foundations (coordinated 28 breakouts)
Undergraduate independent studies (e.g., Leadership; Executive Career Ladders; Team Success)

Executive & Managerial Training Modules
I have developed and delivered educational content as a professional program administrator and certified trainer. Clients included Fortune 500 companies, local businesses, non-profit agencies, educational systems, and other adult and teen audiences. Sample topics (and sample clients) include:
• Strategic Planning: Missioning; Vision Statements; Effective Change; Strategy Maps; Scorecard Metrics; Cascading Scorecards; Total Quality Management & You; Performance & Culture; Empowering by Letting Go (ACS, Ohio State University Ag Exec; Teleflex, Inc.; Transportation Security Admin)
• Knowledge Network Analytics, Teams & Organizations: Social network analysis applied to workforce in areas of software development, cybersecurity, and other contexts. (Grad keynote, Leadership Coaching, AU4U Federal Government shutdown courses)
• Performance Management: Workforce Analysis, Cascading Scorecards, Motivating Employees (Office of Naval Intelligence, Dept of Defense)
• Team Development: High Performance Teams; Team Building; Team Management Tools, Skills & Exercises; Action Socialization & Team Initiatives; Challenge by Choice High Ropes; Strategic Metaphors (Campbells Soup Co., DFI International Government Services, ASU Technology MBAs) [see JABE 2005 article; 1998, 1999; 2000 conference papers]
• Leadership: Leadership Paths; Leading High-Performing Teams; Styles & Situations; Managing Up; Self-Leadership; Power & Leadership; Why Teach Games?: Recreational Leadership (Red Cross, Central Mutual Ins., National Institutes of Health, OMB)
• Careers: Science on the Shop Floor; Careers Unlimited!; Career Families & Tracks; Work Ethics; Business Skills Preparation; Record & Resume Building; Professional Development (Kennedy-Kuhn; Vantage Vocational; Tecumseh Corrugated)

- Community Development: Know Your Government; Community Action; Forging New Links; Community Asset Building; Building Better Citizens Evaluation for Self-Development (Ohio Volunteer Association; Auglaize LEAD)

- Employee Issues & Boardsmanship: Responsibility By Layer; Effective Organizational Rule Structures; Parliamentary Procedure – Your Way!; Strategic Unity; Meeting Matters; Ethics in Evaluation (Ohio State Fair Managers Assoc. Chamber of Commerce)

- Personality, Communication & Other: MBTI; Employee Counseling Effectiveness; Dealing with Difficult People; Negotiation; Problem-Solving & Decision-Making; Balancing Work & Family; Public Speaking Essentials & Advanced; Business Managers Forensics (Federal Mogul; Ohio Vocational Teachers Assoc.; Leadership Van Wert)

- Diversity: Cultural Unity & Barriers; Diversifying Your Work Environment; White Privilege; Race Relations; Can't We Get Along?; Building Strengths Through Diversity (Toledo Housing Authority; Cleveland LEAD; Montgomery Co. Public Schools)

EXTERNAL SERVICE & PROFESSIONAL MEMBERSHIP
Scholarly manuscript referee - journals
- Editorial Board, Small Group Research, 2016-present
- Editorial Board, Leadership Quarterly, 2012-present
- Editorial Board, Group and Organization Management, 2005-2008; 2014-present
- Editorial Board, Journal of Case Research and Inquiry, 2011-2012
- Editorial Board, Journal of Management, 2003-2005 term
- Reviewer, Human Resource Management Journal, 2008-11, 2013, 2015-17
- Reviewer, Journal of Translational Medicine and Epidemiology, 2014
- Reviewer, Clinical and Translational Sciences, 2013
- Reviewer, Human Relations, 2010-11
- Reviewer, Journal of Occupational & Organization Psychology, 2008, 2009, 2011
- Reviewer, Small Group Research, 2008, 2009, 2011, 2012, 2015
- Reviewer, Journal of Business Ethics, 2008-11
- Associate Editor (reviewer), International Journal of Sport and Society, 2009-2010
- Reviewer, Academy of Management Journal, 2003- 2004, 2008, 2012
- Reviewer, Human Resource Management Review, 2008
- Ad hoc Reviewer, Group and Organization Management, 2004
- Ad hoc Reviewer, Personnel Review, 2004
- Ad hoc Reviewer, Journal of Business Psychology, 2005, 2007-2008
- Ad hoc Reviewer, Journal of Management, 2002, 2003
- Ad hoc Reviewer, Journal of Business & Management, 2002

Scholarly proposal referee - agencies
- NASA/NSBRI 2014-2015 Crew Health

Scholarly manuscript referee – academic conferences
- Interdisciplinary Network of Group Researchers (INGRoup): 2010-17
- Design Management Academy, 2016-17
- Program Committee (Board of Reviewers), Society of Industrial-Organizational Psychologists conference: 1999, 2001-2010
- Reviewer, International Sport and Society conference, 2010
- Board of Reviewers, Eastern Academy of Management conference, 2008-9
- Board of Reviewers, Association of International Business, 2007-8
- Board of Reviewers, Southern Management Association, 2000-1; 2004-5
- Reviewer, Computer Supported Cooperative Work conference, 2004
- Reviewer, Decision Science Institute conference: OB Division, San Diego, CA, 1997.

Membership/Participation
- Interdisciplinary Network of Groups Researchers [INGRoup]
  - Local Arrangements Chair, Board of Directors, 2017-18
  - Vice President, Board of Directors, 2013-16
  - Secretary, Board of Directors, 2010-13
  - Discussant: 2009-13, 2015

•Academy of Management (member)
  -Program Committee (Organizational Behavior, Human Resource, Managerial & Organizational Cognition, Gender & Diversity Divisions variously): 1998-2010
    -New Member Making Connections Committee, 2007-8
    -Panelist, Doctoral Consortium, Human Resource Division, 2010-11
    -Discussant/Session Chair: Organizational Behavior Division, 1998, 2006, 2009, 2010
    -Participant, Organizational Behavior Division Jr. Faculty Consortium, 2004
    -Participant, Human Resource Division Doctoral Consortium, 1998
•Society for Industrial & Organizational Psychology (member)
  -Program Committee: 1998-2010
•American Psychological Association (member)
•Southern Management Association (member)
       Participant, Doctoral Consortium, 2000
•Society for Human Resource Management (member)
•Decision Science Institute (past member), session chair, OB Division, San Diego, 1997
•Association of Quality Management conference, Tempe, AZ, 1998 (session chair)
•UK/AZ Conference (session chair) Arizona State University, Tempe, AZ, 1998
•Co-Founder, Leadership Van Wert County (Ohio), 1993.

UNIVERSITY (Internal) SERVICE

Chair, Department of Management (July 2020-present)
• Overall leadership of the largest department in the Kogod School of Business, as measured by faculty (Fall 2020 = 20 full-time, 19 adjunct, multiple affiliate) and course sections (83 in Fall 2020). Duties include merit review, rank and tenure actions, recruitment, promoting teaching effectiveness, research, and budgeting, in addition to overall support of faculty, staff, curriculum, and students and other stakeholders to fulfill the scholarly mission.

Program Director, Full-Time MBA (2012-2015)
• Provided overall leadership of the FT MBA program, including curriculum, liaison with departments, faculty, staff, and administration. After a major program overhaul and work with faculty, students, staff, alums, and the business community, we achieved program ranking (#58 Bloomberg Businessweek (leading to #43 in 2016), #65 Forbes, #78 Poets & Quants) for the first time in years. Importantly, we also increased program quality and community outreach. Points of emphasis included curricular development, liaison with alums, speaker series (MBA Leadership Lunch), employer involvement, and an integrated global consulting project for all second-year full-time MBA students.

Chair, Faculty Council, Kogod School of Business
 •Chair, 2018-19; Vice-Chair, 2017-2018

Coordinator, MBA Online Courses
 •MGMT 609 (online); recruit & select faculty for 12 sections per year; develop and oversee online curriculum

University Committees & Service
•Presidential Search interview committee, Kogod faculty representative, 2016-17
•Chair, Beyond SET Subcommittee (AU Senate), 2014, 2015
•Student Evaluation of Teaching Committee (AU Senate), 2014, 2015
•Institutional Research Board, 2010-2013
•Research Grants and Infrastructure Committee, 2009-10
•Undergraduate Experience Council, Day in the Life committee (co-chair) 2007-10
•ASASU Research Grants panel, Arizona State University, Tempe, AZ, 1998.

College Committees & Service
•Search Committee, HR Analytics (School of Professional and Extended Education), 2020
•Space (architectural planning) Committee, member, 2018-19
•Rank & Tenure Committee, Management Dept representative, 2008, 2010-14, 2016-17, 2017-18 (Vice-Chair, 2010-11)
•MBA Committee, 2009-15 (Chair, 2012-15)
•Search Committee (Chair), Global Projects Director, 2014
•Search Committee, Marketing faculty 2009-10, 2010-11
•MBA core curriculum committee, 2009-11
•Behavioral Laboratory Committee, 2007-10
•Kogod Research Committee, 2007-8
•MBA curriculum committee, 2005-8
•MBA Orientation: "Managing Team Projects" & "Case Analysis" workshops, 2003-07
•Graduate Curriculum Task Force (MSM, 2oo5; MBA 2006)
•MBA Program recruitment community meetings (speaker) 2007-9
•Dean's Committee on Communication/External Marketing (Kogod), 2001-02
•MGMT 196: Business 1.0 planning committee (Kogod), 2002
•MBA Orientation, departmental overview, F 2003-04, Spr 2004-05
•MSM program Orientation, Fall 2004-05
•Search Committee, Marketing faculty 2007-8

Departmental Committees & Service
•Search Committee (chair), Management tenure-track faculty; 2008-9, 2014-15, 2018-19
•Search Committee, Collins Chaired Professorship in Strategy and Consulting 2006-9
•Management Department curriculum committee (member)
•Management Department Course Director: MGMT 409, MGMT 609; MGMT 613; MGMT 632; MGMT 633; MGMT 634
•Management & Marketing Research Series, 2001-2005; 2009-10
•Management Learning Outcomes & Assessments, 2005
•Organizational Behavior/Organization Theory Faculty Search (Management), 2004-05
•Tarek Omar Endowed Chair Search (Management), 2001-2002
•Organizational Behavior Faculty Search (Management), 2001
•Management Department curriculum redesign, 2003-2004
•MGMT 609 curriculum "Fresh Look" committee (Management), 2003-2004
•MGMT 353 curriculum "Fresh Look" committee (Management), 2002-2004

Student Advising & Co-curricular
- Daniel Graff, Ph.D., Aalto University, 2013, 2014, 2015 (defense Fall 2015)
- Julie Broad, Ed.D. / Ph.D. candidate, George Washington University, 2015 - present
- Jia Yu, Ph.D. candidate, University of Houston, 2014-present
- Abraham Lee, DBA candidate, Instituto de Empresa SEK, 2008-9
- Kogod Consulting Group, 2002-2005, 2009-10. Advising MBA students on consulting projects, organizational policies, staffing, and coordination
- Kogod Graduate Business Association, 2005-2006. Advising GBA officers on strategy & planning. Conducting officer retreat.
- MGMT 196: Business 1.0. Served as section leader, advisor, training TAs, 2002
- Involvement in various student programs and activities

SPECIAL HONORS OR AWARDS
- Kogod Achievement Award for Outstanding Service, American Univ, 2006-2018
- Kogod Research Professorship, American Univ, 2008-2011
- Kogod Achievement Award for Outstanding Research, American Univ, 2002, 2003, 2006
- Kogod Research Endowed Fellowship, American University, 2001-2006
- Arizona State Univ Graduate Associate Scholarship Award, 1996-99, 2000-01
- National Achievement Award, NAE4HA, 1996
- State Achievement in Service Award, OEAA, 1995

SELECTED ANALYSIS & TRAINING PROJECTS
- World Bank and International Finance Corporation, Washington DC (2015); training program review for worldwide operations.
- American Chemical Society, Washington DC (2014, 2016-17).
- Sheikh Zayed Institute, Childrens National Medical Center, Washington DC (2012-14). Strategic Planning, Innovation Product Development.
- Freddie Mac (Federal Home Loan Mortgage Corporation), (2013). Management training.
- Montgomery Co. Public Schools (2006-14). Advisory Board, Program Evaluation.
- Montgomery Co. Public Schools (2005-14): Study circles on race & achievement.
- Naval Intelligence Aspiring Leaders (2009-10). Performance management.
- Mandarin Oriental Hotel DC (2008). Training program analysis & service climate.
- Navy Federal Credit Union (2008). Employee socialization.
- Johnson's Florists & Garden Centers (2007-8). Compensation & reward system.
- Mark IV Builders (2007). Strategy, management development & succession planning.
- Mercer HR, Inc. (2005-2007). Cross-cultural recruitment & retention, extending labor market "mobility" study (published JVB, 2001).
- Boston Logan Airport, Transportation Security Administration, US Dept of Homeland Security (2004-05). Organizational culture, climate, and management practices. Employee interviews and attitude surveys.
- Transportation Security Administration, US Dept of Homeland Security (2003-04). Human performance technology & culture; manager / employee interviews & surveys.

•DFI International Government Services (2004). Team implementation.
•Inova Fairfax Hospital for Children (2003). Selection tool assessment.
•Maricopa County (Phoenix, Arizona) Probation System (1999-2001). Job analyses and employee attitude surveys.
•W. M. Mercer, Inc. (1999): Consult on several human capital strategy projects (e.g., realigning international banking consortium, management of an acquisition process, analyzing internal labor markets), development of research tools.
•3M (1993-1997). Cross functional team and mobility. Interview and survey data.
•Ohio State University Extension (1993-5): Job analyses and employee attitude surveys.
•Central Mutual Insurance (1993-5): Employee training programs.
•Aeroquip Industries (1994): Employee training.
•Tecumseh Corrugated (1993-4): Employee assessment & training.
•Kennedy-Kuhn Manufacturing (1992-3): Employee assessment & training.
•UAW Local (1992): Employee negotiations training.

SELECTED MEDIA EXPERIENCE
•Numerous media cites on job search strategies, workteams, union attitudes, benefits, management style, socialization practices. Selected citations include: American magazine (on "#MeToo", Spring 2018); Sydney Morning Herald (on "dirty work" JOB 2017 article, Sept 2017). FiveThirtyEight.com (on "pipeline" research project, Mar 2016), NY Observer (June 2015), Gazette News (March 2015), Sage Business (February 2015), Sinclair TV – Ran in 18 news stations across the USA (November 2014), CNN Money.com June 2014), MBAPrograms.org (Summer 2014), Washington Business Journal (April 2013), Washington Business Journal (November 2012), Washington Business Journal (October 2011), Washington Post (November 2010), Inc.com (February 2010), Boston Globe (July 2009), O&P Business Journal (Sept 2009), MSNBC (December 2008), New Jersey Herald-Ledger (February 2008); Washington Business Journal (February 2008); Entrepreneur.com (Dec 2007); San Diego Union-Tribune (July 2004), Wired magazine (Feb 2003), Workplace magazine (Mar 2003), Cincinnati Enquirer (Feb & July 2002), Knoxville News Sentinel (Feb 2002).
•Weekly radio program commentator (1991-1995); daily coordinator (1994-1995). "Town & Country", WERT AM/FM, Van Wert, OH - Ft. Wayne, IN.
•Numerous television & radio appearances to promote community leadership programs
•Media training: American University (External Relations Committee), 2002

GRANTS / FUNDS
Successful grants from a variety of public and private sources, including:
• American University ($6000). *Team knowledge networks*, 2012.
• Kogod School of Business ($2,000) *Multidimensional team knowledge structure*, 2011.
• Kogod School of Business ($2000) *The Role of Fitness and Support Groups among Cancer Survivors: An Investigation of the Factors Associated with Group Participation and Its Effectiveness over Time*, 2009-10
• Kogod School of Business ($10,000) *Sustaining Team Performance in the America's Cup Competition*, 2007

• Center for Information Technology & the Global Economy, Kogod School of Business ($500) *Distributed & Collocated Teams: The America's Cup*, 2007
• Ohio Department of Education (~$70,000) *Critical Thinking & Responsibility,* 1994-6; County Commission ($30,000); private foundations ($50,000).
•American University Faculty Software grant program, 2003, 2005.
•Arizona State University Graduate Dissertation Competition Grant, 2000-2001.
•Numerous department-level academic grants from 1990- present.
•Numerous research support grants from Arizona State University's graduate school and Associated Students organization.
•*Ohio State Univ Ext Endowment,* 1995. Foundations & corporate gifts (~$35,000).
•Camp Palmer, Inc. $2 Million Capital Campaign. Chair, Capital Campaign Committee

OTHER PROFESSIONAL WORK EXPERIENCE

Consultant, Training, Program Development, Analysis   1992-present
Independent

Research Assistant & Instructor   1996-2001
W. P. Carey School of Business, Arizona State University

Consultant, Human Capital Strategy   1999 (& ad hoc)
W. M. Mercer, Inc. (now Mercer HR)

Community & Program Development Director (Agent)   1991-1996
Ohio State University Extension

Outside Sales Consultant   1991
River Raisin Communication Systems, MI

Contractor: Human Resource Specialist; Slitting Operations   1990
Snelling; Heidtman Steel, Inc., MI

Group Treatment Specialist   1988-1990
Boysville of Michigan, Moreau Center (now Holy Cross Children's Services)