

Mark M. Suazo, PhD

**Dean, Harmon College of Business and Professional Studies
University of Central Missouri**

EDUCATIONAL BACKGROUND

PhD, Business (Concentration – Leadership/Organizational Behavior), 2002
University of Kansas

MS, Industrial Engineering (Concentration – Engineering Management), 1994
University of Tennessee

BS, Electrical Engineering, 1989
University of New Mexico

UNIVERSITY LEADERSHIP EXPERIENCE

University of Central Missouri (UCM)

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| Dean, Harmon College of Business and Professional Studies | Jul. 2022–present |
| Interim Co-director, Airport Operations | Nov. 2023–present |
| Interim Co-chair, Department of Aviation | Jul. 2023–present |
| Manager, Maintenance Operations for UCM Fleet of Aircraft | Feb. 2023–present |
| Manager, UCM Max B. Swisher Skyhaven Airport | Sep. 2022–present |
| Interim Co-chair, Department of Accountancy, Big Data Analytics, and Computer Information Systems | Apr.–Jun. 2023 |

I lead a team of leaders – one associate dean, seven department chairs, the Commander of the Army ROTC program, the Director of Maintenance for the fleet of aircraft at the UCM Max B. Swisher Skyhaven Airport (Skyhaven Airport), the Skyhaven Airport Operations Director, the Senior Director of the Missouri Safety Center, the Director of the MBA Program, the Internship Coordinator for the Harmon College of Business and Professional Studies (Harmon College), and the Director of the Center for Business Computing for the Harmon College. Direct reporting units include seven academic departments, the Department of Military Science, the Center for Business Computing, and the Missouri Safety Center (this unit includes a police academy, and the focus of the center is transportation, traffic, and public safety). In addition, due to a lack of personnel, I have had to pick up the roles of Manager of Skyhaven Airport, Manager of Maintenance Operations for the UCM fleet of aircraft, Interim Co-chair of the Department of Aviation (the Associate Dean for the Harmon College is carrying the other half of the Chair load), and Interim Co-director of Airport Operations at Skyhaven Airport (the Director of Maintenance for the fleet of aircraft is carrying the other half of the Director load).

Administration & Campus Planning

- Co-led the effort to develop a university-wide microgrant program for students that would not be able to graduate without the assistance of a microgrant.
 - The program began in spring 2024.
- Co-led the *Insights Into Launching Your Career – Advice From Top Executives Panel*.
 - This is a first of its kind panel at the University – will take place on April 18, 2024.
- Leading the effort since fall 2022 to increase enrollment in the MBA program.
 - Result – 66% increase from fall 2022 to fall 2023
- Led the effort to build a new \$5.1 million state-of-the-art terminal at Skyhaven Airport.
 - We managed to complete the project within budget and on schedule. The ribbon-cutting ceremony for the building took place on September 8, 2023.
- Led the development of a fleet replacement plan for the aircraft of the aviation program at the University.
 - The Board of Governors approved the plan in January 2023, along with \$2 million for the purchase of airplanes.
- Led the effort to purchase two aircraft prior to the Board of Governors approval of \$2 million to purchase aircraft.
 - This was done through the development of an efficient way of managing the airport budget in fall 2022.
- Leading the effort to build a \$1.4 million self-service fuel center at Skyhaven Airport where \$850,000 for the project is being funded by a Missouri Senate Appropriation.
- Oversee the administration of the Student Managed Investment Fund currently valued at over \$1.4 million.
 - The rate of earnings this past year was 11.2% which resulted in over \$300,000 of earnings for the year.
- Oversaw the development of a cryptocurrency mining operation for the Student Managed Investment Fund in fall 2022.
- Accreditation Activities
 - Leading the task force preparing for the fall 2024 Continuous Improvement Review visit from the Association to Advance Collegiate Schools of Business (AACSB) for reaffirmation of AACSB accreditation.
 - Overseeing the reaccreditation efforts for the Social Work Program.
 - The final site visit by the Council on Social Work Education took place on April 15, 2024.
 - Helped the Vice Provost, Dean of Graduate Studies, Academic Programs, and Graduate Studies prepare for the spring 2024 Higher Learning Commission accreditation visit.
 - Oversaw the initial accreditation of the Marriage and Family Therapy Master of Science Program by the Commission on Accreditation for Marriage and Family Therapy Education.
 - Accreditation was granted in November 2023.
 - Oversaw the initial accreditation of the Bachelor and Master of Science Programs in Sport Management by the Commission on Sport Management Accreditation.
 - Accreditation was granted in October 2023.

- As a member of the steering committee for the \$40 million renovation of Humphreys Hall (an 86,000 SF academic building), I am helping to lead a major capital improvement project.
- Led the effort to increase enrollments in the College. Three particular programs that saw record growth in fall 2023 were aviation, computer information systems, and the MBA program.
- Developed the first Executive-In-Residence Program for the College.
 - The program kicked off in fall 2023.
- Co-created a student advisory board for the College in spring 2023.
- Co-leading an effort between UCM Farms and Skyhaven Airport to grow and bale hay at the airport to create a stream of revenue for the farms and airport.
- Spearheaded the relationship between the Red Tail Cadet Academy (a program targeting at-risk youth to introduce them to careers in aviation) and UCM that led to scholarships for Red Tail Cadets to attend UCM.
 - UCM made scholarships available beginning in spring 2023.
- Leading the College to develop experiential learning opportunities for students.
- Leading the College strategic planning effort as part of a five-year management plan.
- Leading College efforts to streamline and standardize operating procedures.
- Leading the master planning efforts for Skyhaven Airport.
- Led the effort to brand the new terminal at Skyhaven Airport and fleet of aircraft with appropriate UCM academic marks and logos.
- Led the effort to become a university partner of the PhD Project. The PhD Project focuses on increasing the number of diverse faculty in business schools.
 - We became a partner in August 2023.
- Led the effort to become a Charter Member of the Business School Diversity, Equity & Inclusion Collaborative (BUSDEIC). BUSDEIC is a community of business schools working to advance diversity, equity, and inclusion in higher education.
 - We became a member in December 2022.
- Led the effort to form a partnership between the Missouri Division of Finance and the Harmon College of Business and Professional Studies for the employment of UCM students.

Fundraising

- Currently working with the UCM Alumni Foundation on an unrestricted gift of \$250,000 for the Department of Aviation.
- Currently working with the UCM Alumni Foundation on a \$75,000 donation to the Harmon College.
- Currently working with the UCM Alumni Foundation to obtain a donation to remodel the UCM Marriage and Family Therapy Clinic.
- Currently working with the UCM Alumni Foundation to obtain a donation to remodel the UCM Welch-Schmidt Center for Communication Disorders.
- Worked with the UCM Alumni Foundation office in 2023 to close the deal on a \$1.2 million estate gift to the University to fund international travel for students of Harmon College.

- Worked with the UCM Alumni Foundation office in 2022 to close the deal for a \$50,000 donation to convert a traditional classroom into an experiential learning environment.
- Have developed relationships with prominent alumni that should yield seven-figure donations in the next few years.
- Participated in the 2023 Martin Luther King Jr. Freedom Scholarship Fundraiser.

Building Community

- Have developed a strong relationship with the family that was the primary donor for the \$5.1 million terminal at Skyhaven Airport.
- Launched a “Chat with the Dean” hour on Friday mornings (anyone can drop in without an appointment).
- Work with the Associate Dean to create a monthly newsletter about the College.
- Working with the Athletics Department to create opportunities for sport management majors to get opportunities to work with the department during their time as students.
- Working to establish a relationship between Ozarks Technical Community College (OTC) and the UCM Aviation program to provide avenues for OTC students to transfer to UCM.
- Initiated a series of meetings with a sheriff, police chiefs, and a city manager to develop partnerships for the Central Missouri Police Academy.
- Developed a relationship with the executive director of a county economic development corporation.
- Traveled in summer 2023 with the UCM Alumni Foundation Office to Dallas, Texas and Springfield, Missouri to develop relationships with alumni.
- Regularly attend university sporting events, recitals, plays, and concerts.
- Attended the 2022 Guadalupe Centers of Kansas City Blanco y Negro Awards Ceremony and Fundraiser.
- Leading the College effort to reach out to area community colleges.
- Leading the effort to establish or strengthen relationships between the neighbors of Skyhaven Airport and the University.
- Encouraged and supported the development of a brown bag series for faculty to present research with the goal of creating opportunities for interdisciplinary research.
- Participated in the 2024 Martin Luther King Jr. Freedom Scholarship Banquet.

Springfield College (Springfield, Massachusetts)

Chair, Department of Business Management

2020–2022

Director, In-person and online MBA programs

2020–2022

- Led the team that worked towards attaining initial AACSB accreditation.
- Led the inaugural MBA exchange program between the University of Hassan II Casablanca (Morocco) and Springfield College.
- Co-led the effort to develop a joint MBA degree with the Sport Management Department.
- Co-led the effort to develop a joint MBA degree with the Psychology Department.
- Leader, SEAT at the Table Conference Panel Session: “Having Initiative is Not Enough: Perspectives from African American Leaders,” 2020
- Led an Executive-in-Residence program.
- Supported a top-ranked team at the annual case-study competition of the International Assembly for Collegiate Business Education.

Wright State University (Dayton, Ohio)

Coordinator, AACSB Accreditation

2012–2020

**Special Assistant, Office of Associate Provost and Assistant Vice President
for Curricular Programs**

2017–2018

My main role as a special assistant was to develop a strategic management plan to make sure business courses were in alignment with the Ohio Department of Higher Education standards and requirements.

- In addition to developing the strategic management plan, I created the undergraduate organizational behavior course that would meet the Ohio Department of Higher Education Articulation and Transfer Policy requirements and be the benchmark for the Raj Sooin College of Business.
 - The Articulation and Transfer Policy ensures the transfer of credits between Ohio’s public universities and colleges for approved courses. The course I developed was approved by the Ohio Department of Higher Education in 2018. The feedback from the Ohio Department of Higher Education was that the course was accepted because I included the teaching of social responsibility, globalization, diversity, and ethics as part of the core topics of the course.

University of Texas at San Antonio

Co-leader, Executive MBA Program

2008–2011

- My primary leadership responsibilities were to provide recommendations for curriculum development and improvement initiatives.
 - I was responsible for developing a report on the pros and cons of introducing specific leadership theories into the curriculum (e.g., servant leadership, authentic leadership, self-sacrificial leadership).
 - More generally, I studied benchmark EMBA institutions such as the University of Chicago, the University of Pennsylvania, and INSEAD to examine how these types of universities utilized activities such as service learning, business simulations, immersion trips (domestic and international), and real-world consulting. The aim of this research was to provide information for decisions on improvements to the overall curriculum of the University of Texas at San Antonio EMBA Program.
- With regards to teaching, I primarily served as an executive coach and taught modules on leadership and organizational behavior.

OTHER EMPLOYMENT HISTORY

University of Central Missouri (Warrensburg, Missouri)

Professor, Department of Management, 2022–present

Springfield College (Springfield, Massachusetts)

Professor, Department of Business Management, 2020–2022

Wright State University (Dayton, Ohio)

Associate Professor, Department of Management and International Business, 2013–2020

Assistant Professor, Department of Management and International Business, 2011–2013

University of Texas at San Antonio

Assistant Professor, Executive MBA Program, 2008–2011
Assistant Professor, Department of Management, 2004–2011

Bryant University (Smithfield, Rhode Island)

Assistant Professor, Department of Management, 2002–2004

University of Kansas (Lawrence, Kansas)

Instructor, School of Business, 1997–2002

United States Department of Energy

Los Alamos National Laboratory, Los Alamos, New Mexico

Senior Project/Program Manager (Managed a \$600 million budget), 1994–1996

United States Department of Energy

Oak Ridge National Laboratory, Oak Ridge, Tennessee

Senior Project/Program Manager (Managed a \$500 million budget), 1992–1994

United States Department of Energy

Oak Ridge National Laboratory, Oak Ridge, Tennessee

Project/Program Manager (Managed a \$230 million budget), 1990–1992

United States Department of Energy

Oak Ridge National Laboratory, Oak Ridge, Tennessee

Project Engineer (Managed a \$20 million budget), 1989–1990

TEACHING EXPERIENCE

I have taught business courses at the undergraduate, MBA, Executive MBA, and PhD levels. They have included courses on leadership, management, managing workplace diversity, organizational behavior, business ethics, leadership development, leading teams and organizations, human resource management, and research methods.

RESEARCH INTERESTS

Psychological contracts, legal contracts, leadership, management, boards of directors, work ethic, job satisfaction, organizational commitment, professional commitment, intentions to quit, supervisor-subordinate relationships, human resource management, in-role job performance, organizational citizenship behaviors, mental models, signaling theory, management of diversity, perceived organizational support, social exchange, affect, personality, reciprocation wariness, cognitive style, perceived similarity, and equity sensitivity.

RESEARCH

Refereed Publications

Stone, D. L., Canedo-Soto, J., Harrison, T., Lukaszewski, K., Suazo, M. M., & Krueger, D. (2017). The relations between entrepreneurs' ethnicity, familism values, beliefs, and use of financial planning. *Journal of Business and Entrepreneurship*, 28, 50–81.

Suazo, M. M., & Stone-Romero, E. F. (2016). A review of theory and research on psychological contracts in organizations. In D. L. Stone & J. H. Dulebohn (Eds.), *Human Resource Management Theory and Research on New Employment Relationships* (pp. 109–148). Charlotte, NC: Information Age Publishing.

Suazo, M. M., Martinez, P., & Sandoval, R. (2011). Creating psychological and legal contracts through HRM practices: A strength of signals perspective. *Employee Responsibilities and Rights Journal*, 23, 187–204.

Suazo, M. M., & Stone-Romero, E. F. (2011). Implications of psychological contract breach: A perceived organizational support perspective. *Journal of Managerial Psychology*, 26, 366–382.

Suazo, M. M. (2011). The impact of affect and social exchange on outcomes of psychological contract breach. *Journal of Managerial Issues*, 23, 190–205.

Suazo, M. M., & Turnley, W. H. (2010). Perceived organizational support as a mediator of the relations between individual differences and psychological contract breach. *Journal of Managerial Psychology*, 25, 620–648.

Bolino, M. C., Turnley, W. H., Gilstrap, J. B., & Suazo, M. M. (2010). Citizenship under pressure: What's a "Good Soldier" to do? *Journal of Organizational Behavior*, 31, 835–855.

Suazo, M. M., Martinez, P. G., & Sandoval, R. (2009). Creating psychological and legal contracts through human resource practices: A signaling theory perspective. *Human Resource Management Review*, 19, 154–166.

Suazo, M. M. (2009). The mediating role of psychological contract violation on the relations between psychological contract breach and work-related attitudes and behaviors. *Journal of Managerial Psychology*, 24, 136–160.

Suazo, M. M., Turnley, W. H., & Mai-Dalton, R. R. (2008). Characteristics of the supervisor-subordinate relationship as predictors of psychological contract breach. *Journal of Managerial Issues*, 20, 295–312.

Kim, B., Suazo, M. M., & Prescott, J. E. (2007). Shared mental models and conflict in boards of directors: Implications for board effectiveness. In M. A. Rahim (Ed.), *Current Topics in Management* (pp. 103–127). New Brunswick, NJ: Transaction Publishers.

Suazo, M. M., & Lukaszewski, K. M. (2007). An American dream: From humble beginnings to the pinnacle of success, an interview with Linda Alvarado. *Business Journal of Hispanic Research*, 1, 42–59.

Suazo, M. M., Turnley, W. H., & Mai-Dalton, R. R. (2005). The role of perceived violation in determining employees' reactions to psychological contract breach. *Journal of Leadership and Organizational Studies*, 12, 24–36.

Proceedings

Stone, D. L., Harrison, T., Canedo-Soto, J. C., Lukaszewski, K., & Suazo, M. M. (2015). The difference between Hispanic-American and Anglo-American small business owners' values, beliefs, and use of financial planning. *Southern Management Association Proceedings*.

Suazo, M.M., Turnley, W.H., & Mai-Dalton, R.R. (2005). Antecedents of psychological contract breach: The role of similarity and leader-member exchange. *Academy of Management Best Paper Proceedings*, ISSN: 1543–8643.

Non-refereed Publications

Kim, B., Suazo, M. M., & Prescott, J. E. (2008). Exploring the cognitive nature of boards of directors and its implication for board effectiveness. *College of Business, University of Texas at San Antonio Working Paper Series, No. 0032MGT-386-2008*.

Suazo, M. M. (2007). Implications of the affective response to psychological contract breach. *College of Business, University of Texas at San Antonio Working Paper Series, No. 0028MGT-386-2007*.

Cardy, R. L., & Suazo, M. M. (2007). Performance measures: Bandwidth versus fidelity in performance management. *College of Business, University of Texas at San Antonio Working Paper Series, No. 0029MGT-386-2007*.

Suazo, M. M., Turnley, W. H., & Mai-Dalton, R. R. (2004). An examination of similarity in the supervisor-subordinate dyad as a predictor of psychological contract breach. *Bryant College Faculty Working Paper Series, No. 041-004*.

Suazo, M. M. (2003). An examination of psychological contract violation and its effect on work outcomes. *Bryant College Faculty Working Paper Series, No. 031-005*.

Suazo, M. M. (2002). Leadership theories are a product of their time: A historical review of 20th century leadership theories. *Bryant College Faculty Working Paper Series, No. 023-008*.

SCHOLARLY PRESENTATIONS

Suazo, M. M. (2017). Is there a nomological network for the psychological contract? *Brown Bag Research Series, Department of Management and International Business, Wright State University*.

Suazo, M. M. (2014). Reaching today's students via various media. *Brown Bag Teaching Series, Department of Management and International Business, Wright State University.*

Suazo, M. M. (2013). Teaching ethics in a school of business. *Brown Bag Teaching Series, Department of Management and International Business, Wright State University.*

Suazo, M. M. (2012). Panelist – Caucus on Hispanic Work Issues. *Academy of Management Meeting, Boston, Massachusetts.*

Stone, D. L., Johnson, T., Soto, J. C. C., Lukaszewski, K., & Suazo, M. M. (2011). Factors related to the success of Hispanic small businesses. *Academy of Management Meeting, Gender & Diversity in Organizations/Human Resources/Organizational Behavior Divisions, San Antonio, Texas.*

Suazo, M. M., Martinez, P. G., & Sandoval, R. (2010). Creating psychological and legal contracts through HRM practices: A strength of signals perspective. *Academy of Management Meeting, Organizational Behavior Division, Montreal, Quebec, Canada.*

Suazo, M. M., & Stone-Romero, E. F. (2010). Advancing psychological contract research with perceived organizational support research. *Academy of Management Meeting, Organizational Behavior Division, Montreal, Quebec, Canada.*

Kim, B., Suazo, M. M., & Burns, M. (2007). Corporate governance as a shared mental model of the board. *Academy of Management Meeting, Organization and Management Theory Division, Philadelphia, Pennsylvania.*

Cardy, R. L., & Suazo, M. M. (2007). Performance measures: Bandwidth versus fidelity in performance management. *Academy of Management Meeting, Human Resources Division, Philadelphia, Pennsylvania.*

Bolino, M. C., Turnley, W. H., Suazo, M. M., & Gilstrap, B. (2007). Citizenship under pressure: What's a 'Good Soldier' to do? *Academy of Management Meeting, All Academy Symposia, Philadelphia, Pennsylvania.*

Suazo, M. M., Turnley, W. H., & Mai-Dalton, R. R. (2006). An examination of the influence of personality on the psychological contract. *Academy of Management Meeting, Organizational Behavior Division, Atlanta, Georgia.*

Suazo, M. M., Turnley, W. H., & Mai-Dalton, R. R. (2005). Antecedents of psychological contract breach: The role of similarity and leader-member exchange. *Academy of Management Meeting, Organizational Behavior Division, Honolulu, Hawaii.*

Suazo, M. M. (2005). Panelist – Research in organizational behavior. *PhD Project Conference, Chicago, Illinois.*

Suazo, M. M. (2003). An examination of psychological contract violation and its effect on work outcomes. *Midwest Academy of Management Meeting*, Saint Louis, Missouri.

Suazo, M. M. (2001). Panelist – Writing the dissertation. *Meeting of the PhD Project Management Doctoral Students Association*, Washington, D.C.

Suazo, M. M. (2000). Leadership theories are a product of their time: A historical review of 20th century leadership theories. *Academy of Management Meeting*, Management History Division, Toronto, Ontario, Canada.

Mai-Dalton, R. R., & Suazo, M. M. (2000). Providing cultural diversity training: Some ethical issues. *Midwest Academy of Management Meeting*, Chicago, Illinois.

Suazo, M. M. (2000). Contracts at work: A look at psychological contracts, implied contracts, and implicit contracts. *Meeting of the PhD Project Management Doctoral Students Association*, Toronto, Ontario, Canada.

Suazo, M. M. (2000). Development of an interactive learning environment. *Teaching seminar – School of Business (University of Kansas)*, Lawrence, Kansas.

Suazo, M. M. (1999). The “Development” of culture: A case study of leadership in a business setting. *Midwest Academy of Management Meeting*, Lincoln, Nebraska.

Suazo, M. M. (1999). Employee and organization development. *Meeting of the Midwest Academy of Management*, Lincoln, Nebraska.

Suazo, M. M. (1998). Total quality management: A holistic view of management. *Midwest Academy of Management Meeting*, Kansas City, Missouri.

Suazo, M. M. (1998). Information for new doctoral students. *Meeting of the PhD Project Management Doctoral Students Association*, San Diego, California.

Suazo, M. M. (1997). Research in organizational behavior. *PhD Project Conference*, Chicago, Illinois.

SELECTED AWARDS, HONORS, SPECIAL RECOGNITION

Most Influential Professor Award, Wright State University, 2019, 2020

Recognized by Sigma Iota Epsilon for my contributions to the field of management, 2012

Teaching Innovation Grant, Wright State University, 2012

The Amber Award (“In honor and recognition of outstanding contribution and service to the students at UTSA”), University of Texas at San Antonio Ambassadors, 2010

Mentor Award, Liu's Family Foundation United States – China Business Education Initiative, University of Texas at San Antonio, 2009

- Mentored 15 students between 2004 and 2009

Faculty Research Award, Office of the Vice President for Research, University of Texas at San Antonio, 2008

Best Paper Award for the Organizational Behavior Division of the Academy of Management, Honolulu, Hawaii Meeting, 2005

Honorary Coach of Women's Basketball Team (Awarded for outstanding teaching and support of women's athletic programs), University of Texas at San Antonio, 2005

Constance Ducey Excellence in Teaching Award, University of Kansas, 2002

Inductee, Beta Gamma Sigma, 2002

- International business honor society for AACSB-accredited schools

John O. Tollefson Doctoral Student Teaching Award, University of Kansas, 1999

COMMUNITY ACTIVITIES

Working with Youth Excited about Sports (Y.E.S.), Warrensburg, Missouri, 2022–present

- The focus of Y.E.S. is to teach children sportsmanship and teamwork

Partially funded a Martin Luther King Jr. Scholarship at the University of Central Missouri, 2024

Board Member, El Puente (Dayton, Ohio area tutoring center for low-income Hispanic youth), 2016–2020

Assistant Scoutmaster (Centerville, Ohio), Boy Scouts of America, 2013–2017

Den Leader, Cub Scouts (San Antonio, Texas), 2005–2011

PROFESSIONAL MEMBERSHIPS

PhD Project – General Member

PhD Project – Latinx/Hispanic American Affinity Group Member

PhD Project – Native American Affinity Group Member

Prospanica Member