

SUZANNE ZIVNUSKA
Interim Dean
College of Business
California State University Chico

ACADEMIC AND ADMINISTRATIVE POSITIONS

Interim Dean, College of Business 2023 - Present

- Act as chief academic officer for the College of Business, managing 2000 undergraduate and graduate students, 86 faculty and staff, and an \$13.5M budget comprised of stateside and self-support program revenues (\$8M) as well as foundation funds (\$4.5M)
- Provide College leadership for excellent teaching, research, and service
- Set strategic priorities, guide academic policy, allocate resources for instruction and research, and provide fiscal and personnel management
- Direct student recruitment and retention efforts
- Champion a collaborative, inclusive, high performance culture that supports student success and HSI designation
- Partner with fundraising team to build external financial support
- Generate revenue generating and enrollment enhancing programs
 - STEM-certified MS Data Analytics
 - Business for Non-Business Majors Certificate Program
 - MBA option in Analytics
 - CFP Certificate Program
 - Two 3+2 programs (MIS + MBA in Business Analytics; BSIS + Business Analytics)
 - 1 year bridge program for international students with three-year undergraduate degrees to prepare for MBA study
 - Dual degree pathway in BSIS (Supply Chain) and BADM (Project Management)
- Responsible for all facets of AACSB re-accreditation
- Dean Representative, Complementary Unit Review Committee
- Dean Representative, Educational Policies and Programs Committee
- Dean Representative, College of Engineering Dean's Search Committee

Associate Dean, College of Business 2020 - 2023
California State University, Chico

- Partner with Dean to manage 110 faculty and staff, 2000 students, and an \$8M budget
- Provide College leadership for excellence in teaching, research, and service
 - Manage nine professional Advising and Student Services Staff
 - Manage 4 professional centers (Entrepreneurship, Finance, Sales, and Enterprise Systems and Informatics), two online degree programs (online MBA and online BA completion program)

- Provide strategic direction to campus MBA, online MBA, and OBSBA program directors
- Champion a collaborative culture focused on student success
 - Institute and manage regular climate surveys and town hall meetings
 - Create three new faculty/staff awards celebrating cultural contributions
 - Develop year-long program of social and professional events, such as research and teaching colloquium, as well as social events and celebrations
- Initiate enrollment management and equity programming
 - Lead Enrollment Quick Strike Team
 - Arrested 7-year enrollment decline and stabilized enrollments for AY 23-24
 - Institute equity gap measurement and interventions
 - Develop developmental DEI programming
 - Establish Stanford discussion panel on equity
 - Raise funds to launch I Am Remarkable training sessions
 - Programmed intercultural communication workshop
- Manage \$395k/year in grant and scholarship funding
- Partner with Dean on all aspects of re-accreditation
 - Author Executive Summary and Curricular Revisions/AOL Sections
 - Co-author full report
 - Generate all CIR report tables
- Direct Assurance of Learning program and College Curriculum Committee
- Manage faculty impact and qualifications database (Watermark)
- Mobilize 14 College of Business student clubs

Chair, Department of Management

2019 - 2020

California State University, Chico

Managed 40 faculty members and two office staff and a \$50k budget

- Manage hiring, faculty sufficiency ratios, and qualification ratios
- Create and manage schedule for three disciplines
- Develop semester-long faculty on-boarding program
- Lead faculty through COVID transition to fully online education
- Revise department manual
- Create Department Chair training manual
- Facilitate new course development process

Director, Professional Consulting Program

2015 - 2019

California State University, Chico

Managed all aspects of certificate program

- Develop a cohesive one-year project-based learning curriculum
- Create program marketing
- Create and manage student club
- Develop co-curricular program
- Secure yearly funding stream (\$7,000) through donor outreach

Professor <i>California State University, Chico</i>	2009 – Present
Assessment Coordinator for Graduate Programs <i>California State University, Chico</i> Administered Assurance of Learning Program <ul style="list-style-type: none"> ○ Developed Student Learning Outcomes ○ Developed and implemented measurement plan 	2009-2012
Associate Professor <i>California State University, Chico</i>	2006 – 2009
Assistant Professor <i>Bond University</i>	2003 – 2006

EDUCATION

- Ph.D., Florida State University, College of Business, Department of Management, 2003
Program of Study: Human Resource Management and Organizational Behavior
- M.A., Ohio State University, Department of Public Administration, 1997
Program of Study: Public Policy Administration
- M.S.W., Ohio State University, College of Social Work, 1997
Program of Study: Social Work Administration
- B.A., University of California Davis, Department of Psychology, 1992
- B.A., University of California Davis, Department of Rhetoric and Communication, 1992

HONORS AND AWARDS

- Finalist, Administrative Fulbright Program (Paris, France), 2023
- Most cited author at California State University, Chico, based on Research Gate Report, 2020
- Presidential Honor for Professional Achievement, California State University, Chico, 2020
- Thomas Family Fellow in Business Nominee, California State University, Chico, 2020
- Professional Achievement Honors Nominee, California State University, Chico, 2019

College of Business Outstanding Research Contribution Award, California State University, Chico, 2019

College of Business Research Stipend, California State University, Chico, 2019

College of Business Research Stipend, California State University, Chico, 2017

College of Business Research Stipend, California State University, Chico, 2016

College of Business Research Stipend, California State University, Chico, 2015

College of Business Research Stipend, California State University, Chico, 2013

College of Business Research Stipend, California State University, Chico, 2012

College of Business Research Excellence Award, California State University Chico, 2011

Outstanding Contribution, Journal of Behavioral and Applied Management, 2009

Best Paper in Session Award, Ninth Annual IBER & TLC Conference, 2009

College of Business Research Excellence Award, California State University Chico, 2008

College of Business Teaching Excellence Award, California State University Chico, 2008

SAP Curriculum Fellow Award, California State University Chico, 2007

Vice Chancellor's Quality Award for Teaching, Bond University, 2006

Faculty of Business Research Grant, Bond University, 2003, 2004, 2005

Faculty of Business Teacher of the Year Runner-Up, Bond University, 2004

American Society for Training and Development (ASTD) Research Award Nominee, 2004

Literati Club Highly Commended Award, 2004

Best Visual Presentation Paper Award, Organizational Communication and Information Systems Division, Annual Meeting of the Academy of Management, 2004

Newman Award for Best Doctoral Student Paper Nominee, Annual Meeting of the Academy of Management, 2004

Best Doctoral Student Paper, Social Issues/Diversity/Public Sector Track, Annual Meeting of the Southern Management Association, 2001

Florida State University Fellowship Nominee, 2001

Program for Instructional Excellence Outstanding Teaching Award Nominee, Florida State University, 2001

College of Business Teaching Award Nominee, Florida State University, 2001

Mary C. Manning Scholarship, College of Social Work, Ohio State University, 1996, 1997

J. E. Hagerty Scholarship, College of Social Work, Ohio State University, 1996, 1997

JOURNAL PUBLICATIONS AND RESEARCH REPORTS

Harris, K. J., Harris, R., Valle, M., Carlson, J., Carlson, D., & Zivnuska, S. (2023). Navigating Technostress and Entitled Employees. *Keller Center Research Report, 16(3)*. URL: www.baylor.edu/business/kellercenter/

Harris, K., Harris, R., Valle, M., Carlson, J., Carlson, D., Zivnuska, S., & Wiley, B. (2021). Technostress and the entitled employee: Impacts on work and family. *Information Technology & People*. DOI: 10.1108/ITP-07-2019-0348

Valle, M., Carlson, D. S., Carlson, J. R., Zivnuska, S., Harris, K. J., & Harris, R. (2020). Technology-Enacted Abusive Supervision and Its Effect on Work and Family. *Journal of Social Psychology*. DOI: <https://doi.org/10.1080/00224545.2020.1816885>

Wan, M., Zivnuska, S., & Valle, M. (2020). Examining mindfulness and its relationship to unethical behaviors. *Management Research Review*. DOI: <https://doi.org/10.1108/MRR-01-2020-0035>

Zivnuska, S., Carlson, D. S., Carlson, J. R., Harris, K. J., Harris, R., & Valle, M. (2020). Information and Communication Technology Incivility Aggression in the Workplace: Implications for Work and Family. *Information Processing and Management, 57 (3)*. DOI: <https://doi.org/10.1016/j.ipm.2020.102222>

Zivnuska, S., Carlson, J. R., Carlson, D. S., Harris, R. B., & Harris, K. J. (2020). Social Media Addiction and Work-Life Balance. *Keller Center Research Report, 13(2)*. URL: www.baylor.edu/business/kellercenter/news.php?action=story&story=217427

Kacmar, K. M., Carlson, D., Thompson, M., & Zivnuska, S. (2019). But I still feel guilt: A test of moral disengagement theory. *Human Performance*, 32:3-4, 165 - 180. DOI: <https://doi.org/10.1080/08959285.2019.1646746>

Miller, B. K., Kacmar, K. M., & Zivnuska, S. (2019). Self-perception and life satisfaction. *Personality and Individual Differences*, 139, 321 - 325. DOI: <https://doi.org/10.1016/j.paid.2018.12.003>.

- *Feature, College of Business Faculty Research Contributions, 2018-2019.*

Zivnuska, S., Carlson, D. S., Carlson, J. R., Harris, R. B., & Harris, K. J. (2019). Investigating the impacts of regulatory focus and political skill within a social media context. *Computers in Human Behavior*. DOI: <https://doi.org/10.1016/j.chb.2018.09.030>.

- *Feature, College of Business Faculty Research Contributions, 2018-2019.*

Zivnuska S., Carlson, J. R., Carlson D. S., Harris, R.B, & Harris, K. J. (2019). Social media addiction and social media reactions: The implications for job performance. *Journal of Social Psychology*, 159, 746 - 760. DOI: <https://doi.org/10.1080/00224545.2019.1578725>

Valle, M., Kacmar, K. M., Zivnuska, S. & Harting, T. R. (2018). Abusive supervision, leader-member exchange and moral disengagement: A moderated-mediation model of organizational deviance. *Journal of Social Psychology*, 1 - 14. DOI: <https://doi.org/10.1080/00224545.2018.1466776>.

- *Feature, College of Business Faculty Research Contributions, 2018-2019.*

Carlson, J. R., Carlson, D. S., Zivnuska, S., Harris, R. B., & Harris, K. J. (2017). Applying the job demands resources model to understand technology as a predictor of turnover intentions. *Computers in Human Behavior*, 77, 317 – 325. DOI: <https://doi.org/10.1016/j.chb.2017.09.009>.

Valle, M., Kacmar, K. M., & Zivnuska, S. (2017). Understanding the effects of political environments on individual ethical behavior in organizations. *Journal of Business Ethics*, 1-16. DOI: 10.1007/s10551-017-3576-5

Zivnuska, S., Kacmar, K. M., Valle, M. (2017). The mechanisms of regulatory focus: Mindfulness, leader-member exchange, and motivational outcomes. *Career Development International*, 22(1), 37 - 49. DOI: 10.1108/CDI-07-2016-0120

Carlson, J. R., Zivnuska, S., Harris, R. B., Harris, K. J. & Carlson, D. S., (2016). Social Media Use in the Workplace: A Study of Dual Effects. *Journal of Organizational and End User Computing*, 28(1), 15-31. DOI: 10.4018/JOEUC.2016010102

Zivnuska, S., Kacmar, K. M., Ferguson, M., & Carlson, D. (2016). Mindfulness at work: Resource accumulation, well-being, and attitudes. *Career Development International, 21*(2), 106-124. DOI: 10.1108/CDI-06-2015-0086

- *Winner, Outstanding Paper, Emerald Literati Network Awards for Excellence, 2017.*

Hood, A., Bachrach, D. G., Zivnuska, S., & Bendoly, E. (2015). Mediating effects of psychological safety in the relationship between team affectivity and transactive memory systems. *Journal of Organizational Behavior, 37*(3), 416-435. DOI: 10.1002/job.2050

Carlson, D., Kacmar, K. M., Ferguson, M., & Zivnuska, S. (2015). Do the benefits of family-to-work transitions come at too great a cost? *Journal of Occupational Health Psychology, 20* (2), 161-171. DOI: 10.1037/a0038279

Ferguson, M., Carlson, D., Zivnuska, S., & Whitten, D. (2012). Support at work and home: The path to satisfaction through balance. *Journal of Vocational Behavior, 80*(2), 299 - 307. DOI: 10.1016/j.jvb.2012.01.001

Carlson, D., Ferguson, M., Kacmar, K. M., Zivnuska, S., & Whitten, D. (2011). Work-family enrichment and job performance: A constructive replication of affective events theory. *Journal of Occupational Health Psychology, 16*(3), 297 - 312. DOI: 10.1037/a0022880

Kacmar, K. M., Bachrach, D., Harris, K. J., & Zivnuska, S. (2011). Fostering good citizenship through ethical leadership: Exploring the moderating role of gender and organizational politics. *Journal of Applied Psychology, 96*(3), 633 - 642. DOI: 10.1037/a0021872

Casler, A., Gundlach, M. J., Persons, B., & Zivnuska, S. (2010). Sierra Nevada Brewing Company's Thirty-Year Journey Toward Sustainability. *People & Strategy, 33*(1), 44-51.

- *Feature, College of Business Newsletter (Spring 2010 page 1)*

Ferguson, M. J., Carlson, D. S., & Zivnuska, S. (2010). Is it better to receive than to give? Empathy in the conflict-distress relationship. *Journal of Occupational Health Psychology, 15*(3), 304 - 315. DOI: 10.1037/a0019620

Gundlach, M. J., & Zivnuska, S. (2010). An experiential learning approach to teaching social entrepreneurship, triple bottom line, and sustainability: Modifying and extending Practical Organizational Behavior Education (PROBE). *American Journal of Business Education, 3*(1), 19-28. DOI: 10.19030/ajbe.v3i1.364

- *Feature, College of Business Link Magazine (Fall 2010 page 28)*

Carlson, D. S., Grzywacz, J., & Zivnuska, S. (2009). Is Work-Family Balance More Than Conflict and Enrichment? *Human Relations*, 62(10), 1459-1486. DOI: 10.1177/0018726709336500

Casselmann, R. M., Gundlach, M. J., Morgan, J., & Zivnuska, S. (2009). Legally mandated paid sick leave: Response options for businesses and managers. *SAM Advanced Management Journal*, 74(2), 13 - 22.

Kacmar, K. M., Harris, K. J., Carlson, D. S., & Zivnuska, S. (2009). Surface-level actual similarity vs. deeper-level perceived similarity: Predicting leader-member exchange agreement. *Journal of Behavioral and Applied Management*, 10(3), 315 - 344.

- *Winner, Outstanding Contribution, Journal of Behavioral and Applied Management, 2009.*

Carlson, D. S., Witt, L. A., Zivnuska, S., Kacmar, K. M., & Grzywacz, J. (2008). Supervisor appraisal as the link between family-work balance and contextual performance. *Journal of Business and Psychology*, 23(1-2), 37 - 49.

Douglas, C., & Zivnuska, S. (2008). Developing employee trust in leaders: An antecedent of firm performance. *SAM Advanced Management Journal*, 73(1), 20 - 28.

Harris, K. J., Kacmar, K. M., & Zivnuska, S. (2007). An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship. *Leadership Quarterly*, 18(3), 252 - 263. DOI: 10.1016/j.leaqua.2007.03.007

Harris, K. J., Kacmar, K. M., Zivnuska, S., & Shaw, J. (2007). The impact of political skill on impression management effectiveness. *Journal of Applied Psychology*, 92(1), 278-285. DOI: 10.1037/0021-9010.92.1.278

Kacmar, K. M., Farmer, W., Zivnuska, S., & Witt, L. A. (2007). Applying multidimensional item response theory analysis to a measure of meta-perspective performance. *Electronic Journal of Business Research Methods*, 4(1), 23-30.

Kacmar, K. M., Zivnuska, S., & White, C. D. (2007). Control and exchange: The impact of work environment on the work effort of low relationship quality employees. *Leadership Quarterly*, 18(1), 69-84. DOI: 10.1016/j.leaqua.2006.11.002

Gundlach, M. J., Zivnuska, S., & Stoner, J. (2006). Understanding the relationship between individualism-collectivism and team performance through an integration

of social identity theory and the social relations model. *Human Relations*, 59(12), 1603-1632. DOI: 10.1177/0018726706073193

Zivnuska, S., Kacmar, K. M., Witt, L. A., Carlson, D. S., & Bratton, V. K. (2004). Interactive effects of impression management and organizational politics on job performance. *Journal of Organizational Behavior*, 25(5), 627-641. DOI: 10.1002/job.262

Arpan, L. M., Raney, A. A., & Zivnuska, S. (2003). A cognitive approach to understanding university image. *Corporate Communications: An International Journal*, 8(2), 97-113. DOI: 10.1108/1356328031047535

Kacmar, K. M., Witt, L. A., Zivnuska, S., & Gully, S. (2003). The impact of leader-member exchange on communication type, frequency, and performance ratings. *Journal of Applied Psychology*, 88(4), 764-772. DOI: 10.1037/0021-9010.88.4.764

Valle, M., Kacmar, K. M., & Zivnuska, S. (2003). Self-efficacy, outcome expectations, and organizational politics perceptions. *The Journal of Behavioral and Applied Management*, 5(1), 18-30.

Witt, L. A., Kacmar, K. M., Carlson, D. S., & Zivnuska, S. (2002). Interactive effects of personality and organizational politics on contextual performance. *Journal of Organizational Behavior*, 23(8), 911-926. DOI: 10.1002/job.172

Zivnuska, S., Kiewitz, C., Hochwarter, W. A., Perrewé, P. L., Zellars, K., & Brymer, R. (2002). What is too much or too little? The curvilinear effect of job tension on turnover intent, value attainment, and job satisfaction. *Journal of Applied Social Psychology*, 32(7), 1344-1360. DOI: 10.1111/j.1559-1816.2002.tb01440.x

CONFERENCE PRESENTATIONS AND PROCEEDINGS

Valle, M., Harris, K. J., Zivnuska, S., Harris, R. B., Carlson, J. R., & Carlson, D. S. (2023). The Curvilinear Relationship between Technostress and Interpersonal Deviance. Annual meeting of the Academic and Business Research Institute.

Zivnuska, S., Harris, K., Harris, R., Carlson, D. S., Carlson J., & Valle, M. (2022). The Spiral of Technological Incivility Victimization and Perpetration, and the Impacts of Gender and Incivility Climate. Annual meeting of the Western Academy of Management.

Zivnuska, S. (2022). A Critical Look at the Influence of Technology on Management Practice and Pedagogy: Unchallenged Assumptions and Unintended Consequences Symposium. Annual meeting of the Western Academy of Management.

- Zivnuska, S., Carlson, D. S., Carlson, J., Harris, K. J., Harris, R., & Valle, M. (2020). Rude at Work: Mood and Attitude Implications for Work and Family. *Western Academy of Management*. Note: Accepted paper; conference cancelled due to COVID.
- Kacmar, K. M., Carlson, D. S., Thompson, M., Zivnuska, S., & Andrews, M. (2019). But I still feel guilty: A test of moral disengagement theory. Annual meeting of Society for Industrial and Organizational Psychology (SIOP).
- Zivnuska, S., Carlson, D. S., Carlson, J. R., Harris, R., & Harris, K. J. 2017. Understanding employee reasons for using social media at work: The impact of regulatory focus and political skill. Annual meeting of the Western Academy of Management (WAM).
- Rahn, D., & Zivnuska, S. (2016). Lessons learned in an on-line course re-design effort. Annual Conference of the Center for Excellence in Learning and Teaching (CELT).
- Valle, M., Zivnuska, S., & Clark, S. (2016). Negative environments, moral disengagement and outcomes. *Annual Meeting of the Southern Management Association*.
- Zivnuska, S., Kacmar, K. M., Valle, M. (2016). The dimensions of regulatory focus: Establishing the distinctiveness of prevention-focus and promotion focus. *Western Academy of Management*.
- Hood, A. C., Bachrach, D. G., Zivnuska, S., Bendoly, E. (2015). Affect, psychological safety, and TMS in groups. *Annual Meeting of the Society for Industrial and Organizational Psychology*.
- Valle, M., Kacmar, K. M., & Zivnuska, S. (2015). Political environments and ethical behavior. *Southern Management Association*.
- Carlson, J. R., Zivnuska, S., Carlson, D. S., Harris, R., & Harris, K. J. (2015). Social Media Use: Helpful or Harmful in the Workplace? *Western Academy of Management Conference*.
- Carlson, D., Ferguson, M., Kacmar, K.M., Zivnuska, S., Tucker, R. (2014). The double-edged sword of managing the boundary between work and family. *Academy of Management Meeting*, Philadelphia, PA.
- Zivnuska, S., & Kacmar, K. M. (2011). Theoretically linking mindfulness and ethics in the workplace. *11th Annual Meeting of the International Academy of Management and Business*.

- Ferguson, M., Carlson, D., Zivnuska, S., & Whitten, D. (2011). Co-worker and partner support across domains on satisfaction: The mediating role of work-family balance. Symposium at the Annual Meeting of the Academy of Management.
- Ferguson, M. J., Carlson, D. S., & Zivnuska, S. (2010). Is it better to receive than to give? Empathy in the conflict-distress relationship. In L. Tooms (Ed.), *Best Paper Proceedings of the Annual Meeting of the Academy of Management*.
- Kacmar, K. M., Bachrach, D., Harris, K. J., & Zivnuska, S. (2010). Fostering good citizenship through ethical leadership: The interactive effects of gender and perceptions of organizational politics. *Annual Meeting of the Academy of Management*.
- Kacmar, K. M., Harris, K. J., Carlson, D. S., & Zivnuska, S. (2009). Surface-level actual similarity vs. deeper-level perceived similarity: Predicting leader-member exchange agreement. *Annual Meeting of the Institute of Behavioral and Applied Management*.
- *Winner, Outstanding Contribution, Journal of Behavioral and Applied Management, 2009.*
- Zivnuska, S. (2009). Mindfulness at work: A mechanism for enhancing employee interpersonal skill, well-being, and performance. In R. C. Clute (Ed.), *Ninth Annual IBER & TLC Conferences Program 2009*.
- *Winner, Best Paper in Session Award, Ninth Annual IBER & TLC Conference, 2009.*
- Gundlach, M., & Zivnuska, S. (2005). Integrating social identity theory and the social relations model to explain the relationship between individualism-collectivism and team performance. *Annual Meeting of the Academy of Management*.
- Harris, K. J., Kacmar, K. M., Zivnuska, S., & Boonthanom, R. (2005). The impact of political skill on the effectiveness of employee intimidation and exemplification. *Annual Meeting of the Academy of Management*.
- Zivnuska, S., & Witt, L. A. (2005). Not-so-random acts of kindness: The interactive effects of impression management and motives on interpersonal citizenship behaviors. *Annual Meeting of the Society for Industrial and Organizational Psychology*.
- Harris, K., Brouer, R., & Zivnuska, S. (2004). The moderating influence of supervisor power on the relationship between leader member exchange quality and performance ratings. *Annual Meeting of the Academy of Management*.

- Harris, K., Carlson, D. S., Kacmar, K. M., & Zivnuska, S. (2004). Perceptions vs. reality: Which matters most in determining LMX agreement? *Annual Meeting of the Academy of Management*.
- Zivnuska, S. (2004). Everyone's heard of you: A theoretical model of communication and reputation management. In K. M. Weaver (Ed.), *Best Paper Proceedings of the Annual Meeting of the Academy of Management*.
- Winner, Best Visual Presentation Paper Award, Organizational Communication and Information Systems Division, Annual Meeting of the Academy of Management, 2004.
 - Nominee, Newman Award for Best Doctoral Student Paper, Annual Meeting of the Academy of Management, 2004.
- Bratton, V. K., Carlson, D. S., Witt, L. A., Zivnuska, S., & Kacmar, K. M. (2003). Impression management as a moderator of the politics-performance relationship. *Annual Meeting of the Society for Industrial and Organizational Psychology*.
- Gundlach, M. J., & Zivnuska, S. (2002). Green organizations and green members: The power of person-environment fit. *Annual Meeting of the Industrial Organizational/Organizational Behavior Association*.
- Farmer, W., Kacmar, K. M., Witt, L. A., Zivnuska, S. (2002). Applying multidimensional IRT analysis to the measurement of "meta-perspective." *Annual Meeting of the Society for Industrial and Organizational Psychology*.
- Valle, M., Kacmar, K. M., & Zivnuska, S. (2002). The relationship between outcome expectations and perceptions of organizational politics: The role of self-efficacy. In S. Barr (Ed.), *Proceedings of the Annual Meeting of the Southern Management Association*.
- Zivnuska, S., & Gundlach, M. J. (2002). What do they think of me? A conceptual model of individual reputation. *Annual Meeting of the Industrial Organizational/Organizational Behavior Association*.
- Zivnuska, S., Ralston, D. A., Perrewé, P. L., Wallace, A., & Maignan, I. (2002). Nations under stress: Masculinity/femininity and stress responses. *Annual Meeting of the Society of Industrial and Organizational Psychology*.
- Carlson, D. S., Wadsworth, L. L., Kacmar, K. M., & Zivnuska, S. (2001). What is wrong? The impact of moral intensity dimensions on ethical decision-making. In D. Nagao (Ed.), *Best Paper Proceedings of the Annual Meeting of the Academy of Management*.

- Gundlach, M. J., & Zivnuska, S. (2001). Looking good, feeling guilty, or not caring: Understanding and categorizing environmental decision-makers. In S. Barr (Ed.), *Proceedings of the Annual Meeting of the Southern Management Association*.
- Winner, Best Doctoral Student Paper, Social Issues/Diversity/Public Sector Track, Annual Meeting of the Southern Management Association.
- Kacmar, K. M., & Zivnuska, S. (2001). The effects of leader-member exchange on supervisor-subordinate communication. In D. Nagao (Ed.), *Best Paper Proceedings of the Annual Meeting of the Academy of Management*.
- Zivnuska, S. (2001). The danger of extreme organizational identification: Curvilinearity and organizational identity. In S. Barr (Ed.), *Proceedings of the Annual Meeting of the Southern Management Association*.
- Zivnuska, S. (2001). A measure of organizational identity. In D. Domke-Damonte (Ed.), *Proceedings of the Annual Meeting of the Southwest Academy of Management*.
- Arpan-Ralstin, L., Raney, A. A., & Zivnuska, S. (2000). Examining the concept of organizational image in a non-profit context: Dimensions of a university image. In J. Burgoon (Ed.), *Proceedings of the Annual Meeting of the National Communication Association*.
- Hochwarter, W. A., Zivnuska, S., Perrewé, P. L., Kiewitz, C., Witt, L. A., & Brymer, R. (2000). What is too much or too little? The curvilinear effect of job tension on turnover intent, value attainment, and job satisfaction. In S. Barr (Ed.), *Proceedings of the Annual Meeting of the Southern Management Association*.

BOOK CHAPTERS AND REVIEWS

- Gundlach, M. J., & Zivnuska, S. (2009). Job description. In Gilley, A., Gilley, J. W., Quatro, S. A., & Dixon, P. (Eds.), *The Praeger Handbook of Human Resource Management, Volume 1*: 21-24. Westport, CT: Praeger.
- Zivnuska, S., & Gundlach, M. J. (2005). The future of innovation: A book review essay. *Academy of Management Review*, 30, 634-637.
- Zivnuska, S., & Ferris, G. R. (2002). Walking the talk: Human resources and corporate reputation. In G. R. Ferris, M. R. Buckley, & D. B. Fedor, (Eds.), *Human resources management: Perspectives, context, functions, and outcomes (Fourth edition)*, pp. 626-635. Upper Saddle River, NJ: Prentice-Hall.
- Zivnuska, S., Ketchen, D. J., Jr., & Snow, C. C. (2002). Implications of the converging economy for human resource management. In G. Ferris (Ed.), *Research in*

Personnel and Human Resources Management, 20, pp. 371-405. Amsterdam: JAI Press.

WORKS UNDER REVIEW AND IN PROGRESS

Bratton, V., Leary, M., & Zivnuska, S. The double-edged sword of mindfulness: Moral disengagement effects of meditative practices. Data collection phase.

Meuter, M., & Zivnuska, S. Social media addiction and service marketing impacts. Data collection phase.

Valle, M., Harris, K. J., Zivnuska, S., Harris, R. B., Carlson, J. R., & Carlson, D. S. The Curvilinear Relationship between Technostress and Interpersonal Deviance. Accepted at the annual meeting of the *Academic and Business Research Institute*, under revision for journal submission.

Zivnuska, S., Harris, K. J., Valle, M., Carlson, D. S., Harris, R. B., & Carlson, J. R. The Spiraling Effect of Incivility Enacted Through Information and Communication Technology (ICT) in the Workplace. *Information Technology and People*. Revision submitted 2/19/2023.

TEACHING EXPERIENCE

Professor of Management, California State University Chico, 2009-present

Courses Taught:

- Organizational Consulting (UG)
- Human Resource Management (UG) (traditional and online)
- Survey of Management (UG)
- Performance Management (UG)
- Staffing (UG)
- Management of People and Organizations (MBA, PMBA)
- Negotiation (OMBA)
- Survey of Management (OMBA)

Associate Professor of Management, California State University Chico, 2006-2009

Courses Taught:

- Human Resource Management (UG)
- Survey of Management (UG)
- Performance Management (UG)
- Management of Organizations (MBA)

Assistant Professor of Management, Bond University, 2003-2006

Courses Taught:

- Human Resource Management

- Advanced Strategic Human Resource Management
- Pay and Incentive Systems
- MBA Strategic Human Resource Management
- Executive MBA Strategic Human Resource Management
- Japanese Executive MBA Teambuilding (6 hours on-site)
- MBA Teambuilding (48 hours off-site)

Instructor, Florida State University, 1999-2003

Courses Taught:

- Introduction to Human Resource Management
- Introduction to Organizational Behavior
- Compensation
- Staffing
- Group Dynamics and Leadership
- Research Methods (Laboratory Sections)

Research Assistant, Florida State University, 2000-2001

Department of Management

Project Topics:

- Job Tension
- Leader Member Exchange

Instructor, Ames Seminars, 1997-1999

Course Taught:

- Scholastic Aptitude Test (SAT) Preparation Class

Research Assistant, Institute for the Future, 1996

Applied research prepared on behalf of the California State Legislature

Project Topic:

- The past and future of California's public and private healthcare systems

Teaching Assistant, University of California, Davis, 1992

Course Taught:

- Families and Society (Discussion Section)

Research Assistant, University of California, Davis, 1989-1990

Department of Rhetoric and Communication

Project Topic:

- Stage-fright reduction

Research Assistant, University of California, Davis, 1990-1992

Department of Psychology

Project Topics:

- Impact of First Ladies on U.S. Presidential careers
- Social impact of Western colonization on African tribes

CONSULTING AND OTHER EMPLOYMENT EXPERIENCE

Consultant, NanoTech Energy, 2019

Area of Consultation

- Employee handbook

Consultant, Lulu's, 2019

Area of Consultation

- Compensation

Board Member, Chico Country Day School, 2017 – 2019

Special Projects

- Lead on development of new performance management program for the leadership team

Expert Witness, Ellis Law Group, LLP, 2018

- Selection-related law suit

Consultant, Butte County Business Incubation Program, 2016

Area of Consultation

- Legal compliance, employee handbooks, job descriptions, hiring, pay, and performance management for small businesses

Consultant, North State Radiology, 2015-2016

Area of Consultation

- Performance management

Consultant, Lundberg Family Farms, 2011

Area of Consultation:

- Performance management
- Executive competencies

Consultant, HealthCheck, 2003-2004

Area of Consultation:

- Performance management and leadership change

Consultant, Marriott Hotel Surfer's Paradise, 2004

Area of Consultation:

- Leadership education and executive coaching

Consultant, John Flynn Hospital, 2003

Area of Consultation:

- Leadership education and executive coaching

Consultant, Tech Data Corporation, 2002

Area of Consultation:

- Vice President feedback survey and executive coaching

Project Manager, Kaiser Permanente, 1999

- Implemented and managed Teen Pregnancy Counseling program at 22 regional facilities
- Planned, facilitated, and evaluated clinical training program, including curriculum and materials development, trainer's manual, and regional evaluation procedures
- Managed program grant
- Wrote proposal for permanent funding of project

Clinical Health Educator, Kaiser Permanente, 1997-1999

- Developed and implemented Clinical Health Educator role as part of organizational restructuring
- Planned and facilitated group classes, including patient needs assessment, member outreach, curriculum development and evaluation tools
- Provided behavior change education and counseling
- Developed new hire training curriculum and facilitated on-site training
- Evaluated health education materials
- Created satellite health education center

Community Planning Analyst and Trainer, United Way, 1996-1997

- Evaluated, revised, and implemented county grant-making procedures
- Trained agency representatives on grant application process and program evaluation techniques
- Analyzed grant proposals and provided applicants with preliminary feedback
- Coordinated grant disbursement committees
- Conducted internal program evaluation, including instrument development, data analysis and final reporting
- Guest appearance on radio outreach program

UNIVERSITY, COLLEGE, AND DEPARTMENT SERVICE

Committee Member, Professional COB Advisor Selection Committee, 2020

Member, COB Standards for Online Teaching Task Force, 2020

Member, OMBA Steering Committee, 2020

Chair, Thomas Family Fellow in Business Selection Committee, College of Business, 2020

Chair, Entrepreneurship Faculty Selection Committee, 2019-2020

Member, Classroom and Office Space User Group (advisory group for reallocating space during building shutdowns), California State University Chico, 2019 – present

Faculty Advisor, Consulting Club, Department of Management, 2017 – 2019

Director, Professional Consulting Certificate Program, 2015 - 2019

HR Course and Curriculum Coordinator, 2013 – 2019

Faculty Hearing Panel, 2013 – 2019

Director, Internship Program, Department of Management, 2016 – 2018

Faculty Marshall, Spring 2018

Member, Dean Search Committee, Spring 2018

Faculty Marshall, Spring 2016

Chair, SHRM Reaccreditation Committee, 2016

Member, Interdisciplinary Center on Aging, 2015 - 2016

Committee member, Management Faculty Selection Committee (2 MGMT lines), Fall 2015

Chair, HR Faculty Selection Committee, Fall 2014

Committee Member, BLAW Faculty Selection Committee, Fall 2014

Committee Member, Retention Tenure and Promotion Committee, Fall 2014

Committee member, Entrepreneurship Faculty Selection Committee, Spring 2013

Faculty Host, Career Center Networking Social, Fall 2013

Patrick Ranch Restoration Project Volunteer, Fall 2013

Chair, Retention Tenure and Promotion Committee, Fall 2013-Spring 2014

Committee member, Entrepreneurship Faculty Selection Committee, Fall 2013

Committee member, College of Business Dean Selection Committee, Summer-Fall 2013

Committee member, Entrepreneurship Faculty Selection Committee, Spring 2013

Chair, Retention Tenure and Promotion Committee, Fall 2012-Spring 2013

Committee Member, Retention Tenure and Promotion Committee, Fall 2009 – Spring 2012

Founding Member and Faculty Advisor, The Management Club, Spring 2013 – present

Faculty Advisor, Beta Gamma Sigma Honor Society, California State University Chico, 2007 - present

Faculty Host, Professional Etiquette Dinner, Career Center, California State University Chico, Spring 2012

Assessment Coordinator, Graduate Programs, California State University, Chico, 2009 – 2012

Committee member, Graduate Program Committee, California State University Chico, 2008 – 2012

Committee member, Americans with Disabilities Act Committee, California State University Chico, 2008 – 2012

Faculty Advisor, Graduate Business Association (GBA), California State University Chico, 2011 - 2012

Committee member, COB Awards Committee, Spring 2012

Committee member, Management Faculty Selection Committee, Spring 2012

Committee member, Faculty Leaves Committee, California State University Chico, 2011 - 2012

Advisor, PMBA Independent Study Kirk Bristol: Pactiv Corporation Summer 2011
Contract Negotiation: Contract Language Change Recommendations, California State University, Chico, Summer 2011

Co-Chair, Entrepreneurship Faculty Selection Committee, Fall 2010 – Spring 2011

Co-Chair, Management Faculty Selection Committee, Fall 2010 – Spring 2011

Faculty Host, Professional Etiquette Dinner, Career Center, California State University Chico, Spring 2011

Mentor, Leadership Boot Camp, The Center for Values Based Leadership, College of Business, California State University, Chico, Fall 2010

Advisor, MBA Independent Study Courri Bradi: Managing Teams in Higher Education, California State University, Chico, Fall 2010

Advisor, MBA Independent Study Mitzy Edgecomb: Transition Planning in Medical Teams, California State University, Chico, Fall 2010

Participant, Student Networking “Mocktail” Hour and Etiquette Seminar, Career Center, California State University, Chico, 2010

Facilitator, A Mindful Approach to Pain Management, Student Disabilities Services and Student Wellness Center, California State University, Chico, Fall 2009

Advisor, MBA Internship Jaclyn Kruger: Collective Bargaining, California State University, Chico, Spring 2010

Assessor, MBA Ethics Assurance of Learning Assessment, California State University, Chico, 2009.

Advisor, Human Resource & Management Association, California State University Chico, 2006-2009.

Facilitator, Don’t Let Stress Make You a Mess, College of Business Staff Retreat, California State University, Chico, Summer 2009.

Facilitator, “Don’t Let Stress Make You A Mess” Seminar, Wellness Center, California State University, Chico, 2009.

Committee member, College of Business Awards Committee, California State University, Chico, 2009.

Committee member, MBA Review and Recommendations Sub-Committee, California State University, Chico, 2009.

Committee member, Management Faculty Selection Committee, California State University Chico, 2008

Evaluator, Class Visitation for instructor Angela Casler (MGMT 460: Managing for Sustainability), California State University Chico, 2008.

Evaluator, Class Visitation for instructor HT Levine (MGMT 443-01: Managing Knowledge, Innovation, and Change), California State University Chico, 2008.

Evaluator, Class Visitation for instructor Mary Lee Barton (MGMT 300-11: Communication in Business), California State University Chico, 2008.

Mentor, Honors Project: Lassu, R. 2008. *Athletes' mindfulness and its relationship to coping style, primary relationship security, and team consciousness*, California State University Chico Department of Psychology.

Committee member, MGMT 303 Textbook Review Task Force, California State University Chico, 2008

Committee member, Entrepreneurship Faculty Selection Committee, California State University Chico, 2007

Committee member, Management Faculty Selection Committee, California State University Chico, 2007

Evaluator, Class Visitation for instructor HT Levine (BADM 101-10: Understanding Global Business), California State University Chico, 2007

Evaluator, Class Visitation for instructor Jack Hames (MGMT 442-01: Managing Differences), California State University Chico, 2007

Evaluator, Class Visitation for instructor Brian Ring (MGMT 432-01: Recruitment and Selection), California State University Chico, 2006

Committee Member, AACSB Accreditation Committee, Bond University, 2005

Committee Member, Human Subjects Approval Board, Bond University, 2005

Co-Developer, MBA Management Curriculum, Bond University, 2005

Co-Coordinator, Faculty Interviews, *Annual Meeting of the Academy of Management*, 2005

Committee Member, Faculty Search Committee, Bond University, 2005
Judge, Vice Chancellor Scholarship Committee, Bond University, 2005, 2003

Representative, Bond University Expo, Bond University, 2005

Representative, Bond Graduation Ceremony, Bond University, 2005, 2004, 2003

Representative, Bond Awards Ceremony, Bond University, 2005, 2004, 2003, 2002

Co-Facilitator, MBA Teambuilding Weekend Offsite, Bond University, 2004

Feasibility Assessor, Business School Human Resource Network, Bond University, 2004

Coordinator, Charles Snow Research Seminar, Bond University, February 2004

Representative, Mentoring for Growth Networking Luncheon, Bond University, 2004

Member, Plagiarism Tribunal, Bond University, 2004

Committee Member, MBA Teambuilding Weekend Offsite, Bond University, 2004

Representative, Bond University Scholarship Award, Benowa High School, Bond University, 2003

Mentor, Graduate Student Orientation, Florida State University, 2002-2003

Secretary, Doctoral Student Business Association, Florida State University, 2000 - 2001

PROFESSIONAL SERVICE

Three-Year Board Representative, Western Academy of Management, 2022 – 2025

Session Chair, Annual Meeting of the Western Academy of Management, 2023

External Reviewer, Charles Justice Tillman for promotion and tenure, Baruch College, 2019

Session Chair, Annual Meeting of the Western Academy of Management, 2019

CFO and Board Member, Western Academy of Management, 2015 – 2019

Session Chair, Annual Meeting of the Western Academy of Management, 2018

Session Chair, Annual Meeting of the Western Academy of Management, 2017

International Review Committee Member, Rosabeth Moss Kanter Award for Excellence in Work-Family Research, 2015.

Facilitator, Mindfulness Based Stress Reduction Seminar, Sierra Nevada Brewing Co., 2009

Co-coordinator, 8th Annual International Human Resource Conference, 2004-2005

Facilitator, Blog Feedback Sessions (online discussion groups), Organizational Behavior Division of *Academy of Management*, 2004-2005

Judge, Sarah Hawthorn Enterprises, *Annual Australian Human Resources Awards*, 2004, 2005

Co-author, 5-year Activity Report for the Human Resource Division of *Academy of Management*, 2004

Ad Hoc Journal Reviewing:

- *Journal of Occupational Health Psychology*, 2004-2018
- *Human Relations*, 2006-2013
- *Journal of Applied Psychology*, 2004-2006
- *Journal of Occupational and Organizational Psychology*, 2005
- *Sex Roles*, 2005
- *Academy of Management Learning and Education Journal*, 2004

Conference Reviewing:

- *Western Academy of Management*, 2012, 2014 - present
- *Academy of Management Human Resources Division*, 2005, 2004, 2002
- *International Human Resource Management Conference*, 2005
- *Southern Management Association Human Resources Track*, 2005, 2004, 2002
- *Southern Management Association Organizational Behavior Track*, 2005, 2004, 2002, 2001
- *Academy of Management Organizational Behavior Division*, 2004
- *Southwest Academy of Management*, 2001

Workshop Coordinator, *Annual Meeting of the Western Academy of Management*, 2014

Discussant, *Annual Meeting of the Southern Management Association*, 2001

Discussant, *Annual Meeting of the Southern Management Association*, 2000

PROFESSIONAL DEVELOPMENT

Tipping Point Student Success Summit, 2020

CSU's Sexual Misconduct Prevention Training, 2020

Virtual Assurance of Learning Training 1, AACSB, 2020

Reopening Colleges of Business: Key Considerations for the New Normal, AACSB, 2020

First Day Forward Leadership Training, Odyssey Teams, 2020

Avoiding Bias In Hiring, Chico State, 2020

Tipping Point Student Success Summit, 2020

Proctoring BlackBoard Learn Tests, 2018

Introduction to Teaching Online Using QLT, Chico State, 2019

Chair Training, Faculty Learning Community through CELT, Chico State, 2019-2020

Tipping Point Student Success Summit, 2019

Preventing Discrimination and Harassment, 2018

Leadership Initiative, 2015 – 2016

Voice and Presence Under Pressure, Chico State Human Resources Service Center, 2016

2013: The Legal Year in Review, The Training Place, January 2014

Faculty Learning Community for Excellent Teaching, competitive application process, Spring 2013-Fall 2013

Participant, ‘Write Winning Grants’ workshop, Office of Research and Sponsored Programs, 2010

Participant, The Power of Mindfulness: A Transformative Retreat for Leaders and Innovators in Business and Non-Profit Organizations, Jon Kabat-Zinn and the Center for Mindfulness in Medicine, Health Care and Society, University of Massachusetts Medical School, 2008.

Participant, Conscious Communication in Personal and Professional Settings, Spirit Rock Center, 2008.

Participant, Mindful Leadership, Spirit Rock Center, 2008

Participant, Internal Research Grantwriting Workshop, Office of Research and Sponsored Programs, 2007.

Participant, Mindful Practice Retreat: Creating Professional Resilience and Balance, Mindful Living Programs, 2007.

Attendee, The Mindful Brain: A Theory of Interpersonal Neurobiology and Well-Being (Lecture), Dan Siegel, 2007.

Participant, CELT Workshop II, Handling the Paper Load: Strategies for Responding to & Evaluating Writing, California State University Chico, 2007

Participant, Mindfulness-Based Stress Reduction: An 8-week Intensive Course, Mindful Living Programs, 2007.

Participant, Sexual Harassment Prevention for Supervisors Training, Workplace Answers, 2006

Participant, Effective Classroom Discussion Strategies and Effective Interactive Lecture Strategies Workshop, California State University Chico, 2006

Participant, Sponsored Research and Grantwriting Training, California State University Chico, 2006

Participant, New Faculty Orientation, California State University Chico, 2006

Participant, Management Consulting Development Workshop, *Annual Meeting of the National Academy of Management*, 2005

Participant, EndNote Tutorial, Bond University, 2004

Participant, *3rd Annual University of Queensland Symposium on Organizational Psychology*, University of Queensland, 2003

Participant, Moderated Structural Equation Modeling Tutorial, *Annual Meeting of the Society for Industrial and Organizational Psychology*, 2002

Participant, Meet the Publishers Workshop, *Annual Meeting of the Southern Management Association*, 2001

Participant, Doctoral Student Consortium, *Annual Meeting of the National Academy of Management*, 2001

Participant, Theory Development Workshop, *Annual Meeting of the Southern Management Association*, 2000

Participant, Doctoral Student Consortium, *Annual Meeting of the Southern Management Association*, 1999

Participant, Program for Instructional Excellence (PIE) New Student Teacher Workshops, Florida State University, 1999

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM) 2000 - present

- Human Resource Division
- Organizational Behavior Division

Western Academy of Management (WAM) 2010 – present

Butte County Human Resources Group 2008 - 2017

Society for Human Resource Management (SHRM) 2007 - 2008

Society for the Advancement of Management (SAM) 2007 - 2008

Society for Industrial and Organizational Psychology (SIOP) 2000-2004

Southern Management Association (SMA) 2000-2003; 2009-2010

REFERENCES AVAILABLE UPON REQUEST