



DR. DAWN E. CHANLAND, MBA, SHRM-SPC

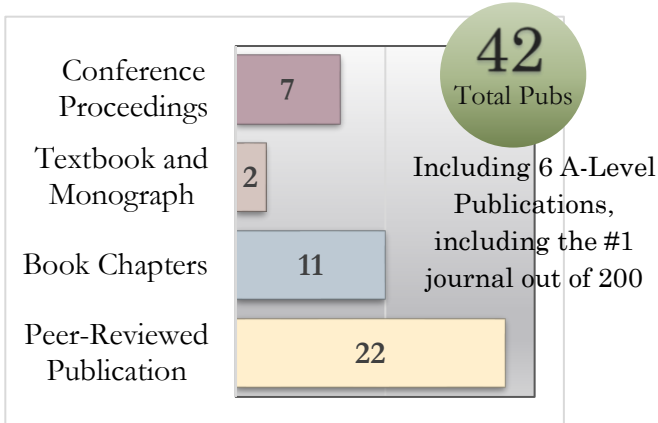
- **MBA Director**
- **Professor of Management & Organizational Behavior**
McColl School of Business, Queens University of Charlotte
- **CREW Director**
Charlotte Women's Authentic Leadership Program

✉ chanlandd@queens.edu

☎ 805-305-9765

🏠 7607 Westmont Way
Waxhaw, NC 28173

SCHOLARSHIP



AWARDS

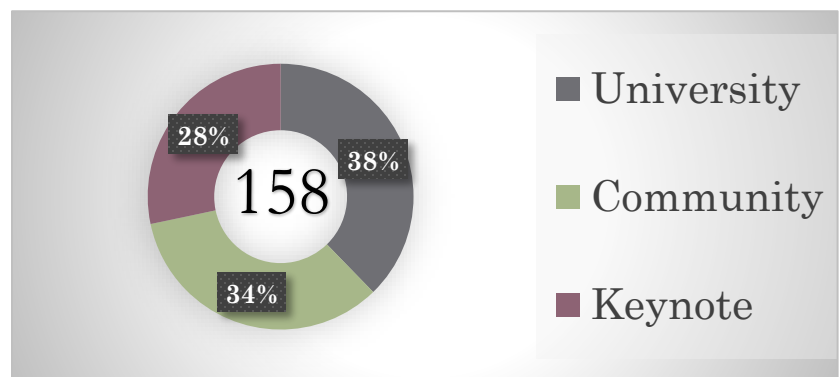


- 2023 Most Influential Women in the Carolinas
- 2023 CBJ Women In Business
- Hunter-Hamilton Love of Teaching
- Distinguished Graduate Teacher
- Distinguished Undergraduate Teacher
- Most Outstanding Faculty
- Excellence in Research
- California Faculty Educator
- CREW Women's Career Advancement

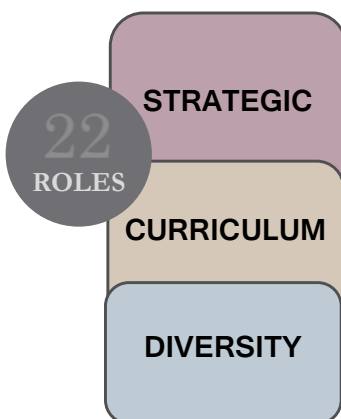
MEDIA & PRESS



SPEECHES & LEADERSHIP WORKSHOPS



ADMINISTRATIVE & SERVICE ROLES



- MBA Program Director
- Faculty Athletic Representative (FAR)
- Queens Culture Taskforce
- Faculty Council
- Curriculum Committee
- Assurance of Learning Committee
- Honors Committee
- Status on Women Committee
- Faculty Hiring Committee (Led 2022 Professor of Practice, DEI Faculty Search)

COMMUNITY ENGAGEMENT



“Not To Be Served, But To Serve”



SUMMARY OF QUALIFICATIONS

MBA Director, award-winning professor and consultant with 30 years of industry, athletic coaching, consulting and academic experience. Demonstrated ability to design, deliver, and grow innovative academic and leadership development programs and lead strategic planning and diversity, equity, and inclusion initiatives. 14 teaching, community, and research awards during 15 years in academia. Experience in financial and recruiting industries and consultant to non- and for-profit organizations and government agencies in talent management initiatives. Numerous media interviews and articles, including the Wall Street Journal, New York Times, and Forbes. Significant business and philanthropic connections in Charlotte borne of consulting, teaching, and community service.

ACADEMIC POSITIONS



MBA DIRECTOR, MCCOLL SCHOOL OF BUSINESS
Queens University, Charlotte, NC

(July 2022 - Present)
(August 2012 - Present)

PRIMARY RESPONSIBILITIES

Lead the establishment of a strong MBA Program/s, certificate programs and associated activities. Lead the design of curricula, modality, and pedagogy; online learning; assurance of learning (assessment); course scheduling; and catalog updates. Coordinate and collaborate with MSB faculty, MSB graduate staff, and MSB graduate students to build and support graduate experiential learning, student services, enrollment management and teaching excellence initiatives. Attend McColl School Board Support SQC on admissions process and end of semester grades review. Organize and participate in MBA orientation. Oversee adherence to MBA Honor code and other MBA academic issues.



KEY OUTCOMES IN FALL 2022

- Led MBA Taskforce in strategic examination of MBA program national and regional competitive dynamics, trends, benchmarking, and overall program positioning.
- Taskforce established three (MBA faculty and staff) workgroups aimed at enhancing current program in areas of leadership, business community connections, and a personalized MBA student experience, and co-curricular and administrative support.

RESULT: Identified numerous actions toward improving current MBA program through course content, administrative, and pedagogical enhancements.



PROFESSOR OF MANAGEMENT & ORG. BEHAVIOR
McColl School of Business, Queens University, Charlotte, NC

(2012 - Present)

PRIMARY RESPONSIBILITIES

Teach leadership, management, conflict management and negotiation, business acumen, and related topics to *Executive Leadership Institute clients* and to *graduate* and *undergraduate* students. Strong client and student evaluations across all levels. Conduct research for peer-reviewed publications, books, and popular press. Serve in administrative, leadership and service capacities across campus and in the community. Advise and mentor many students throughout the year.

AWARDS AND ACHIEVEMENTS



HUNTER-HAMILTON TEACHING AWARD
MCCOLL SCHOOL OF BUSINESS

2021 - 2022

(Awarded annually to one Queen's University professor)

**OUTSTANDING UNDERGRADUATE TEACHER****2019 - 2020***MCCOLL SCHOOL OF BUSINESS**(Awarded annually to one McColl School of Business faculty member)***MOST-CITED SCHOLAR/RESEARCHER****2011 - 2021***MCCOLL SCHOOL OF BUSINESS**(Awarded to McColl faculty member with the most cited publications)***OUTSTANDING RESEARCH AWARD****2017***MCCOLL SCHOOL OF BUSINESS**(Awarded annually to one McColl School of Business faculty member)***OUTSTANDING GRADUATE TEACHER****2016***MCCOLL SCHOOL OF BUSINESS**(Awarded annually to one McColl School of Business faculty member)***SAMPLE WORKSHOP TOPICS AND COURSES TAUGHT****EXECUTIVE LEADERSHIP INSTITUTE (ELI):****(SAMPLE ELI CLIENTS)**

- Leading Organizational Change
- Building and Communicating a Vision
- Building a Professional Development Plan
- Courageous Followership
- Managing Difficult Conversations
- Developing Your Leadership Style
- Leveraging Mentoring and Networking
- Negotiation
- Personal Change
- Building High Performing Teams





EXECUTIVE MBA, GRADUATE, AND UNDERGRADUATE:

- Business Acumen
- Organizational Behavior
- Introduction to Organization Development
- Understanding and Applying Research
- Conflict Management and Negotiation
- MBA Foundations I & II
- Leading Change & Managing Human Capital
- Principles of Management



FACULTY ATHLETIC REPRESENTATIVE (FAR)
McColl School of Business, Queens University, Charlotte, NC

(2016 - 2020)

PRIMARY RESPONSIBILITIES

To promote academic integrity, to promote institutional control of intercollegiate athletics, to facilitate the integration of the athletics and academic components of the collegiate community, and to enhance the student-athlete experience. Some specific responsibilities include:

- Partnered with Athletic Director and lead team to build athletic vision and three-year strategic plan.
- Served as the liaison between President, Provost, and Advancement and athletics program.
- Co-led coach leadership development initiative with associate athletic director.
- Led Queens Athletics Committee, which consists of faculty and athletic directors.
- Prepared annual report on athletics for internal institutional purposes.
- Reviewed 2017 Queens NCAA certification process.
- Attended four NCAA and SAC Conferences as Queens representative, to understand NCAA compliance rules, and stay abreast of NCAA Division II University wellness, academic and other student athlete initiatives.
- Informed faculty of developments in athletics.



- Reviewed reports on student athlete academic performance, equivalencies, and eligibility.
- Prepared requests for NCAA academic waivers and appeals when submitted.
- Influenced the delivery of services designed for the academic enhancement of student-athletes.
- Addressed student athlete scheduling challenges and mediate faculty/student challenges.

KEY ACHIEVEMENTS

- Co-led the creation of Royals academic awards, supporting academic excellence among student athletes. Number of students earning 4.0 GPA since introduction of awards has gone from 12 to 60 annually.
- Partnered extensively with Athletic Director to create collaborative pathways between athletics and academics to support academic and athletic successes simultaneously, as well as to develop athletic department strategic plan and vision.



ASSISTANT PROFESSOR OF MANAGEMENT

(2006 - 2012)

Orfalea College of Business California Polytechnic State University, San Luis Obispo, CA



Ranked #2 out of 120

Regional Universities in the West. U.S. News and World Report

PRIMARY RESPONSIBILITIES

Taught organizational behavior (topics include change management, employee development, innovation, teamwork, leadership, decision making & motivation), and negotiation to graduate and undergraduate students. Conducted executive education workshops on mentoring and business acumen (e.g., finance, accounting, and economics) with Milano de Polytechnico University and Queens University, respectively.



AWARDS AND ACHIEVEMENTS



MOST OUTSTANDING FACULTY AWARD: **2009 - 2012**
MANAGEMENT
ORFALEA COLLEGE OF BUSINESS
(Awarded annually for outstanding disciplinary teaching; voted on by the College of Business student body)



DISTINGUISHED TEACHER AWARD **2010**
ORFALEA COLLEGE OF BUSINESS
(Awarded annually to one Orfalea College of Business faculty member)



CA FACULTY ASSOCIATION EDUCATOR AWARD **2010**
MCCOLL SCHOOL OF BUSINESS
(Awarded to three junior university faculty members—out of hundreds-- each year)

2010: Handpicked by College of Continuing Education to conduct five webinar seminars for university alumni, including Win-Win Negotiation; How to Lead Organizational Change; Interviewing Like a Pro and Getting the Salary You Want



UNDERGRADUATE INSTRUCTOR AND RESEARCH ANALYST **(2003 - 2006)**
Human Resources Policy Institute, Boston University, Boston, MA



Ranked #41 in *Best Colleges in National Universities*
U.S. News and World Report

PRIMARY RESPONSIBILITIES

Taught organizational behavior to 42 undergraduate students. Received highest student evaluations among 13 instructors. Gathered and analyzed information on the global sourcing of talent. Data included newspapers and consulting firm



white reports and interviews with human resource executives regarding their respective companies' sourcing strategies and program implementation plans. Provided executive briefings of conference presentations and discussion among roughly 40 senior human resource executive attendees.

AWARDS AND ACHIEVEMENTS



OUTSTANDING DOCTORAL STUDENT RESEARCH AWARD 2004, 2006
BOSTON UNIVERSITY, SCHOOL OF MANAGEMENT
(Awarded annually to one doctoral student – out of about 50 – for outstanding scholarship)



DISSERTATION SCHOLARSHIP **2005**
HUMAN RESOURCES POLICY INSTITUTE
(Awarded to one student every two years to support dissertation research)

CONSULTING ENGAGEMENTS

BREADTH OF CLIENTS

Retail, restaurant, health care, energy, religion, education, and governmental sectors on talent management issues. (Some sample clients include CREW [Commercial Real Estate Women], Duke Energy, Union County Public Libraries, Charlotte Chamber of Commerce, Wendys, LazyBoy, and Atrium Health.)



PRIMARY RESPONSIBILITIES

Responsibilities include leadership development and diversity, equity, and inclusion initiatives, executive coaching, culture change initiatives, climate survey design



analysis and reporting, teamwork, customer service enhancement, mentoring and coaching program design and training, and typically involve program evaluation (e.g., pre- and post-testing on initiative effectiveness).

SAMPLE ENGAGEMENTS

Director, Authentic Leadership Development Program 2019 - Present *Commercial Real Estate Women (CREW)*

Developed and facilitate women's leadership development program for 30 women in Charlotte Metropolitan Area. Handpicked to succeed prior program director based on two successful workshops conducted with prior participant cohorts. Collaborated with CREW Executive Director and Steering Committee to create innovative, evidence-based leadership program which centers on Strengths-Based and Authentic Leadership frameworks. Program emphasizes peer- and group-coaching to heighten participant growth, self-assessment, and "hit-the-ground-running" skill and competency development.

Since having become Director, number of participants has increased 35% and program popularity has allowed annual versus every other year.



WOMEN'S CAREER ADVANCEMENT AWARD

2022

COMMERCIAL REAL ESTATE WOMEN (CREW)

(Awarded annually to one industry member)

Diversity, Equity, and Inclusion Strategic Initiatives 2020, 2022

Retail Business Services and FHL Bank. Partnered with senior leadership and consultant to support diversity, equity, and inclusion initiatives. Conducted focus groups with diverse employee base to ascertain perceptions of inclusion and belonging and made recommendations for strategic action related to DEI. Led strategic planning session with senior leadership to ascertain progress made in DEI and commit to actions in subsequent years.



Strategic Planning Leadership & Staffing Analysis

2020 - 2021

Union County Public Libraries. In partnership with Library Director, led team of nine across five library locations for one year to create 2021-2026 vision and strategic plan. Extensively interviewed community members, including of board of commissioners, mayors, head of Union County Public Schools, and Chamber of Commerce president, and others to best position library to deliver strong services to residents. Gathered and collated survey data from over 1K Union County residents regarding library interests and needs as part of positioning. Conducted staffing analysis using state standards, interviews with staff, North Carolina library database, and other means to recommend staffing needs across locations.

INDUSTRY AND ATHLETIC COACHING EXPERIENCE



CONSULTANT, FINANCE AND ACCOUNTING

(1998 - 2001)

Kforce, Boston, MA; San Jose, CA

is a \$1.3B (Nasdaq) specialty staffing firm providing flexible and permanent staffing solutions for organizations and career management for individuals



PRIMARY RESPONSIBILITIES

Partnered with company client management teams (Client companies—both publicly and privately-held—across various industries, including finance, high-technology, consulting, insurance, e-commerce, and health care) to assess and manage their accounting and finance staffing needs. Advised careers for persons with various levels of experience and credentials, ranging from functional areas of accounting to the most senior-level finance and accounting positions.

Developed and fostered positive networking relationships with clients and candidates to boost effectiveness and billings. Exhibited a wide range of sales skills, including prospecting and developing clients; generating upwards of 40 sales calls per day; and demonstrating effective listening skills. Interviewed multiple candidates per week and made recommendations to client management about candidate suitability. Taught candidates critical interviewing skills and resume-building techniques.



AWARDS AND ACHIEVEMENTS



DOUBLED PRODUCTIVITY ANNUALLY 1998, 1999, 2000, 2001
(Productivity, as measured in billings, doubled each year of employment)



HEAD ATHLETIC COACH, WOMEN'S SOCCER TEAM (1996 - 1997)
Foothill College, Los Altos Hills, CA

PRIMARY RESPONSIBILITIES

Responsible for initiating and administrating of all aspects of the program including but not limited to recruiting, scheduling of team activities and competition, training, academic monitoring, budget monitoring. More specific responsibilities included:

- Recruited student athletes from among Bay Area high schools.
- Directed the strength, conditioning, skill training, wellness, and academic performance of the student-athletes in the program.
- Managed assistant coach.
- Planned and coordinate effective team practices in preparation for the program's competitions.
- Managed the program's budget.
- Scheduled an acceptable number of athletic contests each season as outlined by league.
- Oversaw team travel planning.
- Served as game coach for each contest.



ASSISTANT BRANCH MANAGER (1994 - 1995)
Transamerica Financial Services, Bay Area, CA



TRANSAMERICA is a nation-wide provider of mortgage- and consumer-based loans.



PRIMARY RESPONSIBILITIES

Partnered with company client management teams (Client companies—both publicly and privately-held—across various industries, including finance, high-technology, consulting, insurance, e-commerce, and health care) to assess and manage their accounting and finance staffing needs. Advised careers for persons with various levels of experience and credentials, ranging from functional areas of accounting to the most senior-level finance and accounting positions.

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EDUCATIONAL HISTORY

DOCTORATE OF BUSINESS ADMINISTRATION, MANAGEMENT 2006

BOSTON UNIVERSITY, BOSTON, MA

Major: Organizational Behavior

Minor: Strategic Management

MASTER OF BUSINESS ADMINISTRATION, GENERAL STUDIES 1997

SAN JOSE STATE UNIVERSITY, SAN JOSE, CA



INTERNATIONAL BUSINESS AWARD

SAN JOSE STATE UNIVERSITY, MBA PROGRAM

(Awarded annually to one student for discipline knowledge)



BACHELOR OF BUSINESS ADMINISTRATION, MANAGEMENT 1994 - 1995

CALIFORNIA STATE UNIVERSITY, CHICO, CHICO, CA

Major: Finance

COMMUNITY AND BOARD ENGAGEMENT, VOLUNTEERING

CHARLOTTE AND CHARLOTTE METROPOLITAN AREA VOLUNTEERING

Jewish Community Center Board of Directors & Volunteer. (2017 – 2022)
Current board member, member of benchmarking taskforce on, micro-soccer coach for two seasons.

2020 Women on Corporate Boards Steering Committee. (2018)
November 2018 advocacy event with 225 attendees on women and corporate boards

Bank of America/Vital Voices Global Ambassador Program. (2017)
Asked to represent Queens University for weeklong mentoring program involving 24 women from globally diverse locations.

Hadassah. (2016)
Helped raise hundreds of dollars of food donations for medical care and research.

CHARLOTTE METROPOLITAN AREA WORKSHOPS, PANEL MEMBERSHIPS AND SPEAKERS

American Institute of Architects (AIA) (2023)
Moderated panel on the state of DEI in architecture (280 attendees).

JLL Carolinas Group (2023)
Spoke with 50 participants on 7 Mistakes You Might Be Making When Advocating for Yourself.

Bank of America International Women's Day Panel Member (2023)
One of four panel members handpicked to talk on meaning of IWD and gender equity.



- Carmel Women in Business Group.** (2023)
6 Mistakes You Might Be Making When Advocating for Yourself.
- CREW Charlotte Mentoring Program Kickoff Speaker.** (2023)
Led best mentoring practices discussion with mentors and proteges.
- Carmel Women in Business Group: Managing Difficult Conversations at Work.** (2023)
Spoke to 35 women on best addressing conflict at work.
- Retail Business Services Diversity Conference** (2022)
Opening speaker on “Making diversity your superpower at work.” (150 attendees)
- Choate Construction Women’s Group.** (2022)
Gave talk on “Advocating for yourself and others at work.”
- McKim & Creed Women’s Group.** (2022)
Spoke to 25 women on “Managing difficult conversations at work.”
- CREW Charlotte.** (2019)
Gave talk to 30 women on “Becoming better coaches and leveraging mentoring at work.
- JELDWEN Corporation.** (2019)
Gave talk to 60 mentors and mentees on “How to create a winning mentoring relationship.”
- JELDWEN Corporation.** (2019)
Gave talk to 100 mentees and mentors on “Building a strong mentoring network.”
- Synchrony Financial.** (2018)
Engaged women’s resource group in “Saying no and getting to yes” workshop.
- Union County Chamber of Commerce Women’s Business Group.** (2018)
Spoke to 120 women on “Saying no and getting to yes.”
- Corporate Board Readiness Workshop for Women Event speaker.** (2018)
Gave 45- minute presentation on research on women on boards.



- Carolinas Coaching Conference.** (2017)
Conducted workshop, “Leveraging coaching and mentoring to support diverse leaders’ advancement and growth.”
- Union County Chamber of Commerce Young Professionals Group.** (2017)
Spoke to 120 professionals on “Leveraging mentoring in your career.”
- ATHENA/CREW.** (2017)
Gave workshop on coaching others to 35 female professionals.
- Atrium/Carolinas Health Care.** (2016)
Conducted workshop on self-care for health care professionals.
- Novant Health.** (2015)
Videotaped and live audience employee session on facilitating personal change.
- Urban Land Institute.** (2014)
Conducted session on facilitating personal change.
- Charlotte Rescue Mission.** (2014)
Led “From destructive to constructive conflict” workshop.
- Chamber of Commerce, Charlotte Status on Women.** (2014)
Participated as panel member for Power of Women session.
- ATHENA Women’s Leadership Award Ceremony.** (2014)
Gave keynote address, “Living a meaningful life” (250 attendees).
- Charlotte Chamber of Commerce.** (2014)
Spoke on conflict management to all employees and led senior management team conflict resolution workshop.
- Carolinas Coaching Conference.** (2014)
Conducted workshop, “Business development from the inside out.”
- UNC, Charlotte, Women & Girls Research Alliance conference.** (2013)
Participated as panel member at mentoring session.

WORKSHOPS, PANEL MEMBERSHIPS AND SPEAKERS OUTSIDE THE CHARLOTTE METROPOLITAN AREA



- Mentoring Institute Conference Keynote Speaker** (2019)
Gave speech to 250 professionals on state of mentoring and coaching research.
- Innovation Research Institute.** (2018)
Gave speech on “Attracting, motivating and retaining Millennials.”
- International Mentoring Association Conference.** (2017)
Gave keynote speech, “Mentoring research and practice” to 100 professionals.
- Northwestern University Alumni Association.** (2015)
Gave speech on “Building your mentoring network.”
- SLO Leadership, San Luis County Chamber of Commerce.** (2011)
Conducted workshop on “Negotiation.”
- Principled Leadership Business Institute, Alpha Kappa Psi.** (2011)
Conducted workshop on “Enlisting others in your career and personal development.” Guest Speaker, Chicago (125 attendees).
- Principled Leadership Business Institute, Alpha Kappa Psi.** (2011)
Conducted workshop on “Job interviewing.” Guest Speaker, Atlanta.
- Brandman University.** (2011)
Keynote speaker on “Win-win advisory mentoring” (150 attendees).
- Brandman University.** (2010)
Conducted workshop on “Win-win advisory mentoring” (150 attendees).
- My Alumni Link.** (2009)
*(An organization fostering stronger university alumni)
 Conducted webinar on “Mentoring networks” guest speaker.*

LEADERSHIP AND SERVICE ROLES

QUEENS UNIVERSITY-LEVEL SERVICE

- Faculty Council Member.** (2018-2021)
Council is principal instrument of faculty involvement in university government.



- Faculty Personnel Committee (Alternate).** (2018-2020)
Served as alternate in FPC decisions on tenure and promotion cases.
- Yes/And Committee.** (2018-2020)
Responsible for Yes/And Promise strategic plan initiative.
- Culture Taskforce.** (2018-2022)
Responsible for 2020 Strategic Plan initiative to assess Queens' culture.
- ROAR Royal Advisor.** (2016-Present)
Advise freshman undergraduate students on first year registration, major, and other matriculation matters.
- Head of Athletics Committee.** (2016-2019)
As University Faculty Athletic Representative (FAR), charged with leading committee charged with facilitating communication between faculty and staff and athletics.
- Honors Committee.** (2015-2016; 2018-2019; 2022-Present)
Work with Provost and Honors Program director to monitoring the Honor curriculum and co-curricular activities and making recommendations for its development. Evaluates prospective students.
- Internship Committee.** (2015-2016)
Work closely with deans and director of internship program in monitoring the internship program. Assist Director of Vandiver implementing the program.
- TWIST Women's Leadership Conference.** (2014-2019)
University faculty lead on women's leadership conference involving roughly 40 female business leaders. Event costs \$5K and requires significant investment in identifying conference theme and keynote speaker, gaining executive panel member attendance, marketing to participants, and orchestrating the conference.
- Quality Enhancement Plan (QEP) Committee.** (2014-2015)
Charged with enhancing student/faculty interaction through predominantly through two vehicles: (1) Exploration Seminars (1 credit seminars on novel topics), and (2) the Marking Excellence event (which showcases student and faculty/student research)



Student Qualifications Committee. (2013-2014)
Made withdrawal, drop, and probation decisions.

MCCOLL SCHOOL OF BUSINESS SERVICE

Faculty Search Lead – DEI & Marketing/Analytics (2019, 2022)
Instructor/Assistant Professor.
Led search for two positions, one of which resulted in successful hire of Professor of Practice, Diversity, Equity, and Inclusion

Strategic Planning Committee. (2016-Present)
Charged with providing input to the dean regarding strategic issues, policies, and decisions.

Graduate Program Signature Experiences. (2017)
Short-term committee aimed at identifying and implementing graduate student experiences that are memorable and meaningful for the purpose of heightening the overall graduate experience.

CALIFORNIA POLYTECHNIC UNIVERSITY-LEVEL SERVICE

Status on Women Committee. (2011)
Committee examined the state of women on campus, and in particular relative representation of women among faculty as well as sexual harassment and sexual assault on campus.

ORFALEA COLLEGE OF BUSINESS (OCOB) SERVICE

College of Business Vision Committee. (2012)
Nominated by peers to create a vision for OCOB.

Graduate Curriculum Committee. (2010 – 2012)
Charged with reviewing proposals requiring approval beyond the department level, providing feedback to the departments, (e.g., evaluation of potential online MBA program, assessment of curriculum against designated matrices.

College Assurance of Learning Committee. (2010 – 2012)
Charged with identification of college-, discipline- and course-level objectives and evaluation of curriculum in meeting them.



MEDIA AND POPULAR PRESS ENGAGEMENTS

SAMPLE MEDIA TOPICS

Mentoring, executive coaching, interviewing, negotiation, and other career topics.

SAMPLE POPULAR PRESS PUBLICATIONS AND APPEARANCES

MAJOR MEDIA OUTLETS

NPR, Charlotte Talks. (2017)
Paid parental leave and workplaces becoming more family- friendly.

NPR, Charlotte Talks. (2016)
Hillary Clinton And the glass ceiling.

CNN's HLN channel. (2012)
Special Edition, Television appearance, Five tips on negotiating effectively.

CNN's HLN channel. (2012)
Special Edition, Television appearance, How to choose between two offers.

New York Times. (2011)
Business Section, Newspaper, When you don't want to be a manager.

Los Angeles Times. (2011)
Newspaper, The new rules of resume writing.

CNN's HLN channel. (2011)
Special Edition, Television appearance, Interviewing successfully.

CNN's HLN channel. (2011)



Special Edition, Television appearance on Leveraging mentoring in your career: 5 tips.

KRON. (2010)

The Bay Area/San Francisco news channel, Television appearance Considerations for hiring a career or life coach.

San Diego 6, a CW affiliate. (2010)

Television appearance, Tips for new grads for landing a job.

Forbes.com. (2010)

How a job abroad can give your career a big boost.

Forbes.com. (2010)

Negotiate a great salary in tough economic times.

Wall Street Journal. (2010)

“Journal Report” article (full page in WSJ) and podcast, When mentoring goes bad.

Wall Street Journal. (2009)

“Business Insight” article (fully page in WSJ) and podcast, How to be a smart protégé.

OTHER MEDIA OUTLETS

Charlotte Five. (2018)

Three ways to jumpstart your career in 2018: Lessons from management science.

Charlotte Five. (2017)

Six ways to offset being negatively stereotyped because you’re a Millennial.

The Business Journals. (2016)

How Wells Fargo Is winning over women.

Charlotte Parent. (2016)

Five tips to convince your boss to let you work from home.

The Business Journals. (2015)

How to unlock employee productivity.

The Business Journals. (2014)



The networking strategy you could be overlooking.

Women's Day.com. (2011)

8 ways to appear more authoritative.

AARP's Life Tuner.com. (2011)

(a) Why get a mentor (b) How to choose a mentor (c) How to make the most out of your mentoring relationships.

Job Week, a Content that Works. (2011)

The lowdown on dream jobs.

Future Business Leaders of America-Phi Beta Lamda (FBLA-PBL)'s e-Magazine. (2011)

Six considerations for choosing between two or more job offers.

Municipal Sewer & Water's Human Side. (2011)

Keeping them on board (Mentoring).

Washington Post's Internship Guide. (2010)

(a) Five benefits of an internship (b) Dazzle them to full time (c) Do Your Homework.

College Recruiter.com. (2010)

How to interview a potential life or career coach.

EmployeeFactor.com. (2010)

Enlisting others in your career successfully: Use relational savvy.

Career Builder.com, MSN.com & AOL Jobs.com. (2010)

Myth or fact: Perennial workplace advice.

KYNS Radio. (2007)

The Wonderful World of Work, with Betsey Nash, Gen Y goes to work, Guest Speaker.

SPEECHES AND WORKSHOPS

QUEENS UNIVERSITY COMMUNITY-FACING EVENT

McColl School of Business Food For Thought Speaker. (2020)



Gave one hour talk on leading a happy and meaningful life.

Human Resources Summit Speaker. (2019)
Spoke to audience of 200 on wellness programs at work.

Leadercast Event. (2018)
Gave talk on resiliency to audience of 125.

Keynote Speaker: Presidential Scholar weekend at Queens. (2017, 2018)
125-250 prospective students and parents; Career readiness skills built at Queens.

TWIST Women's Leadership Conference workshop. (2018)
Finding your poker face to negotiate and utilizing relationship currency.

McColl Business School: Presidential Scholar weekend event. (2017)
Presidential Scholar weekend event, Tower building competition and dialogue with prospective students.

TWIST Women's Leadership Conference workshop. (2017)
Leveraging relationships to knock it out of the park.

TWIST Women's Leadership Conference workshop. (2016)
Embrace the superwoman in you.

TWIST Women's Leadership Conference workshop. (2015)
Relationship-driven leadership.

Human Resources Summit Speaker. (2015)
Grading on the curve has flatlined: Why coaching and mentoring are the key to employee growth.

McColl School of Business Food for Thought presentation. (2015)
Think of yourself as a business of one to shape and sharpen your career.

McColl School Graduate Mentoring Program Kickoff Speaker. (2015)
Kicked off mentoring program with speech on building strong mentoring relationships.

McColl School of Business Food for Thought presentation. (2014)
From destructive conflict to productive conflict.



McColl School of Business Food for Thought presentation. (2013)
Building your personal board of advisors.

QUEENS UNIVERSITY EMPLOYEE AND STUDENT EVENTS

Charlotte Talent Initiative Student Group (LeAnna Rice) Workshop. (2022)
Led one hour discussion with CTI students on building mentoring networks while at Queens and beyond.

Employee Development Day (Virtual Interview with President Lugo). (2020)
Supported day kickoff with 20-minute interview with President Lugo.

Business Career Conference. (2018)
Kicked off conference with talk on effective interviewing.

McColl School Graduate Mentoring Program Kickoff Speaker. (2018)
Kicked off mentoring program with speech on building strong mentoring relationships.

Employee Development Day Workshop. (2018)
Managing difficult conversations.

QueensX2018 Speech. (2018)
Leveraging mentoring in your academic career.

Student Leadership Summit (Josh Cauble) Workshop. (2018)
Managing conflict

Student Leadership Summit (Josh Cauble) Workshop. (2018)
Leading a meaningful life.

Financial Service Team Workshop (Christy Majors). (2017)
Managing difficult conversations & Building a high performing team.

Roadmap Course Student Development Workshop (Amber Perrell). (2017)
Conflict resolution on teams.



- Alumni Board Workshop (Laura Beth Ellis).** (2017)
Building a high performing team.
- Marketing Team Workshop (Jennifer Johnson).** (2017)
Building a high performing team and managing interpersonal differences.
- Center for Student Success Advisory Workshop (Kristina Siarzynski-Ferrer).** (2017)
Managing difficult conversations.
- New Faculty Orientation.** (2017)
Luncheon discussant.
- Faculty First Research Talk.** (2017)
Separating fact from fiction in Millennials' career.
- MBA Program Kickoff Event Speech.** (2017)
Building your mentoring network.
- Supervisor Training Workshop (Rebecca Anderson).** (2016)
Managing conflict in the workplace.
- Athletic Coaches and Staff Workshop.** (2016)
Having difficult conversations.
- Employee Development Day Workshop.** (2016)
Leveraging mentoring, sponsorship and coaching.
- Emerging Student Athlete Leaders Group Workshop.** (2016)
Conflict management.
- Faculty Colloquium Event.** (2016)
Table group discussant, Conversations across differences.
- Entrepreneurship Leadership Circle Speech.** (2014)
Mentoring.

CALPOLY COMMUNITY-FACING EVENTS

- School of Continuing Education Workshop.** (2012)
Win-win negotiation.
- School of Continuing Education Workshop.** (2012)
Leading change effectively.



School of Continuing Education Workshop. (2012)
Interviewing like a pro and getting the salary you want.

School of Continuing Education Workshop. (2012)
Survive and thrive a career transition.

School of Continuing Education Workshop. (2012)
Become An Authentic Leader in Your Career and Life.

CALPOLY EMPLOYEE AND STUDENT EVENTS

AISEC Speech. (2011)
Successfully interviewing for jobs in the U.S. & abroad.

Center for Teaching & Learning Workshop. (2011)
Diversity & teams: Leveraging and respecting diversity at CalPoly.

Alpha Kappa Psi Business Fraternity Workshop. (2011)
Resume writing workshop.

CalPoly Accounting Association Speech. (2011)
Build a mentoring network to lead a fulfilling career.

International Career Conference Panel Member. (2011)
How to be chosen: What employers look for when sending employees abroad.

CalPoly MBA Mentoring Program Workshop. (2011)
Intelligent interviewing.

Hispanic Business Association Speech. (2011)
Interviewing.

Center for Teaching & Learning Workshop (2011)
How to leverage your academic network for success.

**CalPoly, Colleges of Engineering, Architecture & Business,
 Mustang Mentoring Days, Keynote Speech.** (2011)
Leveraging mentoring for your career success.

Women's Leadership Council, Speech. (2011)
Five tips for success in the workplace.

Delta Sigma Pi, Panel Member. (2010)



How to have a successful interview.

Human Resource Management Association Speech. (2010)
Headhunting & human resources.

CalPoly Speech. (2010)
Building a mentoring network to lead to fulfilling academic career.

Alpha Kappa Psi Business Fraternity Speech. (2010)
Intelligent interviewing.

Delta Sigma Pi Business Fraternity Speech. (2010)
The formalities of interviewing.

**CalPoly, Colleges of Engineering, Architecture & Business,
Mustang Mentoring Days, Keynote Speech.** (2009)
Leveraging mentoring for your career success.

Kappa Alpha Theta Workshop. (2009)
The ills and promise of Facebook and career issues.

International Career Conference Panel Member. (2007)
Ethics in business.

PUBLICATIONS, ACADEMIC PRESENTATIONS & CONFERENCES

Brooks, B., Cox, S. & Chanland, D.E. (2021). Dove's Advertising Campaign Highs and Lows: From Real Beauty to Real Controversy. *Business Case Journal*.

Milanese, H., Poulton, E.C., Chanland, D.E., & Hull, J. 2019. Olympic Skiing, Elite Distance Runners, & NCAA Basketball: Three Cases of Exemplary Team Performance. *Journal of Case Studies*, 37(1): 30-40.

Brooks, B., Cox, S., & Chanland, D.E. 2019. Pepsi's Live Now Campaign: Insensitive or A Victim of Hypersensitivity, *Southeast Case Research Journal*, 16(2): 117-130.

Berka, G., Chanland, D.E., & Poulton, E.C., 2019. Not another expense cut: Efficiency and transformational change at Duke Energy. *Business Case Journal* (journal has roughly 10% acceptance rate).



Cox, S., Brooks, B. & Chanland, D.E., 2018. I think you need another account: The case of Wells Fargo. *Journal of Critical Incidents*.

Poulton, E.C., Chanland, D.E., Burson, T., & Brooks, B. 2018. New Balance: Fanning a video firestorm. *Journal of Case Studies* (formerly Annual Advances in Business Cases), 36(1): 11- (journal has roughly 15-20% acceptance rate).

Chanland, D. E., & Murphy, W. M. 2018. Propelling diverse leaders to the top: A developmental network approach. *Human Resource Management*, 57(1): 111-126.

Chandler, D.E. & Cox, S. 2016. Kim Hamel and her 90-day plan. *Journal of Critical Incidents*, 9: 97-99.

Chandler, D.E., & Cox, S. April 2016. Frances Mumford and her board of advisors. *Business Case Journal*, 23:1- (journal has roughly 10% acceptance rate).

Cox, S., Chandler, D.E., & Foster, J. 2016. A local pub tries to keep up with changing preferences. *Wine Business Case Journal*, 1(1): 58-68.

Johnson, E. S., Timmer, A., Chandler, D. E., & Toy, C. R. 2013. Matched versus episodic mentoring: An Exploration of the processes and outcomes for law school students engaged in professional mentoring. *Legal Education Review*, 23, 153-176.

Dobrow, S.R., Chandler, D.E., Marcinkus, W., & Kram, K.E. 2012. Developmental networks and mentoring: A review, prospects, and agenda. *Journal of Management*, 38(1): 210-242 (*top of field publication*).

Chandler, D.E., & Ellis, R.E., 2011. Diversity & mentoring: A conversation with Belle Rose Ragins. *Mentoring & Tutoring*, 19(4): 483-500.

Chandler, D.E., Kram, K.E., & Yip, J. 2011. Mentoring at work: New questions, methodologies, and theoretical perspectives. Walsh, J.P. & Brief, A. (Eds.) *Academy of Management Annals*, 5(1): 519-570. (*#1 rated journal in management publication*)

Chandler, D.E. 2011. The maven of mentoring speaks: Kathy E. Kram on the state of the field. *Journal of Management Inquiry*, 20(1): 24-33.

Chandler, D.E., Hall, D.T., & Kram, K.E. 2010. A relational approach to talent development: An underutilized and low-cost alternative, *Organizational Dynamics*, 39(2): 48-56.

Higgins, M.C., Dobrow, S.R. & Chandler, D.E. 2008. Never quite good enough: The paradox of sticky developmental relationships for elite university graduates. *Journal of Vocational Behavior*, Special Edition on Mentoring, 72(2), 207-224.



Chandler, D.E., & Kram, K.E. 2005. Applying an adult development perspective to developmental networks. *Career Development International*, Special Edition on Mentoring, 10, 6/7: 548-566.

Hall, D.T., & Chandler, D.E. 2005. Psychological success: When the career is a calling. *Journal of Organizational Behavior*, 26: 155-176.

Chandler, D.E., & Torbert, W.R. 2003. Transforming inquiry and action: Interweaving 27 flavors of action research. *Action Research*, 1(2): 133-152.

ACADEMIC/PRACTICAL JOURNAL PUBLICATIONS

Chandler, D.E. & Eby, L. 2010. When mentoring goes awry...and what to do about it. *Sloan Management Review/Wall Street Journal's collaborative Executive Adviser*.

Chandler, D.E., Hall, D.T., & Kram, K.E., 2009. How to be a smart protégé. In the August edition of *Sloan Management Review/Wall Street Journal's collaborative Business Insight*.

BOOK CHAPTERS, ESSAYS, AND OTHER

Chanland, D.E., (forthcoming, 2023). Networked mentoring programs in academe. Forthcoming in *Making Connections: A Handbook for Effective Formal Mentoring Programs in Academia*.

Chandler, D.E. (2018). State of coaching and mentoring in the U.S (an essay). In Garvey, Bob, Paul Stokes, and David Megginson. *Coaching and mentoring: Theory and practice*. Sage. Third edition.

Chandler, D. E., Murphy, W. M., Kram, K. E., & Higgins, M. C. (2016). Bridging formal and informal mentoring: A developmental network perspective. In K. Peno, E. S. Mangiante, and R. Kenahan (Eds.), *Mentoring in formal and informal contexts*, Charlotte, NC: Information Age Publishing.

Murphy, W.M., Tosti- Kharas, J., & Chandler, D.E. Developing millennial leaders: A careers approach. In M. Sharabi (Ed.). *Generational differences in work values and work ethic: An international perspective*. Commack, NY: Nova Science Publishers.

Chandler, D.E. 2013. Mentoring. In *Oxford Bibliographies*.
<http://www.oxfordbibliographies.com>.



Chandler, D.E., & Kram, K.E. 2010. Enlisting others in your development as a leader. In Rothstein, M.G. & Burke, R.J. (Eds.) *Self-management & leadership development* (pp. 336-360), Edward Elgar.

Chandler, D.E. 2008. A United States perspective on coaching and mentoring. In *Coaching & mentoring theory & practice*, by Garvey, R., Megginson, D., & Stokes, P. (pp. 205-220), Thousand Oaks, CA: Sage. Chandler, D.E. 2008. Mentoring. In Shani, A.B., Chandler, D.E., Coget, J.F., & Lau, J.B.'s *Behavior in organizations: An experiential approach, 9th edition*.

Chandler, D.E. 2008. Conflict & negotiation (revised chapter). In Shani, A.B., Chandler, D.E., Coget, J.F., & Lau, J.B.'s *Behavior in organizations: An experiential approach, 9th edition*.

Chandler, D.E., & Kram, K.E. 2007. Mentoring and developmental networks in the new career context. In Gunz, H. & Peiperl, M. (Eds.) *Handbook of career studies*, (pp. 241-267). Thousand Oaks, CA: Sage.

Higgins, M.E., Chandler, D.E., & Kram, K.E. 2007. Developmental initiation and developmental networks. In Ragins, B.R., & Kram, K.E.'s (Eds.), *Handbook of mentoring at work: Theory, research, and practice*, (pp. 349-370). Sage Publications, Thousand Oaks, CA.

Hall, D.T. & Chandler, D.E. 2007. Career learning cycles and mentoring. In Ragins, B.R., & Kram, K.E.'s (Eds.), *Handbook of mentoring at work: Theory, research, and practice*, (pp. 471-498). Sage Publications, Thousand Oaks, CA.

CONFERENCE PRECEEDINGS

Chandler, D.E., 2006. *Addressing the global benefits crisis: Pensions, healthcare and demographic change*. Human Resources Policy Institute, May 11 & 12, 2006.

Chandler, D.E., 2005. *The Home Depot executive briefing*, Human Resources Policy Institute. October 7 & 8, 2005.

Chandler, D.E., 2005. *New insights on leadership*, Human Resources Policy Institute. May 5 & 6, 2005.

Chandler, D.E., 2004. *Changing board expectations: Implications for the CEO and for HR*. Human Resources Policy Institute. October 7 & 8, 2004.

Chandler, D.E., 2004. *Global sourcing of talent: The strategic imperative and the HR challenges*. Human Resources Policy Institute. May 6 & 7, 2004.



Chandler, D.E., 2003. *IBM site visit*, Human Resources Policy Institute. October 28-30th, 2003.

Chandler, D.E., 2001. *Using experience for development: Tools and systems*. Executive Development Roundtable Winter Meeting. December 5 & 6, 2001.

CONFERENCE PRESENTATIONS & WORKSHOPS (SYMPOSIUM ORGANIZER, AUTHOR, PANEL MEMBER & DISCUSSANT)

Tosti-Kharas, J. , Riza, S., Chanland, D.E., & Murphy, W.M. (2018). Generation Me or Generation We? A critical review and research agenda for understanding Millennials' careers. Academy of Management Conference.

Chandler, D.E., & Cox, S. (2018). *When offense is taken when marketers "cut through the clutter": Pepsi's Live Now campaign among others*. Society for Case Research. Annual Summer Case Writer's Workshop, Lipscomb University.

Milanese, H., Poulton, E.C., Chanland, D.E., & Hull, J (2018). *Friday is taco night: The story of Norway's success in the 2018 Winter Olympic Games*. Society for Case Research. Annual Summer Case Writer's Workshop, Lipscomb University.

Cox, S., Brooks, B., & Chanland. D.E., I think you need another account: The case of Wells Fargo. (2016). MBAA Conference.

Poulton, E.C., Chanland, D.E., Burson, T., & Brooks, B. (2016). New Balance: Fanning a video firestorm. MBAA Conference.

Chandler, D.E. & Cox, S. (2016). *Kim Hamel and her 90-day plan*. MBAA Conference.

Chandler, D.E., & Cox, S. (2015). *Frances Mumford and her board of advisors*. Society for Case Research. 37th Annual Summer Case Writer's Workshop, Lipscomb University.

Chandler, D.E., Cox, S., & Foster, J. (2015). *A local pub tries to keep up with changing preferences*. Society for Case Research. 37th Annual Summer Case Writer's Workshop, Lipscomb University.

Chandler, D.E., Murphy, W.M., Kram, K.E., & Higgins, M.C. (2016). *Bridging formal and informal mentoring: A developmental network perspective*. Adult Higher Education Alliance, Orlando, FL.



Howard, G. & Chandler, D.E. (2014). *Two attractive job offers simultaneously: How should you choose between them?* SECRA (Southeast Case Research Association) Proceedings.

Dobrow, S., Tosti, J., & Chandler, D.E. (2013). *A two-way street? Accuracy of protégé perceptions in developmental networks.* Presented at the Academy of Management, Orlando, Florida.

Chandler, D.E. & Minter, D. (2013). *Business-to-business mentoring: A qualitative investigation of an unexplored phenomenon.* Presented at International Academy of Management and Business Conference, Washington D.C.

Chandler, D.E. & Murphy, W.M., (2010). Co-organizer of CAR/HR symposium. *Cross-cultural mentoring: Toward an understanding of international relationships.* Academy of Management Conference.

Chandler, D.E., (2010). Discussant for CAR paper session. *Careers and developmental relationships.* Academy of Management Conference.

Chandler, D.E. (2010). Panel member for session titled, *Social network analysis in organizations: Insights and applications.* Society for Industrial Psychology Conference.

Chandler, D.E., & Murphy, W.M. (2009). Co-organizer and author for CAR/HR symposium. *Mentoring frontiers: Forging new connections to emotions, networks, and institutional logics.* Author of *An emotional signaling theory of mentoring initiation.* Academy of Management Conference.

Chandler, D.E., & Murphy, W.M. (2009). Co-organizer of professional development workshop. *On becoming a scholar-practitioner: Exploring career options and strategies for spanning and integrating research and practice.* Academy of Management Conference.

Chandler, D.E. (2009). *Relational savvy and developmental networks.* Society of Industrial Psychology Conference.

Chandler, D.E., & Murphy, W.M. (2008). Co-organizer and presenter for CAR/HR symposium. *From mentoring to developmental networks: New questions, old questions, perennial questions, and directions for future research.* Presented paper, "Relational savvy: Why some individuals are more adept with developmental relationships." Academy of Management Conference.



Chandler, D.E., & Murphy, W.M. (2008). Co-organizer of CAR symposium. *The career is dead: Long live the career- A relational approach to careers*. Academy of Management Conference

Chandler, D.E. (2007). *Never quite good enough: The paradox of sticky developmental relationships for elite university graduates*. Academy of Management Conference.

Chandler, D.E. (2006). *Toward an understanding of expatriate success: An integration of developmental networks and adult development lenses to view international assignments*. Academy of Management Conference.

SERVICE TO ACADEMIC PROFESSION (JOURNAL REVIEWER AND EDITORIAL BOARD)

- *Journal of Business Venturing*
- *Journal of Critical Incidents*
- *Society for Case Research*
- *Society for Case Research Conference (averages three to four papers)*
- *Journal of Organizational Behavior*
- *Journal of Leadership and Organizational Studies*
- *Journal of Vocational Behavior*
- *Group & Organization Studies*
- *Journal of Applied Behavioral Science*
- *Mentoring and Tutoring*

OTHER COACHING/ATHLETIC EXPERIENCE & PERSONAL INTERESTS

Scottish Football Association, International “C” License. (1997)

Completed one-week intensive licensing course in Sterling, Scotland

Thundercats Girls Soccer Club, Bay Area, CA. (1996-1997)

Won division league in 1997

Tiger Girls Soccer Club. (1995-1997)

Won three consecutive top-division league championships

Women’s Soccer Team, California State University, Chico. (1992-1993)

Finished 5th Nationally, Division II, 1993



Women's Soccer Team, Sonoma State University.
National Champions, Division II, 1992

(1991-1992)

Personal Interests

Soccer, reading, and coaching my daughter's soccer team with my wife.

PROFESSIONAL CERTIFICATIONS

Society for Human Resources Senior Professional Certificate

(2021)

Actualized Performance Cycle Profile

(2019)