

## Marcie A. LePine\*

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### Education

- Ph.D. University of Minnesota (1997).  
Major: Human Resources and Industrial Relations with emphasis in Staffing, Training, and Development and Compensation.  
Dissertation: Retirement Decision Processes of Older Workers: The Development of a Model.
- B.A. University of Minnesota (1990; summa cum laude)  
Major: Psychology; Honors: Phi Beta Kappa, Phi Kappa Phi, Psi Chi, and Golden Key National Honor Society  
Summa (Honors) Thesis: Confirmatory Hypothesis Testing in the Clinical Domain: Diagnostic Phase.

### Academic Employment

#### Arizona State University

Department of Management and Entrepreneurship, W. P. Carey School of Business  
Affiliate Faculty, Supply Chain Resilience Initiative, 2024-present  
Clinical Professor, 2023-present  
Associate Professor (without tenure), 2015-2023  
Barret Honors Faculty, 2012-present  
Clinical Associate Professor, 2011- 2015

#### University of Florida

Management Department, Warrington College of Business  
Lecturer, 2007-2010  
Adjunct Professor of Management, 2004-2007  
Visiting Assistant Professor, 2001-2003

#### Cornell University

Human Resource Studies, ILR School  
Assistant Professor, 1997-2002  
Lecturer, 1996-1997

#### University of Minnesota

School of Industrial and Labor Relations (now Work & Organizations), Carlson School of Management  
Instructor (as a Ph.D. student), 1993-1994

## Research Interests

My research focuses on the challenge-hindrane stressor framework (a perspective focused on clarifying associations among stressors and positive and negative outcomes), leadership, and the work-nonwork interface.

## Citations

Google Scholar citations: 15,049; since 2020: 6,712

Google Scholar h-index: 19

Google Scholar i10-index: 23

Web of Science citations (Publons): 6,275

Web of Science h-index: 16

## Publications

(Italicized names were PhD students when the research began. Citation Rank in Journal provided for articles in the top 20 for that year.)

**LePine, M. A.**, *Yoon, S.*, Schilbach, M., Webster, J. (2024, August). Threat demands and the Challenge Hindrance Stressor Framework (CHSF): The development of a measure. Proceedings of the Academy of Management Meetings. Paper presented at the Academy of Management Conference, OB Division, Chicago. This research was supported by a Management & Entrepreneurship Department Data Research Summer Grant, W. P. Carey School of Business, Arizona State University.

Galvin, B., Badura, K., LePine, J. A., & **LePine, M. A.** (2024). A Theoretical Integration of Leader Emergence and Leadership Effectiveness: Over, Under, and Congruent Emergence. Journal of Organizational Behavior, *45*, 295-312. <https://doi.org/10.1002/job.2724>

**LePine, M. A.**, & *Yoon, S.* (2023, August). The Drawbacks (and Potential Benefits) of Cross-Domain Attention Residue. Proceedings of the Academy of Management Meetings. This research was supported by a grant from the Dean's Award of Excellence Summer Research Grant Program at the W. P. Carey School of Business, Arizona State University.

**LePine, M. A.** (2022). The challenge-hindrane stressor framework: An integrative conceptual review and path forward. Group and Organization Management, *2022 Special Conceptual Issue*, *47*(2), 223-254. <https://doi.org/10.1177/10596011221079970> (Citation Rank in Journal as of 4/6/2024: 6<sup>th</sup> out of 56 in 2022.)

**LePine, M. A.**, & *Yoon, S.* (2021, August). When work and family collide: The impact of cross-domain attention residue and the buffering effect of a family supportive supervisor. Proceedings of the Academy of Management Meetings. This research was supported by a grant from the Dean's Award of Excellence Summer Research Grant Program at the W. P. Carey School of Business, Arizona State University. Media Mention: <https://news.asu.edu/20220201-discoveries-caught-between-family-life-and-spreadsheet>

**LePine, M. A.**, Zhang, Y., Crawford, E., & Rich, B. L. (2016). Turning their pain to gain: Charismatic leader influence on follower stress appraisal and job performance. Academy of Management Journal, *59*, 1036-1059. (Citation Rank in Journal as of 4/6/2024: 10<sup>th</sup> out of 95 in 2016.)

Zhang, Y., **LePine, M. A.**, Rich, B. L., & Crawford, E. (2012, August). The effects of charismatic leadership on the relationship between work stressors and performance Proceedings of the Academy of Management Meetings.

Erez, A., Misangyi, V. F., Johnson, D. E., **LePine, M.A.**, Halverson, K.C. (2008). Stirring the hearts of followers: Charismatic leadership as the transferal of affect. Journal of Applied Psychology, *93*, 602-615.

Podsakof, N. P., LePine, J. A., & **LePine, M. A.** (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. Journal of Applied Psychology, *92*, 438-454. (Citation Rank in Journal as of 4/6/2024: 4<sup>th</sup> out of 136 in 2007.)

LePine, J. A., Podsakof, N. P., & **LePine, M. A.** (2005). A meta-analytic test of the challenge stressor-hindrance stressor framework: An explanation for inconsistent relationships among stressor and performance. Academy of Management Journal, *48*, 764-775. (Citation Rank in Journal as of 4/6/2024: 3<sup>rd</sup> out of 82 in 2005.)

LePine, J. A., **LePine, M. A.**, & Jackson, C. L. (2004). Challenge and hindrance stress: Relationships with exhaustion, motivation to learn, and learning performance. Journal of Applied Psychology, *89*, 883-891. (Citation Rank in Journal as of 4/6/2024: 12<sup>th</sup> out of 85 in 2004.)

Boswell, W. R., Olson-Buchan, J., & **LePine, M. A.** (2004). Relations between stress and work outcomes: The role of felt-challenge, job control, and psychological strain. Journal of Vocational Behavior, *64*, 165-181. (Citation Rank in Journal as of 4/6/2024: 8<sup>th</sup> out of 59 in 2004.)

Moynihan, L., Roehling, M. V., **LePine, M. A.**, & Boswell, W. (2003). A longitudinal study of the relationships among job search self-efficacy, job interviews, and employment outcomes. Journal of Business and Psychology, *18*, 207-233.

Boswell, W., Roehling, M. V., **LePine, M. A.**, & Moynihan, L. (2003). Individual job choice decisions and the impact of job attributes and recruitment practices: A longitudinal field study. Human Resource Management, *42*, 23-37.

Boswell, W. R., Moynihan, L. M., Roehling, M. V., & **Cavanaugh, M. A.** (2001). Responsibilities in the "New Employment Relationship": An empirical test of an assumed phenomenon. Journal of Managerial Issues, *13*, 307-327.

**Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W.** (2000). An empirical examination of self-reported work stress among U.S. managers. Journal of Applied Psychology, 85, 65-74. (Citation Rank in Journal as of 4/6/2024: 4<sup>th</sup> out of 85 in 2000.)

Roehling, M. V., **Cavanaugh, M. A., Moynihan, L., & Boswell, W. R.** (2000). The nature of the new employment relationship(s): A content analysis of the practitioner and academic literatures. Human Resource Management, 39, 305-320.

Roehling, M. V., & **Cavanaugh, M. A.** (2000). Effective employer job fair practices: The student perspective. Journal of Career Planning & Employment, 60, 49-52.

**Cavanaugh, M. A., & Noe, R. A.** (1999). Antecedents and consequences of relational components of the new psychological contract. Journal of Organizational Behavior, 20, 323-340. (Citation Rank in Journal as of 4/6/2024: 13<sup>th</sup> out of 75 in 1999.)

McCall, B. P., **Cavanaugh, M. A., Arvey, R. D. & Taubman, P.** (1997). Genetic influences on job and occupational switching. Journal of Vocational Behavior, 50, 60-77.

Arvey, R. D., & **Cavanaugh, M. A.** (1995). Using surveys to assess the prevalence of sexual harassment: Some methodological problems. Journal of Social Issues, 51, 39-52. (Citation Rank in Journal as of 4/6/2024: 4<sup>th</sup> out of 22 in 1995.)

Arvey, R. D., McCall, B. P., Bouchard, T. J., Taubman, P., & **Cavanaugh, M. A.** (1994). Genetic influences on job satisfaction and work values. Personality and Individual Differences, 17(1), 21-33.

## Book Chapters

LePine, J. A., **LePine, M. A., Saul, J. R.** (2007). Relationships among work and non-work challenge and hindrance stressors and non-work and work criteria: A model of cross-domain stressor effects. In P. Perrewé and D. C. Ganster (Eds.), Research in Occupational Stress and Well Being, Vol. 6. JAI Press/Elsevier.

**LePine, M. A., Milkovich, G., Tang, N., Godfrey, L., & Gearhart, R.** (2001). Globalization, international HRM, and distance learning: A study of the effectiveness of a global learning partnership. In Y. Debrah and I. Smith (Eds.), Globalization, Employment and the Workplace: Patterns of Diversity. New York: Routledge Press.

## Research Under Review or In Progress [data analysis, writing, or revision stage]

LePine, M. A. [Abstract accepted; Invited to submit full manuscript]. Inclusive Excellence. *Q Open* Special Issue on “Assessing Factors Contributing to a Healthy Work Ecosystem in the Applied Economics Profession.” Title Masked.

**LePine, M. A., & Yoon, S.** [Revision Stage]. Cross-Domain Attention Residue. Title Masked.

**LePine, M.A., Chamberlin, M., Buckman, B., & Sessions, H.** [Revision Stage]. Emotional Labor. Title Masked.

**LePine, M. A., Yoon, S., Schilbach, M., Webster, J.** [Data Analysis Stage]. Threat demands. Title Masked.

**LePine, M.A.** [Data Analysis Stage]. Team Charters. Title Masked.

*Yoon, S., LePine, J. A., Lin, J., & LePine, M. A.* [Revision Stage]. Breaks. Title Masked.

### **Research Conference Presentations**

**LePine, M. A.** (upcoming in 2025, May). Discussant: The equivocal nature of quantitative demands in the challenge-hindrane stressors framework. In Challenge and Hindrance Stressors at Work – Part II: Time Pressure, Workload, and Idle Time. To be presented at the 22<sup>nd</sup> EAWOP Congress, Prague, Czech Republic.

**LePine, M. A.** (2025, January). Stress inoculation vs. sensitization: The development of resilient employees through workplace challenges. Research presented at The Supply Chain Resilience Initiative 1<sup>st</sup> Annual Resilience Summit, Arizona State University.

Schilbach, M., **LePine, M. A.**, Rigotti, T. (2024, September). Workplace stressors as triggers of stress inoculation: A conceptual model. Small Group Meeting on Challenge Stressors hosted by the European Association of Work and Organizational Psychology (EAWOP), Graz, Austria.

**LePine, M. A., Yoon, S., Schilbach, M., Webster, J.** (2024, August). Threat demands and the Challenge Hindrance Stressor Framework (CHSF): The development of a measure. Paper presented at the Academy of Management Conference, OB Division, Chicago. This research was supported by a Management & Entrepreneurship Department Data Research Summer Grant, W. P. Carey School of Business, Arizona State University.

*Bartels, A., Chamberlin, M., Fogel, B., Peterson, S., LePine, M. A.* (2023, October). Objective or subjective? How the stress process influences emotional exhaustion. Paper presented at the 2023 Meeting of the Southern Management Association, St. Pete Beach, FL.

**LePine, M. A., & Yoon, S.** (2023, August). The Drawbacks (and Potential Benefits) of Cross-Domain Attention Residue. Paper presented at the Academy of Management Conference, 2023, Boston, MA. This research was supported by a grant from the Dean's Award of Excellence Summer Research Grant Program at the W. P. Carey School of Business, Arizona State University.

**LePine, M. A.** (2023, April). Discussant: Moving the Challenge-Hindrance Stressor Framework (CHSF) forward. In New Directions in Challenge-Hindrance Stress Research: Symposium conducted at the 38<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Boston, MA. Received “Highly Attended” Badge.

**LePine, M. A., & Yoon, S.** (2021, August). When work and family collide: The impact of cross-domain attention residue and the buffering effect of a family supportive supervisor. In Supervisor and Coworker Support. Symposium conducted at the Academy of Management Conference, Virtual. This research was supported by a grant from the Dean’s Award of Excellence Summer Research Grant Program at the W. P. Carey School of Business, Arizona State University.

*Bartels, A. L., Peterson, S. J., LePine, M. A.* (2017, August). Perception is reality: Exploring the role of challenge and hindrance appraisals. In Job Design Characteristics and Well-Being. Symposium conducted at the Academy of Management Conference, Atlanta, GA.

**LePine, M.A., Buckman, B., Chamberlin, M., & Sessions, H.** (2016, August). Putting your heart to task: The antecedents and consequences of emotional labor. In The Dynamism of Employee Affect: Spillover Effects of Workplace Emotional Regulation and Affective Events. Symposium conducted at the Academy of Management Conference, Anaheim, CA.

*Buckman, B., & LePine, M.A.* (2014, August). Family challenge and hindrance stressors: Family engagement as a key transmitter to the work domain. In The Power of Stressors: New Directions in the Challenge and Hindrance Stressor Framework. Symposium conducted at the Academy of Management Conference, Philadelphia, PA.

*Chamberlin, M., Buckman, B., & LePine, M. A.* (2014, May). Regulatory focus as a moderator between job demands and engagement. In Engagement: Examining its Role as a Motivational Concept. Symposium conducted at the 29<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, Hawaii.

*Zhang, Y., LePine, M. A., Rich, B. L., & Crawford, E.* (2012, August). The effects of charismatic leadership on the relationship between work stressors and performance. In Differential Responses to Stressors. Symposium conducted at the Academy of Management Conference, Boston, MA.

Saul, J. R., LePine, J. A., **LePine, M. A.** (2007, April). Cross-domain relationships among work and nonwork challenge and hindrance stressors and nonwork and work criteria. In Contextual Influences on Work and Nonwork Role Integration. Symposium conducted at the 22<sup>nd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New York, New York.

*Podsakoff, N. P., LePine, J. A., & LePine, M. A.* (2005, April). Can stress reduce withdrawal? A meta-analysis using the hindrance-challenge framework. Poster presented

at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, California.

*Boswell, W. R., Roehling, M. V., Moynihan, L. M., & LePine, M. A.* (2005, April). The role of “initial favorites” in job search. Poster presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, California.

*Misangyi, V. F., Erez, A., Johnson, D. E., & LePine, M. A.* (2003, August). The process of leaders' power: Charismatic leaders influence through our emotions. In Leadership, Trust, Group Effects and Emotion. Symposium conducted at the Academy of Management Conference, Seattle, WA.

**LePine, M. A.,** LePine, J. A., & *Jackson, C. L.* (2002, April). Self-reported stress, motivation to learn, and learning performance. In Stress: The Forgotten Criterion Variable. Symposium conducted at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.

Smith, D. B., *Oreg, S., & Cavanaugh, M. A.* (2001, August). Managerial influence: Examining the role of personality and culture. In New Directions for Personality Research in Organizations. Symposium conducted at the Academy of Management Conference, Washington, D.C.

**Cavanaugh, M. A.,** *Moynihan, L., Boswell, W. & Roehling, M. V.* (2001, April). An empirical examination of job seeker typologies: Do job seekers differ in their employment relationship preferences? Poster presented at the 16<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, California.

**Cavanaugh, M. A.,** Milkovich, G. T., Tang, J. (2000, August). The effective use of multimedia distance learning technology: The role of technology self-efficacy, attitudes, reliability, use and distance in a global multimedia distance learning classroom. In A New Time for Distance Learning: New Media, New Students, New Content. Symposium conducted at the Academy of Management Conference, Toronto, Canada.

*Boswell, W. R., Olsen-Buchanan, J. B., & Cavanaugh, M. A.,* (2000, August). Investigation of the relationship between work-related stress and work outcomes: The role of felt-challenge, psychological strain, and job control. In Stress and Health. Symposium conducted at the Academy of Management Conference, Toronto, Canada.

*Gardner, T., Ard, A., & Cavanaugh, M. A.* (2000, April). Consensus analysis. In New Approaches for Combining Multiple Assessments for Predicting Criterion Outcomes. Paper presented at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana.

*Boswell, W. R., Moynihan, L. M., Roehling, M. V., & Cavanaugh, M. A.* (2000, April). Personality, job search self-efficacy, and job search outcomes. In Linking Career Related

Constructs with Personality. Paper presented at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana.

**Cavanaugh, M. A.**, Milkovich, G. T., Gearhart, R., Godfrey, L., Tang, N., & Zupan, N. (1999, September). Globalization, international HRM, and distance learning: A study of the effectiveness of a global learning partnership between business and universities. Paper presented at the 14<sup>th</sup> Annual Employment Research Unit Conference, Cardiff, Wales.

Roehling, M. V., **Cavanaugh, M. A.**, *Moynihan, L., & Boswell, W. R.* (1999, August). The nature of the new employment relationship(s): A content analysis of the practitioner and academic literatures. In Individual and Organizational Outcomes of Job and Career Changes. Symposium conducted at the Academy of Management Conference, Chicago, Illinois.

Welbourne, T. M., **Cavanaugh, M. A.**, & Judge, T. A. (1999, April). Does the leader make a difference? Effects of top executive personality on entrepreneurial firm performance. Poster presented at the 14<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, Georgia.

**Cavanaugh, M. A.**, *Boswell, W. R., Roehling, M. V., and Boudreau, J. W.* (1999, March). “Challenge” and “hindrance” related stress among managers: An investigation of differential relationships with attitudinal and behavioral outcomes. Paper presented at the American Psychological Association Work, Stress, and Health '99: Organization of Work in a Global Economy (The Fourth Interdisciplinary Conference on Occupational Stress & Health), Baltimore, Maryland.

**Cavanaugh, M. A.** (1998, November). Preference for work after retirement: An examination of the predictors. Poster presented at the 51st Annual Scientific Meeting of the Gerontological Society of America, Philadelphia, Pennsylvania.

*Ard, A.*, and **Cavanaugh, M. A.** (1998, August). Job search behavior of older workers. In Joan Mahoney (Chair), Leaving the company: Why and whither? Symposium conducted at the Academy of Management Conference, San Diego, California.

**Cavanaugh, M. A.**, & Bennett, J. B. (1998, April). Orientation to the transfer of training literature. In Wayne E. K. Lehman & Marcie A. Cavanaugh (Co-chairs), Recent Trends in the Study of Transfer Climate: Research, theory, and Consultation. Symposium conducted at the 13<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, Texas.

*Boswell, W. R.*, **Cavanaugh, M. A.**, *Roehling, M. V., Boudreau, J. W.* (1998, April). Job demands and stress as predictors of executive job search. Poster presented at the 13<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, Texas.



**Cavanaugh, M. A., & Noe, R. A.** (1996, April). Antecedents and consequences of attitudes and expectations related to the new psychological contract. Poster presented at the 11<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, California.

McCauley, C. D., **Cavanaugh, M. A.**, & Noe, R. A. (1996, April). Does challenge mediate the relationship between job demands and development? Poster presented at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, California.

Noe, R. A., Holt, K., & **Cavanaugh, M. A.** (1996, April). Managers' developmental responses to 360-degree feedback. In W. Tornow (Chair), 360-Feedback Systems: Another Look at their Uses and Impact. Symposium conducted at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, California.

**Cavanaugh, M. A.** (1995, November). Retirement intentions, behavior, choice, and satisfaction: A longitudinal study of the retirement process. In J. Jackson (Chair), Comparative Research on National Samples of Ethnic and Racial Minorities. Symposium conducted at the 48th Annual Scientific Meeting of the Gerontological Society of America, Los Angeles, California.

**Cavanaugh, M. A.**, Wood, L. J., & Arvey, R. D. (1995, May). Applicants' perceptions of selection fairness: Testing the Arvey/Sackett model. Poster presented at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida. (First two authors contributed equally. Authorship was random.)

**Cavanaugh, M. A.**, McCall, B. P., & Arvey, R. D. (1994, March). Genetic influences on turnover. Paper presented at the Academy of Management Research Methods Division Conference on Causal Modeling, West Lafayette, Indiana.

**Cavanaugh, M. A.** (1990, April). Confirmatory hypothesis-testing in the clinical domain: Diagnostic phase. Paper presented at the Fourth National Conference on Undergraduate Research, Schenectady, New York. (Presented under former name of Marcie Melvin.)

### **Teaching Conference Presentations Under Review or In Progress**

**LePine, M. A.** and LePine, J. A. (under review). Building Better Student Teams: A Quick Team Charter Activity that Fosters Collaboration and Success. Symposium submitted to the Teaching and Learning Conference (TLC) at the Academy of Management Conference, Copenhagen, Denmark.

## **Invited Presentations/Colloquia/Webinars/Podcasts/Panels/Workshops**

LePine, M. A. (upcoming 2025, April). Well-being and Academics Event. [Webinar for ASU Students]. Co-sponsored by Honors College Council at Barrett (HCCB).

LePine, M. A. (upcoming 2025, April). Leveraging Power and Generating Influence. Session to be delivered to the National Frozen and Refrigerated Foods Association (NFRFA), Tempe, AZ.

LePine, M. A. (2025, February). Organized a panel presentation on Online Teaching for the Ilitch School of Business at Wayne State University. Co-presenters included Michael Weiland and Erin Jordan, both from the W.P. Carey School of Business.

LePine, M. A. (2025, January). Fostering a Culture of Inclusion and Belonging: A Few Thoughts. Invited, Arizona State University Cultural Affairs Inclusion Meeting.

LePine, M. A. (2025, January). Growth Mindset, Imposter Phenomenon, Learning from Failure, and Building Resilience. Workshop delivered for the Executive Education Retreat, W.P. Carey School of Business, Arizona State University.

LePine, M. A. (2023, April 27; 2023, October 18; 2024, February 1; 2024, October 17). Are you stressed? Burned out? Managing School, Work, and Life Demands for a Healthier You! [Webinar for ASU Barrett Honors Students]. Co-sponsored by BHCC and The Forge, Arizona State University. [Prepared a Stress/Burnout/Resilience workbook to help participants identify and manage their stress, burnout, and resilience.]

LePine, Marcie A. (2024, September). Fostering a Culture of Inclusion and Belonging: A Few Thoughts. Invited, W. P. Carey's Inaugural Inclusive Excellence Lecture, Arizona State University. <https://news.wpcarey.asu.edu/20241014-inaugural-inclusive-excellence-lecture-discusses-new-model-cultivating-inclusion-and>

LePine, Marcie A. (2024, September). Embracing the Challenge: Reflections and Thoughts about the Pathways Forward. Invited Keynote Address for a Small Group Meeting on Challenge Stressors hosted by the European Association of Work and Organizational Psychology (EAWOP), Graz, Austria.

LePine, Marcie A. (2024, May). Developing Your Leadership Skills. Invited, Arizona Department of Transportation (ADOT) Business Development Program. [Prepared learning materials for the participants.]

LePine, Marcie A. (2024, April). Supporting a Culture of Inclusion and Belonging: A Few Thoughts. Invited, ASU WPC Teaching and Learning Workshop.

LePine, Marcie A. (2022, September). Arizona Association of Defense Counsel (AADC) 2022 Annual Meeting and Fall Kickoff Reception: Celebrating Differences, where do we

go from here? Navigating our practices and firms in a post-pandemic world. Invited, Panelist. [Prepared learning materials for the participants to receive Continuing Education Credits.]

LePine, Marcie A. (2020, June). Strategies for successfully building group projects into an online class. Invited, ASU Online Webinar.

LePine, Marcie A. (2020, April). Successfully building group projects into an online class. Invited, ASU Online Faculty Showcase for Excellence in Online Teaching 2020.

LePine, Marcie A. (2019, Fall). Connecting with Students in an Online Class. Invited, ASU WPC Teaching and Learning Workshop.

LePine, Marcie A. (2018). The Employment Relationship: Leading to Attract and Retain Talent. Invited ASU, EMBA Elective HR Session.

LePine, Marcie A. (2016). The Employment Relationship: Leading to Attract and Retain Talent in 2016. Invited Keynote Address for the ASU LINAU: Mastering Leadership Alumni Event.

LePine, Marcie A. (O.C. Tanner Institute) (2015). Dr. Marcie LePine on What Current Job Seekers Value. [Audio podcast]. Retrieved from <http://blog.octanner.com/podcast-2/gwi061-marcie-lepine>.

LePine, Marcie A. (2011, September). Tips and Tricks for Online Learning. Invited presentation for the First Monday at the W.P. Carey School of Business, Tempe AZ.

LePine, Marcie A. (2007, August). Career Strategies for Alternative Academic Career Paths: From Tenure Track to Non-Tenure Track, Defining a Career within an Institution. Invited presentation to the HR Junior Faculty Consortium, Academy of Management Meetings, Philadelphia, PA.

Cavanaugh, Marcie A. (2000, November). Research on the HR value proposition: Building capabilities through E-learning. Invited presentation to the Center for Advanced Human Resource Studies (CAHRS) Fall Sponsor Meeting, Cornell University, Ithaca, NY.

Cavanaugh, Marcie A. (2000, August). New evidence about the global talent war: Exploring the role of staffing, training, and development. Invited presentation to the SK Human Resource Executive Group (SK is one of Korea's five largest conglomerates), Cornell University, Ithaca, NY.

Cavanaugh, Marcie A. (2000, August). Strategies for managing service. Invited presentation to the HR Junior Faculty Consortium, Academy of Management Meetings, Toronto, Canada.

Cavanaugh, Marcie A. (2000, July). The employment relationship and college recruitment--Revisited. Invited presentation to the College Relations and Recruiting Institute, Cornell University, Ithaca, NY.

Cavanaugh, Marcie A. (2000, March). From mentoring to communities of practice: Informal learning in organizations. Invited presentation to Alumni Affairs and Development, Cornell University, Ithaca, NY.

Cavanaugh, Marcie A. (1999, October). The importance of people/relational factors in college recruitment. Invited presentation to the Core Human Resource Executive Development Program, Cornell University, Ithaca, NY.

Roehling, Mark V., & Cavanaugh, Marcie A. (1999, June). The employment relationship and college recruitment. Invited presentation to the College Relations and Recruiting Institute, Cornell University, Ithaca, NY.

Boudreau, John, Wright, Pat, Cavanaugh, Marcie A., Broderick, Renae (1999, June). Staying alive: The "live" organization case study in the HR/IR classroom. Presented at the Second Innovative Teaching in Human Resources and Industrial Relations Conference, Atlanta, Georgia.

Cavanaugh, Marcie A. (1998, December). Best practices for hiring: Current research. Invited presentation to the HR Forum, Cornell University, Ithaca, NY.

Cavanaugh, Marcie A. (1998, November). Job search process of older workers. Invited presentation to the Wharton School Labor Lunch, University of Pennsylvania, Philadelphia, PA.

Roehling, Mark V., & Cavanaugh, Marcie A. (1998, November). The "new deal" and college recruitment. Invited presentation to the Center for Advanced Human Resource Studies (CAHRS) Fall Sponsor Meeting, Cornell University, Ithaca, NY.

Cavanaugh, Marcie A. (1997, November). Performance Management. Invited presentation to the 1997 Human Resource Institute, Cornell University, Ithaca, NY.

### **Digital Courseware/Digital AI-based Case**

LePine, M. A. (2024). Worked with Breakout Learning to create an AI-based Team Charter case.

LePine, M. A., Fadil, P., LePine, J. A., & Reuer, J. J. (2021-present; Evergreen). Connect Master Management 2.0. McGraw-Hill.

- Lead Author and Digital Architect of this Digital-first Courseware (Textbook), including a comprehensive reader (Management e-book) with embedded content,

activities, and assessments, all designed around principles of adaptive learning, learner engagement, and application.

## Teaching Experience

### Undergraduate Classes

Business and Society (WPC 150; Online; Required for all incoming W.P. Carey Freshmen; Average section size: 400 students) Management and Entrepreneurship Department Representative for the WPC 150 Course Development Team and Instructor Team. Course was created across all W.P. Carey departments. *New Course Development*. Spring 2022, Spring 2024.

Principles of Management (MGT 300; Online; BA and BS Undergraduates and ASU Online; Average class size: 320 students). *Significantly modified* existing course using Adaptive Learning and an all-digital format. Fall 2020, Fall 2021, Fall 2022, Fall 2023.

Organizational Behavior (MGT 320; Online; BS Undergraduates; Average class size: 50 students). *New Course Development*. Spring 2017

Honors Management (MGT 303; In person; Honors Undergraduates; Average class size: 50 students). *Significantly modified* existing course. Fall Semester 2011 and Fall and Spring Semesters 2012-2015

Management (MGT 300; Online; Undergraduate Level; Average class size: 290 students). *New Course Development*. Fall Semester 2011, Fall and Spring Semesters 2012

Management (Hybrid; Undergraduate Level; Average class size: 1,400 students). *Significantly modified* existing course. Managed over 20 Teaching Assistants. University of Florida. 2007-2010.

Human Resource Management (In person; Undergraduate Level; Average class size: 200 students). Recipient of the General Mills Innovations in Teaching Award, School of Industrial and Labor Relations, Cornell University. *Significantly modified* existing course. Cornell University.

Staffing, Training, and Development (In person; Undergraduate Level; Average class size: 50 students). *New course development*; Cornell University.

Human Resource Management (In person; Undergraduate Level). University of Minnesota. 1993-1994.

## **MBA & Masters' Programs**

### **Online MBA Program:**

Essential Skills: Effectively Working in Teams. Currently in development stage. To be taught Fall of 2025.

Organizational Behavior (MGT 502; Online; Average class size: between 65 and 125. *Significantly modified* the course for both the 7.5-week and 5-week programs. Fall Semester 2013-present; Spring Semester 2020-present; Summer 2022.

### **Master of Science in Global Logistics (MSGL) Program:**

Organizational Behavior (MSGL 502; Online; Average class size: 60 students). *New course development*. Spring Semester 2020-present.

### **Master in Management (MiM) Program:**

Organizational Behavior (MGT 501; In person; Average class size: 50 students). *Significantly modified* existing course. Fall Semesters 2015-2018.

Organizational Behavior (MGT 501; Online). Co-developed with two other faculty members; *New course development*.

### **General MBA and Masters' Programs:**

Compensation (MBA Level; In person; Average class size: 40 students). *New Course Development*. University of Florida.

Organizational Behavior (Master's Level; In person; Average class size: 40 students). *Significantly modified* existing course. University of Florida

Training and Development in Organizations (MBA & Master's Level; In person; Average class size: 30 students). *New course development*. Cornell University.

Staffing Organizations (MBA & Master's Level; In person; Average class size: 30 students). *Significantly modified* existing course. Cornell University.

Human Resource Management (MBA & Masters' Level; In person; Average class size: 30 students). *Significantly modified* existing course. Cornell University.

Design and Administration of Training Programs (MBA & Master's Level; In person; Average class size: 30 students). *Significantly modified* existing course. Cornell University.

## Executive Education

Organizational Behavior (EMBA; Hybrid; Average class size: 32 students).  
*Significantly modified existing course.* Fall 2024.

Human Resources Session (EMBA Elective in Human Resources; In person).  
*Developed Session.* Spring 2018.

Human Resource Management (Executive Level; In person; Average class size: 30 students). *Significantly modified existing course.* University of Florida.

Organization Behavior (Executive Level; In person; Average class size: 30 students). *Significantly modified existing course.* University of Florida.

## Pathways Program

Organizational Behavior (Pathways Program). Currently in development stage. To be taught Fall of 2025.

## Corporate Programs

Designing and Managing Teams to Deliver Development Impact (ASU/Chemonics Leadership and Management for Development Impact Series; Online; Average class size-100 students) *Co-developed new course* and delivered to 3 Cohorts. Summer and Fall 2021.

Organizational Behavior (ASU/SRP Introduction to MBA Foundations; Hybrid; Average class size-50 students). *Developed new course* and delivered to 1 Cohort. Spring 2021.

## Selected Work Experience

*Director of the Human Resource Research Center, University of Florida*  
October, 2003-December, 2010

*Lawson International Ltd.*  
June, 1995-2017

- Analyzed and interpreted staffing and training utility models, top management team profiles, and position analysis data.
- Developed and validated competency models.
- Researched the relationship between human resource management effectiveness and financial performance.
- Examined the effectiveness of 360 degree feedback programs.

*League of Minnesota Cities*  
April, 1995-August, 1995

- Interviewed employees to determine KSAs and TDRs for job analysis.
- Developed job descriptions from interviews.

*Norwest Corporation, Corporate Compensation*

June, 1991-September, 1993

- Compiled data for salary survey input.
- Reviewed survey job descriptions, survey output, and Norwest job matches for market-pricing database.
- Created and maintained market-pricing databases.
- Prepared, collected, analyzed, interpreted, and reported several Twin Cities companies' data for the Norwest EDP salary survey.
- Reviewed and compiled proxy material to determine peer groups' compensation practices.
- Compiled, calculated, and analyzed data for salary and benefit budgeting purposes.

## **Reviewing Activities**

### **Associate Editor**

Group and Organization Management (2022-present)  
Frontiers (2025-present)

### **Editorial Review Board Member**

Academy of Management Perspectives (2024-present)  
Human Performance (2025-present)  
Organizational Behavior and Human Decision Processes (2020-present)  
Group and Organization Management (2014-2022). ***Recognized as a 2019 Group and Organization Management (GOM) Outstanding Reviewer.***

### **Ad Hoc Reviewer**

Academy of Management Journal (2013-2019)  
Administrative Science Quarterly (2007, 2015, 2016, 2018, 2019, 2021)  
Journal of Applied Psychology (pre-2007, 2007, 2009, 2014-2017, 2020-2023)  
Personnel Psychology (2001, 2002, 2017, 2018, 2020, 2022-2023).

Journal of Management (2020; 2024)  
Journal of Organizational Behavior (2016; 2024)  
Organizational Behavior and Human Decision Processes (2011, 2014, 2016-2018)

Asia Pacific Journal of Human Resources (2024)  
European Journal of Work and Organizational Psychology (2023)



Human Relations (2017-2019, 2021)  
Human Resource Management (2007, 2009-2012, 2014, 2015, 2017, 2021)  
Human Performance (2024-2025)  
Journal of Managerial Psychology (2019-2020)  
Journal of Occupational and Organizational Psychology (2006, 2009, 2017, 2023, 2005)  
Journal of Occupational Health Psychology (2009-2015, 2017, 2018, 2020-2021, 2023-2025)  
Knowledge (2022)  
Management and Organization Review (2014, 2017)  
Psychology of Leaders and Leadership (2022)  
Psychological Reports (2016; 2024)  
The Psychologist-Manager Journal (2021-2022)  
Stress, Anxiety, and Coping (2020-2021)  
Stress and Health (2025)  
Teacher and Teacher Education (2025)  
Work & Stress (2024)

### **Other Reviewing**

Academy of Management Conference/Teaching and Learning Conference  
NSF Grant Reviewer (2021)  
McGraw-Hill Sensitivity Consulting Group (Member). Review and consult McGraw-Hill Education on matters related to inclusiveness and diversity in content language, images, and text chapters (2020-present)

### **External Thesis/Dissertation Committee**

Foreign Ph. D. Thesis Evaluator for the Department of Management Studies at Bahria University Pakistan: Shumaila Rafique, “Integration of Unified Theory of Acceptance and Use of Technology (UTAUT): An Empirical Study on Internet Banking in Pakistan,” June 2024; Nosheen Saba, “Impact of Project Portfolio Management on Project Portfolio Success with Mediating Role of Quality and Moderating Roles of External Turbulence and Competitive Intensity in the Construction Industry of Pakistan,” October 2024; Asma Shabbir, “Unlocking Micro-Level Employee Creativity through Empirical Investigation of ‘Will do’, ‘Can do’ and ‘Success-oriented’ Personality Dispositional Characteristics: A Sequential Mediation Mechanism from Higher Education Institutes of Pakistan,” November 2024.

Dissertation Assessment Committee Member: Renata Møllu, “Work Stressors and Performance: The Role of Cognitive Appraisal”, University of Southern Denmark, 2021.

## Honor Thesis Committees

### Honors Contracts

Spring 2025: Dilnaz (Delia) Satubaldiyeva, “The Effect of Remote Work on Business and Society.”

Fall 2024: Andre Anderson, “Ethical Leadership in Finance”; Akash Kota, “Eight Effective Management Styles”; Liam Neary, “Authentic Leadership: A Path to Ethical and Effective Leadership in Organizations.”

### Honors Thesis-Director (30 students)

Dilnaz (Delia) Satubaldiyeva (upcoming Fall 2025-Spring 2026), Aurelia Mafinejad (in process, 2025), Amanda Griel<sup>a</sup> (2022), Jade Hour<sup>ab</sup> (2020), Victoria Pinto<sup>a</sup> (2020), Julianna Harrell<sup>a</sup> (2019), Victoria Cejka<sup>a</sup> (2018), Alyssa Fragoso<sup>a</sup> (2018), Nicole Briones (2017), Matt Jirak (2017), Hector Vogliotti (2017), Zoe Jerome (2017), Amaelia Haechler (2016), Hon St. Marie-Lloyd (2015), Daryl J. Buron (2015), Jack Workman (2015), Alex Sprayberry<sup>b</sup> (2015), Jessica Bickle (2014), Linda Pinto (2014), Michael Vaugh (2014), Christopher Hulse (2014) Miguel Lopez-Gonzalez (2014), Delia Vasquez (2014) Julianne Fader (2014), Sarah Hoeck (2014), Allison Carroll (2013), Margaret Robles (2013), Faith Catts-Tucker (2013), Robert Mayer (2013), Tyler Shevin (2013)

<sup>a</sup> Participant in the Barrett Honors College “Celebrating Honors Symposium of Research and Creative Projects.”

<sup>b</sup> Outstanding Graduating Senior Finalist

### Honors Thesis-2<sup>nd</sup> Committee Member (16 students)

Mayse Dunn (2023-2024), Graciela Martinez (2023-2024), Maxine Le Tourneur (2017), Bella Tapia (2017), Nisha Patel (2016), Akila Sivakumar (2016), Nicola Rough (2016), Devin Molinar (2016), Amanda Aguilar (2014), T.J. Zehring (2014), Drew Bourne (2013), Alea Becwar (2013), Christina Hawbaker (2013), Kate While (2013), Corinne Relecio (2012), Ilian Velev (2012)

## Student Organization Advising

Poker Power at ASU. Asked to be Faculty Advisor for Poker Power at ASU, a new start-up group that empowers women by building critical life skills through the game of poker. (2024-present)

Startup Village. An Entrepreneurship Club dedicated to developing the ideas and skills of its members. <https://entrepreneurship.asu.edu/programs/startup-village/> (2024-present)

Women’s Business Leadership Association. A Business Club dedicated to building a community of women who are committed to supporting one another in their professional development journey. <https://www.asuwbla.com/> (2024-present)

## Exchange Scholars

Miriam Schilbach from the Leibniz Institute for Resilience Research, Mainz Germany. We began work in the summer of 2022 to develop and validate a measure of nonwork stressors and to determine whether nonwork stressors impact individual resilience across contexts. I invited Dr. Schilbach to visit ASU as a short-term Exchange Scholar from October 24, 2022 through December 2, 2022. She is currently an Assistant Professor at Maastricht University, Netherlands.

## Additional Service to the Profession

LePine, Marcie A. (2015, August). Effective Teaching and Supervision. Invited Round Table Host at the OB Doctoral Consortium, Academy of Management Meetings, Vancouver, BC, Canada.

LePine, Marcie A. (2014, August). Effective Teaching and Supervision. Invited Round Table Host at the OB Doctoral Consortium, Academy of Management Meetings, Philadelphia, PA.

LePine, Marcie A. (2013, August). Define “Have it All”: A Candid Discussion of the Pursuit of Balance in Academia. Invited Panelist, Academy of Management Meetings, Orlando, FL.

LePine, Marcie A. (2013, August). Effective Teaching and Supervision. Invited Round Table Host at the OB Doctoral Consortium, Academy of Management Meetings, Orlando, FL.

LePine, Marcie A. (2012, August). Effective Teaching and Supervision. Invited Round Table Host at the OB Doctoral Consortium, Academy of Management Meetings, Boston, MA.

LePine, Marcie A. (2000, August). Service. Invited panelist at the New Faculty Consortium, Academy of Management Meetings, Toronto, Canada.

Academy of Management Dissertation Awards Committee, Member, 2000

Society of Industrial Organizational Psychologists (SIOP) Awards Committee, Member, 1999-2000

LePine, Marcie A. (1999). Symposium: Recruitment and Organizational Entry. Co-discussant at the Academy of Management Meetings, Chicago, Illinois.

LePine, Marcie A. (1998). Careers. Invited panelist at the HR Doctoral Consortium, Academy of Management Meetings, San Diego, California.

## Service to the University

*Arizona State University*  
*W.P. Carey School of Business Service*

2024-present. Involvement in the Executive MBA Orientation. A Guide to Learning and the Team Charter: Building Effective Teams.

2024-present. Affiliate Faculty, Supply Chain Resilience Initiative

2020-present. Member of the W. P. Carey DEI Assembly

2016-2024. Significant involvement in the Online MBA Orientation. Case study workshop.

2022, Summer. Identified by ASU Online to be part of their marketing campaign. Participated in a videoed interview. Video was launched August, 2022 in their campaign on YouTube and social media in four test markets – CO, UT, PA and WA.

- ASU Online Preparing Students for the Future, Marcie LePine: Impactful Researcher and Award-Winning Professor  
<https://www.youtube.com/watch?v=pBpJ63SwRJI>

2022. Featured on Sun Devil Giving Day.

- Professor Marcie LePine gives back to pay it forward.  
<https://news.wpcarey.asu.edu/20220225-professor-marcie-lepine-gives-back-pay-it-forward>

2022, Spring. Identified by the EdPlus Leadership as one of ASU's world-class online faculty. Participated in a videoed interview for which the purpose was to highlight the online faculty members' unique voices, our position as experts in our fields, and our strong connections built with online students.

- Beyond the Screen (Video Only):  
<https://www.youtube.com/watch?v=XnLvgbJp0Xk;>
- Faculty Who Inspire (Video and Blog Post): <https://asuonline.asu.edu/newsroom/leading-educators/faculty-who-inspire-marcie-lepine/>

2021. Featured on Meet our Faculty for ASU Online for their website, advertising materials, and social media. <https://asuonline.asu.edu/about-us/faculty/>

2017-2018. Involvement in the MAcc Orientation. Teams Workshop.

2016-2018. Involvement in the MiM Orientation. Teams Workshop.

2016-2017. Member of the Micro Meets Macro (MMM) Conference Planning Committee. Co-organizer of the MMM Pre-Workshop.

2013. My course, MGT303 was part of the filming (by creator and director Andrew Rossi) for the documentary, “Ivory Tower: Is College Worth the Cost?” a CNN films production (the Official Selection 2014 Sundance Film Festival) and is now available on DVD.

2011-2013. Undergraduate Academic Standards Committee

*University of Florida Service*

2009-2010. University Minority Mentor. Mentor to Minority Freshman students.

*Warrington College of Business Administration Service*

2008. Invited speaker at the annual “Taking Care of Business” program hosted by the Warrington Diplomats, Warrington College of Business Administration, University of Florida

*Cornell University Service*

*University Service*

1999-00. Faculty Fellow—Member (beginning in August of 1999)/Donlon Fellows Program (Fall 2000).

1998-99. Cornell Staff Mentoring Program Development Committee—Member.

*School of Industrial and Labor Relations/HR Department Service*

1998-2001. Chaired M.S. and Ph.D. committees. Served as a committee member on (3) M.S. and (2) Ph.D. committees.

1998-2000. Undergraduate Program Committee—Member (Aug.1998-present)

1999; 2000. Freshman Colloquia Instructor—(August-September).

1998-99; 99-00. Faculty Search Committee—Junior & Senior Positions (ILR, Cornell University)—Member.

1998. Academic Standards Committee— Substitute Member (Jan.-May).

*Community Service/Activities*

2000. American Red Cross, Ithaca NY—Board Member

**Professional Memberships**

Academy of Management  
American Psychological Association (Division 14)  
American Society for Training and Development

Society for Human Resource Management  
Society for Industrial and Organizational Psychology  
INGRoup

## **Certificates**

Management Education and Development (MED) Professional Development Certificate Program, Academy of Management Meetings (2024).  
Global Advocacy Certificate Program, Arizona State University (2021).  
SafeZONE Ally, Arizona State University (2020).

## **Honors and Awards**

2019-2020; 2020-2021; 2021-2022; 2022-2023; 2023-2024; 2024-2025. Dean's List for Teaching Impact.

2024-2025. Finalist for the Huizingh Award for Undergraduate Service to Students.

2024. W. P. Carey Nominee for the ASU Charter Professor Award.

2023-2024. Finalist for the Huizingh Award for Undergraduate Service to Students.

2022-2023. Recipient of the W. P. Carey 'Business is Personal' Inclusive Teaching Award.

2023. Professor of Impact Award. The Professor of Impact Award is an informal but meaningful way for students to recognize an outstanding professor who has made a positive impact on their academic career at ASU. From a Fall 2022 MBA Team.

2021-2022. Finalist for the W.P. Carey 'Business is Personal' Inclusive Teaching Award.

2020-2021. Recipient of the W.P. Carey 'Rethinking Business Education' Outstanding Online Teaching Award.

2020-2021. Inaugural recipient of the "Professional MBA Faculty Excellence Award."

2019-2020. Finalist for the W.P. Carey 'Rethinking Business Education' Outstanding Online Teaching Award.

2019. Recognized as a 2019 Group and Organization Management (GOM) Outstanding Reviewer.

2015. Recipient of the W. P. Carey 2015 John W. Teets Outstanding Undergraduate Teaching Award.

2014-2015. "You're Awesome" Award.

2012. Selected by MGT300 student to be a “Guest Coach” for a game during the 2012 Sun Devil Baseball Season.

2009. Received Judy Fisher Teaching with Technology Award, Warrington College of Business Administration, University of Florida.

2009. Nominated for Teacher of the Year, Warrington College of Business Administration, University of Florida.

2008. Nominated for Teacher of the Year, Warrington College of Business Administration, University of Florida.

2007-2008. Recipient of the Undergraduate Faculty Member of the Year: Management Department, Business Administration College Council (BACC), Warrington College of Business Administration, University of Florida.

2000. Recipient of the General Mills Innovations in Teaching Award, School of Industrial and Labor Relations, Cornell University.