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**Amy McMillan, D.B.A.**  
**Professor, Management**  
**Associate Dean – Research and Faculty Development**  
**College of Business**  
**East Carolina University**  
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### **Academic Background**

D.B.A. Louisiana Tech University, Ruston, LA, Management, 2003

M.B.A. Mississippi College, Clinton, MA, Business Administration, 1997

B.A. San Diego State University, San Diego, CA, Communicative Disorders (Speech Pathology), 1989

### **WORK EXPERIENCE**

#### **Academic Experience**

Associate Dean – Research and Faculty Development, East Carolina University (July 1, 2021 – Present), Greenville, North Carolina.

Full Professor, East Carolina University (August 2019-Present), Greenville, North Carolina.

Associate Professor, East Carolina University (August 2009 – August 2019), Greenville, North Carolina.

Assistant Professor, East Carolina University (August 2003 - August 2009), Greenville, North Carolina.

Assistant Professor, University of Texas at Brownsville (2001 - 2003), Brownsville, Texas.

Teaching Assistant, Louisiana Tech University (1998 - 2001), Ruston, Louisiana.

#### **Non-Academic Experience**

##### **National**

Corporate Instructor, SkyTel (1993 - 1998), Jackson, Mississippi. Conduct seven week training program in telecommunications. Administer testing and supervise new personnel as well as perform evaluations to ensure quality performance. Assess training needs and develop supporting material to conduct successful programs.

##### **International**

Instructor, Instituto InterAmericano (August 1991 - December, 1992), VeraCruz, Mexico. Teach English as Second Language

#### **Courses Taught**

### **Courses from the Teaching Schedule:**

**Graduate** - Business & Society, Comparative Management, Human Resource Management, Organizational Behavior, International Business

**Undergraduate** - Fundamentals of Management, Human Resources, Independent Study, International Business, International Management, Leadership, Strategic Management, Diversity Management, Introduction to Business, Supervisory Management

## **TEACHING**

### **Course Innovations and Improvement**

2021-2022 – Online Teaching Mentor

2019-2020 – Canvas Faculty Leader

2019-2020 – Redesign of Business & Society, now Leadership in Ethics and Corporate Social Responsibility

2018-2019 – Created Graduate Certificate in Leadership

2018-2019 – Committee Member for creation of HR Concentration

2016-2017 - Redesigned 6102, 6822, 6802

2013-2014 - Hybrid Course development for Undergraduate Leadership

2013-2014 – Flipped Classroom for Graduate Organizational Behavior

2008-2009 – Volunteer Service Learning for Graduate Organizational Behavior

2004-2005 - Challenge Course for MGMT 6802, Organizational Behavior

2006-2007 - Created Business and Society Course for Graduate Students Course

## **INTELLECTUAL CONTRIBUTIONS:**

### **Articles**

Waterwall, B. McMillan, A., & Grubb, W.L. (2022). Abracadabra, making the visible less visible: Reducing the effects of stigma through invisible work. *American Journal of Management*, 22(1), 28-45.

McMillan, A., Solanelles, P., & Rogers, B. (2021). Bias in student evaluations: Are my peers out to get me. *Studies in Educational Evaluation*, 70, <https://doi.org/10.1016/j.stueduc.2021.101032> .

McMillan, A., Barber, D., & Santos, A.F. (2021). Inconsistencies in entrepreneur's health and well-being research: A review. *Global Journal of Entrepreneurship*, 5 (1), 104-132.

Peake, W. O., Yates, M., Barber, D., & McMillan, A. (2020). Do entrepreneurs do good deeds to maximize wins or avoid losses? A regulatory focus perspective. *Journal of Small Business Strategy*, 30(3), 33-46.

McMillan, A., & Barber III, D. (2020). Credit hour to contact hour: Using the Carnegie Unit to measure student learning in the United States. *Journal of Higher Education Theory and Practice*, 20(2), 88-99.

- Madden, L., McMillan, A., & Harris, O. (2020). Drivers of selectivity in family firms: Understanding the impact of age and ownership on CSR. *Journal of Family Business Strategy*, 11(2), 100-335.
- Peake, W., Barber III, D., McMillan, A., Bolton, D., & Coder, L. (2019). Do management control systems stifle innovation in small firms? A mediation approach. *Journal of Small Business Strategy*, 29(2), 1-21.
- Madden, T., McMillan, A., & Madden, L. (2019). This is not a vacation: The shadow side of study abroad programs. *Journal of Management Education*, 43(2), 185-199.
- McMillan, A., & Madden, L. (2018). Using Twitter to apply concepts from a strategy course. *Journal of Strategic Management Education*, 14, 19-36
- McMillan, A., Dunne, T., Aaron, J., & Cline, B. (2017). Environmental management's impact on market value: Rewards and punishments. *Corporate Reputation Review*, 20(1), 105-122.
- Aaron, J., McMillan, A., & Dunne, T. (2015). Optimal incentive-based compensation contracts for CEOs: The impacts of CEO age and tenure. *Advances in Business Research*, 6,46-64.
- Yucel, I., McMillan, A., & Richard, O. (2014). Does CEO transformative leadership influence top executive normative commitment? *Journal of Business Research*, 67 (6), 1170-1177.
- McMillan, A., Chen, H., Richard, O., & Bhuiyan, S. (2012). A mediation model of task conflict in vertical dyads: Linking organizational culture, subordinate values, and subordinate outcomes. *International Journal of Conflict Management*, 23 (3), 307-332.
- Aaron, J., McMillan, A., & Cline, B. (2012). Investor reactions to firm environmental management reputation. *Corporate Reputation Review*, 15 (4), 304-318.
- McMillan-Capehart, A., Aaron, J. R., & Cline, B. (2010). Investor reactions to diversity reputation. *Corporate Reputation Review*, 13 (3), 184-197.
- Richard, O., McMillan-Capehart, A., Bhudian, S., & Taylor, E. (2009). Antecedents and consequences of psychological contracts: Does organizational culture really matter? *Journal of Business Research*, 62 (8), 818-825.
- Grubb III, W. L., McMillan-Capehart, A., & McDowell, W. C. (2009). Why didn't I get the job? White nonbeneficiaries reactions to affirmative action and diversity programs. *Journal of Diversity Management*, 4 (2), 25-34.

McMillan-Capehart, A., Grubb III, W. L., & Herdman, A. (2009). Affirmative action decisions: When ignorance is bliss. *Equal Opportunities International*, 28 (5), 415-431.

Herdman, A. O. & McMillan-Capehart, A. (2009). Establishing a diversity program is not enough: Determinants of employee perceptions of diversity climate. *Journal of Business & Psychology*, 25 (1), 39-53.

Lopez, T. & McMillan-Capehart, A. (2009). Elements of salesperson control: An organization theory perspective. *Journal of Business & Industrial Marketing*, 24 (2).

Prati, M., McMillan-Capehart, A., & Karriker, J. (2009). Affecting relational identity: The roles of manager emotional intelligence and culture in the identity formation of organizational members. *Journal of Leadership and Organizational Studies*, 15 (4), 404-.

McMillan-Capehart, A. & Adeyemi-Bello, T. (2008). Prerequisite coursework as a predictor of graduate management performance. *Journal of College Teaching and Learning*, 5 (7), 11-16.

Fubara, E., McMillan-Capehart, A., & Richard, O. (2008). Attitude adjustment: The role of organizational justice, ethical frameworks, and employer support on attitudes toward affirmative action. *Journal of Diversity Management*, 3 (3), 29-45.

McMillan-Capehart, A. & Simerly, R. (2008). Cultural diversity in human capital and firms' economic performance. *International Journal of Management*, 25 (3), 446-451.

McMillan-Capehart, A. & Lopez, T. (2007). Reconciling employee dissimilarity and person-organization fit: The role of organizational climate and socialization tactics. *Journal of Diversity Management*, 2 (4), 33-42.

McMillan-Capehart, A. (2006). Heterogeneity or homogeneity: Socialization makes a difference when diversity is at stake. *Performance Improvement Quarterly*, 19 (1), 83-98.

McMillan-Capehart, A. (2005). A configurational framework for diversity: Socialization and culture. *Personnel Review*, 34, 488-503.

McMillan-Capehart, A. & Richard, O. (2004). Organizational justice and perceived fairness of hiring decisions related to race and gender: Affirmative action reactions. *Equal Opportunities International*, 23, 13.

McMillan-Capehart, A. (2004). Hundreds of years of diversity: What took us so long? *Equal Opportunities International*, 22, 8.

Richard, O., McMillan, A., Chadwick, K., & Dwyer, S. (2003). Employing an innovation strategy in racially diverse workforces: Effects on firm performance. *Group & Organization Management*, 28(1), 107-126.

Richard, O. C., Kochan, T. A., & McMillan-Capehart, A. (2002). The impact of visible diversity on organizational effectiveness: Disclosing the contents in Pandora's black box. *Journal of Business and Management*, 8(3), 265.

Lopez, T., & McMillan-Capehart, A. (2002). How outgroup salespeople fit in or fail to fit in: A proposed acculturation effects framework. *Journal of Personal Selling & Sales Management*, 22(4), 297-309.

Willis, T. H., Willis-Brown, A. H., & McMillan, A. (2001). Cost containment strategies for ERP system implementations. *Production and Inventory Management Journal*, 42(2), 36.

McMillan, A., & Lopez, T. B. (2001). Socialization and acculturation: Organizational and individual strategies toward achieving PO fit in a culturally diverse society. *The Mid-Atlantic Journal of Business*, 37(1), 19.

### **Conference Proceedings/Presentations**

Peake, W. O., Yates, M., Barber, D., & McMillan, A. (2020). Do entrepreneurs do good deeds to maximize wins or avoid losses? A regulatory focus perspective. In *Small Business Institute*.

Whitney, P., Barber, D. H., McMillan, A., Dawn, B., & Coder, L., (2019). Do management accounting and control systems stifle innovation in small firms led by owner-managers with high individual entrepreneurial orientation? A mediation approach. In *Small Business Institute*.

McMillan, A., Aaron, J. R., & Dunne, T. (2016). Environmental management reputation and investor reactions: Industry type impact. *Southern Management Association*.

Aaron, J. R., McMillan, A., & Cline, B. (2011). Investor reactions to environmental management. *Academy of Management*.

McMillan, A., Chen, H., Richard, O., & Bhuiyan, S. (2010). A mediation model of task conflict in vertical dyads: A subordinate perspective. *Southwest Academy of Management Conference*, 63-85.

McMillan-Capehart, A. & Aaron, J. R. (2009). DiversityInc.'s top 50 companies for diversity and firm performance. *Southeast Decision Sciences Institute*.

Herdman, A. & Capehart, A. (2008). The role of diversity programs, managerial team composition, and relational values in shaping organizational level perceived organizational support for diversity. *Southern Management Association*.

Prati, M., McMillan-Capehart, A., & Karriker, J. (2008). Affecting relational identity: The roles of manager emotional intelligence and culture in the identity formation of organizational members. *Southeast Decision Sciences Institute*.

Lopez, T. & McMillan-Capehart, A. (2008). Can ethical work climate influence the use of coercive sales tactics? *Association of Marketing Theory and Practice*.

McMillan-Capehart, A. & Bello, T. (2008). Prerequisite coursework as a predictor of performance in organizational behavior. *Southeast Decision Sciences Institute*.

Fubara, E., McMillan-Capehart, A., & Richard, O. (2007). Attitude adjustment: The role of organizational justice, ethical frameworks, and employer support on attitudes toward affirmative action. *Southern Management Association*.

McMillan-Capehart, A., Grubb III, W. L., Galy, E., & Philbrick, J. (2006). African American and Hispanic perceptions of justice: Affirmative action and marketing justifications. *Southeast Decision Sciences Institute*, 656-666.

McMillan-Capehart, A. (2004). Heterogeneity or homogeneity: Socialization makes a difference when diversity is at stake. *National Academy of Management*.

## **Working Papers**

Barber, D., Lawrence, E., Alipour, K., McMillan, A. (2023). Entrepreneurial identity and entrepreneurial competencies: Impact of rural vs urban location. *Journal of Small Business and Enterprise Development*.

Herdman, A., McMillan, A., Grubb, W.L., Waterwall, B. (2023). Workplace invisibility: A scale development study

## **SERVICE:**

### **Department Assignments**

#### **Faculty Advisor:**

2004-2009: Faculty Undergraduate Advisor

#### **Faculty Sponsor Student Honor Organization:**

2004 - 2008: Sigma Iota Epsilon

#### **Member:**

2018-2020: HR Concentration Committee

2018-2018: Management Department Chair Search Committee

2018-2020: Personnel Committee

2014-2017: Personnel Committee

2014-2015: Target Journal Ad Hoc Committee

2006-2007: General Business Curriculum Review

2005-2006: ad hoc Curriculum Committee

2005-2006: Personnel Committee

2004-2006: Scholarship Committee

**Mentoring Activities:**

2018 Mentor New Faculty Bryan Rogers

2017 Mentor New Faculty Tim Madden

2016 Mentor New Faculty Thomas Pittz

**Chair:**

2019-2021: Personnel Committee

**College Assignments**

**Chair:**

2022-2023: Regional Transformation Task Force

2022-2022: Search Committee Visual Arts Designer

2018-2021: Diversity and Inclusion Action Committee

2015-2017: Action Planning – Leadership

2013-2016: Graduate Committee

2009-2012: EDGE Committee

2008-2012: College of Business Diversity Action Committee

**Member:**

2021-2023: Research and Scholarly Activity Committee

2019-2019: Associate Dean Search Committee

2016-2018: College of Business Faculty Senate Alternate

2015-2016: Student Orientation

2015-2016: Sharepoint Pilot

2014-2015: Target Journal ad hoc Committee

2014-2015: Organized the COB Alumni/Faculty Italy Trip

2012-2013: Diversity Learning Community

2010-2012: Graduate Committee

2009-2017: Study Abroad

2008-2010: Student Leadership Portfolio Committee

2008-2009: College of Business Diversity Representative

2006-2007: Flexibility in Undergraduate Curriculum

2004-2006: Scholarship Committee

**University Assignments**

**Chair:**

2017-2019: Graduate Assistant Supervisor Training ad hoc Committee

2017-2020: ECU Graduate Curriculum Committee

2008-2009: ECU Diversity Marketing Campaign Subcommittee

**Vice Chair:**

2015-2017: Graduate Curriculum Committee

**Member:**

2020-2024: Chancellor's DEI Commission, Culture/Climate/Communication Subcommittee  
2022-2023: AD Faculty Affairs Support Group  
2022-2023: Office of Faculty Excellence Advisory Council  
2021-2023: University and Engagement Research Council  
2019-2021: OFE Mentoring and Inclusion Steering Committee  
2019-2021: OED Working Group – Teaching, Research, and Service  
2019-2021: QEP Selection Committee  
2019-2021: SEP subcommittee – Diversity Efforts in Recruitment and Retention of Students  
2019-2020: Equity and Diversity Faculty Senate ad hoc Committee  
2019-2019: IPAR University Program Specialist Search Committee  
2019-2020: General Education and Instructional Effectiveness Committee Task Force on Global and Domestic Diversity Courses  
2018-2021: University Diversity Committee  
2018-2019: SACSCOC Educational Policies Committee  
2018-2018: Curriculog Advisory Committee  
2017-2020: Graduate Council  
2017-2020: Graduate Council Executive Committee  
2017-2020: Academic Program Development Collaborative Team  
2017-2018: SACSCOC Assessment Team –Educational Programs  
2015-2017: Faculty Senate Distance Education and Learning Committee  
2015-2016: Summer Task Force for University Graduate Curriculum Committee  
2013-2015: Graduate Curriculum Committee  
2012-2015: Appellate Reconsideration Committee  
2012-2014: Undergraduate Curriculum Committee  
2012-2013: Grievance Committee  
2012-2013: Chancellor's Diversity Leadership Cabinet  
2010: Parking and Transportation Director Search Committee  
2007-2010: Parking and Transportation Committee  
2006-2010: Chancellor's Diversity Council

**Other Institutional Service Activities:**

2014-2015: Curriculum Planning  
2009-2010: Presentation for ECU Student Leadership Program  
2008-2009: OID Diversity Speakers Bureau  
2007-2008: Facilitator of Breakout Session - Advanced Civil Discourse Workshop  
2007-2008: Dialogue with Daryl Smith

**Service to the Profession****Academic Conference: Discussant**

2008-2009: Southern Management Association, St. Petersburg, Florida.

**Academic Conference: Moderator / Facilitator**



2016-2017: Southern Management Association.

2005-2006: South East Decision Sciences.

**Board Member: Editorial Review Board**

2014-2023: Group and Organization Management.

2016-2022: Diversity Research Institute Journal.

**Reviewer - Article / Manuscript**

2017-2018: Human Resource Management Journal

2016-2017: Equality, Inclusion, and Diversity.

2013-2014: International Journal of Conflict Management.

2012-2013: Group and Organization Management

2012-2013: International Journal of Conflict Management.

2010-2011: Group and Organization Management.

2009-2010: Journal of Environment and Development.

2008-2009: Journal of Business Research.

2008-2009: Journal of Education for Business.

2007-2008: Group and Organization Management.

2007-2008: Group and Organization Management

2007-2008: Group and Organization Management.

2007-2008: Journal of Business Ethics.

2006-2007: Equal Opportunities International

2006-2007: Journal of Business Research.

2006-2007: Personnel Review.

2005-2006: Personnel Review.

2005-2006: Sex Roles Journal.

2004-2005: Personnel Review.

**Reviewer - Grant Proposal Related to Expertise**

2014-2015: Social Sciences and Humanities Research Council of Canada - Insight Grants. I reviewed a research grant related to organizational diversity and organizational learning. The requested funding was for \$76,000 over 3 years.

2012-2013: Social Sciences and Humanities Research Council of Canada - Insight Grants. I reviewed a Grant Application related to the study of diversity. The Grant was requesting \$15,000 a year for 3 years.

**Reviewer: Conference Paper**

2016-2017: Southern Management, Charlotte, NC – Best Reviewer Award

2008-2009: Academy of Management, Chicago, Illinois.

2008-2009: Southeast Decision Science Institute.

2008-2009: Southern Management Association, St. Petersburg, Florida.

2007-2008: Southeast Decision Sciences Institute.

2006-2007: Southern Management Conference

2004-2007: Academy of Management.

## **Honors-Awards-Grants**

### **Award**

2022: Best Empirical Paper Award – Small Business Institute Conference  
2020: Best Empirical Paper Award – Small Business Institute Conference  
2016-2017: Nominated and Finalist for the Alumni Association Outstanding Teaching Award.  
2016-2017: Reviewer of the year award – Southern Management Association, Teaching Division.  
2015-2016: Nominated for Alumni Teaching Award at ECU, East Carolina University.  
2009-2010: Emerald Literati Network 2010 Awards for Excellence.

### **Honor**

2019: Graduate Faculty Hooder  
2018-2019: Student Supervisor of the Year Nomination  
2017-2018: Presented award to International Graduate Student Award to Pol Solanellas as faculty member that has made the most impact at ECU.  
2016-2017: Invited by student to attend Student Athlete Award Banquet  
2017: Graduate Faculty Marshall  
2014-2020: College of Business Faculty Fellow, East Carolina University, College of Business.  
2009-2010: Faculty Appreciation Night - ECU Women's Volleyball Team.  
2009-2010: Faculty Spotlight - Service Learning Quarterly.  
2007-2008: ECU Website Feature.  
2006-2007: College of Business. MBA Graduation Marshall

## **Memberships**

Southern Management  
Association  
Women in Business Education

**Last updated on 8/26/21**