

# Cynthia Roberts

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## Education

### **PhD in Organization Development, 2009**

Benedictine University, Lisle, IL

- Dissertation: Leadership at All Levels: An Action Learning Approach in Healthcare
- Registered Organization Development Consultant (RODC)

### **Masters of Science in Organization Development, 1999**

### **Masters of Science in Training and Development, 1999**

Loyola University Chicago, Chicago, IL

### **Specialist in Blood Banking, 1985**

Michael Reese Medical Center, Chicago, IL

- Certification number: SBB (ASCP) 3002

### **Bachelor of Science in Medical Technology, 1979**

Northern Illinois University, DeKalb, IL

- Certification number: MT (ASCP) 130933

## Academic Experience

### **Indiana University Northwest**

Aug 2016-present     Dean, School of Business and Economics  
   Professor of Organization Behavior and Leadership

### **Purdue University North Central**

Aug 2013-2016     Teddy Jacobi Dean, College of Business  
July 2009-2016     Director, MBA Program  
Aug 2012-2016     Professor, Organizational Behavior and Leadership  
Aug 2012-2013     Interim Dean, College of Business  
Aug 2007-2012     Chair, Department of Business and Leadership  
Aug 2001-2007     Coordinator, Organizational Leadership & Supervision Program  
May 2006-2012     Associate Professor, Organizational Behavior and Leadership  
Aug 2000-2006     Assistant Professor, Organizational Leadership & Supervision

### **Research interests**

- Leadership development, ethics, gender and leadership

### **Awards**

- Michigan City Chamber of Commerce Inspiring Woman 2018
- Northwest Indiana Influential Woman in Education 2017
- Crossroads Chamber of Commerce Athena Finalist 2017, 2018
- Purdue North Central Outstanding Teacher Awards 2006-2007; 2002-2003
- Nominee, Violet Haas Award for the advancement of women at Purdue 2008

## Teaching interests

- Organizational Behavior, Team Development, Leadership Philosophy, Leading Ethically, Gender and Diversity in Management

University  
service

## Indiana University Northwest

2019-2020 Chancellor Search Committee  
2017-present AQIP subcommittee  
2016-present IUN council  
2016-present Reimagining the First Year  
2016-2017 RedHawk response task force

## Previous Committee appointments - Purdue System-Wide

2014-2016 Member, Unification Steering Committee (PNC and Purdue Calumet)  
Task forces: Academic Outreach and Contract Training; Institutional Effectiveness; Faculty Salary Equity  
2014-2015 Member, Purdue System graduate council  
2011-12 Faculty Advisory Committee on Institutional Research  
2005-8 Advisory Committee on Change Management & Training, OnePurdue ERP  
2004-5 Committee on Superior Students, PNC representative  
2001-4 OLS Curriculum Committee, PNC representative

## Committee appointments - Purdue North Central (now Purdue Northwest)

2009-2016 Member, Graduate Council  
2008-2016 Member, Advisory Council for Center for Service Learning and Leadership  
2003-2016 Member, Accreditation Committee  
2002-2012 Member, Faculty Senate  
2005-2010 Member, Assessment of Student Learning Committee – Chair 2005-07  
2004-2007 Member, Adhoc Committee on General Education (AGES) committee  
2004-2006 Member, Advisory Committee on Equity  
2004-2005 Member, Student Engagement Committee  
2001-2006 Commencement Committee, Faculty Marshall  
2001-2005 Chair/participant, Books and Coffee Series  
2002-2005 Member, PNC Scholarship Committee  
2002-2005 Member, PNC Faculty Affairs Committee  
2000-2004 Chair, Women's Programming Committee

## Other special projects

2010-2016 Member, PNC Advisory Board  
2010-2016 Co-Champion, ACBSP Accreditation  
2012-2013 Task force on faculty compensation  
2011 Advisory Group for Responsibilities and Alignment in Academic Affairs  
2006 Chancellor's Strategic Plan Review Committee  
2003 ProPartners Mentoring Program  
2003 Faculty Advisor, Student Leadership Conference  
2001 Strategies for Success workshops, Student Support Services

Publications

- Williams, H., Roberts, C., and Shires, J. (2019) Mergers, Acquisitions, Hostile takeovers: The unification of two college campuses. *Organization Development Journal*. 37(3). 31-44.
- Hobson, C., Roberts, C., Selladurai, R., Szostek, J. and Gibson, J. (2019) Assessing and Developing Leadership Capabilities in MBA Students Using The 16PF® Personality Test. *Business Education Innovation Journal*. 11(1). 118-125.
- Whitten, D., James, A., and Roberts, C. (2017) Factors That Contribute to a Sense of Belonging in Business Students on a Small 4-Year Public Commuter Campus in the Midwest. *Journal of College Student Retention: Research, Theory & Practice*. First Published August 29, 2017. <https://doi.org/10.1177/1521025117726520>
- Roberts, C. (2017) Advancing Women Leaders in Academe: Creating a Culture of Inclusion. In S. Mukerji & P. Tripathi (Eds.) *Handbook of Research on Administration, Policy, and Leadership in Higher Education*. 256-274. <http://www.igi-global.com/chapter/advancing-women-leaders-in-academe/167378>
- Roberts, C. (2015) Leadership Development: Education, emancipation, expectations, and ethics. *Organization Development Journal*. 33(1). 59-70.
- Roberts, C., & Roper, C. D. (2015). Ethics for Students Means Knowing and Experiencing: Multiple Theories, Multiple Frameworks, Multiple Methods in Multiple Courses. In D. Palmer (Ed.), *Handbook of Research on Business Ethics and Corporate Responsibilities* (pp. 153-178). Hershey, PA: Business Science Reference.
- Roberts, C. (2013) Building Social Capital through Leadership Development. *Journal of Leadership Education*. 12(1). 54-73.
- Christo-Baker, E., Roberts, C., and Rogalin, C. (2012) Spirituality as a means for passing through the stained glass ceiling: Perspectives on African American women's leadership in US organizations. *Journal of PanAfrican Studies*. 5(2). 5-26.
- Roberts, C. (2012) LEAD at lunch: Inquiry, learning, and action. *Action Learning*.9(1). 37-44.
- Roberts, C. and Coghlan, D. (2011) Concentric collaboration: A model of leadership development for healthcare. *Action Learning* 8(3). 207-228.
- Roper, C. and Roberts, C. (2011) Is it ethical? A multidimensional approach to facilitating ethical decision making in students. In (eds. Wankel, C. and Stachowicz-Stanush, A.) *Handbook of Research on Teaching Ethics in Business and Management Education*. IGI Global. 145-163.
- Roberts, C. and Roper, C. The Four C's of Leadership Development (2011). In (eds. Wolf, J., Hanson, H., Moir, M., Friedman, L., and Savage, G.) *Advances in Healthcare Management. Volume 10: Organization Development in Healthcare: Conversations on Research and Strategies*. Emerald Group Publishing. 125-149.
- Roberts, C., Bjonback, D., Jacoby, P., And Roper, C. (2009) Leveraging the network: Community Engagement as a Strategic Initiative. In Van Kollenburg, S. (Ed.) *A Collection of Papers on Self-Study and Institutional Improvement Vol. 3*. Higher Learning Commission, Chicago, IL. 97-100.
- Roberts, C. (2008) Leadership and gender: Spiderman meets Charlotte's Web. *Journal of the Indiana Academy for the Social Sciences* Vol 12, 36-45.

- Roberts, C. (2008) Developing future leaders: The role of reflection. *Journal of Leadership Education*. Summer, 7(1): 116-130.
- Roberts, C. (2008) Teams and Teamwork. In (eds. Gilley, A., Gilley, J., Dixon, P., and Quatro, S.) *The Praeger Handbook of Human Resource Management*. 420-421.
- Roberts, C. (2008). Implementing Educational Technology in Higher Education: A Strategic Approach. *Journal of Educators Online*. 5(1). January Issue
- Smithson, S. and Roberts, C\*. (2006) Maximizing the Power of Reflection. In J. Perry & S. Jones, (Eds.) *Quick Hits for Educating Citizens*. Indianapolis: IN Univ. Press. 55-58.
- Roberts, C. (2006) Service-learning: Developing servant leaders. *Academic Exchange Quarterly*, 10(2), (237-242).
- Roberts, C. (2005) Manager or Leader? Capitalize on the Best of Both. *Clinical Leadership and Management Review*, 19(3) Published in electronic format <http://www.clma.org>
- Roberts, C. (2004) "Keeping your STARS: Strategies to achieve retention"  
<http://www.clma.org/main.aspx?s=confed&t1=desktoplab>
- Roberts, C. (2003) Are your Medical Technology students team players? *Clinical Leadership and Management Review*, 17(4), 203-207.
- Smith, J., Mansour-Cole, D., and Roberts, C. (Eds.). (2002) *Human Relations in Organizations*. Prentice Hall Publishing.

Work in  
Progress

Leadership development and mindfulness, systems change in healthcare

Proceedings

- Roberts, C., Williams, H., & Shires, J. (2016) Mergers, acquisitions, and hostile takeovers: A tale of the unification of two campuses. 13th conference of ADERSE Association for the Development of Education and Research on Corporate Social Responsibility June 2016, Lyon France
- Roberts, C. (2011) Facilitating leadership development: From educator to emancipator? 5<sup>th</sup> International Conference on Management Consulting, Academy of Management Management Consulting Division, Amsterdam, Netherlands.
- Roberts, C. (2010) Building social capital through leadership development  
Midwest Academy of Management Conference, October 2010, Grand Forks, ND
- Roberts, C. (2009) Sustainable leadership development in healthcare. In Savall, Zardet, Bonnet, & Peron (Eds.) *Social Responsibility and corporate environment evaluation indicators*. Colloque International. Vol 2: 1363-1375  
ISEOR and Academy of Management International Conference, Lyon, France
- Roberts, C. (2007) Leadership and social construction: Stereotype meets prototype  
Midwest Academy of Management Conference, October 2007, Kansas City, MO
- Roberts, C. (2006) Developing future leaders: The role of reflection  
Midwest Academy of Management Annual Conference, October 2006, Louisville, KY
- Roberts, C. (2005) Servant Leadership: The value of service-learning.  
Institute for Behavioral and Applied Management Conference, Scottsdale, AZ  
Recognized as one of "Best Papers"

Conference  
Presentations

- Barnhill, J. and Roberts, C (2016) Team building activities and the impact on an MBA cohort experience. MBAA International Conference. April 2016
- Roberts, C. (2014) Reflection: Key to developing future leaders. Teaching and Learning Conference as part of the August, 2014 Academy of Management Annual meeting
- Roberts, C. (2014) Use of meditation to develop mindful leadership. A roundtable presentation for the PDW: *Harnessing the Power of our Spiritual and Religious Words to Create a Sustainable, Responsible and Socially Just World: An Action-Focused Exploration*. August 2014 Academy of Management Annual meeting
- Roberts, C. (2014) Women as leaders in academe: Overcoming organizational barriers. Oxford roundtable on Women and Education. Oxford, UK Mar 17, 2014
- Roberts, C. & Rue, G. (2013) Sustaining your institution via collaborative opportunity: The story of a 2+2 partnership in Northwest Indiana at ACBSP annual conference in Salt Lake City, UT June 21, 2013
- Roberts, C. (2012) Experiential learning, Ethical learning, as part of the workshop *Management Education Against Corruption*. Academy of Management Annual Meeting, Boston, MA. Aug 3, 2012
- Roberts, C. (2010) The Four C's of Leadership Development, as part of the workshop *Truly Daring to Care: Organizational Development Enabling Transformation in Healthcare*. Academy of Management annual Meeting, Montreal, Quebec Aug 7, 2010
- Roberts, C. (2008) Leadership development: An action inquiry approach ISEOR and Academy of Management Conference, April, 2008. Lyon, France
- Roberts, C., Roper, C., and Brownie, R. (2007) Talking about ethics in the classroom: The role of multiple perspectives. International Leadership Association Annual Conference, Nov 2007. Vancouver, Canada
- Roberts, C., Brown, C., Halm, B. (2007) Creative Classrooms Symposium – Service Learning: Enlightened Learning through Community Engagement. Midwest Academy of Management Annual Conference, October 2007, Kansas City, MO
- Smithson, S., Roberts, C., and Higgins, C. (2004). Harnessing the power of reflection. The Second Annual Governor's Conference on Service Learning and Volunteerism, October 2004, Indianapolis, IN.
- Roberts, C. (2004) Practicing Servant Leadership through team-based Service-learning projects. Academy of Management Conference, August, 2004, New Orleans, LA.
- Roberts, C. (2004) Creating a virtual team within the traditional classroom-based course. Teaching and Learning with Technology Conference, Purdue University, West Lafayette, IN.
- Smithson, S., Jacoby, P., Roberts, C. and Carlisle, P. (2003) Community Partnerships in Service Learning: Challenges and Opportunities. Panel presentation, Governor's Inaugural Conference on Service Learning, October 2003. Indianapolis, IN
- Carlisle, P., Whitten, D., Smithson, S., Jacoby, P., Roberts, C., and Walsh, L. (2003). The Growth and Coordination of Service Learning on a Commuter Campus. Panel for National Community Service & Service Learning Conference, June 2003. Chicago, IL

Invited  
Presentations

“Leadership, Change and Innovation in Higher Education”

Presented to doctoral students in the Higher Education and Organizational Change program at Benedictine University, Lisle, IL. 2/7/2010; 2/5/2011; 1/14/2012; 2/2/2013, 2/5/2015

“Action Research and Learning”

Presented to doctoral students in the Organization Development program at Benedictine University, Springfield, IL, 7/10/2011

Service on  
Dissertation  
Committees

Member, Dissertation committee for PhD student in Indiana State program in educational leadership:

- Donna Whitten, successfully defended September 2015  
*Which aspects matter? The effect of mentoring satisfaction on work engagement for female accounting faculty members*

Member, Dissertation committee for PhD student in the Benedictine University program in Values Based Leadership:

- Indigo Triplett, successfully defended May 2014  
*Leading out of the darkness into the light: My story of building a business as a leader with bipolar disorder*

Chair, Dissertation committees for PhD students in the Benedictine University program in Organization Development:

- Frank Houston, successfully defended April 2013  
*Designing an online professional learning community in the new OD era*
- Meghan Wright, successfully defended April 2013  
*Developments on the “Opt-out” phenomenon: Females seeking quality of life*

Chair, dissertation committee for EdD student in the Benedictine University doctoral program in Higher Education and Organizational Change,

- Mathew Woolsey, successfully defended April 2012.  
*Becoming a leader in a new land: Sociocultural perspectives of First Generation Asian Indian Leaders on the U.S. system of higher education.*

Service as a  
Reviewer

2013-present	<i>Journal of Leadership Education</i>
2016-present	<i>Journal of Health Organization and Management</i>
2016-present	<i>Studies in Higher Education</i>
2017-present	<i>Journal of Organizational Change Management</i>
2005-present	Academy of Management (Org Development, Management Education, Management Consulting divisions)
2006-2016	Midwest Academy of Management 2012 Track Chair, Leadership and Ethics Division
2005-2012	Institute for Behavioral and Applied Management
2007-2009	Indiana Academy of Social Sciences

Industry Experience	1998- 2006	Strategic Learning Partners, Inc. President, Organizational Development Consultant	Chesterton, IN
	1987–1997	Northern Indiana Education Foundation Education Director	Michigan City, IN
	1982 –1997	Lakeshore Medical Laboratory Training Prog Program Director, Education Coordinator, Clinical Instructor	Michigan City, IN
	1982–1997	NIMLS Medical Laboratories Blood Bank Consultant	Michigan City, IN
	1979–1982	Lutheran General Hospital Blood Bank Technologist, Clinical Instructor	Park Ridge, IL
Consulting, <b>W</b> orkshops and <b>S</b> eminars	National – Clinical Laboratory Management Association		
	March 2006	Why can't we all just get along? Charlotte, NC.	
	March 2004-06	When a group becomes a team. Atlanta, Chicago, Charlotte	
	March 2005-06	Taking your team to the next level. Chicago, Charlotte	
	October 2003	Teleconference Series -: Building Commitment and Keeping It Sharpening Team Skills Inside and Outside of Your Department" Leadership Skills – Can They Be Taught?"	
	Regional		
	June 2015	Improving quality and productivity: People, process and evidence-based practice. Indiana Child Welfare Leadership Conference, Indianapolis, IN	
	Feb 2004	Employee commitment and retention. Atlanta Chapter, Clinical Laboratory Management Association, Atlanta, GA.	
	Sep. 2001	Meeting the challenge of change. Women in Management Annual Symposium, Michigan City, IN	
	Sep. 1999	Growing Your Business on the Web. Northwest IN Entrepreneurship Academy. Valparaiso, IN	
May 1998	Evaluating Training Program Impact. Human Resource Managers Association of Chicago. Chicago, IL		
Local Consulting Engagements			
<b>Leadership Development Program Design and Facilitation of Multiple Sessions</b>			
2015-2016	Weil-McLain/Marley Engineering, Michigan City, IN & Burr Ridge, IL		
2013-2014	Indiana Beverage, Valparaiso, IN		
2010-2012	Porter Starke Services, Valparaiso, IN		
2010-2013	Filter Specialists, Michigan City, IN		
2006-2014	Horizon Bank Corporation, Michigan City, IN		
2009-2010	LaPorte School System Administration, LaPorte, IN		
2006-2009	LaPorte Regional Health Systems, LaPorte, IN		
2002	Discovery Center of Northwest Indiana		

## **Teambuilding**

2010	Calumet Area Veterinary Medical Association
2009	American Business Women of NW Indiana
2004	Diagnostic Support Services
2000	Duneland Chamber of Commerce
2000	Michigan City Chamber of Commerce

## **Strategic Planning**

2016	South Shore Leadership Center
2016	Barker Enrichment Center
2012-13	LaPorte Library System
2011	IU Health Systems – LaPorte/Starke
2006	Beta Steel
2002	Samaritan Counseling Centers
2000	Duneland Chamber of Commerce, NW Indiana Small Business Development Center

## Local Articles, Workshops, Seminars

### World Civility Day, Hammond, IN

- April 2019 Civility Counts: Keeping your cool in confrontational conversations
- April 2018 Creating a Culture of Civility

### Taking your Team to the Next level: Creating a Culture of Safety

- May 20, 2014 United Steel Workers Safety Conference, Merrillville, IN
- Feb 11, 2014 Beyond Safety Conference, Merrillville, IN
- “Safety is a Team effort” column written for *Building Indiana* trade publication May/June 2014. 28-29.

### Plenty of workers but no one to hire: Filling the workforce pipeline

- Jan 30, 2014 Northern IN Human Resource Association, LaPorte, IN

### Leadership and Gender: Spiderman meets Charlotte’s Web

- June 13, 2013 Chamber of Commerce, Oconomowoc, WI

### First Break All the Rules: *A dialogue about leadership, culture, and positive change*

- August 2012 Purdue University North Central Leadership Academy

### Ways women lead

- April, 2007 Laporte Regional Women in Management, Westville, IN

### Creating a Culture of Safety

- October 2005 US Steel, Gary, IN

### Creating connections: Communicating across generations

- April 2005 Speaking of Women’s Health Symposium, Merrillville, IN.

### Powerful communication skills for women

- March 2005 Women in Management Annual Symposium, Michigan City, IN
- April 2004 Speaking of Women’s Health Symposium, Merrillville, IN.
- April 2000 Valparaiso University Women’s Conference, Valparaiso, IN

Leadership My Way  
 March 2004 Women in Management series “Learn, Lead, Succeed,” Westville, IN

Socio-economic diversity for healthcare professionals, multiple sessions  
 2003 LaPorte Regional Health System

Diversity and Sexual Harassment, multiple sessions  
 2002 Sullair Corporation, Michigan City, IN.

Sailing the Seven C’s of Leadership  
 June 2001 Miller’s Merry Manor, Nursing Directors, New Buffalo, MI

Getting to Know You: A Networking Workshop  
 April 2000 Duneland Women in Leadership, Chesterton, IN  
 April 1998 Women in Management, Michigan City, IN

The In’s and Out’s of Networking: Making the Most of Your Exhibit  
 August 1999 Porter County Chamber Coalition, Valparaiso, IN

Cruising through Competencies  
 April 1999 Northwest Indiana Training Professionals, Merrillville, IN

Professional  
**A**ssociations

MidAmerican Business Deans Association of the AACSB  
 Academy of Management  
 Organization Development, Leadership, Management Ed, Management Consulting groups  
 Midwest Academy of Management  
 International Society for Organization Development and Change  
 Registered OD Consultant (RODC)  
 Organization Development Network  
 International Leadership Association  
 Society for Human Resource Management (NWISHRM, NIHRMA)

Board  
 Memberships

Gary Chamber of Commerce – Economic Development Committee  
 Northwest Indiana World Trade Alliance, Board of Directors  
 Northwest Indiana Small Business Development Center, Advisory Board  
 IVY Tech, School of Business, Advisory Board  
 Michigan City Chamber of Commerce (past)  
 Board of Directors, (2013-2016); Vice President in 2016  
 Women in Management Board, (1998–2005), President in 2000  
 IVY Tech, Health Care Support Program, Advisory Board (past)  
 United Way LaPorte County, Campaign Cabinet (past)