

## **Cynthia E. Devers**

R. B. Pamplin Professor of Management  
Pamplin College of Business  
Virginia Tech University  
Blacksburg, VA

Academy of Management Board of Governors  
Editor-In-Chief, Journal of Management

International Research Fellow, Oxford University Centre for Corporate Reputation

Email: [cdevers@vt.edu](mailto:cdevers@vt.edu)

---

### **SOCIETAL IMPACT STATEMENT**

I draw on behavioral and social psychological perspectives to examine the roles formal and informal governance mechanisms, social evaluations, and individual differences play in individual, organizational, and institutional outcomes. In my recent work, I focus on developing a deeper understanding of how those mechanisms, evaluations, and differences impact inequities engrained in our economic, social, and other long-standing institutions and, how scholars can integrate cutting-edge research and educational tools to reduce those inequities.

### **EDUCATION**

Ph.D., Business Administration, Michigan State University  
Major: Strategic Management  
Minor: Industrial/Organizational Psychology

### **REFEREED JOURNAL PUBLICATIONS**

Gamache, D.L., Devers, C.E., Klein, F.B., & Hannigan, T. Shifting perspectives: How CEO job demands shape the relationship between CEO gender and acquisition activity. In press, *Strategic Management Journal*.

Chin, M.K., Acharya, A. Devers, C.E., Different Strokes for Different Folks: The Influence of Top Managers' Political Ideologies on the Efficacy of TMT Vertical Pay Disparities. In press, *Strategic Organization*.

Mah, J., Koley, K., McNamara, G., Pan., L. & Devers, C.E. Women in the C-suite: A review and agenda of the challenges, opportunities, and impact of female top executives. In press. *Academy of Management Annals*.

Gabriel, A.S., Allen, T.D., Devers, C.E., Eby, L.T., Gilson, L.L., Hebl, M., Kehoe, R.R. King, E.B., Ladge, J.J, Little, L.M., Schleicher, D.J., Shockey, K.M., Klotz, A.C., & Rosen, C.C. A call to action: The imperative of supporting women scholars who have caregiving demands, Focal article: *Industrial and Organizational Psychology*, 16: 187-210.

- McSweeney, K., McSweeney, J., Webb, J., & Devers, C.E. The right touch of pitch assertiveness: Examining entrepreneurs' gender and project category fit in crowdfunding. *Journal of Business Venturing*, 37:
- Jiang, H., & Xia, J., Devers, C.E, Shen, W. (2021) Who will board a sinking ship? A firm-director dependence perspective of mutual selection between declining firms and director candidates. *Academy of Management Journal*, 64: 901-925.
- Klein, F.B., Chaigneau, P., & Devers, C.E. (2021) CEO Gender-based termination concerns: Evidence from initial severance agreements. *Journal of Management*, 47: 567-596. **Lead article.**  
*Research abstracted in Harvard Business Review, September-October 2020; agendaweek.com, March 10, 2020; Yahoo Sports, February 12, 2020, The National Interest, February 12, 2020, and theconversation.com, February 10, 2020.*
- Devers, C.E., Wuorinen, S., McNamara, G., Haleblan, J., Gee, I.H., Kim, J. (2020) An integrative review of the emerging behavioral acquisition literature: Charting the next decade of research. *Academy of Management Annals*, 14: 869-907.
- Gamache, D.L., Graffin, S., McNamara, G., Kiley, J., Haleblan, J., & Devers, C.E. (2019) Impression offsetting as an early warning signal of CEO self-interest in acquisitions. *Academy of Management Journal*, 62: 1307-1332.  
*Summarized in Harvard Business Review Online, August 30, 2019*
- Parker, O., Krause, R., & Devers, C.E. (2019) How firm reputation influences managerial discretion. *Academy of Management Review*, 44: 254-278.  
*Research abstracted in Reputation, Oxford University Centre for Corporate Reputation, Hilary Term, 2019*
- Pan, L., McNamara, G., Lee, J., Haleblan, J. & Devers, C.E. (2018) Give it to us straight (most of the time): Top managers' use of concrete language and its effect on investor reactions. *Strategic Management Journal*, 39: 2204-2225.
- Steinbach, A, Holmes, R.M, Holcomb, T.R., Devers, C.E. & Cannella, A.A. (2017) Top manager incentive heterogeneity, strategic investment behavior, and performance: A social psychological theory of incentive alignment, *Strategic Management Journal*, 38: 1701-1720.
- Connelly, B. L., Haynes, K., Tihanyi, L., Gamache, D.L., & Devers, C.E. (2016). Minding the gap: Antecedents and consequences of top management-to-worker pay dispersion, *Journal of Management*, 46: 862-885.
- Seo, J., Gamache, D.L., Devers, C.E., & Carpenter, M.A. (2015). The role of CEO relative standing in acquisitive behavior and CEO pay. *Strategic Management Journal*, 36: 1877-1894.

- Devers, C.E., McNamara, G., Haleblian, J. & Yoder, M.A. (2013). Do they walk the talk? Gauging acquiring CEO and director confidence in the value-creation potential of announced acquisitions, *Academy of Management Journal*, 56: 1679-1702.  
*Research abstracted in the Wall Street Journal, December 4, 2013 and Harvard Business Review, December 2013.*
- Connelly, B.L., Miller, T., & Devers, C.E. (2012). Under a cloud of suspicion: Trust, distrust, and their interactive effect in interorganizational contracting, *Strategic Management Journal*, 33:820-833.
- Holmes, R.M., Bromiley, P., Devers, C.E., Holcomb, T.R., & McGuire, J.B. (2011). Management theory applications of prospect theory: Accomplishments, challenges, and opportunities, *Journal of Management*, 37:1069-1107.
- Devers, C.E., Dewett, T, Mishina, Y. & Belsito, C.A. (2009). A general theory of organizational stigma, *Organization Science*, 20: 154-171.
- Haleblian, J., Devers, C.E., Carpenter, M.A., McNamara, G; & Davidson, R. (2009). Taking stock of what we know about mergers and acquisitions: A review and research agenda, *Journal of Management*, 35: 469-502.
- Devers, C.E., McNamara, G, Wiseman, R.M., & Arrfelt, M. (2008). Moving closer to the action: Examining compensation design effects on firm risk, *Organization Science*, 19: 548-566.
- Devers, C.E., Wiseman, R.M., & Holmes, R.M. (2007). The effects of endowment and loss aversion in managerial stock option valuation, *Academy of Management Journal*, 50: 191-208. *Research abstracted in the Wall Street Journal, March 7, 2007, A16.*
- Devers, C.E., Cannella, A.A., Reilly, G.P., & Yoder, M.E. (2007). Executive compensation: A multidisciplinary review of recent developments, *Journal of Management*, 33: 1016-1072.
- McNamara, G., Vaaler, P.M., & Devers, C. (2003). Same as it ever was: The search for evidence of increasing hypercompetition, *Strategic Management Journal*, 24: 261-278.  
*Selected as one of the top fifty articles published in academic business journals in 2003 by Emerald Management Review.*
- Moon, H., Conlon, D.E., Humphrey, S.E., Quigley, N., & Devers, C.E., & Nowakowski, J.M. (2003). Group decision process and incrementalism in organizational decision-making, *Organizational Behavior and Human Decision Processes*, 92: 67-79.
- Chatterjee, S., Wiseman, R.M., Fiegenbaum, A., & Devers, C.E. (2003). Integrating behavioral and economic concepts of risk into strategic management: The twain shall meet, *Long Range Planning*, 36: 61-79.

## MANUSCRIPTS: REVISIONS & UNDER REVIEW

- Pan, L., McNamara, G., Devers, C.E. Seeing the whole picture: The impact of board gender composition on CEOs' strategic attention. Invited for second review, *Organization Science*.
- Clark, B., Schnatterly, K., Calvano, F., Gangloff, K.A., Berns, J., & Devers, C.E. Aligning the Stars: How Paring Human and Financial Capital on Technology Committees Drive Firm Innovation. Invited for second review, *Journal of Management*.
- Yonish, L., Raney, K., Bundy, J., Devers, C.E. Toward a general theory of cancellation. Under review, *Academy of Management Review*.
- Dwivedi, P., Yonish, L., Cannella, A.A., Devers, C.E., Diversity-valuing institutional ownership & female representation at the top. Under review, *Strategic Management Journal*.
- Pan, L., Chen, T., McNamara, G., Devers, C.E. Are They Paying Attention to Our Attention? Examining an Unintended Consequence of Executive Communication in Competitive Markets. Under review, *Strategic Management Journal*.

## BEST PAPER PROCEEDINGS & NOMINATIONS

- Parker, O., Krause, R., & Devers, C.E. (2019) How firm reputation influences managerial discretion. *Academy of Management Review*, 44: 254-278. **2020 AMR Best Paper Finalist**
- Pan, L., McNamara, G., Lee, J., Haleblian, J. & Devers, C.E. (2017). Give it to us straight: Language concreteness and its effects on investors' reactions. **Best Paper Proceedings of the Annual Meeting of the Academy of Management. Distinguished Paper Award, BPS Division**
- Harrison, J., Boivie, S., Graffin, S., & Devers, C.E. (2017) The CEO value appropriation ratio. **Nominated for 2017 Best Paper Prize, Strategic Management Society Conference.**
- Steinbach A.L., Devers C.E., McNamara G., & Roth N. (2015). When do investors react to CEO equity actions after acquisitions? A value-creation uncertainty explanation. **Nominated for 2015 Best Paper Prize, Strategic Management Society Conference.**
- Seo, J., Gamache, D.L., Devers, C.E., & Carpenter, M.A. (2014). The role of CEO relative standing in acquisitive behavior and CEO pay. **Best Paper Proceedings of the Annual Meeting of the Academy of Management. Distinguished Paper Award, BPS Division**
- Devers, C.E., Holcomb, T.R., Holmes, R.M., & Cannella, A.A. (2006). Inside the black box: The effects of TMT incentive structure and incentive dispersion on acquisition behavior and firm performance. **Best Paper Proceedings of the Annual Meeting of the Academy of Management.**

Devers, C.E., Dewett, T., & Belsito, C.A. (2005). Falling out of favor: Illegitimacy, social control, and the process of organizational stigmatization. *Best Paper Proceedings of the Annual Meeting of the Academy of Management*.

## BOOK CHAPTERS AND OTHER PUBLICATIONS

Pfarrer, M.D., Devers, C.E., Corley, K., Cornelissen, J.P., Lange, D., Makadok, R., Mayer, K., Weber, L. (2019) Sociocognitive perspectives in strategic management. *Academy of Management Review*, 44: 767-774.

Gamache, D.L., Graffin, S., McNamara, G., Kiley, J., Haleblan, J., & Devers, C.E. (2019) Why CEOs surround M&A announcements with unrelated good news. *Harvard Business Review Online*, August 30, 2019

Parker, O., Krause, R., & Devers, C.E. (2019) Firm reputation, managerial discretion, and conceptual clarity. Dialogue, *Academy of Management Review*, 45: 475-478.

Devers, C.E. & Mishina, Y. Comments on stigma versus legitimacy. (2019), *Journal of Management Inquiry* 28 (1):16-21.

Sanders, W.G. & Devers, C.E. (2018). CEO Compensation: A review and research agenda. In Teece, D. & Augier, M. (Eds) *Palgrave Encyclopedia of Strategic Management*. <https://doi.org/10.1057/978-1-137-00772-8>.

Klein, F.B., McSweeney, K., Devers, C.E., & McNamara, G. (2017). Executive severance agreements: Making sense of an emerging, yet fragmented, research field. In G. Dess & R.J. Aldag (Ed.). *Oxford Research Encyclopedia of Business and Management*. Oxford: Oxford University Press.

Steinbach A.L., Devers C.E., McNamara G, Li, J. (2016). Peering into the executive mind: Expanding our understanding of the motives for acquisitions. In Finkelstein and Cooper (Eds.) *Advances in Mergers and Acquisitions*.

Devers, C.E., Misangyi V.F., & Gamache, D.L. (2014) Editor's Comments: On the future of publishing management theory. *Academy of Management Review* 39:245-249.

Mishina, Y. & Devers, C.E. (2012). On being bad: Why a stigma is not the same as a bad reputation. In M.L. Barnett & T. G. Pollock (Eds.). *Oxford Handbook of Corporate Reputation*. Oxford: Oxford University Press.

Devers, C.E. & Dewett, T. (2007) Organizational stigma. In S. Cleeg & J.R. Bailey (Eds.), *International Encyclopedia of Organization Studies*. Thousand Oaks, CA: Sage Publications, Inc.

## CASE STUDY PUBLICATIONS

Carpenter, M.A. & Devers, C.E. (2008) Strategy and Strategy Execution at the University of Wisconsin: The Wisconsin School of Business Initiative. Strategic management case published electronically in *SSRN and Pearson/Prentice-Hall My StratLab*.

## GRANTS

2020 - **\$20,000 from the Mays Innovation Research Center Faculty Research Grant**, Technology committee presence, composition, and innovation. Devers, C.E. and colleagues.

2017 - **\$15,000 from the Mays Business School Grand Challenge Research Grant**, Gender and decision biases in medical errors: Implications for patient safety. Devers, C.E., & Zapata, C.

2016 - **\$1.2 million grant from the Texas A&M University Research Development Fund** for the creation of a Human Biometrics and Behavior Laboratory: Co-Principal Investigators: Marco A. Palma (Agricultural Economics), Steven Woltering (Educational Psychology), Luis Ribera, Yvette Zhang, Douglass Shaw, Oral Capps (Agricultural Economics); Charlie Hall (Horticulture); Nathan Clemens, Jeffrey Liew (Educational Psychology); Catherine Eckel (Economics); Heather Lench, Sherece Fields (Psychology); Alireza Talebpour (Civil Engineering); Joanna Lahey (The Bush School); Haipeng Chen (Marketing); Cynthia E. Devers, Cindy Zapata (Management); Mark Benden, Yan Alicia Hong, Ranjana Mehta (Health Sciences Center).

2014 - **\$5,000 grant from The Broad College STRIDE Fund - Michigan State University** for the project: The impact of firm reputation and CEO incentives on acquisition activity. Gamache, D.L., Steinbach, A., & Devers, C.E.

2005 - **\$10,000 Mays Business School Summer Research Program Grant - Texas A&M University** for the project: Show me the money: Unraveling the incentive effects of stock options and restricted stock. Devers, C.E., and Holmes, R.M.

2004 - **\$10,000 Mays Business School Summer Research Program Grant - Texas A&M University** for the project: Upside-downside: The effects of stock option valuation and endowment on executives' perceptions of risk and choice. Devers, C.E., and Holmes, R.M.

## MANUSCRIPTS: IN PREPARATION

Li T., Devers, C.E., & McNamara, G. Merger wave types: The effects of acquisition timing on target premium, quality, and performance. In preparation for submission to *Academy of Management Journal*.

Pan, L., Chen, T., McNamara, G., Devers, C.E. The Dynamics of Attention: Communication-Driven Shifts in Executive Attention and Their Effects on Firm Strategic Change. In preparation for submission to *Strategic Management Journal*.

Pan, L., McNamara, G., Devers, C.E., & Klein, F.B. Spoken like a woman: How gender influences CEO communication. Reject & resubmit. *Administrative Science Quarterly*.

Gamache, D.L., Huo, D. Matta, F., Devers, C.E., Mishina, Y. Multiple reputations: The influences of hospital specialty and general reputation. In preparation for submission to *Academy of Management Journal*.

Klein, F.B, Hill, A., & Devers, CE. One size doesn't fit all: Gender difference in the CEO compensation-firm risk-taking relationship. In preparation for submission to *Academy of Management Journal*.

Devers C.E., Steinbach A.L., & McNamara G. When do investors react to CEO equity actions after acquisitions? A value-creation uncertainty explanation. In preparation for submission to *Academy of Management Journal*.

Pan, L., McNamara, G., Campbell, J.T., Devers, C.E. Making Good News Better and Bad News Worse? How Top Managers' Communication Frame Configurations Influence Investor Reactions to Earnings Surprises. In preparation for submission to *Strategic Management Journal*.

Mishina, Y., Dimotakis, N., Wilson, K., & Devers, C.E., Alexander, B.N. Say it with feeling! The influence of emotional language on firm evaluations In preparation for submission to *Academy of Management Journal*.

Oliver, A, McSweeney, K., Gamache, D., Kline, F., Devers, C.E., & McNamara, G. Under pressure: An investigation into the dimensionality of executive job demands. In preparation for submission to *Academy of Management Journal*.

## **PROFESSIONAL DEVELOPMENT WORKSHOPS & PANELS**

Kehoe, R., De Stefano, F., & Devers, C.E., (2023). Navigating the Journey from Associate to Full Professor as a Female Scholar. Webinar with panelists Arino, A., Hillman, A. and Matusik, S. *Strategic Management Society*

Zyung, D., & Chin, M.K., (2022). DEI at the Top? A Corporate Governance View on the Composition and Characteristics of Firm Leaders. *Annual Meeting of the Academy of Management*.

Phung, K., et al., (2022). Stigma versus Stigmatization: Differentiating stigma from its processes. Facilitator. *Annual Meeting of the Academy of Management*.

Foster School of Business, University of Washington (2022) Management Post-reappointment, Panelist - *Tenure Project Conference*

Foster School of Business, University of Washington (2022) Editors Panel, Panelist - *Tenure Project Conference*.

Crossland, C. & Lee, G. (2022). SMS DEI Committee Panel Discussion– Panelist. *Strategic Management Society Conference*.

Mooney Murphy, A & Schnatterly, K. (2022). Broadening DEI Research: A Discussion of Under-studied Forms of Diversity and Issues of Equity and Inclusion. Panelist. *Strategic Management Society Conference*.

Gamache, D & Shi, W. (2022). Strategic Leadership & Governance Interest Group PDW - Panelist. *Strategic Management Society Conference*.

Calvano, F. (2021). Oracles or Unreliables? Discussing the Advisory Effectiveness of the Board of Directors – Panelist. *Strategic Management Society Conference*.

Dwivedi, P., Chawla, N., & Zipay, K. P. (2021). I'm Speaking: Understanding gender experiences in academia – Panelist. *Annual Meeting of the Academy of Management*.

Phung, K., Zhang, R., & Patterson K.D.W. (2021). Demonstrating stigma in research: Practical and theoretical considerations. Facilitator. *Annual Meeting of the Academy of Management*.

Thatcher, S.M. & Devers, C.E. (2020). AMR writing theoretical papers – A workshop from the editors. *Annual Meeting of the Academy of Management*.

Pfarrer, M.D. & Devers, C.E. (2019). Social evaluation paper development workshop. *Annual Oxford University Centre for Corporate Reputation Symposium*.

Devers, C.E. & Barney, J.B., (2019). AMR writing theoretical papers – A workshop from the editors. *Annual Meeting of the Academy of Management*.

Pfarrer, M.D. & Devers, C.E. (2018). Social evaluation paper development workshop. *Annual Oxford University Centre for Corporate Reputation Symposium*.

Devers, C.E. & Barney, J.B., (2018). AMR writing theoretical papers – A workshop from the editors. *Annual Meeting of the Academy of Management*.

Patterson, K.D.W., Helms, W. Hudson, B., Pozner, J., Roulet, T., Washington, M., Devers, C.E. (2018) Tackling the challenges of stigmatization research: Addressing our theoretical and empirical issues. *Annual Meeting of the Academy of Management*.

Devers, C.E. & Ragins, B.R., (2017). AMR writing theoretical papers – A workshop from the editors. *Annual Meeting of the Academy of Management*.

Graffin, S., Devers, C.E. & Harris, D., Mannor, M., & Withers, M. (2017). Strategic leadership and governance paper development workshop. *Strategic Management Society Conference*.

Devers, C.E. & Pfarrer, M.D. (2017). Social evaluation paper development workshop. *Annual Oxford University Centre for Corporate Reputation Symposium*.



Devers, C.E. & Rags, B.R., (2016). AMR writing theoretical papers – A workshop from the editors. *Annual Meeting of the Academy of Management*.

Devers, C.E. & Harris, D., Mannor, M., & Withers, M., (2016). Strategic leadership and governance paper development workshop. *Strategic Management Society Conference*.

Pfarrer, M.D. & Devers, C.E. (2016). Social evaluation paper development workshop. *Annual Oxford University Centre for Corporate Reputation Symposium*.

Devers, C.E. & Rags, B.R., (2015). AMR writing theoretical papers – A workshop from the editors. *Annual Meeting of the Academy of Management*.

Deephouse, D., Pfarrer, M., Graffin, S, Devers C.E., & others. (2015). Who's Next? The Second Pecha Kucha About Social Evaluations. *Annual Meeting of the Academy of Management*.

Devers, C.E., Fulmer, I.S., & Ashkanasy, N. (2014). AMR writing theoretical papers – A workshop from the editors. *Annual Meeting of the Academy of Management*.

Rags, B.R., Devers, C.E., Fulmer, I.S., & Ashkanasy, N. (2013). AMR writing theoretical papers – A workshop from the editors. *Annual Meeting of the Academy of Management*.

Deephouse, D., Bitekine, A., Devers, C.E., Lange, D., Pfarrer, M., Graffin, S, & others. (2012). A Pecha Kucha about Social Evaluations. *Annual Meeting of the Academy of Management*.

Rags, B.R., & Devers, C.E. (2012). AMR writing theoretical papers – A workshop from the editors. *Annual Meeting of the Academy of Management*.

McGuire, J.B., Holmes, R.M., Bromiley, P., Devers, C.E., & Holcomb, T.R. (2010) Prospect Theory in strategy research: Meeting the challenges and developing the potential. *Annual Meeting of the Academy of Management*.

## **PRESENTATIONS**

Basu Thakur, Y, Dwivedi, P., & Devers, C.E. (2022). Undoing Discrimination at the Intersection of Gender and Social Class. *Strategic Management Society Conference*.

Dwivedi, P., Yonish, L., Cannella, A.A., Devers, C.E. (2022) Diversity-valuing institutional ownership & female representation at the top. *Annual Meeting of the Academy of Management*.

Pan, L., Chen, T., McNamara, G., Devers, C.E. (2022) The Dynamics of Attention: Communication-Driven Shifts in Executive Attention and Their Effects on Firm Strategic Change. *Annual Meeting of the Academy of Management*.

- Yonish, L., Raney, K., Devers, C.E., Bundy, J. (2021). An organizational theory of cancellation. *Strategic Management Society Conference*.
- Zyung, J.D., & Shi, W. (2021). The role of corporate leaders in firm responses to environmental change. Panelist and presenter. *Annual Meeting of the Academy of Management*.
- Dwivedi, P., Yonish, L., Cannella, A.A., Devers, C.E. (2020). Diversity-Valuing Institutional Ownership & Female Representation at the Top. *Strategic Management Society Conference*.
- Clark, B., Schnatterly, K., Calvano, F., Gangloff, K.A., Berns, J., Devers, C.E., & Johnson, R.A. Eliminating Shiny Objects: Technology Committee Presence, Composition, and Innovation. *Annual Meeting of the Academy of Management*.
- Crossland, C., Foss, N., Devers, C.E., & Ocasio, W. (2019). Do We Have a Strategy for Behavioral Strategy? State-of-the-field and Future Research Directions. *Strategic Management Society Conference*.
- Pan, L., McNamara, G., Campbell, J.T., Devers, C.E. (2019). Do You See What I See? How the Top Managers' Frames Influence Shareholder Reactions. *Annual Meeting of the Academy of Management*.
- Klein, F.B, Hill, A., & Devers, CE. (2018). One size doesn't fit all: Gender difference in the CEO compensation-firm risk-taking relationship. *Annual Meeting of the Academy of Management*.
- Pan, L., McNamara, G., Lee, J., Haleblian, J. & Devers, C.E. (2017). Give it to us straight: Language concreteness and its effects on investors' reactions. *Annual Meeting of the Academy of Management*.
- Devers, C.E. (2017). The impact of activist investors in the global corporate governance environment. *Strategic Management Society Conference - Houston Extension*.
- Devers, C.E. (2017). Examining gender effects in the global corporate governance environment. *Strategic Management Society Conference - Houston Extension*.
- Harrison, J., Boivie, S., Graffin, S., & Devers, C.E. (2017). The CEO value appropriation ratio. *Strategic Management Society Conference*.
- Gamache, D.L., Graffin, S., McNamara, G., Kiley, J., Haleblian, J., & Devers, C.E. (2017). Impression offsetting as an early warning signal of CEO self-interest in acquisitions. *Annual Meeting of the Academy of Management*.
- Krause, R., Parker, O., Devers, C.E. (2016). Forging their own chains: How firm reputation influences managerial discretion. *Strategic Management Society Conference*.

- Oliver, A., McSweeney, K., Gamache, D., Kline, F., Devers, C.E., McNamara, G. (2016). Under pressure: An investigation into the dimensionality of executive job demands. *Strategic Management Society Conference*.
- McSweeney, K., McSweeney, J., & Devers, C.E. (2016) Beyond the Insider-Outsider Box: Investigating the Role of Gender as a Signal Following Organizational Misconduct. *Strategic Management Society Conference*.
- Devers, C.E., Oliver, A., Kline, F., McSweeney, K., Gamache, D., & McNamara, G. (2016). Shattering the Glass Ceiling: A Dialogue Addressing Solutions to Gender Bias in the Upper Echelons. *Annual Meeting of the Academy of Management*.
- Klein, F.B, Gamache, D.L., Devers, C.E. (2016) To buy or not to buy: Gender influences on CEO acquisition investment behavior. *Annual Meeting of the Academy of Management*.
- Klein, F.B, Pan, L., McNamara, G., & Devers, C.E. (2016) Spoken like a woman: how gender influences CEO communication. *Annual Meeting of the Academy of Management*.
- Steinbach A.L., Devers C.E., McNamara G., Roth N. (2015) When do investors react to CEO equity actions after acquisitions? A value-creation uncertainty explanation. *Strategic Management Society Conference*. ***Nominated for SMS Best Paper prize.***
- Lashley, K. Devers, C., Helms, W., Hudson, B.A., Vergne, J.P. (2015) Dirty to the Bone? Building a Research Agenda for Core Stigma and its Implications for Organizations. *Symposium, Annual Meeting of the Academy of Management*.
- Chin, M.K., Devers, C.E., & Acharya, A.G. (2015) The Effects of Top Executives' Political Ideology on The Efficacy of Pay Arrangements. *Symposium, Annual Meeting of the Academy of Management*
- Pan, L., McNamara, G., & Devers, C. (2015). It's not only what you say, but how you say it: Investors' responses to cooperative communication. *Annual Meeting of the Academy of Management*.
- Gamache, D.L., Steinbach, A.L., Devers, C.E., & Otner, S. (2014) The impact of firm reputation and CEO incentives on acquisition activity. *Strategic Management Society Conference*.
- Seo, J., Gamache, D.L., Devers, C.E., & Carpenter, M.A. (2014) The role of CEO relative standing in acquisitive behavior and CEO pay. *Annual Meeting of the Academy of Management*.
- Devers, C.E., O'Toole, J., Graffin, S, & Mishina, Y., & Carpenter, M.A., (2013) Humble CEOs: Is time on their side? *Annual Meeting of the Academy of Management*.
- Devers, C.E., Carpenter, M.A., O'Toole, & J., Graffin, S. (2011) Beyond me, myself, and I: An upper echelon perspective on CEO humility. *Annual Meeting of the Academy of Management*.

- Jiang, H., Devers, C.E., & Jiao, J. (2011) Intraorganizational networks as structural antecedents of work-family conflict. *Annual Meeting of the Academy of Management*.
- Connelly, B.L., Haynes, K.T., Tihanyi, L., & Devers, C.E. (2011) Exporting pay practices: The influence of U.S. institutional investors on global pay inequality. *Strategic Management Society Conference*.
- Devers, C.E., McNamara, G., Halebian, J. & Yoder, M.A. (2010) What were they thinking? Post-acquisition announcement changes to CEOs' equity-based holdings. *Annual Meeting of the Academy of Management*.
- Mishina, Y. & Devers, C.E. (2010) On being bad: Why a stigma is not the same as a bad reputation. *Oxford University Centre for Corporate Reputation Symposium*.
- Yoder, M.E., Devers, C.E., & Carpenter, M.A. (2009) Do the pieces fit? A set-theoretic approach to executive compensation. *Annual Meeting of the Academy of Management*.
- Haynes, K.T., Tihanyi, L., Connelly, B.L., Devers, C.E. (2009) The executive-employee pay differential: A 21 country study of institutional and firm effects. *Annual Meeting of the Academy of Management*.
- Devers, C.E. & Holcomb, T.R. (2008) The unasked question of incentive compensation: You get what you pay for, but is it really what you want? *Annual Meeting of the Academy of Management*.
- Holcomb, T.R., Devers, C.E., Holmes, R.M., Yoder, M.E., & Cannella, A.A. (2007) CEO compensation and managerial risk taking: Interdependence among CEO pay comparisons, uncertainty, and acquisition behavior. *Annual Meeting of the Academy of Management*.
- Yoder, M.E., Devers, C.E., Carpenter, M. A. (2007) A behavioral agency perspective of risk taking: The role of dynamic aspiration levels. *Strategic Management Society Conference*.
- Devers, C.E., Connelly, B., Miller, T. & Dewett, T. (2006) Interorganizational distrust: A little goes a long way. *Annual Meeting of the Academy of Management*.
- Devers, C.E., Holcomb, T.R., Holmes, R.M., & Cannella, A.A. (2006) Inside the black box: The effects of TMT incentive structure and incentive dispersion on acquisition behavior and firm performance. *Annual Meeting of the Academy of Management*.
- Devers, C.E., Dewett, T., & Belsito, C.A. (2006) Bad news travels fast – sometimes: Toward a general theory of organizational stigma. *Annual Meeting of the Academy of Management*.
- Holcomb, T.R., Devers, C.E., Holmes, R.M., & Cannella, A.A. (2006) TMT pay, uncertainty, and risky choice: The influence of pay comparison on firm behavior. *Strategic Management Society Conference*.

- Devers, C.E., Dewett, T., & Belsito, C.A. (2005) Falling out of favor: illegitimacy, social control, and the process of organizational stigmatization. *Annual Meeting of the Academy of Management*.
- Wiseman, R.M., Devers, C.E., & Holmes, R.M. (2005) Subjective stock option valuation and the Black-Scholes pricing formula: Empirical evidence of divergence. *Annual Meeting of the Academy Management*.
- Arrfelt, M., Wiseman, R.M., & Devers, C.E. (2005) A more dynamic view of CEO pay: The in-the-money effect and opportunity cost of stock options. *Annual Meeting of the Academy of Management*.
- Devers, C.E., Holcomb, T.R., & Holmes, R.M. (2005) TMT incentive structure, incentive dispersion, and industry risk influences on risk taking: A multi-level analysis. *Strategic Management Society Conference*.
- Wiseman, R.M., McNamara, G., & Devers, C.E. (2005) Moving closer to the action: Examining board monitoring and compensation design effects on firm risk. *Strategic Management Society Conference*.
- Devers, C.E., Wiseman, R.M., & Holmes, R.M. (2004) Moving past the Black-Scholes: Domain, optimism, and volatility effects on managerial valuation of stock options. *Strategic Management Society Conference*.
- Li, D., Devers, C.E., & Umphress, E. (2004) Board composition and firm performance: The mediating role of unethical behavior. *Strategic Management Society Conference*.
- Devers, C.E., Dewett, T., & Chrostowski, M. R. (2004) Tainted perceptions, damaged relationships: Toward a theory of organizational stigma. *Annual Meeting of the Academy of Management*.
- Devers, C.E., Wiseman, R.M., & McNamara, G. (2003) Counting chickens before they hatch: Executive valuation and perception of incentive compensation. *Annual Meeting of the Academy of Management*.
- Devers, C.E., Wiseman, R.M., & McNamara, G. (2002) Deconstructing compensation: The dimensions of executive pay. *Annual Meeting of the Academy of Management*.
- Wiseman, R.M., McNamara, G., & Devers, C.E. (2002) Re-examining strategic and incentive influences on ex ante firm risk. *Strategic Management Society Conference*.
- Wiseman, R. M., McNamara, G., & Devers, C.E. (2001). CEO stock option wealth effects on firm risk & risk taking. *Annual Meeting of the Academy of Management*.

## **INVITED PRESENTATIONS**

- Devers, C.E. (2019) To buy or not to buy: Gender influences on CEO acquisition investment behavior. University of Notre Dame, Notre Dame, IN.

Devers, C.E. (2017) Alumni Presentation. Spartan Speaker Series. Michigan State University, East Lansing, MI.

Hill, A. & Devers, C.E. (2017) One size doesn't fit all: Gender difference in the CEO compensation-firm risk-taking relationship. University of Cincinnati, Cincinnati, OH.

Devers, C.E. (2016) To buy or not to buy: Gender influences on CEO acquisition investment behavior. Rice University, Houston, TX.

Devers, C.E. (2014) Writing for AMR: The craft of theory building. Singapore Management University, Singapore, Singapore

Devers, C.E. (2013) The craft of theory building. Imperial College, London, England.

Devers, C.E. & Mishina, Y. (2013) With whom, for what, what they signal, and who says? Opportunities to advance reputation and social evaluation research. Oxford University Centre for Corporate Reputation, The University of Oxford, Oxford, England.

Devers C.E. (2013) The craft of theory building. Oxford University Centre for Corporate Reputation, The University of Oxford. Oxford, England.

Devers C.E. (2011) On being bad: Organizational stigma vs. bad reputation. Reputation Institute International Conference, New Orleans, LA.

## **PROFESSIONAL EXPERIENCE**

Pamplin College of Business, Virginia Tech:

*R.B. Pamplin Professor of Management*, 2022 – present

Courses taught:

Management Research Practicum (PhD Program)

Strategic Management (Undergraduate)

University of Oxford, Centre for Corporate Reputation:

*International Research Fellow*, 2014 – present.

Mays School of Business, Texas A&M University:

*Lawrence E. Fouraker Professor in Business*, 2019 – 2022

*Associate Department Head*, 2018 – 2022

*Associate Professor*, 2015 – 2019

Courses taught:

Advanced Contract Negotiations (Executive Education)

Strategic Management (PMBA & FTMBA)

Negotiations (EMBA, PMBA, FTMBA & Executive Education)

M&A Strategy (Executive MBA)

Strategic Thinking and Decision Making (EMBA, PMBA, & Executive Education)

Seminar in Leadership (PhD Program)

Seminar in Social Evaluations (PhD program)  
Team Building (Executive Education)  
Managerial Leadership (Executive Education)  
Leading Change (Executive Education)  
Leading Champions – Strategic Management (Executive Education)

The Broad College of Business, Michigan State University:

*Associate Professor, 2012 – 2015*

Strategic Management (Executive MBA)  
Building Winning Teams – Leadership and Change Management (Executive Education)  
Strategic Change Management (Executive Education)  
Leading Strategic Change (MS in Management, Strategy, & Leadership)

A.B. Freeman School of Business, Tulane University:

*Associate Professor, Morton A. Aldrich Professor of Business, 2010 – 2012*

Strategic Management (Undergraduate)  
Negotiations (EMBA, Undergraduate)  
Seminar in Organization Theory (Domestic & Latin American PhD programs)

Wisconsin School of Business, University of Wisconsin-Madison:

*Assistant Professor, 2006 – 2010*

Strategic Management (MBA Core)  
Bargaining, Negotiating, and Dispute Settlement for Managers (MBA elective)  
Seminar in Organization Theory (PhD seminar)  
Managing Change and Organizational Effectiveness (Undergraduate)

Mays Business School, Texas A&M University:

*Assistant Professor, 2003 – 2006*

Business and Corporate Strategy (Graduate)  
Strategic Management (Honors Undergraduate & Undergraduate)

The Broad College of Business, Michigan State University:

*Visiting Instructor, 2001- 2002*

Business Policy and Strategic Management (Undergraduate Capstone)  
Human Resource Management  
Management and Organizational Behavior

*Teaching Assistant, 1999-2001*

Management and Organizational Behavior

Northwood University:

*Director of Faculty Training & Development, 1997-1999*

*Associate Dean of Administration - DeVos Graduate School of Management, 1996-1997*

*Director of Marketing - DeVos Graduate School of Management, 1995-1996*

*Director of Residential Life, 1991-1995*

*Director of Campus Safety/Security and Housing Facilities, 1989-1991*

*Director of Housing, 1987-1989*

*Head Softball Coach, 1985-1989*  
*Assistant Director of Campus Safety/Security, 1985-1987*

## **DISSERTATION COMMITTEES**

Yonish, Lindsey, TAMU, Stakeholder Cooperation Under a Balancing Approach to Stakeholder Management (in progress)

Junghyun Mah, MSU, Understanding when CEO gender drives firm strategic decisions: The role of bottom-up drivers in attenuating CEO's gender-specific top-down attention boundaries (in progress).

Ilaria Orlandi, Rotterdam School of Management, Erasmus University (in progress).

Laura Jones, TAMU, Management (in progress).

Chi (John) Hon Li, TAMU, Understanding the Antecedents and Consequences of CEO External Directorships (in progress).

Melanie Prengler, TAMU, 2022, Beyond "Do Better, Try Harder": A Grounded Exploration of How Employees Evaluate and Respond to Allyship Failure (in progress).

Inn Hee Gee, TAMU, 2022, Crossing Organizational Forms: For-Profit and Nonprofit Organizations

(Chair) Kevin McSweeney, TAMU, Management (2019) Walking a Fine Line: Firm Reputation for Innovation, Optimal Strategic Distinctiveness, and Performance

Jingyu Li, TAMU, Management (2019) Three Essays on Director Succession

Xingzhi Jia, TAMU, Information & Operations (2019) Essays on Ethics in Supply Chain Management

Jordan McSweeney, Auburn University, Management (2018) A Multi-Study Examination of the Role of Values in the Venture Legitimation Process in the Sharing Economy: A Values Work Perspective

Joel Andrus, TAMU, Management (2018) Unlocking a Configurational Perspective on Institutional Logics: Market Entry Actions by U.S. Landfills, 1970-2014

Lingling Pan, MSU, Management (2018) Linguistic Strategies of Entrepreneurial Firms and Financial Resource Acquisition

Milko Ramses Gonzalez Lopez (2016). Personality and acquisitions: The case of self-monitoring. Tulane University.



Adam Steinbach (2016). Climbing out of the hole or digging deeper: A model of customer reactions to product recalls and recalling firm responses. Michigan State University.

Daniel L. Gamache. (2015). After the announcement: How CEO motivational attributes shape their propensity to be influenced by stakeholder reactions to announcements of their strategic actions. Michigan State University.

Benjamin Alexander (2015). Finding a balance: Integrating market and community logics in high-sociality for-profit organizations. Tulane University.

Han Jiang. (2014). When, how, and so what: Three essays on managerial practices of personal tie utilization in organizations. Arizona State University.

Mingxiang Li. (2014). Heterogeneity of board interlocks: Theory and evidence on corporate entrepreneurship and governance practices adoption. University of Wisconsin-Madison.

Alison V. Hall. (2014). A status-based explanation of how self and other expectations influence leader identity and career advancement. Tulane University.

Anna Cristina Gonzalez. (2012). Boards of directors and top management teams: Composition and financial performance in family businesses. Tulane University.

Leonardo M. Estrada. (2012). Why do TMT's look the way they do? A TMT promotion replacement model. Tulane University.

Michele E. Yoder (2010). Do the pieces fit? Towards a theory of compensation interdependency. University of Wisconsin-Madison.

(Co-chair) Carrie A. Belsito (2007). Toward an understanding of the impact of discretion upon the HR-performance link. Texas A&M University.

Yvette Lopez (2007). Re-defining psychological contracts: A network of relationships. Texas A&M University.

## **AWARDS**

Dan H. Robertson Outstanding Full-Time MBA Faculty Award 2020

Association of Former Students Distinguished Teaching Award, Mays Business School, Texas A&M, 2020

Outstanding Service Award, Strategic Leadership and Governance Interest Group, *Strategic Management Society*, 2020

Mays Business School Spirit Award, Mays Business School, 2020

The Ricky W. Griffin Outstanding Research Achievement Award, Mays Business School, 2019

Faculty Service Excellence Award, Mays Business School, 2019

Professor of Excellence, Broad College of Business EMBA Program, MSU, 2015

Outstanding Young Researcher Award, A.B. Freeman School, Tulane University, 2011

Outstanding Reviewer Award, *Academy of Management Review*, 2010

Outstanding Reviewer Award, *Academy of Management Journal*, 2010

## **PROGRAM DEVELOPMENT**

Co-developed and delivered (with a Halliburton contract negotiator) an advanced contract negotiations executive education course for high level Halliburton business development executives, 2020 – present.

## **SERVICE**

### **Professional**

#### **Elected offices:**

- Representative-at-large, Board of Governors, Academy of Management, 2021-2024.
- Chair, Journals Committee/Content Portfolio Committee, Board of Governors, Academy of Management, current
- Chief Engagement Officer, Strategic Leadership and Governance Interest Group, Strategic Management Society, 2019-2020.
- Chair, Strategic Leadership and Governance Interest Group, Strategic Management Society, 2018.
- Program Chair, Strategic Leadership and Governance Interest Group, Strategic Management Society, 2017.
- Associate Program Chair, Strategic Leadership and Governance Interest Group, Strategic Management Society, 2016.
- Representative-at-large: Corporate Strategy and Governance Interest Group, Strategic Management Society, 2010-2012.

#### **Additional professional service:**

- DEI Committee, Strategic Management Society, 2023-

- Co-Program Chair of the 2019 SMS Special Conference in Las Vegas: From Isolation to Integration in the C-Suite: Consolidating our Gains in Strategic Leadership Research.
- Executive Committee Member of the U.S.-Pakistan Women's Council - a public-private partnership between the U.S. Department of State and Texas A&M University.

**Editorial positions:**

- Editor-In-Chief, *Journal of Management*, July 2023 –
- Associate Editor, *Academy of Management Review*, February 2011- July 2014
- Ad-Hoc Associate Editor, *Academy of Management Review*, 2014-Present
- Co-Editor, *Academy of Management Review* Special topic forum: Sociocognitive perspectives in strategic management, 2017-2019.

**Editorial review boards:**

*Academy of Management Review*

**Ad hoc reviewer:**

*Strategic Management Journal*  
*Academy of Management Journal*  
*Administrative Science Quarterly*  
*Organization Science*  
*Organizational Behavior and Human Decision Processes*  
*National Science Foundation (NSF)*  
*Journal of Management*  
*Journal of Management Inquiry*  
*Strategic Organization*  
*Journal of International Business Studies*  
*Journal of Occupational and Organizational Psychology*

**Virginia Tech**

**University**

Commission on Research

**Pamplin College of Business**

Honorifics Committee, 2022-  
Research Committee, 2022 -

**College of Liberal Arts and Human Sciences**

Academy of Transdisciplinary Studies Stakeholders Committee, 2023 -

**Management Department**

P&T Committee, Chair, 2022-  
Recruiting Committee, Chair, 2022 -

GSC Committee, 2022 -

## **Texas A&M University**

### **University**

Executive Committee Member of the U.S.-Pakistan Women's Council - a public-private partnership between the U.S. Department of State and Texas A&M University focused on increasing women's economic participation and empowerment 2019-2021.

### **Mays Business School**

FTMBA Curriculum Committee, 2017  
FTMBA Program Review Committee, 2016  
Data Committee 2004-2006

### **Management Department**

Co-Chair Faculty Recruiting Committee, 2016-Present  
Chair, Doctoral Program Committee, 2017-2019  
Entrepreneurship Committee, 2019  
Management Department Strategic Planning Committee, 2017  
Co-coordinator –Ph.D. student weekly research seminar, 2015 – present  
Doctoral Program Committee, 2004 -2006  
Faculty Recruiting Screening Committee for Strategy, International Management, and Entrepreneurship, 2005-2006  
The Mays Entrepreneurial Leadership Program Committee, 2005

## **Michigan State University**

### **Broad College of Business**

Strategic Initiative Team, 2013  
Research Committee, 2012-2014

### **Management Department**

Executive MBA Assistant Director search committee, 2014  
Co-coordinator –Ph.D. student weekly research seminar, 2014 - present  
Chair, Professor of Practice search committee, 2013  
OB/HR tenure track faculty search committee, 2013  
OB/HR tenure track faculty search committee, 2012

## **Tulane University**

### **A.B. Freeman School of Business**

BSM Curriculum Committee, 2010-2011  
Executive Education Curriculum Committee, 2011-2012

### **Management Area**

PhD Co-Coordinator – Management Area, 2011- 2012  
PhD Policy and Admissions Committee, 2010-2012  
Committee on Studies in Management, 2010-2012

## **University of Wisconsin-Madison**

### **University**

Undergraduate Research Scholar Program, Faculty Mentor (two students), 2008

### **Wisconsin School of Business**

Curriculum Committee, 2009-2010

### **Management and Human Resources Department**

Ph.D. Admissions Committee, 2006-2010

Co-coordinator – MHR Ph.D. student weekly research seminar, 2007-2010

Independent study – MHR 999, Organization Theory, 2007

## **PROFESSIONAL AFFILIATIONS**

### **Strategic Management Society**

- Strategic Leadership and Governance Interest Group
- Behavioral Strategy

### **Academy of Management**

Division membership:

- Business Policy and Strategy
- Organization and Management Theory
- Managerial and Organizational Cognition
- Research Methods

## **PROFESSIONAL ACTIVITIES**

- Directed study – Institutional investors influence on gender in the upper echelon, 2021
- Directed study – Gender effects in the upper echelon, 2021
- Directed study – Stakeholder theory, 2020
- Directed study – Agency theory, 2020
- Supervised TAMU MSHRM GA 2015-2019
- Supervised undergraduate Broad Scholar – 2013- present, Michigan State University
- Independent study – MGT 890, Hyper competition across markets, 2014 – MSU
- Independent study – MGMT 999, Agency Theory, 2010 – Tulane University
- Independent study – MHR 999, Organization Theory, 2007 – UW-Madison
- Undergraduate Research Scholar Program, faculty mentor, 2007 – UW-Madison
- Independent study – MGMT 685, Repairing relationships within and between organizations, 2005 – Texas A&M University
- Independent study - MGMT 685, The relationship between the TMT's stock option portfolio and risky behavior: A multi-level approach, 2005 - Texas A&M University
- Board of Directors - Junior Achievement of Midland, MI - 1996-98