

# **MICHAEL L. MCDONALD**

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## **EDUCATION**

Ph.D. in Management, University of Texas at Austin (2003)

- Concentration: Strategic Management

B.A., Emory University

- Major: Economics
- Member Phi Beta Kappa

## **ACADEMIC EMPLOYMENT**

Associate Professor (2010—present)

- Department of Management, College of Business, University of Texas at San Antonio

Assistant Professor (2003—2010)

- Management Department, College of Business Administration, University of Central Florida

Instructor (as Ph.D. candidate) (2001—2003)

- Management Department, McCombs School of Business, University of Texas at Austin

## **NON-ACADEMIC EMPLOYMENT**

AT&T (1985-1995)

- Market Research Analyst
- Team Leader, Direct Marketing
- Service Representative, Shareholder Services

Linus Capital Management (1983-1984)

- Investment Analyst

## RESEARCH INTERESTS

- Executive leadership
- Executive effectiveness
- Gender and racial diversity in corporate leadership
- Determinants and consequences of the provision of help between executives
- Board of director effectiveness

## TEACHING INTERESTS

- Strategic management
- Executive leadership
- Organization theory

## PAPERS PUBLISHED IN REFEREED JOURNALS

McDonald, M.L., Keeves, G.D., & Westphal, J.D. (forthcoming). One step forward, one step back: How white male top managers respond to the appointment of a female or racial minority CEO. *Academy of Management Journal*.

Keeves, G.D., Westphal, J.D., & McDonald, M.L. (forthcoming). Those closest wield the sharpest knife? How ingratiation leads to resentment and social undermining of the CEO. *Administrative Science Quarterly*.

McDonald, M.L., & Westphal, J.D. 2013. Access denied: Low mentoring of women and minority first-time directors and its negative effects on appointments to additional boards. *Academy of Management Journal*, 56: 1169-1198.

\*\*\**This paper received the 2014 Saroj Parasuraman Outstanding Publication Award from the Academy of Management's Gender and Diversity in Organizations Division.*

Westphal, J.D., Park, S.H., McDonald, M.L., & Hayward, M.L.A. 2012. Helping other CEOs avoid bad press: Social exchange and impression management support among CEOs in communication with journalists. *Administrative Science Quarterly*, 57: 217-268.

\*\*\**An earlier version of this paper was named as the Best Paper in the Organization and Management Theory Division at the 2011 Academy of Management Meeting (San Antonio).*

McDonald, M.L., & Westphal, J.D. 2011. My brother's keeper? CEO identification with the corporate elite, social support among CEOs, and leader effectiveness. *Academy of Management Journal*, 54: 661-693.

Boivie, S., Lange, D.A., McDonald, M.L., & Westphal, J.D. 2011. Me or we? The effects of CEO organizational identification on agency costs. *Academy of Management Journal*, 54: 551-576.

McDonald, M.L., & Westphal, J.D. 2010. A little help here? Board control, CEO social identification with the corporate elite, and CEO tendencies to provide strategic help to CEOs at other firms. *Academy of Management Journal*, 53: 343-370.

McDonald, M.L., Westphal, J.D., & Graebner, M.E. 2008. What do they know? The effects of outside director acquisition experience on firm acquisition performance. *Strategic Management Journal*, 29: 1155-1177.

McDonald, M.L., Khanna, P., & Westphal, J.D. 2008. Getting them to think outside the circle: Corporate governance, CEOs' external advice networks, and firm performance. *Academy of Management Journal*, 51: 453-475.

McDonald, M.L., & Westphal, J.D. 2003. Getting by with the advice of their friends: CEOs' advice networks and firms' strategic responses to poor performance. *Administrative Science Quarterly*, 48: 1-32.

### **COMPLETED WORKING PAPERS**

Miller, S.R., Mors, M.L., & McDonald, M.L. Who can I count on? Executives' expectations of help within and across formal boundaries.

McDonald, M.L., & Khanna, P. Barking up the wrong tree: An accountability theory perspective on the effects of board monitoring on CEO experiential learning.

McDonald, M.L., Khanna, P., & Cavich, J. A review of recent research on CEOs' influence on firm performance.

Khanna, P., Thompson, L., & McDonald, M.L. Research on venture capital firms' investment behavior: A review.

### **WORK IN PROGRESS**

CEO learning from experience (with Poonam Khanna, Jason Cavich, Lemaro Thompson, Steven Hyde, and Alex Lewis) (data collection stage)

CEO characteristics and acquisition performance (with Steven Hyde, Alex Lewis, and Poonam Khanna) (data collection stage)

CEO cognition and firm responses to adversity (with Steven Hyde and Kai Xu) (data collection stage)

Determinants of TMT gender and racial diversity (with Robert Bonner) (theory development stage)

CEO characteristics, human resource practices, and firm performance (with Lemaro Thompson and Steven Hyde) (theory development stage)

Shareholder activism, and firm risk taking and performance (with Jason Cavich and Poonam Khanna) (theory development stage)

### **REREREED CONFERENCE BEST PAPER PROCEEDINGS**

Westphal, J.D., Park, S.H., McDonald, M.L., & Hayward, M.L.A. Helping other CEOs avoid bad press: Impression management support among CEOs in communication with journalists and the

negativity of journalist reporting about firm leadership. *2011 Academy of Management Meeting (San Antonio) Best Paper Proceedings.*

\*\*\**This paper won the Best Paper Award in the Organization and Management Theory Division.*

Boivie, S., Lange, D.A., McDonald, M.L., & Westphal, J.D. Me or we: The effects of CEO organizational identification on agency costs. *2009 Academy of Management Meeting (Chicago) Best Paper Proceedings.*

McDonald, M.L., & Khanna, P. Barking up the wrong tree: An accountability theory perspective on the effects of board monitoring on CEO experiential learning. *2006 Academy of Management Meeting (Atlanta) Best Paper Proceedings.*

\*\*\**This paper was nominated for the Best Paper Award in the Business Policy and Strategy Division.*

#### **REFEREED CONFERENCE PRESENTATIONS**

Miller, S.R., Mors, L., & McDonald, M.L. Crossing geographic and organizational boundaries: A study of executives' access to help. *Paper presented at the 2015 Academy of International Business Meeting (Bangalore, India).*

Keeves, G.D., Westphal, J.D., & McDonald, M.L. Those closest wield the sharpest knife? How ingratiation leads to resentment and social undermining of the CEO. *Paper presented at the 2014 Academy of Management Meeting (Philadelphia).*

Mors, L., Miller, S.R., & McDonald, M.L. Helping behavior in multinational executive networks. *Paper presented at the 2014 Academy of International Business Meeting (Vancouver, British Columbia).*

Mors, L., Miller, S.R., & McDonald, M.L. Helping behavior in multinational executive networks. *Paper presented at the 2014 Strategic Management Society Special Conference on Microfoundations of Strategic Management (Copenhagen, Denmark).*

Westphal, J.D., Park, S.H., McDonald, M.L., & Hayward, M.L.A. Helping other CEOs avoid bad press: Impression management support among CEOs in communication with journalists and the negativity of journalist reporting about firm leadership. *Paper presented at the 2011 Academy of Management Meeting (San Antonio).*

\*\*\**This paper won the Best Paper Award in the Organization and Management Theory Division.*

McDonald, M.L., & Westphal, J.D. Not let in on the secret to success: How low levels of mentoring from incumbent directors negatively affect women and ethnic minority first-time directors' ascendance into the corporate elite through appointments to additional corporate boards. *Paper presented at the 2009 Strategic Management Society Conference (Washington, D.C.).*

McDonald, M.L., & Westphal, J.D. My brother's keeper? How CEOs' social identification with the corporate elite influences their willingness to provide social support to fellow CEOs experiencing personal difficulties, and the consequences for leader effectiveness. *Paper presented at the 2009 Academy of Management Meeting (Chicago).*

Boivie, S., Lange, D.A., McDonald, M.L., & Westphal, J.D. Me or we: The effects of CEO organizational identification on agency costs. *Paper presented at the 2009 Academy of Management Meeting (Chicago)*.

McDonald, M.L., Khanna, P., & Westphal, J.D. Getting them to think outside the circle: Corporate governance, CEOs' external advice networks, and firm performance. *Paper presented at the 2006 Strategic Management Society Conference (Vienna, Austria)*.

McDonald, M.L., & Khanna, P. Barking up the wrong tree: An accountability theory perspective on the effects of board monitoring on CEO experiential learning. *Paper presented at the 2006 Academy of Management Meeting (Atlanta)*.

*\*\*\*This paper was nominated for the Best Paper Award in the Business Policy and Strategy Division.*

McDonald, M.L., Westphal, J.D., & Graebner, M.E. The contingent benefits of board independence: How director acquisition experience affects the relationship between board independence from management and firm acquisition performance. *Paper presented at the 2005 Academy of Management Meeting (Honolulu)*.

McDonald, M.L., & Westphal, J.D. Getting by with the advice of their friends: CEO informal advice ties and firms' strategic responses to economic adversity. *Paper presented at the 2002 Academy of Management Meeting (Denver)*.

#### CONFERENCE SYMPOSIA

McDonald, M.L., Keeves, G.D., & Westphal, J.D. One step forward, one step back: How white male top managers respond to the appointment of a female or racial minority CEO. *Paper presented at the 2014 Academy of Management Meeting (Philadelphia)*.

McDonald, M.L., & Westphal, J.D. Not let in on the secret to success: How low levels of mentoring from incumbent directors negatively affect women and ethnic minority first-time directors' ascendance into the corporate elite through appointments to additional corporate boards. *Paper presented at the 2010 Academy of Management Meeting (Montreal)*.

McDonald, M.L., & Westphal, J.D. A little help here? Board control, CEO social identification with the corporate elite, and CEO tendencies to provide strategic help to CEOs at other firms. *Paper presented at the 2007 Academy of Management Meeting (Philadelphia)*.

#### HONORS AND AWARDS

Editorial Board Outstanding Reviewer Award, *Academy of Management Journal* (2015).

Saroj Parasuraman Outstanding Publication Award from the Gender and Diversity in Organizations Division of the Academy of Management (2014). For "Access denied: Low mentoring of women and minority first-time directors and its negative effects on appointments to additional boards" (with Jim Westphal)

The Col. Jean Migliorino and Lt. Col. Philip Piccione Faculty Award for Research Excellence in the College of Business (2014) (UTSA).

## **TEACHING EXPERIENCE**

Ph.D.

- Core seminar on Strategic Management (UTSA)
- Core seminar on Research Methods (UTSA)
- Core seminar on Organizational Theory (UTSA and UCF)
- Elective seminar on Executive Leader Effectiveness (UTSA and UCF)

Executive M.B.A.

- Strategic Management of Innovation (UCF)

Professional M.B.A.

- Core course on Strategic Management (UCF)

Traditional M.B.A.

- Core course on Strategic Management (UTSA and UCF)
- Strategic Management of Innovation (UCF)
- Management Foundations (UCF)

Undergraduate

- Core course on Strategic Management (UTSA and UCF)

## **Dissertation Committees**

- Lemaro Thompson (Co-Chair) (UTSA)
- Colin Wooldridge (Co-Chair) (UTSA)
- Jason Cavich (Chair) (UTSA)
- Robert Bonner (Chair) (UTSA)
- Stephen Takach (Chair) (UTSA)
- Andrew Johnson (Co-Chair) (UTSA)
- Stephanie Black (Chair) (UTSA)
- Timothy Carpenter (Outside Member) (UTSA)
- Deandra Travis (Chair) (UTSA)
- Robert Porter (Member) (UCF)

## **PROFESSIONAL ACTIVITIES AND SERVICE**

### **Service to the Profession**

Member, Editorial Review Board, *Academy of Management Journal*  
Member, Editorial Review Board, *Strategic Management Journal*  
Ad Hoc Reviewer, *Administrative Science Quarterly*

### **Departmental, College, and University Service**

Department of Management Committee Service (UTSA):

PhD Advisor (2014—present)  
Chair, Faculty Recruitment Committee (2015/2016 and 2014/2015)  
Chair, Comprehensive Exam Committee—Strategy (2017/2018; 2016/2017; 2015/2016)  
Member, Doctoral Committee (2010—present)  
Member, Doctoral Comprehensive Examination Committee (2010—present)  
Member, Faculty Recruitment Committee (2010/11 and 2013/2104)

Management Department Committee Service (UCF):

Member, Doctoral Committee (2003—2010)  
Member, Doctoral Comprehensive Examination Committee (2003—2010)  
Member, Faculty Recruitment Committee (2005/6 and 2009/10)

College of Business Committee Service (UTSA):

Chair, PhD Programs Committee (2014—present)  
Member, Faculty Developmental Leave Committee (2012)  
Member, Research Productivity Seal Team (2013/2014)  
Member, MBA Committee (2013/2014)

College of Business Committee Service (UCF):

Member, Technology Advisory Committee (2003—2005)  
Member, Undergraduate Program Review Committee (2005—2009)

University-level Service (UTSA):

Member, Graduate Council (2011—2015)

University-level Service (UCF):

Member, Faculty Senate (Fall 2009)  
Member, University Policy and Curriculum Committee (2009—2010)