

**SUZANNE M. CARTER**

Neeley School of Business  
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**EDUCATION:**

**Ph.D.** 1997, University of Texas at Austin.  
McCombs School of Business  
Major: Strategic Management  
Minors: Organization Science and Statistical Methods

Dissertation: The Impact of Top Management Team Characteristics,  
Organizational Factors, and Environmental Factors on Corporate Reputation  
Management Activities

**M.B.A.** 1992, University of Texas at Austin.

**B. S.** 1986, University of Illinois- Champaign/Urbana, *cum laude*  
Major: Accounting

**EXPERIENCE:**

<b>Texas Christian University</b>	<b>Fort Worth, TX</b>	
Executive Director of the EMBA Program		2014 - present
Associate Professor of Professional Practice		2009- present
<b>University of Notre Dame</b>	<b>South Bend, IN</b>	
Assistant Professor		1997-2002
<b>University of Texas at Austin</b>	<b>Austin, TX</b>	
Assistant Instructor		1995-1997
<b>Browning-Ferris Industries</b>	<b>Houston, TX</b>	
Internal Auditor		1986-1990

## **RESEARCH ACTIVITIES:**

### **Referred Publications:**

Carter, S. and Greer, C. 2013. Strategic Leadership: Values, Styles, and Organizational Performance. *Journal of Leadership and Organizational Studies*, 20(4): 375-393.

Carter, S., Davis, J., and Young, C. 2007. IPO Boards of Directors and Firm Performance: Threshold firms and governance theory boundaries. *Journal of Corporate Ownership and Control*, 4 (2): 162-169.

Carter, S. 2006. Exploring the relationship of top management, organizational, and environmental factors on certain corporate reputation management activities. *Journal of Management Studies*. 43 (5): 1145-1176, (Citation of Excellence Award).

Carter, S. & Ruefli, T. 2006. Intra-Industry reputation dynamics under a resource based framework: An empirical assessment of the durability factor. *Corporate Reputation Review*.

Deephouse, D. & Carter, S. 2005. An examination of differences between organizational legitimacy and organizational reputation. *Journal of Management Studies* 42(2): 369.

Werbel, J. & Carter, S. 2002. The influence of CEOs on corporate foundation giving. *Journal of Business Ethics*, 40: 47-60.

Carter, S. & Deephouse, D. 1999. "Tough talk and soothing speech": Managing reputations for being tough and for being good. *Corporate Reputation Review*, 2 (4): 308-332. (Best Academic Article Award).

Carter, S. & Sanders, W. G. 1999. Does sticking to your knitting unravel your corporate reputation? In *Dynamic Strategic Resources: Development, Diffusion and Integration*. *The Wiley Strategic Management Series*, Co-Editors M. Hitt, R. Nixon, K. Coyne & P. Clifford, John Wiley & Sons, 165-189.

Carter, S. & Dukerich, J. 1998. Corporate responses to changes in reputation. *Corporate Reputation Review*, 1 (3): 250-270.

### **Invited Chapter:**

Carter, S. 2014. "Distorted Images," *Encyclopedia of Corporate Reputation*, Two Volumes, Sage, Editor: Craig Carroll.

Dukerich, J. & Carter, S. 2000. "Distorted Images and Reputation Repair" In *The Expressive Organization: A New Way to Simplicity*, Co-Editors, M. Schultz, M. Hatch and M. Larsen. Oxford University Press.

### **Published Proceedings:**

Carter, S. 2009. Is Wal-Mart becoming more transparent?: Seeing Wal-Mart's multiple reputations through its identity lens. Proceedings of the Corporate Reputation, Identity, and Competitiveness Conference, Amsterdam, The Netherlands, May 2009.

Carter, S. & Dukerich, J. 1997. Corporate reputation and its effect on organizational actions: how reputations are managed. Proceedings of the 1<sup>st</sup> Annual Corporate Reputation, Identity, and Competitiveness Conference, New York, New York, January 17-18, 1997, *Corporate Reputation Review*. 1:1-2, 152-156.

Carter, S. 1996. Strategy formation and organizational learning: The impact of consensus among the top management team. In *New Forms of Organizing, Proceedings of the 11th Annual Texas Conference on Organizations*, Lago Vista, TX. April 12-14, 1996.

### **Works in Progress:**

Pierce, J., Carter, S., and Krause, R. Shouting from the Penalty box: When firms signal bad behavior.

Carter, S. Stakeholders, reputation and competitive advantage: Using construal level theory to predict the influence of time on the perception of what matters.

Carter, S. and Carroll, C. Does boasting help or hurt?: The impact of firm communication of substantive actions on their media favorability.

### **Research Presentations:**

Carter, S. Stakeholders, reputation and competitive advantage: Using construal level theory to predict the influence of time on the perception of what matters. Presented at the *Southern Management Association Annual Conference*, New Orleans, LA, November 8, 2013.

- Carter, S. and Greer, R. Strategic Leadership: Values, Styles, and Organizational Performance. *Presented at the Southern Management Association Conference*, Fort Lauderdale, FL, November 1, 2012.
- Carter, S. Is Wal-Mart Becoming More Transparent?: Seeing Wal-Mart's Multiple Reputations through its Identity Lens. *Presented at the Corporate Reputation, Identity, and Competitiveness Conference*, Amsterdam, The Netherlands, May 2009.
- Carter, S. Tooting Your Own Horn: Help or Hindrance? Presented at the *Corporate Reputation, Identity, and Competitiveness Conference*, Paris, France, May 2001.
- Carter, S., Davis, J., and Young, C. IPO Boards of Directors and Financial Performance: Considering the Life-Cycle of the Firm. Presented by J. Davis at the *Strategic Management Society Conference*, Vancouver, Canada, October, 2000.
- Carter, S. & Dukerich, J. Discrepant Expectations and the Effectiveness of Corporate Reputation Management Behavior. Presented by J. Dukerich at the *Academy of Management Meetings*, Toronto, Canada, August 7, 2000, Symposium sponsored by the Organizational Management Theory division and the Managerial Cognition Interest Group.
- Carter, S. & Dukerich, J. Defending the Organization during Reputational Downturns: Does Previous Reputation Influence Constituent Reaction? Presented at the *3<sup>rd</sup> Annual Corporate Reputation, Identity, and Competitiveness Conference*, Puerto Rico, January 1999.
- Carter, S. & Sanders, W. G. Does Sticking to Your Knitting Unravel Your Corporate Reputation? Presented at the *Strategic Management Society Conference*, Orlando, FL., November 1998.
- Carter, S. & Dukerich, J. Co-chairs: Reflections in the Funhouse Mirrors: The Interdependence of Reputation, Image and Identity. Symposium for Organizational Management Theory division, Managerial Cognition Interest Group and Business Policy and Strategy division. August 1998, *Academy of Management Meetings*, San Diego, CA
- Dukerich, J. & Carter, S. Mismatched Images: Organizational Responses to Conflicts between Identity, Shared External Image, and Reputation. Presented by J. Dukerich at the *14<sup>th</sup> Annual EGOS colloquium*, July 1998, Maastricht, The Netherlands. (nominated for Best Paper award).
- Carter, S. and Deephouse, D. "Tough Talk and Soothing Speech": A Comparison of Reputations for Being Tough and for Being Good. Presented at the *2<sup>nd</sup> annual*

*Conference on Corporate Reputation, Identity and Competitiveness*, Amsterdam, January 16-17, 1998.

- Carter, S. The Impact of Top Management Team Characteristics on Organizational Reputation Management Activities. Presented at the Business Policy and Strategy division of the *Academy of Management Meetings*, Boston, MA, 1997.
- Carter, S. & Dukerich, J. Corporate Reputation and Its Effect on Organizational Actions: How Reputations are Managed. Presented at the *1<sup>st</sup> Annual Corporate Reputation, Image, and Competitiveness Conference*, New York University, January 17-18, 1997.
- Carter, S., Golden, B. & Shortell, S. Business Strategy and Firm Preferences for Joint Ventures, Internal Corporate Joint Ventures, or Markets. Presented at the Business Policy and Strategy division of the *Academy of Management Meetings*, Cincinnati, OH, 1996.
- Carter, S., & Sanders, G. TMT Compensation and Corporate Reputation: Enhancing Intangible Assets. Presented at the Business Policy and Strategy division of the *Academy of Management Meetings*, Cincinnati, OH, 1996.
- Cramer, S. and Ruefli, T. (submitted under S. Cramer). Corporate Reputation Dynamics: Reputation Inertia, Reputation Risk, and Reputation Prospect. Presented at the *Academy of Management Meetings*. - Business Policy and Strategy Division, Dallas, TX, 1994.

**Invited Speaker:**

- Benefits of Higher Education*. Panelist at the Urban League of Greater Dallas Young Professionals, Leadership Development Conference, September 27, 2014, Richardson, TX.
- Thinking and Acting Strategically – Being Effective through Agile Leadership*. Speaker at the Texas Women in Higher Education Conference, March 25, 2014, Fort Worth, TX.
- Strategic Leadership and Change*. Speaker at Bell Helicopter BLADE series, February 26, 2014, Fort Worth, TX.
- Agile Leadership and Progression in Your Career*. Fort Worth Chapter of the Texas Society of Certified Public Accountants, February 19, 2014, Fort Worth, TX.
- Thinking Strategically for Long Term Success*. Speaker at the Fort Worth Chapter of the Women Presidents' Organization, December 12, 2013, Fort Worth, TX

*Your Role in Leading Strategically.* Neeley EMBA Faculty Member Spotlight, Class of 2014 EMBA Prospective Student Luncheon, November 14, 2012, Fort Worth, TX

*PMBA Workshop – Strategic Management.* TCU MBA students. August 2012.

*What works- what doesn't.* Panel member, Executive MBA Regional Council Meeting. June 12, 2012, UT-Dallas, TX

*Strategic Leadership.* Neeley EMBA Faculty Member Spotlight, Class of 2013 EMBA Prospective Student Luncheon, January 11, 2012, Fort Worth, TX

*Surviving and Thriving in Challenging Economic Times.* Panel Member and Speaker, EMBA Alumni Professional Development Seminar, April 29, 2010, Fort Worth, TX

*The Role of the Strategic Leader.* Neeley EMBA Faculty Member Spotlight, Class of 2011 EMBA Prospective Student Luncheon, March 10, 2010, Fort Worth, TX

*Managing Your Reputation in a Changing World.* Modular Building Institute Annual Conference, Palm Springs, CA March, 2003.

*The Double-Edged Sword of Defending Corporate Reputation.* Faculty Colloquium Series, University of Illinois- Urbana/Champaign, October 29, 1999.

*Corporate Reputation and the Bottom Line.* Modular Building Institute Fall Conference, South Bend, IN, September 10, 1999.

*Corporate Philanthropy and Ethical Issues.* Faculty Workshop, Ethics Week, University of Notre Dame, February 15, 1999.

*The Management of Corporate Reputation.* MBA Business Communication class, University of Notre Dame, February 9, 1998.

## **COURSES TAUGHT:**

### **Texas Christian University:**

**Strategic Management** (MANA 40153-615) To be taught Spring 2014. Fellows students. This capstone course integrates the concepts, knowledge, and skills acquired from courses in each of the functional areas within the business curriculum. Prepares the student to apply a multi-disciplinary perspective demanded of the typical general manager

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**Strategic Vision and Analysis** (MANA 65000). This course is the initial strategy course designed to introduce the general perspective of strategy and strategic thinking to the EMBA student.

**Strategy in a Dynamic Environment** (MANA 65063). This course serves as the capstone course for the EMBA class. The course is taken from the perspective of the general manager and examines strategy in the context of internal and external analyses and decision making.

**Global Environment of Business** (BUSI 75973). This is a study abroad program designed to introduce the EMBA student to conducting business in the global arena. Emphasis is placed on understanding how to best formulate and implement strategies under a variety of cultural and environmental circumstances. (Have been co-faculty on trips to China and South Africa)

**Social Enterprise Strategies and other Values-Based Business Models.** (MANA 40970). This course is a survey course in understanding organizations that have adapted their business models to meet the needs of a variety of stakeholders. Examples include business models that incorporate for-profit companies with significant cause-related activities to hybrid models that are focused on society as their primary reason for being but are also profit-based and thus primarily self-sustainable, to NFPs whose organizations are encouraging innovative business models to improve their sustainability.

**Independent Study.** Strategic Analysis course designed to integrate the functional courses and provide a general management perspective to the MBA student.

**Webinar: Leadership and Leading Change.** Webinar to SER group, TCU Executive Education, Tandy Center, July, 2014.

### **University of Notre Dame:**

**Corporate Strategy and Planning.** (MGT 519) This is the capstone course for MBAs. Both case study and local business projects are used to illustrate key issues regarding business and corporate level strategies, with an emphasis on strategy formulation and implementation.

**Corporate Strategy.** (BA 490) This is the capstone course in the undergraduate business program. A case study format is used to examine strategy formulation and implementation, business and corporate level strategies and global strategies.

**Strategic Planning.** Executive Education: Supervisory Development: Strategic Planning Module; Sports Management Institute; Bayer Program.

**The Business Plan.** Executive Education. Intrepreneurship: Developing a Business Plan Module.

### **University of Texas at Austin:**

**Managerial Policy and Strategy** (MAN374) is the capstone course in the undergraduate business program. This course covered strategy formulation and implementation; functional, business and corporate level strategies; and global strategies. The case study format was utilized. Additionally, this course served as the student's writing requirement.

Served as Trainer and Facilitator and assisted in coordinating and teaching MBA course and Executive Education program using Foodcorp International Behavioral Simulation for an MBA elective course, **Actions Skills for Managers: Implementing Strategy.**

### **PROFESSIONAL ACTIVITIES AND AFFILIATIONS:**

- Editorial Board, *Corporate Reputation Review*, 2001- present.
- *Ad Hoc* Reviewer, *Academy of Management Journal*
- *Ad Hoc* Reviewer, *Journal of Management Studies*
- *Ad Hoc* Reviewer, *Organization Studies*
- Reviewer – *BPS and OMT divisions of Academy of Management Meeting 2011*
- Participant in Business Policy & Strategy New Faculty Consortium, Academy of Management Meeting, Chicago, IL, 1999
- Participant in Business Policy & Strategy Doctoral Consortium, Academy of Management Meeting, Cincinnati, OH, 1996

### **SERVICE:**

#### **TCU – Fort Worth, TX:**

#### **University Wide:**

- University Library Committee 2011-2012
- Women's Studies Faculty Member

#### **Neeley School of Business:**



- Search Committee – Tandy Center 2014
- Dean’s Advisory Committee – 2013-present
- Department Chair Search committee – 2011-2012
- EMBA recruiting and admissions committee 2010-present
- EMBA curriculum redesign committee 2009-2010
- EMBA panel discussion – EMBA Orientation Week, August 2009, August 2010, August 2012, November 2013
- EMBA alumni and prospective student functions 2009-present
- Served as chair of honors thesis for Josh Simpson, 2012-2013
- Served as faculty member of honors theses committee for Arielle Austin, Spring 2013
- Served as faculty member of honors theses committee for Brooke Pano, Spring 2011
- Served as faculty member of honors theses committee for Emily Acosta Spring 2010

#### **University of Notre Dame – South Bend, IN**

- *Strategy Group - Corporate Strategy Curriculum Informal Committee Member, 2001*
- *OB/HR/Strategy Recruiting Committee Member, 1998-2002*
- *Departmental Review Response Committee Member, 1999*
- *Undergraduate Curriculum Informal Committee Member, reviewing undergraduate business strategy curriculum, 1999*
- *Faculty Mentor, Sophomore Business Students, 1999*
- *Faculty Leader, Freshman Orientation, 1999*
- *Faculty Advisor, Texas Club, 1999*
- *Case Competition Judge, MBA Internal Case Competition, February 27, 1998*
- *Case Competition Judge, International Business Plan Competition, Notre Dame Council on International Business Development, April 15, 1999*

#### **Conferences**

- Member, Planning Committee, TWHE Annual Conference held March 4-5, 2014, Fort Worth, TX.
- *Discussant, Organizational Reputation, Southern Management Association Meeting, Fort Lauderdale, FL, November 1, 2012.*
- *Academic Research Pre-Conference Seminar, Social Enterprise Annual Summit, Chicago, IL October 29, 2011*
- *Qualitative Analysis Professional Development Workshop Attendee, Academy of Management Meeting, Montreal, Quebec, August 6, 2010*
- *Invited Paper Mentor, Professional Development Workshop, Southwest Academy of Management Meeting, Dallas Texas, March 5, 2010*

- *Session Chair*, Identity and Identification, 5<sup>th</sup> Annual Conference on Corporate Reputation, Identity and Competitiveness, Paris, France, May 2001
- *Session Chair*, Macrocultural processes in organizational fields, Academy of Management meetings, Chicago, IL, August 9, 1999
- *Session Co-chair*, Reflections in the Funhouse Mirrors: The Interdependence of Reputation, Image and Identity. Symposium for Organizational Management Theory division, Managerial Cognition Interest Group and Business Policy and Strategy division. August 1998, *Academy of Management Meetings*, San Diego, CA
- *Moderator*, Reputation Management Session: 2<sup>nd</sup> Annual Conference on Corporate Communications, University of Notre Dame, September, 1998
- *Moderator*, Cognitive Interpretation Session: 2<sup>nd</sup> International Conference on Corporate Reputation, Identity and Competitiveness, Amsterdam, January 17, 1998
- *Reviewer*, Business Policy & Strategy, and Organizational Management Theory divisions of the Academy of Management, 1996- 2002
- *Reviewer*, Cognition Interest Group of the Academy of Management, 1995

### **Community**

- BizWomen mentor, April 7, 2014, Dallas, TX
- Consulted with YWCA Social Enterprise Committee. 2014 Social Enterprise Accounting
- Consulted with YWCA 2012-2013. Strategic Planning.
- Individual Coaching, Strategic direction, 2013
- Consulted with Catholic Charities division (Translation and Interpretation Network), Fort Worth, TX Strategic Vision -2011
- Facilitator for Strategic Planning retreat for Catholic Charities of Fort Worth, January 2010 – Continuing Consultant – 2010 to present
- Media Mentions: Star Telegram, May 14, 2013
- Serve as auditing/accounting consultant for an NGO, The C.W. Memorial School, Winneba, Africa, 2008-2010
- Assisted in fundraising activities of Old Union Elementary School, Southlake, TX 2008-2009

### **PROFESSIONAL MEMBERSHIPS:**

- Member - Academy of Management: Business Policy & Strategy and Organizational Management Theory Divisions 1992-present
- Member – Southern Management Association 2012- present
- Member – Executive MBA Council 2013-present
- DFW Ethics and Compliance Roundtable Member, 2010- present
- Social Enterprise Alliance Member, Dallas, TX 2011- present

- Member - Strategic Management Society 1995-2002
- Treasurer, Relative Investments L.L.C., Austin, TX. 1995-1997
- Certified Public Accountant, Illinois - June 1988

#### **PROFESSIONAL DEVELOPMENT:**

- PWC Texas Innovation Leaders Summit, Dallas, TX, April 17, 2014
- Texas Women in Higher Education Conference, Fort Worth, TX, March 3-4, 2014
- Director's Tool Kit, Preconference seminar, EMBA Council Conference, Houston, TX October 20, 2013
- EMBA Annual Conference, Houston, TX, October 21-23, 2013
- EMBA Council Regional Conference, Dallas, TX, June 17-18, 2013.
- Texas Women in Higher Education Conference, San Antonio, TX, April 18-19, 2013
- Social Enterprise Annual Summit, Chicago, IL October 30-31, 2011

#### **ACADEMIC FELLOWSHIPS, GRANTS, HONORS AND AWARDS:**

- Faculty Award for Outstanding Leadership Development– TCU EMBA program 2013
- Faculty Award for Outstanding Leadership Development– TCU EMBA program 2012
- Faculty Award of Excellence Nomination –TCU EMBA program 2012, 2013
- Was awarded a summer grant of \$4,000.00 to develop a new course for Neeley students through the Values and Ventures Program at TCU. The course designed is “Social Enterprise Strategies”.
- 2007 Emerald Management Reviews Citation of Excellence Award. Selected as one of the top fifty management articles in 2006. Carter, S. 2006. Exploring the relationship of top management, organizational, and environmental factors on certain corporate reputation management activities. *Journal of Management Studies*. 43 (5): 1145-1176.
- Best Academic Article Award - Corporate Reputation Institute. Carter, S. & Deephouse, D. 1999. “Tough Talk and Soothing Speech”: Managing Reputations for Being Tough and for Being Good. *Corporate Reputation Review*, 2 (4): 308-332.
- Best Article Award Nomination - IABS. Carter, S. & Deephouse, D. 1999. “Tough Talk and Soothing Speech”: Managing Reputations for Being Tough and for Being Good. *Corporate Reputation Review*, 2 (4): 308-332
- Best Paper Nomination - Dukerich, J. & Carter, S. Mismatched Images: Organizational Responses to Conflicts between Identity, Shared External Image, and Reputation. *14<sup>th</sup> Annual EGOS colloquium*, July 1998, Maastricht, The Netherlands.
- University of Texas Continuing Fellowship
- Eugene and Dora Bonham Grant, University of Texas
- Sord Scholar Award, University of Texas
- Dean's Award for Academic Excellence, University of Texas
- Honor Society of Phi Kappa Phi, University of Illinois
- Business School Honor Society of Beta Gamma Delta, University of Illinois
- Scholarship Honorary of Phi Eta Gamma, University of Illinois

- Scholarship Honorary of Alpha Lambda Delta, University of Illinois