



David A. Thomas, Ph.D.

President of Morehouse College
Gloster Hall
830 Westview Drive, SW Suite 302
Atlanta, GA 30314

Curriculum Vitae

EDUCATION

- 1986 Ph.D., Organizational Behavior, Yale University, New Haven, Connecticut
- 1984 M.Phil., Organizational Behavior, Yale University, New Haven, Connecticut
- 1984 M. Organizational Behavior, Yale University, New Haven, Connecticut
- 1981 M.A., Organizational Psychology, Columbia University, New York, New York
- 1978 B.A., Administrative Sciences, Yale College, New Haven, Connecticut

APPOINTMENTS

Morehouse College

2018-Present President of the college

Georgetown University, McDonough School of Business

2016-2017 William R. Berkley Professor of Management

2011-2016 Dean and William R. Berkley Chair

Harvard University, Harvard Business School

2017-2018 H. Naylor Fitzhugh Professor of Business Administration Emeritus

2006-2011 Unit Head (Chairman), Organizational Behavior Unit

2005-2008 Senior Associate Dean, Director of Faculty Recruiting
 2000-2011 H. Naylor Fitzhugh Professor of Business Administration
 1999-2000 Professor of Business Administration
 1993- 1999 Associate Professor of Business Administration
 1990- 1993 Assistant Professor of Business Administration

University of Pennsylvania, Wharton School

1986-1990 Assistant Professor of Management
 1986-1990 Atlantic Richfield Foundation Term Assistant Professor of Human Resource Management

BOARD MEMBERSHIPS

2021-present Director/Trustee, Board of Trustees, Vanguard
 2021-present Alumni Fellow, Board of Trustees, Yale Corporation
 2020-present Trustee, Board of Trustees, Commonfund
 2018-present Trustee, Board of Trustees, Woodruff Library
 2018-present Trustee, Board of Trustees, UNCF
 2018-present Trustee, Board of Trustees, Morehouse School of Medicine
 2018-present Trustee, Board of Trustees, Morehouse College
 2013-present Director, Board of Directors, DTE Energy
 2014-2021 Governor, National Board of Governors, American Red Cross
 2012-2016 Trustee, Board of Trustees, Federal City Council
 2012-2016 Member, Advisory Board, Estoril Conferences
 2010-2016 Member, External Diversity Advisory Board, Deloitte
 2008-2014 Governor, Board of Governors, Center for Creative Leadership
 2007-2018 Director, National Board of Directors, Posse Foundation
 2007-2011 Director, Board of Directors, Partners Healthcare
 2006-2010 Chairman, External Inclusion and Diversity Advisory Board, Novartis
 2005-2007 Director, Board of Directors, Jobs for the Future
 2003-2011 Trustee, Board of Trustees, Brigham and Women's Hospital
 2003-2008 Chair, The Board of Directors, The Partnership, Boston, Massachusetts
 2003-2007 Member, External Diversity Advisory Board, Merrill Lynch
 2003-2006 Chairman, Board of Trustees, Shady Hill School
 2001-2011 Director, Board of Directors, Cambridge Trust Company
 1997-2008 Director, Board of Directors, The Partnership, Boston, Massachusetts
 1996-2006 Trustee, Board of Trustees, Shady Hill School

AWARDS AND HONORS

- 2021 OB Division's "Outstanding Practitioner-Orientated Publication in OB" Award for your publication with Robin Ely "Getting Serious about Diversity" in Harvard Business Review
- 2020 62nd Annual HBR McKinsey Award for your publication with Robin Ely "Getting Serious about Diversity" in Harvard Business Review
- 2014 Minority Business Leader Award, Washington Business Journal, Washington, D.C.
- 2012 Breaking Through: 2020, Beacon Award, National Executive Forum, Dallas, TX.
- 2012 Bert King Award for Service to the Community, 40th H. Naylor Fitzhugh Conference, Harvard University, Boston, MA.
- 2007 Administrative Science Quarterly Award for Scholarly Contribution for the article that had the most impact on the field in the last five years: "Cultural Diversity at Work" with Robin Ely.
- 2007 Legacy of Leadership Award, Spelman College Center for Civic Leadership, Atlanta, GA.
- 2007 KPMG PhD Project Award for Outstanding Service, Leadership, and Commitment to the Management Profession.
- 2006 Academy of Management Mentoring Legacy Award for Contributions to the Research and Study of Mentoring.
- 2004 Ulrich Lake Award for the best paper published in Human Resource & Management Journal.
- 2001 Academy of Management George R. Terry Award for Outstanding Management Book (for Breaking Through: The Making of Minority Executives in Corporate America).
- 1998 Marion Gislason Award for Contributions to the Theory and Practice of Executive Development, The Executive Development Round Table, Boston University, Boston, MA.
- 1997 Best Symposium, Academy of Management, Organization and Management Theory Division.
- 1986-1990 Atlantic Richfield Foundation Term Chair, The University of Pennsylvania, The Wharton School, Philadelphia, PA.
- 1974-1978 Victor Wilson Scholar, Yale University, New Haven, CT.

PUBLICATIONS

Books

- With Laura Morgan Roberts & Tony Mayo. "Race, Work and Leadership: New Perspectives on the Black Experience" Cambridge: Harvard Business Press (2019)
- With Stacey M. Childress and Dennis Doyle. *Leading For Equity: The Pursuit of Excellence in Montgomery County*. Cambridge: Harvard Education Press (2010).
- With John J. Gabarro, *Breaking Through: The Making of Minority Executives in Corporate America*, Boston, Massachusetts: Harvard Business School Press (1999). Winner of the George R. Terry Book Award (2001).

Articles

- With Robin J. Ely, Irene Padavic, and David A. Thomas. "Racial Diversity, Racial Asymmetries, and Team Learning Environment: Effects on Performance." *Organization Studies* 33, no. 3 (March 2012): 341–362.
- With Robin Ely and Irene Padavic. "Racial Diversity, Racial Assymetries and Team Learning Environments." *Organization Studies* 33 (March 2012): pp. 341-362.
- With Stacy Blake-Beard and Audrey Murrell. "Unfinished Business: The Impact of Race on Understanding Mentoring Relationships." *The Handbook of Mentoring: Theory, Research and Practice*, edited by B.R. Ragins & K.E. Kram, Sage, Publisher, (2007).
- "Diversity as Strategy." *Harvard Business Review* 82, no. 9 (September 2004): 82.
- With T. Kochan, K. Bezrukova, R. Ely, S. Jackson, A. Joshi, K. Jehn, J. Leonard, D. Levine. "The Effects of Diversity on Business Performance: Report of the Diversity Research Network." *Human Resource Management Journal* 42, no. 1 (2003): 3-21.
- "The Truth About Mentoring Minorities: Race Matters." *Harvard Business Review* 79, no.4 (April 2001): 98-112.
- With Robin Ely. "Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes." *Administrative Science Quarterly*, vol. 46, no. 2 (June 2001): 229-273. (Winner of Administrative Science Quarterly Award for Scholarly Contribution Given annually for the most significant paper in the field of organization studies published in ASQ five years earlier.)
- With Monica C. Higgins. "Help, Mobility and Work Satisfaction in Professional Service Firms: A Portfolio Perspective on Developmental Relationships." *Journal of Organizational Behavior*, (2001).

- With Monica C. Higgins. "Constellations and Careers: Toward Understanding the Effects of Multiple Developmental Relationships." *Journal of Organizational Behavior* 22, no. 3 (May 2001).
- With Karen Proudford. "Theory for Practice: Making Sense of Race Relations in Organizations." in R. Carter (ed.), *Addressing Cultural Issues in Organizations: Beyond the Corporate Context*, New York: Sage Publications (2000).
- "Beyond the Simple Demography-Power Hypothesis: How Blacks in Power Influence Whites to Mentor Blacks." in F. Crosby, A. Murrell and R. Ely (eds.), *Mentoring Dilemmas: Developmental Relationships in Multicultural Organizations*, New York: Lawrence Earlbaum Publisher (1999).
- "Mentoring and Diversity in Organizations: The Importance of Race and Gender in Work Relationships." in A. Daly (ed.), *Diversity in the Workplace: Issues and Perspectives*, Washington, D.C.: National Association of Social Workers Press (1999).
- With Suzy Wetlaufer. "A Question of Color: A Debate on Race in the U.S. Workplace." *Harvard Business Review*, (September/October 1997): 118-132.
- With Robin J. Ely. "Making Differences Matter: A New Paradigm for Managing Diversity." *Harvard Business Review*, (September/October 1996): 79-90.
- With Monica Higgins. "Mentoring as an Extra-Organizational Activity." in M. Arthur and D. Rousseau (eds.), *Boundaryless Careers: Work, Mobility, and Learning in the New Organizational Era*, Cambridge, United Kingdom: Cambridge University Press (1996).
- "Doing Diversity: Effectively Managing Identity Group Differences in Organizations." *Business Ethics Forum* 7, (1994): 23-32.
- "The Dynamics of Managing Racial Diversity in Developmental Relationships." *Administrative Science Quarterly* 38, (June 1993): 169-194.
- "Mentoring and Irrationality: The Role of Racial Taboos." *Human Resource Management*, 28(2), (1989): 279-290. Reprinted in L. Hirschom and C. Barnett (eds.), *The Psychodynamics of Organizations*, Philadelphia, Pennsylvania: Temple University Press (1993).
- With D. Evans. "Debate: A Response to the Business of Equal Opportunity by Reginald Dickerson." *Harvard Business Review* 70, no. 2 (March/April 1992).
- "The Impact of Race on Managers' Experiences of Developmental Relationships." *Journal of Organizational Behavior* 2, no. 4 (1990): 479-492.
- "Application Work in Group Dynamics Instruction." in J. Gillette and M. McCollum (eds.), *Groups in Context: A New Perspective on Group Dynamics*, Reading, Massachusetts: Addison-Wesley (1990).

- With Clayton P. Alderfer. "The Influence of Race on Career Dynamics." in M. Arthur, D. T. Hall and B. Lawrence (eds.), *Handbook of Career Theory*, Cambridge, England: Cambridge University Press (1989).
- With Kathy E. Kram. "Promoting Career-Enhancing Relationships in Organizations: The Role of the Human Resource Professional." in M. London and E. Mone (eds.), *Career Growth and Human Resource Strategies*, New York, New York: Quorum Books (1988).
- With Clayton P. Alderfer. "The Significance of Race and Ethnicity for Understanding Organizational Behavior." in C. Cooper (ed.), *International Review of Industrial and Organizational Psychology*, Vol. 3, New York, New York: John Wiley & Sons, Ltd. (1988).

Cases and Teaching Notes

- With Stephanie J. Creary. "Renewing GE: The Africa Project (B)." Harvard Business School Supplement 412-028, July 2011. (Revised August 2011.)
- With Stephanie J. Creary. "Renewing GE: The Africa Project (A)." Harvard Business School Case 411-093, April 2011. (Revised July 2011.)
- With Stephanie J. Creary. "Shifting the Diversity Climate: The Sodexo Solution." Harvard Business School Case 412-020, July 2011.
- With Stephanie J. Creary. "Teach Plus: Mobilizing a New Generation of Teacher Leaders." Harvard Business School Case 412-027, July 2011.
- With Boris Groysberg and Alison Berkley Wagonfeld. "Keeping Google 'Googley'." Harvard Business School Case 409-039, September 2008. (Revised July 2011.)
- With Boris Groysberg and Jennifer M. Tydlaska. "oDesk: Changing How the World Works." Harvard Business School Case 411-078, February 2011.
- With Elisa Farri. "Shar Matin (A)." Harvard Business School Case 411-082, January 2011.
- With and Elisa Farri. "Shar Matin (B)." Harvard Business School Supplement 411-083, January 2011.
- With and Elisa Farri. "Shar Matin (C)." Harvard Business School Supplement 411-084, January 2011.
- With and Karen J. Watai. "Breaking Through Action Plan." Harvard Business School Exercise 409-059, November 2008. (Revised January 2011.)
- With Boris Groysberg and David Lane. "Sonoco Products Company (TN) (A), (B), and (C), and Sonoco Products Company (A) (Abridged)." Harvard Business School Teaching Note 407-058,

January 2007. (Revised June 2010.)

- With Boris Groysberg. "Sonoco Products Company (A): Building a World-Class HR Organization (Abridged)." Harvard Business School Case 410-082, March 2010.
- With Stephanie Creary. "Meeting the Diversity Challenge at PepsiCo: The Steve Reinemund Era." Harvard Business School Case 410-024, August 2009.
- With Laura Morgan Roberts and Stephanie Creary. "The Rise of President Barack Hussein Obama." Harvard Business School Case 409-115, June 2009.
- With Laura Morgan Roberts and Stephanie Creary. "The Rise of President Barack Hussein Obama (TN)." Harvard Business School Teaching Note 409-134, June 2009.
- "Mapping Your Network." Harvard Business School Exercise 409-129, May 2009.
- With Boris Groysberg and Alison Berkley Wagonfeld. "Keeping Google 'Googley'" (Abridged). Harvard Business School Case 409-099, April 2009.
- With Stephanie Creary. "Creating The Partnership Solutions Group at Lehman Brothers." Harvard Business School Case 409-042, January 2009.
- With Lauren Barley. Adobe Systems: Working Towards a "Suite" Release (A). Harvard Business School Case 409-014, September 2008.
- With Lauren Barley. Adobe Systems: Working Towards a "Suite" Release (B). Harvard Business School Supplement 409-015, September 2008.
- With Boris Groysberg and David Lane. "Sonoco Products Co.: Interview with Cindy Hartley, video." Harvard Business School Video Supplement 407-704, March 2007.
- With Boris Groysberg and David Lane. "Sonoco Products Company (C)." Harvard Business School Supplement 407-063, January 2007.
- With Karen L. Mapp and Tonika Cheek Clayton. "Race, Accountability and the Achievement Gap (A)." Harvard Business School case 9-PEL-043, August 2006.
- With Karen L. Mapp and Tonika Cheek Clayton. "Race, Accountability and the Achievement Gap (B)." Harvard Business School case 9-PEL-044, August 2006.
- With Richard Elmore and Tonika Cheek Clayton. "Differentiated Treatment in Montgomery County Public Schools." Harvard Business School case PELP-028, February 2006.
- With Caroline King. "Reinventing Human Resources at the School District of Philadelphia." Harvard Business School case PEL029, September 2005.

- With Ayesha Kanji. "Stanley O'Neal at Merrill Lynch (A)." Harvard Business School Case 405-029, August 2004. (Revised September 2005.)
- With Boris Groysberg and Cate Reavis. "Sonoco Products Company (A): Building a World-Class HR Organization." Harvard Business School Case 405-009, October 2004. (Revised September 2005.)
- With Boris Groysberg and Cate Reavis. "Sonoco Products Company (B): The Hybrid Model." Harvard Business School Supplement 405-010, October 2004. (Revised September 2005.)
- "Elizabeth Fisher (A)." Harvard Business School Case 494-002, November 1993. (Revised December 2004.)
- "Elizabeth Fisher (B)." Harvard Business School Supplement 494-003, November 1993. (Revised December 2004.)
- With Ayesha Kanji. "IBM's Diversity Strategy: Bridging the Workplace and the Marketplace." Harvard Business School Case 405-044, November 2004.
- With Modupe Akinola. "Campaign for Human Capital at the School District of Philadelphia." Harvard Business School Case PEL009, September 2004.
- With Ayesha Kanji. "Stanley O'Neal at Merrill Lynch (B)." Harvard Business School Case 405-030, August 2004.
- With Ayesha Kanji. "Gary Rodkin at Pepsi-Cola North America (TN) (A), (B), and (B) (Abridged)." Harvard Business School Teaching Note 404-127, April 2004.
- With Gina Carioggia and Ayesha Kanji. "Gary Rodkin at Pepsi-Cola North America (B)." Harvard Business School Case 403-108, November 2002. (Revised January 2004.)
- With Gina Carioggia and Ayesha Kanji. "Gary Rodkin At Pepsi-Cola North America (B) (Abridged)." Harvard Business School Case 403-109, November 2002. (Revised January 2004.)
- With Shoshana Zuboff and Monica C. Higgins. "SACD Final Paper Assignment." Harvard Business School Exercise 404-018, August 2003.
- With Gina Carioggia and Ayesha Kanji. "Gary Rodkin at Pepsi-Cola North America (A)." Harvard Business School Case 403-080, October 2002. (Revised July 2003.)
- "Star Distributors, Inc. (A)." Harvard Business School Case 493-015, August 1992. (Revised September 2002.)
- With Monica C. Higgins and Shoshana Zuboff. "Career Choice-Making Case Assignment, The." Harvard Business School Exercise 403-054, August 2002.

- With Monica C. Higgins and Shoshana Zuboff. "Written Interview Assignment, The." Harvard Business School Exercise 403-052, August 2002.
- With Gina Carioggia. "Federal Reserve Bank of Chicago's Mentoring Program, The (A)." Harvard Business School Case 403-019, July 2002.
- With Gina Carioggia. "Federal Reserve Bank of Chicago's Mentoring Program, The (B)." Harvard Business School Case 403-020, July 2002.
- With Stephanie L. Woerner. "Rob Waldron at SCORE! Educational Centers (Abridged)." Harvard Business School Case 401-018, October 2000. (Revised January 2002.)
- With Nancie Zane PHD and Emily Heaphy. "Yvette Hyater-Adams and Terry Larsen at CoreStates Financial Corp." Harvard Business School Case 401-023, March 2001.
- "Millennium Media, Inc. and John Voorenberg." Harvard Business School Case 400-032, August 1999. (Revised October 2000.)
- "Leaving." Harvard Business School Case 400-033, August 1999.
- With Emily Heaphy. "Self-Assessment and Career Development, Instructor's Course Overview (TN)." Harvard Business School Teaching Note 498-072, April 1998. (Revised June 1998.)
- With Emily Heaphy. "International Use of the Myers-Briggs Type Indicator." Harvard Business School Background Note 498-038, October 1997. (Revised May 1998.)
- With Emily Heaphy. "Development Relationships TN." Harvard Business School Teaching Note 498-071, May 1998.
- With Emily Heaphy. "Personality Types: The Myers-Briggs Type Indicator (TN)." Harvard Business School Teaching Note 498-069, March 1998.
- With Emily Heaphy. "The Job Search Workshop TN." Harvard Business School Teaching Note 498-070, March 1998.
- "Star Distributors, Inc. (B)." Harvard Business School Supplement 493-016, August 1992. (Revised February 1998.)
- "Star Distributors, Inc. (A) and (B) TN." Harvard Business School Teaching Note 496-004, July 1995. (Revised February 1998.)
- With Emily Heaphy. "Craig Parks (A),(B) TN." Harvard Business School Teaching Note 498-062, February 1998.
- With Emily Heaphy. "Bob Fifer TN." Harvard Business School Teaching Note 498-063, February 1998.

- "Sumiko Ito TN." Harvard Business School Teaching Note 498-064, February 1998.
- "Elizabeth Fisher (A), (B), (C) TN." Harvard Business School Teaching Note 498-065, February 1998.
- With Lisa J. Chadderdon. "Craig Parks (B)." Harvard Business School Case 497-014, September 1996.
- With Lisa J. Chadderdon. "Craig Parks (A)." Harvard Business School Case 497-013, July 1996.
- With Doug Cohen. "Bob Fifer." Harvard Business School Case 495-013, September 1994.
- "Elizabeth Fisher (C)." Harvard Business School Supplement 494-004, November 1993. (Revised November 1993.)
- "Sumiko Ito." Harvard Business School Case 493-011, April 1993.
- With Scott A. Snook and Brian J. Delacey. "Back in Your Court: Developing Leaders at the Royal Bank of Scotland." Harvard Business School Case 404-119.

Book Chapters

- With Lakshmi Ramarajan. "A Positive Approach to Studying Diversity in Organizations." Chap. 41 in *The Oxford Handbook of Positive Organizational Scholarship*, edited by Kim S. Cameron and Gretchen M. Spreitzer, 552–565. Oxford University Press, 2011.
- With Karen Proudford. "Theory for Practice: Making Sense of Race Relations in Organizations." In *Addressing Cultural Issues in Organizations: Beyond the Corporate Context*, edited by R. Carter. Sage Publications, 1999.
- "Mentoring and Diversity in Organizations: The Importance of Race and Gender in Work Relationships." In *Diversity in the Workplace: Issues and Perspectives*, edited by A. Daly. NASW Press, National Association of Social Workers, 1999.
- "Beyond the Simple Demography-Power Hypothesis: How Blacks in Power Influence Whites to Mentors Blacks." In *Mentoring Dilemmas: Developmental Relationships within Multicultural Organizations*, edited by A. Murrell, F. Crosby, and R. Ely. Mahwah, NJ: Lawrence Erlbaum Associates, 1999.
- With Monica C. Higgins. "Mentoring and the Boundaryless Career: Lessons from the Minority Experience." In *Boundaryless Careers: A New Employment Principle for a New Organizational Era*, edited by M. B. Arthur and D. M. Rousseau. New York: Oxford University Press, 1996.
- "A Workshop Design for Teaching Diversity." In *Teaching Diversity and the Management*

School Curriculum, edited by B. Ferdmon. American Association of Collegiate Schools of Business, 1994.

- "Mentoring and Irrationality: The Role of Racial Taboos." In *The Psychodynamics of Organizations*, edited by L. Hirschorn and C. K. Barnett. Philadelphia: Temple University Press, 1993.
- "Application Work in Group Dynamics Instruction." In *Groups in Context: A New Perspective on Group Dynamics*, edited by J. Gillette and M. McCollum. Reading, MA: Addison-Wesley Publishing Company, 1990.
- With Clayton P. Alderfer. "The Influence of Race on Career Dynamics." In *Handbook of Career Theory*, edited by M. Arthur, D. T. Hall, and B. Lawrence. Cambridge University Press, 1989.
- With Kathy E. Kram. "Promoting Career-Enhancing Relationships in Organization: The Role of the Human Resource Professional." In *Career Growth and Human Resource Strategies*, edited by M. London and E. Mone. Quorum Books, 1988.
- With Clayton P. Alderfer. "The Significance of Race and Ethnicity for Understanding Organizational Behavior." In *Review of Industrial and Organizational Psychology*. 3 vols. Edited by C. Cooper. John Wiley & Sons, 1988.

PROFESSIONAL ACTIVITIES

Professional Associations

- Academy of Management
- International Society for the Psychoanalytic Study of Organizations
- National Training Laboratories

Reviewer

- Academy of Management Journal
- Administrative Science Quarterly
- Journal of Applied Behavioral Sciences
- Journal of Organizational Behavior
- Organization Studies

Professional Community Service

- 1995 Faculty, Academy of Management, Organizational Behavior Division, Junior Faculty Development Workshop, 1995.
- Member, The Editorial Board, *Journal of African American Politics*, Harvard University, Cambridge, Massachusetts, 1992-1995.

LANGUAGES

Conversational in French.