

VICTOR L. MARSH

Curriculum Vitae

Massachusetts Institute of Technology
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EDUCATION

- 2021 Ph.D., Business Administration (Management), Leeds School of Business, Univ. of Colorado Boulder
- 2007 M.P.A., International Relations, School of Public and International Affairs, Princeton University
- 2005 B.A., International Relations (Honors, International Security & Cooperation), Stanford University

ACADEMIC APPOINTMENTS

- 2023–Present MIT, Sloan School of Management — Visiting Scholar, Economic Sociology Working Group
- 2021–2023 Univ. of Toronto, Rotman School of Management — Postdoc, Gender & the Economy Institute

PUBLICATIONS

Peer-Reviewed Journal Articles

- 2024 Preston, M. C., Boyd, T. L., Leigh, A., Burgess, R., & **Marsh, V. L.** An ally by any other name: Examining the effects of racial minority leaders as allies for advancing racial justice. *Organizational Behavior and Human Decision Processes*, 181, 104321.

Under Review / Revise & Resubmit

- Leigh, A., Nwadei, T., White, M., Lattimore, B., & **Marsh, V. L.** A threat is in the news: The cross-group effects of race-based mega-threats on members of different racially stigmatized groups. *Journal of Experimental Social Psychology* (R&R, First Round).

Working Papers

- Marsh, V. L.** When Conflict Does Not Kill Practice: Contested Survival of D&I Programs Amidst Institutional Complexity. (Job Market Paper)

- Marsh, V. L.**, Das, S., Delavallade, C., Rouanet, L., & Koroknay-Palicz, T. Assessing both agentic and communal workplace social, emotional, and behavioral skills in Africa: The ESTEEM framework. (Preprint available)

In Preparation

Marsh, V. L., Crowley, R., & Hekman, D. R. The make-vs-buy decision for diversity & inclusion work: When do employees view homegrown vs. consultant-provided programs as more authentic?

FELLOWSHIPS & AWARDS

- 2019 Graduate Teaching Excellence Award, University of Colorado Boulder
- 2017 Gerald Hart Doctoral Summer Research Fellowship, University of Colorado Boulder
- 2017 MacMillan Fund Fellowship, Deming Center for Entrepreneurship, University of Colorado Boulder
- 2016 University Fellowship, University of Colorado Boulder
- 2015 Meritorious Honor Award, U.S. Embassy Nicosia, Cyprus
- 2012 Superior Honor Award, Office of the U.S. Haiti Special Coordinator
- 2009 Meritorious Honor Award, U.S. Consulate-General, Hong Kong & Macau

INVITED TALKS

- 2024 EaGLE Veterans Training: Managing a Diverse Workplace, August
- 2023 Georgetown University: McCourt Community Lecture Series, February
- 2022 Gannon University, December
- 2022 Public Policy New Voices — D&I Practices, August
- 2022 Carnegie Endowment for International Peace, D&I Task Force, April
- 2022 Black Professionals in International Affairs, State of the Merit Service, April
- 2022 U.S. Consulate Hong Kong & Macao D&I Committee, Guest Lecture, January
- 2022 U.S. Federal Courts System, D&I Task Force, January
- 2021 Bureau of International Organization Affairs, U.S. Department of State, December
- 2021 Princeton University: Students & Alumni of Color Mentor Lectures, November
- 2021 Georgetown University: Student Advising Panel, Inclusive Organizations, January
- 2021 U.S. Special Operations Command, NORTHCOM, August

CONFERENCE ACTIVITY

2026 Paper Symposium: “Designing for Social Change from Within Organizations.” Paper: “When Conflict Does Not Kill Practice.” Social Issues in Management Division, Academy of Management, Philadelphia, PA, July 31–August 4.

2025 Paper Symposium: “Insider Social Change Agents: Catalyzing Action on Social and Environmental Challenges.” Paper: “Lightning in a bottle: How internal pro-D&I coalitions can sustain diversity programs after field-level events.” European Group for Organizational Studies (EGOS), Athens, Greece, July 3–5.

2023 Paper Symposium Organizer: “Firms, Occupations, and Markets as Tools for Combating Systemic Racism: Challenges and Opportunities.” *Finalist, Best Symposium Award*, Organization & Management Theory Division, Academy of Management, Boston, MA, August 4–8.

2022 Paper Symposium Participant: “When and how are allies promoters of social change? An examination of allyship in the workplace.” Academy of Management, Seattle, WA, August 7–10.

2019 Paper Symposium Participant: “A review of authenticity research.” In C. M. Bryant & J. Wessel (Chairs), *Seeking the real deal: Advancing the authenticity literature*. Society for Industrial and Organizational Psychology (SIOP), Ft. Washington, MD, April 4–6.

PRACTITIONER-ORIENTED PUBLICATIONS

2023 Huang, E., Scherer, T., Marsh, V. L., & Spokojny, D. New State Department diversity data exposes new challenges and opportunities. *FP21*, August 31. Also in *The Foreign Service Journal*, September 2023, 14–15.

2021 Saiffee, M., Reisser, W., Marsh, V. L., & Olson, K. Transforming State: Pathways to a more just, equitable, and innovative institution. Truman Center for National Policy, March 5. (Covered by NPR, *Mother Jones*, *Politico*)

2020 Marsh, V. L. D&I policy reports. The Kapor Center for Social Impact (Silicon Valley D&I Programs).

TEACHING EXPERIENCE

University of Colorado Boulder — Instructor of Record

Business Ethics and Social Responsibility	Spring 2019
Essential Management Skills	Fall 2018

University of Colorado Boulder — Teaching Assistant

Introduction to Management	Fall 2016
Introduction to Management	Spring 2017

Princeton University — Teaching Assistant

Stabilization in the Aftermath of War	Spring 2007
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OTHER PROFESSIONAL EXPERIENCE

2019–2020 Kapor Capital — Pre-Doctoral Fellow, Kapor Center, Tech Sector Programs, Oakland, CA

2012–2015 U.S. Department of State — Political Section Chief (Deputy and Acting), U.S. Embassy, Nicosia, Cyprus

2010–2012 U.S. Department of State — Economic Advisor, Office of the Haiti Special Coordinator, Washington, DC

2010 U.S. Department of State — Watch Officer (Crisis Manager), Office of the Secretary of State, Operations Center, Washington, DC

2007–2010 U.S. Department of State — Consular Officer, U.S. Consulate-General, Hong Kong & Macao

COMMUNITY SERVICE

2023–Present Mentor, Carmel Community School (16 middle schoolers)
2020–Present Board Member, FP21, foreign policy think tank
2020–Present Board Member, Globally.org, network for young professionals in foreign policy
2022–2026 Chairman, Scholarships Committee, Alpha Phi Alpha Fraternity, Inc.
2019–2021 Member, Personnel Board, City of Sunnyvale, CA
2019–2021 Chairman, Equal Employment Opportunity Board, Santa Clara County, CA

CERTIFICATIONS (Foreign Service Institute, U.S. Department of State)

Energy Industry Field Study Seminar
European Union Area Studies
China Area Studies
Crisis Management & Support
Mandarin
Turkish

PROFESSIONAL MEMBERSHIPS

Academy of Management
American Sociological Association

LANGUAGES

Turkish (3/3): Advanced reading, writing, speaking
Mandarin (2/1): Advanced speaking; beginner reading, writing
Cantonese (1/1): Beginner speaking
Bahasa Indonesia: Beginner speaking
Tetum: Beginner speaking