

Margaret Brindle, PhD  
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### **Education:**

- Post-doctorate, Organizational Management, Carnegie Mellon University, The Tepper School of Business.
- PhD, Policy History, Carnegie Mellon University
- MPM, Public Policy and Management, The John Heinz School of Public Management and Policy, Carnegie Mellon University.
- Bachelor's Degree, Management, Point Park University
- Registered Nurse

### **Employment:**

#### **2010- Present: Director of Partnership Education, Position, Ltd., Washington, DC and Director of office, London, UK (PT while FT at university)**

- Created business education curriculum in Social Entrepreneurship.
- Author USPTO grant of \$1.25 million for education/curriculum in Africa.
- Frequent presenter, State Department, US Patent and Trademark Office, USAID, Capitol Hill, UK, International conferences, Oxford, and S. Asia.
- Book authorship: "Social entrepreneurship for development: A business model," Routledge Press, 2017.
- Mentor MBA and MPA graduate student groups from Columbia, Oxford, Carnegie Mellon, and George Mason universities for international project work.
- Co-founder, African IP Trust ([www.africaniptrust.org](http://www.africaniptrust.org)).
- Engage partners in education for social impact from nonprofits, African, British, US government and entrepreneurs.
- Partner in raising \$2million social impact investment.

#### **2000—2012: Associate Professor, Nonprofit Management and Department Chair, George Mason University, Fairfax and Arlington, Virginia**

- **Expertise in designing innovative curriculum and new courses/programs**
  - Organizational Management courses to students in range of public, private and international organizations in Washington, DC with consistently strong teaching evaluations. Graduate and PhD students with PhD dissertation oversight. De-

- signed/Implemented over 20 new courses to advance curriculum relevancy for government and nonprofits and entrepreneurs.
- Designed and implemented a new graduate curriculum: Author of program and approval process through to SCHEV; hired and oversaw faculty; recruited first student classes; internship creation and successful positioning of the program to become #5 in the country.
  - Author 5 books; academic articles.
  - Mentoring to hundreds of graduate students in public, government, nonprofit and private sectors in improved understanding of organizational dynamics, entrepreneurship and career success.
  - Led diversity efforts to advance university reach to heighten inclusion/promotion of African American faculty, students and staff with former civil rights leader.
  - Tenure on teaching and curriculum excellence basis.

**2016 – Present, Adjunct faculty, Organization Science, USNA/ George Washington University:** Group and Team Dynamics and Organizational Behavior in US Naval Academy LEAD (Leadership and Development Naval officer program).

**2008-2009: Adjunct Faculty, Carnegie Mellon University, Washington DC, Capitol Hill campus, John Heinz School of Public Policy:**

Designed and taught, Apprenticeship Workshop course for students doing 30 hour/week internships in nonprofits and government agencies on Capitol Hill to better integrate course learning and internships. Taught Systems Synthesis, capstone project course.

**1993 – 1997: Full-time Lecturer, Carnegie Mellon University, Tepper MBA School of Business:** Taught MBA, Executive MBA, Distance students predominantly from engineering backgrounds, and undergraduate students, Organizational Management and Power and Politics.

Founded the women's Business Club. Authored book collecting over 1,000 cases of managerial failure, with a model for analyzing failures to pivot toward success.

**1988-1992: Teaching Assistant** during 4-year full time PhD program. Organizational Management Heinz School of Public Policy and Management, Carnegie Mellon University x 12 semesters.

**University Courses Taught (\* denotes new course designed and not previously taught)**

**Graduate, MBA/MPA, Executive MBA and PhD:**

- Organizational Behavior and Management
- Leadership
- Social Entrepreneurship\*

- Global Business Entrepreneurship
- Organizational Ethics
- Organizational Power and Politics\*
- Management Consulting\*
- Systems Synthesis Project Capstone Course, Capitol Hill
- Distance Education for MBA students at 9 work sites\*
- External Internship Director\*
- Organizational Ethics, PhD level\*
- Professional Development \*
- Strategic Planning
- Apprenticeship Workshop\*
- Healthcare Management
- Health Policy
- Managing arts organizations

#### **Undergraduate Courses:**

- Organizational Theory
- Organizational Power and Politics\*
- Strategic Management
- Group and Team Dynamics

#### **Center for Global Education:**

Social Entrepreneurship and Business, Nairobi, Kenya, 2010\*

Bioethics Summer program (2004/2005)

International Entrepreneurship – Study abroad in Paris, France

#### **Executive Education:**

- Change Management\* – Summer program, Samsung Executives
- Organizational Management –Mid-career Government Fellows
- Organizational Ethics – Government Fellows
- International Business strategies, taught to African government leaders, Trade and Economic development Ministers
- Leadership

**PhD level:** Ethics in Organizations and oversight to several dozen dissertation and theses

#### **Leadership Experience:**

- Board of Directors, African IP Trust ([www.africaniptrust.org](http://www.africaniptrust.org)): 2011-Present
- Director of Partnership and Education, Position, Ltd. (formerly Light Years IP)
- Vice-President and Director of Education, Light Years IP: (2012-2016)
- Department Chair – 3 years. (2003—2006)
- College Curriculum Committee: (2004-2007) –Oversight to new curriculum.

- Graduate Council (2003-2006). Deans and Leaders across university providing curriculum recommendations.
- Oversight to MBA Project work, Theses and Dissertations.

### **SELECTED PUBLICATIONS: Books**

“Social entrepreneurship for development: A Business Model, March, 2017, Routledge Press. This book provides a business method for international development focused on developing producer ownership of global supply chains, Intellectual Property tools and includes 10 workbooks. The workbooks have been used in the field in Ethiopia, Uganda, Tanzania/ Zanzibar, Kenya, and South Sudan. Routledge is producing an on-line training site to make the entrepreneurial method widely available.

Taking Charge of Management Fads: A New Look at an Old Force. Margaret Brindle and Peter N. Stearns. Quorum-Greenwood Press. 2001.

The goal was to analyze management theories and practices to differentiate between solid management theory and practice and more fleeting, oftentimes harmful faddism. The book provides a comparative analysis between the United States and the adoption and management of fads in countries such as France, Germany and Great Britain. It demonstrates a pendulum swing in emphasis on scientific, quantitative management and the more qualitative people-side of management, enabling us to draw best practices over time, and to differentiate between fleeting fads with little outcome and solid principles.

Managing Power through Lateral Networking. Margaret Brindle and Lisa Mainiero, Quorum-Greenwood Press. 2000.

Built on the collected organizational failures of over a thousand real life failures of managers in the public, private and nonprofit sector, the book presents a model and improved approach for change management. It provides themes of failures, and thus enables a better analysis of success. It also provides a model for developing better insight into complexities and strategic actions for internal change. The book is used as a textbook for Influence, Power and Politics and Organizational Management.

The Arts management handbook: New directions from the Field, ed. with Constance Deveraux, Taylor and Francis/Sharpe, 2011. This book addresses the social and organizational world of arts management with 12 essays from senior practitioners, including cultural arts, visual, and performing arts. Intended for use as a textbook in the newly burgeoning field of arts management.

Distinctive values in Caribbean exports, with Ron Layton, OAS, 2010. This book highlight Intellectual Property Value Capture strategy with 15 applied case studies in the Caribbean. The IP business method includes stakeholder ownership; greater control of export and import using IP tools and holistic strategy.

## **Selected articles:**

The majority of my publishing over the past few years has been in the creation and training of International business curriculum.

“An analysis of Geographical Indications (GIs) in International Business: Ten Case studies of success and failure over the centuries,” M. Brindle and R. Layton, Funded study, US Patent and Trademark Office, February 2016.

“Distinctive values in exports: Business opportunities in the Caribbean,” R.Layton and M. Brindle, OAS, 2011: This booklet provides a summary of 16 IP business opportunities to improve income in the Caribbean, showcasing Jamaica; Grenada; and Belize

Book Chapter, "The Social Ideologies of Power," M. Brindle and G.R. Salancik in Zur Shapira, ed. Organizational Decision Making, Cambridge University Press. 2002. Cambridge Series on judgment and decision-making.

"Leadership as Strategic Enactment," L. Kurke and M. Brindle, John Wagner, ed., Issues in Qualitative Organization Research, JAI series Press, Michigan State University, 2002.

"Management Fads and how they transfer internationally," M.Brindle, and P. Stearns, in John Wagner, ed. JAI series, Issues in Qualitative Organization Research, Vol. 3. 2003.

“Bridging the Gap: Challenges and Prescriptions for Interactive Distance Education, M. Brindle and L. Levesque Journal of Management Education, August 2000; vol. 24. Case Western Reserve University.

"The Social Construction of an Institution," M. Brindle and G. Salancik, n John Wagner, ed., Issues in Qualitative Organization Research, JAI series Press, 2002.

"Management Fads – An International Perspective," M. Brindle and P. Stearns, Carnegie Bosch Institute Publication, 2001.

**PhD Student Dissertations and Master’s Theses:** I have overseen dozens of graduate student projects and publications, enabling students to work with me sometimes on publishing and assisting with book chapters. A full list available upon request.

## **Selected Recent Presentations: 2010-2015**

- Swartz Center for Entrepreneurship, IP for Social Entrepreneurs, Carnegie Mellon University, November 3, 2017.
  - APEC conference, “Creating Brands for International Producers to advance income,” Manila, Philippines, June 15<sup>th</sup>, 2017
  - Oxford University Business School, Emerge Conference, Presentation on IP for African Business. Nov. 2015.

- Presentation to US State Department, Global Learning Forum, July 2015.
- Presentation to the USTR Senior committee: IP business strategies: Training and development, December 2014.
- Presentation to USAID, Global development committee: Education for developing country governments, November 2014.
- Keynote speaker, Young African Professionals (YAP): Speaker for Intellectual Property Day, April 14, 2014.
- Panel for The African IP Trust Launch, London, UK with Lord Paul Boateng, Hogan Lovell London, May, 2013.
- Speaker, The African IP Trust launch, Capitol Hill, Washington, DC, July, 2012.
- Speaker, State Department, "Does IP work for development?" July, 2012.
- Speaker and trainer, The African IP Trust, Plenary conference, Addis Ababa, Ethiopia, April, 2010.
- Numerous invited presentations, The Academy of Management annual meetings: 1994-2000.

#### **Grants Authored/Received:**

- \$1.25 million, Training and education in IP Business, US Patent and Trademark Office (USPTO), 2010.
- \$800,000, Formation of the African IP Trust, support and advocacy organization, USPTO, 2009.
- \$10,000 Research grant, Carnegie Bosch Organization, Research and book project on Management Faddism, 1998.
- \$5,000 Research grant from Kellogg Foundation, Post doctoral study, Carnegie Mellon University, 1993.
- Comic Relief grant of \$600,000 for Maasai IP Project, 2011-2014.

#### **Professional Organizations and Advisory Boards:**

Academy of Management

The African IP Trust: Advisory Board ([www.africaniptrust.org](http://www.africaniptrust.org))

Positioning Ltd. Advisory Board

#### **Scholarly Journal Review for:**

Journal of Professions and Organizations, Oxford University Publication

Journal of Management Education

Journal Review Board for Academy of Management

#### **Personal:** 4 adult sons

Luke Brindle-Khym, Esq. Founder of Quest Research and Investigations, NY, NY.

Timothy Brindle, M.Div, Admissions Director, Westminster Seminary, Christian Hip Hop artist w 5 albums, author.

Stephen Brindle, MS, Strength coach, University of Pennsylvania

Patrick Brindle, MS, SOAS, Humanitarian aid worker, ME.

References provided upon request.