

From: [REDACTED]
To: [Walker, Alison](#)
Cc: [REDACTED]
Subject: Resident comments/letter for Public Hearing on the modification of the CUP for Pacific Oaks Children's School that will be held on August 3rd beginning at 5:30 pm
Date: Monday, August 1, 2022 5:33:35 PM
Attachments: [P.Martinez CV updated 062622.pdf](#)

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MODIFICATION OF CUP #2506: 714 W CALIFORNIA BLVD (PACIFIC OAKS CHILDREN'S SCHOOL)

Dear City of Pasadena Hearing Officer and Planning Department,

My husband, David Sanchez, and I are residents at [REDACTED] adjacent to Pacific Oaks. The following summarizes our position, as well as my professional, subject matter opinion as an organizational researcher and professor, regarding the City's recommendations for approving a modification of the CUP.

We have lived in our current residence since 2013. Over the years we have increasingly experienced the multiple noise, traffic and other issues that our neighbors have collectively detailed. These are the result of the repeated failures of Pacific Oaks to comply with its CUP.

If the City now approves Pacific Oak's application, the City is essentially turning a blind eye and **rewarding** PO for having **failed to abide by the rules that the City laid out**. The fact that PO has repeatedly planned events and expanded its operations in a manner that is out of compliance is not a new issue to you. Our neighbors have been communicating these facts to the Planning Office for years.

What would such an approval say not just to residents and the community, but also to other entities that would apply for modifications to CUPs?

That the City does not care if you violate the rules, that they will turn a blind eye, they will not hold you accountable for it and they will actually reward your behavior.

This is not an opinion. It is a fact and I will support this position by briefly summarizing an extensive body of empirical literature and research.

This idea that actions and behavior carry a ***"signaling" value which conveys information about values, priorities, norms and rules***, is an important concept in economics, psychology and sociology. It is based on an extensive stream of research known as "Signaling Theory,"

(Connelly, Certo, Ireland & Reutzel, 2010; Spence, 1973, 1974; Thurow, 1975). It has been used to examine situations where two parties have asymmetric information, which is entirely applicable to this situation. I am familiar with this empirical research because of my own behavioral research on the signaling value of HR practices and how organizational actions (such as those by the City) are clear manifestations and signals of an organization's values and priorities (Suazo, Martinez & Sandoval, 2009; Suazo, Martinez & Sandoval, 2011). Signaling theory is also an important framework for interpreting interactions between organizations and external members (Martinez et al., 2022; Martínez, McGrath, Lengnick-Hall, 2021; Kulkarni, Lengnick-Hall, & Martínez, P.G. 2015; Martinez; Lengnick-Hall, M., & Kulkarni, M. 2014).

To reiterate, the City's approval of a modification to the Pacific Oaks CUP will clearly signal its priorities, how it expects citizens and organization to observe (or not) its rules and regulations, and what matters the most.

We urge the City to not approve the Pacific Oaks application for modification of its CUP. If PO has failed to comply with its current CUP, why should we believe that they will comply with any modified CUP? We understand that Pacific Oaks may wish to provide greater services to the community, however, we would like to see that they first demonstrate a desire and willingness to abide by existing rules and regulations.

Sincerely,

Patricia G. Martínez, Ph.D.
Associate Professor
Management Department, College of Business
Loyola Marymount University



Colleagues in Jesuit Business Education (CJBE) Board Member

<https://www.ignited.global/about/colleagues-jesuit-business-education-cjbe>

Co-chair, PhD Project White House Initiative, Committee for Hispanic Excellence (CHE)

<https://stories.phdproject.org/living-the-dream/following-the-dream/catalyst/>

Senior Faculty Advisor, PhD Project Management Doctoral Students Assoc.

<https://www.managementdsa.org/about>

Patricia G. Martínez, Ph.D.
Department of Management
College of Business Administration
Loyola Marymount University
Los Angeles, CA 90045
[REDACTED]

ACADEMIC POSITIONS

- 2013 – present **Associate Professor of Management with Tenure**
Loyola Marymount University, College of Business Administration
- 2006 – 2013 **Assistant Professor of Management**
Loyola Marymount University, College of Business Administration
- 2005 – 2006 **Visiting Assistant Professor of Management**
Loyola Marymount University, Management Department
- 2002 – 2006 **Assistant Professor of Management**
University of Texas at San Antonio, College of Business
May 2005 - Successful Mid-tenure Review with contract renewal
- Spring, 1998 **Instructor**
University of California, Irvine, Management of Contemporary Organizations
- 1996 – 2001 **Research Assistant** to Professor Jone L. Pearce
Teaching Assistant for Executive and Fully-employed Programs
University of California, Irvine, Graduate School of Management

EDUCATION

- 2002 **Ph.D., Management**
University of California, Irvine
Area of Emphasis: Organizational Behavior
- 1991 **B.S. in Business Administration**
California State Polytechnic University, Pomona,
Major: Management and Human Resources
Minor: Computer Information Systems
Magna Cum Laude

RESEARCH INTERESTS

- The role of perceived & objective overqualification in hiring decisions
- Human resource practices as signals of psychological and employment contracts
- Diversity, equity and inclusion in human resource management practices
- Paternalism as an approach to employment relationships
- Signaling theory in the employment context

PEER-REVIEWED JOURNAL ARTICLES

- Martínez, P.G.**, McGrath, C., Anderson, L. & Rojas, J. 2022. Person-organization fit & employee hiring practices in sustainable organizations. *Journal of Management for Global Sustainability*, 9: 124-141.
***Research collaboration - P. Martinez supervising students' senior theses/projects**
- Indexed in Cabells Journalytics, EBSCOHost, and EconBib
- Segrest, S. L., Andrews, M. C., Geiger, S. W., Marlin, D., **Martínez, P.G.**, Perrewé, P. L., & Ferris, G. R. 2020. Leapfrogging at work: Influencing higher levels in the chain of command. *Personnel Review*, 49: 1769-1786.
- ABDC Ranking: A
- Scimago Journal and Country Rank (SJR): Q1
- Kulkarni, M., Lengnick-Hall, M. & **Martínez, P.G.** 2015. Overqualification, mismatched qualification, and hiring decisions: Perceptions of employers. *Personnel Review*, 44: 529-549.
***Awarded the 2016 Emerald Journals Literati Best Paper of the Year, Personnel Review.**
- ABDC Ranking: A
- Scimago Journal and Country Rank (SJR): Q1
- Martínez, P.G.**, Lengnick-Hall, M., & Kulkarni, M. 2014. Overqualified? A conceptual model of managers' perceptions of overqualification in selection decisions. *Personnel Review*, 43: 957-974.
- ABDC Ranking: A
- Scimago Journal and Country Rank (SJR): Q1
- Martínez, P.G.** & Gómez, C.B. 2013. Trading telecommuting flexibility for training opportunities? *Management Research: The Journal of the Iberoamerican Academy*, 11: 235 – 259.
*** Runner-up for 2013 Emerald Journals Literati Award, Management Research Journal.**
- Scopus Ranking: 2.5
- AJG (Academic Journal Guide) Rating: 1
- Indexed in Cabells
- Suazo, M., **Martínez, P.G.** & Sandoval, R. 2011. Creating psychological and legal contracts through HRM: A strength of signals perspective. *Employee Responsibilities & Rights J.*, 23: 187-204.
- ABDC Ranking: C
- Scimago Journal and Country Rank (SJR): Q3
- Gavino, M., **Martínez, P.G.** & Malos, S. 2010. Contingent employment relationships between tour guides and tour operators in Ecuador: Human resource management practices and attitudinal outcomes. *Employee Responsibilities and Rights Journal*, 22: 213-234.
- ABDC Ranking: C
- Scimago Journal and Country Rank (SJR): Q3
- Suazo, M., **Martínez, P.G.** & Sandoval, R. 2009. Creating psychological and legal contracts through human resource practices: A signaling theory perspective. *Human Resources Management Review*, 19: 154-166.
- ABDC Ranking: A
- Scimago Journal and Country Rank (SJR): Q1

Solansky, S., Duchon, D., Plowman, D. & **Martínez, P.G.** 2008. On the same page: The value of paid and volunteer leaders sharing mental models in churches. *Nonprofit Management and Leadership*, 19: 203-219.

- ABDC Ranking: B
- Scimago Journal and Country Rank (SJR): Q1

Martínez, P.G., Sepulveda-Boykin, D., & Lengnick-Hall, M. L. 2007. Predictors of employment & labor law knowledge among diverse employee populations. *Business Journal of Hispanic Research*, 1: 78-89.

****Research collaboration resulting from an honors student senior thesis**

Martínez, P.G. 2003. Paternalism as a positive form of leader-subordinate exchange: Evidence from México. *Management Research, The Journal of the Iberoamerican Academy of Management*, 1: 227-242.

- Scopus Ranking: 2.5
- AJG (Academic Journal Guide) Rating: 1
- Indexed in Cabells

BOOK CHAPTERS

Blas, N. & **Martínez, P.G.** 2021. Gathering data on mentoring needs and experiences of early career librarians: The needs assessment stage of developing a mentoring program. *Academic Library Mentoring: Fostering Growth and Renewal*. In L. Rod-Welch & B. Weeg (Eds.). Chicago, IL: The Association of College & Research Libraries, 181-203.

****Research collaboration resulting from supervising an MBA independent study project**

Gómez, C.B. & **Martínez, P.G.** (Authors contributed equally and are listed in alphabetical order). 2017. Managing the Hispanic workforce in the context of values, acculturation and identity. In T. Scandura & E. Mourino (Eds.) *Leading Diversity in the 21st Century*. Charlotte, NC: Information Age Publishing, 111-134.

Martínez, P.G. 2005. Paternalism as a positive form of leadership in the Latin American context: Leader benevolence, decision-making control and human resources management practices. In M. Elvira & A. Davila (Eds.) *Managing Human Resources in Latin America: An agenda for international leaders*. Oxford, UK: Routledge Publishers.

INVITED WORK

Martínez, P.G. The career and connections of Lyman W. Porter. *Journal of Management Inquiry*, Six Degrees Podcast Series. Sept. 21, 2015. Available at <https://journals.sagepub.com/page/jmi/six-degrees>

Martínez, P.G. 2007. *Diversity Recruitment Strategies: A Necessity for Meeting Unprecedented Challenges*. Orinda, CA: EdVenture Partners.

Martínez, P.G. & Blancero, D.M. 2001. Graduate degree costs and benefits. *Hispanic MBA*, 1, 29-33.

ACTIVE WORK

Currently Under Review

Martínez, P.G., Gómez, C.B., Randel, A., Suazo, M. & Wong, E. ¿Te puedo ayudar? How ethnic citizenship behaviors help similar others and the organization.” Under review at *Equality, Diversity and Inclusion: An International Journal*.

Work in Progress

Martínez, P.G., Wong, E. & Thies, J. Students wellness outcomes under a SKY (Sudarshna Kriya Yoga) breath work meditation intervention and pilot program. Planned submission to *Jesuit Journal of Business Education*.

Martínez, P.G., McGrath, C., Gómez, C.B. & Lengnick-Hall, M.L. Unpacking perceptions of overqualification: When excess education or experience hinders (or helps?) interview selection. Planned submission to *Personnel Review*.

Martínez, P.G. & DiRenzo, M. Employee development: A double-edged sword or a facilitator of work-life balance? *Targeted journal: Journal of Career Development*.

Martínez, P.G., Gavino, M. & Sánchez, M. Treat me with consideration ... and pay me on time: Contingent workers in quasi-supervisory relationships in the Ecuadoran travel industry. *Targeted journal: Management Research, The Journal of the Iberoamerican Academy of Management*.

Segrest, S., **Martínez, P.G. &** Vance, C. The effect of traditional versus egalitarian gender role attitudes and the kaleidoscope career model on career decisions for millennials. *Targeted journal: Journal of Career Development*.

Martínez, P.G. & Niño, D. Linking organizational knowledge and decision-making processes to individual job performance in a Six Sigma environment.

Martínez, P.G. & McGrath, C. When does community-based learning matter? Examining changes in student motivation & attitudes about volunteerism after a semester of fieldwork. *Targeted journal: Journal of Jesuit Business Education*.

PRESENTATIONS: PEER-REVIEWED

Martínez, P.G. & Wong, E.M. Implementing U.N. Sustainable Development Goal #3, Good Health & Well-being: A pilot study of business student wellness outcomes from a yoga breath work and meditation intervention. Accepted for presentation at 2022 *Colleagues in Jesuit Business Education Conference*.

Doing Latinx research and being Latinx researchers. Accepted for presentation at the 2022 *Academy of Management Annual Conference*.

- DiRenzo, M. & **Martínez, P.G.** Investment in employee development: Facilitator of work-life balance or springboard to turnover? Presented at the 2022 *Western Academy of Management Annual Conference*, Waikaloa, HI, March 2022.
- Martínez, P.G.**, Anderson, L. & Rojas, J. A faculty-student collaborative study of employee selection practices in sustainable organizations. Presented at the *Annual Academy of Management Conference*, Virtual Conference, August 2021.
- Gross-Schaefer, A., Gala, S., **Martínez, P.G.** The possibility of repentance for sexual offenders. Presented at the *Academy of Legal Studies*, Cincinnati, Ohio, August 2021.
- Valle, F. & **Martínez, P.G.** Business as a force for good within the U.S. Hispanic community. Presented at the *Colleagues for Jesuit Business Education/International Association of Jesuit Business Schools*, Virtual Conference, July 2021.
- Martínez, P.G.**, McGrath, C., & Lengnick-Hall, M.L. Unpacking perceptions of overqualification: When excess education or experience hinders (or helps?) interview selection. *Presented at the Western Academy of Management*, Virtual Conference, April 2021.
- Gonzalez, C., Martinez, P., Portocarrero, F., Alsua, C., *Academy of Management Annual Conference 2020*, "Hermandad: A Latino Professional Development Workshop," Academy of Management, VIRTUAL, August 2020.
- Martínez, P.G.** & DiRenzo, M. Should I stay or should I go now? Investment in employee development as facilitator of work-life balance. Accepted to the International Human Resource Management, June 2020 Conference (Conference cancelled due to COVID).
- Martínez, P.G.** & Gavino, M. Culturally-embedded expectations for relational employment among contingent Ecuadoran tour guides. Accepted to the International Human Resource Management, June 2020 Conference (Conference cancelled due to COVID).
- Martínez, P.G.** & DiRenzo, M. Employee development: A double-edged sword or a facilitator of work-life balance? Accepted to the Western Academy of Management, Kona, Hawaii, March, 2020. (Conference cancelled due to COVID).
- Buller, P., Ensher, E., **Martínez, P.G.**, & Stackman, R.W. The subversive creativity of Ignatius of Loyola: Contributions to pedagogy. Accepted to the Western Academy of Management, Kona, Hawaii, March 2020. (Conference cancelled due to COVID).
- Martínez, P.G.** & Ensher, E. Professor heal thyself. Presented at the Western Academy of Management, Sonoma, CA, March 2019.
- Gutiérrez, A. S., Ensher, E. A., **Martínez, P.G.**, & McGrath, C. When feeling like a fake hurts you: The effects of the impostor phenomenon on negotiations. Presented at the Western Academy of Management, Sonoma, CA, March 2019.
- Martínez, P.G.** On the care and feeding of California Oaks and academics. Presented at the Western Academy of Management Conference, Salt Lake City, UT, March 2018.

- Martínez, P.G.** & Nino, D. Linking organizational knowledge and decision-making processes to individual job performance. Presented at the Iberoamerican Academy of Management Conference, New Orleans, LA, December 2017.
- DiRenzo, M. & **Martínez, P.G.** The conundrum of individual employability for organizations: The influence of employee development on work-life balance and turnover. Presented at the Western Academy of Management Conference, Palm Springs, CA, March 2017.
- Martínez, P.G.** & Gómez, C. Ethnic identity salience & citizenship behaviors: Helping similar others. Presented at the Academy of Management, Anaheim, CA, August 2016.
- Martínez, P.G.** & McGrath, C. Student attitudinal outcomes from community-based learning: Examining changes in motivation & attitudes about volunteerism. Presented at the Colleagues in Jesuit Business Education Conference, Syracuse, NY, July, 2016.
- Martínez, P.G.** & Padovan, P. Using telecommuting flexibility to test the elusive “mental ledgers” in social exchange theory. Presented at the Management Faculty of Color Association, San Jose, June 2016.
- Martínez, P.G.** & Gavino, M. WANTED: Freelance employees, non-contingent NEED NOT APPLY: A unique contractual work arrangement in the Ecuadorian travel industry. Presented at the Western Academy of Management, Koloa, HI, March 2015.
- Segrest, S., **Martínez, P.G.** & Sanchez, N. The effect of traditional versus egalitarian gender role attitudes and the kaleidoscope career model on career decisions for millennials. Presented at the Western Academy of Management, Koloa, HI, March 2015.
- Martínez, P.G.**, Lengnick-Hall, M.L., & Kulkarni, M. Unpacking perceptions of overqualification: When excess education or experience hinders (or helps?) interview selection. Presented at the Western Academy of Management, Koloa, HI, March 2015.
- Martínez, P.G.** & Gavino, M. The power of words: The importance of consideration and feedback for freelance contract relationships in the Ecuadorian tourism industry. Presented at Academy of Management Annual Conference, Philadelphia, PA, August 2014.
- Martínez, P.G.**, Anderson, L., Hoffman, R., & Rojas, J. Companions in research: A faculty-student collaborative study. Presented at the Colleagues of Jesuit Business Education Annual Conference, San Francisco, CA, July 2014.
- Martínez, P.G.**, Vance, C. & Sanchez, N. You’ve come a long way...maybe? The effect of traditional and egalitarian gender role attitudes on career decisions. Presented at the Western Academy of Management Annual Conference, Napa, CA, March 2014.
- Ruiz, A. & **Martínez, P.G.** When organizational culture and an inclusiveness strategy clash: Seeking employee perceptions of psychological contract breach. Presented at the Western Academy of Management Annual Conference, Napa, CA, March 2014.

- Martínez, P.G.**, Lengnick-Hall, M. & Kulkarni, M. Overqualification: A liability or an asset? Presented at the Western Academy of Management Conference, Santa Fe, NM, March 2013.
- Kulkarni, M., **Martínez, P.G.**, & Lengnick-Hall, M. Overqualification: Perspectives and implications for organizational research. Presented at the Western Academy of Management Annual Conference, Santa Fe, NM, March 2013.
- Lengnick-Hall, M., **Martínez, P.G.** & Kulkarni, M. An integrative model for the study of overqualification in organizations. Presented at the Academy of Management Annual Meeting, Boston, MA, August 2012.
- Martínez, P.G.**, Randel, A. & Ramirez, R.R. An empirical test of the ethnic citizenship behaviors construct and its relationship with organizational citizenship behaviors and ethnic identity. Presented at the Academy of Management Annual Meetings: Gender and Diversity Division Publishing Workshop, San Antonio, TX, August 2011.
- Martínez, P.G.** Gavino, M., & Malos, S. Building relationships with key constituencies takes time ... the process and challenges along the way. Presented at the Academy of Management Annual Meetings, Montreal, Canada, August 2010.
- Suazo, M., **Martínez, P.G.** & Sandoval, R. Creating psychological and legal contracts through HRM practices: A strength of signals perspective. Presented at the Academy of Management Annual Meetings. Montreal, Canada, 2010.
- Martínez, P.G.** & Vance, C. Gender differences in dual-career couples' career decision-making priorities: Evidence from a case scenario study. Presented at the Western Academy of Management, Midway, UT, 2009.
- Gavino, M., **Martínez, P.G.** & Malos, S. A unique relationship between tour guides and tour operating companies in Ecuador. Presented at the VII International Workshop on Human Resources. Murcia, Spain, 2009.
- Martínez, P.G.**, Kulkarni, M., & Lengnick-Hall, M. The effects of overqualification on hiring decisions within the Iberoamerican context. Presented at the Academy of Management Annual Meetings, Anaheim, CA, 2008.
- Martínez, P.G.** & Segrest-Purkiss, S. The implications of identity for organizational relationships. Presented at the Western Academy of Management Annual Conference, Missoula, MO, 2007.
- Martínez, P.G.**, Kulkarni, M., & Lengnick-Hall, M. Overqualification: Liability or asset for interview selection? Presented at the Society for Industrial and Organizational Psychology (American Psychological Association Division 14) Annual Conference, New York, 2007.
- Kulkarni, M., Lengnick-Hall, M., & **Martínez, P.G.** Does being overqualified affect the chances of being interviewed? Presented at the Academy of Management Annual Meetings, Atlanta, GA, 2006.

- Martínez, P.G.,** Niño, D. & Ramirez, R. Linking organizational and individual knowledge through organizational routines: The impact on work performance. Presented at the Western Academy of Management Annual Conference, Long Beach, CA, 2006.
- Martínez, P.G.** Paternalism in organizations: A 19th century concept with insights for 21st century organizations. Presented at the Academy of Management Annual Meetings, Honolulu, HI, 2005.
- Martínez, P.G.,** Plowman, D., Thomas, S. & Duchon, D. Participation and performance: It's shared mental models that make the difference. Presented at the Academy of Management Annual Meetings, Honolulu, HI, 2005.
- Martínez, P.G.,** Randel, A. & Ramirez, R.R. Ethnic citizenship behaviors, organizational citizenship behavior and ethnic identity. Presented at the Academy of Management Annual Meetings, Honolulu, HI, 2005.
- Martínez, P.G. &** Ramirez, R. R. Organizational and ethnic citizenship behaviors: A preliminary study of how Latino employees pursue social identities at work. Presented at the Iberoamerican Academy of Management Professional Development Workshop, Academy of Management Annual Meetings, Honolulu, HI, 2005.
- Martínez, P.G.,** Sepulveda, D., & Lengnick-Hall, M. L. Predictors of employment & labor law knowledge among diverse employee populations. Presented at the Western Academy of Management Annual Meetings, Las Vegas, NV, 2005.
- Martínez, P.G. &** Gómez, C.B. More work flexibility means less training investment? Employee attitudes and citizenship behaviors under telecommuting. Presented at the Western Academy of Management Annual Meetings, Las Vegas, NV, 2005.
- Martínez, P.G.** Paternalistic leadership in the Latin American context: Leader benevolence, decision-making control and HRM practices. Presented at the Academy of Management Meetings, New Orleans, LA, 2004.
- Martínez, P.G.,** Gómez, C.B. & Griffith, R. Increasing work flexibility, decreasing organizational investment and the quality of the supervisory relationship under telecommuting. Presented at the Academy of Management Meetings, New Orleans, LA, 2004.
- Martínez, P.G.,** Ramirez, R.R. Organizational and ethnic citizenship behaviors: A preliminary study of how individuals pursue social identities at work. Presented at the Management Faculty of Color Association Conference, University of Maryland, Baltimore, MD, 2004.
- Martínez, P.G.** You give and you get: Benevolence as an element of exchange in employment relationships. Western Academy of Management Meetings, Santa Fe, NM, 2002.
- Martínez, P.G.,** Pearce, J.L., Porter, L.W. & Tsui, A.S. Organization-level measures and their consequences: Strategic investment in human resources management. Presented at the *Academy of Management Meetings*, Toronto, Canada, 2000.

Martínez, P.G. Paternalism: An unfairly disparaged form of leadership. Presented at the Iberoamerican Academy of Management International Conference, Madrid, Spain, 1999.
****Awarded Best Conference Paper**

RESEARECH PRESENTATIONS: INVITED

Martinez, P. G. (Presenter) Over-qualification: An asset or liability in securing an employment interview? University of California, Irvine, Merage School of Business, Research Colloquium Series (June 1, 2015).

Martinez, P. G. (Presenter), Over-qualification: An asset or liability in interview and hiring decisions?" Naval Postgraduate School, Monterey, CA, United States. (July 17, 2019).

TEACHING & ADVISING

Undergraduate Courses

- Managing People and Organizations (MGMT 3610)
- Human Resources Management (MGMT 335/3998)
- Strategic Human Resources Management (MGMT 4690)

Graduate Courses

- Organizational Behavior (MBAA 605)
- Strategic Human Resources Management (MBAE 630)
- Organizational Development and Change (MBAE 636)

Faculty Supervisor, Student Independent Research Projects/Honors Thesis

- 2019 – Noel Banerjee
- 2018 – Natalie Blas (MBA)
- 2014 – Phil Padovan (MBA)
- 2013 – Ryan Hoffman
- 2012 – Jonathan Rojas

PROFESSIONAL & CONSULTING EXPERIENCE

2006 - 2007 **Case Writing Consultant**
EdVenture Partners, CIA Diversity Recruitment Strategies Case Study

1996 - 1997 **External Consultant & Training Specialist**
Auto-By-Tel, Sales & Training Division, Irvine, CA

1993 - 1995 **Program Manager**
Los Angeles Team Mentoring, Los Angeles, CA

1992 - 1993 **Senior Training Specialist**
Transamerica Finance Group, Human Resources, Los Angeles, CA

AWARDS

- 2022 & 2004 **Spirit Award, PhD Project Management Doctoral Students Association**
Awarded to a faculty member in recognition of service to student development, contributions to academe, and overall commitment to MDSA
- 2016 **Emerald Journals Literati Best Paper of the Year, *Personnel Review***
Kulkarni, M., Lengnick-Hall, M. & Martínez, P.G. 2015. Overqualification, mismatched qualification, and hiring decisions: Perceptions of employers. *Personnel Review*, 44: 529-549.
- 2013 **Emerald Journals Literati Award Runner-up, *Management Research***
Martínez, P.G. & Gómez, C.B. 2013. Trading telecommuting flexibility for fewer training opportunities? *Management Research: The Journal of the Iberoamerican Academy*, 11: 235 – 259.
- 1999 **Best Conference Paper, Iberoamerican Academy of Management, Madrid, Spain**
Paternalism: An unfairly disparaged form of leadership

UNIVERSITY/PROFESSIONAL/COMMUNITY SERVICE

Loyola Marymount University

- 2021 - present Faculty Awards Committee Intercultural Faculty Committee
- 2018 – present Center for Ignatian Spirituality Advisory Board
- 2017 - 2019 Intercultural Faculty Committee
- 2014 Western Conversations LMU Delegation Member, Gonzaga University
- 2012 - 2014 WASC Self-Study Steering Committee
- 2011 - 2014 Liturgical Ministry Volunteer, Mass of the Holy Spirit and Feast of St. Ignatius
- 2011 - 2013 Intercultural Faculty Committee
- 2011 LMU Preview Day Presenter
- 2009 New Faculty Orientation Panelist, LMU & Contemporary Catholic Higher Education
- 2008 Faculty Panelist, Latino Admitted Students Overnight Conference
- 2006 LMU Representative, Institute for Ignatian Spirituality, Seattle, WA
- 2006 New Faculty Orientation Panelist, “University Mission – Ignatian Spirituality”

College of Business Administration

- 2015 - 2017 CBA Core Curriculum Task Force
- 2014 - present Board Member/LMU Representative, Colleagues in Jesuit Business Education
- 2007 CBA Representative, Assessment Workshop, Institutional Effectiveness
- 2007 Latino Business Students Association – ad hoc board advisor
- 2006 - 2007 College of Business Dean Search Committee
- 2006 - 2007 Undergraduate Curriculum Committee
- 2006 MBA program guest speaker
- 2006 Coordinator, Assistant Professors Review Lunch

Department Service, Loyola Marymount University

- 2020 Lead, Strategy/entrepreneurship Target of Hire Faculty Search
- 2010 - present, Coordinator, Management 3610 CBA Core Course
- 2010 - present, Management Part-time Faculty Recruitment
- 2008 - present, Management Major Subcommittee/Task Force
- 2014 Management Search Committee: Strategy
- 2010 Management Search Committee: Organizational Behavior
- 2006 Management Search Committee

Professional Service, Academic Leadership Positions

- 2018 – **Chair**, Western Academy of Management, 2018 Doctoral Consortium
- 2017 – **Assistant Chair**, Western Academy of Management, 2017 Doctoral Consortium
- 2005 - **Co-Chair**, Iberoamerican Academy of Management Professional Development Session

Professional Service – Editorial Boards

- 2022 - present Editor & Editorial Board member, *Journal of Jesuit Business Education*
- 2016 - present Editorial Board, *Journal of Management Inquiry*
- 2003 - present Editorial Board, *Management Research*

Professional Service – Ad hoc Reviewer

- 2016 - present *Employee Responsibilities and Rights Journal*
- 2014 to present *Personnel Review*
- 2014 - 2012 *International Journal of Human Resource Management*
- 2012 *Cross Cultural Management: an International Journal*
- 2002 - present Western Academy of Management Annual Meeting
- 2002 - present Academy of Management Annual Meeting

Professional Service – Diversity, Equity & Inclusion Leadership Positions

- 2020 - present Co-chair, *PhD Project Comm. for Hispanic Excellence, White House Initiative*
- 2020 – present Senior Faculty Advisor, *PhD Project Management Doctoral Students*
- 2020 - present Steering Committee, *La Familia Management Scholars*
- 2004 - 2006 Junior Faculty Advisor, *PhD Project Management Doctoral Students*
- 2003 - 2004 Planning Committee, *LEAD Conference, National Society of Hispanic MBAs*
- 2000 - 2001 Advisor, *Latino Business Students Association, UC Irvine*
- 1999 - 2000 Board of Directors, *Orange County, National Society of Hispanic MBAs*
- 1997 - 2000 Steering Committee Member, *Ph.D. Project Management Doctoral Students*

Professional Service – DEI Peer-reviewed, Academic Presentations

- 2019 - present Co-chair and organizer, Academy of Management Conference Professional Development Workshop, Gender & Diversity Division
 - Doing Latinx Research and Being Latinx Researchers (2022)
 - Researching our Latinx Experience (2021)
 - Hermandad, A Professional Development Workshop (2020)
- 2021 - 2022 Co-chair & organizer, Western Academy of Management Annual Conference Workshop *Resilience and Hermandad Among Latinx Scholars*

Professional Service – Diversity, Equity & Inclusion Invited Presentations

- 2022 Presenter, *Health & Wellness*, PhD Project Management Doctoral Students Assoc.
- 2020 Presenter, *The PhD Project & Careers in Academia*, Cal Poly Pomona
- 2019 Presenter, *The Job Market*, PhD Project Management Doctoral Students Conference
- 2008 Presenter, *Doctoral Programs in Organizational Behavior*, Ph.D. Project Conference
- 2004 Panelist, *Making the Transition*; Ph.D. Project Annual Conference, Chicago
- 2003 Presenter, *The Dissertation*, PhD Project Management Doctoral Students Conference
- 2003 Presenter, *Graduate Degrees in Business: MBA and Business Doctoral Programs*
 - National Hispanic Business Association Conference, Austin, TX
 - National Society of Hispanic MBAs San Antonio Chapter Leadership Day
- 2003 - 2001 Presenter, *Preparing for Comps*, PhD Project Management Doctoral Students
- 2002 Presenter *Ph.D.: Investment or Sacrifice?* Ph.D. Project Annual Conference, Chicago
- 2001 Presenter, *Preparing for Comps*, PhD Project Management Doctoral Students Association
- 1997 - 1999 Presenter, *The PhD Project*, Riordan Fellows Program, Anderson School of Management, University of California, Los Angeles
- 1995 - 1999, Panelist, *Is a Doctoral Degree for You?* NSHMBA National Conference:
 - Los Angeles, San Juan, New York, Dallas, Denver
- 1995 - 1998, Panelist, *Doctoral Programs in Organizational Behavior*; Ph.D. Project Annual Conference, Chicago
- 1995 - 1998, Panelist, *Making the Transition*; Ph.D. Project Annual Conference, Chicago
- 1996 Panelist, *Is a Doctoral Degree for You?* Society of Hispanic Professional Engineers National Conference, Seattle

Professional Service – Diversity, Equity & Inclusion Recruitment Activities

- 2002 to 2005, Faculty recruiter at PhD Project, University of Texas at San Antonio
- 1995 to 2000, Doctoral program recruiter at PhD Project, University of California, Irvine

From: [REDACTED]
To: [Walker, Alison](#)
Subject: Publications in Pasadena Now regarding Pacific Oaks Children's School
Date: Tuesday, August 2, 2022 8:56:23 AM

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Hello Alison,

I would like to share with the hearing officer a piece I wrote for *Pasadena Now* as well as a Quest Opinion piece written by a community member.

Guest Essay | Dr. Judy Krause: Pacific Oaks Children's School, Nearly 80 Years of Pasadena History

<https://www.pasadenanow.com/main/guest-essay-dr-judy-krause-pacific-oaks-childrens-school-nearly-80-years-of-pasadena-history>

Guest Opinion | Kathleen Clary Miller: Under the Oak Trees at Pacific Oaks

<https://www.pasadenanow.com/main/opinion-kathleen-clary-miller-under-the-oak-trees-at-pacific-oaks>

Much appreciated, thanks!

Kind Regards,

Dr. Judy Krause
Executive Director

[REDACTED]
Pacific Oaks Children's School
[REDACTED]
[REDACTED]



www.pacificoaks.edu | www.pacificoakschildrensschool.org

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Valerie Coachman-Moore

Zoning Hearing Officer
Planning and Community Development Department
Pasadena Division, Current Planning Section
175 North Garfield Avenue
Pasadena, CA 91101

Re: CUP #2506 Public Hearing August 3, 2022

Attn: Alison Walker

My husband Solomon and I have been residents of Pasadena/Altadena since 1980. He fell in love with Pasadena and thought of it as 'home' when he began his career in the field of civil engineering at then James M. Montgomery Engineers in 1971. Our three children attended the Children's School, and I am currently chair of the Pacific Oaks College and Children's School Board of Trustees.

As Chair of the POCCS Board of Trustees, I proudly affirm our institution's unwavering support for Pacific Oaks Children's School, our president, staff, faculty, and the many young children and families we've continued to welcome and help flourish over the past 77 years. We are in favor of the CUP and the hearing officer's report.

My work as founder of a community, organizational and leadership development consulting firm, Coachman Moore and Associates (CMA) was launched in 1987 with my very first client, the City of Pasadena. Under then Mayor Katie Nack, I led a group of over 100 members of the community to create one of the region's first childcare and dependent care policies, a monumental undertaking which built on Pasadena's regional, national and international reputation as a recognized leader in the field of early care and education and development. Pacific Oaks faculty, staff and alumni participated in this process and were my introduction to the richness of Pacific Oaks' history, purpose and contributions to our community.

In 1988, our first child enrolled in the PO Infant Toddler program at four months of age which proved to be foundational to our becoming better parents. Our twins attended the Children's School as toddlers beginning in 1991. Who the three of them are today as a curator/art historian, visual and musical artists and entrepreneur is largely shaped by their experiences at the Children's School. Our oldest, Solomon Salim Moore, was moved to submit a letter on behalf of PO for this CUP.

Our family continues to enjoy and count on the deep lifelong friendships established during our time at Pacific Oaks. Our entry point, the Infant Toddler program which is widely recognized and respected for its applied focus on the outdoor environment and play and learning through nature is a hallmark of the PO progressive educational experience. Outdoor time in the Infant Toddler program is fundamental to the PO's pedagogy which has been emulated over the years by many early care and education programs.

Thank you.



Valerie E. Coachman-Moore
Chair, Pacific Oaks College and Children's School

From: [REDACTED]
To: [Walker, Alison](#)
Cc: [REDACTED]
Subject: Pacific Oaks Children's School
Date: Tuesday, August 2, 2022 10:45:43 AM

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Hi Alison,

Hope this email finds you well. I wanted to send a letter of support to POCS. We are nextdoor neighbors to the school [REDACTED] and also had our daughter enrolled in the Parent/Toddler Program during the 2020-2021 school year. It was such a positive experience for Everett and I, POCS has created a warm and inclusive environment for the children and the parents.

I've had the opportunity to get to know Phi-Phi Anderton and have seen first hand how much she and the teachers care for the well being and success of each of the children.

Happy to answer any questions you may have, but wanted to send a note of support and appreciation for Pacific Oaks!

Kind Regards,
Audra Reed

Dear Alison,

We are residents of La Loma Road, we live five houses away from the school at [REDACTED] and Barry has lived in the neighborhood for 20 years, and our son Archie goes to PO.

The school is a very valuable resource for the community. It teaches children in a unique and empowering way and the evidence is clear, outcomes from Pacific Oaks students far exceeds the norm. In our experience, the school is truly a rare gift — the teachers and staff have approached each day with love and a true passion for education and bringing out the best in our children. We respect and have empathy for our neighbors' frustrations, we are friendly with the families that are having trouble with the school. But in the end, we feel that each chose to live next to a pre-school and knew that small children won't be silent. We actually considered buying a home on Arroyo Blvd adjacent to the school and noise was a factor in our choice not to buy.

Our view is that the school has been here 75 years, longer than any of us. Street parking is the property of the city not each house. If PO parking was rampant on La Loma, sure, some accommodation could and should be made. But, as of now, we have seen more parking from people using the Arroyo for dog walks and jogging than for the school. As for PO teachers having lunch on California Terrace, why shouldn't they? It's a beautiful part of our city. Neighborhoods are public spaces to be enjoyed by all unless there becomes major traffic or litter problems which there aren't.

In essence, we have personally not seen any wrong doings by the school. We understand it can be frustrating living next to a school and if the school makes agreements with neighbors, they should keep those agreements. The school should also always be very good listeners and do everything they can to be good neighbors. That is important. We hope that this hearing can help both parties find a middle ground and that there is some solution to our neighbors frustrations. But the school is important for the community and we will continue to say that even after our son passes through there.

Thank you,
Sarah-Raquel and Barry Mendel
[REDACTED]