

Leslie Marshall, PhD

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EDUCATION

University of Pittsburgh – Pittsburgh, PA Ph.D. – Political Science

April 2019

Thesis: Three Essays on the Possibilities for Realizing Women’s “Collective Interests”

Committee: Dr. Steven Finkel & Dr. Laura Paler (co-chairs), Dr. Michael Goodhart, and Dr. Melanie Hughes (Sociology)

Comprehensive (Qualifying) Exams Passed

February 3, 2014

First Field: International Relations

Second Field: Political Methodology

University of Pittsburgh – Pittsburgh, PA M.A. – Political Science

December 2013

Thesis: “Mobilization, Economic Rights, and Social Equality in Autocratic Regimes”

Committee: Dr. Daniela Donno (chair) & Dr. Michael Goodhart

Denison University – Granville, OH

May 2010

B.A. – Politics, Philosophy, and Economics (PPE)

GPA: 3.74/4.0 – Cum Laude; Honors Program Graduate & Gilpatrick Fellow; Political Science Department Fellow

PEER-REVIEWED PUBLICATIONS

Marshall, Leslie and Laura Paler. 2020. “Class, Ethnicity, and Cooperation Among Women: Evidence from a Public Goods Experiment in Lebanon.” *Journal of Experimental Political Science* (forthcoming).

Paler, Laura, Leslie Marshall, and Sami Atallah. 2020. “How Cross-Cutting Discussion Shapes Support for Ethnic Politics: Evidence from an Experiment in Lebanon.” *The Quarterly Journal of Political Science* 15(1): 33-71.

Paler, Laura, Leslie Marshall, and Sami Atallah. 2018. “The Social Costs of Public Political Participation: Evidence from a Petition Experiment in Lebanon.” *Journal of Politics* 80(4): 1405-1410.

POLICY PUBLICATIONS & REPORTS

2019. Atallah, Sami, Daniel Garotte Sanchez, Zeina Hawa, Leslie Marshall, and Laura Paler. “What Do Lebanese Citizens Want from Oil and Gas?” in *The Future of Petroleum in Lebanon*, eds. Sami Atallah and Bassam Fattouh. Bloomsbury Publishing.

2018. “The Fear of Supporting Political Reform.” (with Laura Paler and Sami Atallah). Published online by the Lebanese Center for Policy Studies. Last accessed August 2018. http://www.lcps-lebanon.org/publications/1527150680-policy_brief_31_web.pdf.

2017. “Proposed Indicator and Data Template for Measuring the Political and Civic Participation of Trans* and Intersex People Cross-Nationally Over Time.” *Submitted to the United Nations Development Programme*.

2017. “Targeted Case Studies for Developing Indicators of LGBTI Inclusion in Public Administration Worldwide.” *Submitted to the United Nations Development Programme* (with Daniel Jacobson).

2017. “Developing a Tracking Mechanism for Gender Equality in Public Administration (GEPA): Challenges, Considerations, and Recommendations.” *Submitted to the United Nations Development Programme* (with Melanie Hughes, Brittany Duncan, and Samantha Plummer).

2016. “Program Evaluation: Training Women Candidates – An Attitudinal Survey of Women Candidates for Public Office in Western Uganda.” *Submitted to the Centre for Women in Governance, Uganda*.

2015. “Oil and Governance in Uganda.” *Submitted to the donor* (with Guy Grossman, Laura Paler, and Jan Pierskalla).

WORKING PAPERS

“Gender, Coethnic Favoritism, and Cooperation in Groups: Evidence from a Public Goods Experiment in Lebanon.”

“Elusive Accountability in Business & Human Rights: Popular Perceptions of Governance Gaps” (with Shareen Hertel)

PROJECT MANAGEMENT, CONSULTING, & OTHER PROFESSIONAL EXPERIENCE

July 2019 to present. **Associate Director, Center for Sustainable Business.** Joseph M. Katz Graduate School of Business and College of Business Administration, University of Pittsburgh.

- Authored the grant that received \$375,000 from The Heinz Endowments to create the Center.
- To date, recruited 9+ global corporations to commit to annual sponsorships – including BASF, CONSOL Energy, Enel North America, Evoqua Water Technologies, IBM, Peoples Natural Gas, PITT OHIO, PPG, and Tarkett – ranging from \$10k to \$25k per year.
- Responsible for managing all corporate and foundation partnerships, budget, operations, strategic planning, marketing and public relations, research collaborations, and teaching and training initiatives. Lead development of partnerships with foundations, local government officials, regional civil society organizations, the United Nations Sustainable Development Solutions Network, leading academics, and university business and operations staff to help companies learn how to make the most out of their investments in more sustainable business practices.

2015 to present. **Owner and Director of Research** (with Caitlin Corrigan). *The Research Group for Sustainable Impacts (RG-SI)*. Consulting company (LLC) based in Pittsburgh, PA.

- Consult with organizations and individuals who care about exploring, enhancing, or evaluating the sustainability and inclusivity of their programming or policy efforts using innovative, informed, and accessible research techniques; Conduct trainings on collecting and analyzing data to evaluate impact; assist in the conceptual development of measures of success for organizations who want to make sure their efforts are effectively serving their mission. Clients include foundations and non-profit organizations.

October 2016 – October 2017. **Consultant (Co-Lead Investigator, LGBTI Focus).** *Ford Institute for Human Security's Gender Equality in Public Administration Working Group*. Supervisors: Dr. Müge Finkel (Graduate School of Public & International Affairs, University of Pittsburgh) & Dr. Melanie Hughes (Sociology, U. of Pittsburgh). Unpaid. Based in Pittsburgh, PA.

- Collaborating with the United Nations Development Programme to collect evidence on the level of inclusion of lesbian, gay, bisexual, trans*, and intersex (LGBTI) participation and leadership in public administration worldwide in support of a new LGBTI Inclusion Index.
- Evaluating existing data to develop new measures and proxies for LGBTI inclusion in public administration.

December 2016 – February 2017. **International Consultant.** *United Nations Development Program*. Gender Equality in Public Administration Support to the Design of Tracking Mechanism Prototype. Based in Pittsburgh, PA, USA.

- Supported the consolidation of regional data monitoring systems on gender equality in public administration.
- Analyzed national monitoring practices to produce a typology of tracking systems; specialized in the challenges to developing a cross-national standard for data collection, reporting, and analysis; Co-drafted a manual for developing and institutionalizing tracking mechanisms suitable for a range of resource conditions based on a combination of the best practices analyzed.

November 2015 – July 2016. **Program Consultant (Program Monitoring and Evaluation Advisor).** *Centre for Women in Governance (Kampala, Uganda), Women's Leadership Development Programme*. Based in Kampala, Uganda.

- Designed pre- and post-training survey questionnaires implemented in 10 study districts to more than 300 women candidates for public office in the Western Region of Uganda during a series of trainings conducted during the 2016 election cycle.
- Supervised data entry and conducted the statistical analyses of the survey data.
- Authored a report on the findings that included an evaluation of the project's implementation, recommendations for improvement, and suggestions for more targeted interventions in the pursuit of improving women's leadership in Uganda.

May – July 2015. **Project Coordinator.** *The Lebanese Center for Policy Studies (Beirut): Can Public Support for Sectarian Politics be Reduced?* Principal Investigators: Laura Paler (University of Pittsburgh) and Sami Atallah (Lebanese Center for Policy Studies). Based in Beirut, Lebanon.

- Data collection for this project involved a nationally representative survey of more than 2,400 people and 120 randomized group discussions involving participants of mixed economic and sectarian backgrounds drawn from the Beirut and Mount Lebanon areas.
- Assisted in selecting the survey firm that implemented the survey portion of the project and represented the project team in meetings with the survey firm. Supervised the development of the data collection instruments, communicated with relevant stakeholders, oversaw the piloting of the instruments, observed focus group discussions, provided feedback to group moderators, and advised on the sampling design.
- Worked with an interpreter to conduct the pilot training of all field teams.

July – October 2014. **Consultant (Project Coordinator),** *Innovations for Poverty Action, Uganda: The Community Connector Project*. Principal Investigators: Seema Jayachandran (Northwestern University) and Martina Bjorkman Nyqvist (The Stockholm School of Economics). Based in Southwestern Uganda.

- Responsible for overseeing the final weeks of endline survey data collection in the field and all of the final-phase qualitative data collection, as well as data management and preliminary analysis in the evaluation of the USAID-funded project, "Healthy Lives, Healthy Families," an evaluation that gave health education and women's empowerment training to selected participants from a sample of 5,516 households to determine the effects of these interventions on child nutrition levels in four districts in southwestern Uganda. Managed multiple enumeration teams to reduce attrition from the baseline survey from 11% to 5% in just 5 weeks.

- Daily tasks included: conducting briefing sessions, overseeing all financial transactions and co-managing the field project budget (endline activities budgeted at \$250,000), ensuring data quality through running statistical programming checks on downloaded data, and troubleshooting and data management, among other duties.
- Designed and supervised the entire qualitative data collection follow-up to the endline survey which involved the completion of 36 focus group discussions and 36 in-depth interviews in 36 villages in 4 districts in 9 working days. Engineered a system that allowed for full transcription and translated all recorded discussions and interviews to be completed within 10 days following the completion of fieldwork. This highly successful undertaking was the first of its kind in terms of size and efficiency to ever be conducted through the IPA-Uganda field office.

May – July 2014. **Project Manager, *The Public Opinion on Oil and Oil Governance in Uganda Survey Project***. Principal Investigators: Guy Grossman (University of Pennsylvania), Laura Paler (University of Pittsburgh), and Jan Pierskalla (The Ohio State University). Based in Kampala, Uganda.

- Responsible for overseeing all aspects of the implementation and data cleaning and production of a nationwide representative survey on public opinion about oil in Uganda with coverage of 2,736 individuals from 76 constituencies and 304 villages.
- Coordinated with the survey firm's Managing Director and other researchers involved in the project and represented the PIs in meetings with international partners and donors; Managed 19 field research teams, handled logistics, and led survey piloting and training of enumerators in the use of survey tools; Developed and oversaw the implementation of the quality control protocol used to ensure the integrity of the data collection process; Assisted in finalizing the design of the survey instrument, embedded experiments, and sample selection, and produced or procured all materials needed for survey implementation; Cleaned all survey data and provided replication code in STATA, as well as preliminary analysis and descriptive statistics to the PIs.

WORKSHOPS ORGANIZED (selected)

February 26-27, 2020. **The Sustainable Business Forum: The Role of Corporate Purpose in Driving Sustainability Strategy**. The University Club, Ballroom B. University of Pittsburgh.

- Identified select invited guests and appropriate representatives from corporate sponsors of the Center for Sustainable Business (CSB) and solicited their attendance at the biannual meeting of the thought leadership branch of the CSB's programming.
- Identified and invited key speakers, including Jeffrey Sachs (Columbia University), the Global Director of Employee Engagement from Johnson & Johnson, the Head of Partnerships for a growing B-Corporation based in Pittsburgh, and the Chef/Owner of a restaurant with one of the region's highest sustainability designations.
- Developed the full program, planned and coordinated all logistics for the event (including technological support, catering, transportation, presentation materials, and more), and worked with graphic designers and printers to develop and produce all marketing materials, among other duties.

October 24, 2019. **Launch of the Center for Sustainable Business**. The University Club, Ballroom A. University of Pittsburgh.

- Identified, solicited, and succeeded in getting more than 100 senior industry managers, academics, university administrators, civil society leaders, and government officials to attend a full day of programming regarding the launch of the new Center for Sustainable Business.
- Identified and invited key speakers, including the University Provost, The Mayor of the City of Pittsburgh, senior executives from IBM, BASF, Enel North America, and The Heinz Endowments, the former Global Director of Sustainability and Vehicle Environmental Matters at Ford Motor Company, and renowned researchers from the University of Michigan and Pennsylvania State University.
- Developed the full program, planned and coordinated all logistics for the event (including technological support, catering, transportation, presentation materials, and more), worked with graphic designers and printers to develop and produce all marketing materials and gifts for attendees, and worked with major publishing house (Routledge) to secure a 50 percent discount for 150 copies of an academic book to be distributed to attendees as part of the CSB's promotional materials, among other duties.
- Coordinated the filming, hired professional videographers, and drafted the script for a series of marketing interviews with CSB donors attending the launch that led to the production of two different promotional videos for the CSB (a short version and a long version).

February 2013. **Intercollegiate and Interdisciplinary Political Theory Conference**. Workshop Topic: "*Unconventional Theories and Approaches to International Ethics*." With Nathan Eckstrand, Duquesne University.

- Solicited and gained funding from various sources (Duquesne University Department of Philosophy; the Duquesne University McAnulty School of Liberal Arts; the Duquesne University Center for Interpretative and Qualitative Research (CIQR); and the Humanities Center at the University of Pittsburgh). Planned the complete program; organized all communications between participants, presenters, and the University of Pittsburgh (event host); coordinated advertisements and media coverage; secured location and refreshments; followed-up with various interested organizations. Participated as a presenter.

August 2012 – August 2013. **Graduate Student Research Workshop – University of Pittsburgh, Political Science**.

- Co-organizer; recruited political science graduate students to present various stages of their original research for feedback from peers.

PRESENTATIONS, INVITED TALKS, AND INVITED WORKSHOPS (selected)

- March 2020. **Invited Participant.** “Igniting Impact: Enhancing Business Practice and Research Through Greater Collaboration.” Co-hosted by the Ross School of Business (University of Michigan) and The Aspen Institute Business & Society Program. Ann Arbor, MI.
- January 2020. **Radio Interview.** Appeared alongside Mark Cancilla (Vice President of Environment, Health, & Safety at PPG) on a segment of TechVibe Radio (local public radio program) to promote the Center for Sustainable Business and the importance of partnership for driving change. Pittsburgh, PA.
- November 2019. **Invited Participant.** “Aspen Roundtable on Inclusive Capitalism.” Co-hosted by The Center for Business, Government & Society at Tuck School of Business (Dartmouth College) and The Aspen Institute Business & Society Program. Hanover, NH.
- December 2018. **Invited Expert Trainer (with Caitlin Corrigan).** “Measuring Impacts: Support Your Organization’s Mission with Data.” A three-hour workshop presented by the Carnegie Library of Pittsburgh Nonprofit Resource Center. Pittsburgh, PA.
- November 2018. **Guest Lecturer (with Caitlin Corrigan).** “Designing and Implementing Project-Based Monitoring and Evaluation.” Course: Project Management. Instructor of Record: Nick Chakos. University of Pittsburgh, Graduate School of Public and International Affairs.
- December 2017. **Invited Expert on Political & Civic Participation, Multi-Sectoral Expert Consultations on the Draft Indicators of the LGBTI Inclusion Index.** Co-organized by the United Nations Development Programme and the World Bank. World Bank Headquarters, Washington D.C.
- May 2017. **Co-Presenter, Gender Equality in Public Administration, United Nations Development Programme.** “Lesbian, Gay, Bisexual, Trans, & Intersex Participation in Public Administration.” United Nations Headquarters, New York City. Audience: Public presentation on LGBTI inclusion in public administration worldwide.
- December 2016. **Co-Presenter (with Daniel Jacobson), Gender Equality in Public Administration, United Nations Development Programme.** “Lesbian, Gay, Bisexual, Trans, & Intersex Participation in Public Administration.” University of Pittsburgh. Audience: Closed meeting presentation to representatives of the United Nations Development Programme.
- December 2016. **Featured Speaker, Women’s International Club.** “Women & Politics in Uganda.” University of Pittsburgh. Audience: women professionals who serve on various awards committees that fund research and study abroad initiatives at the University of Pittsburgh. Pittsburgh, PA.
- December 2016. **Co-Presenter (with Dr. Laura Paler), Global Politics Seminar.** “Preference Falsification and Support for Sectarian Politics: Evidence from Petition and Facebook Experiments in Lebanon.” Sponsored by the Graduate School of Public and International Affairs and the Department of Political Science, University of Pittsburgh. Pittsburgh, PA.
- April 2015. **Discussant, Economic & Social Rights Research Group Annual Workshop.** Jeffrey Bone’s working paper: “Empowerment of Civil Society Actors and the Extractive Sector” (Human Rights Institute, University of Connecticut, Storrs, CT).
- April 2015. **Guest Lecturer.** “The Revenue-Representation Nexus: Using Field Experiments to Study the Political Economy of Development.” Course: Comparative Political Systems of Developing States. Instructor of Record: Farhod Yuldashev. Duquesne University.
- March 2015. **Invited Panelist.** “*Having Difficult Conversations*” Roundtable Discussion and Workshop – University of Pittsburgh Graduate Student Expo.
- March 2014. **Paper Presentation, International Studies Association Annual Meeting.** “Mobilization, Economic Rights, and Social Equality in Autocratic Regimes.” Toronto, Ontario, Canada.
- February 2013; August 2013; February 2014. **Invited Panelist, Sexual Orientation and Gender Identity Workshop.** University of Pittsburgh School of Medicine Workshop on Cultural Diversity, Awareness, and Acceptance.

FUNDED INDEPENDENT RESEARCH

Summer 2016. **James W. Knox Memorial Grant.** University of Pittsburgh.

- In support of dissertation fieldwork completed in Uganda.

Summer 2016. **University Center for International Studies, International Studies Fund Grant.** University of Pittsburgh.

- In support of dissertation fieldwork completed in Uganda.

Summer 2016. **Arts & Sciences Summer Research Fellowship**. University of Pittsburgh.

- In support of dissertation fieldwork completed in Uganda.

Summer 2015. **Arts & Sciences Summer Research Fellowship**. University of Pittsburgh.

- Pre-dissertation fieldwork in Uganda spent following three candidates for Member of National Parliament of Uganda as they navigated their individual campaign trails during the primary season of the Ugandan elections held in February 2016.

Summer 2013. **Arts & Sciences Summer Research Fellowship**. University of Pittsburgh.

- Refined the methodological contribution and developed the conceptual framework for a paper presented at the International Studies Association's Annual Conference, March 2014.

Summer 2009. **Great Opportunity (GO) Fellowship for Summer Research**. Denison University.

Summer 2007. **Young Scholar Grant for Summer Research**. Denison University.

RESEARCH ASSISTANTSHIPS

Fall 2018 – Summer 2019. **CB Bhattacharya** (University of Pittsburgh, Katz Graduate School of Business & College of Business Administration).

- Assistant to the H.J. Zoffer Chair in Sustainability and Ethics, and Professor of Marketing and Management. Tasks include serving as a teaching assistant for doctoral and master's level courses in sustainable business strategy, assisting in the preparation of materials for public lectures and presentations, and assisting in the development of sustainability as a key component of the curriculum at Katz, including local and regional networking with community stakeholders.
- Primary author of the concept document and supporting materials used to showcase the vision for a new Center for Sustainable Business.
- Lead author on a grant application to The Heinz Endowments that succeeded in securing \$375,000 in funding to be dispersed over 30 months.

Summer 2012; Fall 2012; Spring 2014; Spring 2016; Spring 2017. **Michael Goodhart** (University of Pittsburgh).

- Assisted in gathering, synthesizing, and analyzing literature on various topics loosely related to governance and human rights, including: Accountability in International Relations; Human Rights and Human Security; Responsibility in International Relations; Responsibility to Protect; regularly produced executive summaries of arguments and provided personal commentary, editing help, and feedback as requested; additionally responsible for delegating to (and overseeing the work of) an undergraduate research assistant during the fall of 2012.

Spring 2014; Spring 2015; Summer 2015; Spring 2016. **Laura Paler** (University of Pittsburgh).

- Worked closely with the Principal Investigator (Laura Paler) on several massive survey impact evaluations (funded variously by the World Bank, the IDRC, and the Norwegian Embassy) and experimental research designs; quickly learned new programming skills to expedite the process of properly and efficiently cleaning data in preparation for analysis; studied survey-development strategies, including how to work with embedded list experiments and behavioral outcome measures; received extensive training in dealing with many of the issues that researchers confront in complex situations involving large projects in developing countries.

Fall 2014 – Spring 2015. **Laura Paler, Guy Grossman** (University of Pennsylvania), & **Jan Pierskalla** (The Ohio State University).

- Worked closely with the above Principal Investigators to co-author the policy report that stemmed from the results of a nationally representative public opinion survey with embedded information experiments conducted in Uganda in the summer of 2014.

Spring 2014. **Aníbal Pérez-Liñán** (Political Science, University of Pittsburgh).

Fall 2012. **Frederick Whelan** (Political Science, University of Pittsburgh).

Summer 2007. **Eric Boehme** (Political Science, Denison University).

TEACHING EXPERIENCE

March 2019. Teaching Assistant. University of Pittsburgh. *Sustainable Business*. Katz Executive MBA Program.

Fall 2018. Teaching Assistant. University of Pittsburgh. *Research in Sustainability: Managing the Triple Bottom Line*. Katz doctoral student program.

September 2018. Teaching Assistant. University of Pittsburgh. *Sustainable Business Strategy*. Katz MBA Program.

Spring 2013; Fall 2015; Fall 2016. Teaching Fellow. University of Pittsburgh. *Introduction to Political Theory* (undergraduate).

Spring 2015. Grader. University of Pennsylvania. *The Politics of Developing Countries*; and, *Contemporary African Politics*.

Fall 2013. Teaching Fellow. University of Pittsburgh. *Research Methods* (undergraduate).

AWARDS, HONORS, & SCHOLARSHIPS

May 2019 to present. *Affiliate*. University of Connecticut's Economic & Social Rights Research Group.

September 2017 – April 2018. *Andrew Mellon Predoctoral Fellow*. University of Pittsburgh.

April 2017. *Winner: Elizabeth Baranger Excellence in Teaching Award*. University of Pittsburgh.

Spring 2013 – April 2019. *Graduate Student Affiliate*. University of Connecticut's Economic & Social Rights Research Group.

Spring 2017. *Research Mentor*. Humanities, Arts, and Social Sciences Research Fellowship. University of Pittsburgh Honors College.

February 2017. *Graduate Student Spotlight*. Dietrich School of Arts & Sciences, University of Pittsburgh.

Fall 2011 – Spring 2012. *Arts & Sciences Fellowship*. Dietrich School of Arts & Sciences, University of Pittsburgh.

June – August 2010. *Critical Language Scholarship – Indonesia*. U.S. State Department.

August 2006 – May 2010. *Pascal Carter Scholarship*. Denison University.

August 2008 – May 2009. *Honors Program Gilpatrick Fellow*. Denison University.

August 2008 – May 2010. *Political Science Department Fellow*. Denison University.

August 2008 – May 2010. *Member, National Political Science Honorary, Pi Sigma Alpha*. Denison University.

Spring 2009. *Harold Titus Prize in Social Philosophy*. Denison University.

August 2002 – May 2006. *Blanche Robertson Bacon Honors Scholarship*. Saint Mary's School. Raleigh, North Carolina.

PROFESSIONAL & COMMUNITY SERVICE

July 2019 to present. **Liaison, Chancellor's Advisory Council on Sustainability**. University of Pittsburgh.

July 2019 to present. **Observer, Mascaro Center for Sustainable Innovation Sustainability Task Force**. University of Pittsburgh.

July 2019 to present. **Member, CEOs for Sustainability Advisory Committee**. Sustainable Pittsburgh.

Fall 2018. **Faculty Search Committee: Assistant Professor of Comparative Politics**. Graduate Student Representative. Department of Political Science, University of Pittsburgh.

October 2017 – Present. **Lead Facilitator, "Let's Speak English" Language Program**. Carnegie Library of Pittsburgh.

August 2016 – October 2017. **Language Learning Volunteer, "Let's Speak English" Program**. Carnegie Library of Pittsburgh.

August 2016 – Present. **Library Outreach and Community Advocacy Leaders (LOCAL) Volunteer**. Carnegie Library of Pittsburgh. Raise awareness about public library services, programs, and opportunities for community engagement.

Fall 2012 – Spring 2014; Fall 2015 – Spring 2016. **Graduate Student Mentor**. University of Pittsburgh, Political Science.

Fall 2013 – Spring 2014. **President, Graduate Student Executive Committee** – University of Pittsburgh, Political Science.

OTHER PROFESSIONAL SKILLS & EXPERIENCE

Field experience: Indonesia, Lebanon, and Uganda.

Languages: **English** (native); **French** (reading: good; speaking: fair); **Indonesian** (basic).

Data Analysis Software: STATA

ACADEMIC REFERENCES

Steven E. Finkel, PhD

Daniel H. Wallace Professor of Political Science
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Michael Goodhart, PhD

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Professor of Political Science
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Melanie Hughes, PhD

Co-Director, Gender Inequality Research Lab
Professor of Sociology
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PROFESSIONAL REFERENCES

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