Proceedings of the 2020 Institute for Behavioral and Applied Management Conference

IBAM 27

Virtual Conference

November 6 – 7, 2020

Program Chairs,

Mary Pisnar, Baldwin Wallace University

Robert Heiser, University of Maine

IBAM 27 Schedule

Friday, November 6, 2020

Session Number	Session Time	Session Title	Author(s)	Proceedings page number
1	9 – 9:40 am	**Student Development**		
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2B		Towards an Affective Measure of Ambiguity Attitudes	Csonka-Peeren, Jacqueline	9
2C		How can we avoid hurting collaboration: The effect of female employees' helping behavior on team members' perceptions	InHyun, Han Thomas-Hunt, Melissa Bommae, Kim	10
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6B		New Faculty: You'll Never Get a Second Chance to Make a Good First Impression	Jacques, Paul	17
7	**1:30 – 2:10 pm**	**Project Management & Innovation**		
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10	**3:45 – 4:25 pm**	**Collaboration and Communication**		
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11	4:30 – 5:10 pm	**Presence and Engagement in the Classroom**		
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Saturday, November 7, 2020

10:00 – 11:55 am

Panel Discussion (Zoom)

Baptism by Fire: The Switch to Virtual Learning: What's Going Well and What's Not?

Moderated by: Sara Kimmel

Panel participants:
Rebecca Herman
Paul Jacques
Emily Knowles
Linda Thomas

12:00 – 2:00 pm

IBAM Leadership Meeting: All are welcome! (Zoom)

Best Paper Award

3C: Components of Transformational and Transactional Leadership: Predicting Academic Performance Beyond and Below Expectations

Paul H Jacques, pjacques@ric.ed, Rhode Island College
Veselina P Vracheva, vracheva@chapman.edu, Chapman University
John Garger, john@johngarger.com, CEO, The Science Survival Academy
Christine M Connolly, cconnolly@ric.edu, Rhode Island College

Best Student Paper Award

9B: COVID-19 Causing Real Estate Market Decline

Angelina Campano, angelina.campano@chatham.edu, Chatham University

Proceedings

1	9 – 9:40 am	Student Development	
1A		Careers Roundtable: An Exercise for Student Career Exploration and Future Development	York, Kenneth Thrasher, Gregory Savage, Nancy Kang, Jae Hyeung Hammond, Michelle Demsky, Caitlyn Barclay, Lizabeth A.
1B		Study Abroad: From Hibernation to High Performance	Kimmel, Sara

1A: Careers Roundtable: An Exercise for Student Career Exploration and Future Development

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Abstract & Keywords

This paper describes a classroom exercise in career development to help students explore career paths in Human Resource Management. First, we provide background for its development. Our major is required to assess the curriculum as part of university-wide curricular assessment; this exercise was developed for that assessment. Next, we describe the exercise and provide tips for using it in class. Finally, we suggest how this exercise can be adapted for other majors within business schools.

Keywords: *career development, assessment*

1B: Study Abroad: From Hibernation to High Performance

Sara Kimmel, kimmel@mc.edu, Mississipi State College

Abstract
Most university study abroad programs are in a state of complete hiatus as a result of Covid-19 and border restrictions. Consequently, some study abroad coordinators have been down-sized or reassigned within their institutional settings. This workshop will present strategies for rethinking travel and putting your in-house study abroad program on an exercise regime so it's ready to run when travel restrictions are lifted.

2	9:45 – 10:25 am	Workplace Psychology	
2A		Workplace depression in the U.S. Why are young employees most affected and its impact on organizations	Cates, Steven
2B		Towards an affective measure of ambiguity attitudes	Csonka-Peeren, Jacqueline
2C		How can we avoid hurting collaboration: The effect of female employees' helping behavior on team members' perceptions	Han, Inhyun Melissa Thomas-Hunt Kim Bommae

2A: Workplace depression in the U.S. Why are young employees most affected and its impact on organizations

Steven Cates, scates@purdueglobal.edu, Purdue University Global

Symptoms of Depression have increased over the past five years but most rapidly among the youngest workers in the U.S. This research looks at the numbers of cases of depression among the younger workers while seeking for causes to this depression. Suggestions are provided for organizations to consider to address this depression and attempt to reduce it.

Keywords: *gen z, millennials, stress, depression*

2B: Towards an affective measure of ambiguity attitudes

Jacqueline Csonka-Peeren, jcsonka@uwaterloo.ca
Management Sciences, University of Waterloo

The prevailing approach to measuring ambiguity attitudes requires a mathematical task. This paper explores whether an alternative measure of ambiguity attitudes might be developed not requiring such a task, and specifically whether an affective measure might be developed. This work relies on literature that describes ambiguity attitudes and tests for the feasibility of an affective measure with an empirical correlational study between an affective measure and a prevailing measure. Results suggest an affective measure that includes affective states of fear, hope and pessimism. Further research towards an affective measure of ambiguity attitudes is encouraged.

Keywords: *affect, decision-making, ambiguity attitudes, entrepreneurial finance, entrepreneurship, bias, ambiguity*

2C: How can we avoid hurting collaboration: The effect of female employees' helping behavior on team members' perceptions

Han, Inhyun, ihan@bellevue.edu, Bellevue University
Melissa Thomas-Hunt, Airbnb
Kim Bommae, Hackensack Meridian Health, NJ

While talent management is required for peak organizational performance, differentiated nurturing behaviors for talented employees may hurt team collaboration by negatively impacting the relationship between teammates and the targeted team member. This study investigated how target gender and helping behaviors may impact teams when overlooked colleagues interact with a talented employee who receives special attention from management. Study 1 showed that the target's general help as planned behavior negatively influenced the overlooked teammates' attitudes toward the target, more so than when the target was not provided help. In study 2, we found that people evaluated a female target more unfavorably than a male target when they perceive "psychological threat." Finally, Study 2 showed that while information sharing as a threat-mitigation strategy worked for female targets, male targets did not benefit from information sharing when team members considered the target a rival. Our results support the predictions of expectation state theory.

3	10:30 – 11:10 am	Leadership and Gender	
3A		The Effects of Leader Authenticity and Gender on Individual Performance and Management Growth Potential	Talerico, Chandra K.M. Bisk, Nathan M.
3B		Crashing the Glass Ceiling: Profiles of Success	Locker, Carol Teague, Jennifer
3C	Best Paper Award	Components of Transformational and Transactional Leadership: Predicting Academic Performance Beyond and Below Expectations	Jacques, Paul Vracheva, Veselina,P. Garger, John Connolly, Christine M.
3D		Does Major League Baseball Have a Glass Ceiling?	Herman, Rebecca

3A: The Effects of Leader Authenticity and Gender on Individual Performance and Management Growth Potential

Chandra KM Talerico, ctalerico2018@my.fit.edu, Florida Institue of Technology
Nathan M. Bisk College of Business, Florida Institute of Technology

The research explores firm employee and manager assessments and the impact of perceived authentic leadership and gender on performance within a midwestern apparel company. The firm's performance criteria for Authentic Leadership, managerial growth assessments (9-Block), and employee gender were assessed. The hypothesis, those with higher perceived rates of Authentic Leadership would also be perceived as high potential future leaders within the organization, was supported. Also, the hypothesis that gender, notably female gender, would positively modify the effect of Authentic Leadership was confirmed. However, the interaction is diminished with higher presence of Authentic Leadership and discussed further.

Keywords: *employee assessments, 9-block, employee performance, gender, authentic leadership*

3B: Crashing the Glass Ceiling: Profiles of Success

Carol Locker, clocker@purdueglobal.edu, Purdue University Global
Jennifer Teague, jteague@purdueglobal.edu, Purdue University Global

While the glass ceiling has been identified as a very real phenomenon, little research exists that explores the catalyst that has enabled some women to overcome this barrier. By using a mixed methods approach to descriptive survey research, a biographical profile will be created for women who have overcome this barrier. As a result, this profile can then be used to guide career development for others seeking to advance to comparable levels in organizations.

Keywords: *female executives, profiles of success, glass ceiling*

3C: Components of Transformational and Transactional Leadership: Predicting Academic Performance Beyond and Below Expectations

Best Paper Award

Paul H Jacques, pjacques@ric.ed, Rhode Island College
Veselina P Vracheva, vracheva@chapman.edu, Chapman University
John Garger, john@johngarger.com, CEO, The Science Survival Academy
Christine M Connolly, cconnolly@ric.edu, Rhode Island College

Antagonistic or complementary, an instructor's transformational and transactional leader behaviors influence student outcomes; transformational leadership leads to cognitive and affective learning, and transactional leadership leads to task completion. This study investigates the combined effects of transformational and transactional leadership on student performance. Instructors' intellectual stimulation behaviors, a component of transformational leadership, and their preemptive corrective oversight in the form of management by exception active, a component of transactional leadership, correlated with students' grades in a course. Findings suggest that these leader behaviors have opposing effects on grades, even after controlling for near-past academic performance. Instructors' intellectual stimulation correlated positively with course grades, and management by exception correlated negatively with the same grades. Implications of these findings and future research on this topic are discussed.

Keywords: *management by exception, intellectual stimulation, academic performance, leadership*

3D: Does Major League Baseball Have a Grass Ceiling?

Rebecca Herman, RHerman@purdueglobal.edu, Purdue University Global

There is a rich history of women in baseball, but that vision seems to be all but erased today. Much like the corporate glass ceiling, women are struggling to find opportunities in professional sports that are dominated by men and baseball is no exception. This paper examines the data of hiring practices in Major League Baseball over the past fifteen years and the diversity initiatives offered by the Commissioner's office.

Keywords: gender diversity, major league baseball, corporate glass ceiling

4	9:45 – 10:25 am	**Integrity through Training and Contracts**	
4A		Winning with Integrity: The Impact of Virtues Training	Long, Lori Sutton, Thomas Asaad, Coleen
4B		Student Team Management of Free Riders via Formal Self-Written Contracts	Heiser, Robert

4A: Winning with Integrity: The Impact of Virtues Training

Lori K. Long, llong@bw.edu, Baldwin Wallace University
Thomas Sutton, tsutton@bw.edu, Baldwin Wallace University
Colleen Asaad, casaad@bw.edu, Baldwin Wallace University

This paper presents evidence from an international Fortune 500 company's training program, focused on developing a workplace that emphasizes virtuous behavior. Data from over 550 employees who participated in a series of virtues training workshops provide empirical evidence of acceptance of the virtues as important to organizational performance, regardless of the nationality of the employee. The study also emphasizes the importance of a growth mindset (Dweck, 2006) in the effectiveness of virtues training.

Keywords: *growth mindset, ethics, virtue*

4B: Student Team Management of Free Riders via Formal Self-Written Contracts

Robert Heiser, robert.heiser@maine.edu, University of Southern Maine
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Gary Palin, garyrpalin@gmail.com, University of Southern Maine

Business schools have recognized the importance of developing group interpersonal skills and regularly launched project teams. Interpersonal conflict and fairness claims often plague student teams. Although team training helps set expectations, training does not adequately address team conflict. The authors describe a legal team contract drafted and written by team members that governs workload and equity claims throughout the semester. The team contract is tested and preliminary results from business classes are reported and discussed.

Keywords: *team contract, social loafing, free riders, student teams, teams*

5	12:00 – 12:40 pm	Leadership in Crisis	
5A		Transformational Leadership in the Pan-Covid World: Dialog, Reflection, and Case Studies	Jue, Arthur
5B		Emotional intelligence skills leaders and officers need to engage frontline professional during crisis	Amakobe, David

5A: Transformational Leadership in the Pan-Covid World: Dialog, Reflection, and Case Studies

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In this workshop, participants will explore ramifications of the pan-COVID world in organizations, from academic to corporate, with the desired outcome of co-developing rubrics that assist in adapting and coping with the 'new normal'. Topics covered include leadership and organizational governance, communication, operational/logistical considerations, as well as personal wellness, psycho-social health, and trauma/stress coping strategies. Credit union and other organizational as well as personal case studies will be offered to stimulate open-space-style discussion and reflection.

Keywords: *change, organiztions, leadership*

5B: Emotional intelligence skills leaders and officers need to engage frontline professional during crisis

David F Amakobe, dfamakobe@gmail.com, Social and Behavioral Research, W500G Inc

The study will address the problem that no studies have established the Emotional Intelligence (E.I.) skills required by leaders and officers to engage frontline healthcare professionals in crisis situation like Covid19 in Kenya.

The purpose of the qualitative exploratory study is to identify the E.I. skills Leaders and officers need to engage Frontline Healthcare Professionals in Crisis.

The Research Question is:

What are the E.I. skills leaders and officers need to engage frontline healthcare professionals (FHP) during crisis situations such as the Covid19 pandemic?

Hypothesis

The Study hypothesis that Leaders and officers with appropriate emotional intelligence skills will engage frontline healthcare professionals in crisis situations resulting in desired outcomes

Data Collection

The data collection will start with a primer survey on surveymonkey.com, behavioral and cognitive assessments through The Predictive Index, emotional intelligence competence assessments through emco4.com, followed by semi-structured face to face or virtual interviews with the participants. The Survey data, Assessments and the transcribed semi-structured interviews will be depersonalized and made available for subsequent researchers. The Videos if any will be destroyed three years after transcription.

Participants

The 20 Participants will be selected from the population. The Study population is the number of experienced frontline healthcare professionals working in Busia County of Kenya. The County Department of Health will help in recruiting participants from doctors, nurses, and other frontline healthcare professionals.

Data Analysis

The Data will be analyzed using DiscoverText.com cloud-based platform applying two rounds of coding: first in Vivo coding will be applied then prior codes will be enforced. The Vivo codes will be in the participant's word and voice. Eight priori codes will be adopted from E.I. literature.

Societal Benefits

The Army needs professionals to deal with crisis situations that place them in imperilment. The leaders have constraints of resources, time and advanced knowledge. This study seeks to seek out E.I. skills that will enable leaders to engage professionals while recognizing the humanity in them. When the Army sends soldier into harms way, they are going with both their hopes and aspirations, and those of their families. Those who make those decisions would benefit from Emotional Intelligence competencies.

6	12:45 – 1:25 pm	Colleagial Relationships	
6A		Confirming the Value of Mentoring by Examining Research Data from Two Distinctly Different Populations	Grotrian, Sheri Ryan, Kyle
6B		New Faculty – you'll never get a second chance to make a good first impression	Jacques, Paul

6A: Confirming the Value of Mentoring by Examining Research Data from Two Distinctly Different Populations

Sheri Grotrian, sgrotrian@peru.edu, Peru State College

Career and social support mentoring functions have been shown to be highly beneficial among employees in the workforce. The purpose of this study was to examine, better comprehend, and then compare the concept of mentoring functions as they apply to leadership development within the American Council on Education Fellows Program and the National Strength and Conditioning Association (NSCA), from both the fellows and the strength and conditioning coaches' point of view.

6B: New Faculty – You'll Never get a Second Chance to Make a Good First Impression

Paul H Jacques, pjacques@ric.ed, Rhode Island College

This session will explore some of the ways to become likeable – even if you have Hannibal Lector sides of your personality. Getting along with others and having them getting along with you has implications on your psychological as well as physiological outcomes. It matters with respect to your trajectory towards tenure as well.

7	1:30 – 2:10 pm	**Project Management & Innovation**	
7A		Mediating influence of Self Leadership on the relationship between Adult Attention Deficit and the Operational Effectiveness of Project Managers	Coetzer, Graeme
7B		Training for Innovative Behavior	Lessard, Maelyn

7A: Mediating influence of Self Leadership on the relationship between Adult Attention Deficit and the Operational Effectiveness of Project Managers

Graeme Coetzer, coetzerg@me.com, College of Charleston

Purpose –examine the relationship between adult attention deficit (AAD) and the operational effectiveness of project managers (OEPM) as mediated by self-leadership (S.L.).

Design/methodology/approach – 80 actively employed business graduate students had the opportunity to be a project manager within a project team. Each team member rated the others on their OEPM, completed a self-report measure of S.L., and identified a close associate who completed an observer version of the Brown Attention Deficit Scale. The Sobel and Hayes tests were used to test the hypothesis that S.L. mediates the relationship between AAD and OEPM.

Findings – AAD is negatively associated with S.L. and OEPM, and S.L. is positively associated with OEPM. S.L. partially mediates the relationship between AAD and OEPM.

Research limitations/implications – future research requires use of samples drawn directly from the workplace, and an examination of other potential mediators like emotional intelligence.

Practical implications – organizations and project managers wanting to ensure efficient and effective operational management of projects, especially under more autonomous conditions, need to be aware of the constraining influence of AAD on S.L. and OEPM. Relatively more intensive training and coaching that addresses the key symptoms of AAD, and strengthens both self-leadership and operational competencies is suggested for disordered project managers. The use of peer matching, support and coaching within project teams represents a potential opportunity for distributing the potential benefits of the disorder while managing the challenges. Employee assistance programs that raise awareness and provide access to assessment are an important part of multimodal management of the disorder in the workplace.

Social Implications – employers are facing increasing social, legal and economic pressures to support and make appropriate use of functional but disordered employees, be more inclusive, and translate employee diversity into increased social and economic value. This research provides constructive suggestions on how to support the higher order cognitive processes, self-situation interactions and behavioral modification strategies needed by disordered project managers.

Originality/value – this is the first empirical examination of the relationships between AAD, SL and OEPM and is of value to researchers, organizational development specialists, human resource management specialists, managers and employees who are seeking improved project performance and multimodal management of attention disordered project managers.

Keywords: *self leadership, project performance, project management, adult attention deficit*

7B: Training for Innovative Behavior

Maelyn Lessard, mzlessard1@gmail.com, Florida Institute of Technology

The purpose of this research is to review literature and propose a way learning and development programs can influence employee innovative behavior in an organization. The research clearly demonstrates support for transformative and authentic leadership supporting employee innovative behavior. Not all employees will be motivated towards innovative behavior, but leadership and culture can help distinguish the employees who will be motivated. Organizational culture plays a large role in the ability for an organization to embrace an innovative program with the focus to innovate. Learning and development can use the skills they have for mitigating change as a tool to create employee innovative behavior is a novel idea and worthy of further investigation.

Keywords: *innovative behavior, learning and development, training*

8	2:15 – 2:55 pm	Getting Published	
8A		Getting Published	Jacques, Paul
8B		Reviewing Articles for Peer-Reviewed Journals	Garger, John

8A: Getting published

Paul H Jacques, pjacques@ric.ed, Rhode Island College

This session will look at the reviewer's point of view in decision making and how to get to a decision on your manuscript that comes with the word "accept".

8B: Reviewing Articles for Peer-Reviewed Journals

John Garger, john@johngarger.com, CEO, The Science Survival Academy

This presentation discusses the purpose of the peer review, readiness to review, and skills needed to review.

9	3:00 – 3:40 pm	**Measuring the Impact of COVID 19**	
9A		COVID-19's Effect on the Stock Market	Muniz, Vinicius
9B	Best Student Paper Award	COVID-19 Causing Real Estate Market Decline	Campano, Angelina
9C		Assessing the Environmental Impact of COVID19	Minutolo, Marcel Stakely, John S. Lautenschlager, Jennifer Buxton, Gary

9A: COVID-19's Effect on the Stock Market

Vinicius Muniz, viniciusennius.muniz@chatham.edu, Chatham University

In this paper, studies that researched the initial impact of COVID-19 on economies and on the stock market were analyzed to try and understand what the consensus is regarding how the economy currently is. It is possible to see that most studies from different parts of the world tend to generally point in the same direction, although it is still difficult to have a good grasp of the actual effect, due to most of the studies being from the beginning of the pandemic and a lot of developments have happened since them. With a volatile situation like the one we're currently facing, it's essential to try and find a pattern or at least to find some guidance to not end up in an economic depression as a result of the pandemic, and these studies are of great help to try and begin to understand the situation we're currently in.

Keywords: *economy, stock market, covid-19*

9B: COVID-19 Causing Real Estate Market Decline

Angelina Campano, angelina.campano@chatham.edu, Chatham University

Covid-19 causing Real Estate to decrease has a lot to do with the market failing, economy failure, investments, financial, forecast and recovery, and buyers not being able to view houses in person. Throughout this paper you will see the percentages that show how far this industry has dropped even more than during the Great Recession. You will also find out about how the market crash is affecting local industries. This paper also shows how the realtor app has got technology to start working as a benefit for virtual tours during the pandemic. Lastly, you will find out how the realtors are trying to make deals to help drive buyers to insure them that there will be no more setbacks.

Keywords: *market sale, economy failure, investment, financial, recovery*

9C: Assessing the Environmental Impact of COVID-19

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In this manuscript, we assess the environmental impact of COVID-19 in terms of industry emissions. We look at the change in economic output between 2018 and estimates of 2020 by 546 industry classification to estimate the total decline in greenhouse gas emissions (GHG). We use input-output tables from IMPLAN as well as estimates of GHG. Our findings suggest that there is a significant decline in total GHG emissions directly attributable to mandatory quarantines that resulted in economic loss. Additionally, while overall GHG emissions have declined, certain sectors saw a marked uptick in emissions which point to the shift in consumer activity.

Keywords: *sustainability, greenhouse gas emissions, economic impact, covid-19*

10	3:45 – 4:25 pm	Collaboration and Communication	
10A		Global Collaboration in a Complex World	Murnane-Rainey, Jenny
10B		Email Communicating, Dialoguing, & Networking	Heiser, Robert

10A: Global Collaboration in a Complex World

Jenny Murnane-Rainey, jennifer.murnane@gmail.com, JAM Group LLC

Workshop on how to be more collaborative across disciplines, roles, professional/academic orientation, etc. to produce the greatest learning and societal outcomes. Good collaboration and the attendant outcomes do not come easily or naturally to everyone, and global collaboration requires even greater effort and intention on the part of the collaborators.

10B: Email Communicating, Dialoguing, & Networking

Robert Heiser, robert.heiser@maine.edu, University of Southern Maine
Richard Bilodeau, richard.bilodeau@maine.edu, University of Southern Maine
Gary Palin, garyrpalin@gmail.com, University of Southern Maine

This is a workshop exploring email communication in the workplace and criteria for using email and other communication media.

11	4:30 – 5:10 pm	**Presence and Engagement in the Classroom**	
11A		Virtual Assignments to Engage Your Students in Critical Thinking Across Disciplines	Thomas, Linda
		Establishing Social Presence Through Learner-to-Learner Collaborations	

11A: Virtual Assignments to Engage Your Students in Critical Thinking Across Disciplines

Linda T. Thomas, PhD, Bellevue University
Kevin Schieuer, PhD, Bellevue University
Pat Artz, MBA, Bellevue University

Abstract

The purpose of this workshop is to demonstrate how online students can be challenged and motivated to think critically across disciplines by using multiple, and somewhat common, pedagogic methodologies, such as dialogues, analogies, multiple choice examinations, Animoto videos, capital budgeting analyses, *Wall Street Journal* articles, financial statement and ratio analysis, empathy, photos and ethical dilemmas in creative, unexpected and uncommon ways. Our examples will address both graduate and undergraduate levels of analysis, focusing on the most complex categories of thinking and feeling in the cognitive and affective domains of Bloom's taxonomies. Participants will discover and practice multiple teaching approaches and activities that have been demonstrated to excite higher order thinking habits of the mind, including applications in organizational behavior, finance, communications and history. In addition to an interactive presentation, the audience will be provided with a handout of means and resources for further implementation. Participants are encouraged to come prepared to share their own expertise and creative practices.

Workshop Focus
    Teaching: Creative, online activities to teach critical thinking across disciplines in both cognitive and affective thinking domains

Establishing Social Presence Through Learner-to-Learner Collaborations

Linda T. Thomas, PhD, Bellevue University

Abstract

The purpose of this workshop is to demonstrate how online students can build relationships and trust through a community of inquiry and collaboration with each other. We know there is a relationship between social presence and student satisfaction, development of a community of learners, and perceived learning (Dunlap & Lowenthal, 2009), and that collaborative learning has been shown to increase critical thinking, problem solving, the sharing of ideas and perspectives, learning outcomes, persistence of online learners and learner satisfaction (Stravredes, 2011). This workshop will provide examples of how learner to learner collaboration can help establish and maintain social presence in both graduate and undergraduate online courses. Participants will discover what to consider when designing collaborative assignments, discussions, discussion questions, teams and group projects, including grading rubrics, peer reviews and techniques for resolving issues with inactive team members. Participants are encouraged to come prepared to share their own effective learner to learner collaborative strategies.

Workshop Focus
Teaching: Using learner to learner collaborative strategies for establishing social presence online

Saturday November 7, 2020

10:00 – 11:55 am

Panel Discussion (Zoom)

Baptism by Fire: The Switch to Virtual Learning: What's Going Well and What's Not?

IBAM Roundtable Discussion Panelists and Questions

Roundtable Panelists

Rebecca Herman

Dr. Rebecca Herman is a full-time graduate professor for Purdue University Global's MBA and MSML programs with a focus on leadership and organizational development. Dr. Herman has spent nearly 16 years in the virtual/online higher education environment.

Paul Jacques

Dr. Paul Jacques holds his Ph.D. from the State University of New York at Binghamton. His research interests are in the areas of organizational leadership, the leadership development process, and personality as related to organizational outcomes. He has published numerous articles in scholarly journals and has presented papers presented at various conferences on topics in these domains.

Emily Knowles

Dr. Emily Knowles holds a DBA in Marketing. She has 10 years of teaching experience in online, face-to-face, and hybrid formats. She has taught general education courses for freshman through the doctoral level. She has served in several administrative roles including operations and as a department chair, but has recently returned to classroom full-time to follow her passion for teaching.

Linda Thomas

Linda Thiede Thomas, Ph.D. is a Professor of Management in the College of Business at Bellevue University (B.U.). She has taught business courses in higher education for over 40 years, including Creighton University, the University of Nebraska-Omaha, and the University of Houston. She has published over 35 research articles in academic and applied journals.

Moderator:

Sara Kimmel, holds a Ph.D. in International Development from the University of Southern Mississippi. Her research interests are in barriers and motivations to higher education, service-learning, and gender studies. She teaches international business in all formats at Mississippi College and is the AACSB CIR Coordinator for the School of Business.

Questions:

What is going well at your university in the midst of Covid-19 changes?

Thinking about student concerns and outreach: how is your university addressing problems, academic concerns, and new student needs? Are there additional methods and tools being used, and what is working best?

What about faculty and staff? Are provisions being made or are we all in "I Will Survive" mode still?

Time: Nov 7, 2020 10:30 AM Eastern Time (US and Canada)

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