**ROBERT H. MOORMAN**

Department of Management 4114 Collamer Drive

Martha and Spencer Love School of Business Cary, NC 27519

Elon University (901) 484-5793 (cell)

2075 Campus Box

Elon, NC 27244

(336) 278-5950

E-Mail: rmoorman@elon.edu

**ACADEMIC WORK EXPERIENCE**

2011 – present Frank S. Holt Jr. Professor of Business Leadership

 Director of the Leadership Prize Research Program

 The Martha and Spencer Love School of Business, Elon University

2008 - 2011 Professor and Robert B. Daugherty Endowed Chair in Management

 Director of the Anna Tyler Waite Center for Leadership

 College of Business Administration, Creighton University

2007 – 2008 Associate Dean for Graduate Business Programs

 Professor and Robert B. Daugherty Endowed Chair in Management

 Director of the Anna Tyler Waite Center for Leadership

 College of Business Administration, Creighton University

2004 – 2007 Professor and Robert B. Daugherty Endowed Chair in Management

 Director of the Anna Tyler Waite Center for Leadership

 College of Business Administration, Creighton University

2000- 2004 Associate Professor and Robert B. Daugherty Endowed Chair in Management

 Director of the Anna Tyler Waite Center for Leadership

 College of Business Administration, Creighton University

1999-2000 Visiting Associate Professor of Management

College of Business Administration, Creighton University

1996-1999 Associate Professor of Management and Industrial Relations

College of Business and Economics, West Virginia University

1990-1996 Assistant Professor of Management

College of Business and Economics, West Virginia University

**EDUCATION**

1986-1990 Indiana University, Bloomington, IN

Ph.D. in Organizational Behavior, August, 1990

1985-1986 Indiana University, Bloomington, IN

M.B.A., August, 1989

1979-1983 The College of Wooster

Wooster, Ohio

B.A. in Geology

**PUBLICATIONS**

**Lyons, B. D.,** Moorman, R. H., & Mercado, B. K. (In press). Normalizing mistreatment? Investigating Dark Triad, LMX, and abuse. Leadership & Organization Development Journal.

**Lyons, B. D.**, Alonso, A., Moorman, R. H., & Miller, A. (In press). Implications for selection. In B. J. Hoffman, M. K. Shoss, & L. A. Wegman (Eds.), The Cambridge Handbook of the changing nature of work. Cambridge, UK: Cambridge University Press.

Moorman, R. H., Blakely, G. L., & Darnold, T. C. (2018). Understanding how perceived leader integrity affects follower trust: Lessons from the use of multidimensional measures of integrity and trust. In press at the *Journal of Leadership and Organizational Studies.* <https://doi.org/10.1177/1548051817750544>

Moorman, R.H., Brower, H.H. & Grover, S.L. (2016). Organizational Citizenship Behavior and Trust: Pursuing an Upward Spiral. In P.M. Podsakoff, S.B. MacKenzie, and N.P. Podsakoff (Eds.). *Oxford Handbook of Organizational Citizenship Behavior*, 285 – 296.

Moorman, R.H., Darnold, T.M., & Priesemuth, M. (2013). Perceived leader integrity: Supporting the construct validity and utility of a multi-dimensional measure in two samples. *The Leadership Quarterly, 27,* 427 - 444.

Moorman, R.H., Darnold, T.M., Priesemuth, M., & Dunn, C.P. (2012). Toward the measurement of perceived leader integrity: Introducing a multidimensional approach. *Journal of Change Management, 12*, 383 – 398.

Moorman, R.H. & Fransecky, R. (2009). A matter of integrity: What exactly is integrity and why is it so critical for today’s leaders to possess? *Creighton Magazine*, Fall/Winter, 24 – 27.

Moorman, R.H. & Grover, S.L. (2009). Why Does Leader Integrity Matter to Followers? An Uncertainty Management-Based Explanation. *The International Journal of Leadership Studies, 5*, 102 – 114.

Grover, S.L. & Moorman, R.H. (2009). Challenges to leader integrity. In T. Hernes & C. Garsten (Eds.), *Ethical Dilemmas in Management*, pp. 53-63, Erlbaum Press.

Grover, S.L. & Moorman, R.H. (2007). Grasping the meaning and interpretation of integrity in business leadership. Editorial introducing a special issue on Leader Integrity (S. Grover and R. Moorman, Eds.), *European Management Journal*, *25*, 167 – 170.

Wells, D.W., Moorman, R.H. & Werner, J. (2007). How does the perceived purpose of electronic performance monitoring impact an array of attitudinal variables? *Human Resource Development Quarterly, 18*, 121 – 138.

Blakely, G.L., Srivastava, A., & Moorman, R.H. (2005). The effects of nationality, work role centrality, and work locus of control on role definitions. *Journal of Leadership and Organizational Studies, 12*, 103 – 117.

Blakely, G.L., Andrews, M.C., & Moorman, R.H. (2005). The moderating effects of equity sensitivity on the relationship between organizational justice and organizational citizenship behaviors. The *Journal of Business and Psychology, 20*, 259 – 273.

Moorman, R.H. & Byrne, Z.S. (2005). What is the role of justice in promoting organizational citizenship behavior? In Greenberg, J. & Colquitt, J.A. (Eds.), *Handbook of Organizational Justice: Fundamental Questions about Fairness in the Workplace*. Lawrence Erlbaum Associates, p. 355 – 380.

Moorman, R.H. & Danielson, M.A. (2004). What do followers expect from leaders? *Creighton University Magazine, Summer*, 2004, p. 32-36. Reprinted in *Leadership From the Ground Up*, a participant workbook for the 10th Annual Worldwide Luminary Series on Leadership, October, 2004.

Moorman, R.H. & Wells, D.L. (2003). Can electronic performance monitoring be fair? Exploring relationships among monitoring characteristics, perceived fairness, and job performance. The *Journal of Leadership and Organizational Studies*, 10, 2-16.

Moorman, R.H., Wells, D., & Wilwerding, S. (2003). Leadership development as an extra-curricular activity: Guiding the undergraduate leadership development experience. In Pillai, R. and Stites-Doe, S. (Eds.), *Reinventing Leadership Education for the 21st Century*, Leadership Horizons Press, pp. 203 – 226.

Moorman, R.H. & Harland, L.K. (2002). Temporary workers as good citizens: Factors influencing their organizational citizenship behavior performance. *Journal of Business and Psychology, 17*, 171 – 187.

Niehoff, B.P., Moorman, R.H., Blakely, G.L., & Fuller, J. (2001). The influence of empowerment and job enrichment on employee loyalty in a downsizing environment. *Group and Organization Management, 26*, 93-113.

Moorman, R.H., Blakely, G.L., & Niehoff, B.P. (1998). Does organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of Management Journal, 41*, 351-357.

Blakely, G.L., Blakely, E.H., & Moorman, R.H. (1998). The effects of training on perceptions of sexual harassment. The *Journal of Applied Social Psychology, 28*, 71-83.

Niehoff, B.P. & Moorman, R.H. (1996). Exploring the relationships between top management behaviors and employee perceptions of fairness. *International Journal of Public Administration, 19*, 941‑961.

Moorman, R.H. & Sayeed, L. (1995). Can computer usage promote organizational citizenship? An exploratory study. *The Journal of Management Systems, 7*, 29-42.

Blakely, G.L., Blakely, E.H., & Moorman, R.H. (1995). Relationship between gender, personal experience, and perceptions of sexual harassment in the workplace. *Employee Responsibilities and Rights Journal, 8*, 263-274.

Moorman, R.H. & Blakely, G.L. (1995). Individualism-Collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behavior, 16*, 127-142.

Sayeed, L. & Moorman, R.H. (1994). The use of information technology and computer mediated communication systems in a corporate division*. Journal of International Information Management, 3*, 1-18.

Sayeed, L. & Moorman, R.H. (1994). Comparing data processing personnel with other departments in a downsized corporation. *Journal of Information Technology Management, 5*, 21-26.

Moorman, R.H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. *Human Relations, 46*, 759-776.

Moorman, R.H., Niehoff, B.P., & Organ, D.W. (1993). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. *Employee Responsibilities and Rights Journal, 6*, 209-225.

Niehoff, B.P. & Moorman, R.H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal, 36*, 527-556.

Organ, D.W. & Moorman, R.H. (1993). Fairness and organizational citizenship behavior: What are the connections? *Social Justice Research, 6*, 5-18.

Moorman, R.H. & Podsakoff, P.M. (1992). A meta-analytic review and empirical test of the potential confounding effects of social desirability response sets in organizational behaviour research. *The Journal of Occupational and Organizational Psychology, 65*, 131-149.

Moorman, R.W. & Moorman, R.H. (1992). Organizational Citizenship Behaviors: Encouraging citizens at work. *The National Association of Purchasing Managers Insights, 3* (4), 6.

Moorman, R.H. (1991). The relationship between organizational justice and organizational citizenship behavior: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology, 76*, 845-855.

Podsakoff, P.M., MacKenzie, S., Moorman, R.H., & Fetter, R. (1990). The influence of transformational leader behaviors on organizational citizenship behaviors. *The Leadership Quarterly, 1*, 107-142.

Reprinted in *Leaders and the Leadership Process*, J.L. Pierce & J. Newstrom (Eds.), Austin Press: Burr Ridge, Il. 1995.

**SELECTED PAPER PRESENTATIONS**

Lyons, B.L., Moorman, R.H. & Mercado, B. (2019). Seeking Refuge: How LMX Helps Weather Abusive Behavior of Dark Triad Leaders.Presentation at the 2019 Meetings of the Society of Industrial and Organizational Psychologists, Washington, DC.

Moorman, R. H. & Lyons, B. L. (2018). Dark Triad Leadership and Follower Motives: Will You Follow the Devil You Know? Presentation at the 2018 Meetings of the Society of Industrial and Organizational Psychologists, Chicago, IL.

Moorman, R.H., Blakely, G.L. & Darnold, T.M. (2017). The relationship between perceived leader integrity and trust: Identifying mechanisms using two dimension models of integrity and trust. Presented at the 2017 Meetings of the Association for Business Research, New Orleans, LA.

Moorman, R.H., Brower, H.H. & Grover, S.L. (2016). OCB and Trust: Toward the establishment of a reinforcing spiral. In Traditional Predictors of OCB: Reviews and Recommendations for Future Research, 2016 Academy of Management Meetings, Anaheim, California.

Moorman, R.H., Darnold, T.M., & Priesemuth, M. (2012). A preliminary test of a multi-dimensional measure of perceived leader integrity. Presented at the 2012 Meetings of the Academy of Management, Boston, MA.

Dunn, C.P, Moorman, R.H., and Grover, S.L. (2007). Why does leader integrity matter? Discussion session presented at the 2007 Meetings of the International Association of Business and Society (IABS), Florence, Italy, May 31 – June 3, 2007.

Grover, S.A., Louche, H., and Moorman, R.H. (2006). Leaders and the Organizing Power of Integrity. Subtheme organized for the 22nd EGOS Colloquium "The Organizing Society" in Bergen, Norway July 6 - July 8, 2006.

Moorman, R.H. & Byrne, Z. (2006) From fairness to OCBs: Opening the black box. In D. Chiaburu & S. Marinova, Chairs, Advances in understanding OCB at work: From social exchanges to contingency perspectives. Symposium accepted for presentation at the Academy of Management Meetings, Atlanta, GA.

Wells, D.W. & Moorman, R.H. (2006). The relationship between the perceived purpose of electronic monitoring and positive job attitudes. In J. Aiello, Chair, Electronic performance monitoring: Effectiveness and fairness. Symposium accepted for presentation at the Academy of Management Meetings, Atlanta, GA.

Moorman, R.H., Blakely, G.L., and Niehoff, B.P. (2005). Helping Students Develop Leadership Skills:  Three Examples of Innovative Approaches to Teaching Leadership in the Classroom. Paper accepted for presentation at the 2005 Meetings of the American Society of Business and Behavioral Sciences, Las Vegas, NV

Blakely, G.L., Srivastava, A., & Moorman, R.H. (2005). US – China comparative study on role definitions. Paper presented at the 2005 Meetings of the Society of Industrial/Organizational Psychologists (SIOP), Los Angeles, CA.

Grover, S. & Moorman, R.H. (2004). Leadership Integrity: How Honesty and Consistency of Leaders Influence Organisational Conscience. Paper presented at the 20th EGOS Colloquium 31. Exploring Organizational Conscience, Ljubljana, July 1 - 3, 2004.

Wells, D.L. & Moorman, R.H. (2004). The Relationship of Perceived EPM Purpose to Perceptions of Fairness, Job Satisfaction, and Organizational Commitment. 2004 Meetings of the Midwest Academy of Management, Minneapolis, MN.

Moorman, R.H., Jorgensen, R., & Blakely, G.L. (2004). Business Education Beyond the Classroom: Three Examples of Innovative Experiential Approaches to Teaching Key Business Concepts. 2004 Meetings of the American Society of Business and Behavioral Sciences, Las Vegas, NV

Moorman, R.H. (2003). Refining Our Understanding of the Mechanisms the Link Perceived Fairness and Organizational Citizenship Behaviors. Part of the Symposium “New Frontiers for OCB Research (R. Moorman, Chair). 2003 Midwest Academy of Management Meetings, St. Louis, MO.

Moorman, R.H. & Wells, D.L. (2003). Can electronic performance monitoring be fair? Paper presented at the 2003 Midwest Academy of Management Meetings, St. Louis, MO. **Chosen as Best Paper in the Conference**

Moorman, R.H. (2002). Not just a walk in the woods: An evaluation of the effectiveness of using a low ropes course for team building. Paper presented at the 2002 Midwest Academy of Management Meetings, Indianapolis, IN.

Harland, L.H. & Moorman, R.H. (2001). Predicting Organizational Citizenship Behavior Performance and Job Attitudes in Temporary Employees: Understanding the Impact of the Staffing Agency and the Client Organization. Paper presented at the 2001 Academy of Management Meetings, Washington, D.C.

Blakely, G.L., Andrews, M., & Moorman, R.H. (2001). Equity sensitivity as a moderator of the relationship between perceptions of fairness and organizational citizenship behaviors. Paper presented at the 2001 Academy of Management Meetings, Washington, D.C.

Moorman, R.H. and Phillips, J.M. (2000). Integrating Leadership Development into Graduate and Undergraduate Business Programs: A Discussion of the Advantages and Disadvantages Associated with Two Different Approaches. Workshop presented at the AACSB Continuous Improvement Symposium, "Management Education in the New Environment: Choosing to Change," Tampa, Florida.

Moorman, R.H. and Harland, L.K. (2000). The differing sources of fairness perceptions of contingent workers and their influence on organizational citizenship behavior performance. Submitted as part of the symposium “What Does it Mean to be Fair? Organizational Justice and Effective Work Behaviors,” Z. Byrne, Chair, to the 2000 Meetings of the Society of Industrial and Organizational Psychologists, New Orleans, LA.

Moorman, R.H. (1998). Contingent workers and organizational citizenship behaviors: A model of factors influencing OCB performance. Accepted for presentation at the Organizational Behavior Track of the 1999 Midwest Academy of Management Meetings, Lincoln, NE.

Moorman, R.H. (1998). Perceived organizational support and the meaning of just procedures: Sorting the relative contribution of POS and procedural justice in predicting organizational citizenship behavior. Part of the Symposium, Perceived Organizational Support: Commitment is a Two-Way Street (R. Eisenberger, Chair). Presentation at the 1999 Meetings of the Society of Industrial and Organizational Psychologists (SIOP), Atlanta, GA.

Niehoff, B.P., Moorman, R.H., Blakely, G.L., & Fuller, J. (1998). The influence of empowerment on loyalty and support in a downsizing environment. Presented at the 1998 Academy of Management Meetings, San Diego, CA.

Moorman, R.H., Blakely, G.L. & Erdener, C. (1998). Are Organizational Citizenship Behaviors in-role or extra-role? Presented at the 1998 Midwest Academy of Management Meetings, Kansas City, MO.

Niehoff, B.P. & Moorman, R.H. (1996). The influence of job type and job tenure on performance monitoring and workplace justice: An application of agency theory to supervisor-subordinate relationships. Presented at the 1996 Academy of Management Meetings, Cincinnati, OH.

Sayeed, L. & Moorman, R.H. (1995). Perceptions of an information system innovation as a mediator of the relationship between management support, training satisfaction, and system success. Proceedings of the Decision Sciences Institute.

Moorman, R.H., Blakely, G.L., & Niehoff, B.P. (1995). Does organizational support mediate the relationship between procedural justice and organizational citizenship behavior? A group value model explanation. Presented at the 1995 Academy of Management Meetings, Vancouver, B.C.

Moorman, R.H., Blakely, G.L., & Niehoff, B.P. (1993). Collectivism-Individualism as a personality based predictor of organizational citizenship behaviors. Paper presented at the 1993 Annual Meetings of the Academy of Management, Atlanta, GA.

Moorman, R.H. & Sayeed, L. (1993). Can using computers promote organizational citizenship? A study relating computer usage, task characteristics, and OCB. Paper presented in a poster session at the 1993 Annual Meetings of the Academy of Management, Atlanta, GA.

Moorman, R.H. & Niehoff, B.P. (1992). Job attitudes and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and job fairness. Paper presented at the 1992 Annual Meetings of the Academy of Management, Las Vegas, NV.

Moorman, R.H. & Podsakoff, P.M. (1992). Are there still potential confounding effects of social desirability response sets in organizational behavior research? Paper presented at the 1992 Annual Meetings of the Academy of Management, Las Vegas, NV.

Niehoff, B.P. & Moorman, R.H. (1992). Top management's influence in employee perceptions of justice: A usefulness analysis of leadership vs. supervision. Paper presented at the 1992 Annual Meetings of the Academy of Management, Las Vegas, NV.

Moorman, R.H. & Blakely, G.L. (1992). A preliminary report of a new measure of organizational citizenship behaviors. Paper presented at the Southern Management Association Meetings in New Orleans, LA.

Blakely, G.L., Blakely, E.H., & Moorman, R.H. (1992). Relationship between gender, personal experience, and perceptions of sexual harassment in the workplace. Paper presented at the Southern Management Association Meetings in New Orleans, LA. Chosen as **Best Paper in Conference**.

Moorman, R.H., Organ, D.W., & Niehoff, B.P. (1991). Do fairness perceptions influence employee citizenship? A report of two studies on the relationship between three dimensions of organizational justice and organizational citizenship behaviors. Presented at the Academy of Management Annual Meetings, Miami, FL.

Niehoff, B.P. & Moorman, R.H. (1991). An examination of the relationships between leader behaviors and perceptions of organizational justice. Presented at the Academy of Management Annual Meetings, Miami, FL.

 **RESEARCH INTERESTS**

Leader Integrity

Organizational Citizenship Behavior

Leadership in Conditions of Organizational Change and Uncertainty

Social Justice and Perceptions of Fairness in Organizations

Transformational Leadership Behaviors and Perceptions of Fair Treatment

**SELECTED ADMINISTRATIVE DUTIES**

Director, The Leadership Prize, Elon University, 2014 – 2019. I developed and implement The Leadership Prize program, a scholarship program to fund scholarly projects to address significant social issues.

Leadership Mentor, Leadership Fellows Program, 2017 – 2021, Elon University. I serve as the Faculty mentor for the 2017-2021 Leadership Fellows.

Associate Dean for Graduate Business Programs, Creighton University, 2007 – 2008. I was responsible for the administration of three graduate degree programs – a Masters of Business Administration (MBA) program, a Masters of Information Technology Management program, and a Masters of Security Analysis and Portfolio Management program. I was also responsible for all graduate programs recruitment, admissions, and curriculum. In addition to graduate programs responsibilities, I worked with the Dean on strategic initiatives, fundraising, accreditation, and other special projects. Central to my efforts this past year has been the implementation of a curriculum redesign in the MBA program.

Director, the Anna Tyler Waite Center for Leadership, Creighton University, 2001 – 2011.

 The Waite Center offers leadership development activities for Creighton University students and faculty and for greater Omaha business executives. The center is endowed by the Waite Family with an initial gift of $1.1 million. The Waite Family has since given an additional $1 million to fund additional leadership scholarships. As director, I developed and sponsored a Leadership Conversations series and other leadership development activities. I have also developed and sponsored the Creighton Business Symposium, which is a professional event for students in the College of Business Administration and the greater Omaha business community. In 2010, we hosted over 450 students and 100 business partners for a series of keynote addresses and panel discussions. Students organizing the event raised between $40,000 and $50,000 each year to cover all expenses.

Developer and Program Coordinator, Anna Tyler Waite Leadership Scholars, 2000 – 2011. The Anna Tyler Waite Leadership Scholars Program is a co-curricular leadership development program offered to undergraduate business administration students at Creighton University. The program is a four-year program where students participate in a series of activities designed to promote their understanding of leadership and their leadership skills. In 2009 – 2010, over 240 students (out of 650 business students) were enrolled in the program.

**RESEARCH AND TEACHING HONORS**

2018 - 2019 Research Sabbatical. Research projects in New Zealand starting in January, 2019.

2017 President’s Report on Research. One of eight Elon faculty recognized for research performance.

Decennial Influential Article Award 2000, for Podsakoff, P.M., MacKenzie, S., Moorman, R.H., & Fetter, R. (1990). The influence of transformational leader behaviors on organizational citizenship behaviors. *The Leadership Quarterly, 1*, 107-142. Article was selected by the editorial team of *The Leadership Quarterly* as the “most influential on academia” and the article “best reflecting the editorial policy of the journal regarding methodological and theoretical rigor.”

Awarded the Frank S. Holt, Jr. Chair in Business Leadership, Elon University, 2011.

Ranked as #121 on a list of top 150 most cited scholars in the field of management from 1981 – 2004 in Podsakoff, P.M., MacKenzie, S.B., Podsakoff, N.P. & Bachrach, D.G. (2008). Scholarly influence in the field of management: A bibliometric analysis of the determinants of university and author impact in the management literature in the past quarter century. Journal of Management, 34, 641 – 720.

Outstanding Editorial Review Board Member, the *Journal of Organizational Behavior* (2010). Selection based on quality and quantity of reviews.

Cahill Award for Excellence, 2008, Creighton University College of Business Administration. This award was given in honor of the contribution made by my work developing the Anna Tyler Waite Leadership Scholars Program.

Dean’s Award for Excellence 2004 – 2005, Creighton University College of Business Administration. This award was based on outstanding performance in the areas of teaching, research, and service.

Elected Honorary Member, Omicron Delta Kappa Leadership Society, September, 2004.

Certificate of Appreciation for Outstanding Teaching, 2004 Greek Awards, Creighton University.

Certificate of Appreciation for Outstanding Teaching, 2002 Greek Awards, Creighton University.

Dean’s Award for Excellence 2000 – 2001, Creighton University College of Business Administration. This award was based on outstanding performance in the areas of teaching, research, and service.

Awarded the Robert Daugherty Endowed Chair in Management, Creighton University, May, 2000.

Outstanding Researcher in the Department of Management, West Virginia University for 1997-98.

Outstanding Teacher, Department of Management and Industrial Relations, West Virginia University, 1996-97.

Outstanding Researcher, Department of Management, West Virginia University for 1993-94.

Outstanding Researcher, College of Business and Economics, West Virginia University for 1993-94.

 **COMMITTEE ASSIGNMENTS**

Elon University

University Committees

Search Committee for the Director of the Center for Leadership, 2017 – 2018.

Leadership Advisory Committee, 2016 – 2017.

Elon University Graduate Council, 2014 – 2017.

Elon University Long Range Planning Committee, 2014 – 2017.

Leadership Advisory Board, 2011 – present.

Elon University Promotion and Tenure Committee, 2015 – 2016.

Search Committee, Dean of Elon College, 2013 – 2015.

Elon University Athletics Committee, 2012 – 2015.

Senior Faculty Research Committee, Elon University, 2013, 2014.

Search Committee, Managing Director of CATL, 2012 – 2013.

University Committee on Leadership, 2011 – 2012.

Revson Grant Steering Committee, 2011 – 2014.

Love School of Business Committees

Department Captain for Faculty/Staff Giving Campaign, 2017-2018.

Chair, Search Committee, Department of Management position in OBHR, 2017.

Advisor: Student Chapter of SIE, 2017 – present

Advisor: Student Chapter of Alpha Phi Omega, a student service fraternity, 2016 – 2017.

Chair of Advisory Committee on Associate Dean/Director of Graduate Programs, 2017.

Chair, Search Committee, Department of Management position in OB, 2016.

Search Committee, Department of Management positions in strategy, 2016.

Search Committee, Faculty in Information Systems, 2015-16.

Co-Chair, LSB Core Curriculum Committee, 2015

Chair, Search Committee, Department of Management position in HR, 2013.

Selection Committee for the Love Term Chair in Business, 2013.

Chair, Academic Qualification Committee, 2013 – present.

Search Committee, International Business and Strategy position, 2012.

Creighton University

 Vice President’s Administration and Finance Committee, 2010 – 2011.

 University Rank and Tenure Committee, 2010 – 2013

 College Rank and Tenure Committee, 2009-2010.

 University RSP Advisory Committee, 2008 – 2011.

 Administrative Committee, 2008.

 Executive Committee, 2008.

 Graduate Programs Committee, 2007 – 2011.

 University Rank and Tenure Committee, 2004 – 2006.

 College of Business Deans Search Committee, 2004 – 2005.

 University Committee on Student Learning and Leadership, 2004 – 2005.

 University Committee on the Freshman Year Experience, 2004 – 2005.

 Selection Committee for the Union Pacific Professorship (Chair), 2005

 Freshman Seminar Advisory Committee, Creighton University, 2002-2003.

Rank and Tenure Committee, College of Business Administration, 2001 - 2004.

Undergraduate Curriculum Taskforce, College of Business Administration, 2000 – 2002.

Chairs Research Committee, 2003 – 2011.

MBA Curriculum Committee, College of Business Administration, 1999-2000.

Curriculum Committee, College of Business Administration, 2000 - 2002.

 **SELECTED EXECUTIVE EDUCATION PROGRAMS**

Transformational Leadership, National Corn Growers Association, Raleigh, NC, August 7, 2018.

Transformational Leadership, National Soybean Association, Raleigh, NC, August 7, 2018.

Transformational Leadership, National Corn Growers Association, Minneapolis, MN, August 9, 2017.

Transformational Leadership, National Soybean Association, Minneapolis, MN, August 9, 2017.

Transformational Leadership, National Sorghum Producers, Agri-Women Association, and National Wheat Producers, Washington, DC, November 9, 2017.

Effective Boundary Spanning Leadership as Executive Directors, National Corn Growers, St. Louis, MO, May 1, 2017.

Transformational Leadership, National Corn Growers Association, Greensboro, NC, August 11, 2016.

Transformational Leadership, National Soybean Association, Greensboro, NC, August 11, 2016.

Advanced Leadership Course, National Corn Growers Association, Minneapolis, MN, June 10, 2016

Transformational Leadership, National Agriculture Aviators Association, Scottsdale, AZ, October 9, 2015.

Advanced Leadership Course, National Corn Growers Association, Greensboro, NC, September 15, 2015

Transformational Leadership, National Corn Growers Association, Minneapolis, MN, August 10, 2015.

Transformational Leadership, National Soybean Association, Minneapolis. MN, August 10, 2015.

Transformational Leadership, National Agriculture Aviators Association, Long Beach, CA, October 10, 2014.

Advanced Leadership Course, National Corn Growers Association, Minneapolis, MN, September 11, 2014

Transformational Leadership, National Corn Growers Association, Greensboro, NC, August 8, 2014.

Transformational Leadership, National Soybean Association, Greensboro, NC, August 8, 2014.

Advanced Leadership Course, National Corn Growers Association, Greensboro, NC, September 10, 2013

Transformational Leadership, National Corn Growers Association, Greensboro, NC, August 6, 2013.

Transformational Leadership, National Soybean Association, Greensboro, NC, August 6, 2013.

Leadership and Communication, Hawaii Agricultural Advisory Committee, Honolulu, HA, June 18, 2013.

Leadership at its Best, American Agri Women’s Association, Greensboro, NC, April 16, 2013.

Transformational Leadership, National Agriculture Aviators Association, Louisville, KY, October 13, 2012.

Transformational Leadership, National Corn Growers Association, Greensboro, NC, August 9, 2012.

Transformational Leadership, National Soybean Association, Greensboro, NC, August 9, 2012.

Leadership at Gettysburg, Thought Leaders Conference, Syngenta, Washington, DC, June 12. 2012.

Leadership Excellence, American Agri Women’s Association, Minneapolis, MN, April 17, 2012.

Transformational Leadership, National Agriculture Aviators Association, Greensboro, NC, October 8, 2011.

Advanced Leadership Course, National Corn Growers Association, Greensboro, NC, September 15, 2011

Enhancing Leadership, Executive Education Program at the University of Otago, Dunedin, New Zealand, May - June 2011.

Enhancing Leadership, Executive Education Program at the University of Otago, Dunedin, New Zealand, May - June 2010.

Building an Engaged Work Force. Workshop presented to KPMG New Zealand, Wellington, NZ, June 2010.

Managing the Leadership Challenge. Workshop presented to Kiewit Building Group, October 2009.

Leadership and the Quiet Leader. Workshop presented to KPMG New Zealand, June 2008.

Enhancing Leadership, Executive Education Program at the University of Otago, Dunedin, New Zealand, June 2008.

Enhancing Leadership, Executive Education Program at the University of Otago, Dunedin, New Zealand, March 2007.

Enhancing Leadership, Executive Education Program at the University of Otago, Dunedin, New Zealand, May 2006.

Strategic Innovation, Executive Education Program at the University of Otago, Dunedin, New Zealand, March 2006.

Enhancing Leadership, Executive Education Program at the University of Otago, Dunedin, New Zealand, May 2005.

Leadership, Peter Kiewit and Sons Materials Management Division, Fall 2004.

Leadership, Union Pacific Accounting and Auditing Group, Fall 2004.

Enhancing Leadership, Executive Education Program at the University of Otago, Dunedin, New Zealand, May 2004.

Leadership and the Leadership Process, Business in Brief Training Sessions, Creighton University, 2001 - 2004.

HRM as High Performance Work Practice, Business in Brief Training Sessions, Creighton University, 2002 - 2004.

Leadership, Executive Education Sessions offered at Peter Kiewit and Sons, Inc., 2001 – 2005.

Leadership Style, Department Chairs Training Program, Creighton University, Fall 2003.

Introduction to Leadership, Women’s Institute of Leadership and Learning, Creighton University, 2002 – 2004.

Collaborative Working Relationships, the West Virginia University Hospital System, 1998 and 1999.

Activity Preparation and Debriefing Sessions for Ropes Course Training. Sessions taught to various companies in conjunction with programs at the Lakeview Resort and Conference Center, Morgantown, West Virginia, 1995 – 1999.

 **SERVICE TO THE PROFESSION**

Editorial Review Board, the *Journal of Management*, 2006 – 2008, 2010 – 2012, 2014 – present.

Associate Editor, Organizational Behavior, *European Management Journal*, 2012 – 2013.

Editorial Review Board, *European Management Journal*, 2013 – 2015.

Editorial Review Board, the *Journal of Organizational Behavior,* 2002 – 2011.

Discussant, Perceptions of Fairness, Academy of Management Meetings, Vancouver, BC, August 9, 2015.

Session Chair and Discussant for Paper Session for New Research in Organizational Citizenship Behavior, Academy of Management Meetings, Orlando, FL, August 11, 2013.

Invited Discussion Leader, Organizational Behavior Doctoral Student Consortium, Academy of Management Meetings in Montreal, Canada, 2010.

Session Chair and Discussion Leader for Paper Session on New Advances in Organizational Citizenship Behavior Research, Academy of Management Meetings, Montreal, Canada, 2010.

Guest Editor (with S. Grover), special issue on leader integrity, The International Journal of Leadership Studies, to be published in September 2009.

Session Chair for session entitled “The Virtues: Humility, Benevolence, Empathy, and OCB, presented at the 2009 Academy of Management Meetings in Chicago, IL.

Nominee for Program-Chair Elect for the Organizational Behavior Division of the Academy of Management, 2008.

Newman Award Committee Member. The Newman Award committee selects the winner of the best sole-authored paper based on a dissertation submitted to the Academy of Management.

Presenter, OB Junior Faculty Consortium, the 2008 Academy of Management Meetings, Anaheim, California.

Guest Editor (with S. Grover), Special Issue on Leader Integrity and Authenticity, European Management Journal, Spring 2007.

Guest Speaker, Organizational Citizenship Behavior, Doctoral Students Group, the University of Central Florida, Spring 2007.

Guest Instructor, Doctoral Student Seminar, Organizational Justice, Professor Mary Uhl-bein, University of Nebraska, Lincoln, Spring 2007.

Discussant for Rethinking the nomological network of organizational justice: Questioning old assumptions, D. Rupp (Chair), 2006 Annual Meeting of the Academy of Management, Atlanta, GA.

Subtheme Convener, Leader Authenticity and Integrity, 2006 Meetings of the European Group of Organization Studies, Bergan, Norway,

Speaker for 2005 Human Resources Association of the Midlands, December 13, 2005. “What Makes the Successful Successful?

Presenter, Human Resource Management Junior Faculty Consortium, 2005 Meetings of the Academy of Management, Honolulu, Hawaii.

Discussant for Organizational Behavior Paper Session, 2005 Meetings of the Academy of Management, Honolulu, Hawaii.

Invited Contributor to Blackwell Encylopedic Dictionary of Management: Organizational
Behavior 2nd Edition, (2004) edited by Nigel Nicholson, Pino Audia &
Madan Pillutla. Contributed definitional essay on “Organizational Citizenship Behavior.”

Board of Advisors, The Center for Women, Creighton University, 2001 – 2004.

Past President, Midwest Academy of Management, 2002 – 2003.

President, Midwest Academy of Management – 2001 - 2002.

Program Chair, Midwest Academy of Management. Developed the program for the 2001 Meetings held in April, 2001 in Toledo, Ohio.

Electronic Proceedings Editor, Midwest Academy of Management, 2001 – 2005.

 **SELECTED INVITED SPEECHES**

Becoming an Engaged Learner, presented to incoming first-year students, Elon University, 2015 – present.

Leading with Integrity, presented as a second level workshop for the LEAD Program at Elon University, 2014 to 2018.

Discussion of motivation and leadership, COOP Graham Seminar, February 9, 2017.

Faculty Speaker, An Evening for Elon, Washington, DC, November 17, 2015.

The Elon Leader, presented as an introductory session for the LEAD Program at Elon University, September 17, September 27, October 22, November 18, 2013, February 18, March 5, 2014.

The Elon Leader, presented as an introductory session for the LEAD Program at Elon University, September 14, September 27, October 10, and November 15, 2012.

Leadership Development at Elon, presentation for the Student Life Committee of the Elon University Board of Trustees, October 26, 2012.

Invited Workshop Leader, Negotiation Strategies, Isabella Cannon Leadership Program, Elon University, April 4, 2012.

Invited Workshop Leader, Team Selection Strategies, Intersect Conference on Diversity and Leadership, Elon University, February 25, 2012.

Invited Speaker, Lunch and Learn on Leadership, Elon University, November 15, 2011.

Invited Speaker, Opening Ceremony, Isabella Cannon Leadership Program, Elon University, September 18, 2011.

 **GRANT ACTIVITIES**

Anna Tyler Waite Leadership Scholars Program: In 2000 – 2001, the program was endowed by a gift from the Waite Family in honor of Anna Tyler Waite, $2,000,000.

Arch Coal, Inc. Developed stand-alone training program and video tapes for front-line supervisor training, 1998, $27,000.

Intellectual Property Grant. Developed marketing study on the feasibility of FRP bridge decking systems, 1998, $5000.

Principal Investigator, Ashland Coal, Inc. Training Project. Program dates 12/1/96 to 4/30/97. $127, 715.

**COURSES TAUGHT AT ELON UNIVERSITY**

Graduate Courses:

 MBA 562: Management and Leadership

MBA 581 (IS): International Business in Vietnam (travel trip taught in January 2018)

MBA 581 (IS): International Business in Vietnam and Thailand (travel trip taught in January 2017)

MBA 581 (IS): International Business in Shanghai and Hong Kong (travel trip taught in January 2014, 2016)

MBA 581 (IS): International Business in Vietnam and Singapore (travel trip taught in January 2015)

MBA 501: Leadership and Leadership Style

Undergraduate Courses:

 MGT 323: Principles of Management

 MGT 412: Advanced Organizational Behavior

 Elon 101: Business Fellows

**COURSES TAUGHT AT CREIGHTON UNIVERSITY**

Undergraduate Courses:

MGT 301: Managerial Processes and Organizational Behavior.

MGT 301: Managerial Processes and Organizational Behavior – Dominican Republic, Encuentro Dominicano Program.

BUS 311: Entrepreneurship and Small Business Management.

MGT 479: Seminar in Leadership.

RSP 103: Freshman Seminar.

Graduate Courses:

MBA 771: Leadership and Organizational Behavior.

MBA 779: Seminar in Leadership.

MBA 779: Seminar in Human Resource Management.

MBS 712: Leadership and Teaming in the Biosciences.