

## **Anthony R. Wheeler**

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### **Education**

- 2003 University of Oklahoma  
Doctor of Philosophy – I/O Psychology  
Dissertation: *Multidimensional fit: A theory and a test of the influence of realistic job previews and pre-hire fit*  
Advisor – Michael R. Buckley, Ph.D.
- 2001 University of Oklahoma  
Master of Science – I/O Psychology  
Thesis: *Examining the attitudes toward temporary employees: Implications for recruiting and staffing.*
- 1996 University of Maryland at College Park  
Bachelor of Arts - Psychology

### **Professional Certification**

- 2005 – 2016 Senior Professional in Human Resources (SPHR)  
Certified by the Society for Human Resources Management (SHRM)

### **Administrative Appointments**

- 2020 – Current Dean, School of Business Administration, Widener University  
2018 – 2019 Associate Vice Provost, Enrollment Strategy, West Chester (PA) University  
2017 – 2018 Dean, College of Business and Public Management, West Chester (PA) University  
2016 – 2017 Associate Dean, College of Business, Bryant University  
2012 – 2016 Director of Full-Time MBA Program, University of Rhode Island

### **Academic Appointments**

- 2017 – 2020 Professor of Management, West Chester (PA) University  
2016 – 2017 Professor of Management, Bryant University  
2014 – 2016 Spachman Professor and Full Professor of Human Resources Management, University of Rhode Island, Schmidt Labor Research Center, College of Business Administration  
2010 – 2014 Spachman Professor and Associate Professor of Human Resource Management, University of Rhode Island, Schmidt Labor Research Center, College of Business Administration  
2010 – 2014 Visiting Professor of Management Studies, University of the West Indies  
2008 – 2010 Assistant Professor of Human Resource Management, University of Rhode Island, Schmidt Labor Research Center, College of Business Administration

- 2005 – 2007 Assistant Professor of Human Resources Management, Bradley University, Foster College of Business
- 2003 – 2005 Assistant Professor of Human Resources Management, California State University, Sacramento, College of Business
- 2001 – 2003 Adjunct Instructor of Management, University of Oklahoma, Michael F. Price College of Business

### **Editorial Appointments**

- 2014 – Current Co-Editor, Research in Personnel and Human Resource Management
- 2013 – 2016 Associate Editor, Journal of Occupational and Organizational Psychology

### **Advisory Boards**

- 2020 – Current Future Talent Council, Curriculum Innovation Advisory Board

### **Awards**

- Emerald Literati Network *Outstanding Author Contribution* for “Lead for demand and lag for supply: the use of pay level to predict hospital performance”
- University of Rhode Island College of Business Administration Graduate Teaching Award (2011)
- University of Rhode Island College of Business Administration Faculty Research Award (2009)
- Emerald Literati Network *Highly Commended Award* for “When person-organization (mis)fit and (dis)satisfaction lead to turnover: The moderating role of perceived job mobility”
- Caterpillar Research Fellow, Bradley University (2007-2008)
- Bradley University First Year Teaching Award (2006)
- Outstanding Reviewer of Organizational Behavior Division for Academy of Management Annual Meetings in Atlanta, GA (2006) and Philadelphia, PA (2007)
- Best Paper for the Organizational Behavior Track for 2007 Southern Management Association Annual Conference in Nashville, TN.
- Best Paper for the Management History/Management Education Track for the 2004 Southern Management Association Annual Conference in San Antonio, TX.
- Best Reviewer of the Human Resource Management Division for the Academy of Management Annual Meetings in New Orleans, LA (2004)
- Chuck Gettys Award for Outstanding Research in Graduate School (2003), University of Oklahoma
- Outstanding Reviewer of the Research-Methodology Track for the 2003 Southern Management Association Annual Conference in Clearwater, FL (2003)

### **Administrative Experience**

- Dean, School of Business Administration, Widener University
- Associate Vice Provost, Enrollment Strategy, West Chester (PA) University
  - Report to Provost and Executive Vice President for Academic Affairs and Senior Vice Provost about enrollment strategies across the university
  - Identify traditional and non-traditional student enrollment markets
  - Develop strategic recruiting and marketing plans to micro-target applicant populations, using digital, social, and mobile marketing techniques
  - Identify and cultivate international partnerships for faculty research, applicants, and partner universities (exchange, study abroad)
- Dean, College of Business and Public Management, West Chester (PA) University

- Lead the development and implementation of 3-year strategic planning cycles focusing on international, innovation, and interdisciplinary activities across the college
- Provide strategic leadership for 7 departments – Management, Accounting, Marketing, Economics and Finance, Public Policy and Administration, Geography and Urban Planning, and Criminal Justice - that combined enroll nearly 5,100 students
- Responsible for student success in degree programs across 3 levels of instruction - undergraduate, masters', and doctoral degrees – that generate more than 41,100 student credit hours per semester and across 3 centers – Social and Economic Policy Research, Cottrell Center for Entrepreneurship, and GIS and Spatial Analysis
- Oversee growth of online MBA (500 students), MS in HRM (100 students), and Doctorate of Public Management (110 students) programs
- Facilitate new degree programs and minors to meet market demands, including degree completion programs in Philadelphia and Delaware County Community College, minors in HRM, Entrepreneurship, Analytics (forthcoming), and Supply Chain Management (forthcoming), and MS in Financial Economics (forthcoming)
- Oversee Pre-Business Counseling service center that serves 1,400 students
- Manage \$16M+ annual budget
- Responsible for all fundraising activities within the college
- Oversee 82 tenure track faculty members, 45 adjunct and full-time instructors, and 20 staff
- Provide final approval of all hires in the college
- Responsible for AACSB accreditation (School of Business) and NASPAA accreditation (Public Management), including planning, faculty qualifications, and assurance of learning
- Expanded relationships with international universities (Southwest University of Economics and Finance in China, Beijing Union University)
- Serve on Provost's Deans' Council and President's WCU Administrative Council
- Reformulate external college advisory board to include 16 members comprised almost exclusively of current or recently retired corporate executives; Established student advisory board consisting of 18 students across academic classes and majors
- Implement social media strategy that increased engagement on Facebook by 17%, Instagram by 98%, and Twitter by 2%; Revamped college newsletter with more than 100% increase in reads
- Establish and maintain vendor agreements with international student marketing and recruiting services
- Associate Dean, College of Business, Bryant University
  - Responsible for all facets and effectiveness of 4 graduate business programs (Full-Time MBA, Part-Time MBA, Master's in Public Accounting, Master's in Taxation) and Graduate Certificate in Business Analytics
  - Increased inquiries and applications across programs by more than 100% and deposits by nearly 75% through revamped digital, social, and mobile marketing initiatives
  - Establish and maintain vendor agreements with international students marketing and recruiting services; Establish and maintain agreements with domestic enrollment management services
  - Implement social media strategy that increased engagement on Facebook by 38%, Instagram by 54%, and Twitter by 22%

- Develop new graduate certificate programs, including interdisciplinary and online certificates
- Oversee AACSB assessment and assurance of learning for graduate programs in College of Business
- Fundraise with team to raise \$5 million in support of new online certificate in Healthcare Innovation Management
- Develop and manage corporate relations plan to facilitate recruiting, placement, internship, and sponsorship opportunities
- Manage fiscal and budgetary resources in excess of \$4M that generated \$5M in revenues
- Develop and manage digital, mobile, and social media assets
- Supervise 6 staff members in Graduate Programs Office
- Serve as acting Dean for College of Business in Dean's absence, including undergraduate programs
- MBA Program Director, College of Business Administration, University of Rhode Island
  - Developed, implemented, and continuously improved unique, fully integrated and team-taught Strategic Innovation MBA program, which had a 4-year retention rate of 97%
  - Managed recruiting, career, and internship process for 20-25 students
  - Oversaw 5 tenure track faculty, 2 full-time instructors, and 5 per course instructors
  - Developed, implemented, and managed NEASC and AACSB assessment and assurance of learning practices for program
  - Responsible for management of classroom technology and Design and Innovation Lab
  - Managed 5-6 student groups embedded in organizations during capstone consulting projects at companies such as Hasbro, CVS, Fidelity, Ocean State Job Lot, IGT, and Providence Waterfire
  - Directly or jointly raised over \$400,000 in revenue through corporate sponsorships, alumni giving, and grants
  - Led curriculum development for corporate, onsite MBA program at Pfizer, Inc.

### **Accreditation**

- Association to Advance Collegiate Schools of Business (AACSB)
  - All programs as Dean at West Chester University
  - All graduate programs at Bryant University
  - Full-time MBA program at University of Rhode Island
  - Peer-Review Site Team member for Salisbury University (MD), 2018
- Network of Public Policy, Affairs, and Administration (NASPAA)
  - All graduate programs as Dean at West Chester University

### **Research**

I focus on several areas of research within the field of management, including:

- The influence of strategic human resource management effectiveness and HRM interventions on Person-Environment Fit
- Antecedent and outcomes of employee turnover and retention decisions
- Aspects of the impact of the contingent workforce, including motivational, leadership, and justice issues

### **Refereed Journal Articles**

- Halbesleben, J.R.B., & Wheeler, A.R. (2015). Reciprocal helping behavior as a source of personal resources: A day-level study of coworker pairs. *Journal of Management, 41*, 1628-1650.
- Wheeler, A.R., Shanine, K.K., Leon, M.R., & Whitman, M.V. (2014). Student-recruited samples in organizational research: A review, analysis, and guidelines for future research. *Journal of Occupational and Organizational Psychology, 87*, 1-26.
- Wheeler, A.R., Halbesleben, J.R.B., & Whitman, M.K. (2013). The interactive effects of abusive supervision and entitlement on emotional exhaustion and coworker abuse. *Journal of Occupational and Organizational Psychology, 86*, 477-496.
- Halbesleben, J.R.B., Wheeler, A.R., Paustian-Underdahl, S.C. (2013). The impact of furloughs on emotional exhaustion, self-rated performance, and recovery experiences. *Journal of Applied Psychology, 98*, 492-503.
- Halbesleben, J.R.B., Wheeler, A.R., Shanine, K.K. (2013). The moderating role of ADHD in the work engagement-performance process. *Journal of Occupational Health Psychology, 18*, 132-143.
- Wheeler, A.R., Harris, K.J., & Sablynski, C.J. (2012). How do employees invest abundant resources? The mediating role of work effort in the job embeddedness – performance relationship. *Journal of Applied Social Psychology, 42 (Suppl. 1)*, E244-E266.
- Halbesleben, J. R. B., Wheeler, A. R., & Rossi, A. M. (2012). The costs and benefits of working with one's spouse: A two-sample examination of spouse support, work-family conflict, and emotional exhaustion. *Journal of Organizational Behavior, 33*, 597-615.
- Wheeler, A.R., Halbesleben, J.R.B., & Harris, K.J. (2012). The influence of job-level HRM effectiveness on employee intent to turnover and workarounds in hospitals. *Journal of Business Research, 65*, 547-554.
- Harris, K.J., Wheeler, A.R., & Kacmar, K.M. (2011). The mediating role of organizational job embeddedness in the LMX-outcomes relationships. *Leadership Quarterly, 22*, 271-281.
- Halbesleben, J. R. B., & Wheeler, A. R. (2011). I Owe You One: Coworker Reciprocity as a Moderator of the Day-Level Exhaustion - Performance Relationship. *Journal of Organizational Behavior, 34*, 608-626.
- Wheeler, A.R., Halbesleben, J.R.B., & Shanine, K. (2010). Eating their cake and everyone else's cake, too: Resources as the main ingredient to workplace bullying. *Business Horizons, 53*, 553-560.
- Halbesleben, J.R.B., & Wheeler, A.R. (2010). Coverage by smoke-free workplace policies by race/ethnicity and health outcomes: Can workplace health policies improve worker health? *International Journal of Workplace Health Management, 3*, 111-130.
- Wheeler, A.R., Harris, K.J., & Harvey, P. (2010). Moderating and mediating the HRM effectiveness – intent to turnover relationship: The roles of supervisors and job embeddedness. *Journal of Managerial Issues, 22*, 182-196.
- Harris, R. B., Harris, K.J., & Wheeler, A.R. (2009). Relationships between politics, supervisor communication, and job outcomes. *Journal of Applied Social Psychology, 39*, 2669-2688.
- Harris, K.J., Wheeler, A.R., & Kacmar, K.M. (2009). Leader-Member Exchange and Empowerment: Direct and Interactive Effects on Job Satisfaction and Turnover Intentions. *Leadership Quarterly, 20*, 371-382.
- Todd, S., Harris, K.J., Harris, R.B., & Wheeler, A.R. (2009). Career success implications of political skill. *Journal of Social Psychology, 143*. 179-204.
- Halbesleben, J. R. B., & Wheeler, A. R. (2009). Student perceptions of business education models: Measurement and relationship to educational outcomes. *Journal of Management Education, 33*, 166-195.

- Halbesleben, J.R.B., & Wheeler, A.R. (2008). The relative role of engagement and embeddedness in predicting job performance and turnover intention. *Work and Stress, 22*, 242-256.
- Halbesleben, J.R., Buckley, M.R., & Wheeler, A.R. (2007). Understanding pluralistic ignorance in organizational settings: Application and Theory. *Journal of Managerial Psychology, 22*, 65-83.
- Wheeler, A.R., Gallagher, V.C., Brouer, R.L., & Sablynski, C.J. (2007). When Person-Organization (mis)Fit and job (dis)satisfaction predict intent to turnover: The moderating influence of perceived job mobility. *Journal of Managerial Psychology, 22*, 203-219.
- Harvey, P., Harris, R.B., Harris, K.J., & Wheeler, A.R. (2006). Attenuating the effects of social stress: The impact of political skill. *Journal of Occupational and Health Psychology, 12*, 105-115.
- Wheeler, A.R., Richey, R.G., Tokman, M., & Sablynski, C.J. (2006). Sustaining Superior Marketing Talent: The Role of Corporate Brand Identity. *Journal of Brand Management, 14*, 96-113.
- Richey, G.R., Tokman, M., & Wheeler, A.R. (2006). A supply chain manager methodology, empirical test, and suggested application. *Journal of Business Logistics, 27*, 163-190.
- Novicevic, M.M., Evans, M., Paolillo, J.G.P., Wheeler, A.R., & Buckley, M.R. (2006). Positive coping strategies: Linking historical and contemporary views. *Journal of Applied Management and Entrepreneurship, 11*, 65-80.
- Wheeler, A.R. & Richey, R.G. (2005). Selecting global supply-chain managers: A competency-based perspective. *Journal of Marketing Channels, 11*, 89-103.
- Wheeler, A. R. & Autry, C.A. (2005). Post-hire human resource management practices and person-organization fit: A study of warehouse employees. *Journal of Managerial Issues, 17*, 58-75.
- Halbesleben, J. R. B., Wheeler, A. R., & Buckley, M. R. (2005). Everybody else is doing it, so why can't we? Pluralistic ignorance and business ethics education. *Journal of Business Ethics, 56*, 385-398.
- Wheeler, A.R. & Buckley, M.R. (2004). Permanent employee attitudes toward temporary employment. *International Journal of Selection and Assessment, 12*, 274-277.
- Chirico, C.E., Buckley, M.R., Wheeler, A.R., Fecteau, J.D., Bernardin, H.J., & Beu, D.S. (2004). A Note on the Need for True Scores in Frame-of-Reference (FOR) Training Research. *Journal of Managerial Issues, 16*, 382-395.
- Wheeler, A.R., Richter, E., & Sahadevan, S. (2004) Looking back on their 'Great Works': Insights from the authors of classic works in organizational behavior and human resource management. *Management Decision, 42*, 1326-1342.
- Halbesleben, J.R., Wheeler, A.R., & Buckley, M.R. (2004). The influence of great theoretical works on subsequent empirical work: An investigation of top management journals. *Management Decision, 42*, 1210-1225.
- Buckley, M.R., Nikolova, J., Halbesleben, J.R., Wheeler, A.R., & Stauffer, J.M. (2001/2002). The daunting task of motivating information technology professionals. *Oklahoma Business Bulletin, 69/70*, 5-13.
- Wheeler, A.R. & Buckley, R. M. (2001). The motivation process of temps: A holistic model. *Journal of Managerial Psychology, 16(5)*, 339-354.

### **Books**

- Wheeler, A.R., & Buckley, M.R. *What happens to HR when there are no employees*. Emerald Publishing. (Forthcoming)

### **Edited Book Chapters**

- Pfarrer, M.D., Bundy, J., Muller, A., & Wheeler, A.R. (2020). To minimize or mobilize? The trade-offs associated with the crisis communication process. In W. Johansen and F. Frandsen (Eds.), *Crisis communication* (pp. 235-256), Berlin, Germany: De Gruyter.
- Djurdjevic, E., & Wheeler, A.R. (2014). A Dynamic Multilevel Model of Performance Rating. In M.R. Buckley, J.R.B. Halbesleben, and A.R. Wheeler (Eds.), *Research in Personnel and Human Resources Management*, 32 (pp. 147-176), Bingley, UK: Emerald Publishing Group Limited.
- Wheeler, A.R., Halbesleben, J.R.B., & Shanine, K. (2013). Exploring the middle range of person-environment fit theories through a conservation of resources perspective. In A. Kristof-Brown and J. Billsberry (Eds.), *New Directions in Fit* (pp. 170-194), Hoboken, NJ: Wiley-Blackwell.
- Wheeler, A.R., & Rampersad, R. (2012). Time dependent effects of employee job embeddedness on employee and company well-being. In P. Perrewe, J. Halbesleben, and C. Rosen (Eds.), *Research in Occupational Stress and Well Being*, 10 (pp. 311-351), Bingley, UK: Emerald Group Publishing Limited.
- Brown, M., Halbesleben, J. R. B., & Wheeler, A. R. (2011) Lead for demand and lag for supply: The use of pay level to predict hospital financial performance. In M.D. Fottler, N. Khatro, and G.T. Savage (Eds.), *Advances in Health Care Management*, 9 (pp. 79-96). Emerald Publishing Group: London, UK. **(Outstanding Author Contribution from Emerald Literati Network)**
- Harvey, J., Wheeler, A. R., Halbesleben, J. R. B., & Buckley, M. R. (2010). How did you figure that out? Employee learning during socialization. In H. Liao, J. Martocchio, and A. Joshi (Eds.), *Research in Personnel and Human Resource Management* (pp. 167-200), 29, Bingley, UK: Emerald Group Publishing Limited.
- Halbesleben, J.R., Wheeler, A.R., & Buckley, M.R. (2008). Organizational commitment and job performance: Extending the conservation of resources model. In K. H. Kiefer (Ed.), *Papers on Applied Psychological Research* (pp. 35-58). Nova Science Publishers.
- Wheeler, A.R. (2008). Disconnecting the stress-burnout-turnover relationship among nursing professionals: A synthesis of micro and macro HRM research. In J.R.B. Halbesleben (Ed.), *The Handbook of Stress and Burnout in Health Care* (pp. 187-199), Nova Science Publishers.
- Wheeler, A.R., Halbesleben, J.R.B., & Buckley, M.R. (2007). Multilevel strategic HRM: Facilitating competitive advantage through social networks and supply chains. In F.J. Yammarino and F. Dansereau (Eds.), *Research in multi-level issues, Volume 7* (pp. 393-409), Oxford, UK: Elsevier Science.
- Nyberg, T.L., Buckley, M.R., Harvey, M.G., Novicevic, M., & Wheeler, A.R. (2007). Socializing employees: Helping individuals develop appropriate expectations for both their work and the organization. In R.R. Sims (Ed.), *Human Resource Management: Contemporary Issues, Challenges, and Opportunities* (pp.287-302), Charlotte, NC: Information Age Publishing.
- Halbesleben, J.R.B., & Wheeler, A.R. (2007). The costs and benefits of working with those you love: A demand/resource perspective on working with family. In P.L. Perrewe (Ed.), *Research in Occupational Stress and Well-Being* (pp.115-163), Greenwich, CT: Elsevier Ltd.
- Wheeler, A.R., & Halbesleben, J.R.B. (2006). The relationship between perceptions of politics, social support, withdrawal, and performance. In E. Vigoda-Gadot and A. Drory (Eds.) *Handbook of Organizational Politics* (pp. 253-270). Northampton, MA: Edgar Elgar.
- Wheeler, A.R., Buckley, M.R., Halbesleben, J.R., Brouer, R.L., & Ferris, G.R. (2005). “The elusive criterion of fit” revisited: Toward an integrative theory of multidimensional fit. In J. Martocchio (Ed.), *Research in Personnel and Human Resource Management* (pp. 265-304), 24, Greenwich, CT: Elsevier/JAI Press.

- Wheeler, A.R., Buckley, R.M., & Halbesleben, J.R. (2002). The basics of the contingent workforce. In G.R. Ferris, M.R. Buckley, and D.M. Fedor (Eds.), *Human Resource Management: Perspectives, Context, Functions, and Outcomes, Fourth Edition* (pp. 155-164). Prentice-Hall: Englewood Cliffs, N.J.
- Halbesleben, J.R., Buckley, R.M., & Wheeler, A.R. (2002). Overlooked and emerging issues in performance appraisals. In G.R. Ferris, M.R. Buckley, and D.M. Fedor (Eds.), *Human Resource Management: Perspectives, Context, Functions, and Outcomes, Fourth Edition* (pp. 244-255). Prentice-Hall: Englewood Cliffs, N.J.

### **Publications Currently Under Review**

- Michel, E.J., Hall, K.L., Leon, M., Wheeler, A.R., Weinzimmer, L.G., Qi, J., & Kepes, S. Bridging the employee engagement-performance relationship in service management settings: A meta-analytic review. *Journal of Service Management*. (**Conditional Acceptance**)
- Wheeler, A.R., Halbesleben, J.R.B., & Paustian-Underdahl, S.C. It's not who leaves but how quickly: The role of shocks in turnover of high performers. *Journal of Management*.

### **Non-Peer Reviewed Publications**

- Wheeler, A.R. (2012). Succession planning in state Departments of Transportation. *University of Rhode Island Transportation Center*.
- Wheeler, A.R. (2004). Book review of "Into the unknown: Leadership lessons from Lewis and Clark's daring westward expedition" by Jack Urdich. *Journal of Applied Management and Entrepreneurship*, 10, 172-175.
- Wheeler, A.R. (2001). Take it or leave it: Graduate school vs. working world. *The Industrial Psychologist*, 39(1), 42-45.
- Wheeler, A. R. (1995). The changing structure of work: From hierarchical to flat and boundaryless organizations. Washington, DC: United States Office of Personnel Management.

### **Conference Proceedings and Presentations**

- Brock-Baskin, M, Williams, M.L., Paul, J., & Wheeler, A.R. The struggle is real: Unfiltered conversations on job loss and job change. *Human Resources Management Track of Southern Management Association Annual Conference*, Norfolk, VA, October, 2019.
- Various presenters (2019). Professional Development Workshop: HR Research Roundtable Forum. *HRM Divisions of Academy of Management Annual Meetings*, Boston, MA, August, 2019.
- Various presenters (2018). Professional Development Workshop: HR Research Roundtable Forum. *HRM Divisions of Academy of Management Annual Meetings*, Chicago, IL, August, 2018.
- Lyons, L.M., Lanivich, S., Wheeler, A.R. (2016). Navigating pre-venture activities: Core self-evaluation as a guide to perceived success in pre-venture assistance programs. *Entrepreneurship Track of Southern Management Association Annual Conference*, St. Pete Beach, FL, October, 2016.
- Wheeler, A.R., & Little, L.L. (2014). A dynamic inter-spousal spillover model for understanding post-maternity workforce reentry. *Organizational Behavior, HRM, and Gender and Diversity Divisions of Academy of Management Annual Meetings*, Philadelphia, PA, August, 2014.



- Wheeler, A.R., & Singh, R. (2014). Actively building the ‘A’ and ‘S’ of the ASA Framework. Paper present in ‘Current thinking and research about the ASA cycle’ symposium at *Society for Industrial and Organizational Psychology Annual Conference*, Honolulu, HI, May, 2014.
- Singh, R., & Wheeler, A.R. (2013). The ignored side of organizational job embeddedness: An examination into the role of personality and social exchanges in influencing the embeddedness - voluntary turnover intent relationship. *Organizational Behavior Track of Southern Management Association Annual Conference*, New Orleans, LA, November, 2013.
- Wheeler, A.R., Halbesleben, J.R.B., Paustian-Underdahl, S.C. (2013). It’s not who leaves but how quickly: The role of shocks in turnover of high performers. *Organizational Behavior and HRM Divisions of Academy of Management Annual Meetings*, Lake Buena Vista, FL, August, 2013.
- Wheeler, A.R., Halbesleben, J.R.B., Shanine, K.K., & Donovan, J.D. (2012). Snowball sampling in management research: A review, analysis, and guidelines for future research. *Research Methods Track of Southern Management Association Annual Conference*, Ft. Lauderdale, FL, November, 2012.
- Halbesleben, J.R.B., Wheeler, A.R., & Stoutner, O. K. (2012). The use and justification of time lags in organizational research. *Research Methods Track of Southern Management Association Annual Conference*, Ft. Lauderdale, FL, November, 2012.
- Weinzimmer, L.G., Robin, J., Wheeler, A.R., & Halbesleben, J.R.B. (2012). Organizational culture and strategic management: Construct alignment and measurement. *Strategy Division of Academy of Management Annual Meetings*, Boston, MA, August, 2012.
- Wheeler, A.R., Halbesleben, J.R.B., & Sablinski, C.J. (2011). I am embedded, please get me out of here: The moderating role of embeddedness on the emotional exhaustion-turnover relationship. *OB/OT/OD Track of Southern Management Annual Conference*, Savannah, GA, November 2011.
- Wheeler, A.R., Halbesleben, J.R.B., & Whitman, M.K. (2011). The interactive effects of abusive supervision and entitlement on emotional exhaustion and coworker abuse. *OB/OT/OD Track of Southern Management Annual Conference*, Savannah, GA, November 2011.
- Brouer, R.L., Gallagher, V.C., Wheeler, A.R., & Reeves, M. (2011). The effect of political skill on fit perceptions: Are the politically skilled true chameleons? *OB/OT/OD Track of Southern Management Annual Conference*, Savannah, GA, November 2011.
- Wheeler, A.R., Halbesleben, J.R.B., Shanine, K. (2011). Exploring the middle range of PE fit: A conservation of resources approach. *Organizational Behavior Division at Academy of Management Annual Conference*, San Antonio, TX, August 2011.
- Pfarrer, M., Wheeler, A.R., Smith, K.G. (2011). Managing stakeholder discourse in times of crisis. *Business Strategy Division at Academy of Management Annual Conference*, San Antonio, TX, August 2011.
- Wheeler, A.R. (2010). Which of These Is not Like the Others? PE fit, Lack of PE fit, and Misfit. Keynote paper at *4th Annual e-Conference on Fit*, December, 2010.
- Halbesleben, J.R.B., & Wheeler, A.R. (2010). The moderating role of ADHD in the work engagement-performance process. *OB/OT/OD Track of Southern Management Association Annual Conference*, St. Pete Beach, FL, October 2010.
- Halbesleben, J.R.B., & Wheeler, A.R. (2010). Not all days off are created equal: The impact of furloughs on emotional exhaustion. *HRM/Careers Track of Southern Management Association Annual Conference*, St. Pete Beach, FL, October 2010.
- Wheeler, A.R. (2010). Job-level HRM effectiveness, employee intent to turnover, and workarounds in hospitals. *Healthcare Management Division at Academy of Management Annual Conference*, Montreal, QC, August 2010.

- Wheeler, A.R., Harris, K.J., & Sablinski, C.J. (2010). Investing abundant resources through work effort in the job embeddedness–performance relationship. *Organizational Behavior Division at Academy of Management Annual Conference*, Montreal, QC, August 2010.
- Wheeler, A.R., Halbesleben, J.R.B., & Shanine, K. (2010). Throwing fits because of misfit: The proactive resource seeking of misfits trying to fit. *Organizational Behavior Division at Academy of Management Annual Conference*, Montreal, QC, August 2010.
- Wheeler, A.R., & Halbesleben, J.R.B. (2009). A conservation of resources view of Person-Environment Fit. *3<sup>rd</sup> Annual e-Conference on Fit*, November, 2009.
- Halbesleben, J.R.B., & Wheeler, A.R. (2009). Reciprocal helping behavior as a source of personal resources: A day-level study of coworker pairs. *APA – Work, Stress, and Health 2009: Global Concerns and Approaches*, San Juan, PR, November, 2009.
- Henle, C.A., Wheeler, A.R., & Zellars, K. (2009). Mitigating job tension in the work-family conflict – turnover intentions relationship: The roles of tenure, negative affectivity, and political skills. *OB/OT/OD Track of Southern Management Association Annual Conference*, Asheville, NC, November, 2009.
- Wheeler, A.R., Harris, K.J., & Halbesleben, J.R.B. (2009). Conservation of resources and job embeddedness: An empirical test with social support antecedents. *Organizational Behavior Division at Academy of Management Annual Conference*, Chicago, IL, August, 2009.
- Harvey, J., Buckley, M.R., & Wheeler, A.R. (2009). How did you figure that out? Employee learning during socialization. *Human Resource Management Division at Academy of Management Annual Conference*, Chicago, IL, August, 2009.
- Dorado, S., Wheeler, A.R., & Franco, C. (2009). A human resources model for social ventures: Lessons from microfinance. *Markets, Firms, and Institutions track at Society for Advancements of Socio-Economics Annual Meeting*, Paris, France, July, 2009.
- Weizimmer, L.G., Wheeler, A.R., Michel, E., & Franczak, J.L. (2008). Action orientation as a mediator in the culture-performance relationship. *Strategy/ENT Track of Southern Management Association Annual Conference*, St. Pete Beach, FL, November, 2008.
- Halbesleben, J.R.B., & Wheeler, A.R. (2009). Coverage by Smoke-Free Workplace Policies, Smoking Cessation, and Health Outcomes: Can HRM Policies Improve Worker Health? *HRM/Careers Track of Southern Management Association Annual Conference*, St. Pete Beach, FL, November, 2008.
- Wheeler, A. R., Halbesleben, J. R. B., & Sablinski, C. (2008). The moderating role of POPs in the job embeddedness - job performance relationship. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA. August, 2008.
- Halbesleben, J.R.B., & Wheeler, A.R. (2007). Marital Working Status, Social Support, Work-Family Conflict, and Emotional Exhaustion: An Examination of Brazilian Same-Career Employees. *OB/OT/OD Track of Southern Management Association Annual Conference (Awarded Best Paper in Organizational Behavior Track)*, Nashville, TN, October, 2007.
- Weinzimmer, L.G., Wheeler, A.R., Brown, A.J. (2007). Preliminary development of a macro measure of organizational culture: Toward a synthesis of culture-performance research. *OB/OT/OD Track of Southern Management Association Annual Conference*, Nashville, TN, October, 2007.
- Wheeler, A.R., & O'Brien, M. (2007). The multilevel influence of perceptions of HRM effectiveness on hospitals. *Healthcare Management Division at Academy of Management Annual Conference*, Philadelphia, PA, August, 2007.
- Wheeler, A.R., Gallagher, V.C., Brouer, R.L., & Sablinski, C.J. (2007). Outcomes of multidimensional misfit: An empirical test of a theoretical model. *OB Division at Academy of Management Annual Conference*, Philadelphia, PA, August, 2007.

- Wheeler, A.R., & Halbesleben, J.R.B. (2007). Alternative employment contracts and performance management. *Human Resource Management Division at Academy of Management Annual Conference* (Submitted as part of symposium entitled “Current research issues in performance management” coordinated by M.R. Buckley), Philadelphia, PA, August, 2007.
- Wheeler, A.R., Harris, K.J., Harvey, P. (2007). Moderating and mediating the HRM effectiveness – intent to turnover relationship: The roles of supervisors and job embeddedness. *Society for Industrial-Organizational Psychology Annual Conference*, New York, New York, April, 2007.
- Weinzimmer, L.G., Wheeler, A.R., & Franczak, J. (2006). From Macro to Micro: A Multilevel Assessment of Organizational Culture and Performance. *OB/OT/OD Track of Southern Management Association Annual Conference* (Submitted as part of symposium entitled “Organizational Culture: Building Bridges across Approaches, Outcomes, and Levels of Analysis” coordinated by B.R. Dineen), Clearwater, FL, October, 2006.
- Harvey, P., Harris, R.B., Harris, K.J., & Wheeler, A.R. (2006). Attenuating the effects of social stress: The impact of political skill. *OB Track of Southern Management Association Annual Conference*, Clearwater, FL, October, 2006.
- Halbesleben, J.R.B., Brown, M.P., & Wheeler, A.R. (2006). Nursing compensation policy and health care outcomes: The relationship between pay level and coronary survival rates in California. *Academy of Health Research Annual Conference*.
- Brown, M.P., Halbesleben, J.R.B., & Wheeler, A.R. (2006). Lead for demand and lag for supply: The use of pay level to predict hospital financial performance. *Health Care (HC) Division of AOM Annual Conference (Selected for Best Paper Proceedings)*, Atlanta, GA, August, 2006.
- Halbesleben, J.R.B., Wheeler, A.R., Sablinski, C.J., Harris, K.J., Thomas, C., & O’Neill, B. (2006). Knowledge, action, and the public concern in the undergraduate classroom: Using HR research to develop the HR managers of tomorrow. *Professional Development Workshop for the Human Resources Management Division at the Annual Academy of Management Conference*, Atlanta, GA, August 2006.
- Wheeler, A.R., Richey, R.G., Tokman, M., & Sablinski, C.J. (2005). The influence of personality and organizational culture on perceptions of organizational brand image: Antecedents to employee retention. *Paper presented at 2005 Annual Southern Management Association Conference*, Charleston, SC, November 2005.
- Buckley, M.R., Childers, J.L., & Wheeler, A.R. (2005). Developing managers of the 21<sup>st</sup> century: Substituting emotional intelligence for leadership. *Paper presented at 2005 Annual Southern Management Association Conference*, Charleston, SC, 2005.
- Sablinski, C.J., Wheeler, A.R., & Wright, C. (2005). Consulting strategies for employee retention: The role of effective human resource management and job embeddedness. *Paper presented at 2005 Annual Academy of Management Conference*, Honolulu, HI, August 2005.
- Wheeler, A.R., & Buckley, M.R. (2004). Realistic job previews and the intent to pursue employment: The moderating effect of job search goals on self-selection. *Paper presented at Southern Management Association Annual Conference*, San Antonio, TX, November 2004.
- Wheeler, A.R., Richter, E., & Caliendo, M. (2004). Increasing MBA retention rates at state universities: The development of realistic education previews. *Paper presented at Southern Management Association Annual Conference*, San Antonio, TX, November 2004 (**Awarded Best Paper in Management History/Management Education Track**).
- Halbesleben, J.R., Wheeler, A.R., & Buckley, M.R. (2004). Organizational commitment and job performance: Extending the conservation of resources model. *Paper presented at the*

- Academy of Management Annual Conference*, New Orleans, LA, August 2004.
- Wheeler, A.R. (2002). Taylor's 'soldiering': A historical perspective of the restriction of output. *Paper presented at the Academy of Management Annual Conference*, Denver, CO, August 2002.
- Wheeler, A.R. & Buckley, M.R. (2002). An examination of a myth surrounding attitudes toward temporary employment. *Paper presented at the Southern Management Association Annual Conference*, Atlanta, GA, November 2002.
- Wheeler, A.R. (2002). The relationship between temporary workers and unions: Past, present, and future. *Paper presented at the Southern Management Association Annual Conference*, Atlanta, GA, November 2002.
- Wheeler, A.R. (2001). Individual differences, brand image, and firm size: A theoretical view of organizational recruiting antecedents. *Conference Proceedings at The Institute of Behavioral and Applied Management*, Charleston, S.C., November 2001.
- Wheeler, A. R. (1995). The changing structure of work: From hierarchical to flat and boundaryless organizations. Presented by J. M. Kraft at National Institute of Occupational Safety and Health workshop on work, stress, and health, Washington, DC, September 1995.
- Wheeler, A. R. (1995). The changing structure of work: From hierarchical to flat and boundaryless organizations. Presented by J. M. Kraft at the Centers for Disease Control convention concerning workforce quality, Atlanta, GA, August 1995.

### **Media Appearances**

- "Should you change leadership jobs in the middle of a pandemic?" Chronicle of Higher Education, May 11, 2020.
- "Homeworking: Isolation, anxiety, and burnout." Financial Times, April 15, 2020.
- "Aurora, Denver are near the top of the new hardest-working cities list," CBS Denver, February 25, 2020 via WalletHub.
- "How do you cope when your employer asks you to take a hit," Financial Times, February 7, 2020.
- "The mere threat of another shutdown will do lasting damage to the Federal workforce," Washington Post, February 11, 2019.
- "The furlough is terrible for workers – even when they are back on the job," Washington Post, January 25, 2019.
- "Outsourcing helps keep businesses competitive, but is it hurting job growth?" Providence Business News, October 6, 2017.
- "WCU's Business school climbs the charts," Daily Local News, August 24, 2017.
- "In emerging R.I. energy sector, men still dominate," Providence Business News, May 19, 2017.
- "Here are the least (and most) stressed states in the U.S." Today, April 4, 2017 via WalletHub.
- "Despite Diversity gains, white men still rule R.I. banking", Providence Business News, September 12, 2015
- "Can start-up incubators give R.I. an economic jolt?", Providence Business News, June 6, 2015
- "CEO pay: Grow profits, rewards will follow", Providence Business News, May 15, 2015
- "AARP touts value of older workers", Providence Journal, September 21, 2008
- "Sac City gives fingerprinting a thumbs up", Sacramento Bee, July 18, 2005
- "On-line surveys", KCRA Channel 3, March 1, 2005
- "What's the incentive?", Nieman Watchdog, February 9, 2005

- “More employees look for time off”, KCRA Channel 3, January 13, 2005
- “Calpers goes after ‘Fat Cat’ CEOs”, KCRA Channel 3, November 24, 2004

### **Reviewer Duties**

- Associate Editor for *Journal of Occupational and Organizational Psychology*
- Co-Editor for *Research in Personnel and Human Resources Management*
- Review Board Member for *Journal of Organizational Behavior*
- Review Board Member for *Group and Organization Management*
- Review Board Member for *Leadership and Organizational Development Journal*
- Review Board Member for *Journal of Business Ethics (Teaching Business Ethics)*
- Ad hoc reviewer for *Journal of Business Research*
- Ad hoc reviewer for *Journal of Management*
- Ad hoc reviewer for *Journal of Applied Social Psychology*
- Ad hoc reviewer for *Journal of Managerial Issues*
- Ad hoc reviewer for *European Journal of Work and Organizational Psychology*
- Reviewer for special issue of *Journal of Applied Management and Entrepreneurship*
- Reviewer for special issue of *Journal of Managerial Psychology*
- Reviewer for special issue of *Management Decision*

### **Conference Duties**

- Reviewer and Session Chair for Organizational Behavior and Human Resource Management division for AOM Annual Meetings, Vancouver, BC (2015)
- Reviewer and Discussant for Human Resource Management, Organizational Behavior, and Pre-Doctoral tracks for SMA Annual Conference, Savannah, GA (2014)
- Reviewer and Session Chair for Organizational Behavior and Human Resource Management division for AOM Annual Meetings, Philadelphia, PA (2014)
- Reviewer and Discussant for Human Resource Management and Organizational Behavior tracks for SMA Annual Conference, New Orleans, LA (2013)
- Reviewer and Session Chair for Human Resource Management and Organizational Behavior Divisions, AOM Annual Meetings, Lake Buena Vista, FL (2013)
- Reviewer and Discussant for Human Resource Management and Organizational Behavior tracks for SMA Annual Conference, Ft. Lauderdale, FL (2012)
- Reviewer for Human Resource Management and Organizational Behavior divisions for AOM Annual Conference, Boston, MA (2012)
- Reviewer and Discussant for Human Resource Management and Organizational Behavior tracks for SMA Annual Conference, Savannah, GA (2011)
- Reviewer for Human Resource Management and Organizational Behavior divisions for AOM Annual Conference, San Antonio, TX (2010)
- Reviewer and Discussant for Human Resource Management and Organizational Behavior tracks for SMA Annual Conference, St. Pete Beach, FL (2010)
- Reviewer for Human Resource Management and Organizational Behavior divisions for AOM Annual Conference, Montreal, QC (2010)
- Reviewer for Human Resource Management and Organizational Behavior tracks for SMA Annual Conference, Asheville, NC (2009)
- Reviewer for Human Resource Management and Organizational Behavior divisions for AOM Annual Conference, Chicago, IL (2009)
- Reviewer for Human Resource Management and Organizational Behavior tracks for SMA Annual Conference, St. Pete Beach, FL (2008)

- Reviewer for Human Resource Management and Organizational Behavior divisions for AOM Annual Conference, Anaheim, CA (2008)
- Reviewer for Human Resource Management and Organizational Behavior Tracks for SMA Annual Conference, Nashville, TN (2007)
- Reviewer for Human Resource Management and Organizational Behavior divisions for AOM Annual Conference, Philadelphia, PA (2007)
- Reviewer for Human Resource Management and Organizational Behavior tracks for SMA Annual Conference, Clearwater Beach, FL (2006)
- Reviewer for Human Resource Management and Organizational Behavior Divisions for AOM Annual Conference, Atlanta, GA (2006)
- Reviewer for Human Resource Management, Organizational Behavior, and Management History Tracks for SMA Annual Conference in Charleston, SC (2005)
- Reviewer for Organizational Behavior and Human Resource Management Divisions for AOM Annual Conference, Honolulu, HI (2005)
- Participant in HRM Junior Faculty Consortium during AOM Annual Conference, New Orleans, LA. (2004)
- Discussant for Human Resource Management Division for AOM Annual Conference, New Orleans, LA (2004)
- Reviewer for Organizational Behavior and Human Resource Management Divisions for AOM Annual Conference, New Orleans, LA (2004).
- Member of “Best Student Paper” Committee for SMA Annual Conference in San Antonio, TX (2004)
- Reviewer for Human Resource Management, Research Methods, and Management History tracks for SMA Annual Conference in San Antonio, TX (2004).
- Reviewer and discussant for Human Resource Management Track for SMA Annual Conference, St. Petersburg, FL (2003).
- Participant in HRM Doctoral Consortium during AOM Annual Conference, Denver, CO (2002)
- Discussant for Management History track at AOM Annual Conference, Denver, CO (2002).
- Reviewer and Discussant for Human Resource Management track for SMA Annual Conference, Atlanta, GA (2002).

### **Professional Presentations**

- Wheeler, A.R. Job Search in a Down Economy. Presentation to URI Alumni Group, March 2011.
- Wheeler, A.R. PBN Summit on Social Media, March 2011.
- Wheeler, A.R. HRM Planning in a Down Economy. Presentation to HRM RI, February 2011.
- Wheeler, A.R. PBN Summit on Capitalizing on an Aging Workforce, October 2010
- Wheeler, A.R. Career choices in the field of human resources management. Presentation to Business Student Advisory Council at University of Rhode Island, February, 2009.
- Wheeler, A.R., & Halbesleben, J.R.B. Working in Business Schools. Discussion with doctoral students at the University of Oklahoma, November, 2008.
- Wheeler, A.R. PBN Summit on an Aging Workforce, October 2008.
- Wheeler, A.R. Career development and job search. Presentation made to RLI Corp summer internship program, July 2007.
- Wheeler, A.R. Job analysis and legal defensibility: What you don’t know about job analysis can hurt your organization. Presentation made to the Sacramento Labor and Employment Law Association, March 2004

- Wheeler, A.R. Job search: In theory and practice. Presentation made to the Human Resource Management Association at CSUS, November 2003.
- Wheeler, A.R. Examining attitudes toward temporary employees: Emerging issues in management. Presentation made for the University of Oklahoma Psychology Department, March 2001.

### **Research Grants Awarded**

- University of Rhode Island – University Transportation Center (2013) - \$20,000
- Bradley University – Caterpillar Fellowship (2007 – 2008) - \$5,000
- Bradley University – Foster Faculty Development Grant (2005) - \$1,194
- California State University – Research and Creativity Grant (2004) - \$11,180
- California State University – Probationary Faculty Development Grant (2003/2004) - \$14,000
- University of Oklahoma – Research and Creativity Grant (2000) - \$1,000

### **Teaching**

#### West Chester University

- Managing Talent (HRM 603)
- Entrepreneurship and New Venture Creation (MBA 611)
- Leadership in Contemporary Organizations (MBA 604)
- Principles of Management (MGT 200)

#### University of Rhode Island

- Organizational Behavior in Healthcare (MBA 532)
- Integrated Strategic Innovation MBA Program (MBA 518-522)
- Human Resource Management (BUS 342)
- Organizational Behavior (MBA 502)
- Human Resource Development (MBA 578)
- Staffing Organizations (MBA 573)

#### University of the West Indies

- PhD Seminar of Organizational Behavior (MGMT 8015)
- PhD Seminar for Advances in HRM (MGMT 8014)

#### Bradley University

- Human Resources Management (BMA 356)
- Human Resource Theory and Program Design (BMA 457)
- Attracting and Developing Talent (EMBA 650)
- Managing in Organizations (BMA 352)

#### California State University, Sacramento

- Behavioral Science Applications in Management (Leadership/Motivation) – OBE 252
- Human Resource Management - OBE 153

#### University of Oklahoma

- Organizational Behavior – MGT 4363
- Human Resource Management – MGT 3515
- Principles of Management – MGT 3013
- Elements of Psychology – PSY 1113
- Psychology of Leadership – PSY 4703
- Research Methods – PSY 3114
- Survey of Industrial/Organizational Psychology – PSY 5035 (GA, 2000)

#### University of Maryland

- Cross-Cultural Psychology – PSY 3154 (Undergraduate TA, 1996)

### **Doctoral Students Supervised**

- Chaired dissertation of Ramchand Rampersad, University of the West Indies (dissertation title: *The influence of resource saliency, perceived organizational support, and attachment style on emotional exhaustion for employees in Trinidad and Tobago*). Successfully defended June 2012.
- Chaired dissertation of Riann V. Singh, University of the West Indies (dissertation title: *The ignored side of organizational job embeddedness: An examination into the role of personality and social exchanges in influencing the embeddedness – voluntary turnover intent relationship*). Successfully defended September 2013.
- Chaired dissertation of Ansylla Payne, University of the West Indies (dissertation title: *Influence of leader-member exchange on turnover intentions in the fast food industry: The moderating role of supervisor emotional intelligence*). Successfully defended June 2018.
- Committee member for Bonnie J. Charland, University of Rhode Island, College of Nursing (dissertation title: *Organizational context, shared governance structure, and outcomes in Veterans Affairs hospitals*). Successfully defended April 2015.

### **Service**

#### University of Rhode Island

- SIMBA Program Director (2012 – 2016)
- Part-Time MBA Review Committee (2015)
- Graduate Assessment Committee (2015)
- URI New Hire Orientation Speaker (2013)
- URI J-Term Evaluation Committee (2013)
- URI Academic Summit Presenter (2013)
- CBA Strategy Hiring Committee (2013)
- CBA Dean's Evaluation Committee (2013)
- Promotion and Tenure Committee (2011 Vice Chair, 2012 Chair)
- PhD Program Evaluation Committee (2012)
- CBA OB/HR Hiring Committee (Emilija Djurdjevic, 2012)
- Health Studies Internal Advisory Board (2011 – present)
- URI Faculty New Hire Mentor (Liam Malloy, Economics, 2011-2012, Emilija Djurdjevic, 2013)
- CBA Career Counselor Hiring Committee (Kathleen Jackson, 2011)
- KMBA Redesign Implementation Team (Chair, 2011-2012)
- CBA Communications Committee (2010)
- CBA Strategic Planning Committee (2009, 2015)
- KMBA Redesign Task Force (2009-10)
- Health Services Interdisciplinary Major Task Force (2009-10)
- “2010 Career Summit” Event for URI Career Services (Moderator)
- Undergraduate Curriculum and Academic Committee (UCAC)
- Student Affairs Committee
- Doctoral Curriculum Committee
- Chapter Advisor – Beta Psy Epsilon Fraternity

#### Bradley University

- Faculty Sponsor – Society for Human Resources Student Chapter
- Member - New Faculty Forum

#### California State University, Sacramento

- Coordinator – SHRM Pacific Region HR Student Games (Hosted by CSUS)



- Chair – CSUS OBE Department AACSB Assessment Committee
- Co-Coordinator – CSUS CBA Faculty Research Seminar
- Faculty Sponsor – Human Resource Management Association
- Master’s Thesis Committee for Jennifer Brotherton (I/O Psychology)

### **Consulting**

Ongoing HRM, Strategic Planning, and Change Management Consulting for the following organizations:

- Collective Bias, Bentonville, AR
- Pfizer, Inc., Groton, CT
- Rhode Island Department of Transportation
- Bradford Soap Works, West Warwick, RI
- Arizona Labor Force, Phoenix, AZ
- Iona Group, Peoria, IL
- Caterpillar, Inc., Peoria, IL
- Hanson Professional Services, Inc., Springfield, IL
- Shamrock Plastics, Peoria, IL

### **Expert Opinions and Testimony**

- Kakkathanu v Rohn Industries (February, 2007 – January, 2008)

### **Internships**

1995-1996 United States Office of Personnel Management, Washington, DC.  
Participated in largest job analysis in United States Government history; wrote social desirability section of government-wide clerical/technical selection test; participated in a test validity assessment project for the U.S. Marshall’s Service

### **Non-Academic Employment**

2003 University of Oklahoma, Oklahoma Scholar-Leadership Enrichment Program (OSLEP)  
Consultant

Conducted focus groups and made recommendations to improve the mission, content, and marketing of the OSLEP program for all public and private universities in the state of Oklahoma.

2001 – 2002 University of Oklahoma, Office of Human Resources Consultant  
Performed compensation reclassification of existing jobs into a broadband pay compensation system for all hourly and permanent positions at the University of Oklahoma.

2001 – 2002 State of Arkansas, Little Rock, AR Consultant  
Conducted performance appraisal validation study for the State Trooper Division of the state of Arkansas. Study included evaluation of existing performance appraisal system and recommendations to adapt more effective performance appraisal system.

2000 Management Analysis, Inc. Vienna, VA. Management Consultant  
Performed job analysis, resource analysis, and management studies for Corpus Christi Naval Station, TX, Cherry Point Naval Hospital, N.C, and Great Lakes Naval Training Center, IL. All

work performed in preparation for the privatization of industrial hygiene and medical services to commercial service providers.

1999 KPMG, LLP (Bearing Point), Crystal City, VA. Sr. Mgt. Analyst  
Performed job analysis, resource analysis, and management study at Letterkenny Army Depot, PA in preparation for privatization of 1,200 base-operations positions to a commercial service provider.

1997-1999 Management Analysis, Inc., Vienna, VA. Management Analyst  
Performed job analysis, resource analysis, quality assurance plan, and management studies for: Fort Monroe, VA, Fort Leonard Wood, MO, Fort Lee, VA, Fort Leavenworth, KS, Fort Sill, OK, Naval Air Station (North Island), CA, Miramar Marine Air Station, CA, Naval Submarine Station (North Island), CA, Marine Barracks (North Island), CA, and San Diego Naval Station, CA. All work performed in preparation for the privatization of transportation and public works positions to commercial service providers.

1996-1997 Realty Information Group, Bethesda, MD. Analyst  
Provided analysis and forecasted trends for commercial real estate market.

**Professional Affiliations**

- Academy of Management (AOM)
- Southern Management Association (SMA)
- Society for Human Resource Management (SHRM)
- American Psychological Association (APA)