2017 AHRD
International Research Conference
in the Americas
March 2-4, 2017 | San Antonio, Texas, U.S.A.

Download the Conference Mobile App!
Welcome, from the President

On behalf of the Academy of Human Resource Development (AHRD) Board of Directors and this year’s Conference Team, welcome to the 2017 AHRD International Research Conference in the Americas!

The theme that drives me during my presidential term is “Rigor and Relationship.” It’s more than a slogan for me—it synthesizes what I most value in AHRD, what I have most gained from being an AHRD member and leader for over 20 years, and what I most aim to support and foster during my presidency. In my view, this conference is one of the most powerful ways this theme comes to life. Here we all get the amazing opportunity to learn about and from research and theory judged by our peers to be worthy of sharing and to engage in sessions and activities that foster deep and rigorous thinking on the topic areas we care so deeply about. We also get to engage in networking and relationship building to help us be the best Scholars, Scholar-Practitioners, and/or HRD Educators we can be.

I frame this conference as an opportunity. Few other venues offer what is before you during the next few days—the rare and extraordinary opportunity to engage in this level of thoughtfulness and consideration and do so with people who care deeply about scholarship. It’s easy to take this for granted, and I realize it’s not for everyone. But, for those of us who believe that HRD must be pulled by theory, research, and evidence-based practice, these few days are critically important to nurture our scholarship and development so that we can be the leaders who bring AHRD’s mission to life “out there” beyond this organization.

Thus, I invite you to seize this opportunity with a spirit of inquiry, openness, reflection, and community! Use this time to broaden and deepen your understandings, further and strengthen your research and theorizing, and build partnerships to support and enhance your scholarship. And, I hope that this conference is one of the many reasons you decide that AHRD is or should be your professional home!

I deeply appreciate so many who have worked to create this opportunity for us, including Julie Gedro (Conference Chair), Jason Moats (Program Chair), Robert Yawson (Proceedings Editor), Sunyoung Park (Associate Proceedings Editor), the members of the AHRD Board of Directors, Kathie Pugaczewski (AHRD Executive Director), and Carissa Wolf (AHRD Conference Planner). A big “thank you” also to many people who volunteered thousands of hours as track chairs/co-chairs, reviewers, session chairs, presenters, and more. This conference only happens as a result of the fully volunteer efforts of our members—I and the Board of Directors very much appreciate the expertise, energy, time, and care you contribute! Conference participants, please note their names in our conference program or their name badges and thank them personally!

For additional opportunities to continue deepening your “rigor and relationships,” I hope we will see you next year at the 2018 AHRD International Research Conference in the Americas in Richmond, Virginia. And, that you will consider participating in these conferences in 2017:

- 18th International Conference on Human Resource Development Research and Practice across Europe in Portugal in June 2017 (sponsored by AHRD’s strategic partner, the University Forum for Human Resource Development).
- A joint conference focusing on human resource development research and practice in Africa (co-sponsored by AHRD and IFTDO (International Federation of Training and Development Organizations) in Ethiopia in June 2017.
- The 2017 International Research Conference in Asia in Ahmedabad, India in November 2017 (jointly sponsored by the Academy of Human Resource Development and AHRD-India).

Information about all these conferences and more can be found on AHRD’s website, and you’ll learn more about each of them during this conference.

The AHRD Board of Directors (past and present) have worked to ensure that AHRD provides a host of reasons for you to be a member of AHRD—including four refereed research journals, special interest groups (SIGs), the Program Excellence Network (PEN), webinars, web-based resources, and other member services. We aim to effectively address your needs for rigor and relationship and to increase the visibility and impact of research and theory on HRD. The Board is currently engaged in a strategic planning process; please talk with any AHRD Board Member if there are additional things you’d like to see AHRD do in the coming years to lead HRD through research! You can do this by visiting personally with us during this conference, attending the Business Meeting on Saturday, or sending us an e-mail (find us on the AHRD website).

I wish you a tremendous conference and am so glad you’re here!

Wendy Ruona, AHRD President
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Download the Conference Mobile App!

http://eventmobi.com/ahrd2017

Thank You to Our Mobile App Sponsor!

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Joshua Collins, University of Minnesota

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Dae Seok Chai, Western Michigan University
Gertrude Hewapathirana, Ashford University

HRD Performance and Strategy
YeonSoo Kim, University of Nevada Las Vegas

Leadership and Career Development
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Catherine Kyeyune, Jackson State University

Research Methodology
Marie-Line Germain, Western Carolina University
Meera Alagaraja, University of Louisville

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Eunjung Grace Oh, University of Illinois at Urbana-Champaign

Workplace Learning
Karen Johnson, University of North Texas
Sanghamitra Chaudhuri, University of Minnesota

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Thank You, Sponsors!

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Thank You, Exhibitors!

» Columbia Southern University
» Human Resources Development Service of Korea
» Interpretive Simulations
» Palgrave MacMillan
» Springer
» The University of Southern Mississippi Department of Human Capital Development
ICON KEY

**Refereed Sessions** are called Symposiums, and the two different types of symposiums presented at AHRD are described below.

- **M** Full Manuscript Sessions consist of 4 individually submitted full papers (8000 word maximum) presented.
- **S** Symposium consists of a pre-defined group of 3-5 full manuscripts presented.
- **P** Posters & Poster Session Up to eight individually submitted posters will be grouped together to share a 90-minute session.

**Non-Refereed Sessions.** Fit into three types of sessions presented at AHRD, each described below. *Note:* A brief description of each scheduled session is available in the mobile app for the conference or in the “Non-Refereed Submission Descriptions” document available from “Conference Central” on the AHRD website (www.ahrd.org).

- **F** FOCUS Sessions offer an in-depth focus on a specific topic area. These might be colloquiums, expert panel discussions, or other kinds of session designs that foster scholarly exploration.

- **PD** A Professional Development Workshop (PD) provides the opportunity for colleagues to share knowledge and expertise that fosters professional development around capabilities to support research, theory-building, and/or scholarly practice.

Connect using the conference hotel wi-fi:
Network: **wyndham_conference** / Password: **AHRD2017**
2017 Schedule-at-a-Glance (Tue, Wed, Thur)

Tuesday, February 28

2:00-9:00pm
AHRD Board of Directors Meeting — Directors Room 1

Wednesday, March 1

8:00am-5:00pm
Registration Desk Open — San Antonio Foyer

8:30am-12:00pm
AHRD Board of Directors Meeting — Directors Room 1

9:00am-6:00pm
Graduate Student Research Colloquium — Executive Salon 4

11:30am-12:00pm
Break — San Antonio Foyer

1:00-5:00pm
Program Excellence Network Meeting — Lone Star Room

2:30-3:00pm
Break — San Antonio Foyer

5:30-7:00pm
AHRD Journal Editors Meeting — President’s Suite 0401

Thursday, March 2

8:00am-5:00pm
Registration Desk Open — Texas Foyer

8:30am-12:00pm
Pre-Conference Professional Development Workshop:
Social Network Analysis for HRD/OD Professionals — Executive Salon 3

8:30am-12:00pm
Pre-Conference Professional Development Workshop:
Re-seeing Workplace Emotions: An Imaginative Approach to
Research and Practice in HRD — Executive Salon 1
### 2017 Schedule-at-a-Glance (Thursday)

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>8:30am-12:30pm</td>
<td>Program Excellence Network Meeting (Cont. from Wednesday) — Lone Star Room</td>
<td>Lone Star Room</td>
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<tr>
<td>8:30am-12:30pm</td>
<td>2017 Graduate Research Colloquium (Cont. from Wednesday) — Executive Salon 4</td>
<td>Executive Salon 4</td>
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<tr>
<td>11:00-11:30am</td>
<td>Networking and Exhibits Break — Texas Foyer</td>
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<td>12:00-1:30pm</td>
<td>HRDI Editorial Board Lunch Meeting — Boardroom</td>
<td>Boardroom</td>
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<td>12:30-1:15pm</td>
<td>Conference Orientation Meeting — Executive Salon 2</td>
<td>Executive Salon 2</td>
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<td>1:30-3:30pm</td>
<td>Welcome and Town Hall Forum 2017: HRD and Career Development: Where Are We, and Where Do We Need to Go — Texas Ballroom A&amp;B</td>
<td>Texas Ballroom A&amp;B</td>
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<td>2:00pm</td>
<td>Exhibits Open — Texas Foyer</td>
<td>Texas Foyer</td>
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<td>3:30-3:45pm</td>
<td>Networking and Exhibits Break — Texas &amp; San Antonio Foyer</td>
<td>Texas &amp; San Antonio Foyer</td>
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<td>3:45-5:15pm</td>
<td><strong>Breakout Sessions A</strong></td>
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<tr>
<td></td>
<td>• Emotions and HRD — Executive Salon 1</td>
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<td>• Higher Education Administration and HRD — Executive Salon 2</td>
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<td>• Coaching and Mentoring in HRD — Executive Salon 4</td>
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<td>• HRD in the Workplace — Texas Ballroom C</td>
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<td>• Helping to Refine Our New AHRD Standards on Ethics and Integrity: AHRD Member Feedback and Discussion — Executive Salon 3</td>
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<td>• Cross-country Research Collaboration Networking — Lone Star Room</td>
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<td>• Yes and in Workplace Learning: Improvisation to Enhance Collaboration and Organizational Development — Executive Salon 5</td>
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2017 Schedule-at-a-Glance (Thursday, Friday)

5:30-7:00pm
Welcome Reception and Board Meet and Greet
(All are invited to attend! Included in full conference registration.)
— Texas Ballroom A&B

6:30-8:30pm
DJ and Line Dance Instructor Ronny Tee — Texas Ballroom A&B

Put on your boots and learn the fun of line dancing. Our expert instructor has many years of experience and can lead any group to learn country line dance. Doubling as an event DJ, Ronny Tee keeps the dance going with hot beats.

Friday, March 3

7:30am-5:00pm
Registration Desk Open — Texas Foyer

7:00-8:30am
ADHR Editorial Board Breakfast Meeting — Boardroom

7:15-8:15am
SIG Meetings
• China SIG — Executive Salon 1
• Qualitative SIG — Executive Salon 2
• Korea SIG — Executive Salon 3
• Quantitative SIG — Executive Salon 4
• Critical SIG — Lone Star Room
• Faculty Learning and Development SIG — Lone Star Room

8:00-8:30am
Morning Break — Texas and San Antonio Foyer

8:30-10:00am
Breakout Sessions B
• Organizational Commitment and Work Engagement — Executive Salon 1
• Employee and Workforce Development — Executive Salon 2
• Perspectives on Organizational Culture: Trust & Social Justice — Executive Salon 3
• International Perspectives on Women in Leadership — Executive Salon 5
• Organizational Fit and Turnover — Texas Ballroom C
• Ethics in the Workplace — BlueBonnet Room
2017 Schedule-at-a-Glance (Friday)

Poster Session 1 — San Antonio Ballroom
• Expanding MOOCs for HRF Initiatives at Multiple Levels
• Is Employee Engagement Measurable?
• Gamifying the Job Demands-Resources Model
• Feedback Structures and Dynamics in Work Engagement in Systems Dynamics Perspective
• Career Development of Women Doctors in Korean Academic Medicine

HRD Responses to Gender and Diversity Issues in India: Panel Discussion — Lone Star Room

Problem-based Learning: Using Authentic Problems to Inductively Teach and Promote Active Learning — Executive Salon 4

10:00-10:30am
Networking and Exhibits Break — Texas and San Antonio Foyer

10:30am-12:00pm
Keynote Presentation with Jennifer Brown
How Diversity and Inclusion Will Drive Next Generation Workplaces with Jennifer Brown, Founder and CEO, Jennifer Brown Consulting — Texas Ballroom A&B

12:00-1:30pm
Lunch on Your Own — Offsite and Hotel Restaurant (111 Bar & Grill)

12:00-1:30pm
AHRD Foundation Lunch — Hotel Restaurant (111 Bar & Grill)

12:00-1:30pm
AHRD Faculty Mentoring Partner Program Meet & Greet — President’s Suite 0401
Program participants of 2015 and 2016 cohort and the applicants in the 2017 cohort are welcome to attend and enjoy pizza!

12:00-1:30pm
HRDR Editorial Board Lunch Meeting — Boardroom
2017 Schedule-at-a-Glance (Friday)

1:30-3:00pm

**Breakout Sessions C**
- Professional Development — Executive Salon 1
- Gender and HRD — Executive Salon 2
- Understanding Learning Transfer — Executive Salon 5
- Technology and HRD — Texas Ballroom C
- Employee Engagement — BlueBonnet Room

**Poster Session 2 — San Antonio Ballroom**
- From the Job Applicant’s Viewpoint, What Are the Perceptual Differences between Video and Phone Screening?
- Virtual Coaching and Higher Education Faculty: A Qualitative Exploration
- Dimensions of Work Engagement: A Person-oriented Perspective
- Workplace Learning: Understanding the Space between Formal and Informal Learning
- Black Entrepreneurship
- Mommy Wars
- Unpacking the Nuances of Reciprocity in Formal Mentoring: Lived Experiences of AHRD Faculty Mentoring Partners
- Examining Student Attendance and Demographic Factors on Academic Success

**3:00-3:30pm**

- Lessons Learned from an Executive HRD Program: An Action Research Perspective — Lone Star Room
- Addressing Sexual Differences in the Training (Learning) and Development (Performance) Process — Executive Salon 3

**3:30-5:00pm**

**Breakout Sessions D**
- Generations in the Workplace — Executive Salon 2
- HRD and Corporate Social Responsibility — Executive Salon 5
- Career Development — Texas Ballroom C
- Perspectives on Leadership and Leadership Development — BlueBonnet Room
- Perspectives on Work-Life Balance — Lone Star Room
Schedule-at-a-Glance (Friday, Saturday)

**Poster Session 3 — San Antonio Ballroom**

- An HRM Perspective: Elucidating Low-Qualified Labor Markets’ Paths in Navigating Career Mobility Plateaus across Organizations
- The Construction of Competency Model and Competency-based Program for Bakery Production Workers
- Thinking Beyond the Comparison of Online versus Traditional Learning: A Systematic Review and Meta-analysis
- Role of HRD in Changing Culture in Relation to Equality in Universities
- Perceived Managerial and Leadership Behaviors in Moroccan Higher Education Institutions
- The Relationship between Lean Management and Employee Engagement: A Preliminary Literature Review
- Psychometric Properties of the Hope-centered Career Inventory: An Update after Six Years of Administration
- Potential Causes of Substance Abuse among Nurses and Forms of Corrective Action

**Executive Salon 1**

- The Changing Nature of Work: Implications of Knowledge Work for HRD Research

**Executive Salon 3**

- Accelerating Academically: The Power of Career Sponsorship
- Engaging Research in Practice: Approaching HRD as a Scholar-Practitioner (Part 2 of 2)

**5:15-6:00pm**

- 2017 Awards Presentation — Texas Ballroom A&B

**7:00-10:00pm**

- Friday Conference Dine-Arounds — Offsite Restaurants
- Sign-up sheet by topics of discussion are located at the Registration desk. Dine-Arounds are Dutch-treat; each person is responsible for his or her own check.

### Saturday, March 4

**7:00am-12:00pm**

- Registration Desk Open — Texas Foyer

**7:00-8:30am**

- HRDQ Editorial Board Breakfast Meeting — Boardroom
**Schedule-at-a-Glance (Saturday)**

**7:15-8:15am**

**SIG Meetings**
- Virtual SIG — Executive Salon 1
- Leadership SIG — Executive Salon 2
- Scholar-Practitioner SIG — Executive Salon 3
- Diversity SIG — Executive Salon 4
- India SIG — Executive Salon 5
- Theory SIG — Lone Star Room

**8:00-8:30am**

Morning Break — San Antonio and Texas Foyer

**8:30-10:00am**

**Breakout Sessions E**

- Exploring the Foundational Perspectives of HRD — Executive Salon 1
- The Ups and Downs of Working — Executive Salon 2
- Skill Needs Identification — Executive Salon 5
- Diverse Perspectives on Leadership — BlueBonnet Room
- Exploring New Frontiers in HRD — Texas Ballroom A
- Contemporary Perspectives on Performance — Texas Ballroom B
- Learning and Learning Organizations — Texas Ballroom C

**Poster Session 4 — San Antonio Ballroom**
- Technological Changes in the Workplace and Continuous Development of Employees
- Hey Team, Let’s Chat! Improving Employee Performance Using Motivating Language and Feedback Orientation
- Is Human Capital Development the Missing Component of the Aerotropolis Model?
- Examining Measurement Invariance in Managerial Coaching
- Embodied Learning as a Tool for Workplace Training
- Empathy in Teaching: A Phenomenological Study Exploring Students’ Perceptions
- What’s in a Name? Deconstructing the Meaning of Cultural Intelligence, Global Mindset, Intercultural Competence, and Related Terms/Constructs
- Business Education 4.0: Pedagogical Use and Affordances of Flipped Learning and MOOCs in Team-based Professional Development

**Personalized Learning Pathways: A Panel Discussion — Executive Salon 3**
- The Changing Nature of Academia — Lone Star Room
Schedule-at-a-Glance (Saturday)

10:00-10:30am
Networking and Exhibits Break — Texas and San Antonio Foyer

10:30am-12:00pm
Breakout Sessions F

• Perspectives on Individual and Team Development — Executive Salon 1
• Leadership in Different Contexts — Executive Salon 2
• Theory Building in HRD — Executive Salon 5
• HRD in Corporate Practice — Texas Ballroom A
• Applications of HRD in Higher Ed — Texas Ballroom B
• HRD Perspectives on Transitions and Changes — BlueBonnet Room

Poster Session 5 — San Antonio Ballroom
• Exploring Augmented Reality: Challenges and Opportunities for Virtual HRD
• Investigating the Successors of Chinese Family Enterprises: An Empirical Study
• A Holistic Approach to Job Resources for International Students and their Organizational Citizenship Behavior and Psychological Well-being in the Context of an U.S. Higher Education Institution
• Analysis of Gender and Implicit Leadership Themes in HR Practitioner Literature: A Comparison of U.S. and Brazilian HR Practitioner Publications
• Applying Affective Engagement to Change Organizational Culture: A Secondary Analysis of Sexual Assault Prevention and Reporting Outcomes on U.S. Air Force Technical Training Campuses
• Examining the Effects of Mandatory Flexible Working Arrangements in a Multi-ethnic and Multi-generational Professional Workforce
• Managerial Coaching and Work Engagement: A Conceptual Model
• Getting on the metaBUS: Meta-analyses of HRD Research
• Who Are Workaholics? A Revisit to Workaholism
**Schedule-at-a-Glance (Saturday)**

**F**
- Publishing Qualitative Research in HRD Journals: Panel Discussion involving Qualitative Methods Editorial Members from HRD journals — *Executive Salon 3*
- A 30 Years’ Evolving Journey of Learning in the Workplace: Karen Watkins and Victoria Marsick’s Multifaceted Impact on HRD Through Informal and Incidental Learning and the Learning Organization — *Lone Star Room*

**PD**
- Conducting SEM Using Published Descriptive Statistics: Extending HRD Research — *Executive Salon 4*
- Being a Reviewer for AHRD: What Does it Take? — *Texas Ballroom C*

**12:15-1:15pm**
Annual AHRD Business Meeting — *Texas Ballroom C*

**1:15-1:30pm**
Networking and Exhibits Break — *San Antonio and Texas Foyer*

**1:30-3:00pm**
**Breakout Sessions G**
- Innovative Perspectives for HRD — *Executive Salon 2*
- Emotions and HRD — *Executive Salon 5*
- HRD Applications in the Community — *BlueBonnet Room*

**M**
- Leadership Development in Emerging Markets — *Executive Salon 1*

**P**
- Poster Session 6 — *San Antonio Ballroom*
  - Inquiry into the Role of Learning Objectives in the Design and Development of Serious Games
  - The Relationships among Foreign Language Competency, Expatriate Training, Cultural Adjustment, and Perceived Job Performance: Focus on Expatriate Workers
  - Examining Psychological Capital, Perceived Stress and Student Success
  - Cultural Intelligence in Leadership Populations
  - Factors Affecting Employee Motivation: Inspiring Employee Engagement, Intrinsic versus Extrinsic Motivators
  - Career Enrichment Employability Path: An Employability Life Skills Curriculum Designed for the Liberty City Community Revitalization Project
  - Social Network Analysis in HRD Research: An Integrative Review of Literature
  - Virtual Coaching and Higher Education Faculty: A Qualitative Exploration
**Schedule-at-a-Glance (Saturday)**

**P** Poster Session 6, continued — San Antonio Ballroom
- Talent Management in Tourism and Hospitality: A Review of the Literature

**F**
- Improving Your Digital Presence as a Researcher — Executive Salon 3
- Coaching versus Mentoring for Junior Faculty: What to Do When the Experts Do Not Know that They Are Not Experts — Texas Ballroom C
- The Fulbright Experience for HRD Scholars and Practitioners — Lone Star Room
- The Art and Science of Facilitating Experiential Learning to Achieve Transformational Growth — Texas Ballroom C

**PD**
- Promoting Your Individual Research via Social Media — Executive Salon 4

**3:00-3:30pm**
Networking and Exhibits Break — San Antonio and Texas Foyer

**3:30-5:00pm**
**Breakout Sessions H**
**M**
- Knowledge Management and Sharing — Executive Salon 2
- Organizational Dynamics — Executive Salon 5

**P** Poster Session 7 — San Antonio Ballroom
- Virtual Scenario Planning: A Research Agenda
- Hispanic-serving Institutions Best Practices: A Literature Review
- Inquiry into Spiritual Transformation of College Students and their Role in HRD
- Relationship between Pre-training Perceptions and Organizational Commitment in Public University of Pakistan
- Does Meaning of Work Have Impact on Employee Health and Well-being: An Asian Perspective
- Mixed Methods Models and Use in AHRD Publications
Schedule-at-a-Glance (Saturday)

• Fostering Individual Self-awareness and Meaning in the Workplace — Executive Salon 3
• Workforce Diversity Competencies and Human Resource Development — Lone Star Room
• A Case for Using Higher-level Evaluations of Learning: Moving Theory into Practice — BlueBonnet Room
• Romancing the Shadow: A Mythopoetic Approach to Understanding and Working with Emotion-laden Experiences and Images — Executive Salon 4

6:00-7:00pm
President’s Reception and Cash Bar
(Included with full conference registration) — Texas Foyer

7:00-9:00pm
President’s Banquet with Drugstore Cowboy Band
(Included with full conference registration) — Texas Ballroom

A San Antonio favorite, the Drugstore Cowboys have brought their electric energy to thousands. With four distinct and talented singers up front, a rock-solid rhythm section, and blistering instrumentalists, the Drugstore Cowboys’ musical dynamics are hard to deny. The band’s artistry on lead and rhythm guitar, bass, keyboards, drums, and strong vocals have earned them a place on stage with music legends Willie Nelson, Merle Haggard, Hank Williams Jr., Gregg Allman, Ronnie Milsap, David Alan Coe, Charlie Daniels, Alabama, Johnny Paycheck, Con Hunley, Flaco Jimenez, the Warren Brothers, Michael Murphy, and the list goes on.

9:00pm
Conference Adjourns

Thank you, Human Resources Development Service of Korea (HRD Korea) and Korea SIG for your sponsorship of the President’s Banquet!
Keynote Presentation 2017

“How Diversity and Inclusion Will Drive Next Generation Workplaces”

with Jennifer Brown, Founder and CEO, Jennifer Brown Consulting

Friday, March 3 | 10:30am-12:00pm | Texas Ballroom A&B

To give their fullest contribution, employees must feel they can bring their full selves to work; however research shows many do not feel comfortable doing so. They are spending valuable energy every day minimizing or managing aspects of their own diversity — of identity, background, experience — in order to succeed. This takes a particular toll on diverse talent — women, people of color, LGBT individuals, people with disabilities — at a time when organizations are struggling to recruit, retain, and develop those same individuals. But all of us, and the business, pay the price.

How can we build more inclusive workplace environments where all kinds of talent feel welcome?

In this lively and informative session you’ll discover:

• The shifting definitions of diversity and inclusion in the workplace today
• The Iceberg Model: Where we set our own waterline, and why
• The role and pervasiveness of “covering” in today’s workplace
• The business case for diversity and inclusion
• Welcomed, Valued, Respected, and Heard®: A new model for Inclusion
• How leading companies use generational strategies as a powerful tool for workforce engagement and innovation
• What leading companies are doing to build more inclusive workplace cultures for the future
HRD and Career Development: Where Are We, and Where Do We Need to Go

with Dr. Marilyn Byrd, Elliott Dawes, Dr. Rajashi Ghosh, Dr. Kim McDonald, and Dr. Tonette Rocco. Moderator Dr. Brad Shuck

Thursday, March 2 | 1:30-3:00pm | Texas Ballroom A&B

This year’s Town Hall Forum will focus on Career Development. Panelists will each offer their own perspectives about the state of Career Development research and practice in the field of Human Resource Development, and offer observations about the problems, challenges, opportunities and areas that need to be researched in order to really make Career Development a relevant and robust area of HRD research and practice. Given the dynamic world in which we live, and the increasing complexity of the world of work, what are the areas within or related to Career Development that could benefit from a focused examination? Where are the gaps? Where are the opportunities? Where do we go from here?

Moderated by Dr. Brad Shuck, Associate Professor in the Department of Educational Leadership, Evaluation and Organizational Development at the University of Louisville, panelists include: Elliott Dawes, Chief Diversity Officer for Institutional Equity and Inclusion at SUNY Empire State College; Dr. Tonette Rocco, Professor and Graduate Program Director of the Department of Adult Education and Human Resource Development at Florida International University; Dr. Marilyn Byrd, Assistant Professor of Human Relations at the University of Oklahoma; Dr. Rajashi Ghosh, Associate Professor and Program Director of the Ph.D. in Educational Leadership and Learning Technologies at Drexel University; and Dr. Kimberly McDonald, Professor and Associate Dean in Engineering, Technology and Computer Science at Indiana University-Purdue University Fort Wayne.
Emotions and HRD

Can Empathetic Leadership Influence Employee Performance?
Vishal Arghode, Gannon University
Ann Lathan, Gannon University
Meera Alagaraja, University of Louisville

Impact of Empathetic Organizational Culture on Employee Well-Being and Performance
Vishal Arghode, Gannon University
Ann Lathan, Gannon University
Kumaran Rajaram, Nanyang Business School

The Relationship between Alexithymia and Leadership Effectiveness: An Integrative Literature Review
Kellner Cody, University of North Texas
Elaine Chew, University of North Texas

Emotional and Cultural Intelligence in Diverse Workplaces: Getting out of the Box
Jeremy M. Clark, University of Minnesota
Diane Polesello, University of Minnesota
Breakout Sessions A

Thursday, March 2 | 3:45-5:15pm

Higher Education Administration and HRD

REFEREED FULL MANUSCRIPT | Executive Salon 2

Barriers to the Success of HRD Internship in Morocco
Benjamin Yumol, Claflin University
Hiti Wissam, Al Akhawayn University

Student or Professional? Role Conflict Among Student Affairs Graduate Assistants
Gerson Sanchez, Florida International University

Exploratory Research on Factors Influencing Career Choice of Hospitality Management Students in Guangzhou
Shaoping Qiu, Texas A&M University
Trupti Palkar, Texas A&M University
Larry Dooley, Texas A&M University

Readiness to Engage the Intercultural: A Qualitative Study of International Students’ Personal Constructions of Successful Adjustment
Joan Burkhardt, Northeastern University
Elisabeth E. Bennett, Northeastern University
Breakout Sessions A
Thursday, March 2 | 3:45-5:15pm

Coaching and Mentoring in HRD
REFEREEED FULL MANUSCRIPT | Executive Salon 4

Exploring the Role of Communication and Gender in Mentoring Relationships: A Literature Review
Yasmeen Makarem, Texas A&M University

Multiple Identities in Emerging Professions: Coaching Chameleons in HRD
David E. Gray, University of Greenwich
Mark N.K. Saunders, University of Birmingham
Barry J. Curnow, University of Greenwich

The Impact of Executive Coaching for New Managers: A Mixed Methods Study Exploring Goal-Related, Affective, and Performance Outcomes
Toby Egan, University of Maryland
Ann Herd, University of Louisville
Zhaoli Song, University of Singapore
**HRD in the Workplace**

**Speaking up: Managers’ Voice Behavior in SMEs**
Denise M. Cumberland, University of Louisville
Brad Shuck, University of Louisville
Jason Immekus, University of Louisville
Meera Alagaraja, University of Louisville

**Social Value Orientation and Work Group Outcomes**
Gary Jones, University of Louisville
Denise M. Cumberland, University of Louisville
Namok Choi, University of Louisville

**The Mediating Role of Emotional Resilience and Work Values on the Relationship between Perceptions of Workplace Incivility and Employee Well-being**
David McGuire, Edinburgh Napier University
Marie-Line Germain, Western Carolina University
Indravidoushi Dusoye, University of Mauritius
Gillian Mauchline, Edinburgh Napier University
Sudhir Saha, Memorial University of Newfoundland

**Change of Work Value Patterns in Career Activities from Job Search to Turnover Planning: A Latent Class Analysis**
Hyunok Ryu, Korea University
Jungjoo Kim, Korea University
Daeyeon Cho, Korea University
NON-REFEREED FOCUS SESSION | Executive Salon 2

Helping to Refine Our New AHRD Standards on Ethics and Integrity: AHRD Member Feedback and Discussion

Darlene Russ-Eft, Oregon State University
Toby Egan, University of Maryland
Hamett Q. Brown, University of Southern Mississippi
Khalil Dirani, Texas A&M University
Kori Whitener Fellows, KWF Solutions, LLC
Boreum Ju, University of Illinois-UC
Donna Logan, UT Health Science Center at Houston
AAhad Osman-Gani, IIUM University
Gary McLean, McLean Global Consulting Inc.
Amir Hedayati Mehdiabadi, University of Illinois-UC
Jim Stewart, Coventry University
Xue Yang, University of Illinois-UC
### NON-REFEREED FOCUS SESSION | Lone Star Room

**Cross-country Research Collaboration Networking**  
Meera Alagaraja, University of Louisville  
Soo Jeoung Han, Texas A&M University  
Gary N. McLean, McLean Global Consulting, Inc.  
Judy Sun, University of Texas at Tyler

### NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Executive Salon 5

**Yes and in Workplace Learning: Improvisation to Enhance Collaboration and Organizational Development**  
Nicole Buras, Waubonsee Community College  
Henri Dugas IV, NorthShore University Health Systems
Breakout Sessions B

Friday, March 3 | 8:30-10:00am

Organizational Commitment and Work Engagement

The Relationship Between Work Engagement and Organizational Commitment: Proposing Research Agendas Through a Review of Literature

Woocheol Kim, Korea University of Technology and Education
Jiyoung Kim, Korea University of Technology and Education
Hye Jung Woo, Korea University of Technology and Education
Junghyun Jo, Korea University of Technology and Education
Sang Hoon Park, Korea University of Technology and Education
Se Yung Lim, Korea University of Technology and Education
JiWon Park, Pennsylvania State University
Jung Woo Kim, HRD Service of Korea

Perceived Organizational Support and Adaptability on Employees’ Organizational Commitment during Change

Eun Kim, KAIST

Mediating Role of Meaningful Work between Resources and Work Engagement: A Conceptual Framework

Rubaba Nawrin, National Institute of Development Administration (NIDA), Thailand

A Study on the Effect of Core Values Sharing Levels on Organizational Commitment

Jeong-Ha Yim, University of Georgia
Jiyoung Yang, Namseoul University
Youngsoo Song, Hanyang University
Dong-Yeol Yoon, University of Ulsan
**Employee and Workforce Development**

REFEREEED FULL MANUSCRIPT | Executive Salon 2

**Training and Development from Two Perspectives: Human Resource Development and Industrial and Organizational Psychology**

Jon M. Werner, University of Wisconsin-Whitewater

**Career Development Theory and Implications for Practice in Organizations**

Catherine Kyeyune, Jackson State University

**Critical Analysis of National Workforce Development in Tunisia and Kingdom of Saudi Arabia**

Fahad O. Albeshri, University of Illinois at Urbana-Champaign
Raghida Abdallah Yassine, University of Illinois at Urbana-Champaign

**Employee Development Through Motivational Performance Appraisals**

Cindy L. Crowder, Indiana State University
C. Ronald. Andersen, Indiana State University
Breakout Sessions B

Friday, March 3 | 8:30-10:00am

**Perspectives on Organizational Culture: Trust & Social Justice**

**Trust, Pro-social Behaviors, and Performance**
Samuel H. Adams, Cornell University
Thomas G. Reio, Florida International University
Robert Gest, Federal Executive Institute

**A Model for Trust-Mindfulness within a Responsible Leadership for Performance Frame**
Stephanie Torrez, Colorado State University

**Organizational Social Justice: A New Paradigm for Diversity**
Marilyn Byrd, University of Oklahoma

**“That’s Just the Way it Is”: How Gay Male Law Enforcement Officers Make Sense of Employee Engagement in a Heteronormative Environment**
Joshua C. Collins, University of Minnesota-Twin Cities
Tonette S. Rocco, Florida International University
Breakout Sessions B
Friday, March 3 | 8:30-10:00am

International Perspectives on Women in Leadership

Korean Women in Leadership: An Overview
Yonjoo Cho, Indiana University
Hyounju Kang, Korea University
JiWon Park, Pennsylvania State University

Does the Story Change as we Cross Borders: A Glimpse of Indian Women Leadership from an Asian Perspective
Sanghamitra Chaudhuri, University of Minnesota
Gertrude Hewapathirana, Ashford University

Gender Influences Perceptions of Leadership Characteristics
Jennifer Castellanos, Florida International University

Thai Women in Leadership and Management
Dawisa Sritanyarat, Graduate School of Human Resource Development, National Institute of Development Administration
Gary N. McLean, McLean Global Consulting, Inc.
Organizational Fit and Turnover
REFEREED FULL MANUSCRIPT | Texas Ballroom C

A Longitudinal Examination of the Causes and Effects of Burnout Based on the Job Demands-Resources Model
Yunsoo Lee, The Pennsylvania State University
Sunhee Jang, The Pennsylvania State University

The Impact of Organizational Learning Culture on Turnover Intention: the Mediating Role of Team Learning Behavior
Chun-Yu Lin, National Taipei University
Yu-Chia Hsu, National Taipei University
Chung-Kai Huang, National Taipei University

Antecedents and Outcomes of Organizational Socialization for the Early Careers of High School Graduates: The Role of Informal Learning
Yoonhee Park, Korea University of Technology and Education
Kyetaik Oh, Korea Labor Institute

A Conceptual Framework to Determine Workplace Behaviors
Kanimozhi Narayanan, University of Edinburgh
**Ethics in the Workplace**

**Exploring the Perceived Influence of Ethics Education on Ethical Awareness and Workplace Behavior: An Evaluation of Undergraduate Business Students**

Julia Berrios, University of Texas at Tyler
Anthony Fulmore Sr., Texas A&M University - Central Texas

**Creating Ethical Corporate Cultures: An Organization Development Approach**

Soebin Jang, University of Minnesota
Sunyoung Park, Louisiana State University
Heeyoung Han, Southern Illinois University School of Medicine
Breakout Sessions B

Friday, March 3 | 8:30-10:00am

**Poster Session 1**

**REFEREED POSTER | San Antonio Ballroom**

**Career Development of Women Doctors in Korean Academic Medicine**
Heeyoung Han, Southern Illinois University School of Medicine
Yujin Kim, University of Connecticut
Yonjoo Cho, Indiana University
Chungil Chae, Pennsylvania State University
Sehoon Kim, University of Wisconsin-Platteville

**Feedback Structures and Dynamics in Work Engagement in System Dynamics Perspective**
Chungil Chae, Pennsylvania State University
Jin Lee, Texas A&M University

**Gamifying the Job Demands-Resources Model**
Greggory Keiffer, The University of Texas at Tyler

**Expanding MOOCs for HRD Initiatives at Multiple Levels**
Hasan Tahir, University of Illinois at Urbana-Champaign
Xiaoping Tong, University of Illinois at Urbana-Champaign

**Is Employee Engagement Measurable?**
Nima Khodakarami, Texas A&M University
Khalil M. Dirani, Texas A&M University
Breakout Sessions B

Friday, March 3 | 8:30-10:00am

NON-REFEREED FOCUS SESSION | Lone Star Room

HRD Responses to Gender and Diversity Issues in India: Panel Discussion
Meera Alagaraja, University of Louisville
Malar Hirudayaraj, Rochester Institute of Technology

Friday, March 3 | 8:30-10:00am

NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Executive Salon 4

Problem-based Learning: Using Authentic Problems to Inductively Teach and Promote Active Learning
Heeyoung Han, Southern Illinois University School of Medicine
Jeanne Koehler, Southern Illinois University School of Medicine
Reasons for Foreign Professional Learners’ Participation in Nuclear-Related Continuing Professional Education in Korea
  Hyeon-Jin Kim, Korea Atomic Energy Research Institute
  Youngsup Hyun, Kyungpook National University
  Jae-Hyun Kim, Hosan University

Predicting Workplace Transfer of Learning Among Working Adult Learners Engaged in Training
  Fredrick M. Nafukho, Texas A&M University
  Mary V. Alfred, Texas A&M University
  Misha Chakraborty, Texas A&M University
  Michelle A. Johnson, Texas A&M University
  Catherine Cherrstrom, Texas State University

Continuing Professional Development of Nurses in the Netherlands: Changes over Time
  Susanne Maassen, MC University Medical Center
  Gerard Brekelmans, Erasmus MC University Medical Center
  Anne Brekelmans, Fontys School of Applied Sciences, Eindhoven
  Rob Poell, Tilburg University

The “T-shaped Professional” in HRD
  Laura L. Bierema, University of Georgia
Breakout Sessions C

Friday, March 3 | 1:30-3:00pm

Gender and HRD

REFEREEED FULL MANUSCRIPT | Executive Salon 2

Women and Management in the MENA Region: A Review
Yasmeen Makarem, Texas A&M University

From Military Service to Civilian Employment: Facilitating Successful Career Transitions for Women Veterans
Tomika W. Greer, University of Houston

Minority Women in Male-dominated Industries: An Integrative Review of the Literature
Campuzano Mariela, The George Washington University

Vocational Feminist Pedagogy: Perspectives on Inclusive Workforce Education
Ovi Galvan, Lone Star College System/Texas A&M University
Sarah Ray, Lone Star College System/Texas A&M University
Jill Zarestky, Colorado State University
Breakout Sessions C
Friday, March 3 | 1:30-3:00pm

Understanding Learning Transfer
REFEREED FULL MANUSCRIPT | Executive Salon 5

Understanding Learning Transfer as a Developmental Journey: How Work-Related Behavior Change Occurs Over Time
Deidre H. Carmichael, The University of Georgia

Experiences of Transferring Soft Skills Training in Malaysia
Michelle Ng, Monash University
Patricia Lau, Monash University Malaysia
Gary N. McLean, McLean Global Consulting, Inc.

Validation of the Learning Transfer System Inventory in the Korean Corporate Context
Junhee Kim, Seattle University
Ji Hoon Song, Hanyang University
Reid A. Bates, Louisiana State University

Evaluating Training Program Using the Success Case Method (SCM): Case Study of Korean Public Sector
Chan Lee, Seoul National University
Jae-eun Lee, Seoul National University
Breakout Sessions C

Friday, March 3 | 1:30-3:00pm

Employee Engagement

REFEREED FULL MANUSCRIPT | BlueBonnet Room

What Resources Are Important for Employee Engagement?
Jae Young Lee, The Pennsylvania State University

Definitional and Conceptual Muddling: Identifying the Positionality of Employee Engagement and Defining the Construct
Brad Shuck, University of Louisville
Kim Nimon, University of Texas at Tyler
Drea Zigarmi, The Ken Blanchard Companies

The Influence of Engagement and Self-Directed Learning on Job Performance for Managers
Kenneth R. Bartlett, University of Minnesota
Louis N. Quast, University of Minnesota
Witsinee Bovornusvakool, University of Minnesota
Soebin Jang, University of Minnesota
Jeremy M. Clark, University of Minnesota
Wei Song, University of Minnesota
Joseph M. Wohkittel, University of Minnesota
Dennis Paetzel University of Minnesota
Ricardo Aparicio, University of Minnesota

Antecedents of Employee Engagement: An Integrative Literature Review Exploring the Different Theoretical Approaches
Moonju Sung, University of Georgia
Wendy Ruona, University of Georgia
Breakout Sessions C

Technology and HRD

Integrated Review of Stakeholder Theory: Implications for Technology Adoption and Training
Louis Hickman, Purdue University
Mesut Akdere, Purdue University

A Case Study on the Application of a Human Performance Technology Model to a Sports Product Manufacturing Company
Kevin J. Nold, University of Louisville
E. Kobena Osam University of Louisville
Meera Alagaraja, University of Louisville

A Professional Development System for Technology Integration in College Courses
Carla Liau-Hing Yep, Texas A&M University

Massive Open Online Courses for Higher Education and Workforce Development in Sub-Saharan Africa
Charlene Mutamba, North Carolina State University

Friday, March 3 | 1:30-3:00pm

Poster Session 2

From the Job Applicant’s Viewpoint, What Are the Perceptual Differences between Video and Phone Screening?
Christine Mark, Texas A&M University
Haley Bray, Texas A&M University
Tara Garven, Texas A&M University
Farhan Hasham, Texas A&M University

Virtual Coaching and Higher Education Faculty: A Qualitative Exploration
Bryn R. Brown, The University of Texas at Tyler
Kevin Sanford, The University of Texas at Tyler
Jeff Risinger, The University of Texas at Tyler

Friday, March 3 | 1:30-3:00pm
Breakout Sessions C

Dimensions of Work Engagement: A Person-oriented Perspective  
Chungil Chae, Pennsylvania State University  
Dae Seok Chai, Western Michigan University

Workplace Learning: Understanding the Space Between Formal and Informal Learning  
Edward Fussell II, University of Georgia  
Wendy Ruona, University of Georgia

Examining Student Attendance and Demographic Factors on Academic Success  
Charles Childress III, University of Southern Mississippi

Black Entrepreneurship  
Timla G. Washington, The University of Southern Mississippi Gulf Coast  
Chad R. Miller, The University of Southern Mississippi  
Hamett Q. Brown, The University of Southern Mississippi Gulf Coast

Mommy Wars  
Stephanie Whitecross, Roanoke College  
Johanna D. Sweet, Roanoke College

Unpacking the Nuances of Reciprocity in Formal Mentoring: Lived Experiences of AHRD Faculty Mentoring Partners  
Rajashi Ghosh, Drexel University  
Holly Hutchins, University of Houston  
Kevin Rose, University of Louisville  
Matt Bergman, University of Louisville
**Breakout Sessions C**

**Friday, March 3 | 1:30-3:00pm**

[F] NON-REFEREED FOCUS SESSION | Lone Star Room

**Lessons Learned from an Executive HRD Program: An Action Research Perspective**
Consuelo L. Waight, University of Houston
Holly Hutchins, University of Houston

**Friday, March 3 | 1:30-3:00pm**

[F] NON-REFEREED FOCUS SESSION | Executive Salon 3

**Addressing Sexual Differences in the Training (Learning) and Development (Performance) Process**
Sage A. Mauldin, University of Oklahoma

**Friday, March 3 | 1:30-3:00pm**

[PD] NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Executive Salon 4

**Engaging Research in Practice: Approaching HRD as a Scholar-Practitioner (Part 1 of 2)**
Sarah E. Minnis, Anthology Consulting LLC
Tomika Greer, University of Houston
Breakout Sessions D
Friday, March 3 | 3:30-5:00pm

Generations in the Workplace
REFEREED FULL MANUSCRIPT | Executive Salon 2

Work Ethics across Generations: A Comparison between Chinese Parents and Young Adults
Xue Yang, University of Illinois at Urbana-Champaign
Mark James, Columbus State University

From Generation to Culture to Work-life Balance: The Changing Landscape of Women Leadership in the 21st Century
Sanghamitra Chaudhuri, University of Minnesota
Sunyoung Park, Louisiana State University
Sehoon Kim, University of Wisconsin-Platteville

Xennials: A Microgeneration in the Workplace
Melissa Taylor, University of Louisville

Psychological Capital and the Multi-generational Nursing Workforce
Johanna D. Sweet, Roanoke College
Susan Swayze, The George Washington University
Breakout Sessions D

Friday, March 3 | 3:30-5:00pm

**HRD and Corporate Social Responsibility**

REFEREED FULL MANUSCRIPT | Executive Salon 5

**Corporate Social Responsibility: Human Resources’ Role in Community Development**

Perry Moler, Texas A&M University Commerce
Alina Waite, Indiana State University

**A Review of International Policy Participation: Implications for the Multi-national Enterprise and HRD Professionals**

Marie Carasco Saul, Talent en Floré Ltd. Co.

**Ethical Organizational Culture and Corporate Social Responsibility as Predictors of Work-Related Flow in Organizations**

Katsiaryna Matusevich, Barry University
David Molnar, Barry University

**HRD in the Olympic Games – Tools, People, Practices, Returns and Consequences**

Eduardo Tomé, Universidade Europeia
Sandra Costa, Universidade Europeia
Breakout Sessions D

Friday, March 3 | 3:30-5:00pm

Career Development

REFEREED FULL MANUSCRIPT | Texas Ballroom C

An Application of Work Engagement in the Job Demands-Resources Model to Career Development: Assessing Gender Differences
Yunsoo Lee, The Pennsylvania State University
Sunhee Jang, The Pennsylvania State University

Older Women and Career Development
Julie Gedro, Empire State College SUNY

A Multilevel Analysis of the Individual and Organizational Factors that Influence the Relationship between Career Development and Job-Performance Improvement
Yunsoo Lee, The Pennsylvania State University
Jae Young, The Pennsylvania State University

How Do Skilled Migrants from Developing Countries Navigate their Careers in the Developed World: An Integrative Literature Review
Melika Shirmohammadi, Texas A&M University
Jia Wang, Texas A&M University
Mina Beigi, Liverpool John Moores University
**Perspectives on Work-Life Balance**

**A Longitudinal Canonical Correlation of Work-Family Balance and Work Satisfactory Outcomes**
Sunhee Jang, The Pennsylvania State University
Yunsoo Lee, The Pennsylvania State University

**Exploring Work-Life Issues for Millennial-aged Non-Instructional Administrators: A Literature Review**
Tawny Dotson, Clover Park Technical College
Darlene Russ-Eft, Oregon State University

**The Health-Related Upside of Employee Engagement: Exploratory Evidence and Implications for HRD Theory and Practice**
Brad Shuck, University of Louisville
Meera Alagaraja, University of Louisville
Kevin Rose, University of Louisville
E. Kobena Osam, University of Louisville
Matt Bergman, University of Louisville

**Creating Their Own Work-Life ‘Balance’: Experiences of the Highly Educated and Married Female Employees in South Korea**
Hyonju Kang, Korea University
Jia Wang, Texas A&M University
**Breakout Sessions D**

**Friday, March 3 | 3:30-5:00pm**

**Perspectives on Leadership and Leadership Development**

- **Exploring the U.S. Army Leader Development Program in Private Sector: A New Frontier for Leadership Development**
  - Michael Kirchner, Purdue University
  - Mesut Akdere, Purdue University

- **The Relationship between Conceptual Skills and Project Success within the Information Technology Context**
  - Allan Bernard, Wartburg College
  - Eric Grube, Metropolitan State University

- **Factors that Influence Followers to Be a Future Ethical Leader**
  - Hasanuzzaman Tushar, National Institute of Development Administration, Bangkok
  - Hassan Miushad, National Institute of Development Administration, Bangkok

- **Women’s Leadership Development in Japan**
  - Yoshie Tomozumi Nakamura, Columbia University
  - Mayuko Horimoto, Tokai University
Poster Session 3
REFEREED POSTER | San Antonio Ballroom

An HRM Perspective: Elucidating Low-Qualified Labor Markets’ Paths in Navigating Career Mobility Plateaus Across Organizations
Rebecca McPherson, Texas A&M University - Central Texas

The Construction of Competency Model and Competency-Based Program for Bakery Production Workers
Chun-Yu Lin, National Taipei University
Min-Hun Wu, Texas A&M University

Perceived Managerial and Leadership Behaviors in Moroccan Higher Education Institutions
Barbara A.W. Eversole, Indiana State University
Siham Lekchiri, Western Carolina University

Thinking beyond the Comparison of Online versus Traditional Learning: A Systematic Review & Meta-Analysis
Daniel Woldeab, Metropolitan State University
Robert M. Yawson, Lender School of Business, Quinnipiac University

Role of HRD in Changing Culture in Relation to Equality in Universities
Joan P. Buckley, University College Cork
Potential Causes of Substance Abuse among Nurses and Forms of Corrective Action
  Rose Baker, University of North Texas
  Elaine Chew, University of North Texas
  Kellner Cody, University of North Texas

The Relationship between Lean Management and Employee Engagement: A Preliminary Literature Review
  Huyen Van, Texas A&M University

Psychometric Properties of the Hope-centered Career Inventory: An Update after Six Years of Administration
  Hyung Joon Yoon, The George Washington University

Friday, March 3 | 3:30-5:00pm

NON-REFEREED FOCUS SESSION | Executive Salon 1

The Changing Nature of Work: Implications of Knowledge Work for HRD Research
  Mesut Akdere, Purdue University
  Kenneth R. Bartlett, University of Minnesota
  Josh Hawley, The Ohio State University
  Ronald L. Jacobs, University of Illinois
  Karen Johnson, University of North Texas
  Darlene Russ-Eft, Oregon State University
Breakout Sessions D

Friday, March 3 | 3:30-5:00pm

NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP
| Executive Salon 3

Accelerating Academically: The Power of Career Sponsorship
Katherine Rosenbusch, George Mason University
Rubina Malik, Morehouse College

Friday, March 3 | 3:30-5:00pm

NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP
| Executive Salon 4

Engaging Research in Practice: Approaching HRD as a Scholar-Practitioner (Part 2 of 2)
Tomika Greer, University of Houston
Sarah E. Minnis, Anthology Consulting LLC
Exploring the Foundational Perspectives of HRD

A 7R Framework: A Tool to Discover and Resolve Ethical Issues in Organizational Changes
Thiri Kyaw, National Institute of Development Administration Thailand
Chee Wai Mak, National Institute of Development Administration Thailand
Nopparat Phaopat, National Institute of Development Administration Thailand
Darlene Russ-Eft, Oregon State University

Inter-organizational Relations and their Development: An Exploratory Study
Seung-hyun Han, The University of Georgia
Boyung Suh, The University of Georgia
Jeong-Ha Yim, The University of Georgia
Hyungjoo Yoon, The University of Georgia

Laura Hurtienne, School District of Mayville, WI
Matthew Hurtienne, Moraine Park Technical College
Bojan Ljubenko, Moraine Park Technical College

Construct of Expertise in the Context of HRD
John Bixby, Texas State University
Catherine Cherrstrom, Texas State University
**The Ups & Downs of Working**

*REFEREED FULL MANUSCRIPT | Executive Salon 2*

Silent Threats in Organizations: The Relationship between Career Plateau and Counterproductive Work Behaviors, and the Mediating Effect of Job Satisfaction

Angela Shin-yih Chen, National Taipei University
Shang lin Hu, National Taiwan Normal University
Yi-chun Lin, National Taiwan Normal University

Breach or Bridge Your Career? The Influence of Career Plateau, Internal Employability, and Psychological Contract Breach

Angela Shin-yih Chen, National Taipei University
Yu-ting Lai, National Taiwan Normal University
Yi-chun Lin, National Taiwan Normal University

Overcoming the Struggle of Attracting and Retaining Manpower: A Developmental Approach to Construction Manpower Issues

Lindsay Kalis, Colorado State University

Perceived Effective and Ineffective Managerial Behaviors in the Hungarian Higher Education Sector

Anita Belá, Budapest University of Technology and Economics
Barbara A.W. Eversole, Indiana State University
Robert G. Hamlin, University of Wolverhampton
Márta Juhász, Budapest University of Technology and Economics
Rita Répáczki, Budapest University of Technology and Economics
Skill Needs Identification

Worker Skill Estimation from Crowdsourced Mutual Assessments
Amrinder Arora, The George Washington University

The Effect of Career Coaching on the Job Search Behavior of the Older Generations in South Korea
Boreum Ju, University of Illinois at Urbana-Champaign
Hae Na Kim, Ohio State University
Intak Kwon, Chonbuk National University
Doo Hun Lim, University of Oklahoma
Eunjung Grace Oh, University of Illinois at Urbana-Champaign

In Search of Knowledge Workers’ Creativity in the Chinese Context: The Moderating-Mediating Effect of Employees’ Expertise Identity
Chaoying Tang, The University of Chinese Academy of Sciences
Greg Wang, The University of Texas at Tyler
Lina Yi, The University of Chinese Academy of Sciences

Shinhee Jeong, Texas A&M University
Doo Hun Lim, University of Oklahoma
Yoo Min Hee, Korea University
Sangok Yoo, University of Minnesota
Breakout Sessions E

Saturday, March 4 | 8:30-10:00am

Exploring New Frontiers in HRD

Engineering the Benefits of Learning in the New Learning Economy
   Matt Bergman, University of Louisville
   E. Kobena Osam, University of Louisville
   Bridgett Strickler, Graduate! Network
   Dan Ash, ACT Foundation/Retired

A Review of Literature to Investigate the Barriers for Evaluating Financial Impacts of Training Programs in Organizations
   Jing Tian, University of Illinois at Urbana-Champaign

Toward Adaptive Transfer: Integrative Framework and Directions for Future Research
   Yoonhee Park, Korea University of Technology and Education
   Doo Hun Lim, University of Oklahoma

The Big Bang Effect of HRD Investment on Financial Performance
   Kibum Kwon, The Pennsylvania State University
Breakout Sessions E
Saturday March 4 | 8:30-10:00am

Contemporary Perspectives on Performance
REFEREED FULL MANUSCRIPT | Texas Ballroom B

Bridging the Rift between Two Hospital Cultures that Erodes Performance: A Narrative Review of Literature Concerning the Emerging Role of Chief Medical Officers in U.S. Healthcare
Joseph A. Hlavin, Texas A&M University

High Performance Work Systems in Manufacturing Units in India and their Perceived Union Substitution Effect
Sukti Ghosh, Age UK

The Relationship between Perceived Employability and Employee Performance
Sungjun Kim, SK SUPEX Council

High Performance Work Systems: The Impact on Employee Performance and Customer Satisfaction
Daniel Thoman, George Fox University
Steven Rydin, George Fox University
Robert Lloyd, George Fox University
Breakout Sessions E
Saturday, March 4 | 8:30-10:00am

Learning and Learning Organizations
REFEREED FULL MANUSCRIPT | Texas Ballroom C

Service-Learning without Borders: Integrating Human Resources Consulting into an Online Graduate Course
Marie-Line Germain, Western Carolina University

A Grounded Theory Approach to Explore the Design of Virtual, Remote, and Hands-on Laboratory Instructions in Engineering Undergraduate Education
Debbie Hrubec, University of Illinois at Urbana-Champaign
Jessica Li, University of Illinois at Urbana-Champaign
Seung-hyun Han, University of Georgia
Shengli Fu, University of North Texas

A Multiple Indicators Multiple Causes Approach to the Relationships between National Culture and the Dimensions of a Learning Organization
Kyoungshin Kim, University of Georgia
Karen E. Watkins, University of Georgia

Toward an Integrative Approach of the Learning Organization
Alaina Doyle, University of North Texas
Karen Johnson, University of North Texas
**Breakout Sessions E**

**Saturday, March 4 | 8:30-10:00am**

**Diverse Perspectives on Leadership**

**REFEREED FULL MANUSCRIPT | BlueBonnet Room**

**Reaching a Consensus on Definition, Measurement, and Components of Authentic Leadership**

Jihye Oh, Texas A&M University  
Daeyeon Cho, Korea University

**The Effects of Leadership on Members’ Commitment and Participatory Behaviors: An Evidence of Korean Catholic Church**

Baek-Kyoo (Brian) Joo, Georgia Southwestern State University  
Sang Won Byun, University of Minnesota  
Soebin Jang, University of Minnesota  
In-seok Lee, Sogang University, South Korea

**The Effects of Compelling Direction, Team Identity, and Psychological Safety on Team Effectiveness: Inclusive Leadership as a Moderator and Knowledge Sharing as a Partial Mediator**

Baek-Kyoo Joo, Georgia Southwestern State University  
Sangok Yoo, University of Minnesota  
Jae Hang Noh, University of Minnesota

**Literature Review: Performing Arts-based Methods for Leadership Development**

Ximena Vidal De Col, George Washington University
Poster Session 4
REFEREED POSTER SESSION | San Antonio Ballroom

The Technological Changes in the Workplace and Continuous Development of Employees
Julie Janelle Murphy, Indiana State University
Breonnia Nicole, Elkins, Indiana State University
Szufang Chuang, Indiana State University

Hey Team, Let’s Chat! Improving Employee Performance Using Motivational Language and Feedback Orientation
Emily Elsner Twesme, University of Wisconsin-Whitewater

Is Human Capital Development the Missing Component of the Aerotropolis Model?
John Hubbard, University of Southern Mississippi Gulf Coast
Chad Miller, University of Southern Mississippi Gulf Coast
Cyndi Gaudet, University of Southern Mississippi Gulf Coast
Hamett Q. Brown, University of Southern Mississippi Gulf Coast
Dale Lunsford, University of Southern Mississippi Gulf Coast

Examining Measurement Invariance in Managerial Coaching
Sewon Kim, SUNY Empire State
Toby Egan, University of Maryland
Andrea Ellinger, University of Texas at Tyler
Eun Sook Kim, University of South Florida

Embodied Learning as a Tool for Workplace Training
Chinedu Anumudu, Texas State University
Breakout Sessions E

Empathy in Teaching: A Phenomenological Study Exploring Students’ Perceptions
Vishal Arghode, Gannon University
David Barker, Gannon University

What’s in a Name? Deconstructing the Meaning of Cultural Intelligence, Global Mindset, Intercultural Competence and Related Terms/Constructs
Maria Cseh, George Washington University
Oliver Crocco, George Washington University

Business Education 4.0: Pedagogical Use and Affordances of Flipped Learning and MOOCs in Team-based Professional Development
Chung-Kai Huang, National Taipei University
Chun-Yu Lin, National Taipei University
Hao Zhang, National Taipei University

Saturday, March 4 | 8:30-10:00am
NON-REFEREED FOCUS SESSION | Lone Star Room

The Changing Nature of Academia
Katherine Rosenbusch, George Mason University
John Dirkx, Michigan State University
Brad Shuck, University of Louisville
**Personalized Learning Pathways: A Panel Discussion**

Elisabeth E. Bennett, Northeastern University
Rochell R. McWhorter, University of Texas at Tyler
Paul B. Roberts, University of Texas at Tyler
Wenhao David Huang, University of Illinois at Urbana-Champaign
Darren Short, GoDaddy

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**Leadership SIG Sponsored Workshop: Learn, Experience and Explore Leadership Development Research and Practice Through Engaging Activities and Research Collaborators**

Katherina Yeager, University of Houston and Texas A&M University
Laura Brummitt, North Carolina State University
Kristina Natt och Dag, Kanof Institute for Physician Leadership
Breakout Sessions F
Saturday, March 4 | 10:30am-12:00pm

**Perspectives on Individual and Team Development**

REFEREED FULL MANUSCRIPT | Executive Salon 1

Talent Development: A Systematic Literature Review of Empirical Studies
Fatemeh Rezaei, Texas A&M University

Models of Team Learning in STEM: An Opportunity for HRD
Michael Beyerlein, Texas A&M University
Soo Jeoung Han, Texas A&M University
Jill Zarestky, Colorado State University
Malini Natarajarathinam, Texas A&M University
Khalil M. Dirani, Texas A&M University
Lei Xie, Texas A&M University

Developing a Model for Effective Organizational Learning: Voice from Communities of Practice (CoP) Groups in Higher Education
Ji-hyun Kim, Hanyang University
Byung-han So, Hanyang University
Ji Hoon Song, Hanyang University
Junhee Kim, Seattle University

Towards a Theory of Scenarios as a Mechanism for Accelerated Employee Development
Stacy J. Elwell-Chalmers, Colorado State University
Leadership in Different Contexts

REFEREED FULL MANUSCRIPT | Executive Salon 2

Exploring How Virtual Team Leaders Cope with the Challenge of Developing a Context for Team Creativity
Soo Jeoung Han, Texas A&M University
Patricia Macko, Pennsylvania State University
Chungil Chae, Pennsylvania State University
Woongbae Park, Pennsylvania State University
Michael Beyerlein, Texas A&M University

Sunyoung Park, Louisiana State University
Shinhee Jeong, Texas A&M University
Soebin Jang, University of Minnesota
Seung Won Yoon, Texas A&M University-Commerce
Doo Hun Lim, University of Oklahoma

The Role of Guanxi, Ubuntu and Wasta in Shaping Workplace Leadership and Culture: A Conceptual Framework
Anne Namatsi Lutomia, University of Illinois at Urbana Champaign
Ping Li, University of Illinois at Urbana Champaign
Raghida Abdallah Yassine, University of Illinois at Urbana Champaign
Xiaoping Tong, University of Illinois at Urbana Champaign

Chinese Language and Confucianism: Implications for Challenges of Chinese Women’s Leadership
Jackie Liu, University of Minnesota
Breakout Sessions F

Saturday, March 4 | 10:30am-12:00pm

**Theory Building in HRD**

*REFEREED FULL MANUSCRIPT | Executive Salon 5*

**Structural Model of Topics in Academy of Human Resource Development Journals, 1990-2015**

- David Passmore, Pennsylvania State University
- Chungil Chae, Pennsylvania State University
- Jamal Al-Khaduri, Penn State University
- Rose Baker, University of North Texas
- John R. Turner, University of North Texas

**Multi-level Theories: Development, Testing, and Interpreting**

- John R. Turner, University of North Texas
- Schemata Floyd, University of North Texas
Identifying Contemporary Behavioral Indicators of Perceived Managerial and Leadership Effectiveness in the USA
Carlos Ruiz, Georgia Gwinnett College
Robert G. Hamlin, University of Wolverhampton
Eric Gresch, Georgia Gwinnett College

The Marketing MBA Professional Preferred Mental Model and the Strategic Thinking Competence
Flavio Bressan, FATEC-Campinas/BREMAT Institute for Strategic Thinking & Leadership
Geraldo Toledo, Universidade de São Paulo

Developing Entrepreneurial Resilience: Implications for Human Resource Development
Jin Lee, Texas A&M University
Jia Wang, Texas A&M University

Perceived Effective and Ineffective Managerial Behaviors within Private Sector Organizations in Hungary, Portugal and the Netherlands
Barbara A.W. Eversole, Indiana State University
Robert G. Hamlin, University of Wolverhampton
Márta Juhász, Budapest University of Technology and Economics
Eduardo Tomé, Universidade Europeia
Rob Poell, Tilburg University
Anita Belá, Budapest University of Technology and Economics
Paula Figueiredo, Universidade Europeia
Edward Kerkhof, Tilburg University
Rita Répáczki, Budapest University of Technology and Economics
Applications of HRD in Higher Ed

REFEREED FULL MANUSCRIPT | Texas Ballroom B

Assessing Student Retention Using Appreciative Inquiry: A Mixed Method Case Study
Elizabeth Abraham, University of Minnesota
Stephanie Pleasant, University of Minnesota

Economic Inequality, Educational Inequity, and Reduced Career Opportunity: A Self-Perpetuating Cycle?
Richard Torraco, University of Nebraska - Lincoln

Intercultural Competence Development in Higher Education: A Case Study of Korean Heritage Learners
Jeong-Ha Yim, University of Georgia
Boyung Suh, University of Georgia
Hyungjoo Yoon, University of Georgia
Seung-hyun Han, University of Georgia

Using Perceived Employability and Career Success to Explore the Value of an Undergraduate HRD Degree
Tomika W. Greer, University of Houston
Consuelo L. Waight, University of Houston
Breakout Sessions F

Saturday, March 4 | 10:30am -12:00pm

**HRD Perspectives on Transitions and Changes**

**Group Formation During Mergers and Acquisitions:**
A Conceptual Model of Putting People First
Dea Robinson, Colorado State University

**What Can We Learn from MNCs in China from a Learning Perspective? A Review of the Literature**
Lei Xie, Texas A&M University

**Military Transitioning and Civilian Life Preparedness:**
A Phenomenological Study about the Process of Transitioning Out of the Military and into the Civilian Life and Workforce
Wilisha Daniels, University of Nevada Las Vegas

**CEO Succession of Family-Owned Small Businesses:**
How Can Small Business Leaders Ensure Organizational Learning and Performance Improvement Implementations During the Succession Process?
John LeCounte, Texas A&M University

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Saturday, March 4 | 10:30am-12:00pm

**Poster Session 5**

**Who Are Workaholics? A Revisit to Workaholism**
Sehoon Kim, University of Wisconsin-Platteville
Minjung Kim, Texas A&M University

**Examining the Effects of Mandatory Flexible Working Arrangements in a Multi-Ethnic and Multi-Generational Professional Workforce**
Greggory Keiffer, University of Texas at Tyler
Marvin Bontrager, University of Texas at Tyler
Managerial Coaching and Work Engagement: A Conceptual Model
Sewon Kim, SUNY Empire State
Baek-Kyoo (Brian) Joo, Winona State University
Doo Hun Lim, University of Oklahoma

Applying Affective Engagement to Change Organizational Culture: A Secondary Analysis of Sexual Assault Prevention and Reporting Outcomes on U.S. Air Force Technical Training Campuses
Stephen Ellis, University of Southern Mississippi Gulf Coast
Hamett Q. Brown, University of Southern Mississippi Gulf Coast

Analysis of Gender and Implicit Leadership Themes in HR Practitioner Literature: A Comparison of United States and Brazilian HR Practitioner Publications
Flavia Rossetti, University of Louisville
Ann Herd, University of Louisville

A Holistic Approach to Job Resources for International Students and their Organizational Citizenship Behavior and Psychological Well-being in the Context of an U.S. Higher Educational institution
Dae Seok Chai, Western Michigan University
Huyen Van, Texas A&M University
Chih-Wei Wang, Texas A&M University
Jin Lee, Texas A&M University
Jia Wang, Texas A&M University

Investigating the Successors of Chinese Family Enterprises: An Empirical Study
Judy Sun, University of Texas at Tyler

Exploring Augmented Reality: Challenges and Opportunities for Virtual HRD
Rochell R. McWhorter, University of Texas at Tyler
Julie A. Delello, University of Texas at Tyler

Getting on the metaBUS: Meta-analyses of HRD Research
Julia Berrios, University of Texas at Tyler
Kim Nimon, University of Texas at Tyler
Publishing Qualitative Research in HRD Journals: Panel Discussion involving Qualitative Methods Editorial Members from HRD Journals
Meera Alagaraja, University of Louisville
Jia Wang, Texas A&M University

A 30 Years’ Evolving Journey of Learning in the Workplace: Karen Watkins and Victoria Marsick’s Multifaceted Impact on HRD Through Informal and Incidental Learning and the Learning Organization
Khalil M. Dirani, Texas A&M University
Lei Xie, Texas A&M University
Michael Beyerlein, Texas A&M University

Conducting SEM Using Published Descriptive Statistics: Extending HRD Research
Bryn Brown, University of Texas at Tyler
Greggory Keiffer, University of Texas at Tyler
David Conley, University of Texas at Tyler
Marvin Bontrager, University of Texas at Tyler
J. Mark Clardy, University of Texas at Tyler
Kim Nimon, University of Texas at Tyler

Being a Reviewer for AHRD: What Does it Take?
Richard Torraco, University of Nebraska - Lincoln
**Innovative Perspectives for HRD**

**Effects of Spiritual Intelligence on Organizational Citizenship Behavior Mediated by Instrumental and Terminal Values: An Empirical Investigation in Asia**

AAhad OsmanGani, International Islamic University Malaysia  
Aftab Anwar, International Islamic University Malaysia  
Zabeda A. Hamid, International Islamic University Malaysia

**Employment Lookism in Chinese Job-Hunting Television Show: A Media Content Analysis of Fei Ni Mo Shu**

Yuanlu Niu, Southern Illinois University Carbondale  
Tingting Liu, Southern Illinois University Carbondale  
Cynthia Sims, Southern Illinois University Carbondale

**A Framework for Developing Sustainability Index for Ready-made Garments Sector in Bangladesh**

Md Abdus. Salam, NIDA, Thailand

**Education and Human Resource Development in Ghana: The Need to Revisit Indigenous Forms**

Emmanuel Osafo, University of Minnesota  
Robert M. Yawson, Quinnipiac University
HRD Applications in the Community
REFEREED FULL MANUSCRIPT | BlueBonnet Room

The Role of Gratitude in Workplace Performance and Relationships
Zenon Arthur Udani, University of Macau

Community Policing: Using Needs Assessment to Gain Understanding Before Implementing
Eric Doane, University of Louisville
Denise M. Cumberland, University of Louisville

Perceptions of Organizational Innovation among Government and Profit Organization Employees
Hanwei Zhu, University of Georgia
Jeong-Ha Yim, University of Georgia

Community-Based Enterprise: An Integrative Literature Review
Oliver Crocco, George Washington University
REFEREED SYMPOSIUM | Executive Salon 1

Leadership Development in Emerging Markets
Alexandre Ardichvili, University of Minnesota
Khalil M. Dirani, Texas A&M University
Peter Kuchinke, University of Illinois
Jessica Li, University of Illinois at Urbana-Champaign
Helen Muyia, Texas A&M University
Fredrick M. Nafukho, Texas A&M University
Emmanuel Osafo, University of Minnesota
Yarong Wang, Inner Mongolia University of Science and Technology, China
Feng Wu, Peking University
Robert M. Yawson, Quinnipiac University
Poster Session 6  
**Social Network Analysis in HRD Research: An Integrative Review of Literature**  
Chungil Chae, Pennsylvania State University  
Jieun You, Ohio State University  

Teresa Hollingsworth, George Washington University  
Maria Cseh, George Washington University  

**Factors Affecting Employee Motivation: Inspiring Employee Engagement, Intrinsic vs. Extrinsic Motivators**  
Marie A. Valentin, Texas A&M University  

**Career Enrichment Employability Path: An Employability Life Skills Curriculum Designed for the Liberty City Community Revitalization Project**  
Joliett Vega-Klucevsek, Student  

**Inquiry into the Role of Learning Objectives in the Design and Development of Serious Games**  
John J. Kmiec Jr., Science Applications International Corporation (SAIC)  

**Talent Management in Tourism and Hospitality: A Review of the Literature**  
Karen Johnson, University of North Texas  
Tai-Yi Fischer Huang, University of North Texas  
Alaina Doyle, University of North Texas  

**Examining Psychological Capital, Perceived Stress, and Student Success**  
Johanna D. Sweet, Roanoke College  
Marissa Virdi, Roanoke College  
Kaitlin Busse, Roanoke College  

**Cultural Intelligence in Leadership Populations**  
Ramona T. Sharpe, Columbia University  

**Virtual Coaching and Higher Education Faculty: A Qualitative Exploration**  
Bryn Brown, University of Texas at Tyler
Breakout Sessions G

Saturday, March 4 | 1:30-3:00pm

NON-REFEREED FOCUS SESSION | Executive Salon 3

**Improving Your Digital Presence as a Researcher**
John R. Turner, University of North Texas
Joanne Hix, Dallas Baptist University
Rose Baker, University of North Texas
Jeff Allen, University of North Texas

Saturday, March 4 | 1:30-3:00pm

NON-REFEREED FOCUS SESSION | Texas Ballroom C

**Coaching versus Mentoring for Junior Faculty: What to Do when the Experts Do not Know that they are not Experts**
Claretha Hughes, University of Arkansas
Rob Knoeppel, Clemson University
Cynthia Sims, Clemson University
Michelle Boettcher, Clemson University

Saturday, March 4 | 1:30-3:00pm

NON-REFEREED FOCUS SESSION | Texas Ballroom A

**The Art and Science of Facilitating Experiential Learning to Achieve Transformational Growth!**
Michael Beyerlein, Texas A&M University
Cynthia Cantu, University of North Texas
Carla Liau-Hing Yep, Texas A&M University
Breakout Sessions G

Saturday, March 4 | 1:30-3:00pm

NON-REFEREED FOCUS SESSION | Lone Star Room

The Fulbright Experience for HRD Scholars and Practitioners
Robin S. Grenier, University of Connecticut
Holly Hutchins, University of Houston

Saturday, March 4 | 1:30-3:00pm

NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP
| Executive Salon 4

Promoting Your Individual Research via Social Media
Jon M. Werner, University of Wisconsin-Whitewater
Julia Storberg-Walker, George Washington University
Mariela Campuzano, George Washington University
Emily Elsner Twesme, University of Wisconsin-Whitewater
Valerie Anderson, University of Portsmouth
Kim Nimon, University of Texas at Tyler
Heather Short, University of Portsmouth
Breakout Sessions H
Saturday, March 4 | 3:30-5:00pm

Knowledge Management and Sharing
REFEREED FULL MANUSCRIPT | Executive Salon 2

An Iterative Model of Knowledge Management Processes in Higher Education Institutions
Suravee Sunalai, Dhurakij Pundit University
Michael Beyerlein, Texas A&M University

The Retrospective (Im)moralization of Self-Plagiarism: Power Interests in the Social Construction of New Norms for Publishing
Jamie Callahan, Northumbria University

Social Capital as Antecedents of Knowledge Sharing: A Social Network Approach
Chungil Chae, Pennsylvania State University
Seung-hyun Han, University of Georgia
Seung Won Yoon, Texas A&M University-Commerce

Organizational Knowledge and Its Component Parts
Coronda Ziegler, Colorado State University
Susan A. Lynham, Colorado State University
Organizational Dynamics
REFEREED FULL MANUSCRIPT | Executive Room 5

How Do South Korean Female Executives’ Definitions of Career Success Differ from Those of Male Executives?
Yonjoo Cho, Indiana University
Jiwon Park, Pennsylvania State University
Soo Jeoung Han, Texas A&M University
Boreum Ju, University of Illinois at Urbana-Champaign
Ahreum Ju, University of Illinois at Urbana-Champaign
ChanKyun Park, Asian Leadership Center
Hye Young Park, Hyosung Corporation

Understanding the Relationship between Individual and Team Adaptability: Multilevel Approach
Sangok Yoo, University of Minnesota
Alexandre Ardichvili, University of Minnesota

Initiating Academic Practitioner Collaborative Research Projects: Negotiation’s Role
Rita Kowalski, Work Life Consulting LLC
Breakout Sessions H

Saturday March 4 | 3:30-5:00pm

Poster Session 7

REFEREED POSTER | San Antonio Ballroom

  Teresa Hollingsworth, George Washington University
  Maria Cseh, George Washington University

Relationship between Pre-Training Perceptions and Organizational Commitment in Public University of Pakistan
  Muhammad Sohail Khan, University of Illinois
  Wenhao David Huang, University of Illinois at Urbana-Champaign

Mixed Methods Models and Use in AHRD Publications
  Rose Baker, University of North Texas
  Francie Baker, Mississippi State University
  David Passmore, Pennsylvania State University
  Chungil Chae, Pennsylvania State University

Does Meaning of Work Have Impact on Employee Health and Well-being: An Asian Perspective
  Gertrude Hewapathirana, Ashford University
  Satish Panday, Pandit Deenadayal Petroleum University
  Sanghamitra Chaudhuri, University of Minnesota
  Dinyar Pestonjee, Pandit Deenadayal Petroleum University

Inquiry into Spiritual Transformation of College Students and their Role in HRD
  Trupti Palkar, Texas A&M University

Hispanic-serving Institutions Best Practices: A Literature Review
  Celestino Valentin Jr., Texas A&M University

Virtual Scenario Planning: A Research Agenda
  Rochell R. McWhorter, University of Texas at Tyler
  Susan A. Lynham, Colorado State University

An App Driven Workforce: A Phenomenological Study of the Sharing Economy’s Influence on a Human Resource Development Professional’s Workforce Planning Strategies
  Catherine M. Cole, University of Southern Mississippi
### Breakout Sessions H

**Saturday, March 4 | 3:30-5:00pm**

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<td><strong>A Case for Using Higher-level Evaluations of Learning: Moving Theory into Practice</strong></td>
<td>Robin R. Hurst, Virginia Commonwealth University, Julia Tucker-Lloyd, Virginia Commonwealth University, Jennifer Miller, Virginia Commonwealth University</td>
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<td>NON-REFEREED FOCUS SESSION</td>
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<td><strong>Fostering Individual Self-awareness and Meaning in the Workplace</strong></td>
<td>Elizabeth Alvarado, George Washington University</td>
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<td>Catherine Kyeyune, Jackson State University</td>
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<td><strong>Romancing the Shadow: A Mythopoetic Approach to Understanding and Working with Emotion-laden Experiences and Images</strong></td>
<td>John Dirkx, Michigan State University, Benjamin D. Espinoza, Michigan State University</td>
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