



## LESLIE E. SEKERKA

Associate Professor of Organizational Behavior  
Director, Ethics in Action Research and Education Center  
Management and Psychology Departments  
Menlo College ~ Atherton, CA

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<b>EDUCATION</b>	Doctor of Philosophy, Organizational Behavior Case Western Reserve University, Cleveland, OH Dissertation: <i>Exploring Appreciative Inquiry-A Comparison of Positive and Problem Based Organizational Change and Development Approaches in the Workplace</i> Chair: David L. Cooperrider	May 2002
	Master of Arts, Communication Theory and Methodology Cleveland State University, Cleveland, OH Thesis: <i>The Effect of Variability of Community Characteristics on Newspaper Reporting Styles</i>	June 1997
	Bachelor of Arts, Business Administration Concentration: Theater Arts, <i>Summa cum laude</i> Baldwin-Wallace College, Berea, OH	June 1981
<b>ACADEMIC POSITIONS</b>	<i>Associate Professor of Organizational Behavior</i> Management and Psychology Departments <i>Director, Ethics in Action Research and Education Center</i> Menlo College, Atherton, CA	2007-present
	<i>Faculty Scholar, Business and Organizational Ethics Partnership</i> Markkula Center for Applied Ethics Santa Clara University, Santa Clara, CA	2005-present
	<i>Assistant Professor of Organizational Behavior</i> Graduate School of Business and Public Policy Naval Postgraduate School, Monterey, CA	2002-2007

	<i>Organizational Development Research Assistant</i> Center for Advanced Appreciative Studies Weatherhead School of Management Case Western Reserve University, Cleveland, OH	2000-2002
	<i>Project Manager</i> Department of Information Technology Weatherhead School of Management E-Learning Programs Case Western Reserve University, Cleveland, OH	1999-2001
	<i>Graduate Research &amp; Teaching Associate</i> Department of Organizational Behavior Center for Regional Economic Issues Case Western Reserve University, Cleveland, OH	1998-2002
	<i>Graduate Research Assistant</i> Department of Communications Cleveland State University, Cleveland, OH	1996-1997
<b>BUSINESS POSITIONS</b>	News Researcher/Investigator CBS Channel 19/WOIO, Cleveland, OH	1997
	Fundraising Liaison Design Industry Foundation for AIDS, San Francisco, CA	1990-1991 <sup>1</sup>
	Product Marketing Specialist The Boeing Company, Seattle, WA	1987-1990
	Marketing Analyst Comshare Computer Services, Ann Arbor, MI	1986
	Revenue Analyst Automatic Data Processing, Ann Arbor, MI	1983-1985
	Marketing Associate NBC Radio/WFAN, Mystic, CT	1982
	Director of Retail Services Leiner Nutritional Products, Torrance, CA	1981

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<sup>1</sup> Medical issues and relocation during the 1992-1996 period.

## TEACHING INTERESTS

Business Ethics  
Entrepreneurial Organizations  
Managerial Communication  
Organizational Behavior  
Positive Psychology

## RESEARCH INTERESTS

Adult Moral Development  
Ethics and Sustainable Enterprise  
Individual and Organizational Change  
Emotions in the Workplace  
Professional Moral Courage

## PROFESSIONAL MEMBERSHIPS

Academy of Management<sup>2</sup>  
American Psychological Association  
Association for Psychological Science  
Beta Gamma Sigma Honor Society

Delta Mu Delta International Honor Society  
Organizational Behavior Teaching Society  
Society for Business Ethics

## RESEARCH

### A. Journal Publications (peer reviewed)

Sekerka, L.E., Godwin, L., & Charnigo, R. 2012. Use of balanced experiential inquiry to build ethical strength in the workplace. Special Issue on *Experiential Learning* for the *Journal of Management Development*.

Sekerka, L.E. & Stimel, D. 2011. How durable is sustainable enterprise? Ecological sustainability meets the reality of tough economic times. *Business Horizons*, 54(2), 115-124.

Sekerka, L.E. 2011. Preserving integrity in the face of corruption: Exercising moral muscle in the path to right action. *Journal of Organizational Moral Psychology*, 1(3), 1-14.

Sekerka, L.E. & Godwin, L. 2010. Strengthening professional moral courage: A balanced approach to ethics training. *Training & Management Development Methods*, 24(5), 63-74.

Arnaud, A. & Sekerka, L.E. 2010. Positively ethical: The establishment of innovation in support of sustainability. *International Journal of Sustainable Strategic Management*, 2(2), 121-137.

Bagozzi, R.P., Sekerka, L.E., & Hill, V. 2009. Hierarchical motive structures and their role in moral choices of managers. *Journal of Business Ethics*, 90(suppl. 4), 461-486.

Sekerka, L.E., Bagozzi, R.P., & Charnigo, R. 2009. Facing ethical challenges in the workplace: Conceptualizing and measuring professional moral courage. *Journal of Business Ethics*, 89(4), 565-579.

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<sup>2</sup> Division engagement: Social Issues in Management, Organizational Development & Change, Organizational Behavior, Management Education & Development; Special Interest Groups: Positive Organizational Scholarship.

Sekerka, L.E., Zolin, R., & Goosby Smith, J. 2009. Careful what you ask for: How inquiry strategy influences readiness mode. *Organization Management Journal*, 6, 106-122.

Sekerka, L.E. 2009. Organizational ethics education and training: A review of best practices and their application. *International Journal of Training and Development*, 13(2), 77-95.

Sekerka, L.E. & Zolin, R. 2007. Rule bending: Can prudential judgment affect rule compliance and values in the workplace? *Public Integrity*, 9(3), 225-244.

Sekerka, L.E. & Bagozzi, R.P. 2007. Moral courage in the workplace: Moving to and from the desire and decision to act. *Business Ethics: A European Review*, 16(2), 132-142.

Sekerka, L.E., Brumbaugh, A., Rosa, J., & Cooperrider, D. 2006. Comparing appreciative inquiry to a diagnostic technique in organizational change: The moderating effects of gender. *International Journal of Organization Theory and Behavior*, 9(4), 449-489.

Sekerka, L.E. & Zolin, R. 2005. Proactive versus reactive approaches to ethical dilemmas: Battling moral mediocrity with professional courage. *Business & Professional Ethics Journal*, 24(4), 27-50.

Sekerka, L.E. 2005. Positive scholarship on organizational transformation: Understanding the dynamics of strength-based approaches. *Business Psychology*, 3(1), 56-75.

Sekerka, L.E. & Chao, J. 2003. Peer coaching as a technique to foster professional development in clinical ambulatory settings. *Journal of Continuing Education in the Health Professions*, 23(1), 30-37.

Jeffries, L.W., Cutietta, C., Sekerka, L.E., & Lee, J. 2000. Newspapers, pluralism, and diversity in an urban context. *Mass Communication and Society*, 3(2/3), 157-184.

Jeffries, L.W., Cutietta, C., & Lee, J., & Sekerka, L.E. 1999. Differences of community newspaper goals and functions in large urban areas. *Newspaper Research Journal*, 20(3), 86-99.

## **B. Book Review (invitational)**

Sekerka, L.E. 2007. Leading with values: Positivity, virtue and high performance (Book Review). *Organization Management Journal*, 4(2), 175-180.

## **C. Encyclopedia Entries (peer reviewed)**

Sekerka, L.E. 2011. New venture management: Ethics. In Matt Marvel and J. Geoffrey Golson (Eds.), *Encyclopedia of new venture management*. Thousand Oaks, CA: SAGE.

Stimel, D. & Sekerka, L.E. 2011. Capitalism (volume II) Green politics: Capitalism. In P. Robbins, H. Schiffman, & G.J. Golson, (Eds.), *Green issues and debates*. Thousand Oaks, CA: SAGE.

Sekerka, L. E. 2010. Compliance in green business (encyclopedia entry) to P. Robbins, N. Cohen, &

G.J. Golson (Eds). *Green business* (np). Thousand Oaks, CA: SAGE Publications, Inc.

#### D. Book Chapters (peer reviewed)

Sekerka, L.E., Vacharkulksemsuk, T., & Fredrickson, B.L. 2011. Positive emotions: Broadening-and-building upward spirals of sustainable development. In K. Cameron & G. Spreitzer (Eds.), *Oxford handbook of positive organizational scholarship*, Second Edition. New York: Oxford University Press, Inc.

Sekerka, L.E., McCarthy, J.D., & Bagozzi, R. 2011. Developing the capacity for professional moral courage: Facing daily ethical challenges in today's military workplace. In D. Comer and G. Vega (Eds.) *Moral courage in organizations: Doing the right thing at work* (pp. 130-141). Armonk, NY: M.E. Sharpe.

Vacharkulksemsuk, T., Sekerka, L.E., & Fredrickson, B.L. 2010. Establishing a positive emotional climate to create twenty-first century organizational change. In N.M. Ashkanasy, C.P.M. Wilderom, & M.F. Peterson (Eds.) *Handbook of organizational culture and climate*, 2nd Edition (pp. 101-118). Thousand Oaks, CA: Sage.

Sekerka, L.E. 2010. Professional moral courage: Building a proactive approach to organizational ethics. Publication appearing in T. Freire (Ed.), *Understanding positive life: Research and practice on positive psychology* (pp. 343-363). Lisboa: Escolar Editora.

Sekerka, L.E. & Fredrickson, B.L. 2010. Working positively toward transformative cooperation. In A. Linley, S. Harrington, and N. Garcea (Eds.) *Oxford handbook of positive psychology and work* (pp. 81-94). New York: Oxford University Press, Inc.

Sekerka, L.E. & Fredrickson, B.L. 2008. Establishing positive emotional climates to advance organizational transformation. In N.M. Ashkanasy & C.L. Cooper (Eds.). *Research companion to emotion in organizations* (pp. 531-545). Cheltenham, UK: Edward Elgar Publishing.

Sekerka, L.E. & Fredrickson, B.L. 2007. Creating transformative cooperation through positive emotions. In S.K. Piderit, R.E. Fry, and D. L. Cooperrider (Eds.), *A handbook of transformative cooperation: New designs and dynamics* (pp. 151-169). Stanford, CA: University Press.

Sekerka, L.E. & Bagozzi, R.P. 2006. Moral courage in the workplace: Self-regulation as the cornerstone to virtuous action. Publication appearing in A. Delle Fave (Ed.), *Dimensions of well-being: Research and intervention*. Milano, Italy: FrancoAngeli.

Cooperrider, D. & Sekerka, L.E. 2006. Toward a theory of positive organizational change. In J.V. Gallos (ed.), *Organization development: A Jossey-Bass reader* (pp. 223-238). San Francisco, CA: John Wiley & Sons.

Sekerka, L.E. & McCraty, R. 2004. Understanding the psychophysiology of appreciation in the workplace. In D. Cooperrider and M. Avital (Eds.), *Constructive discourse and human organization: Advances in appreciative inquiry*. Oxford, UK: Elsevier Science.

Cooperrider, D. & Sekerka, L.E. 2003. Elevation of inquiry into the appreciable world: Toward a theory of positive organizational change. In K. Cameron, J. Dutton, and R. Quinn (Eds.), *Positive organizational scholarship* (pp. 225-240). San Francisco: Berrett-Kohler.

### **E. Scales and Measurements (peer reviewed)**

Sekerka, L.E., Bagozzi, R.P., & Charnigo, R. 2011. Professional moral courage scale (revised form, 3/21/11). *PsycTESTS*. Washington, D.C.: American Psychological Association.

### **F. Technical Report**

Sekerka, L.E., Zolin, R., & Simon, C. 2005. Rapid transformation in a dual identity defense university. *Technical Reports* #NPS-GSBPP-05-003, Monterey, CA: Naval Postgraduate School.

### **G. White Paper**

HeartMath: A coherent organization by design. Examines the nature of transformational cooperation as an organizing system at the Institute of HeartMath in Boulder Creek, CA.

### **H. Magazine Features**

Moral courage: Building ethical strength in the workplace. Questions & Answers with Leslie E. Sekerka (March 3, 2011). *Character First: The Magazine*. <http://cfthemagazine.com/2011-03/moral-courage-building-ethical-strength-in-the-workplace/>

### **I. Manuscripts (under review)**

Sekerka, L. E. & McCabe, D. B. January 2012. Influencing the desire to buy green in a social media context. Submitted to *Ethics & Behavior*.

Sekerka, L.E. & Stimel, D. December, 2011. Environmental sustainability decision-making: Clearing the path to effect change. Submitted to *Journal of Management Development*.

Sekerka, L.E. & Marar, M. 2012. Understanding Islamic business ethics: Advancing management practice by examining cultural norms. Submitted to *Islamic Business Management*.

Comer, D. & Sekerka, L.E. August, 2011. Taking time for patience: Recognizing, respecting, and reclaiming an undervalued virtue. Submitted to the *Journal of Business Ethics*.

Sekerka, L.E., Godwin, L., & Charnigo, R. July, 2010. Curiosity as character strength in management: Cultivating intrinsic motivation in ethics education and training. Submitted to *The heart of the good institution: Virtue ethics as a framework for responsible management*.

### **J. Special Issue (accepted, in preparation)**

Sekerka, L.E., Comer, D., & Godwin, L. Building ethical strength, in good times and in bad (co-

editors). Special Issue on *Positive Organizational Ethics* for the ***Journal of Business Ethics***.

### **K. Manuscripts (in preparation)**

*Deconstructing Islamic Business Ethics: A Comparative Analysis of Islamic and Western Practices.* To clarify management practice in the Middle East, this article moves to outline the tenets of Islamic Business Ethics (IBE). Publishing venue to be determined (with M. Marar).

*Remembering the garbage barge: Progress and realities of embedded sustainability in the United States.* An analysis of change and development regarding ‘waste’ in organizational settings. Publishing venue to be determined (with D. Stimel).

*Hierarchical representation of motives in ethical behavior (Part 2).* An examination of how managers respond to a moral dilemma (reporting a war crime) and the cognitive path to moral action. To be submitted to ***Journal of Applied Behavior Sciences*** (with R. Bagozzi and V. Hill).

*The influence of social self-conscious emotions: Use of moderated mediation and mediated moderation to explore choices toward moral action.* A novel quantitative technique is employed to better understand the path to moral action when impacted by guilt, shame, and pride. Two papers, one to be submitted to *Business Ethics Quarterly*, the other to ***Journal of Business Ethics*** (with R. Bagozzi and F. Sguera).

*Doing the same thing and expecting different results: Over reliance on the use of case studies in ethics education.* A discussion of the limitations of the case study method, advocating a personalized and experiential approach when working to achieve learning objectives in ethics education. To be submitted to ***Journal of Management Education***.

*Understanding how religious and spiritual beliefs and their practice, foster movement toward moral action.* An empirical global inquiry examines peoples’ religious/spiritual beliefs and how their daily application and practice may influence moral awareness in everyday organizational life. Publishing venue to be determined (with R. Bagozzi, L. Godwin, H. Harris, and C. Scott-Young).

*Professional moral courage: A validation of the instrument.* Additional research is conducted to test the criterion and discriminate related validity of an instrument to measure moral courage in the workplace. Publishing venue to be determined (with R. Bagozzi).

*Imagining your virtuous self: Use of positive ethics inquiry to advance adult moral development.* Using a version of the *Reflected Best Self activity*, an empirical study is presented, examining how a strength-based approach to ethics education may foster individual change to moral identity. To be submitted to the ***Academy of Management Learning and Education*** (with J. Stansbury).

*An update to Rest’s moral decision-making model: Creating upward spirals to moral action.* Drawing on research in ethics, management, and psychology, we edify the classic moral decision-making model to reflect how people can maintain the “will to proceed.” To be submitted to the ***Academy of Management Review*** (with R. Bagozzi and L. Godwin).

### **L. Books (in preparation)**

***Ethics Training in Action.*** Editing a book for the *Ethics in Practice Series*, Information Age Publishing. This volume targets contributions to advance ethics training in the workplace.

***Ethical Reset.*** Designed for business professionals, this book describes how to prepare for moral action as matter of sustained habituated practice. Current research on moral decision-making and moral competencies is presented in a way that can be applied to everyday life.

## AWARDS, GRANTS, & FUNDING

### ***Emerald Literati Network Awards for Excellence - 2011***

Highly Commendable Paper of the Year – Emerald Publishing, *Training & Management Development Methods*. <http://www.emeraldinsight.com/authors/literati/awards.htm?year=2011&journal=tmdm>

### ***Santander Sustainability Challenge Scholarship Award - 2011***

Conference Paper Award - Ashridge Business School, *Sustainability Challenge: Organisational Change and Transformational Vision* (with D. Stimel)

### ***Research Scholar of the Year - 2009***

Honoring exemplary research and scholarship, Menlo College, Atherton, CA

2012	Ethics in Action Research and Education Center (Private Donations)	\$500
2011	James Hervey Johnson Charitable Educational Trust	\$3000
2011	Ashridge School of Business, Berkhamsted, UK	\$950
2011	Ethics in Action Research and Education Center (Private Donations)	\$3,650
2010	Ethics in Action Research and Education Center (Private Donations)	\$5,635
2009	Ethics in Action Research and Education Center (Private Donations)	\$3,500
2008	Markkula Center for Ethics, Santa Clara University, Santa Clara, CA	\$4,000
2007	Naval Supply Systems Command, Mechanicsburg, PA	\$53,500
2007	Naval Medical Center/University of San Diego	\$1,000
2006	United States Navy, Supply Corps School, Athens, GA	\$11,900
2006	Naval Surface Warfare Center, Port Hueneme, CA	\$3,000
2005	United States Navy, Education and Training, Washington, DC	\$6,000
2004	Naval Supply Systems Command, Mechanicsburg, PA	\$90,000
2003	Naval Postgraduate School/Graduate School of Business and Public Policy	\$34,000
2002	Naval Postgraduate School /Graduate School of Business and Public Policy	\$20,000
2002	Center for Regional Economic Issues	\$3,000
2001	Roadway Incorporated Corporate Grant (with D. Cooperrider)	\$42,000
2001	Center for Regional Economic Issues	\$3,000
2000	Predoctoral Division of Medicine, Bureau of Health Professions	\$5,000
2000	Center for Regional Economic Issues	\$2,000
2000	Valenca & Associates Grant	\$3,000
1999	Case Western Reserve University Graduate Assistant Award	\$15,000
1998	Case Western Reserve University Graduate Assistant Award	\$15,000
1997	Cleveland State University Graduate Assistant Award	\$10,000

**ACADEMIC CONFERENCES (peer reviewed)**

*Viewing the Informal Economy through the Lens of Sustainability: Worker-Related Challenges and Opportunities*, All-Academy Symposium (Co-chair) and paper submitted for presentation at the **Academy of Management Annual Meeting**, Boston, MA, 8/12.

*Beyond Compliance: Exercising Moral Courage in Corporate Social Responsibility*, paper submitted for presentation at the **Energy, Extraction, and the Environment - Wyoming Law Review Symposium**, University of Wyoming, Laramie, Wyoming, 3/12.

*Understanding Islamic Business Ethics: Advancing Management Education by Examining Middle Eastern Cultural Norms*, paper accepted for presentation at the **Annual Comparative and International Education Society**, San Juan, Puerto Rico, 4/12.

*Establishing a Positive Emotional Climate to Create Twenty-First Century Organizational Change: A Symposium on Organizational Culture and Climate*, paper accepted for presentation at the **Society of Industrial and Organizational Psychology Annual Conference**, San Diego, CA, 4/12.

*Influencing the Desire to Buy Green: Exploring Ethical Consumer Decision Making in a Social Media Context*, paper presented at the **International Academy of Business and Management**, San Francisco, CA, 11/11.

*Taking Time for Patience*, paper presented at the **International Vincentian Conference Promoting Business Ethics**, New York, NY, 10/11.

*Harnessing the Animal Spirits to Invoke Environmental Sustainability Decision Making*, paper presented at the **Ashridge International Research Conference, The Sustainability Challenge: Organizational Change and Transformational Vision**, Ashridge Business School, Berkhamsted, UK, 6/11.

*An Ethics Workout: Using Balanced Experiential Inquiry to Strengthen Moral Muscles*, master workshop presented at the **Western Organization and Management Teaching Conference**, University of Redlands, Redlands, CA, 4/11.

*Positive Emotions: Broadening-and Building Upward Spirals of Sustainable Development*, invited book chapter, **Bi-Annual Positive Organizational Scholarship Conference**, University of Michigan, Ann Arbor, Michigan, 1/11.

*Building Managers' Desire to Act Ethically: A Field Study Using Experiential-Based Ethics Training*, paper presented at the **Experiential Learning Congress**, Berlin, Germany, 11/10.

*Building Professional Moral Courage: Exercising Employees' Moral Muscles through Balanced Experiential Inquiry*, paper presented at the Social Issues in Management Division, **Academy of Management Annual Meeting**, Montreal, Canada, 8/10.

*Professional Moral Courage and Ethical Decision-Making: A Competency-based Approach*, paper presented at the Symposium on Moral Decision-Making in Organizations: Empirical Insights and Practical

Guidance (All-Academy Session), **Academy of Management Annual Meeting**, Montreal, Canada, 8/10.

*Preserving Integrity in the Face of Corruption: Exercising Moral Muscle in the Path to Right Action*, paper presented at the Symposium on *Displaced Passions: Views of Collusive Behavior in Organizational Settings*, to the Social Issues in Management and Organizational Behavior Divisions, **Academy of Management Annual Meeting**, Montreal, Canada, 8/10.

*Getting Curious about Ethics: Cultivating Intrinsic Motivation toward Moral Awareness in the Workplace*, paper Presented (conference proceedings), at the Australian **Association for Professional and Applied Ethics 2010 National Conference**, University of Sydney, Sydney, Australia, 6/10.

*No time to waste? Organizational change toward ecological sustainability in recessionary times*, paper presented at the **3<sup>rd</sup> Annual International Conference on Business and Sustainability**, Center for Global Leadership in Sustainability, Portland State University, Portland, OR, 11/09.

*Designing Organizations to Innovate for Sustainability*, paper/poster presented at the **Academy of Management Annual Meeting**, Chicago, IL, 8/09.

*Organizational Ethics Education and Training: A Review of Best Practices and Their Application*, paper presented at the **Society of Business Ethics**, Chicago, IL, 8/09.

*Using Network Analyses to Understand Personal Motive Structures that Drive Moral Choices*. Invited keynote speaker for opening session at the **Network Ethics: The New Challenge in Business, ICT and Education**, Universidade Católica Portuguesa, Center for Ethics Business and Economics, Lisbon, Portugal, 6/09.

*Positively Ethical: The Establishment of Innovation in Support of Long-term Sustainability*, paper/poster session presented at the **Business as Agent of World Benefit Conference: Manage by Designing in an Era of Massive Innovation**, Cleveland, OH, 6/09.

*Professional Moral Courage: Concept and Measurement*, paper/poster session presented at the **Association for Psychological Science**, San Francisco, CA, 5/09.

*Professional Moral Courage*. Invited guest speaker for opening session of the *Virtues and Business Group* and Round Table discussant at the **Association for Practical and Professional Ethics**, 18th Annual Meeting, Cincinnati, OH, 3/09.

*Not Either/Or, but Both/And: A Balanced Experiential Inquiry Approach to Diversity Audits*. Session Co-chair Professional Development Workshop (Gender and Diversity in Organizations Division) presented at the **Academy of Management Annual Meeting**, Anaheim, CA, 8/08.

*How the Questions we Ask Contribute to Virtuous Action in the Workplace: Elevating Ethics in Organizations*. Symposium Co-chair and paper presented at the **Academy of Management Annual Meeting**, Anaheim, CA, 8/08.

*Facing Ethical Challenges in the Workplace: Conceptualizing and Measuring Professional Moral Courage.* Paper presented at the **Society of Business Ethics Conference**, Anaheim, CA, 8/08.

*Hierarchical Representation of Motives in Ethical Behavior.* Paper presented at the **Fourth European Conference on Positive Psychology**, University of Rijeka, Opatija, Croatia, 7/08.

*Bending the Rules with Prudence: From Dangerous Norm to Necessary Adaptation.* Paper presented at the **Australian Association for Professional and Applied Ethics 2008 National Conference**, Brisbane, Australia, 6/08.

*Are Managers Curious about Ethics? A Process to Prepare Managers for Moral Agency.* Paper presented at the **Western Academy of Management Annual Meeting**, Oakland, CA, 3/08.

*Can Rules be Bent with Prudential Judgment?* Paper/poster presented at the 4th **Annual Acquisition Research Symposium**, Monterey, CA, 5/07.

*Moral Action in Everyday Life: An Ethics Process to Foster Interest and Determination in the Workplace.* Paper presented at the **Business Ethics in a Global World: China, India, and Beyond – A Conference for Executives and Scholars**, Santa Clara University, Santa Clara, CA, 3/07.

*Virtues and Practice: POS Research Streams for 2007.* Two research topics presented at the **Positive Organizational Scholarship Conference**, University of Michigan, Ann Arbor, MI, 12/06.

*Micro, Meta, Macro: 3 Levels of Education for 21st Century Leadership.* Session presented at the **Business as Agent of World Benefit Global Forum** (BAWB), Case Western Reserve University, Cleveland, OH, 10/06.

*Ethics in the Workplace: The Promotion of Moral Flourishing in Daily Organizational Life.* Session presented at the **Academy of Management Annual Meeting**, Positive Organizational Scholarship Professional Development Workshop, Atlanta, GA, 8/06.

*Ethics in the Workplace: Factors that Promote Moral Flourishing in Daily Organizational Life.* Paper presented at the **3rd European Conference on Positive Psychology**, University of Minho, Braga, Portugal, 7/06.

*Applying Positive Change Management Processes to Classroom Education on Moral Decision Making.* Session presented at the **Teaching Business Ethics 2006 Conference**, University of CO, Bolder, Leeds School of Business, 6/06.

*Prudential Judgment in the Department of Defense.* Paper presented at the **Public Policy, Prudential Judgment, and the Catholic Social Tradition**, Terrence J. Murphy Institute for Catholic Thought, Law, and Public Policy, St. Thomas University, Minneapolis-St. Paul, MN, 4/06.

*Military Education and Moral Development.* Session Chair at the 2006 **International Military Ethics Society Annual Program** (formerly JSCOPE), Washington, D.C., 1/06.

*Change Now Because I Say So! Specialized Management Identity and Coercive Rapid Transformation.* Paper presented to the **Academy of Management Annual Meeting**, Organizational Development and Change Division, Honolulu, Hawaii, 8/05.

*Ethics and Integrity of Governance.* Paper presented at the **Ethics and Integrity of Governance: A Transatlantic Dialogue Workshop**, Leuven, Belgium, 6/05.

*Battling Moral Mediocrity in the Military: An Integrated Proactive Approach to Ethics.* Session presented at the **U.S. Navy Ethics Learning Continuum Conference**, Norfolk, VA, 4/05.

*Reactive Approaches to Ethical Accountability: Battling Moral Mediocrity with Professional Courage.* Paper presented at the **Third Biennial Global Conference on Business Ethics: The Accountable Corporation**. Guest speaker at the Markkula Center for Applied Ethics, Santa Clara University, Santa Clara, CA, 2/05.

*Specialized Management Identity and Rapid Transformation at a Military University.* Paper presented at the **Research Seminar: Australian Defense Force Academy**, Canberra, Australia, 2/05.

*Ethics in Action: Preparing Navy Supply Corps Officers for Exercising Moral Courage.* Session presented at the **Senior Service Conference on Leadership**, Newport, RI, 9/04.

*Positive Organizational Scholarship as Actionable Knowledge.* Session Co-chair at the **Academy of Management Annual Meeting** (All-Academy Session), New Orleans, LA, 8/04.

*Preparing for Virtuous Action: Exercising Moral Courage in Response to an Ethical Dilemma.* Paper presented at the **Academy of Management Annual Meeting** (All-Academy Session), New Orleans, LA, 8/04.

*Moral Courage in the Workplace: Self-regulation as the Cornerstone to Virtuous Action.* Paper presented at the **Second European Conference on Positive Psychology**, Verbania Pallanza, Italy, 7/04.

*Attitudes toward the War in Iraq.* Poster Session at the **Society for Personality and Social Psychology Annual Meeting**, Austin, TX, 1/04.

**Ethics in Business and the Military: Building Better Organizations.** Invited guest participant at the Center for the Study of Professional Military Ethics and the Naval Academy Alumni Association, USNA, Annapolis, MD, 10/03.

*Positive Organizational Change: How Positive Emotions Broaden and Build Transformative Cooperation.* Paper presented at the **Conference on Transformational Cooperation**, Case Western Reserve University, Cleveland, OH, 10/03.

*Appreciative Change Processes in Groups: Impacts on Emotion and Well-Being.* Paper presented at the **American Psychological Association Annual Meeting**, Toronto, Canada, 8/03.

*Liberation through Valuing: Insights into the Birth of Chaordic Self-organizing Forms.* Paper presented at the

**Academy of Management Annual Meeting**, Seattle, WA, 8/03.

*Changing Values, Changing Organizations: The Implications and Potential of Empowerment and Democracy.* Session Co-chair at the **Academy of Management Annual Meeting**, (All-Academy Session) Seattle, WA, 8/03.

*Organizational Development Approach as an Influencer of Employee Well-being.* Poster Session at the **First International Positive Psychology Summit**, Washington, DC, 10/02.

*Using Our Heads and Hearts: Influences of Cognition and Affect on Positive Organizational Change.* Symposium Co-chair and paper presented at the **Academy of Management Annual Meeting** Denver, CO, 8/02.

*Positive Organizational Scholarship: An Appreciative Approach to Organizational Intervention.* Invited guest participant at the **Positive Organizational Scholarship Meeting**, University of Michigan, Ann Arbor, MI, 12/01.

*An Appreciative Approach to Organizational Intervention: A Catalyst to Well-being and Creativity in the Workplace.* Poster session at the **Second Positive Psychology Summit**, Washington, D.C., 10/01.

*Appreciative Inquiry and HeartMath Techniques: Bringing Positive Emotions to the Workplace.* Presentation at the **1st International Conference on Appreciative Inquiry**, Baltimore, MD, 9/01.

*The Appreciative Inquiry Conversation and its Impact on Affect, View of Self, and Creativity.* Paper presented at the **Academy of Management Annual Meeting**, Washington, D.C., 8/01.

*Mask or Disguise: Effects of Varying Anonymity Type in Computer-Mediated Decision Making.* Paper presented at the **Academy of Management Annual Meeting**, Toronto, Canada, 8/00.

*The Helping Effects of Helping Others: Benefits for Individuals with Long-term Recovery.* Paper presented at the **Annual American Sociological Association Annual Meeting**, Chicago, IL, 8/99.

*Learning Organizations: An International Dialogue.* Invited guest participant at the **Seminario Internacional de Aprendizagem Organizacional III**, Recife, Brazil, 2/99.

## TEACHING

### A. Courses<sup>3</sup>

- Organizational Theory and Development (undergraduate core)
  - **Nominated for Teacher of the Year**, 2010
- Business Ethics (undergraduate core)<sup>4</sup>

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<sup>3</sup> Median instructor evaluation (four year period) 4.8/5.0 (complete quantitative/qualitative details available upon request).

- Introduction to Psychology (undergraduate core)
- Organizational Design for Entrepreneurship and Innovation (MBA core)<sup>5</sup>
- Proactive Organizational Ethics (MBA seminar elective)
- Organizational Behavior: Managing for Organizational Effectiveness (MBA core)
  - **Top Teaching Evaluations:** *Business School Distinctions, 2006/Summer*
- Communications for Managers (MBA core)
  - **Top Teaching Evaluations:** *Business School Distinctions, 2005/Winter*
- Managing Change in Organizational Systems (MBA core)
- Problem Analysis and Ethical Dilemmas (MBA core; short course/teaching team)

## B. Seminars and Workshops (prepared/taught)

- An Ethics Workout: Using Balanced Experiential Inquiry to Strengthen Moral Muscles (Professional Development)
- Understanding the Positive in Positive Organizational Scholarship (Professional Development)
- Positive Organizational Ethics: Best Practices in Education and Training (Professional Development)
- Facing your Ethical Challenges (Professional Development)
- Professional Moral Courage in the Workplace (Executive Education)
- Appreciative and Problem Solving Approaches to Goal Setting (Undergraduate)
- Leading with Moral Strength: Advocated or Exercised? (Professional Development)
- An Ethics Check Up for Healthcare Professionals (Executive Education)
- An Ethics Tune Up: Exercising Your Moral Muscle (Executive Education)
- In the Line of Moral Fire (Professional Education)
- Creating a Command Climate of Moral Strength (Executive Education)
- Ethics for Naval Intelligence (Executive Education)
- Ethics for Naval Corporate Business (Executive Education)
- Ethics in Action: Are you prepared to ask why? (Professional Education)
- Beyond Compliance: Understanding Professional Moral Courage (Professional Education)

## C. Student Support Activities

### Menlo College 2011-2012

- **Student Advising** – M. Brown, B. Coyne, M. Dotson, J. Garcia, S. Hung, A. Jaimes, H. Malak, S. Monderine, S. Sabado, S. Selvin, K. Smith, Y. Son, Y. Yu
- **Advisor, Ethics in Action Club** – Campus Event: *Spread the Love-Pay it Forward Challenge*, (scheduled 2/12)
- **Co-Advisor, Rotaract Club**

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<sup>4</sup> Designed new course for undergraduate core curriculum (8/10).

<sup>5</sup> Designed new course for MBA core curriculum (scheduled for 1/14).

- **Guest Practitioner/Scholar Program** – Dr. Thomas Plante, Professor, Stanford University School of Medicine and Santa Clara University, *Doing the Right Thing in an Unethical World* (8/11, 2/12); Mr. Sandy Crittenden, Crittenden & Associates, *Ethical Leadership* (9/11), Ms. Lori Ciano, Executive Coach, *Organizational Leaders: Made Not Born* (10/11), Mr. Jay Mumford, Ethics and Compliance Program Director, Accenture, *Ethics in a Global Marketplace* (10/11), Ms. Nancy Higgins, Vice President and Chief Ethics & Compliance Officer, Bechtel Group, Inc., *Raising the Bar in Corporate Ethics* (11/11), Ms. Lynne Henderson, Corporate Initiatives: *The Heroic Imagination Project* (11/11, 3/12), Ms. Paula Kutansky-Brown, Flextronics, HR Compliance Manager, *Being Ethical at Work* (3/12); Ms. Catherine Connolly, CPA, CFF, Partner, StoneTurn, *Forensic Ethics* (with Ms. Monique Christensen, Manager) (3/12); Ms. Dani Park, Rambus, Director, Internal Audit, *Shaping Ethics* (3/12); Ms. Katherine Humphreys, Corporate Attorney, NetApp, *Modeling Positive Workplace Ethics* (3/12); Ms. Catherine Tonne, Sr. Business Leader, Client Support Services, Visa, *Ethics in a Global Workplace* (with Ms. Lacey Weiszbrod, Director, Compliance Services) (4/12); Mr. K. C. Turan, VP, Chief Compliance & Ethics Officer, Blue Shield of CA, *Principled Performance* (4/12); Mr. Mark Faris, Ethics Speaker, *Unpacking Unethical Action* (4/12).<sup>6</sup>
- **Recruitment** – Assist with new student prospects upon request from the Admissions Department (10/11); Preview Day Speaker (4/12)

### Menlo College 2010-2011

- **Student Advising** – B. Balmuth, M. Brown, B. Caoile, B. Coyne, J. Davis, K. Darneille, M. Dotson, K. Hannon, H. Malak, L. Musante, M. Ortiz, S. Selvin, J. Smith, H. Whelan, and Y. Ming Yu
- **Research Advising** – B. Tegegn, *Cross-cultural ethics programming* (1/11)
- **Advisor, Ethics in Action Club** – Campus Event: *The Great Ethics Case Race*, (3/11)
- **Co-Advisor, Rotaract Club**
- **Guest Practitioner/Scholar Program** – Ms. Catherine L. Tonne, Sr. Business Leader, Client Support Services, Visa, *Ethics in a Global Workplace* (4/11); Ms. Marie Wilson, Senior Counsel, Symantec Corporation, *Creating an Organizational Culture of Ethics* (3/11); Dr. Thomas Plante, Professor, Stanford University School of Medicine and Santa Clara University, *Doing the Right Thing* (3/11, 9/10); Mr. JB Bush, Productivity Consultant, *Building Value in the Workplace* (4/11, 11/10), Mr. Stephen Greenberg,, VP, JNL Universal Business Corp, President, Terra Firma Corp, *Global Ethics: Challenges in the International Wine Business* (11/10), Ms. Katherine Humphreys, Corporate Attorney, NetApp, *Embracing Organizational Change* (12/10)
- **Recruitment** – Assist with new student prospects upon request from the Admissions Department (1/11, 3/11)

### Menlo College 2009-2010

- **Student Advising** – B. Balmuth, D., Black, B. Caoile, J. Davis, K. Darneille, K. Hannon, K.

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<sup>6</sup> Speakers for 2011-12 Academic year, confirmed as of 1/12.

- Guild, H. Malak, L. Musante, S. Ortiz, S. Selvin, H. Whelan, and K. Wood
- **Conference Sponsorship** – A. Adelman, *Equine Focused Animal-Assisted Therapy* and J. Sazlata, *Fluid and Crystallized Intelligence*, 2010 California Cognitive Science Conference *Cognitive Crossroads: Directions of the Mind*, University of California, Berkeley Campus (5/10)
  - **Independent Study (IDR)** – *Understanding how animal-assisted therapy is effective towards psychological disorders*, A. Adelman (1/10); *Teaching and Pedagogical Development*, J. Sazlata (8/09); *Research and Cross-Cultural Applications*, B. Tegegn (8/09)
  - **Advisor, Ethics in Action Club**
  - **Guest Practitioner/Scholar Program** – Mr. Bruce Brown, Proactive Coaching, *Character Integrity in Sports and in Everyday Life* (with the Menlo Athletic Dept.) (3/29); Mr. Bruce Cozadd, CEO, Jazz Pharmaceuticals, *Tone at the Top* (3/23); Mr. Aaron Beam, former CFO HealthSouth, *Cooking the Books*, (3/23); Dr. Howard Harris, School of Management, University of South Australia, Adelaide, Australia, *Curiosity as a Way of Being*, (2/10); Dr. Pamela Swales, Veterans Affairs National PTSD Center, *PTSD: Today and Tomorrow*, (1/10); Dr. Victoria Lee, Sexuality psychotherapist/Author, *Methods of Therapy and Understanding Relationships* (11/09); Ms. Katie Schoenfeld, Director of Employee Relations, CTS, International, *Teamwork Challenges* (9/09); Mr. JB Bush, Productivity Consultant, *Building Value in the Workplace* (9/09, 2/10)

### Menlo College 2008-2009

- **Student Advising** - B. Balmuth, M. Brown, B. Caoile, B. Coyne, K. Darneille, J. Davis, B. Ingram, H. Malak, L. Michel, S. Selvin, H. Whelan, and K. Wood
- **Independent Study (IDR)** - *Ethics in Action: Advancing Research and Education for Social Responsibility*, S. Laurusaitis (1/09); *Organizational Behavior and Intelligence*, J. Salzata (1/09); *Teaching Psychology: The Foundations of Learning and Pedagogical Development*, H. Sluis, (8/08)
- **Advisor, Student Allocations Board** (H. Malak, SAB President) (\$40,000 budget)
- **Co-Advisor** - Psychology Club
- **Guest Practitioner/Scholar Program** – Mr. Alan Reid, CEO Forward Management, *Leadership Challenges* (3/09), Mr. JB Bush, Productivity Consultant, *Emotional Intelligence in Practice* (3/09); Mr. Chris Smith, Marketing Manager, AdapTV, *Organizational Structure by Design* (2/09); Dr. Pamela Swales, Veterans Affairs National PTSD Center, *The Impact of PTSD in All of Our Lives* (1/09); Dr. Anastasia Park, Clinical Psychologist, *Diagnosing Mental Health* (11/08) ; LTC David Rabb, Western Region Medical Command VA Military Liaison, VA Palo HCS, *Leadership in Combat* (10/08); Dr. Howard Harris, School of Management, University of South Australia, Adelaide, Australia, *Curiosity in the Workplace* (9/08); Mr. Chris Smith, Marketing Manager, AdapTV, *Lessons from Organizational Structure and Career Development* (9/08)

### Menlo College 2007-2008

- **Student Advising** - B. Caoile, C. Cowgill, K. Darneille, C. Duarte, J. Herrera, B. Ingram, C. Lopez, L. Michel, S. Selvin, K. Wood
- **Co-Advisor** - Psychology Club

- **Ethics in Action Student Book Club** - *The Lucifer Effect* by Phil Zimbardo (4/08)
- **Guest Practitioner/Scholar Program** - Major John L. Pilgrim, United States Army, *Returning to Family Life with Posttraumatic Stress Disorder* (5/08); Dr. Howard Harris, School of Management, University of South Australia, Adelaide, Australia, *Curiosity and Learning* (2/08); Major John L. Pilgrim, United States Army, *Understanding Posttraumatic Stress Disorder* (9/07)
- **After School Specials** (student workshops) - *Ethics in Action Best Practices in Ethics Education and Training Project: Next Steps* (6/08); *Change in the New Year: Appreciative and Problem Solving Approaches to Goal Setting* (1/08); *Leading with Moral Strength: Advocated or Exercised?* (9/07); *Psychology: Research, Teaching, and Practice* (9/07)

### **Naval Postgraduate School** (Thesis Advisor)

*Analysis of the Contracting Processes and Ethical Culture at Ogden Air Logistics Center* – D. VanAssche, S. Moats, and B. Sheehan (12/07)

*Analysis of NAVFAC Contracting Processes Using Contract Management Maturity Model* – W. Ludwig and A. Moore (12/06)

*Religious Tolerance in the Military Service: A Viable Statement?* – A. Goldberg (10/06)

*A Study of Industry Best Practices in Ethics Programming: Learning from Exemplary Ethical Organizations to Inspire Moral Courage in the Military* – T. Garcia and R. Spriestersbach (12/05)

*Merit-Based Pay for the U.S. Marine Corps* – O. Nucci and H. Brown (12/05)

*Physical Fitness In the United States Marine Corps: Our History, Current Practices, and Implications for Today's Human Performance and Mission Accomplishment* – A. Thompson (12/05)

*LEAD Program-USNA: Selecting for Moral Character: Is the Process Sound?* – C. Clemans (6/05)

*Ethics in Action: Preparing Navy Supply Corps Officers for Exercising Moral Courage: An Assessment and Best Practices Study* – J. Ingram, P. Haren, and L. Weber (12/04)

*Facing Ethical Dilemmas: Factors that Contribute to Officers' Exercising Moral Courage in the Workplace* – R. Blevins (12/04)

*An Analysis of Cultural Components and Their Influence on Performance of Military Business Activities* – S. Uztariz (6/04)

*The Glass Ceiling Effect and its Impact on Mid-level Female Officer Career Progression in the United States Marine Corps and Air Force* – A. Evertson and A. Nesbitt (3/04)

*Realignment and the Process of Change at the Naval Postgraduate School* – T. Jett, S. Thompson, and A. Wing (12/03)

## SERVICE

### A. To the Field

#### Scholar Appointment:

*Business & Ethics Partnership, Markkula Center for Applied Ethics*, Santa Clara University, 2005-present

#### Editorial Board:

*Journal of Organization of Moral Psychology*, 2009-present

*Academy of Management*, Associate Editor, Social Issues in Management Division, 2010, 2011

#### Workshops and Training Sessions:

- *Understanding the Positive in Positive Organizational Scholarship*. Professional development session presented at the School of Management, University of South Australia, Adelaide, Australia, 6/10.
- *Positive Organizational Ethics: Best Practices in Education and Training*. Professional development seminar presented at the School of Management, University of South Australia, Adelaide, Australia, 6/10.
- *Virtue as a Framework for Management: Getting Curious about Ethics*. A research overview presented at the School of Management, University of South Australia, Adelaide, Australia, 6/10.
- *Facing your Ethical Challenges*. A community service workshop presented at the 27th Annual QUAD EEO Training Conference, Concord, CA, 9/09.
- *Managing Ethical Challenges in the Workplace: Conceptualizing and Measuring Professional Moral Courage*. Research findings presented at the Universidade Católica Portuguesa, Center for Ethics Business and Economics, Management Department, Lisbon, Portugal, 6/09.
- *Managing Ethical Challenges in the Workplace: Learning how to Engage with Professional Moral Courage*. A community service workshop presented at the Federally Employed Women (FEW) Regional Training Program, Naval Postgraduate School, Monterey, CA, 4/09.
- *Best Practices in Organizational Ethics Education and Training in Silicon Valley*. Research findings presented at the Business and Organizational Ethics Partnership, Markkula Center at Santa Clara University, Santa Clara, CA, 4/09.
- *Beyond Compliance: Understanding Professional Moral Courage*. Five workshops and an all school lecture to advance moral awareness. USN Supply Corps School, Athens, GA, 4/07.
- *Creating Climates of Moral Strength*, workshop presented at the USN Public Health program, Naval Medical Center San Diego and San Diego State University, San Diego, CA, 3/07.
- *Breaking or Bending? Ethics Partnership*, Paper presented at the *Ethics Partnership Meeting*, Markkula Center for Applied Ethics, Santa Clara University, Santa Clara, CA, 1/07.
- *Balanced Experiential Inquiry: Training the Trainers*. Workshop conducted to educate U.S. Naval Supply Corps instructors in ethics education process. USN Supply Corps School, Athens, GA, 6/07.

- *An Ethics Tune Up: Exercising Your Moral Muscle*. A seminar presented to USN Third Fleet Executive Meeting. Center for Executive Education, NPS, Monterey, CA, 12/06.
- *In the Line of Moral Fire: Are You Prepared to Engage in Ethical Action?* Five workshops and an all school lecture to elevate ethical awareness. USN Supply Corps School, Athens, GA, 11/06.
- *Creating Command Climates of Moral Strength*, presented at the Naval Leadership Forum, Naval Surface Warfare Center, Port Hueneme, CA, 11/06.
- *Ethics in Action: Are you prepared to ask why?* Five workshops and an all-school lecture conducted to elevate ethical awareness. USN Supply Corps School, Athens, GA, 5/06.
- *The Ethical Health of the Military: Fostering Moral Action from Battlespace to Workplace Operations*. U.S. Navy Corporate Business Course, Naval Postgraduate School Center for Executive Education, Monterey, CA, 2/06 and 6/06.
- *The Ethical Health of the Naval Intelligence Community*. U.S. Navy Intelligence Business Executive Course, Naval Postgraduate School Center for Executive Education, Monterey, CA, 1/06 and 7/06.
- *Fostering Moral Action in the Workplace*. Business and Organizational Ethics Partnership. Markkula Center for Applied Ethics, Santa Clara University, Santa Clara, CA, 1/06.
- *Ethics in Action: Creating a Command Climate of Moral Excellence*. Workshop to stimulate ethical awareness and how to create workplace environments where moral excellence thrives. USN Supply Corps Headquarters, Mechanicsburg, PA, 10/05.
- *Ethics in Action: Dialogue Workshop*. Six workshops and an all school lecture conducted to increase ethical awareness. USN Supply Corps School, Athens, GA, 10/05.
- *Ethics in Action*. Workshop to create awareness of ethical challenges and how to be an effective leader with responsible influence. USN Supply Corps Headquarters, Mechanicsburg, PA, 10/04.

### Reviewer:

*Advances in Appreciative Intelligence*, Emerald Group Publishing Limited, 2009  
*Academy of Management Review*, 2004-present  
*Academy of Management Journal*, 2003-present  
*Academy of Management Annual Meeting*, Organizational Change and Development, Organizational Behavior, and Social Issues in Management Divisions, 2000-present  
*American Psychological Association*, Positive Psychology Division, 2011  
*Business Ethics: A European Review*, 2009-present  
*Emotion Review*, 2010-present  
*Handbook of Positive Organizational Scholarship* (book proposal), Oxford University Press, 2009  
*International Journal of Organizational Theory and Behavior*, 2009-present  
*International Journal of Training & Development*, 2010-present  
*Journal of Business Communications*, 2003-2004  
*Journal of Business Ethics*, 2009-present  
*Journal of Business Ethics* (Special issue), 2010  
*Journal of Business Ethics* (Special issue), 2012  
*Journal of Corporate Citizenship*, 2010-present  
*Journal of Management Education*, 2000-present  
*Organizational Management Journal*, 2007-present  
*Small Group Research*, 2008

*Society for Business Ethics Annual Meeting*, 2007-present  
*Western Academy of Management Annual Meeting*, 2008-present

**Other:**

- Content Coordinator, Website Bibliography Project, *Positive Psychology Movement*, 2000-2001
- Liaison, Doctoral Students and Professional Workshop Planning Team, 2000-2001
- Member, Academy of Management Mentoring Committee, 1998-2003
- Member, Social Innovations for Global Management (SIGMA), 1999-2003

**B. Menlo College**

Committee member, *Strategic Planning Committee*, Dean appointment, 2011-2012

Committee member and Break-out session support, *Planning Committee -Society of Business Administration (SBA) Day*, Dean appointment, November, 2011

Participant, *Assurance of Learning*, AACSB accreditation, pilot core course for oral/verbal communication skills tracking, 2011-2012

Participant, *Freshmen Welcome Day*, assist with student and parent sessions to welcome the incoming class, August, 2011

Participant, *Assurance of Learning Management Faculty Retreat*, July, 2011

Participant, *Ad Hoc Search Committee - Management Department Faculty*, Dean appointment, 2011

Secretary, *Internal Review Board*, Provost appointment, 2007-2011

Committee member, *Executive Steering Committee*, Faculty Senate elected appointment, 2010-2011

Committee member, *Ad Hoc Scheduling Feasibility Committee - Ad Hoc Investigation*, volunteer appointment, 2010

Committee Chair, *Personnel Committee*, Faculty Senate elected appointment, 2010-2011

Participant, *Preview Day*, assist with student/parent session to support recruitment processes, March, 2009

Chair, *Dossier Review Sub-committee*, Faculty Senate elected appointment, 2009-2010

Committee Chair, *Personnel Committee*, Faculty Senate elected appointment, 2009-2010

Committee member, Executive Steering Committee, Faculty Senate elected appointment, 2009-2010

Faculty Liaison, *MBA Program Development and AACSB Planning*, Dean appointment, 2009-2010

Selection Committee, Emmerick Teaching Award, Faculty Senate elected appointment, 2009

Participant, *Freshmen Welcome Day*, assist with student/parent sessions to welcome the incoming class, August, 2009

Participant, Research Colloquium, *Facing Ethical Challenges in the Workplace: Conceptualizing, Measuring, and Developing Professional Moral Courage*, February, 2009

Chair, *Dossier Review Sub-committee*, Faculty Senate elected appointment, 2008-2009

Committee Member, *Personnel Committee*, Faculty Senate elected appointment, 2008-2009

Committee Member, *WASC Review and Strategic Planning Committee*, Provost appointment, 2008-2009

*Freshmen Welcome Day*, assist with student and parent sessions to welcome the incoming class, August, 2008

Committee Member, *Grievance Committee*, Faculty Senate volunteer appointment, 2007-2008

Committee Member, *Early Entrance Committee*, Faculty Senate volunteer appointment, 2007-2008

Founder/Director, *Ethics in Action Research & Education Center*, 2007-present

### **C. Naval Postgraduate School**

Director, *Ethics in Action Research & Education Program*, U.S. Naval Supply Corps, 2004-2006

Graduate School of Business and Public Policy (GSBPP) Management Group Research Colloquium: *Proactive versus Reactive Approaches to Ethical Challenges*, 2005

Guest Speaker Coordinator – Dr. Tom Grasse, James Stockdale Professor of Leadership and Ethics, U.S. Naval War College, *Hot Topics in Military Ethics*, 2005

Teaching Effectiveness Observational Exchange and Coaching Initiative, 2003-2004

Guest Speaker Coordinator – Dr. Al Pierce, Director of the Center for the Study of Professional Military Ethics at the U.S. Naval Academy, *Ethics and Problem Analysis and Ethical Dilemmas*, 2003

Guest Speaker Coordinator – Dr. Rick Bagozzi, J. Hugh Liedtke Professor of Psychology and Marketing, Rice University, *Psychological Influences in Marketing the Military*, 2003

### **D. Case Western Reserve University**

Research and Implementation Director, Department of Information Technology *MindDraw Project* – Expanding the use of a concept-mapping software in Cleveland, OH, elementary schools, 2002

Research Associate, *National Project with the Kauffman Center: Entrepreneurial Leadership and Regional Economic Issues* (Arkansas region), 2002

Development & Planning Team, Department of Organizational Behavior – Alumni, fundraising, and guest speaker programming, 2002

Dean Search Committee, School of Graduate Studies, 2001

Retreat Designer & Facilitator, Appreciative Inquiry Organization Development Program, Mandel School of Applied Social Sciences, 2001

Graduate Student Senate, Senator Appointment, 2000-2002

Facilitator, *Appreciative Dialogue Program: Leadership for Diversity and Inclusion*, 2000

## **E. Community<sup>7</sup>**

Volunteer activities:

- Rotary Club (Menlo Park, CA), 2011
- In-reach Services/Hospitals and Institutions, Community Hospital of Monterey Peninsula (Monterey, CA), 2010-present
- Recovery Programs (Palo Alto, CA), 2007-present
- Recovery Programs (Monterey, CA), 2003-present
- Recovery Programs, *Beacon House*, (Pacific Grove, CA), 2005-2008
- Rotary Club, (Athens, GA), 2006
- Red Cross Disaster Services (Monterey, CA), 2005
- Women's Recovery Programs (Lakewood, OH), 2001-2002
- Recovery Facilitator, State of Ohio Women's Prerelease Facility (Cleveland, OH), 1998-2002
- Recovery Facilitator, Women's Freedom House (Lakewood, OH), 1996–1998
- Volunteer, FACT: *Facing the AIDS Challenge Together* (Cleveland, OH), 1996–1998
- Volunteer, Project Open Hands (San Francisco, CA), 1990-1992

## **PROFESSIONAL DEVELOPMENT**

*Transformational Vision – Priority & Practice: Artful Knowing Mind and Body Workshop*, Ashridge Business School, Berkhamsted, UK (6/11)

*Assurance of Learning and the Use of Technology to Enhance Learning*, University of Redlands, Redlands, CA (4/11)

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<sup>7</sup> See also *Workshops and Training Sessions* under Service.

*Foreign Corrupt Practices Act (FCPA) Enforcement in 2011: China in the Spotlight*, Morrison & Foerster LLP and the Markkula Center for Applied Ethics, Palo Alto, CA (3/11)

*Graduate Program Assessment Workshop*, Menlo College, Atherton, CA (3/11)

*Reflected Best Self Exercise Workshop*, Bi-annual Positive Organizational Scholarship Conference, University of Michigan, Ann Arbor, MI (1/11)

*Teaching Leadership and Ethics in a New High-Stakes Resource Allocation Game*, Professional Development Workshop, Academy of Management, Montreal, CN (8/10)

*Teaching Design Thinking for Innovation*, Professional Development Workshop, Academy of Management, Montreal, CN (8/10)

*Teaching Ethics in Business School: A Master Class*, Brigham Young University, Division of Continuing Education, Provo, UT (5/10)

*Giving Voice to Values*, 31st Annual Management Communication Association Meeting, Stanford University Graduate School of Business, Palo Alto, CA (5/09)

*Facing Conflict of Interest in Troubled Times*, Morrison & Foerster LLP and the Markkula Center for Applied Ethics, Palo Alto, CA (4/09)

*The Experience, Management, and Implications of Emotions at Work*, Professional Development Workshop, Academy of Management, Anaheim, CA (8/08)

*Carmel Authors and Ideas Festival*, Carmel, CA (9/07)

*Drawing on the Right Side of the Brain*, Esalen Institute, Big Sur, CA (7/07)

*Educating for Optimism to Enhance Cultural Change*, University of Minho, Braga, Portugal (7/06)

*Senior Service Conference Leadership Workshop*, Naval War College, Newport, RI (9/04)

*Positive Organizational Scholarship Workshop*, Professional Development Workshop, Academy of Management, New Orleans, LA (8/04)

*Well-being Research Workshop*, Verbania Pallanza, Italy (7/04)

*Tough Choices: Ethics in the Middle Course*, Naval Postgraduate School, Monterey, CA (4/04-6/04)

*Theory and Skills of Teaching Ethics*, University of Montana, Missoula, MT (6/04)

*Interactive Distributed Learning Course – Managing Change Module Development*, Naval Postgraduate School, Monterey, CA (1/04-3/04)

*Teaching Effectiveness: Quality and Expertise*, Naval Postgraduate School, Monterey, CA (1/04-3/04)

*Institute for Defense Analyses: Introducing Innovation and Risk: Implications of Transforming the Culture of Department of Defense* (invitational think tank session), Office of Force Transformation, Washington, D.C. (10/03)

*Junior Faculty Development Workshop*: Academy of Management Annual Meeting, Seattle, WA (8/03)

*Appreciative Inquiry Certification Program*: Center for Executive Education, Case Western Reserve University, Cleveland, OH (6/02)

*Teaching Excellence Workshop*: Center for Executive Excellence, Naval Postgraduate School, Monterey, CA (11/02)

*Emotional Intelligence for Managers*: Center for Executive Education, Case Western Reserve University, Cleveland, OH (3/01)

*Appreciative Inquiry Workshop Training*: Institute for Positive Change, Taos, NM (6/00)



A handwritten signature in blue ink, which appears to be "Leslie E. Sekerka". The signature is written in a cursive, flowing style.