



Academy of Human Resource Development

Leading Human Resource Development Through Research

HRD Research

GATEWAY^{to} NEW FRONTIERS

2015 AHRD Conference in the Americas

CONFERENCE PROGRAM

February 19 – 21, 2015

Saint Louis, Missouri , USA

Hyatt Regency St. Louis at the Arch

www.ahrd.org





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Edinburgh Napier University, Scotland

Welcome from President Jacobs



Ronald L. Jacobs
AHRD President

Welcome to St. Louis, Missouri – the Gateway City to the West – and the venue of the 2015 AHRD International Research Conference in The Americas!

I am delighted to welcome you to our conference and our scholarly community focused on leading the field of HRD through research. Our conference brings together scholars and scholar-practitioners to discuss theories,

research, and informed practice to improve the field of HRD and the diverse organizations that we represent and serve. In addition, the conference is designed to foster a sense of community and to develop networking opportunities that should be beneficial to your professional and personal development. I encourage you to take advantage of the many different types of sessions occurring over the next few days, and to expand your understanding, build your network, and of course also have fun.

I want to especially take this opportunity to thank everyone who has worked so hard to make this conference happen. This includes Kathie Pugaczewski (AHRD Executive Director), Carissa Wolf (AHRD Conference Organizer), Wendy Ruona, Conference Chair, Diane Chapman, Program Chair, Jason Moats, Proceedings Editor, and the members of the AHRD Board. I also wish to thank the many people who volunteered thousands of hours as track chairs, reviewers, session chairs, presenters,

and more. This illustrates that the conference only happens as a result of the volunteer efforts of our members, and I want to thank everyone for supporting the conference through their time and energy. We are only here in St. Louis because of you!

Looking toward the future, there are other AHRD conferences on the horizon and the International conference will be in Jacksonville, Florida in 2016; these are described in this program. You will also hear more about those conferences during the coming days.

Beyond conferences, members of AHRD can take advantage of a variety of benefits. There are many exciting reasons to be a member of AHRD, including providing four refereed research journals, special interest groups (SIGs), the Program Excellence Network (PEN), webinars, web-based resources, and a variety of other member services. These strategically focused activities and initiatives are designed to meet the scholarly interests of our members and the broader field of HRD.

This is an exciting time to be a member of AHRD and to participate in the initiatives that are “leading HRD through research.” It is my sincere hope that you will continue to make AHRD your academic and professional home for many years to come.

Thanks very much for attending our conference!

Ron Jacobs
AHRD President

BENEFITS OF MEMBERSHIP

Human Resource Development as a subject area brings together a diverse community of people interested in training, workplace learning, adult education, organizational learning and HRD Performance and Strategy, OD, career development, and other people-development growth topics. AHRD is a family of academics, practitioners and students who share the same passion for Human Resource Development, and for improving it through research. AHRD is a professional home, a network, a place to learn and share, a place to publish and present, and a place to meet others who share their passion for HRD.

Members receive:

- Online access (and/or hard copy versions available) to four refereed journals, one of which is SSCI-cited:
 - Advances in Developing Human Resources
 - Human Resource Development International
 - Human Resource Development Quarterly
 - Human Resource Development Review

- Monthly Digest newsletter
- Webinars on up-to-the-minute topics
- HRD consultant list
- Access to membership in the Program Excellence Network (PEN)
- Special Interest Groups: China HRD Research, Critical HRD & Social Justice Perspectives, Faculty Learning & Development, HRD Theory, India HRD, International HRD, Leadership, Qualitative Inquiry, Quantitative Research Methods, Scholar-Practitioner, Virtual HRD, and Workforce Diversity and Inclusion.
- Reduced fees for conference registration



Thank You, Sponsors and Exhibitors!

Your support and presence during our 22nd Annual AHRD Americas International Research Conference is appreciated! We invite all attendees to visit the exhibit tables listed below:

OPENING RECEPTION SPONSOR:



PRESIDENTIAL DINNER SPONSOR:



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EXHIBITORS:

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St. Louis University
Southern Illinois University Department of Workforce Education & Development
University of Illinois at Urbana-Champaign
University of Southern Mississippi



Conference At-A-Glance

TUESDAY, FEBRUARY 17

4:00 - 8:00 pm

AHRD Board of Directors Meeting — Mills 2

WEDNESDAY, FEBRUARY 18

8:00 am - 5:00 pm

Registration Desk Open — Ballroom Foyer

8:00 am - 12:30 pm

AHRD Board of Directors Meeting — Mills 2

9:00 am - 6:00 pm

Graduate Student Research Colloquium — Grand B

11:30 am - 12:00 pm

Break — Grand Foyer

12:00 - 8:00 pm

Pre-Conference Workshop: The Writing and Publishing Process: Identifying Decision Points, Recognizing the Component Parts of a Manuscript, and Using Tools to Improve Writing — Mills 4

1:00 pm - 5:00 pm

Pre-Conference Workshop: The Modern Workplace Learning Landscape: What it Means for You and Your Organization — Grand A

1:00 - 5:00 pm

Program Excellence Network Meeting — Park View

3:00 - 3:30 pm

Break — Grand Foyer

5:00 - 6:30 pm

AHRD Journal Editors Meeting — Mills 2

THURSDAY, FEBRUARY 19

8:00 am - 5:00 pm

Registration Desk Open — Ballroom Foyer

9:00 am - 1:00 pm

Program Excellence Network Meeting — Park View
Graduate Student Research Colloquium — Grand B

Pre-Conference Workshop: Intersecting Mixed Methods Research Techniques and HRD Research Topics: A Winning Combination — Mills 5

Pre-Conference Workshop: The Modern Workplace Learning Landscape: What it Means for You and Your Organization (repeat session) — Grand A

Pre-Conference Workshop: The Writing and Publishing Process: Identifying Decision Points, Recognizing the Component Parts of a Manuscript, and Using Tools to Improve Writing — Mills 4

11:00 - 11:30 am

Break — Grand Foyer

11:30 am - 1:00 pm

SIG Leadership Lunch Meeting — RED Kitchen

12:30 - 2:00 pm

ADHR Editorial Board Lunch Meeting — Mills 2

1:00 - 1:45 pm

Conference Orientation Meeting — Grand D
Session Host Training — Grand B
Faculty Mentoring Partners Kickoff & Orientation — Sterling 5

2:00 - 4:15 pm

Welcome and Town Hall Forum, Enhancing the Frontiers of Diversity and Inclusion in Research & Practice: Performative, Critical, and Radical Perspectives on the Contexts and Issues for HRD — Grand D

4:30 - 6:00 pm

Diversity SIG Meeting — Mills 6

BREAKOUT SESSIONS

Session 1 Leadership and Career Development — Grand C

Session 2 Leadership and Career Development — Mills 3

Session 3 International; Global & Cross Cultural Issues — Mills 8

Session 4 Assessment and Evaluation — Mills 7

Session 5 Workplace Learning — Sterling 6

Session 6 FOCUS Session — Mills 9

Session 8 FOCUS Session — Sterling 7

Session 9 FOCUS Session — Mills 1

7:00 pm - 10:00 pm

Opening Reception at City Museum
— Meet in the hotel lobby at 6:30 pm for bus pickup

FRIDAY, FEBRUARY 20

7:00 am - 5:00 pm

Registration Desk Open — Ballroom Foyer
Exhibits Open — Ballroom Foyer

7:00 - 8:30 am

HRDR Editorial Board Breakfast Meeting — Sterling 9

7:15 - 8:15 am

Quantitative SIG Meeting — Mills 9

FOOD 'N' THOUGHT SESSIONS

Session 10 Food and Thought — Mills 3

8:15 - 8:30 am

Break — Ballroom Foyer

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

Session 12 Leadership and Career Development — Grand C

Session 13 Professional Development Workshop — Mills 3

Session 14 International; Global & Cross Cultural Issues — Grand A

Session 15 Workplace Learning — Sterling 6

Session 16 Workplace Learning — Grand B

Session 17 Critical, Social Justice, Diversity Perspectives in HRD — Mills 9

Session 18 Organization Development and Change — Mills 6

Session 19 FOCUS Session — Sterling 5

Session 20 FOCUS Session — Sterling 2

10:00 - 10:30 am

Break — Grand Foyer

10:30 - 12:00 pm

Keynote with Jane Hart, The New Frontier of Workplace Learning — Grand D

12:00 - 1:30 pm

Lunch on your own — see page 10 for options

AHRD Foundation Lunch — RED Kitchen

HRDI Editorial Board Lunch Meeting — Sterling 9

12:15 - 1:15 pm

China SIG Meeting — Grand A

Critical SIG Meeting — Mills 9

India SIG Meeting — Grand B

12:15 - 1:15 pm**FOOD 'N' THOUGHT SESSIONS**

Session 21 Food 'N' Thought — Grand C

Session 22 Food 'N' Thought — Mills 3

Session 23 Food 'N' Thought — Mills 6

1:30 - 3:00 pm**BREAKOUT SESSIONS**

Session 24 Leadership and Career Development — Grand C

Session 25 HRD Performance and Strategy — Mills 3

Session 26 International; Global & Cross Cultural Issues — Grand A

Session 27 Technology, E-Learning and Virtual HRD — Sterling 6

Session 28 Workplace Learning — Grand B

Session 29 Professional Development Workshop — Mills 9

Session 30 Organization Development and Change — Mills 6

Session 31 FOCUS Session — Sterling 5

Session 32 FOCUS Session — Sterling 2

3:00 - 3:30 pm

Break — Grand Foyer

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

Session 33 HRD Performance and Strategy — Grand C

Session 34 Leadership and Career Development — Mills 3

Session 35 International; Global & Cross Cultural Issues — Grand A

Session 36 Technology, E-Learning and Virtual HRD — Sterling 6

Session 37 Workplace Learning — Grand B

Session 38 Assessment and Evaluation — Mills 9

Session 39 FOCUS Session — Mills 6

Session 40 FOCUS Session — Sterling 5

Session 41 Professional Development Workshop — Sterling 2

5:15 - 6:00 pm

Awards Presentation — Grand D

6:30 - 9:30 pm

Anheuser-Busch Brewery Tour and Dinner, *for registered attendees only* — Meet in the hotel lobby at 6:15 pm for bus pickup

8:30 - 10:30 pm

University of Illinois Reception, *for all alumni, students, faculty and friends* — Presidential Suite

SATURDAY, FEBRUARY 21

7:00 am - 5:00 pm

Registration Desk Open — Ballroom Foyer

Exhibits Open — Ballroom Foyer

7:00 - 8:30 am

HRDQ Editorial Board Breakfast Meeting — Sterling 9

7:15 - 8:15 am

Korea SIG Meeting — Grand A

Qualitative SIG Meeting — Mills 6

FOOD 'N' THOUGHT SESSIONS

Session 42 Food 'N' Thought — Grand C

Session 43 Food 'N' Thought — Mills 3

8:15 - 8:30 am

Break — Grand Foyer



Conference At-A-Glance

8:30 - 10:00 am

Faculty Learning and Development SIG Meeting — Sterling 2

BREAKOUT SESSIONS

Session 44 Leadership and Career Development — Grand C

Session 45 Leadership and Career Development — Mills 3

Session 46 International; Global & Cross Cultural Issues
— Grand A

Session 47 Assessment and Evaluation — Sterling 6

Session 48 Workplace Learning — Grand B

Session 49 Critical, Social Justice, Diversity Perspectives in
HRD — Mills 9

Session 50 Research Roundtable — Mills 6

10:00 - 10:30 am

Break — Grand Foyer

10:30 - 12:00 pm

Scholar-Practitioner SIG Meeting — Grand A

BREAKOUT SESSIONS

Session 51 HRD Performance and Strategy — Grand C

Session 52 Leadership and Career Development — Mills 3

Session 54 FOCUS Session — Sterling 6

Session 55 Workplace Learning — Grand B

Session 56 Critical, Social Justice, Diversity Perspectives in
HRD — Mills 9

Session 57 FOCUS Session — Mills 6

Session 58 Professional Development Workshop — Sterling 5

Session 59 FOCUS Session — Sterling 2

12:00 - 12:15 pm

Break — **grab a lunch** — see page 10 for lunch options

12:15 - 1:15 pm

Annual AHRD Business Meeting — Grand D

** All AHRD Members are welcome to pick up a lunch and bring it
with you to this important meeting*

Virtual HRD SIG Meeting — Sterling 7

1:15 - 1:30 pm

Break — Grand Foyer

1:30 - 3:00 pm

Leadership SIG Meeting — Sterling 5

HRD Theory SIG Meeting — Mills 1

BREAKOUT SESSIONS

Session 60 Leadership and Career Development — Grand C

Session 61 Workplace Learning — Mills 3

Session 62 International; Global & Cross Cultural Issues
— Grand A

Session 63 Assessment and Evaluation — Sterling 6

Session 64 Workplace Learning — Grand B

Session 65 Professional Development Workshop — Mills 9

Session 66 Organization Development and Change
— Mills 6

Session 67 FOCUS Session — Sterling 2

3:00 - 3:30 pm

Break — Grand Foyer

3:30 - 5:00 pm

International SIG Meeting — Mills 9

BREAKOUT SESSIONS

Session 69 Research Roundtable — Grand C

Session 70 Research Roundtable — Mills 3

Session 71 Research Roundtable — Grand A

Session 72 Professional Development Workshop — Sterling 6

Session 73 Research Roundtable — Mills 6

Session 74 FOCUS Session — Mills 1

6:00 - 7:00 pm

Reception and Cash Bar — Grand Foyer

7:00 - 9:00 pm

President's Banquet — Grand A, B, C, D

SUNDAY, FEBRUARY 22

8:00 - 11:00 am

AHRD Board of Directors Meeting — Mills 2

Full papers and abstracts for refereed papers are available in the online Conference Proceedings. You may access the Conference Proceedings from the conference confirmation email or through the AHRD website. The username is **AHRD** and password is **conference2015**. Session descriptions for the non-refereed papers are available starting on page 24.

The New Frontier of Workplace Learning

Current workplace learning methodologies are quickly becoming outdated — quickly moving far beyond creating, delivering, and managing e-learning. In her keynote, Jane will show from her own research how the way we learn at work is fundamentally changing, in large part influenced by the Web



and social learning, and how organizations at the leading edge are modernizing and innovating their approaches to workplace learning.

Jane Hart is an independent workplace learning advisor who helps L&D departments around the world modernize their approaches to workplace

learning by moving beyond classroom training and e-learning to support continuous performance improvement and personal development more broadly and in more relevant ways. Jane is the Founder of the Centre for Learning & Performance Technologies — C4LPT.co.uk — one of the world's most visited learning sites on the Web, where she compiles the very popular annual Top 100 Tools for Learning list from the votes of learning professionals worldwide. Jane has been blogging for many years and her blog was recently rated top of the 50 most socially shared Learning & Development blogs. Earlier this year Jane published the 2014 edition of her popular *Social Learning Handbook*. In February 2013, the Learning & Performance Institute (LPI) presented Jane with the Colin Corder Award for Outstanding Contribution to Learning.

Welcome and Town Hall Forum

Enhancing the Frontiers of Diversity and Inclusion in Research & Practice: Performative, Critical, and Radical Perspectives on the Contexts and Issues for HRD

Co-sponsored by AHRD's Critical HRD and Social Justice Perspectives SIG and the Workforce Diversity and Inclusion SIG, the Town Forum will feature expert panelists/facilitators who will interactively engage conference participants in reflecting on the role of HRD in enhancing the frontiers of diversity and inclusion. During the Town Forum, we will explore three different views (performative, critical, and radical) on HRD's responsibilities and limitations for diversity and inclusion as related to the issues for HRD (relating, learning, changing, and organizing) in the various contexts that HRD serves (individual/career, relational/workforce, organizational/workplace, and structural/community).

The panel will include several AHRD scholars and scholar-practitioners (subject to change): Meera Alagaraja, Laura Bierema, Marilyn Byrd, Jamie Callahan, Joshua Collins, Julie Gedro, Kevin Harvey, Tonette Rocco, Gene Roth, Darlene Russ-Eft, Chaunda Scott, Brad Shuck, and Julia Storberg-Walker.

The panel will also include St. Louis-based practitioners (subject to change): Reena Carroll (Executive Director, Diversity Awareness Partnership); Valerie E. Patton (Executive Director, St. Louis Business Diversity Initiative); Adewale Soluade (Inclusion and Diversity Program Manager, Commerce Bank-St. Louis); and Jill Willhite (Asset Manager, St. Louis Science Center; Board of Directors, Diversity Awareness Partnership).

We invite your active participation during this session via small and large group conversations to engage in discourse that supports new frontiers for discussing and operationalizing diversity and inclusion in HRD practice and research.

Intersecting Mixed Methods Research Techniques and HRD Research Topics: A Winning Combination

Despite calls for pluralism, there have been few mixed methods studies conducted in HRD and even fewer published in AHRD sponsored journals. At the same time, HRD practitioners have encouraged the use of mixed methods approaches in organizations and HRD applications. Given this reality, this workshop addresses the need to foster Mixed Methods Research (MMR) in HRD by engaging HRD scholars and scholar-practitioners in the quest to discover how they can best apply MMR models and techniques in developing their scholarship.

As AHRD has begun to officially recognize the rigor of MMR (the 2013 Richard A. Swanson Research Excellence Award was presented to a Mixed Methods study) this workshop is a timely endeavor.

Come to this workshop if you would like to:

- Understand the complexities and nuances of the mixed methods field.
- Identify “what” kind of data is quantifiable and “why”.
- Write Mixed Methods Research Questions.
- Align mixed methods model with your research questions.

The workshop is specifically designed for:

- HRD scholars and scholar-practitioners with varying knowledge about mixed methods and about HRD-related research methods.
- Doctoral students who are working on framing their research questions for their dissertations.



Dr. Nancy Gerber is the author and Director of the Ph.D. Program in Creative Arts Therapies at Drexel University. Dr. Gerber has served on the Interim Board of the Mixed Methods International Research Association (MMIRA), chaired the Governance Committee, and was Program Committee Chair for the inaugural Mixed Methods International Research Association conference in Boston, 2014.

Dr. Toby Egan is a tenured Associate Professor in the School of Public Policy and Senior Fellow at the Smith School of Business at the University of Maryland. Dr. Egan joined the University of Maryland by way of Purdue School of Engineering & Technology/Purdue University Graduate School and Texas A&M University where he served as a tenured associate professor and director.

Dr. Rajashi Ghosh is an Assistant Professor in the Human Resource Development program in the School of Education at Drexel University. Her research aims to use both quantitative and qualitative methodologies to explore different factors (e.g., mentoring, coaching, workplace incivility) that can reinforce or hinder workplace learning and development both in domestic and international contexts.

The Modern Workplace Learning Landscape: What it Means for You and Your Organization

Jane will help workshop participants to deeply understand how the way we learn at work is fundamentally changing, in large part influenced by the Web, and how organizations at the leading edge are modernizing their approaches to workplace learning. In this workshop Jane will take you on a tour of the new learning initiatives that are taking place in the workplace today and the trends emerging around these.

Participants will gain guidance on how to implement them yourself (if you're a practitioner), how to think about these trends and initiatives as related to your research agenda (if you're a researcher), and/or how to think differently about the capabilities students of HRD (and related) programs will need to be effective in organizations (if you're a professor). Bring your laptops or tablet along, as the workshop will be highly participative. Participants will also be able to download

a copy of Jane's e-book *Beyond E-Learning: A Guide to the Modern Workplace Learning Landscape*.

This workshop is co-sponsored by ATD St. Louis Chapter and AHRD.

Jane Hart is an independent workplace learning advisor who helps L&D departments around the world modernize their approaches to workplace learning by moving beyond classroom training and e-learning to support continuous performance improvement and personal development more broadly and in more relevant ways.



The Writing and Publishing Process: Identifying Decision Points, Recognizing the Component Parts of a Manuscript, and Using Tools to Improve Writing

Writing for publication is essential for students, academics, and consultants alike. The skills necessary to create a publishable manuscript are similar to the skills used to write effective memos, reports, and other work-related products. In this workshop, designed to guide participants through the professional writing process, we will work with the writing skills participants possess to help them improve a manuscript for submission to a journal. In this workshop, we will discuss: (1) decisions generally made prior to working on a manuscript, such as selecting a problem, framework, method, and publication outlet; (2) component parts of a manuscript and the relationship between those parts; and (3) helpful tools for creating polished manuscripts. The workshop will conclude by providing participants with feedback on their work in progress.

This workshop is specifically designed for graduate students, former participants in the emerging scholars' course, new graduates, early career academics, and academics wanting to jumpstart a dormant writing agenda. Participants should send Dr. Rocco the manuscript they wish to focus on as an email attachment at least one week prior to the preconference.

Come to this workshop if you would like to:

- Understand the writing, research and publication process.
- Increase the likelihood of creating a publishable manuscript.
- Improve your writing and publishing skills.
- Receive feedback on a project you are working on.

Tonette S. Rocco is Full Professor and Graduate Program Leader of Adult Education and Human Resource Development



and Director of the Office of Academic Writing and Publication Support at Florida International University. She is a Houle Scholar, a Kauffman Entrepreneurship Professor, and a former board member American Society for Training and Development, Certification Institute Board of Directors.

Sunny L. Munn, Ph.D., earned her Ph.D. in Workforce Development and Education from The Ohio State University. She joined Ashland University in 2014 as an Assistant Professor of Leadership Studies in the College of Education. Her primary research is on the work-life system, the intersection of organizational culture, work-life benefits and organizational performance, non-traditional families including sexual minorities, and low-wage workers.

Joshua C. Collins, Ed.D., is an Assistant Professor of adult and lifelong learning at the University of Arkansas in Fayetteville, AR. As an early career scholar, Dr. Collins has over 40 publications, including 10 published or accepted refereed articles, several book chapters, over a dozen conference proceedings, a co-edited monograph of *New Directions for Adult and Continuing Education*, and a co-edited special issue of *Advances in Developing Human Resources*.

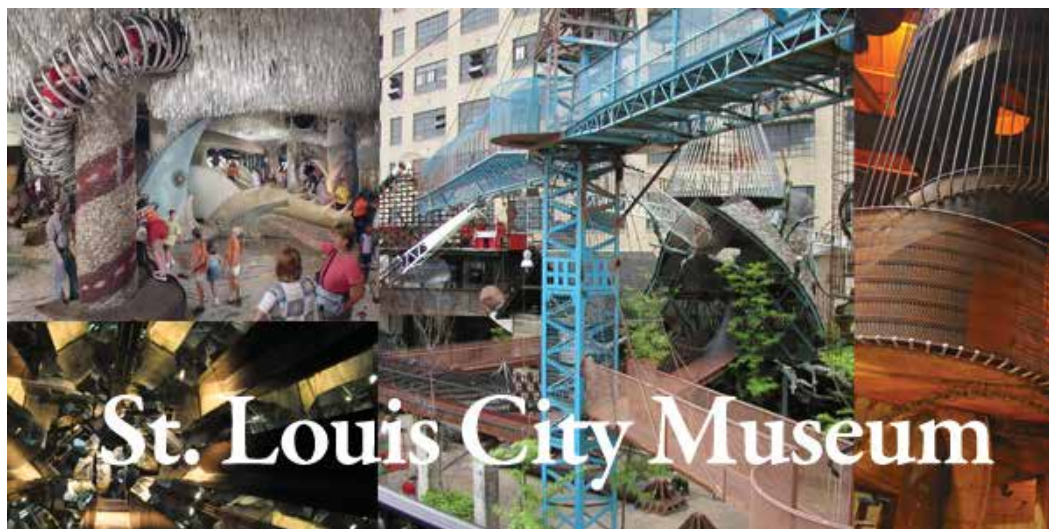
Access the Conference Wi-Fi!

AHRD is providing complimentary wireless access in the meeting room space (2nd and 4th floors) on Thursday, Friday, and Saturday. You may access the complimentary Wi-Fi through the Hyatt Regency Conference Network. The password is **AHRD2015**.

Thursday Opening Reception: City Museum

This year the Opening Reception will be held offsite at the St. Louis City Museum. Housed in the 600,000 square-foot former International Shoe Company, the museum is an electric mixture of a funhouse, surrealistic pavilion, and architectural marvel made out of unique, found objects.

The brainchild of internationally acclaimed Bob Cassilly, a classically trained sculptor and serial entrepreneur, the museum opened for visitors in 1997. The City Museum boasts features such as old chimneys, salvaged bridges, construction cranes, miles of tile, and even two abandoned planes!



sponsors, and exhibitors. Transportation will be provided. The first round of buses will depart from the hotel at 6:30 pm.

This event (which is included in your Full Conference registration fee) will feature heavy appetizers and a cash bar. It will be a great way to mingle with fellow conference attendees,

Please be sure to meet in the hotel lobby by 6:30 pm to be on the first round of departure. The second round of buses will depart the hotel at approximately 7:00 pm.

St. Louis Food Options

Restaurants Located in the Hotel:

RED Kitchen and Bar – three meal restaurant and lobby lounge. Breakfast and a la carte menu available daily, 6:00 - 10:00am. Breakfast buffet is available daily, 7:00 - 11:00am.

Starbucks – full service one-stop coffee shop; conveniently located on the lobby level. Open daily at 6 am.

Ruth's Chris Steak House – fine dining; famous sizzling steaks, seafood and signature cocktails. Hours: Monday - Saturday, 4:00 - 10:00pm.

Brewhouse Historical Sports Bar – a huge selection of local microbrews, international beers, and a tasty food menu. Lunch/ Dinner, 11:00 am – 10:00 pm.

Restaurants Located Near the Hotel:

Bamboo Bistro – Bamboo Bistro offers a variety of dishes that span many Asian influences. The menu features wide arrays of great selections which are made from only the freshest and highest quality ingredients. From traditional stir-fry to Asian fusion dishes, Bamboo has something sure to please every member of your group. 214 North 4th Street

Carmine's Steak House – Located on the corner of Fourth and Walnut, just a few blocks from Busch Stadium. Carmine's menu includes aged beef and hand cut chops, fresh seafood, chicken entrees, and delicious homemade desserts. 20 South 4th Street

Mike Shannon's Steaks and Seafood – Owned by a former Cardinals baseball great and current sportscaster (his radio show is broadcast live from a table in the restaurant after Friday evening home games), this downtown fine-dining venue is formal yet relaxed, with white tablecloths in a glass-enclosed dining room, an adjoining sports bar, and displays of sports memorabilia. 620 Market Street

Tony's – If you want to splurge on one meal in St. Louis, do it here. Most agree that Tony's is the finest restaurant in the city. Open since 1946, it offers impeccable service, sublime Italian cuisine, an extensive wine selection, one of the cleanest and quietest kitchens on earth, and sophisticated, elegant dining. 410 Market Street

TGI Fridays – Casual chain restaurant with a festive vibe serving beer, cocktails, and a wide menu of American fare. 529 Chestnut Street

THURSDAY, FEBRUARY 19

SESSIONS 4:30 - 6:00 PM

SESSION 01 Leadership and Career Development — Grand C

0073 No Place Like the Front Lines: How *Undercover Boss* Makes the Case (Full paper)

Denise Cumberland, University of Louisville

Meera Alagaraja, University of Louisville

0134 A Study of Transformational Leadership Impacts on Employees' Knowledge Sharing: Mediating Roles of Employees' Empowerment, Commitment, and Citizenship Behaviors (Full paper)

Seung-hyun (Caleb) Han, University of Illinois

Ga-eun Seo, University of Illinois

Seung Won Yoon, Western Illinois University

0277 The Impact of Transformational Leadership on Organizational Commitment: The Mediating Effects of Shared Vision and Team-Goal Commitment (Full paper)

Dae Seok Chai, Texas A&M University

Seog Joo Hwang, CJ America

Baek-Kyoo Joo, Winona State University

0291 The Moderating Role of Transformational Leadership on Work Engagement: The Influences of Professionalism and Openness to Change (Full paper)

Shinhee Jeong, Texas A&M University

Sanghoon Bae, Sungkyunkwan University

Yu-Yu Hsiao, Texas A&M University

Junhee Kim, Texas A&M University

Jihoon Song, University of North Texas

SESSION 02 Leadership and Career Development — Mills 3

0145 South Korean Women Leaders' Work and Family Balance and Leadership Development (Full paper)

Yonjoo Cho, Indiana University

Namhee Kim, Northcentral University

Mimi Miyoung Lee, University of Houston

Jae Hoon Lim, The University of North Carolina at Charlotte

Heeyoung Han, Southern Illinois University School of Medicine

Hye Young Park, Hyosung Corporation

0116 Leadership and Calling: The Role of Calling in a Woman's Choice to Lead (Full paper)

Susan Madsen, Utah Valley University

0153 Midlife Career Change: Women's Transitions and Strategies to the Professoriate (Full paper)

Catherine Cherrstrom, Texas A&M University

0226 Women Leaders' Professional Development in Lebanon: A Middle Eastern Perspective (Full paper)

Khalil Dirani, Texas A&M University

Hayfaa Tlaiss, University of New Brunswick Saint John

SESSION 03 International; Global & Cross Cultural Issues — Mills 8

0022 Perceived Managerial and Leadership Effectiveness with South Korean and British Private Sector Companies

Robert Hamlin, University of Wolverhampton Business School

Sewon Kim, SUNY Empire State Business College

Dae Seok Chai, Texas A&M University Human Resource Department

Junhee Kim, Texas A&M University Human Resource Department

Shinhee Jeon, Texas A&M University Human Resources Department

0220 Assessing and Developing Global Leadership Competencies: The Critical Role of Assessment Center Technology (Full paper)

Ann Herd, University of Louisville

Denise Cumberland, University of Louisville

Meera Alagaraja, University of Louisville

0228 HRD Education in the Middle East Region (Full paper)

Khalil Dirani, Texas A&M University

Silva Hamie, Texas A&M University

0247 The Global Competence Development Journey: A Framework for Preparing HRD Students for the Global Workplace (Full paper)

Maria Cseh, The George Washington University

Joe Follman, The George Washington University

SESSION 04 Assessment and Evaluation — Mills 7

0057 How Working Hours Influence Stress: A Multi-Group Test for U.S. and Korean Employees (Full paper)

Sehoon Kim, University of Wisconsin-Platteville

Jia Wang, Texas A&M University

Homer Tolson, Texas A&M University

0058 Measuring Perceived Working Hours: An Alternative for Work-Life and Stress Research (Abstract)

Sehoon Kim, University of Wisconsin-Platteville
Minjung Kim, Texas A&M University
Michele Marquitz, Colorado State University
Carole Makela, Colorado State University

0250 An Analysis of Decision Criteria for Instruments Used in the Selection and Development of Human Resources (Full paper)

Robert Boylan, North Carolina State University
James Bartlett, North Carolina State University

SESSION 05 Workplace Learning — Sterling 6

0015 Exploring University Professors' Engaging Instructional Practices: A Collective Case Study (Full paper)

Vishal Arghode, Gannon University
Jia Wang, Texas A&M University

0127 Managing Student Employees in Higher Education (Full paper)

Melissa A. Taylor, University of Louisville

0128 Applicability of Flipped Instruction to Workplace Training (Full paper)

Xue Yang, Dept. of Education Policy, Organization and Leadership, College of Education, University of Illinois at Urbana-Champaign

0133 Literature Review: Utilizing Practice-Based Educational Approaches to Develop Instructional Design Novices (Full paper)

Kelly Best, University of Illinois Champaign-Urbana and Eastern Illinois University

SESSION 06 FOCUS Session — Mills 9

0234 Underutilization of Talent in the Workforce: What Is the Role of Human Resource Development

Joshua Collins, University of Arkansas
Harold Clayton, Florida International University
Dwight Nimblett, Florida International University
Lori Ann Gionti, Florida International University
Sunny Munn, Ashland University
Tonette Rocco, Florida International University

SESSION 08 FOCUS Session — Sterling 7

0204 Exploring Mixed Methods Research: A Gateway to New HRD Frontiers

Toby Egan, University of Maryland
Rajashi Ghosh, Drexel University
Nancy Gerber, Drexel University
Kim Nimon, University of Texas at Tyler
Jia Wang, Texas A&M University

SESSION 09 FOCUS Session — Mills 1

0047 A Gateway to New Research Frontiers: Re-Conceptualizing the Definition of HRD

Greg G. Wang, The University of Texas at Tyler
Judy Y. Sun, The University of Texas at Tyler
Jon M. Werner, University of Wisconsin-Whitewater
Jerry W. Gilley, The University of Texas at Tyler
Ann Gilley, The University of Texas at Tyler

FRIDAY, FEBRUARY 20

SESSIONS 7:15 AM - 8:15 AM

SESSION 10 Food 'N' Thought — Mills 3

0074 Six Employee Behaviors that Bosses Hate and Love

Kevin Rose, University of Louisville
Meera Alagaraja, University of Louisville

SESSIONS 8:30 AM - 10:00 AM

SESSION 12 Leadership and Career Development — Grand C

0055 Growing into Leadership: Informal and Incidental Learning of Women Agricultural Deans and Vice Presidents (Full paper)

Lauren Griffeth, University of Georgia

0182 Impact of Leadership Styles on Employee Organizational Commitment: Evidence from the Banking Sector of Pakistan (Full paper)

Muhammad Asrar-ul-Haq, COMSATS Institute of Information Technology
K Peter Kuchinke, University of Illinois at Urbana-Champaign

0205 Has HRD Taken a Step Forward in Work-Family Research? A Critical Literature Review (Full paper)

Mina Beigi, Texas A&M University
Jia Wang, Texas A&M University
Melika Shirmohammadi, Texas A&M University

0262 The Role of Leadership Support for Health Promotion In Employee Wellness Participation, Health Behaviors, and Perceived Job Stress (Full paper)

Jennifer Hoert, University of Louisville

Ann Herd, University of Louisville

Meera Alagaraja, University of Louisville

Marion Hambrick, University of Louisville

SESSION 13 Professional Development Workshop — Mills 3

0283 Using Assessments in Executive Coaching

Ann Herd, University of Louisville

SESSION 14 International; Global & Cross Cultural Issues — Grand A

0142 Human Resource Development in the CIVETS Countries (Full paper)

Mesut Akdere, University of Wisconsin-Milwaukee

0187 Panama's Human Resource Development Challenges (Full paper)

Dale Lunsford, The University of Southern Mississippi

William Burge, The University of Southern Mississippi

John Hubbard, The University of Southern Mississippi

0257 The Role of Vocational and Higher Education in Human Resource Development in Thailand (Full paper)

Witsinee Bovornusvakool, University of Minnesota

Alexandre Ardichvili, University of Minnesota

Sowath Rana, University of Minnesota

SESSION 15 Workplace Learning — Sterling 6

0083 There Is No Good War for Talent: Ethical Issues of Training and Development in Talent Management (Full paper)

Kibum Kwon, The Pennsylvania State University

0143 Organizational Change and Values and Ethics: A Review and Proposed Research Agenda (Full paper)

Ji Won Park, The Pennsylvania State University

Taesung Kim, The Pennsylvania State University

0192 HRD and HRM Relationship: Driving Forces, Evolution, Theories, Professions, and Models (Full paper)

Mei-Tzu Maggie Huang, University of Illinois

Ronald L. Jacobs, University of Illinois

0232 Frontiers of Thought: The Integration of Design Thinking and Human Resource Development (Full paper)

Sarah Badding, Colorado State University

Katharine Leigh, Colorado State University

SESSION 16 Workplace Learning — Grand B

0029 Preliminary Examination of the Managerial Coaching Dyad: Learning Outcomes for the Coach and Reverse Coaching Behaviors of the Coachee (Abstract)

Beth Adele, The University of Texas at Tyler

Abbie Lambert, The University of Texas at Tyler

0030 Happy and Unhappy Protégés: Positive and Negative Mentoring Experiences and Their Impacts on Developing Further Mentoring Relationships (Full paper)

Mostafa Ayoobzadeh, John Molson School of Business, Concordia University

0177 Peer Mentoring Action Learning for Teachers Experiencing Student Bullying in Schools (Full paper)

Rajashi Ghosh, School of Education, Drexel University

Jamie Callahan, School of Education, Drexel University

Penny Hammrich, School of Education, Drexel University

0240 Trends and Findings in the Managerial Coaching Literature, 2009-2014 (Full paper)

William Carrell, The University of Texas at Tyler

SESSION 17 Organization Development and Change — Mills 9

0076 They Thought it Was 'Him', but Is the 'Real' Enemy within?" A Foucauldian Feminist Study of Disciplinary Power, Gender Discourse and Self-Regulation as a Barrier to Women Applying for Male Dominated Occupations (Full paper)

Melissa Kennedy, Edinburgh Napier University

David McGuire, Edinburgh Napier University

0080 Gay Male Law Enforcement Officers' Experiential Learning: Internalizing Rules of Engagement as Survival Consciousness in a Masculinized Industry (Full paper)

Joshua Collins, University of Arkansas

Tonette Rocco, Florida International University

0157 Millennials, Managerial Effectiveness, Work-Life Balance and Engagement: A Conceptual Model (Abstract)

Barbara Eversole, Indiana State University

Kristin Waddell, The University of Texas at Tyler



Session Schedule — Friday, February 20

0272 Intersectionality and Hope Theory: A Career Development Model for Female International Marriage Immigrants (Full paper)

Hyoun Ju Kang, Texas A&M University

Dae Seok Chai, Texas A&M University

SESSION 18 Organization Development and Change
— Mills 6

0102 Examining the Relationships Among Project Management Complexity, Shared Leadership, and Political Skill on Team Effectiveness in Organizations (Abstract)

Catherine Cockrell, The University of Texas at Tyler

Andrea D. Ellinger, The University of Texas at Tyler

Marina Astakhova, The University of Texas at Tyler

0163 Effects of Spiritual Intelligence on Personal Values: A Conceptual Analysis (Abstract)

AAhad Osman-Gani, IIUM

Aftab Anwar, IIUM

0255 The Role of the Human Resources Function in Influencing Organizational Culture (Abstract)

Mariya Gavrilova Aguilar, University of North Texas

Ashwini E.

Joshua-Gojer, University of North Texas

Denise Philpot, University of North Texas

Laura Pasquini, University of North Texas

0267 Connecting Research and Practice: Building Change Agents through Action Research (Abstract)

Emma Flack, University of Georgia

SESSION 19 FOCUS Session — Sterling 5

0090 From Indigenous Phenomenon to Indigenous Theory: HRD Research and Practice in the Greater China Region

Judy Sun, The University of Texas at Tyler

Jessica Li, University of Illinois at Urbana-Champaign

Greg Wang, The University of Texas at Tyler

SESSION 20 FOCUS Session — Sterling 2

0045 Evaluation of a Paradigm: A Proposal to Conducting a Meta-Theoretical Reflection of AHRD

John Turner, The University of North Texas

Jeff Allen, The University North Texas

SESSIONS 12:15 - 1:15 pm

SESSION 21 Food 'N' Thought — Grand C

0231 Focus on Workforce Diversity: Current Issues and Emerging Trends

Marilyn Byrd, University of Oklahoma

Chaunda Scott, Oakland University

SESSION 22 Food 'N' Thought — Mills 3

0109 HRD Trends and Needs in South Korea: Implications for National and International HRD

Seung Won Yoon, Western Illinois University

Doo Hun Lim, University of Oklahoma

Daeyeon Cho, Korea University

SESSION 23 Food 'N' Thought — Mills 6

0035 How to Plan Your Academic Career

Katherine Rosenbusch, Towson University

Neal Couture, The George Washington University

Tomika Greer, University of Houston

SESSIONS 1:30 - 3:00 pm

SESSION 24 Leadership and Career Development
— Grand C

0019 The Leadership Compass: Exploring the Depths of Flow (Full paper)

Katie P. Desiderio, Moravian College

Michael G. Frino, Barry University

David M. Kopp, Barry University

0174 The Effects of Learning Goal Orientation, Transformational Leadership, and Psychological Empowerment on Career Satisfaction (Full paper)

Baek-Kyoo Joo, Winona State University

Kyung-Ah Nam, American University

0197 Considering the Relationship Between Identity and Career Development and the Implications for HRD Practice and Research (Full paper)

Julie Gedro, Empire State College / State University of New York

0222 Linking Career Development and Adult Learning (Abstract)

Laura Bierema, University of Georgia

SESSION 25 HRD Performance and Strategy — Mills 3

0050 The Employee Engagement Scale: Initial Evidence for Construct Validity and Implications for Theory and Practice in HRD (Full paper)

Brad Shuck, University of Louisville

Jill Adelson, University of Louisville

Thomas G. Reio, Jr., Florida International University

0121 Deconstructing Work Engagement: A Relational Review of Exchange Ideology in Coworker Social Support (Full paper)

Heather Annulis, The University of Southern Mississippi

0178 Engagement – The Activity You Love (Full paper)

Sandor Klein, University of Pecs

Zsolt Nemeskeri, University of Pecs

John Raven, University of Pecs

Balazs Klein, University of Pecs

0282 Grounding Employee Engagement in Motivational Theory and Research (Full paper)

Moonju Sung, University of Georgia

Wendy Ruona, University of Georgia

SESSION 26 International; Global & Cross Cultural Issues — Grand A

0059 Expatriate Training: Preparing American Expatriates to Work Abroad and Successfully Repatriate (Full paper)

Ashley Hall, The University of Texas at Tyler

Kristen Waddell, The University of Texas at Tyler

0118 A Conceptual Analysis of the Impact of Cultural Differences on Career Counseling: An Implication for International Student Career Consultants (Full paper)

ShihJui Yang, University of Illinois at Urbana-Champaign

0122 Why Little Research Has Been Conducted in Instructional Design in HRD: Voice from Korea (Abstract)

Sunyoung Park, Louisiana State University

0229 Towards the Development of a Cultural Competence Framework for Human Resource Development (Abstract)

Catherine Kyeyune, Jackson State University

SESSION 27 Technology, E-Learning and Virtual HRD — Sterling 6

0124 Design Essentials for Engaging Learners in Mobile Learning Environments: A Brief Literature Review (Abstract)

Wenhao (David) Huang, University of Illinois at Urbana-Champaign

0239 Tracking Evolving Dimensions: A Theoretical Framework for Mentoring and E-Mentoring (Abstract)

Sandra Williams, Northeastern Illinois University

Jennifer Goode, Mercer University

0292 Silver Surfers: Crossing the Digital Divide (Abstract)

Rochell R. McWhorter, The University of Texas at Tyler

Julie Delello, The University of Texas at Tyler

SESSION 28 Workplace Learning — Grand B

0046 Re-Conceptualizing the Definition of HRD: A Gateway to New Research Frontiers (Full paper)

Greg G. Wang, The University of Texas at Tyler

Judy Y. Sun, The University of Texas at Tyler

Jon M. Werner, University of Wisconsin-Whitewater

Jerry W. Gilley, The University of Texas at Tyler

Ann Gilley, The University of Texas at Tyler

0061 Contributing Fields and Principles of Human Resource Development (HRD): Citation Analysis of Human Resource Development Quarterly Journal from 2007 to 2013 (Full paper)

Amir Hedayati Mehdiabadi, University of Illinois at Urbana-Champaign

Ga-eun Seo, University of Illinois at Urbana-Champaign

0098 HRD as an Academic Subject: A Content Analysis of Course Syllabi in the U.S. and U.K. (Full paper)

Aaron Zachmeier, Indiana University

Yonjoo Cho, Indiana University

SESSION 29 Professional Development Workshop — Mills 9

0317 Advancing Women and Leadership Theory through Applied Theory Building

Julia Storberg-Walker, The George Washington University

Susan R. Madsen, Utah Valley University

SESSION 30 Organization Development and Change — Mills 6

0044 Corporate Universities: A Literature Review (Full paper)

Gary Ewer, Platt University

Darlene Russ-Eft, Oregon State University

0094 The Mediating Effect of Individual Creative Orientation between Organizational Creativity Variables and Employee Creative Behaviors (Abstract)

Doo Hun Lim, University of Oklahoma

Ji Hoon Song, University of North Texas

Dae Yeon Cho, Korea University

0170 How Employee Perceptions of Work Environment Relate to Cognitive Engagement and Psychological Well-Being: A South Korean Application (Full paper)

Baek-Kyoo Joo, Winona State University
Drea Zigarmi, The Ken Blanchard Companies
Kim Nimon, University of Texas, Tyler
Brad Shuck, University of Louisville

0185 Taking on the Skills Gap Challenge: A Case Study of Employer Participation in Apprenticeships (Full paper)

Nana Arthur-Mensah, University of Louisville

SESSION 31 FOCUS Session — Sterling 5

0148 China, India and Korea HRD SIGs' Joint FOCUS Session: Women in Leadership Roles in Asia and HRD Implications

Yonjoo Cho, Indiana University
Rajashi Ghoshi, Drexel University
Judy Sun, The University of Texas at Tyler
Jessica Li, University of Illinois at Urbana-Champaign
Misha Chakraborty, Texas A&M University
Kim, The Ohio State University

SESSION 32 FOCUS Session — Sterling 2

0319 Opening a dialogue on the AHRD Standards on Ethics and Integrity

Taesung Kim, The Pennsylvania State University
Jae-Young Park, The Pennsylvania State University
Judith A. Kolb, The Pennsylvania State University

SESSIONS 3:30 - 5:00 PM

SESSION 33 HRD Performance and Strategy — Grand C

0021 Toward a Theory of Patient Focused Selling (Full paper)

Michael G. Frino, Barry University
Jose Martines, University of Miami Miller School of Medicine
Katie P. Desiderio, Moravian College
Chris Ramsay, University of Central Florida

0088 Organizational Attitudes and Training Performance (Full paper)

Huh Jung Hahn, University of Minnesota
Sungjun Kim, Korea University

0299 The Impact of Multinational Company Worker's Positive Psychological Capital and Organizational Commitment on Job performance (Full paper)

Boreum Ju, University of Illinois at Urbana-Champaign

SESSION 34 Leadership and Career Development — Mills 3

0040 Shared Leadership in Teams: Forging New Frontiers (Full paper)

Nancy Weidenfeller, MDA Leadership Consulting
Robert Barnett, MDA Leadership Consulting

0125 Career Transition and Development of Female Veterans within Corporate America (Abstract)

Chanty Bradley-Brown, Wells Fargo Advisors
Malar Hirudayaraj, Rochester Institute of Technology

0159 Exploratory Comparative Review of Military Experience and Managerial Success in Big Box Retail (Abstract)

Jim Aller, University of Texas at Tyler
John Dexter, University of Texas at Tyler
Richard Afedzie, University of Texas at Tyler

0227 Leader Development versus Leadership Development in the US Army: Implications for Human Resource Development (Abstract)

Michael Kirchner, University of Wisconsin-Milwaukee
Mesut Akdere, University of Wisconsin-Milwaukee

0241 The Staff Ride: Exploring New Frontiers in Leadership Development with Expanded Use of a Classic Military Tool (Abstract)

Ann Herd, University of Louisville
Stephanie Palacio, University of Louisville

SESSION 35 International; Global & Cross Cultural Issues — Grand A

0051 UNESCO World Heritage Sites and Human Resource Development: An Overlooked Intersection (Abstract)

Kenneth Bartlett, University of Minnesota
Karen Johnson, University of Akron

0087 Managing Culturally Diverse Virtual Teams: A Systematic Literature Review (Full paper)

Soo Jeoung Han, Texas A&M University
Michael Beyerlein, Texas A&M University

0195 Learning and Challenges of Ph.D. Holders in HRD: Korea Case (Abstract)

Sunyoung Park, Louisiana State University

Session Schedule — Friday, February 20 & Saturday, February 21

0215 HRD Practices and Innovative Performance in BRIC

Countries: Comparative Analysis (Abstract)

Artem Alsufyev, St. Petersburg State University

Victoria Tsybova, St. Petersburg State University

Elena Zavyalova, St. Petersburg State University

Alexandre Ardichvili, University of Minnesota

Jessica Li, University of Illinois Urbana-Champaign

Edgard Cornachione, University of Sao Paulo

Sunil Yadav

SESSION 36 Technology, E-Learning and Virtual HRD

— Sterling 6

0071 Strategies for Virtual Learning Environment Focusing on Teaching Presence and Teaching Immediacy: A Literature Review (Full paper)

Misha Chakraborty, Texas A&M University

Fredrick Nafukho, Texas A&M University

0139 Investigating the Contributions of Virtual Worlds to Building Communities of Inquiry in Organizations (Full paper)

Jing Tian, University of Illinois at Urbana-Champaign

0216 Virtual Technology and Organizational Learning: A Review of Literature (Full paper)

Charlene Mutamba, North Carolina State University

SESSION 37 Workplace Learning — Grand B

0053 Understanding Preceptorship Through the Lens of Cognitive Apprenticeship Principles: A Study of Nurse Training in Korean Hospital (Full paper)

Da Ye Lee, University of Illinois at Urbana-Champaign

K Peter Kuchinke, University of Illinois at Urbana-Champaign

0067 Towards a Model of Stratified Development (Full paper)

David McGuire, Edinburgh Napier University

Heather Kissack, Hill College

0289 Relationship Between Training Related Variables and Organizational Commitment: A Study of Retail Sector (Full paper)

Muhammad Khan, University of Illinois

0303 Learning Transfer as an Individual Journey of Change: Stages, Processes, and the Promise of Stage Matched Interventions (Full paper)

Deidre Carmichael, The University of Georgia

SESSION 38 Assessment and Evaluation — Mills 9

0107 Researcher-Designer Challenges in Design-Based Research in Human Resource Development (Full paper)

Syahidatul Khafizah

Mohd Hajaraih, University of Illinois at Urbana-Champaign

K Peter Kuchinke, University of Illinois at Urbana-Champaign

0120 Autoethnography as a Legitimate Approach to HRD Research: A Methodological Conversation at 30,000 Feet (Full paper)

Robin Grenier, University of Connecticut

0188 The Unfreedom of Online Journals: Implications of the Digitization of Scholarship (Full paper)

Jamie L. Callahan, Drexel University

SESSION 39 FOCUS Session — Mills 6

0063 Engaging with Employee Engagement: The 3 Ms: Meaning, Measurement, and More Required Research

Paula Anthony-McMann, ETMC Regional Healthcare System and The University of Texas at Tyler

Mary Lynn Lunn, The University of Texas at Tyler

Steve Maffei, Methodist Health System and The University of Texas at Tyler

Kim Nimon, The University of Texas at Tyler

Brad Shuck, University of Louisville

Andrea Ellinger, The University of Texas at Tyler

SESSION 40 FOCUS Session — Sterling 5

0181 Foundations of Indian Spirituality in HRD Research & Practice: India HRD SIG Focus session for 2015 AHRD Conference

Yogita Abichandani, College of Education & Professional Services, Western Carolina University

Meera Alagaraja, College of Education & Human Development, University of Louisville

Rajashi Ghosh, School of Education, Drexel University

SESSION 41 Professional Development Workshop — Sterling 2

0236 Speed Dating; Tips for Publishing in AHRD Journals *Tonette Rocco, Florida International University*

SATURDAY, FEBRUARY 21 **SESSIONS 7:15 - 8:15 AM**

SESSION 42 Food 'N' Thought — Grand C

0233 Exploring Q Thinking and Methodology for Human Resource Development Research

James Bartlett, North Carolina State University

Michelle Bartlett, North Carolina State University

SESSION 43 Food ‘N’ Thought — Mills 3

0200 Considering the Extent that Reciprocity Among Trust, Empathy and Sensitivity Combine to Enhance Supervisee Job Satisfaction and Their Retention – Thus Cutting Costs

John Henschke, Lindenwood University

SESSIONS 8:30 am - 10:00 am

SESSION 44 Leadership and Career Development — Grand C

0065 Applying an HRD Perspective to Staffing Low-Performing Schools (Abstract)

Kevin Rose, University of Louisville

Brad Shuck, University of Louisville

Tiffany Lewis, University of Louisville

Bradley Carpenter, University of Louisville

0129 Comparing Leadership Competencies in Educational and Private Sector Settings (Abstract)

Melissa Mathews, University of Minnesota

Louis Quast, University of Minnesota

Christine Holland, University of Minnesota

Chu-Ting Chung, University of Minnesota

Joseph Wolkittel, University of Minnesota

0165 Role of Women as Leaders in the New Economic Environment: Understanding Issues and Challenges in the Indian Context (Abstract)

Neelu Rohmetra, International Centre for Cross Cultural Research and Human Resource Management, ICccR & HRM, University of Jammu

Pallvi Arora, International Centre for Cross Cultural Research and Human Resource Management, ICccR & HRM, University of Jammu

0176 Is Strategic Human Resources in the Casino Industry a Winning Proposition? (Abstract)

Gary Burrus, University of Southern Mississippi

Cyndi H. Gaudet, University of Southern Mississippi

0254 Why International STEM Students Refuse to Return Home: A Qualitative Study on Korean Doctoral Students in STEM (Abstract)

Minjung Kim, Texas A&M University

SESSION 45 Leadership and Career Development — Mills 3

0270 Where We Are in Career Development Research: A Review of Publications in HRD (Full paper)

Melika Shirmohammadi, Texas A&M University

Jia Wang, Texas A&M University

Mina Beigi, Texas A&M University

0280 The Impact of Learning Goals and Perceived Organizational Support on Organizational Commitment: The Mediating Role of Career Adaptability (Full paper)

Eun Kim, KAIST

SESSION 46 International, Global and Cross Cultural Issues — Grand A

0062 National HRD in a Transitioning Society in the Developing World: Cambodia (Full paper)

Sowath Rana, University of Minnesota

Alexandre Ardichvili, University of Minnesota

Sok Kong Taing, University of Minnesota

0266 A Critique of National Human Resource Development (NHRD) Related Policy in Four International Organizations (Full paper)

Charlene Mutamba, North Carolina State University

0284 Civilizational Culture: Assessment of the Conception of National Culture as a Civilization-Level Construct via Hofstede, GLOBE, Minkov, and Schwartz (Full paper)

Richard Voss, Troy University

Aaron Lucas, Troy University

Shakoor Ward, Jubail Industrial College

SESSION 47 Assessment and Evaluation — Sterling 6

0171 Using Social Network Analysis to Evaluate Students’ Participation in an Online Class at a Major University in Pennsylvania: A Case Study (Full paper)

Sohel Imroz, The Pennsylvania State University

Todd Luke, The Pennsylvania State University

0173 Structural Determinants of Human Resource Development Research Collaboration Networks: Social Network Perspectives (Full paper)

Chungil Chae, The Pennsylvania State University

Seung Won Yoon, Western Illinois University

Sung Jun Jo, Gachon University

0238 An Analysis of Awarded Journal Articles from the Academy of Human Resource Development (Full paper)

Sunyoung Park, Louisiana State University
Sanghamitra Chaudhuri, Minnesota Management & Budget
Gertrude Hewapathirana, Ashford University
Karen Johnson, University of Akron
Mauvalyn Bowen, Ashford University

SESSION 48 Workplace Learning — Grand B

0085 How Do Professional Facilitators Learn? The Mediating Role of Informal Learning Between Skill Variety, Autonomy and Job Involvement (Full paper)

Kibum Kwon, The Pennsylvania State University
Daeyeon Cho, Korea University

0138 Learning Style Preference Impacts Learning Outcomes: How People Learn Differently and Why Teaching and Learning Style Compatibility Matters (Full paper)

Jessica Li, University of Illinois at Urbana-Champaign
Seung-hyun Han, University of Illinois
Shengli Fu, University of North Texas

0155 Organizational Learning Support Preferences of Millennials (Full paper)

Kevin Thompson, University of Connecticut

0169 Active Learning and Deliberate Practice in Human Resource Development (Abstract)

Heeyoung Han, Southern Illinois University School of Medicine
Seung Hyun Han, University of Illinois at Urbana-Champaign
Doo Hun Lim, University of Oklahoma
Seung Won Yoon, Western Illinois University

SESSION 49 Critical, Social Justice, Diversity Perspectives in HRD — Mills 9

0036 Theoretical Literature Review: Tracing the Life-Cycle of a Theory and its Verified and Falsified Statements (Abstract)

John Turner, The University of North Texas

0064 Competencies of HR Professionals Related to Spirituality in the Diverse Workplace (Abstract)

Peter Williams, Northcentral University
Stuart Allen, Robert Morris University
Danielle Allen

0082 Toward a Critical Social Justice Pedagogy in the HRD Academic Curriculum (Abstract)

Marilyn Byrd, University of Oklahoma

0150 Religious Accommodation in the Workplace: Examining Recent Federal Case Law (Abstract)

Kristine Farmer, University of North Texas
Kim Nimon, University of Texas at Tyler

SESSION 50 Research Roundtable — Mills 6

0032 Exploring the Relationship Between Employee Burnout and Employee Engagement

Rosemary Cooper, The University of Texas at Tyler
Susan Grove, The University of Texas at Tyler
Bob Stearnes, The University of Texas at Tyler

0056 Employee Engagement and the Business Bottom Line

Amber Clark, Indiana State University

0066 The Engagement Continuum Model Using Corporate Social Responsibility as an Intervention for Sustained Employee Engagement: Implications for HRD Practitioners

Marie A. Valentin, Texas A&M University
Celestino Valentin, Texas A&M University

0068 The Current State of Employee Engagement: An Integrative Literature Review

Marie A. Valentin, Texas A&M University
Celestino Valentin, Texas A&M University

0111 HRD and New Frontiers Between Engagement and Self-Directed Learning

Teresa Hollingsworth, The George Washington University

0179 Employee Engagement: How Far Have We Come, and Where Do We Go from Here?

John Kmiec, Science Applications International Corporation (SAIC)

SESSIONS 10:30 am - 12:00 pm

SESSION 51 HRD Performance and Strategy — Grand C

0172 The Relationship between Strategic Human Resource Development Activities and Competitive Advantage Perceived by HRD Practitioners in Large Corporations of Korea (Full paper)

Boyoung Jung, Seoul National University
Chan Lee, Seoul National University

0304 The Impact of Workforce Development Interventions on Organizational Performance (Full paper)

Jieun You, The Ohio State University

0313 Dimensionalizing Organizational Performance (Full paper)

Karen E. Watkins, University of Georgia
Kyoungshin Kim, University of Georgia

SESSION 52 Leadership and Career Development — Mills 3

0023 Perceived Managerial Effectiveness in a Korean Context: A Qualitative Study on Indigenous Management (Abstract)

Shinhee Jeong, Texas A&M University
Dae Seok Chai, Texas A&M University
Junhee Kim, Texas A&M University
Sewon Kim, SUNY Empire State

0042 Leadership Behaviors, Employee Job Affect and Work Passion Intentions: An Examination of Augmentation Effects (Abstract)

Drea Zigarmi, Ken Blanchard Companies
Taylor Peyton Roberts, University of San Diego

0164 The Impacts of Leadership and Job Characteristics on Employees' Behavior: The Mediating Role of Psychological Empowerment as Intrinsic Motivation (Abstract)

Sang-hyun (Andrew) Lee, University of Illinois
Dong-Yeol (Eric) Yoon, University of Ulsan
Seung-hyun Han, University of Illinois

0183 Exploring Recent Measures of Employee Expertise for HRD Applications (Abstract)

Robin Grenier, University of Connecticut
Marie-Line Germain, Western Carolina University

0214 The Relationship Between Employee Engagement, Leader Self-Development, and Job Performance (Abstract)

Kenneth Bartlett, University of Minnesota
Louis Quast, University of Minnesota
Joseph Wohkittel, Department of Organizational Leadership, Policy, and Development, College of Education and Human Development, University of Minnesota
Bruce Center, College of Education and Human Development, University of Minnesota
Katherine Edwards, Department of Educational Psychology, College of Education and Human Development, University of Minnesota

SESSION 54 FOCUS Session — Sterling 6

0194 From the Front lines: Exploring Qualitative Research Experiences

Meera Alagaraja, University of Louisville
Jia Wang, Texas A&M University
Kori Whitener Fellows, KWF Solutions, LLC

SESSION 55 Workplace Learning — Grand B

0024 Perfectionism and Knowledge Sharing: Testing the Moderating Effect of Coaching (Abstract)

Chih-Wei Wang, Texas A&M University
Yuhuan Chang, Yuan Ze University

0184 Reflections on the Coaching Session: A Qualitative Approach (Abstract)

Karen Fuhrmeister, Hogan Assessment Systems
Heather Bolen, Hogan Assessment Systems
Kimberly Nei, Hogan Assessment Systems

0206 Evaluation of an Interactive Continue Medical Education Webinar: Examining Effectiveness and Knowledge Retention (Abstract)

Ronna Yates, North Carolina State University
Michelle Bartlett, North Carolina State University
James Bartlett, North Carolina State University

0210 Resistors to Managerial Coaching (Abstract)

Jennifer DuPlessis, University of Texas at Tyler
Brooke Kincade, University of Texas at Tyler
Sam Carrell, University of Texas at Tyler

0309 Employee Tuition Assistance Programs: Understanding the Benefits for Employees and Organizations (Abstract)

Kevin Rose, University of Louisville
Mathew Bergman, University of Louisville

SESSION 56 Critical, Social Justice, Diversity Perspectives in HRD — Mills 9

0028 The Persistence of Working Poor Families in a Changing U.S. Job Market: An Integrative Review of the Literature (Full paper)

Richard Torracco, University of Nebraska - Lincoln

0110 FIT for Employment: A Systemic Approach to Employability Development for Formerly Incarcerated People (Full paper)

Candace Flatt, University of Illinois at Urbana-Champaign

0166 HRD and Employment Preparation of Women Refugees: An Integrative Literature Review (Full paper)
Minerva Tuliao, University of Nebraska-Lincoln

0297 Agriculture and HRD: Shaking the Hands that Feed Us (Full paper)
Christine Wiggins-Romesburg, University of Louisville

SESSION 57 FOCUS Session — Mills 6

0301 Virtual Technologies for Managing the Scholarly Image: An Interactive Discussion about Performance Metrics and Academic Networking

Heeyoung Han, Southern Illinois University School of Medicine

Rochell McWhorter, The University of Texas at Tyler

Diane Chapman, North Carolina State University

Wenhao (David) Huang, University of Illinois at Urbana-Champaign

Elisabeth Bennett, Northeastern University

Paul Roberts, The University of Texas at Tyler

SESSION 58 Professional Development Workshop
— Sterling 8

0316 Writing Application Articles: How to Translate Research for Practicing Professionals
Saul Carliner, Concordia University

SESSION 59 FOCUS Session — Sterling 2

0131 The Handbook of Human Resource Development: The Profession and the Discipline

Neal Chalofsky, The George Washington University

Tonette Rocco, Florida International University

Michael Lane Morris, University of Tennessee

SESSIONS 1:30 - 3:00 pm

SESSION 60 Leadership and Career Development — Grand C

0089 Who Wears the Mask? Exploring Imposter Phenomenon, Work Outcomes and Social Support Among Academic and Medical Faculty (Full paper)

Holly Hutchins, University of Houston

Hilary Rainbolt, University of Houston

0114 Career Choice and Development for JD Graduates Who Are Asian Pacific Islanders at American Law Schools (Abstract)

Hae Na Kim, The Ohio State University

Yun-Hsiang Hsu, Institute of Law and Government, National Central University

0246 Learning from Experience: An Exploration of Stretch Goals and Personal Development of Managers (Abstract)

Paul Nesbit, Graduate School of Management, Macquarie University

Suzan Burton, University of Western Sydney

Elizabeth King, Graduate School of Management

0264 Wisdom-Based Leadership: A Model for Leadership Training and Development (Abstract)

Vern Ludden, Indiana Wesleyan University

SESSION 61 Workplace Learning — Mills 3

0175 Employees' Intrinsic Motivation to Learn and Affective Organizational Commitment: The Mediating Effect of Informal Learning (Full paper)

Ji Won Park, The Pennsylvania State University

Daeyeon Cho, Korea University

0286 Factors Influencing Informal Learning: An Integrative Literature Review (Abstract)

Shinhee Jeong, Texas A&M University

Soyeon Park, Anyang University

SESSION 62 International, Global and Cross Cultural Issues
— Grand A

0097 A Multilevel Approach to Self-Directed Employee Behavior: Evidence from South Korea (Full paper)

Jeonghwan Choi, Kean University, New Jersey

0243 Case Studies of Knowledge Management in Chinese Corporate Universities (Full paper)

Xiaoping Tong, University of Illinois at Urbana-Champaign

Ronald Jacobs, University of Illinois at Urbana-Champaign

0265 Job Performance in Learning Organization: The Mediating Impacts of Self-Efficacy and Work Engagement (Full paper)

Ji Hoon Song, University of North Texas

Dae Seok Chai, Texas A&M University

Junhee Kim, Texas A&M University

Sang Hoon Bae, Sungkyunkwan University

SESSION 63 Assessment and Evaluation — Sterling 6

0048 Task Analysis to Improve Needs Assessment in the Context of Higher Education Online Instructional Design Unit (Abstract)

Jae-Young Park, Department of Learning and Performance Systems (College of Education, Pennsylvania State University)

Heng Luo, John A. Dutton e-Education Institute (Pennsylvania State University)

Stevie Rocco, John A. Dutton e-Education Institute (Pennsylvania State University)

0078 Standards and Standardization: The Implications for HRD (Abstract)

Valerie Anderson, University of Portsmouth

0189 Exploring the Relationship Between Ratee Personality and Rating Behavior (Abstract)

Renee Yang, Hogan Assessment Systems

Karen Fuhrmeister, Hogan Assessment Systems

Mark Do, Peter Berry Consultancy

0285 Application of Assessments in Executive Coaching (Abstract)

Rubina Malik, Morehouse College

Laura Bierema, University of Georgia

SESSION 64 Workplace Learning — Grand B

0091 From CoPs and Teams to Knots (Abstract)

Oleksandr Tkachenko, University of Minnesota

Alexandre Ardichvili, University of Minnesota

0202 We Built it. Now What? Opening the Gateway to New Frontiers of Competitive Advantage Through Effective Participation in Contact Center Communities of Practice (Full paper)

Jimmie Black, Jr., Ph.D., The University of Southern Mississippi

Cyndi Gaudet, Ph.D., The University of Southern Mississippi

0290 A Practitioner's Dilemma: What Are the Obstacles to Implementing a Learning Organization? (Full paper)

Rebekah Cid del Prado, Latino Community Credit Union

Julia Storberg-Walker, The George Washington University

SESSION 65 Professional Development Workshop — Mills 9

0135 We Get Stressed Too! Self-Care for the HRD Professional

Amina Gilyard, The George Washington University

SESSION 66 Organization Development and Change — Mills 6

0016 Organization Culture and Performance (Full paper)

Vishal Arghode, Gannon University

0199 The Effect of a “Micronegotiation” Technique on Team Interactions (Full paper)

Jeffery Kaufman, Marian University

0287 Fractal Exchange Quality: Operationalizing Information Exchange Dynamics in Organizations within a Paradigm of Fractality (Full paper)

Roger Voss, Institute of Production Control

Dennis Krumwiede, Idaho State University

Aaron Lucas, Troy University

SESSION 67 FOCUS Session — Sterling 2

0213 Meet the AHRD Journal Editors: Information Session for Publishing in the AHRD Journals

Alexandre Ardichvili, Human Resource Development International

Andrea Ellinger, Human Resource Development Quarterly

Kimberly McDonald, Advances in Developing Human Resources

Julia Storberg-Walker, Human Resources Development Review

SESSIONS 3:30 - 5:00 pm

SESSION 69 Research Roundtable — Grand C

0034 The Good, the Bad and the Ugly of Becoming a Faculty Member—Is There Such a Thing as Work-Life Balance?

Katherine Rosenbusch, Towson University

Diane Chapman, North Carolina State University-College of Education

Yogita Abichandani, Western Carolina University - a UNC Campus

Tomika Greer, University of Houston

0203 An Exploration of Urban Public School Leadership Development Methods: Preparing the Next Generation of School Leaders

Anne Lackritz, The George Washington University

Brian Keilson, The George Washington University

0245 Leadership and HRD: Is Leadership Vanishing from the Research Agenda?

Kristina Natt och Dag, North Carolina Medical Society

Laurie Brummitt, Friday Institute for Educational Innovation

0281 Conducting Emotional Intelligence Research: Capturing the Stories Behind the Numbers

Helen Muyia, Texas A&M University

Fredrick Nafukho, Texas A&M University

0306 Virtual Leaders: Real, Constructed, and Imagined

Elisabeth E. Bennett, Northeastern University

Rochell R. McWhorter, The University of Texas at Tyler

Tova O. Sanders, Northeastern University

SESSION 70 Research Roundtable — Mills 3

0130 Roundtable Proposal: Let's Talk about Work-School Interactions!

Sue Epstein, SUNY Empire State College

0137 A Critical Exploration of the Relationship between Professional Identities and Perceived Upward Mobility of African-American Employees

Amina Gilyard, The George Washington University

0167 Study Abroad in Graduate HRD Programs: Essential to Creating the Next Generation of HRD Leaders or Boondoggle?

Robin Hurst, Virginia Commonwealth University

0224 Support: A Critical Influence for Career Development in a Non-Traditional Area

Rose Opengart, ERAU

0242 Career Transition Barriers with Veterans

Melinda Chatham, The University of Texas at Tyler

Brandon Gilpin, The University of Texas at Tyler

Benjamin Peter, The University of Texas at Tyler

Romell Thomas, The University of Texas at Tyler

SESSION 71 Research Roundtable — Grand A

0141 Shared Norm Development in the Early Formation of Multicultural Teams (Dissertation Study Under the Direction of Dr. Julia Storberg-Walker) (Abstract)

Daniel P. McGurrian, North Carolina State University

0156 HRD in the BRICs

Eduardo Tomé, Universidade Europeia Lisboa

Misha Chakraborty, Texas A&M University

0237 Behavioral Indicators of Perceived Managerial Efficacy in Moroccan Private and Public Sector Organizations

Siham Lekchiri, Indiana State University

Barbara Eversole, Indiana State University

Carroll Graham, Indiana State University

0302 Cultural Intelligence in the Lives of Leaders

Ramona Sharpe, Teachers College, Columbia University

0310 Exploring the Learning of Women Entrepreneurs across Cultures: The Case of United States of America, Jamaica, and the Kingdom of Saudi Arabia

Malikah Alturki, The George Washington University

Andrea Richards Scott, The George Washington University

0311 Does Inter-Cultural Collaborative Mentoring Impact the Mastery of Learning Technologies?

Jamie Leitch, American Infrastructure

Suji Iyer, Barnabas Health

Agatha Ekeh, USF/UCSF

SESSION 72 Professional Development Workshop — Sterling 6

0100 Teaching with Webinars: Resources, Opportunities, and Practices

Stuart Allen, Robert Morris University

Peter Williams, Northcentral University

SESSION 73 Research Roundtable — Mills 6

0054 Frontiers in Facilitation: Helping Groups to Function Well...Now and in the Future

Judith Kolb, The Pennsylvania State University

0180 The Responsibility of HRD? A Look at Workplace Cyber Incivility

Eunjung Grace Oh, University of Illinois at Urbana-Champaign

Jessica Li, University of Illinois at Urbana-Champaign

0259 Life After Organizational Death: Coping with the Closing of a Mississippi Casino

Gary Burrus, The University of Southern Mississippi

Cyndi Gaudet, The University of Southern Mississippi

Quincy Brown, The University of Southern Mississippi

0295 Understanding the Significance of a Learning Culture in the Complexity of Inter-Organizational Relations

Boyung Suh, The University of Georgia

0318 Exploring Ways to Analyze Narrative Data

Todd Stephenson, The University of Georgia

SESSION 74 FOCUS Session — Mills 1

Exploring a Global Partnership between AHRD and IFTDO

Ron Jacobs, Academy of Human Resource Development

Bob Morton, International Federation of Training & Development Organizations

0047 — Session 9, FOCUS Session

A Gateway to New Research Frontiers: Re-conceptualizing the Definition of HRD — Mills 1

Defining HRD has been a challenging undertaking for decades. HRD definition is critical to gauge research relevance and frontiers. With new research development, the time is ripe for reconceptualizing HRD definition. This session questions implicit assumptions embedded in the existing 31 major HRD definitions, and engages participants in a thought-provoking dialogue. Addressing these assumptions will not only lead to a definition demonstrating the uniqueness of HRD, but is also likely to extend HRD to new research frontiers. To this end, we offer a new HRD definition to capture the universality and uniqueness of HRD, particularly differentiating HRD from human development.

Track: International; Global & Cross Cultural Issues

0234 — Session 6, FOCUS Session

Underutilization of Talent in the Workforce: What Is the Role of Human Resource Development — Mills 9

The word “talent” in organizations has evolved to mean more than an innate ability to do something well. Talent increasingly points to the doer her/himself, talent being the puppeteer behind the ability. This perspective has given way to talent identification, management, and development that often passes over certain individuals, assuming they do not have “what it takes.” This FOCUS session investigates the phenomena of talent underutilization in the workforce. The perspectives presented in this session are included to provoke scholarly discussion around this important emergent issue in the field by providing specific examples of underutilization in action.

Track: HRD Performance and Strategy

0204 — Session 8, FOCUS Session

Exploring Mixed Methods Research: A Gateway to New HRD Frontiers — Sterling 7

This session builds on the conference theme by examining the prospects for Mixed Methods Research (MMR) in HRD. Given the methods and methodological capacity developed in HRD academic training programs, as evidenced in our AHRD proceedings, journals, and conference events, HRD is ripe for an in-depth discussion in the area of MMR. Building on the tradition of supporting quantitative and qualitative research and the use of multiple data collection methods in HRD practice, we engage several research methods experts in a lively exchange regarding the prospects for MMR as a gateway to new HRD research frontiers.

Track: Assessment and Evaluation

0074 — Session 10, Food and Thought

Six Employee Behaviors that Bosses Hate and Love — Mills 3

In this FNT session, we will explore and discuss workplace behaviors that are either in-role or extra-role and could be considered positive, negative, or occupying interstitial areas. Research suggests and typically supports intuitive connections between certain behaviors and their antecedents and effects (e.g. higher LMX quality indicates higher OCB). However, we hope to explore other, more nuanced and peculiar situations that may be less common, for example OCB as a reactionary behavior to dysfunctional leadership.

Track: Workplace Learning

0283 — Session 13, Professional Development Workshop

Using Assessments in Executive Coaching — Mills 3

Assessment tools are increasingly being used by executive coaches during coaching engagements, to provide clients with personalized feedback. While there is a paucity of empirical research on the effective use of coaching assessment tools in coaching engagements, a great deal of research exists pertaining to factors affecting individuals’ perceptions, acceptance, and intentions to use feedback in setting goals and changing behavior. The purpose of this workshop is to explore the when, why, and how of using assessments in executive coaching. A framework for debriefing assessments will be provided, and participants will gain skill practice in using this framework for debriefing assessments during the coaching engagement.

Track: Leadership and Career Development

0090 — Session 19, FOCUS Session

From Indigenous Phenomenon to Indigenous Theory: HRD Research and Practice in the Greater China Region

— Sterling 5

This FOCUS session is designed as an interactive forum for scholars who are interested in HRD research and practice, especially with a focus on Greater China for debates and dialogues on the emerging and innovative topics of indigenous Chinese HRD research. A number of indigenous phenomena with obvious HRD relevance and implications will be discussed by the three presenters from China SIG, including SOE system, Organization Department, and the Unions, in order to trigger breakthrough research ideas, foster innovative and collaborative research effort to advance international HRD research, theory building, and practice.

Track: International; Global & Cross Cultural Issues

0045 — Session 20, FOCUS Session

Evaluation of a Paradigm: A Proposal to Conducting a Meta-Theoretical Reflection of AHRD — Sterling 2

While theory development contributes new knowledge to a field of study, testing these theories aids in validating a field's knowledge and in becoming a reference discipline. Equally important is a field's ability to track changes made through the theories life-cycle. A discipline should be able to identify the historical life-cycle of its theoretical knowledge base and identify the iterative adjustments that have been made to its theoretical clusters, resulting in a clear picture of the field's research programs or paradigms. The current project proposes a model to conduct a meta-theoretical reflection of AHRD theoretical clusters, providing a solid acknowledgement of AHRD's knowledge base.

Track: Critical, Social Justice, Diversity Perspectives in HRD

0035 — Session 23, Food and Thought

How to Plan Your Academic Career — Mills 6

Come enjoy a conversation with faculty from all levels: Assistant, Associate and Full Professors. They will share their joys and struggles of navigating the academic world. We will discuss the role of faculty at each stage in their career and highlight potential career development opportunities for faculty. We encourage you to come and share your insights and questions about faculty life in academia.

Track: Leadership and Career Development

0231 — Session 21, Food and Thought

Focus on Workforce Diversity: Current Issues and Emerging Trends — Grand C

In this session, Marilyn Y. Byrd and Chaunda L. Scott, co-authors/editors of *Workforce Diversity: Current Issues and Emerging Trends* share key points from the textbook that was published earlier this year. The textbook deconstructs diversity issues (race, gender, ethnicity, sexual orientation, social class, etc.) so that students can better comprehend the complexities and dynamics of diversity issues in the workplace. In addition, the textbook addresses spirituality, intergenerational tensions, linguistic profiling, physical appearance stigmatizing, visible/invisible disabilities, racial harassment and hate symbols, and cross-cultural opportunities and challenges. A social justice paradigm is recommended to move discussions of diversity toward social change.

Track: Critical, Social Justice, Diversity Perspectives in HRD

0109 — Session 22, Food and Thought

HRD Trends and Needs in South Korea: Implications for National and International HRD — Mills 3

This session is sponsored by the Korean SIG. This session will discuss HRD trends, best practices, and challenges in South Korea, and also brainstorm future research needs for national as well as international HRD. The Human Resource Development International (HRDI) journal is planning a special issue on HRD in South Korea, a country where HRD is actively practiced and keeps growing. A call for proposal (CFP) has been sent out to various HRD communities with the submission due date of February 1, 2015. Authors who have submitted a proposal to the special issue and other scholars interested in international/global HRD are invited to this FNT.

Track: International; Global & Cross Cultural Issues

0148 — Session 31, FOCUS Session

China, India and Korea HRD SIGs Joint FOCUS Session: Women in Leadership Roles in Asia and HRD Implications — Sterling 5

Due to the rare presence of female leaders in Asia, anecdotal evidence indicates that they suffer from a lack of role models and networking opportunities. In this context, China, India and Korea SIGs focus this session on women in leadership roles in Asia. The purpose of this session is to promote the importance of this topic and engage AHRD members in a stimulating dialogue leading to research collaboration.

Track: International; Global & Cross Cultural Issues

0317 — Session 29, Professional Development Workshop
Advancing Women and Leadership Theory through Applied Theory Building — Mills 9

The goal of the workshop is to build capacity for theoretical and/or conceptual advances in women and leadership theory. To accomplish the goal, participants in this experiential workshop will 1) review selected theory building research methods and processes; 2) draw connections between their leadership research, personal leadership experiences, and the applied theory building research journey; and 3) work in teams to identify specific areas for future women and leadership theory development. The workshop is relevant to practitioners, scholars, and advanced students seeking to enhance their skills and understanding of applied theory building research. Sponsored by the Leadership and Career Development SIG.

Track: Leadership and Career Development

0319 — Session 32, FOCUS Session

Opening a Dialogue on the AHRD Standards on Ethics and Integrity — Sterling 2

This is an invited session by the AHRD Board to facilitate a dialogue on revitalizing the Standards on Ethics and Integrity (Standards) based on our article that was published in the 2013 AHRD Proceedings and 2014 HRDR. We examined the Standards using four ethical paradigms and offered propositions including the need for discussion forums on ethical issues, further reflection on a client- and community-centered approach, and the introduction of professional language protocols and codes of Internet communications and technologies. In this session, we explore these issues as well as any other proposed changes suggested by the participants.

Track: Critical, Social Justice, Diversity Perspectives in HRD

0181 — Session 40, FOCUS Session

Foundations of Indian Spirituality in HRD Research & Practice: India HRD SIG Focus Session for 2015 AHRD Conference — Sterling 5

Spiritual foundations of Indian culture are often posited in conversations and scholarly discussions alike. While many assumptions about spirituality are made, indigenous roots of spirituality are seldom traced in HRD literature, often causing the mix-up between religion and spirituality, without any differentiation between Buddhist, Islamic, or other spiritual traditions and Indian spirituality practices. As a result, minute dimensions of the significance and the need for everyday practice has been lost, along with their original roots. The purpose of this session is to revive the origins of Indian spirituality and the rich historic knowledge the traditions and practices brings.

Track: International; Global & Cross Cultural Issues

0063 — Session 39, FOCUS Session

Engaging with Employee Engagement: The 3 Ms — Meaning, Measurement, and More Required Research — Mills 6

The concept of employee engagement has received considerable attention among scholars and practitioners in recent years given the many favorable organizational benefits associated with having engaged employees. Yet, scholars have raised several concerns regarding the lack of consensus on the meaning of the term, its measurement given a plethora of available instruments, and the need for more research given shortcomings in current research. Therefore, the purpose of this FOCUS session is to engage an expert panel facilitated discussion with session participants on the 3 Ms of engagement to foster future employee engagement research in the context of HRD.

Track: Organization Development and Change

0236 — Session 41, Professional Development Workshop
Speed Dating — Tips for Publishing in AHRD Journals — Sterling 2

This workshop will address key topics related to writing for publication. A group of experienced authors and editors will engage participants in discussing tried-and-true techniques for writing for publication and to share their knowledge about the writing process. This session is designed to foster information seeking and learning about publishing in scholarly journals. The session will foster professional development by providing a venue for discussion about how best to improve and publish one's writing. A primary goal of the workshop is to assist participants in their quest to publish their work in scholarly outlets.

Track: Leadership and Career Development

0200 — Session 43, Food and Thought

Considering the Extent that Reciprocity Among Trust, Empathy and Sensitivity Combine to Enhance Supervisee Job Satisfaction and Their Retention & Thus Cutting Costs — Mills 3

Numerous researched elements of trust, empathy, and sensitivity enacted, combined and expressed reciprocally toward learners/supervisees and fostering in them the same toward facilitators/supervisors are central components to developing classrooms or workplaces ripe for learning, producing job satisfaction, and providing an atmosphere and environment conducive for and enhancing supervisees' desire to retain their employment with the corporation — thus reducing costs of employing new workers/supervisees. Through the use of "An Andragogical Living Lecture," participants may raise questions for clarification, rebuttal, elaboration and practical application, thus having the opportunity to discuss, debate and strengthen their own practice in learning/work environments.

Track: Workplace Learning

0233 — Session 42, Food and Thought

Exploring Q Thinking and Methodology for Human Resource Development Research — Grand C

This session provides participants an opportunity to exchange ideas on implementing Q methodology in HRD research. The session will provide an overview of how Q and R methods are similar and different; and explore how to think about Q methodology to address business related programs that require understanding the subjective views of individuals. An example that focuses on the development of career and technical education professionals will be demonstrated.

Track: Assessment and Evaluation

0316 — Session 58, FOCUS Session

Writing Application Articles — Sterling 5

One of the chief goals — and greatest challenges — for researchers is presenting their work to practicing professionals. The traditional research article does not serve the purpose; it is written by one researcher for other researchers. This workshop explores how to communicate research to practicing professionals in terms they'll find relevant. It first sensitizes participants to the needs of practicing professionals. Then, through a series of role-playing activities, participants experience the needs of professionals within their work contexts, and translate those needs into requirements for research-related materials.

Track: Workplace Learning

0194 — Session 54, FOCUS Session

From the Front Lines: Exploring Qualitative Research Experiences — Sterling 6

Sponsored by the Qualitative Research SIG, this session aims to identify, share, and develop best practices in the design and execution of qualitative studies for meeting the diverse demands of research and the real world contexts. In this session, a panel of HRD scholars and practitioners will provide a diverse array of examples of qualitative work in which they have been involved and reflect on how varied qualitative methods have helped them address critical issues in HRD. As qualitative research is still yet to become the mainstream research methodology, the Qualitative Research SIG hopes to use this session as a forum to demonstrate the value of qualitative research in addressing organizational issues, to stimulate scholarly dialogues, and to identify opportunities for future collaboration on qualitative research projects. This session will provide valuable information to scholars who are interested in using qualitative methods in research and consulting work.

Track: Organization Development and Change

0301 — Session 57, FOCUS Session

Virtual Technologies for Managing the Scholarly Image: An Interactive Discussion About Performance Metrics and Academic Networking — Mills 6

The purpose of this FOCUS session is to provide an interactive discussion about performance metrics and academic networking for faculty image management. Scholarly activity reporting mechanisms include in-house systems, external web-based systems such as ResearchGate and Academia, and social networking sites such as LinkedIn for disseminating scholarly research. Given the novelty of these technologies, it is important to develop an understanding of the opportunities and challenges they provide for showcasing scholarly HRD and related research. This session will engage learners from multiple perspectives including performance assessment, knowledge sharing,

collaboration, career development, and Virtual HRD.

Track: Technology, E-Learning & Virtual HRD

0131 — Session 59, FOCUS Session

The Handbook of Human Resource Development: The Profession and the Discipline — Sterling 2

Three years ago, the membership of PEN (the HRD program directors network of the Academy) directed Neal Chalofsky, Tonette Rocco, and Lane Morris to develop a proposal for a handbook. The result is 41 chapters that are authored or co-authored by 63 experts; a true compendium of knowledge of the discipline and profession and the first handbook to be endorsed by AHRD. This FOCUS session will offer a panel discussion with the editors and representative authors about the contents, the applicability of the Handbook to members of the Academy, and how to use the book as a classroom text or as a reference work on a writing project.

Track: Performance and Strategy

0135 — Session 65, Professional Development Workshop
We Get Stressed Too! Self-Care for the HRD Professional — Mills 9

HRD is an emergently complex arena and, as such, HRD scholar-practitioners are often exposed to complex, stressful, and sometimes toxic environments that have deleterious effects on their overall quality of life. While recommendations like reflective practice and engagement in communities of practice may aid HRD professionals in remaining physically, emotionally, and psychologically well-balanced, more targeted interventions are sometimes needed. Join us as we discuss themes from the latest literature on self-care and learn through hands-on interaction how to lead a more fulfilling, better balanced life by incorporating self-care into your daily routine!

Track: International; Global & Cross Cultural Issues

0213 — Session 67, FOCUS Session

Meet the AHRD Journal Editors: Information Session for Publishing in the AHRD Journals — Sterling 2

Authors interested in publishing in an AHRD journal are invited to attend this informal session with the four AHRD Journal Editors. Each Editor will discuss the journal's focus and review criteria and process. Authors will receive information on how to determine which journal is the best outlet for particular projects; learn how to turn a conference paper into a refereed journal article; and receive tips for managing and responding to reviewer feedback. The Editors and Editorial Board Members will also be on hand to answer questions on proposed submissions. Opportunities to join the review team for the journals will also be discussed.

Track: Workplace Learning



0100 — Session 72, Professional Development Workshop
Teaching with Webinars: Resources, Opportunities, and Practices — Sterling 6

Webinars offer a unique opportunity for experiential, interactive learning in various higher education and professional development class formats. Webinars are regular offerings from professional associations and service providers, but the appeal may be dampened by limited interaction levels demonstrated in typical webinars, webinar platforms access challenges (e.g., cost), and limited institutional technical support. With the central role virtual work plays in many workplaces, students can benefit from the experience of participating in and leading webinars. The presenters will interactively review creative opportunities for teaching with webinars in various class formats (synchronous/asynchronous, online/hybrid/traditional, undergraduate/graduate, professional development).

Track: Technology, E-Learning & Virtual HRD

Session 74, FOCUS Session

Exploring a Global Partnership between AHRD and IFTDO
— Mills 1

AHRD and the International Federation of Training and Development Organizations (IFTDO) are considering how the organizations might create a global partnership. What would this partnership look like? What would be scope of activities? How would it benefit AHRD? Leaders from both organizations will present their vision about such a partnership in an informal panel format. Session attendees will also be encouraged to engage the panel members and provide their own opinions and perspectives, which will be recorded for later consideration. The session is part of the broader Global Policy that was recently adopted by the AHRD Board of Directors and seeks to guide AHRD initiatives on global outreach issues.

AHRD Member Benefits

The Academy of Human Resource Development is “leading the HRD profession through research”.

With more than 500 members, AHRD is a global organization made up of, governed by, and created for the Human Resource Development (HRD) scholarly community of academics and reflective practitioners. The Academy was formed to encourage systematic study of human resource development theories, processes, and practices; to disseminate information about HRD; to encourage the application of HRD research findings; and to provide opportunities for social interaction among individuals with scholarly and professional interests in HRD from multiple disciplines and from across the globe.

Benefits of Membership

Human Resource Development as a subject area brings together a diverse community of people interested in training, workplace learning, adult education, organizational learning, development and performance, career development, and other people-development growth topics. AHRD is a family of academics, practitioners and students who share a passion for improving the study and practice of HRD through research. AHRD is a professional home, a network, a place to learn and share, a place to publish and present, and a place to meet others who share interest in HRD.

Your membership will include:

- Online access (and/or hard copy versions available) to four refereed journals, one of which is SSCI-cited:
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- Membership in two Special Interest Groups, such as Critical HRD, Faculty Learning & Development, International HRD, Qualitative Inquiry, Quantitative Research Methods, Scholar-Practitioner, Virtual HRD
- HRD Consultant Directory

Conference

Our conferences offer a welcoming and engaging environment that include a blend of interactive sessions focusing on evidence-based practices relevant for scholar and reflective practitioner development.

Invite a colleague to join today.

Member Testimonials

“I value my AHRD membership because it gives me the opportunity to network with internationally recognized human resource development scholars and practitioners. AHRD has been formative in my own scholarly development, and it is an honor to engage with the top researchers in our field at the conferences and through social media.”

~ Holly M. Hutchins,
Associate Professor, University of Houston

“There are several professional organizations that serve the HRD field. However, there is only one professional entity that serves the diverse members of the HRD community of scholars. For that reason, I recommend to my graduate students that AHRD should become their primary professional affiliation, as it has become mine.”

~ Ron Jacobs, Professor,
University of Illinois, Urbana-Champaign

“AHRD is my professional home. It’s where I learn about leading-edge research, and network with those who are passionate about using it to improve HRD practice”

~ Darren Short, Senior Director, GoDaddy

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Thank You, Session Hosts

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Organizational Metaphors in HRD: “Through the Looking Glass”

The 14th International Conference of the Asia Chapter of Academy of Human Resource Development

What Alice found “through the looking glass” was a world she could not predict nor explain... but it was a new wonderful world to explore. This call for papers is looking for original research that provides insights to the “wonderful” world of HRD and through exploring the metaphors to help unravel its mysteries. The use of organizational metaphors is not new, since they help us understand complex realities. Morgan (1983) argued that the term “organization” is coined as metaphorical since it intends to capture a significant aspect of relations between a group of people in a particular location of space and time. In his work (1997) he also presented a number of metaphors to explain what we commonly refer to organizational behavior (another metaphor). Today it is common in the business lexicon to see references to learning organizations, organizational culture(s) and climate, storytelling amongst others.

Call for Papers

We seek manuscripts of original research that have not been published anywhere else. Researchers and scholar-practitioners in all academic fields and governmental and enterprise fields are invited to contribute with papers that are related to the following sub-themes:

- Organizational Metaphors and Images on HRD and their contribution towards organizational theory
- Storytelling for HRD theory and practice
- Emerging theories on organizational culture
- Relevance of HRD theories and practices in Global and Asian contexts
- Cross-culture studies on HRD
- Organizational Change and Leadership for global HRD
- Talent development in the globalized & glocalised workplace
- Corporate Social Responsibility, Ethics, Sustainability and HRD
- The “dark side” of organizations and the role of HRD
- Workplace learning, training and development
- Performance and career development in global perspectives

Other related issues (covering the areas of education, HRM, economics, management, psychology, sociology, and other fields of social sciences that can contribute towards the main theme of the conference).

Submission Guidelines

Submission should be made to one or more of the following

categories. Manuscript submission must be in English. The official language for this international conference is English. The following three types of submission will be considered:

Refereed Papers: Papers should be no more than 6,000 words in length (all inclusive) with an abstract of no more than 250 words. Accepted papers will be published in the proceedings.



Work-in-Progress Papers (Poster Session): Extended summary of proposal/paper is no more than 3,000 words. These papers will be scheduled for presentation, and the abstracts will be included in the conference program. WIP papers could be proposed conceptual framework based on extensive literature review or research in progress paper with partial results.

Innovative sessions: Do you have any interesting and innovative research to share on any topic related to HRD in Asia or cross comparative HRD studies? If the answer is “yes”, then we will ask you to submit your idea for consideration as part of an Innovative Session. If your idea is selected, we will ask you to take part as a presenter/facilitator in panel workshops. What we need from you: A brief (200-300 words) abstract of the research paper/work you'd like to share.

Submission Dates

Manuscripts/proposals submission deadline: August 01, 2015

Acceptance notification: September 01, 2015

Earlybird registration deadline: September 09, 2015

Camera-ready deadline for accepted manuscripts: September 25, 2015

Notification of final conference program: October 16, 2015

Host Institution

University of Saint Joseph <http://www.usj.edu.mo/en/> and Partner Institution: Universidade Lusíada <http://www.por.ulusiada.pt> or <http://www.fam.ulusiada.pt>

Conference CEO & AHRD Asia Chapter Coordinator

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Direct all questions regarding the conference to Conference Site Co-Chairs: Dr. José Alves jose.alves@usj.edu.mo, Dr. Elizabeth Real de Oliveira fcee@por.ulusiada.pt, or Dr. Pedro Ferreira pedroferreira@fam.ulusiada.pt



Towards Evidence Based HRD Practice: Bridging the Gap

The theme of the 2015 UFHRD/AHRD conference, to be held in University College Cork, Cork, Ireland centres around the need to bridge the gap between academic research and industry practice in the area of HRD and Learning and Development. This gap tends to result from a lack of research that tests theory in the real world of practice. There is also a need for HRD and Learning and Development academics to make their research more applicable to practitioners and to highlight how organizations can use academic research to benefit individuals and organizations.

Keynote speakers for the conference include Prof. Sandra Robinson (University of British Columbia), Prof. David Collings (Dublin City University), Prof. Michael Morley (University of Limerick) and Aidan Lawrence (Learning and Organization Development Director, Hewlett Packard). There will also be a doctoral colloquium plus workshops on:

- Converting conference papers into journal articles hosted by Prof. Andrea Ellinger (Editor, Human Resource Development Quarterly),
- Theorizing HRD hosted by Prof. Julia Storberg-Walker (Editor, Human Resource Development Review) and Prof. Sharon Mavin (Chair, UFHRD),
- Communicating beyond Academia hosted by Gina London, Emmy-award winning CNN journalist and communications consultant.

Specific streams of the conference include Leadership, Management and Talent Development; Technology, eLearning and Virtual HRD; Knowledge Management, Organisational Learning and Learning Organisations; and Assessment, Measurement and Evaluation of L&D.

Keynote Speakers

Sandra Robinson — *The Role of Trust in Human Resource Development*
David Collings — *Talent Management and Human Resource Development*

Michael Morley — *Evidence-Based Cross-Cultural Management*
Aidan Lawrence — *The Relationship between Research and Practice – A Practitioner Perspective*

Sandra Robinson is a designated Distinguished Scholar at the University of British Columbia, and a Professor in the Organizational Behaviour and Human Resources Division in the Sauder School of Business. Her prior publications, which have appeared in various journals such as Administrative Science Quarterly, Journal of Applied Psychology, Harvard Business Review, and Academy of Management Review, have focused upon topics such as psychological contracts, contract breach and violation, trust and trust betrayal, among others.

David Collings is Professor of HRM at Dublin City University Business School. He is also a Visiting Professor at King's College London. Previously he was on the faculty at the University of Sheffield in the UK and the National University of Ireland, Galway and a Visiting Research Fellow at Strathclyde Business School. His research and consulting interests focus on management in multinational corporations

with a particular emphasis on staffing and talent management issues.

Michael J. Morley is Professor of Management at the Kemmy Business School, University of Limerick, Ireland, where he has variously served as Head of the Department of Management & Marketing, Head of the Department of Personnel & Employment Relations and Assistant Dean of Research. He has held Visiting Appointments at several universities, including, most recently at IESE Business School, Barcelona where he spent academic year 2010/11. In conjunction with his collaborators, he has published some 20 books, 24 guest-edited journal special issues and over 100 journal articles and book chapters.

Aidan Lawrence is World-wide Learning and Organization Development Director for the Hewlett-Packard Personal Systems and Printing Business. Managing a global team of L&D professionals, he has direct responsibility for; management development, graduate programs, and strategic capability development for global Product Development and Operations business units. He also manages the WW L&D Operations function. Prior to HP, Aidan's career has been in the high technology sector, including roles in Training and Development management, Productions Operations Management, Senior Production Planning and two years working as a Senior Management Consultant.

Location

Cork is Ireland's second largest city but the locals consider it the 'real capital of Ireland'! The city centre is surrounded by interesting waterways and is full of excellent restaurants driving a burgeoning food scene. The River Lee flows around

the centre, an island packed with grand Georgian parades, cramped 17th-century alleys and modern masterpieces such as the Opera House, Crawford Art Gallery and the famous English Market. St Patrick's Street runs from St Patrick's Bridge on the North Channel of the River Lee, through the city's main shopping and commercial area, to the Georgian Grand Parade, which leads to the river's South Channel. North and south of St Patrick's Street lie the city's most entertaining quarters: webs of narrow streets crammed with pubs, cafes, restaurants and shops. Within a short distance of the city are the legendary Blarney Stone and Castle, the historic town of Kinsale, and the Jameson Whiskey Distillery.



For more information, please visit www.ufhrd2015.org or contact info@ufhrd2015.org or Ronan.Carbery@ucc.ie



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HRDQ Editorial Board Members and Nominators

All Editorial Board Members were invited to nominate refereed articles from Issues 1 to 4 of Volume 25 for this award process – self-nominations not permitted

The Richard A. Swanson Research Excellence Award

This Committee synthesized the nominations and engaged in a second tier review process to determine the award recipient.

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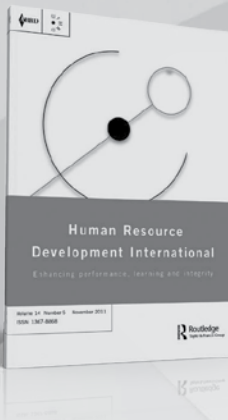
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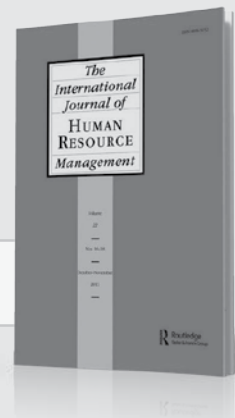
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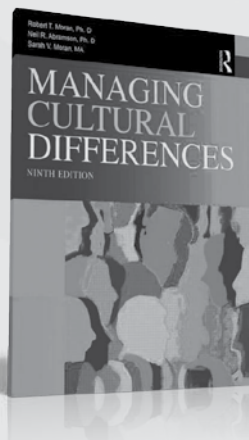


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Human Resource Development Review is a theory journal for scholars of human resource development and related disciplines. *Human Resource Development Review* publishes articles that make theoretical contributions in papers devoted to theory development, foundations of HRD, theory building methods, and integrative reviews of the literature.

The journal provides new theoretical insights that can advance our understanding of human resource development, including:

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The journal also addresses philosophies of HRD, historical foundations, definitions of the field, conceptual organization of the field, and ethical foundations. *Human Resource Development Review* promotes a multi-paradigmatic view of theory building.



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- What theories, research initiatives, and other ideas are required to understand HRD and function successfully within this field?
- As the industry grows, what are the challenges and important issues that professionals expect to face? What hot topics are occupying these professionals now?

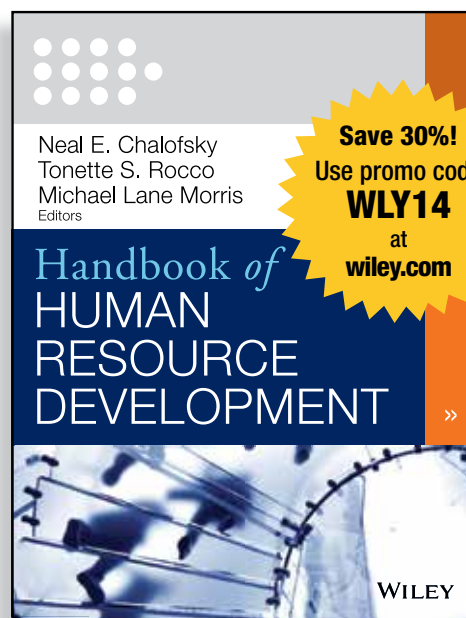
The *Handbook's* insight and guidelines allows students and HR professionals to build a fundamental understanding of HRD as an industry, as a field of research, and for future professional success

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TONETTE S. ROCCO serves as a program leader and professor at Florida International University and is the lead editor of *New Horizons in Adult Education and HRD*.

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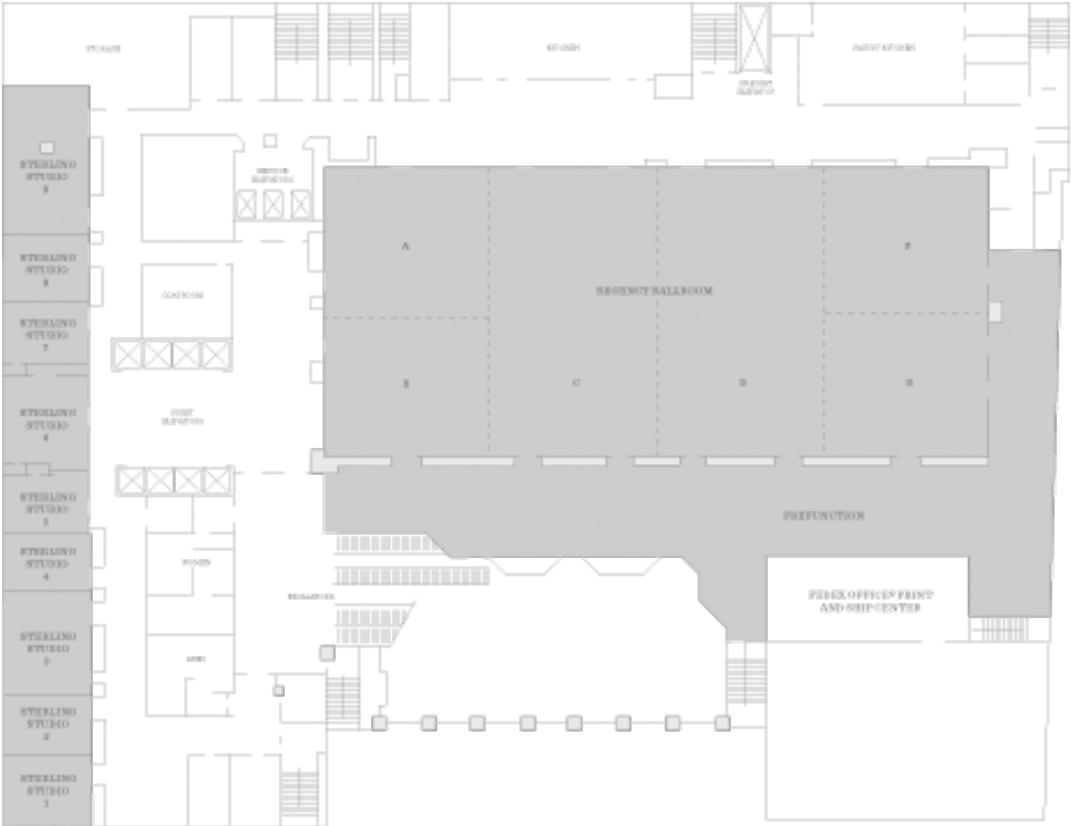
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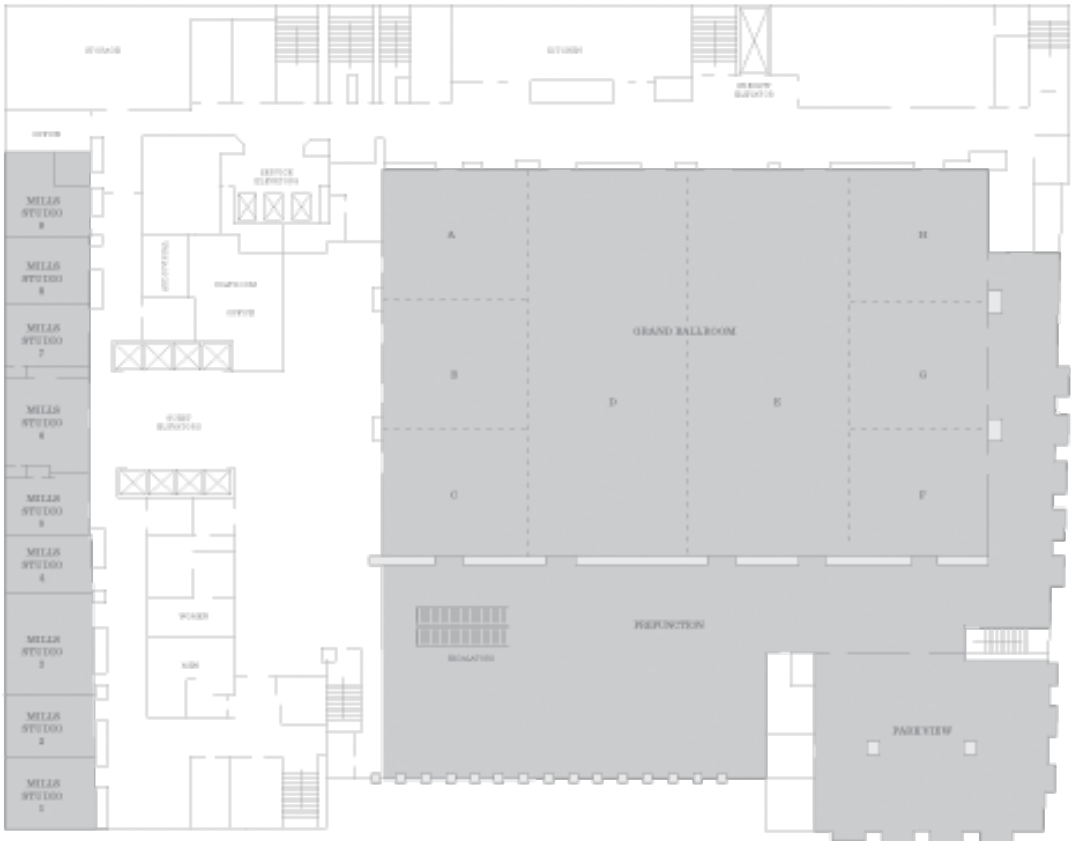
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