

CAROLYN M. YOUSSEF, Ph.D.

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EDUCATION

Ph.D. in Management, University of Nebraska-Lincoln, May 2004

Major: Organizational Behavior

Minors (3): Human Resources, International Management, Strategy

Chair: Professor Fred Luthans

Dissertation: Resiliency Development of Organizations, Leaders and Employees: Multi-Level Theory Building and Individual-Level, Path-Analytical Testing
(Results were published in the Journal of Management in 2007. Article has been downloaded over 5,600 times to-date and is one of the all-time "Top Ten" downloads from all fields in the entire University of Nebraska system.)

Masters of Business Administration (MBA), American University in Cairo, Egypt, June 2000

Areas (3): Organizational Development and Human Resource Strategy, International Business, Marketing

Bachelor of Arts, American University in Cairo, Egypt, June 1998

Majors (2): Business Administration, Economics

Minor: Accounting

PUBLICATIONS AND SCHOLARSHIP

Books

Luthans, F., Youssef, C.M., & Avolio, B. (2007). *Psychological capital: Developing the Human Competitive Edge*. New York: Oxford University Press. (Also available in Chinese and as an e-book.)

Youssef, C. (2005). *International management: Culture, strategy and behavior – Instructor's manual and test bank*. Boston: McGraw-Hill/ Irwin.

Articles

Luthans, F., & Youssef, C.M. (2012). Positive leadership across cultures: Research and theory development. *Journal of World Business*, in press.

Luthans, F., Youssef, C.M., & Rawski, S. (2012). A tale of two paradigms: The impact of psychological capital and reinforcing feedback on problem solving and innovation. *Journal of Organizational Behavior Management*, in press.

- Youssef, C.M. (2011). Recent events in Egypt and the Middle East: Background, direct observations and a positive analysis. *Organizational Dynamics*, in press.
- *Avey, J., Luthans, F. & Youssef, C.M. (2010). The additive value of psychological capital in predicting work attitudes and behaviors. *Journal of Management*, 36, 430-452.
- Youssef, C.M. (2008). Is your plate really full? Maybe not! Multitasking can open new doors for higher return on investment in human capital. *Innovation @ Work*, 2(5).
- *Youssef, C.M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33, 774-800.
- *Luthans, F., & Youssef, C.M. (2007). Emerging positive organizational behavior. *Journal of Management*, 33, 321-349.
- *Youssef, C., & Luthans, F. (2005). Immigrant psychological capital: Contribution to the war for talent and competitive advantage. *Singapore Accountant (Re-Print)*.
- Luthans, F., & Youssef, C. (2004). Human, social, and now positive psychological capital management: Investing in people for competitive advantage. *Organizational Dynamics*, 33(2), 143-160.
- Youssef, C., & Luthans, F. (2003). Immigrant psychological capital: Contribution to the war for talent and competitive advantage. *Singapore Nanyang Business Review*, 2(2), 1-14.

Book Chapters

- Youssef, C.M., & Luthans, F. (2011). Developing psychological capital in organizations: Cognitive, affective and conative contributions to happiness and wellbeing. In K. Cameron & G. Spreitzer (Eds.), *Oxford handbook of happiness*. New York: Oxford University Press.
- Youssef, C.M., & Luthans, F. (2011). Psychological capital: Meaning, findings and future directions. In K. Cameron & G.M. Spreitzer (Eds.), *Oxford handbook of positive organizational scholarship*. New York: Oxford University Press.
- *Youssef, C.M., & Luthans, F. (2010). Positive psychological capital in the workplace: Where we are and where we need to go. In K. Sheldon, T. Kashdan, & M. Steger (Eds.), *Designing positive psychology: Taking stock and moving forward* (pp. 351-364). New York: Oxford University Press.
- *Youssef, C.M., & Luthans, F. (2009). An integrated model of psychological capital in the workplace. In A. Linley, S. Harrington, & N. Garcea (Eds.), *Oxford handbook of positive psychology and work* (pp. 277-288). New York: Oxford University Press.

- *Luthans, F., & Youssef, C.M. (2009). Positive workplaces. In C. R. Snyder, & S. Lopez (Eds.), *Handbook of positive psychology*, 2nd edition (pp. 579-588). Oxford, UK: Oxford University Press.
- *Youssef, C.M., & Luthans, F. (2009). Positive organizational behavior. In S. Lopez (Ed.), *Encyclopedia of positive psychology* (pp. 733-736). Oxford, UK: Blackwell.
- *Youssef, C.M., & Luthans, F. (2008). Leveraging psychological capital in virtuous organizations: Why and how. In C. Manz, K. Cameron, K. Manz, & R. Marx (Eds.), *The virtuous organization: Insights from some of the world's leading management thinkers* (pp. 141-162). Hackensack, NJ: World Scientific Publishers.
- *Luthans, F., Youssef, C.M., & Avolio, B.J. (2007). Psychological capital: Investing and developing positive organizational behavior. In D. Nelson & C. L. Cooper (Eds.), *Positive organizational behavior: Accentuating the positive at work* (pp. 9-24). Thousand Oaks, CA: Sage.
- *Youssef, C.M., & Luthans, F. (2006). Positivity in the Middle East: Developing hopeful Egyptian organizational leaders. In W. Mobley & E. Weldon (Eds.), *Advances in global leadership* (Vol. 4) (pp. 283-297). Oxford, UK: Elsevier Science/ JAI.
- *Youssef, C.M. (2006). Beyond emotional labour: Positive emotional synchronization. In V.V. Ramani & G.V.S. Sreedhar (Eds.), *Emotional labour: An introduction* (pp. 88-109). Hyderabad, India: ICFAI University Press.
- *Youssef, C., & Luthans, F. (2005). Resiliency development of organizations, leaders & employees: Multi-level theory building for sustained performance. In W. Gardner, B. Avolio, & F. Walumbwa (Eds.), *Authentic leadership theory and practice: Origins, effects and development (Monographs in leadership and management, Volume 3)* (pp. 303-343). Oxford, UK: Elsevier.
- *Youssef, C., & Luthans, F. (2005). A positive organizational behavior approach to ethical performance. In R. Giacalone, C. Jurkiewicz, & C. Dunn (Eds.), *Positive psychology in business ethics and corporate social responsibility* (pp. 1-22). Greenwich, CT: Information Age.
- *Luthans, F., Youssef, C., & Luthans, B. (2005). Reinforcement theory. In J. Greenhaus & G. Callanan (Eds.), *Encyclopedia of career development* (pp. 682-686). Thousand Oaks, CA: SAGE.
- Luthans, F., Youssef, C., & Luthans, B. (2004). Behaviorism. In N. Nicholson, P. Audia, & M. Pillutla (Eds.), *The Blackwell encyclopedic dictionary of organizational behavior*, 2nd edition. London, UK: Blackwell.

Youssef, C., & Luthans, F. (2004). Resiliency in leadership. In J. Burns, G. Goethals, & G. Sorenson (Eds.), *Encyclopedia of leadership* (pp. 1320-1324). Great Barrington, MA: Berkshire/ Sage.

Youssef, C. (2004). Unique leadership: The case of Mother Teresa. In J. Burns, G. Goethals, & G. Sorenson (Eds.), *Encyclopedia of leadership* (pp. 1032-1036). Great Barrington, MA: Berkshire/ Sage.

Work in Progress

Youssef, C.M., & Luthans, F. Positivity at work and beyond: Toward a holistic model. Conceptual manuscript submitted to *Organizational Psychology Review*.

Youssef, C.M., Poppler, P.P., & Moss, J. Return on investment in human, social and psychological capital: The search for yeti. Proposal in preparation for *Academy of Management Perspectives*.

Luthans, F., Youssef, C.M., Sweetman, D., & Harms, P. Extending occupational psychological capital to relationship and health domains for overall well-being. Empirical manuscript submitted to *Journal of Occupational Health Psychology*.

Story, J.S., Youssef, C.M., Luthans, F., Barbuto, J.E., & Bovaird, J. The contagion effect of global leaders' positive psychological capital on followers. Empirical manuscript submitted to *Journal of Organizational Behavior*.

Badran, M.A., & Youssef, C.M. West meets Middle-East: Psychological capital and job satisfaction. Empirical manuscript in preparation.

Badran, M.A., Youssef, C.M., & Luthans, F. A mixed methods study of Egyptians' psychological capital: Lessons from recent political events (tentative title). Data collection in progress.

Youssef, C.M. Multi-tasking and performance at work and beyond: A Mixed methods study (tentative title). Data collection in progress.

Conference Presentations and Proceedings

Story, J.S., Youssef, C.M., Luthans, F., Barbuto, J.E., & Bovaird, J. (2011). The contagion effect of global leaders' positive psychological capital on followers. *Conference Presentation: National Academy of Management*. San Antonio, TX.

Badran, M.A., & Youssef, C.M. (2011). West meets Middle-East: Psychological capital and job satisfaction. *Conference Presentation: National Academy of Management*. San Antonio, TX.

- Youssef, C.M. (2011). Positive, dynamic, talent-based organizational change. *Professional Development Workshop: National Academy of Management*. San Antonio, TX. Panelists included Chris Worley, Ronald Fry, Diana Whitney, & Arthur Jue.
- Luthans, F., Youssef, C.M., Luthans, K, Luthans, B., Avey, J., & Norman, S. (2010). Psychological capital: Overview, current research and future directions. *Symposium, Fellows Track: National Decision Sciences Institute*. San Diego, CA.
- *Youssef, C.M., & Luthans, F. (2010). Toward an inductive theory of positivity in the workplace: The role of agency, malleability and sociability. *Conference Presentation: National Academy of Management*. Montreal, Quebec, Canada.
- *Youssef, C.M., Poppler, P.P., Stark, E., Moss, J., & Farner, S. (2010). Return on investment in human, social and psychological capital: The search for yeti. *Professional Development Workshop: National Academy of Management*. Montreal, Quebec, Canada. Panelists included John Boudreau, Gary Latham, Fred Luthans and Wayne Baker.
- Youssef, C.M., & Luthans, F. (2003). Developing resilient organizations and leaders. *Conference Presentation: National Academy of Management*. Seattle, WA.
- Youssef, C.M. (2003). Length versus breadth of organizational cognitive strategy frames. *Cognition in the Rough Workshop Presentation: National Academy of Management*. Seattle, WA.
- Youssef, C.M. (2003). Beyond emotional labor: Positive emotional synchronization. *Conference Presentation and Proceedings: Midwest Academy of Management*. St. Louis, MO.
- Youssef, C.M. (2003). Professionalism: An overlooked positive psychological capacity. *Conference Presentation and Proceedings: Midwest Academy of Management*. St. Louis, MO.
- Youssef, C.M., & Digman, L. (2003). Business in an environment of terrorism: Strategies, lessons and issues. *Conference Presentation & Proceedings: Western Decision Sciences Institute*. Kauai, Hawaii.
- Youssef, C.M., & Luthans, F. (2002) Hope in the Middle East: Implications of the positive OB concept for Egyptian managers. *Conference Presentation: National Decision Sciences Institute*. San Diego, CA.
- Iskander, M., & Youssef, C.M. (1999). Human development for the 21st century: Performance appraisal in small and medium size firms. *Conference Presentation & Proceedings: American University in Cairo Annual Conference*. Cairo, Egypt.
- Youssef, C.M. (1999). Globalization of human resources in developing countries: Managing workplace conflict in culturally diverse settings. *Proceedings: Professional Management Expertise Center Conference*. Cairo, Egypt.

Courses Taught (most at graduate and undergraduate levels, and in residential and online formats, some at PhD level)

Organizational behavior
 Human capital
 Human capital modeling and research methods
 Organizational change and effectiveness
 Leadership
 Strategic human resource management
 Performance management
 Principles of management
 Organizational theory and design
 International management
 Strategic management
 Financial management

Course and Program Development

Human capital management: An integrated OB-HR graduate course emphasizing return on investment in human capital (part of the Masters in Human Capital Management – see below)

Positive psychological capital: An accelerated (six weeks) executive MBA course that explores the practical implications of positive psychological capital management for leaders and followers

Human Capital modeling and research methods: A Ph.D. research methods seminar (part of the PhD in Human Capital Management – see below)

Seminar in human capital development and productivity: A Ph.D. seminar on quantifying the return on investment in human capital initiatives (part of the PhD in Human Capital Management – see below)

Seminar in organizational change and effectiveness: An advanced Ph.D. seminar exploring and contributing to the emerging research on human capital at the organizational level (part of the PhD in Human Capital Management – see below)

Seminar in performance management: An advanced Ph.D. seminar (part of the PhD in Human Capital Management – see below)

Positive organizational behavior: An advanced OB undergraduate/graduate seminar focusing on critical analysis of current works related to positive psychological capacities such as confidence, hope, optimism, resiliency, subjective well-being, and emotional intelligence

The career course: An undergraduate course that prepares students to start and develop professional career paths by effectively employing job search tools and professional written, verbal and non-verbal communication skills to locate, apply, and interview for internships and entry level positions

Fundamentals of management: A survey course for first semester Masters of Arts in Management students

Organizational management and theory: An advanced undergraduate organizational theory course.

Masters and PhD in Human Capital Management: Two innovative Masters and PhD programs that draw from various areas in management (OB, HR, OT, OD, strategy), finance, accounting,

economics, statistics, and psychology, to develop new models in quantifying and maximizing the return on investment in human capital (with a select faculty team, Bellevue University)

Executive MBA: A new, accelerated MBA program for experienced middle and senior managers

The Art and Science of Project Management: A 40-hour certification program for the Iowa Corps of Engineers, covering project management, organizational culture, human relations, team building, communication, and leadership skills (with David Olson, University of Nebraska)

Invited Presentations and Workshops

Evidence-Based Positivity: Psychological Capital

Creating a positive workplace through psychological capital

Psychological capital applications in practice

Resiliency development in organizations, leaders & employees

Authentic leadership

Coaching Students for Essay Exams and Research Papers

The art of managing and supervising people for positive outcomes

Expanding the Course Syllabus to Improve Student Writing

Performance management: Building a healthy performance partnership

Creative decision making and problem solving

God and business: How to succeed in the job market

Leadership skills

Communication skills

Team building

Professionalism

Organizational culture and human relations

Time Management

Marketing, sales and negotiation skills

CONSULTING

The Organizational Development Network, August 24, 2011: Positivity, conference keynote presentation

e.Construct, October 22, 2010: Positivity and Psychological Capital Development, invited presentation

YWCA, Bridges to Opportunity Program, June 2010-present: Advising on assessment and development approaches for more effective training and placement of unemployed and underemployed women.

Nebraska Workforce Development/ Omaha Chamber of Commerce, April 2010-present: Advising on selection and development approaches for more effective job placement and retention of the unemployed and underemployed.

Human Capital Lab, Bellevue University, NE, April 25, 2010: Creating a Positive Workplace through Psychological Capital, invited presentation at quarterly colloquium for human capital professionals

New York Public Libraries, December 14, 2009: Psychological Capital Development, invited presentation

First Data, Fall, 2009: Fundamentals of Management, 6-week course

American Family Insurance, Madison, WI, September 14-15, 2009: Evidence-Based Positivity: Psychological Capital, invited presentation at annual President's meeting

Goodwill Industries, Omaha, NE, January, 2006: Participated in application preparation for Nebraska Department of Health and Human Services grant for Partners for Workforce Inclusion (PWI) program and evaluation

Cabela's Sporting Goods, Omaha, NE, December 2005: Provided survey-based approaches for identifying future leaders to help select candidates for higher education support

US Army Corps of Engineers, Iowa, Summer 2004: Development of a 40-hour project management certification program (with David Olson, University of Nebraska)

United States Agency for International Development (USAID), Cairo, Egypt, November 1998-February 1999: Evaluation of USAID efforts in Egypt in the past 25 years and their influence on economic policy reform

HONORS & AWARDS

John R. Maenner Professorship Award, Bellevue University, NE, June 2011: Awarded to a faculty member who demonstrates academic excellence and commitment to the mission of the University in serving students and/or the community

Nomination for this award came from PhD students, who wrote: "Dr. Youssef taught two of the first four classes in this program. In every classroom and every lesson she teaches, you see the pride and professionalism she carries with her." "Dr. Youssef mentors students to excel beyond what is or may be considered to be good enough. This mentorship is more than just her job, she has a passion for knowledge and a passion to help others find it. If a student wants to be challenged, she will help them. She expects excellence and she receives it from her students and peers."

OB/ODC/OMT Doctoral Consortium, Academy of Management, Seattle, WA, August 2003.

Merit Fellowship, American University in Cairo, academic years 1999/2000 and 1998/1999: Annually offered to the highest-ranking three graduate students in each College

President's Cup and Beleidi Award, American University in Cairo, June 1998: Awarded to the graduating student with the highest grade point average university-wide

Presidential Scholarship, American University in Cairo, academic years 1997/1998, 1996/1997 and 1995/1996: Annually offered to the highest-ranking five undergraduates university-wide

Xerox Scholarship, American University in Cairo, academic year 1994/1995: A competitive academic merit award

ACADEMIC POSITIONS

Associate Professor, College of Business, Bellevue University, Nebraska, July 2009-Present

Assistant Professor, College of Business, Bellevue University, Nebraska, July 2004-June 2009

Graduate Assistant, Department of Management, University of Nebraska-Lincoln, August 2001-May 2004

Graduate Assistant, Management Department, American University in Cairo, September 1998-July 2000

EXTERNALLY FUNDED RESEARCH EXPERIENCE

Research Assistant, Chemonics International (USAID funded project), American University in Cairo, Egypt, November 1998-February 1999

Worked as a member of a team evaluating USAID efforts in Egypt in the past 25 years and their influence on economic policy reform

Research Assistant, Cotton Modeling Research Project (funded by Natural Resources Institute, Kent, UK), American University in Cairo, January 1995-March 1996

Performed budgeting, fund allocation, cash flow management, and financial reporting functions for an annual budget of around \$100,000

PROFESSIONAL EXPERIENCE

Senior Training Coordinator, Thomas Cook Overseas, Cairo, Egypt, July 2000 - June 2001

Fully in charge of the training and human resource development function in Thomas Cook Egypt at all levels and in all departments and countrywide branches, including needs assessment and analysis; design and development of all in-house training courses, manuals and visual aids; scheduling and logistical coordination of training and training-related travel; in-house training delivery and evaluation; communication and contracting with external training institutions; adaptation of corporate training to local needs and culture; and new employee orientation. Reported directly to senior management.

Organizational Development Specialist/ Assistant Manager, Wadi Holdings, Cairo, Egypt, January 2000-June 2000

Senior Organizational Development Assistant, Wadi Holdings, Cairo, Egypt, January 1999-December 1999

Organizational Development Assistant, Wadi Holdings, Cairo, Egypt, November 1997-December 1998

Fully in charge of the performance management function and information system (including job analysis, performance appraisal, and competencies inventory), and served in different capacities in the functions of recruitment, training, reengineering, restructuring, and quality management as part of the Organizational Development team. Reported directly to senior management.

Human Resource Intern, Unilever Egypt, Summer 1997

Designed and presented a complete plan for an in-house employee learning/ career development center, including needs assessment, budgeting, expansion and development planning, system documentation, and implementation logistics. Took part in other various Human Resource functions.

Business Intern, Shell Egypt, Summer 1996

SPECIAL TRAINING

Teaching Social Networking to Management Students, Mason Carpenter, University of Wisconsin-Madison, November 9, 2009
Advanced Structural Equation Modeling, Virginia Commonwealth University, May 2009
Americans with Disabilities Act (ADA) Implications for Faculty, Bellevue University, November 2007
Copyright and Anti-Plagiarism Tools, Bellevue University, November 2007
Experiential Learning Assessment and Credit Transfer, Council for Adult and Experiential Learning, July 2007
Dress for Success, American Business Women Association (ABWA), February 2007
Great Managers Training, The Gallup Organization, August 2006
Student Writing Enhancement Workshop, Bellevue University, July 2006
Disney Keys to Excellence, American Society of Training and Development (ASTD), May 2006
Critical Mistakes Analysis, Cognitive Arts, Bellevue University, May 2005
Entrepreneurship Days, University of Nebraska-Lincoln, February 2005
Online Facilitator Training, College of Distributed Learning, Bellevue University, Summer 2004
Getting Started as a Successful Grant Writer and Academician Seminar, Office of Research and Graduate Studies, University of Nebraska-Lincoln, March 5 - 6, 2004.
Distance Education Seminar, Extended Education and Outreach, University of Nebraska-Lincoln, February 11, 2004.

SERVICE, CONSULTING AND ASSOCIATIONS

Service Activities at Bellevue University

Co-Founder, Senior Research Associate, Human Capital Lab, Bellevue University, May 2007-Present
PhD Faculty, Human Capital Management Program, Bellevue University, May 2007-Present
Member, College of Business Planning Committee, Bellevue University, February 2010
Chair, Curriculum Committee, College of Business, Bellevue University, May 2007-June 2009
Member, Academic Review Committee, Bellevue University, May 2007-June 2009
Member, Workshop Organizer, Presenter, Student Writing Committee, Bellevue University, October 2005-Present
Member, Standards Committee, Bellevue University, May 2006-May 2008
Member, Trainer, Training and Professional Development Committee, Bellevue University, January 2006-May 2008
Member, Academic Honesty Committee, College of Business, Bellevue University, September 2005-May 2007
Member, Curriculum Committee, College of Business, Bellevue University, May 2005- May 2007
Leader, Graduate Programs Entry Courses Committee, College of Business, Bellevue University, March 2005-May 2007
Member, Quality Maximization Committee, College of Business, Bellevue University, March 2005-May 2007

Subject Matter Expert, Public Relations, Bellevue University, August 2004-Present
Advisor, currently the academic advisor of 26 undergraduates and 100 MBA students
Faculty Mentor, currently the full time faculty mentor of seven adjunct professors

Additional Service Activities

Voting Member, Measures and Metrics Taskforce, Society for Human Resource Management (SHRM) and American National Standards Institute (ANSI), October 2010-Present.

Reviewer, Social Sciences and Humanities Research Council of Canada, December 2010-Present
Reviewer, European Science Foundation (ESF), European Collaborative Research Projects in the Social Sciences (ECRP), June 2010-Present.

Reviewer, Research Grants Council of Hong Kong, April 2010-Present.

Subject Matter Expert/ Consultant, Round Table Group, February 2009-Present

Editorial Board Member, Journal of Behavioral and Applied Management, October 2008-Present

Reviewer, South-Western/ Cengage Learning, October 2009

Reviewer, Flat World Knowledge, March 2008-Present

Reviewer, Houghton Mifflin, November 2007-Present

Editorial Board Member, Journal of Leadership and Organizational Studies, June 2007-Present

Subject Matter Expert/ Consultant, Positive Workplace Alliance, June-October 2007

Interviewer/ Evaluator, Mock Interview Program, Papillion-La Vista South High Schools, March 2007, March 2008

Reviewer, Business and Economics Division, Stanford University Press, March 2006-Present

Subject Matter Expert/ Assessment Developer/ Judge, International Assembly for Collegiate Business Education (IACBE) and the Future Business Leaders of America-Phi Beta Lambda (FBLA-PBL), Common Professional Component (CPC) and College Level Examination Program (CLEP) design and development of a nationally normed comprehensive assessment for management principles, October 2005-Present

Reviewer, Pearson-Prentice Hall, June 2005-Present

Reviewer, National Academy of Management, Organizational Behavior Division, 2003

Ad Hoc Reviewer, Organizational Dynamics, Journal of Organizational Behavior, Canadian Journal of Administrative Sciences, Applied Psychology: An International Review, Human Performance, Strategic Management Journal, International Journal of Psychology, Asian Journal of Social Psychology, Journal of World Business, Journal of Business Research, Journal of Occupational and Organizational Psychology

Facilitator, Bereuter Youth Institute, Nebraska Wesleyan University, Lincoln, April 2002 – Speakers: Doug Bereuter, Tom Osborne, Warren Buffet

President, International Club, American University in Cairo, September 1996-January 1998

Service at Community Bible Church, Omaha, Ne:

- **Leader**, AWANA, Trek Program (Junior High students), February 2008-present
- **Teacher**, Children's Church (ages 2-5), August 2007-present

Service at the Christian Evangelical Church, Cairo, Egypt:

- **Head**, Human Resource Development Committee, Graduate Youth, September 1999-June 2001
- **Leader and Counselor**, Junior High and High School Youth, January 1997-June 2001
- **Member**, Youth Camps Organizing Committee, August 1993-June 2001

- *Member*, Cultural Committee, August 1993-June 2001
- *Head*, Cultural Magazine Committee, January 1996-September 1997

Memberships

Member, Society for Human Resource Management (SHRM), September 2010-Present

Member, Sigma Kappa Delta, May 2005-Present

Member, National Academy of Management, 2003-Present