

# Scott J. Reynolds

Professor of Business Ethics  
Weyerhaeuser Faculty Fellow

Michael G. Foster School of Business  
University of Washington  
PACCAR 550, Box 353226  
Seattle, WA 98195-3226

Tel: (206) 543-4452  
Fax: (206) 685-9392  
Cell: (206) 818-0684  
*heyscott@uw.edu*

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## APPOINTMENTS

- 2016      **Professor of Business Ethics**, Michael G. Foster School of Business, University of Washington. Seattle, WA.
- 2009      **Associate Professor of Business Ethics**, Michael G. Foster School of Business, University of Washington. Seattle, WA.
- 2002      **Assistant Professor of Business Ethics**, Michael G. Foster School of Business, University of Washington. Seattle, WA.

## EDUCATION

- 2002      **Doctor of Philosophy**. Business Administration: *Organizational Behavior*. Supporting fields: *Ethical Philosophy* and *Statistical Methods*. Carlson School of Management, University of Minnesota, Minneapolis, MN.
- 1995      **Master of Organizational Behavior**. Marriott School of Management, Brigham Young University, Provo, UT.
- 1993      **Bachelor of Science**. Zoology. Brigham Young University, Provo, UT.

## RESEARCH INTERESTS

- Moral Decision-Making
- Identification of Moral Issues
- Moral Awareness
- Moral Intuition

## REFEREED PUBLICATIONS

- Yam, K. C., Klotz, A. C., He, W., & Reynolds, S. (2017). Turning good soldiers into bad apples: Examining when and why citizenship behavior leads to deviance. *Academy of Management Journal*, 60, 1-24.

- Reynolds, S. J. & Dang, C. T. (2017). Are the “customers” of business ethics courses satisfied? An examination of one source of business ethics education legitimacy. *Business & Society*, 56, 947–974.
- Yam, K. C., Fehr, R., Keng-Highberger, F. T., Klotz, A. C. & Reynolds, S. J. (2016). Out of control: A self-control perspective on the link between surface acting and abusive supervision. *Journal of Applied Psychology*, 101: 292-301.
- Yam, K. C., & Reynolds, S. J. (2016). The effect of victim anonymity on unethical behavior. *Journal of Business Ethics*, 136:13-22.
- Gaspar, J. P., Seabright, M., Reynolds, S. J. & Yam, K. C. (2015). Counterfactual and factual reflection: The influence of past misdeeds on future immoral behavior. *Journal of Social Psychology*, 155, 370-380.
- Albert, L., Reynolds, S. J., & Turan, B. (2015). Navigating theories of moral cognition and interpersonal relationships to understand moral decisions. *Journal of Business Ethics*, 130, 467-484.
- Yam K. C., Reynolds, S. J., & Hirsh, J. (2014) The hungry thief: Physiological deprivation and its effect on unethical conduct. *Organizational Behavior and Human Decision Processes*, 125, 123-133.
- Yam, K. C., Chen, X. P., & Reynolds, S. J. (2014). Ego depletion and its paradoxical effects on ethical decision making. *Organizational Behavior and Human Decision Processes*, 124, 204-214.
- Reynolds, S. J., Dang, C. T., Yam, K. C., & Leavitt, K. (2014). The role of moral knowledge in everyday immorality: What does it matter if I know what is right? *Organizational Behavior and Human Decision Processes*, 123(2), 124-137.
- Weaver, G., Reynolds, S. J., & Brown, M. E. (2014). Moral intuition: Connecting current knowledge to future organizational research and practice. *Journal of Management*, 40(1), 100-129.
- Leavitt, K., Reynolds, S. J., Barnes, C., Schilpzand, P., & Hanna, S. (2012). Who matters and what’s sacred? Professional identity as a lens for moral decision-making and moral behavior. *Academy of Management Journal*, 55(6), 1316-1333.
- Reynolds, S. J., Owens, B. P. & Rubenstein, A. (2012). Moral stress: Considering the nature and effects of managerial moral uncertainty. *Journal of Business Ethics*, 106(4), 491-502.
- Reynolds, S. J., Leavitt, K., & DeCelles, K. A. (2010). Automatic ethics: The effects of implicit assumptions and contextual cues on moral behavior. *Journal of Applied Psychology*, 95, 752-760.

Reynolds, S. J. (2008). Moral attentiveness: Who pays attention to the moral aspects of life? *Journal of Applied Psychology*, 93(5), 1027-1041.

Segment reprinted in *Publication Manual of the American Psychological Association*, 6<sup>th</sup> ed. (2010). American Psychological Association: Washington, DC.

Reynolds, S. J., & Ceranic, T. L. (2007). The effects of moral judgment and moral identity on moral behavior: An empirical examination of the moral individual. *Journal of Applied Psychology*, 92(6), 1610-1624.

Treviño, L. K., Weaver, G. R., & Reynolds, S. J. (2006). Behavioral ethics in organizations: A review. *Journal of Management*, 32(6), 951-990.

***Journal of Management* 2011 Scholarly Impact Award.**

Reynolds, S. J. (2006). A neurocognitive model of the ethical decision-making process: Implications for study and practice. *Journal of Applied Psychology*, 91(4), 737-748.

Reynolds, S. J., Schultz, F. C., & Hekman, D. R. (2006). Balancing stakeholder interests: The constraining effects of resource divisibility and stakeholder saliency. *Journal of Business Ethics*, 64(3), 285-301.

Reynolds, S. J. (2006). Moral awareness and ethical predispositions: Investigating the role of individual differences in the recognition of moral issues. *Journal of Applied Psychology*, 91(1), 233-243.

Reynolds, S. J., & Bowie, N. E. (2004). A Kantian perspective on the characteristics of ethics programs. *Business Ethics Quarterly*, 14, 275-292.

Reynolds, S. J. (2003). A single framework for strategic *and* ethical behavior in the international context. *Business Ethics Quarterly*, 13, 361-379.

Reprinted in *The International Library of Essays in Public and Professional Ethics: Business Ethics and Strategy (Vol. 1)*, 2007. London: Ashgate.

Reynolds, S. J. (2003). Perceptions of organizational ethicality: Do inflated perceptions of self lead to inflated perceptions of the organization? *Journal of Business Ethics*, 42, 253-266.

## **OTHER PUBLICATIONS**

Reynolds, S. J. & Miller, J. A. (2015). The recognition of moral issues: Moral awareness, moral sensitivity and moral attentiveness. *Current Opinion in Psychology*, 6, 1-4.

Reynolds, S. J. & White, J. (2015). Behavioral ethics. In Ronald James, et al.'s (Eds.) *Wiley Encyclopedia of Management*, 3<sup>rd</sup> Edition, Volume 2: *Business Ethics*. Wiley.

Ambrose, M. L., Reynolds, S. J., & Schminke, M. (2014). Behavioral ethics: New frontiers. *Organizational Behavior and Human Decision Processes*, 123, 77-78.

Reynolds, S. J. (2014). The non-conscious aspects of ethical behavior: Not everything in the “good” organization is deliberate and intentional. *American Criminal Law Review*, 51(1), 245-266.

Yam, K. C., Chen, X. P., & Reynolds, S. J. (2014). Mental exhaustion may increase unethical behavior when standards are lax. *Chinese Management Insights*, June.

Yam, K. C., Klotz, A. C., He, W., & Reynolds, S. J. (2014). Turning good soldiers into bad apples: Examining when and why citizenship behavior leads to deviance. *Academy of Management Proceedings*. Philadelphia, PA.

**Best Paper**, Organizational Behavior Division.

Yam, K. C., Fehr, R., & Reynolds, S. J. (2013). The emotional link: Exploring how ethical leaders shape follower ethical behavior. *Academy of Management Proceedings*. Orlando, FL.

Reynolds, S. J. (2013). Review of D. DeCremer and A. E. Tenbrunsel’s “Behavioral Business Ethics: Shaping an Emerging Field.” *Business Ethics Quarterly*, 23, 483-486.

Reynolds, S. J. & Dang, C. T. (2012). Should every manager become a Kantian? The empirical evidence and normative implications of the Kantian personality in organizations. In D. G. Arnold and J. Harris’ (Eds.) *Kantian Business Ethics: Critical Perspectives*, pp. 148-174. Edward Elgar Publishing.

Albert, L., Reynolds, S. J., & Turan, B. (2012). Navigating theories of moral cognition and interpersonal relationships to understand moral decisions. *Academy of Management Proceedings*.

**Best Paper Finalist**, Social Issues in Management Division.

Crane, A., Gilbert, D. U., Goodpaster, K. E., Miceli, M. P., Moore, G. & Reynolds, S. J., Schminke, M., Waddock, S., Weaver, G. R., & Wicks, A. (2010). Comments on BEQ’s twentieth anniversary forum on new directions for business ethics research. *Business Ethics Quarterly*, 21, 159-189.

Reynolds, S. J. & Ceranic, T. L. (2009). On the causes and conditions of moral behavior: Why is this all we know? In David de Cremer’s (Ed.) *Psychological Perspectives on Ethical Behavior and Decision Making* (pp. 17-34). Information Age Publishing: Charlotte, NC.

- Reynolds, S. J. (2007). Ethical decision-making. In W. Visser, D. Matten, M. Pohl, & N. Tolhurst's (Eds.) *The A-Z of Corporate Social Responsibility: A Complete Reference Guide to Concepts, Codes and Organisations*. John Wiley: London.
- Arnold, D. & Reynolds, S. J. (2007). Business ethics scholarship. In R. W. Kolb's (Ed.) *The Encyclopedia of Business Ethics and Society*. Sage: NY.
- Reynolds, S. J. (1999). A single framework for the ethical *and* strategic global manager. *Academy of Management Proceedings*. Academy of Management 1999 Annual Conference, Chicago, IL.
- Reynolds, S. J. (1997). Ethical benchmarks: Recognition and exploration of a phenomenon. *Program and Proceedings, IBAM Five*. Madison, WI: Omnipress
- Reynolds, S. J. (1994). Euro Disney: The theme park mold. In M. A. Hitt, R. D. Ireland & R. E. Hoskisson's (Eds.) *Strategic Management Text and Cases: Competition and Globalization* (2nd ed.) (c294-306), Eagan, MN: West Publishing Company.

## **WORKING PAPERS (SELECTED)**

- Reynolds, S. J. The meaning of views on the purpose of the life.
- Reynolds, S. J. The skeptical advocate: Incorporating the normative into behavioral ethics research.
- Reynolds, S. J. The moral self.
- Eliseo, M. & Reynolds, S. J. On the relationship between mindfulness and moral behavior: Why we all know it is there except it isn't.

## **SCHOLARLY PRESENTATIONS**

- Dang, C. T., Bigley, G. A., & Reynolds, S. J. (2015). Laboro ergo sum (I work therefore I am): The effects of jobs on motivation and well-being. Paper presented at the Academy of Management Annual Meeting: Vancouver, Canada.
- Gasper, J. P., Seabright, M. A., & Reynolds, S. J. (2015). Rationalization or Compensation? The effect of prior immoral behavior on moral decision making. Paper presented at the Academy of Management Annual Meeting: Vancouver, Canada.
- Reynolds, S. J. & Dang, C. T. (2015). Are the “customers” of business ethics courses satisfied? Paper presented at the Academy of Management Annual Meeting: Vancouver, Canada.

Yam, K. C., Klotz, A. C., He, W., & Reynolds, S. J. (2014). Turning good soldiers into bad apples: Examining when and why citizenship behavior leads to deviance. Paper presented at the Academy of Management Annual Meeting: Philadelphia, PA.

Reynolds, S. J. & Eliseo, M. (2014). "To know the good is to choose the good": Investigating the automatic and undeniable motivational power of moral knowledge. Paper presented at the Academy of Management Annual Meeting: Philadelphia, PA.

Reynolds, S. J. (2013). Reducing corporate criminality: The non-conscious aspects of ethical behavior. 2013 ACLR Symposium: Georgetown University.

Yam, K. C., Fehr, R., & Reynolds, S. J. (2013). The emotional link: Exploring how ethical leaders shape follower ethical behavior. Paper presented at the Academy of Management Annual Meeting: Orlando, FL.

Yam, K. C. & Reynolds, S. J. (2013). If I look at the mass I will: How victim anonymity leads to increased unethical behavior. Paper presented at the Academy of Management Annual Meeting: Orlando, FL

Yam, K. C., Fehr, R., & Reynolds, S. J. (2013). The emotional link: Exploring how ethical leaders shape follower ethical behavior. Paper presented at the Excellence in Ethics Conference, University of Notre Dame: South Bend, IN.

### **Best Paper Award.**

Reynolds, S. J., Dang, C. T., Yam, K. C., & Leavitt, K. (2012). Poor engagement or strong disengagement? Competing views of immorality. Paper presented at the Academy of Management Annual Meeting: Boston, MA.

Dang, C. T. & Reynolds, S. J. (2012). We need it to be human, we need it to be moral: Anthropomorphizing the organization as a means for action. Paper presented at the Academy of Management Annual Meeting: Boston, MA.

Albert, L., Reynolds, S. J., & Turan, B. (2012). Navigating theories of moral cognition and interpersonal relationships to understand moral decisions. Paper presented at the Academy of Management Annual Meeting: Boston, MA.

Yam, K. C. & Reynolds, S. J. (2012). Out of control: How visceral factors affect ethical decision making. Society for Business Ethics Annual Meeting: Boston, MA

Reynolds, S. J. (2012). On the nature and implications of moral awareness as a one-way street. Behavioral Ethics Conference, University of Central Florida.

Reynolds, S. J. (2011). The scholarly process: Presentations from prolific junior faculty. Academy of Management Annual Meeting, San Antonio, TX.

- Reynolds, S. J. & Dang, C. T. (2011). Student perceptions of business ethics education: Do we really understand what they think? Paper presented at the Academy of Management Annual Meeting, San Antonio, TX.
- Ceranic, T. L. & Reynolds, S. J. (2009). The individual and the environment: An empirical study of emotions, context and moral behavior. Paper presented at the Academy of Management Annual Meeting, Chicago, IL.
- Reynolds, S. J., Leavitt, K., & DeCelles, K. A. (2008) Automatic ethics: An empirical examination of the effects of implicit assumptions on moral behavior. Paper presented at the Academy of Management Annual Meeting, Anaheim, CA.
- Reynolds, S. J. (2007). Moral attentiveness: Who pays attention to the moral aspects of life? Paper presented at the Academy of Management Annual Meeting, Philadelphia, PA.
- Seabright, M., & Reynolds, S. J. (2006). The role of counterfactual reasoning in moral learning. Paper presented at the Academy of Management Annual Meeting, Atlanta, GA.
- Reynolds, S. J., & Ceranic, T. (2005). The effects of moral identity on moral behavior: An empirical investigation of the moral individual. Paper presented at the Academy of Management Annual Meeting, Honolulu, HI.
- Reynolds, S. J., & Owens, B. P. (2005). Moral stress: Integrating role theory and stakeholder theory to understand managerial moral angst. Paper presented at the Academy of Management Annual Meeting, Honolulu, HI.
- Reynolds, S. J., & Ceranic, T. (2005). The effects of diverse ethical viewpoints on group ethical decision-making. Invited paper presented at the Third Biennial Global Conference on Business Ethics, Santa Clara University, Santa Clara, California
- Reynolds, S. J., & Ceranic T. (2004). The effects of diverse ethical viewpoints on group dynamics and outcomes: An investigation of group ethical decision-making. Paper presented at the Academy of Management Annual Meeting, New Orleans, LA.
- Reynolds, S. J. (2003). Moral imagination and the construction of ethical issues. Invited paper at the University of Minnesota Conference on Moral Imagination, Minneapolis, MN.
- Reynolds, S. J. (2002). Perceptions of organizational ethicality: Do perceptions of self lead to inflated perceptions of the organization? Paper presented at the Academy of Management Annual Meeting, Denver, CO.
- Reynolds, S. J. & Bowie, N. E. (2002). A Kantian perspective on the nature and characteristics of ethics programs. Paper presented at the Academy of Management Annual Meeting, Denver, CO.

- Reynolds, S. J. & Anderson, M. H. (2002). The consequences of identifying an issue as an ethical issue. Research project presented at the International Association for Business and Society Annual Meeting, Victoria, British Columbia, Canada.
- Reynolds, S. J. (2001). The nature of ethical predisposition and its influence on moral awareness: Investigating relationships and assumptions. Paper presented at the Academy of Management Annual Meeting, Washington, DC.
- Reynolds, S. J., Rogers, R., & Thompson, J. A. (2001). When values collide: A longitudinal analysis of how value tension influences individual perceptions of justice. Paper presented at the Academy of Management Annual Meeting, Washington, DC.
- Reynolds, S. J. (2001). A model of metaphor usefulness in organizations: A study of the structural characteristics of metaphors. Paper presented at the Academy of Management Annual Meeting, Washington, DC.
- Reynolds, S. J., & Nichols, M. L. (2000). Source of legitimacy and cognitive intent in corporate ethics programs. Paper presented at the Academy of Management 2000 Annual Meeting, Toronto, Canada.
- Reynolds, S. J. (2000). When is an issue an ethical issue? Presentation at the Society for Business Ethics Annual Meeting, Toronto, Canada.
- Reynolds, S. J. (1999). A single framework for the ethical *and* strategic global manager. Paper presented at the Academy of Management Annual Meeting, Chicago, IL
- Reynolds, S. J. (1998). What matters most: A framework for understanding ethics research. Paper presented at the Academy of Management Annual Meeting, San Diego, CA.
- Reynolds, S. J. (1997). Ethical benchmarks: Recognition and exploration of a phenomenon. Paper presented at the Institute for Behavioral and Applied Management Annual Meeting, San Antonio, TX.

## TEACHING

- **MBA Full-Time Program.** Ethical Leadership.
- **Global Executive MBA Program.** Ethical Leadership.
- **Executive MBA Program.** Ethical Leadership.
- **Evening MBA Program.** Ethical Leadership.
- **Technology Management MBA Program.** Ethical Leadership.
- **Master of Science in Information Sciences Program.** Ethical Leadership.
- **MBA Elective.** Business Ethics in a High Tech Environment.
- **Foster School of Business Executive Programs** (multiple). Ethical Leadership, Corporate Social Responsibility, Corporate Governance.



- Other teaching experience: MBA Organizational Behavior; Introduction to Business; Organizational Behavior; Business, Government & Society

## OTHER PRESENTATIONS

2015	Visiting Appointment: London Business School
2015	Visiting Scholar: Duke University
2015 - 2013	Speaker: Wells Fargo Executive Programs
2014	Speaker: Employee Benefits Planning Association
2012	Speaker: UW Women in Science and Engineering (WiSE)
2012	Visiting Scholar: University of Southern California
2011	Wheatley Visiting Scholar: Brigham Young University
2011	Speaker: Ethics and Compliance Officers Association Annual Meeting
2011	Speaker: Summer Institute in English for Business & Law
2010	Visiting Scholar: University of British Columbia
2009	Visiting Scholar: Wharton
2009	Visiting Scholar: Georgia Tech
2008	Speaker: Avista Corporation
2008	Speaker: Washington State Society of Healthcare Attorneys Meeting
2008	Speaker: Valley Medical Center Staff Meeting
2008	Speaker: Business Undergraduates in Leadership Development
2008	Speaker: International Association of Business Communicators
2007	Instructor: Osher Lifelong Learning Institute
2007	Keynote Address: Brigham Young University Management Society
2007	Speaker: Commercial Real Estate FORUM
2007 – 2003	Master's of Digital Communication Ethics Module
2006	Keynote Address: Washington Society of Association Executives
2006	Featured Faculty: UW Alumni Weekend <i>Back to Business School Program</i>
2006	Keynote Address: Washington State Transit Insurance Pool Conference
2005	Speaker and Facilitator: Boeing Recommitment Day
2004	Speaker: Seattle Society for Human Resource Management, Organizational Development and Ethics Special Interest Group

## DISSERTATION

Reynolds, S. J. (2002). *Identifying ethical issues: The roles of issue characteristics, individual differences, and context in managerial sensemaking*. University of Minnesota.

Awards:

- **George Day Doctoral Dissertation Award**
- **Joseph M. Juran Doctoral Fellowship**
- **INFORMS/Organization Science Dissertation Proposal Competition Finalist**
- **Carlson School of Management Fellowship**

## HONORS AND AWARDS

2014 – present	Weyerhaeuser Faculty Fellow
2014	Faculty of the Quarter, TMMBA class of 2016
2014	Lex N. Gamble Family Award for Excellence in Case Development and Curriculum Innovation
2006 – 2014	Helen Moore Gerhardt Faculty Fellow
2013	Faculty PhD Mentor Award, Foster School of Business
2013	Faculty of the Quarter, TMMBA class of 2015
2012	<i>Business Ethics Quarterly</i> Reviewer of the Year
2012	Faculty of the Quarter, TMMBA class of 2014
2010	Faculty of the Quarter, TMMBA class of 2012
2008	University of Washington Distinguished Graduate Mentor Nominee
2007	Dean’s Junior Faculty Research Award
2006	Professor of the Quarter, MBA class of 2006
2004	Social Issues In Management Division Top Reviewer
2003	Ph.D. Student Mentor of the Year Nominee, University of Washington
2002	Dean’s Ph.D. Student Teaching Award, Carlson School of Management
2002	Social Issues In Management Division Top Reviewer
2001	Carlson School of Management Dissertation Fellow
2001	Dean’s Ph.D. Student Teaching Award, Carlson School of Management
2000	INFORMS/ <i>Organization Science</i> Dissertation Proposal Competition Finalist
2000	Joseph M. Juran Doctoral Fellow
2000	George Day Doctoral Dissertation Award
1999	Larry L. Cummings Teaching Award, Carlson School of Management
1999	Dean’s Ph.D. Student Teaching Award, Carlson School of Management
1999	Joseph M. Juran Fellowship Program Finalist
1997	R. K. Gaumnitz Scholarship in Management
1994	Graduate Scholarship
1992	Dean's Scholarship
1991	Presidential Scholarship
1984	Eagle Scout

## SERVICE

**Chair, Faculty Council 2017**

**Director of Foster School Doctoral Program 2013 – Present**

### **Doctoral Committee Member**

Jared Miller (chair), Management and Organization,  
Kyoungmin Cho (chair), Management and Organization  
Matt Eliseo (chair), Management and Organization, “Mindfulness and moral behavior in the organization”

Kai Chi Yam (chair), Management and Organization, “Ego depletion and behavioral ethics”  
Carolyn Dang (co-chair), Management and Organization, “Laboro Ergo Sum (I Work Therefore I Am): The Effects of Work Characteristics on Psychological Needs, Cognition, and Non-Work Outcomes”  
Brad Owens, Management and Organization, “Humility in organizational leadership”  
Tara Ceranic (co-chair), Management and Organization, “Bridling emotions: Exploring emotions, context and ethical behavior”  
Hyung Doo Nam (graduate school representative), School of Law, “The Right of Publicity in the Global Market”

#### **Associate Editor**

*Business Ethics Quarterly*, 2016 – Present

#### **Guest Editor**

*Organizational Behavior and Human Decision Processes* Special Issue on Behavioral Ethics (with Maureen Ambrose and Marshall Schminke)  
*Personnel Psychology* Special Issue on Behavioral Ethics (with Marie S. Mitchell and Linda K. Treviño)

#### **Editorial Board Member**

*Academy of Management Review*, 2008 - present  
*Business Ethics Quarterly*, 2007 - present  
*Journal of Management*, 2008-2015

#### **Ad Hoc Reviewer**

*Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Personality and Social Psychology*, *Organization Science*, *Academy of Management Perspectives*, *Business & Society*, *Journal of Business Ethics*, *Business Ethics: A European Review*, *Journal of Business Venturing*, *Ethics and Behavior*, *Management and Organization Review*, *Current Directions in Psychological Science*, Academy of Management Managerial and Organizational Cognition division, Academy of Management Social Issues in Management division, Society for Business Ethics, International Association for Business and Society, Social Sciences and Humanities Research Council

#### **Advisor**

Out in Business MBA Club, 2016 – present  
Foster School Ethics Case Competition, 2008 – present  
Foster School Undergraduate Ethics Case Competition Team, 2004 – 2013, 2016  
Foster School MBA Ethics Case Competition Team, 2007 – 2013  
Visiting Scholars, 2008, 2009, 2010, 2012  
Koji Watanabe, Visiting Executive, “Business Ethics,” 2004  
Ted Reimers, Senior Paper, “Corporate Governance: Failing Checks and Balances in the Corporate Structure,” 2003

**Member/Coordinator**

Foster School Doctoral Committee, 2009 – 2013  
Faculty Council, 2009 – 2012, 2016 - 2019  
MGMT 320 Course, 2007 – 2012  
MGMT 300 Subject Pool, 2007 – 2009

**Officer and Board Member**

Castlebar HOA, 1998 – 2000  
Canyon View Estates HOA, 2011— present

**PROFESSIONAL EXPERIENCE****Organization Development Coordinator**, Tristar Corp., San Antonio, TX, 1996 – 1995

Provided advice and support to upper management following a merger  
Served as interim Human Resources Manager

**Research Assistant**, Covey Leadership Center, Provo, UT, 1995 – 1994

Provided strategic research/recommendations to CEO Stephen M. R. Covey  
Assisted in the development of internal research systems

**MEMBERSHIPS**

Academy of Management  
Society for Business Ethics  
International Association for Business and Society  
Beta Gamma Sigma