

**INTEGRATING CURRICULAR AND
CO-CURRICULAR ENDEAVORS TO
ENHANCE STUDENT OUTCOMES**

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United Kingdom – North America – Japan
India – Malaysia – China

Emerald Group Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2016

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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78635-064-0 (Print)

ISBN: 978-1-78635-063-3 (Online)



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Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



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About the Authors

Anne Bradley is a Senior Academic Staff Member at Bay of Plenty Polytechnic in the School of Business delivering first and second year papers on the New Zealand Diploma in Business, with a research interest in collaborative and flexible work and learning environments. Anne's career began in the tourism industry which led to her first teaching role 18 years ago and has since been involved in curriculum development, teacher education, and business studies both in New Zealand and the United Kingdom.

Michael Cohen is a Senior Lecturer in Finance at Deakin University where he teaches insurance, risk management, and leadership. He has previously occupied positions at Victoria University and in South Africa and the United Kingdom. His current research interests are in management education, implicit theories of leadership, investment assets of retirees, and risk reduction.

Stephanie L. Colbry is an Assistant Professor of Business Administration and Coordinator of the Master of Science in Leadership program at Cabrini College in Radnor, PA. Her experience spans across several change-based organizations. She has been recognized for working with organizations to help restructure their business processes. She has worked as an implementation consultant and trainer, assisting NGOs and nonprofit organizations. Stephanie's work includes a variety of consulting services such as organization structuring, strategic planning, change management, business process improvement, facilitation, financial management, and coaching. Her focus is on developing collaborative processes which foster transformation. Stephanie's current research emphasis is concerned with collaborative leadership and followership practices within change-based organizations, and also, sustainable leadership transformation in global conflict regions. She has presented at the International Leadership Association (ILA) conferences in Prague, Los Angeles, and Montreal. She has been a co-facilitator for the "Rising Leaders" program for the Greater Philadelphia Chamber of Commerce and has supported other leadership development projects in the Greater Philadelphia and Washington DC areas. Stephanie earned her Ph.D. in Organizational Leadership with a concentration in Nonprofit Management at Eastern University. She received her M.B.A. in Business Administration from Rider University, and B.S.B.A. in Marketing with a minor in Marine Science from Rider University.

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settings and through compelling multimedia stories. In addition to her academic role, Dawn consults with organizations to architect solutions to achieve their business needs. For well over a decade, she has worked as a performance strategist, partnering with senior leaders in Fortune 500 companies to design, develop, and implement large-scale organizational change initiatives. Her clients span the pharmaceutical, telecommunications, IT, and payroll processing industries. Her areas of expertise include performance improvement, learning and development, and marketing communication. She has crafted solutions for domestic and global audiences. Dawn earned her Ed.D. in Higher Education – Academic Leadership from Widener University. She received her M.S. in Journalism from the E. W. Scripps School of Journalism at Ohio University, and a B.A. in English and Communication from Cabrini College.

Cath Fraser currently combines roles as a Research Leader, mentoring colleagues, and developing organizational projects, with independent research and writing contracts for other institutions across the higher education sector. Cath also facilitates academic writing retreats aimed at higher qualification completion or peer-reviewed publications. Current research interests include mentoring, staff development, and writing resources to support early-career teachers. In 2012, Cath was a Senior Visiting Fellow at the University of Windsor, Ontario.

Ryan Fuller (Ph.D., UC Santa Barbara; MBA San Francisco State University) is an Assistant Professor in the Speech Communication Department at the University of Arkansas at Little Rock, and an adjunct faculty at the University of Arkansas for Medical Sciences Fay Boozman College of Public Health. His research has been published in periodicals such as *Negotiation and Conflict Management Research*, *Journalism and Mass Communication Quarterly*, and the *Oxford Handbook of Internet Studies*. He is co-author of *Statistical Methods for Communication Researchers and Professionals* (Kendall Hunt). His research interests include conflict framing, crisis communication, mindfulness, organizational resiliency, and communication research methods. He lives in Little Rock, AR.

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William F. Heinrich, Ph.D., is the Director of Assessment at the Michigan State University Hub for Innovation in Learning and Technology. He earned his doctorate in Higher, Adult, and Lifelong Education from MSU and works to enhance the value of

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Wesley S. Huey, CAPT, served for 20 years as a naval aviator, completing his operational career as commanding officer of an FA-18 squadron. He then earned his Ph.D. in Sociology, specializing in Social Psychology, from the University of Maryland College Park. His dissertation was titled *Innovation as Group Process: Hierarchy, Status, and the Dilemma of Participative Leadership*. Soon after reporting to the faculty at the U.S. Naval Academy, CAPT Huey established and became the first Chair of the Department of Leader Development and Research to integrate and expand curricular, cocurricular, and extracurricular leader development efforts for students, faculty, and staff. He was then selected to become Director of the Division of Leadership Education and Development, comprised of 43 military and civilian faculty teaching core and elective courses in military leadership and ethics, military law, sociology, psychology, and philosophy to 4500 Midshipmen.

Selena Kohel received her B.A. in Psychology and Piano Performance from the University of Wisconsin-Madison, her M.A. in Student Personnel Administration in Higher Education from New York University, and her Ph.D. in Interdisciplinary Studies, with concentrations in Counseling Psychology and Social Psychology, from the University of Wisconsin-Madison. She has worked in a variety of roles with an array of students at various institutions. Before falling in love with teaching, Dr. Kohel was employed as a student personnel administrator advising individual students on academic, career, and personal concerns; overseeing the development of student organizations, student leaders, and student staff; and facilitating diversity programming. During and since falling in love with teaching, Dr. Kohel has taught a variety of college-level courses at different institutions. Relevant courses taught at her current institution include: Personality Psychology; Social Psychology; Cross-Cultural Psychology; Race, Class, and Gender; and Counseling Psychology. Dr. Kohel is a strong believer in helping students develop their life skills, especially in regard to communicating, perspective-taking, critical-thinking, and acting in a responsible manner. Dr. Kohel's research interests include: teaching for cultural competence, teaching for participatory democracy, and exploring the role of social categorization in social inequality.

Janet L. Kottke, Ph.D., earned her M.S. and Ph.D. degrees in Industrial-Organizational Psychology from Iowa State University in Ames, Iowa. She is currently Professor of Psychology at California State University, San Bernardino, where she founded the Master's program in Industrial and Organizational Psychology. At various times during the program's evolution, she has served as director, recruitment coordinator, internship director, and outcome assessment coordinator. Dr. Kottke was honored with CSUSB's prestigious Outstanding Professor award in 2009, which recognized her achievements in teaching, scholarship, and service. Her primary scholarly works are in diversity, measurement, and

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Philippe Mairesse is an artist, a consultant and a researcher who works at the intersection between art and organizations. He earned a Ph.D. from the University for Humanistics in Utrecht (Netherlands) jointly with La Sorbonne University in Paris (France). His double thesis in humanization of organizations and in arts investigates the role of art for introducing more democracy into corporate meetings. Convinced that change towards a fairer world needs to make room for creation in everyday activity and work, he develops experimentations and theories on art-based methods for training and teaching managers and students. He is currently serving La Sorbonne University and co-chairs the National Research Project (ANR) 'Abrir: the arts to understand critical mutations in organizations'. He also leads an experimental and innovative art-based teaching project for the accounting Master in University Paris-Dauphine. He is a trainer for managers in the public sector and a consultant for creativity within work. His publications explore how and why art and aesthetics foster deeper reflexivity and sense-making within management practices and learning.

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Kevin Moore, Ed.D., is a nationally recognized entrepreneur and performance improvement/instructional design consultant. As an entrepreneur, Kevin has been a founder, owner, and/or executive of nine organizations and has over 30 years of experience designing and modifying instruction for learners. Kevin's experience includes needs assessments that address business needs and training requirements, physical and mental workload assessments, technology analysis, performance management systems design, technical and "soft" skills training design, and summative and formative evaluations of performance improvement programs. In addition, he has experience with the selection of appropriate training strategies and materials to address learner characteristics, course objectives, and sequencing of courses to fit curriculum needs and competency structures. Kevin's specialty is focusing on learner requirements for performance returns in any job-based situation. Recently, Kevin was given an opportunity to join the University of Tampa as the Director of Operations for the Innovation and Entrepreneurship Center. In this role, Kevin will bring his experience, technology, and educational background

to help this outstanding team develop the most advanced empirical curriculum in entrepreneurship education.

Kevin M. Mullaney, CDR, served 15 years as a submarine officer before completing his doctorate in Industrial/Organizational Psychology at the University of Illinois Urbana-Champaign. He served for one year leading efforts to integrate and expand curricular, cocurricular, and extracurricular leader development opportunities as the head of the Leader Development and Research Department at the Naval Academy and is currently serving as the Director of Leadership Research, focused on consolidating assessment and research data collected as part of the curriculum and in conjunction with experiential leader development events to support an integrated, individualized leader development continuum for each student.

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David Owen, Ph.D., is a Senior Lecturer at the University of Bedfordshire Business School, UK, who has over 12 years of previous business experience in the electricity industry sector. He is currently the Course Leader for the MSc in Project Management course at the University of Bedfordshire and is the coordinator of the following postgraduate units: Project Management Tools and Techniques; Client Delivery Project; Project Management Dissertation; Oman M.B.A. Operations and

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Elly Philpott is a Senior Research Fellow at the University of Bedfordshire Business School, UK, a Thesis Supervisor and Faculty Member for Laureate Online International, and a private business owner. She currently teaches Masters level students in the following subjects: Strategic Technology Management, Project Management Tools and Techniques, Contract and Procurement Management, the Dissertation; Business Research Methods; and a Client Delivery Project unit. She also teaches Decision Making with Risk and Uncertainty at D.B.A. level. She has supervised three Ph.Ds. to completion and is currently supervising two D.B.As. and seven Ph.Ds. She is a reviewer for a number of journals and has experience teaching and tutoring both European and international students, having held Visiting Lecturer posts in Poland and the Czech Republic. Her current research interests include Virtual Team Communities of Practice (VTCoPs), especially in projects and in online learning; innovation in SMEs; and university — business interaction.

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Gemma Smyth is Associate Dean and Associate Professor at the University of Windsor Faculty of Law. She teaches Clinic Seminar, Dispute Resolution, and Access to Justice, and manages the academic components of the Clinic Law Program. Professor Smyth researches and writes in the areas of clinic law, dispute resolution and legal education. Most recently, she coauthored a book with Professors Sarah Buhler and Sarah Marsden on clinical legal education in Canada. Professor Smyth won teaching awards in 2005, 2009, and 2015. She is also active in the Windsor-Essex community, working with groups fighting for the elimination of poverty and for increased rights for older adults and women experiencing family violence. She is also active with the Association for Canadian Clinical Legal Education, and is Vice-President of the Canadian Association of Law Teachers. Prior to joining the Faculty of Law as a professor, Professor Smyth was Executive Director of University of Windsor Mediation Services and a mediator with an Ontario government ministry.

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Charles Wankel, Professor of Management at St. John's University, New York, holds a doctorate from New York University. He has authored scores of books including best-selling textbooks, scholarly treatises, and edited volumes on sustainability, cutting-edge technologies and their use and implications for education and managing, poverty alleviation, and social entrepreneurship. His *Encyclopedia of Business in Today's World* received the American Library Association's Outstanding Business Reference Source Award. He has been a visiting professor in Lithuania at the Kaunas University of Technology (Fulbright Fellowship) and the University of Vilnius, (United Nations Development Program and Soros Open Society Foundation funding).

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