

CURRICULUM VITAE

Richard Craig Bullis

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Date and Place of Birth

November 12, 1959
Houston, Texas

Education

Doctor of Philosophy in Business Administration May, 1992
College of Business Administration, Texas Tech University, Lubbock, Texas
Major: Management (Organizational Behavior)
Minors: Research Methods, Psychology
Dissertation: The impact of leader behavioral complexity on organizational performance.

Master of Science in Business Administration December, 1990
College of Business Administration, Texas Tech University, Lubbock, Texas
Major: Management

Bachelor of Arts (Cum Laude) May, 1982
Stephen F. Austin State University, Nacogdoches, Texas
Major: Criminal Justice Second Major: Management
Minor: Military Science

Refereed Publications

Bullis, R.C. (March, 2010). The NFP Strategic Leader. Parameters. Carlisle, PA: U.S. Army War College.

Reed, G.E., and Bullis, R.C. (October, 2009). The impact of destructive leadership on senior military officers and civilian employees. Armed Forces and Society, 36, 5-18.

Bartone, P.T., Snook, S.A., Forsythe, G.B., Lewis, P., Bullis, R.C. (2007). Psychosocial development and leader performance of military officer cadets. Leadership Quarterly, 18, 490-504.

Vecchio, R.P., Bullis, R.C., & Brazil, D.M. (2006). The utility of situational leadership theory: A replication in a military setting. Small Group Research, 37 (5), 407-424.

Lewis, P., Forsythe, G.B., Sweeney, P., Bartone, P., Bullis, R. C., & Snook, S. (2005). Identity development during the college years: Findings from the West Point Longitudinal Study. Journal of College Student Development, 46 (4), 357-373.

Reed, G., Bullis, R.C., Collins, R., & Paparone, C. (Autumn, 2004). Mapping the Route of Leadership Education: Caution Ahead. Parameters. Carlisle, PA: U.S. Army War College.

Ruvolo, C.M., & Bullis, R.C. (2003). Essentials of culture change: Lessons learned the hard way. Consulting Psychologist Journal: Practice and Research, 55, 155-168.

Bullis, R.C. (May/June 2003). Developing the professional Army officer: Implications for organizational leaders. Military Review. Fort Leavenworth, KS: US Army Command and General Staff College.

Tremble, T.R., Jr., Payne, S.C., & Bullis, R.C. (2003). Opening organizational archives to research: Analog measures of Organizational Commitment. Military Psychology, 15 (3), 167-190.

Vecchio, R.P., & Bullis, R.C. (2001). Moderators of the influence of supervisor-subordinate similarity on subordinate outcomes. Journal of Applied Psychology, 86 (5), pp. 884-896.

Rovero, J., & Bullis, R.C. (January/February 1998). Multi-rater assessments: A means to focus self-developmental activities. Military Review. Fort Leavenworth, KS: US Army Command and General Staff College.

McNally, J.A., Gerras, S.J., & Bullis, R.C. (1996). Teaching Leadership at the U.S. Military Academy. Journal of Applied Behavioral Science, 32 (2), pp. 175-188.

Book Chapters

Bullis, R.C. (2009). Enhancing Strategic Leader Development. In Mark Grandstaff and Georgia Sorenson (eds.) Strategic Leadership: The General's Art, pp. 25-42. Management Concepts: Vienna, VA.

Reed, G, Bullis, R.C., Collins, R., Paparone, C. (2005). Leadership Development: Beyond Traits and Competencies. In Lloyd J. Matthews (ed.) The Future of the Military Profession (2nd Edition), pp. 585-600. McGraw Hill: Boston.

Hooijberg, R., Bullis, R.C., & Hunt, J.G. (1999). Behavioral Complexity and the Development of Military Leadership for the 21st Century. In Hunt, J. G., Dodge, G. E., & Wong, L. (Eds.). Out of the Box Leadership: Transforming the Twenty-first Century Army and Other Top-performing Organizations. JAI Press: Stamford, CT.

Horvath, J.A., Forsythe, G.B., Bullis, R.C., Sweeney, P.J., Williams, W.M., McNally, J.A., Wattendorf, J.A., & Sternberg, R.J. (1999). Experience, Knowledge, and Military Leadership. In Sternberg, R.J., & Horvath, J.A. (Eds.) Tacit Knowledge in Professional Practice. Lawrence Erlbaum Associates: Mahwah, NJ

Peer-Reviewed Research Reports

Ulmer, W.F., Jr., Shaler, M.D., Bullis, R.C., Snodgrass, W.M., Brockman, D.F., Jacobs, T.O., & Funk, P.E. (2010). Leadership Lessons at Division Command Level – 2010. Carlisle Barracks, PA: U.S. Army War College.

Ulmer, W.F., Jr., Shaler, M.D., Bullis, R.C., DiClemente, D.F., & Jacobs, T.O. (2004). Leadership Lessons at Division Command Level – 2004. Carlisle Barracks, PA: U.S. Army War College.

Ardison, S.D., Bell, D.B., Tiggler, R.B., Milan, L.M., Bullis, R.C. (2001) The Effects of Battalion Staff Stabilization on Individual and Unit Performance: A Preliminary Investigation. ARI Research Note 2001-007. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Tremble, T.R., Jr., Payne, S.C., & Bullis, R.C. (1998). Analog Scales of Affective and Continuance Commitment. ARI Technical Report 1079. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Hedlund, J., Horvath, J.A., Forsythe, G.B., Snook, S., Williams, W.W., Bullis, R.C., Martin, D., & Sternberg, R.J. (1998). Tacit Knowledge in Military Leadership: Evidence of Construct Validity. ARI Technical Report 1080. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Horvath, J.A., Sternberg, R.J., Forsythe, G.B., Sweeney, P.J., Bullis, R.C., Williams, W.M., & Dennis, M. (1996). Tacit Knowledge in Military Leadership: Supporting Instrument Development. ARI Technical Report 1042. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Unpublished Research Reports

Bullis, R.C., Anderson, M., Bourque, A., Forsten, R., Johnson, G., Nielsen, S. Shufelt, J. Sliwinski, S, Wlakawicz, J. Woods, G., Yuengert, L. (2016). U.S. Army General Officer Leadership Attributes. Internal research report sponsored by and provided to the Vice Chief of Staff, U.S. Army.

Published Proceedings of Refereed Conferences

Vecchio, R.P, Bullis, R.C., & Vecchio, J. (2004) Situational leadership theory: A test in a military setting. American Psychological Society Annual Convention, Chicago, IL.

Vecchio, R.P, & Bullis, R.C. (2001). Moderators of the Influence of Supervisor-Subordinate Similarity on Subordinate Outcomes. Academy of Management Annual Meeting, Washington, DC.

Bullis, R.C., Kane, T., Tremble, T.R., Jr. (1998). Transformational Leadership and the Augmentation Hypothesis: Further analysis with multiple dependent variables. Southern Management Association Annual Meeting, New Orleans, LA.

Bullis, R.C., & Dodge, G. (1995). An evaluation of Leader Behavioral Complexity using multiple dependent variables. Southern Management Association Annual Meeting, Orlando, FL.

Bullis, R.C., Phillips, R.L., & Boal, K.B. (1993). The impact of leader behavioral complexity on organizational performance. Southern Management Association Annual Meeting, Atlanta, GA.

Wong, L., and Bullis, R.C. (1993). Two types of organizational commitment in U.S. Army officers. Eastern Academy of Management Annual Meeting, Providence, RI.

Invited Presentations at Refereed Conferences

Bullis, R.C. (Nov, 2016) Leveraging a Graphic Model of Leader Relationships: Exploring what Is, Can and Should Be. Presentation at the 18th Annual International Leadership Association Global Conference, Atlanta, GA.

Woods, G.W, and Bullis, R.C. (Oct, 2016). Negotiations simulations: A method to develop US Army officer corps interpersonal skills. Presentation at the Inter-University Seminar on Armed Forces and Society annual conference, Ottawa, Canada.

Vazquez de Prada, P., and Bullis, R.C. (Nov, 2014). The Importance of Education in Virtues for Senior Leader Development. Presentation at the 16th Annual International Leadership Association Global Conference, San Diego, CA.

Potosky, D., Bobko, P, Barelka, A., Bullis, R.C., Ramick, K., Roth, P. (Aug, 2014). Teaching Organizational Behavior (OB): Approaches for Students in Different Types of Organizations. Professional Development Workshop presented at the 2014 Academy of Management Annual Meeting, Philadelphia, PA.

Johnson, O., and Bullis, R.C. (Oct, 2012). Developing senior military officers for strategic leadership in the complex global security context. Presentation at the 14th Annual International Leadership Association Global Conference, Denver, CO.

Allen, C.D, Bullis, R.C., and Williams, T.J. (Apr, 2010). Enhancing Self-awareness and Improving Interpersonal Skills: An Executive Methodology. Presentation made at the 25th Annual Meeting of the Society for Industrial & Organizational Psychology, Atlanta, GA.

Reed, G.E., and Bullis, R.C. (Nov, 2008). Destructive Leadership, Senior Military Officers, Satisfaction, and Intent to Remain in Service. Paper presented at the annual meeting of the International Leadership Association Conference, Los Angeles, CA.

DiClemente, D., and Bullis, R.C. (May, 2006). Leadership Lessons at Division Command Level in Operation Iraqi Freedom. Paper presented at the 2006 Annual Convention for the Association for Behavior Analysis, Atlanta, Georgia.

Vecchio, R.P., Bullis, R.C., & Vecchio, J.P. (May, 2004). Situational Leadership Theory: A test in a military setting. Paper presented at the 2004 Annual Meeting of the American Psychological Society, Chicago, Illinois.

Bullis, R.C. (August, 2002). Teaching and assessing organizational culture to facilitate leader development. Paper presented at the 2002 Annual Meeting of the Academy of Management, Denver, Colorado.

Bullis, R.C., Lewis, P., Bartone, P., Forsythe, G.B., & Snook, S. (April, 2002). A longitudinal study of Kegan developmental level and leader effectiveness. Paper presented at the 2002 Annual Meeting of the Society for Industrial/Organizational Psychologists, Ontario, Canada.

Vecchio, R.P., & Bullis, R.C. (May, 2001). Measurement equivalence of peer and subordinate appraisal ratings in a military context. Paper presented at the Western Psychological Association Annual Meeting.

Bartone, P., Bullis, R. C., Lewis, P., Forsythe, G.B., & Snook, S. (April, 2001). Psychological Development and Leader Performance in West Point Cadets. Paper presented at American Educational Research Association Meeting, Seattle, Washington.

Wong, L., & Bullis, R.C. (August, 1998). Downsizing the Army: Two types of commitment in the survivors. Symposium paper on measuring organizational commitment in military surveys presented at the Annual Meeting of the American Psychologists Association, San Francisco, California.

Tremble, T.R., Jr., Payne, S.C., Bullis, R.C. (August, 1998). Analog scales of affective and continuance commitment. Symposium paper on measuring organizational commitment in military surveys presented at the Annual Meeting of the American Psychologists Association, San Francisco, California.

Forsythe, G.B., Hedlund, J., Snook, S., Horvath, J.A., Williams, W.M., Bullis, R.C., Dennis, M., & Sternberg, R.J. (April, 1998). Construct validation of tacit knowledge for military leadership. Paper presented at the Annual Meeting of the American Educational Research Association, San Diego, California.

Bullis, R.C., Kane, T., Tremble, T.R., Jr. (August, 1997). The factor structure of the Multifactor Leadership Questionnaire (MLQ): An investigation across organizational levels. Paper presented to the Research Methods Division, Academy of Management Annual Meeting. Boston, MA.

Forsythe, G.B., Horvath, J.A., Sweeney, P.J., Bullis, R.C., Williams, W.M., & Sternberg, R.J. (April, 1996). Content Validation of Tacit Knowledge for Military Leadership. Paper presented at the Annual Meeting of the American Educational Research Association, New York, NY.

Horvath, J.A., Sternberg, R.J., Forsythe, G.B., Bullis, R.C., Williams, W.M., & Sweeney, P.J. (April, 1996). Implicit theories of leadership practice. Paper presented at the Annual Meeting of the American Educational Research Association, New York, NY.

Hooijberg, R., Bullis, R.C., & Hunt, J.G. (March, 1996). Behavioral Complexity and the Development of Military Leadership for the 21st Century. Paper presented at the 1996 Leadership Challenges for the 21st Century Army Symposium, Wheaton, IL.

Bullis, R.C., & Wong, L (1995). Sexual Harassment at West Point: The October 1994 Spirit Run Incident. Paper presented to the Inter-University Seminar on Armed Forces and Society, Baltimore, MD.

Bullis, R.C., & Wong, L (1994). Career Intentions and Organizational Commitment: Is what a manager influences significant? Paper presented to the Careers Division, Academy of Management Annual Meeting. Dallas, TX.

Wong, L., & Bullis, R.C. (1993). The changing organizational commitment of U.S. Army Officers. Paper presented to the Inter-University Seminar on Armed Forces and Society, Baltimore, MD.

Boal, K., and Bullis, R.C. (1990). Models of CEO Succession: A Change Score Analysis. Paper presented to the Business Policy Division, Academy of Management Annual Meeting. Miami, FL.

Recent Professional Presentations

As part of the US Army War College (USAWC) outreach programs, invited individuals participate in Strategic Leader Staff Rides, a 2-3 day development program that focuses on the lessons of the U.S. Civil War battle at Gettysburg for strategic leaders. As part of this process, I have facilitated lessons in creative thinking, organizational culture, organizational change, and strategic leader assessment & development. Selected participant organizations in these programs include: U.S. Department of State; U.S. Department of Homeland Security; Congressional Delegations; Boston Consulting Group; Hearst Corporation; RPM, Inc.; Florida Hospital Group; Goodwill Industries; and Junior Achievement.

International Presentations

2010-Present. Supporting the NATO's Partnership for Peace program, I have participated in multiple leader development efforts for the Moldova Military Academy, Chisinau, Moldova. My engagement includes developing leadership curriculum, facilitating faculty development, and teaching courses in the leadership domain. I have conducted presentations at the undergraduate, graduate, and executive development programs within the Moldova Military.

2011. I traveled to Kazakhstan to model facilitation techniques and to teach members of the Kazakhstan National Defense University the fundamentals of western approaches to management theory. This engagement also supported NATO's Partnership for Peace program.

Academic Experience

2002-Present. Multiple faculty positions culminating as Professor of Management, Department of Command, Leadership, and Management, US Army War College (USAWC), Carlisle, PA, USA. Responsible to provide instruction to the top 10% of senior leaders across the US Department of Defense on topics of Strategic Leadership and Joint Processes & Landpower Development. Additionally, teaches elective courses in Creative Thinking and Systems Leadership as well as provide oversight of individual student research projects. Completes research projects for senior Army leaders on topics of strategic management, leadership effectiveness and leader development. Other duties include advising on student personal and professional matters and facilitating individual development programs. Previous duties (Professor of Strategic Leader Development) included developing and administering strategic leadership assessment and feedback programs for approximately 300 senior leaders annually,

including USAWC and other Senior Service College students, Army senior leaders, and visiting dignitaries.

2000-2002. Associate Professor. Department of Behavioral Sciences and Leadership, U.S. Military Academy, West Point, NY. Primarily responsible to coordinate the development and execution of the Tactical Officer Education Program, a comprehensive one-year graduate-level educational experience specifically designed, in conjunction with Long Island University, to prepare Army officers for service as Company Tactical Officers at the U.S. Military Academy. Taught graduate courses in Organizational Culture and Socialization, Leadership Theory and Leader Development, as well as Systems Design, Organizational Theory and Change. Also responsible to teach undergraduate course in military leadership as well as the elective courses in Organizational Behavior and Organizational Theory. Served as course director for the elective course in Organizational Behavior.

1996-2000. Thesis Chairman. U.S. Army Command and General Staff College, Fort Leavenworth, KS 66027. Served as the primary thesis advisor to students seeking the degree of Masters of Military Arts and Sciences. Had overall responsibility for the thesis committee operations and conclusions of four candidates.

1992-1996. Assistant Professor and Military Research Officer. Department of Behavioral Sciences and Leadership, U. S. Military Academy, West Point, NY. Taught four sections of the core Military Leadership course to college juniors during each term (approximately 60 students each semester). Course director for the leadership theory course (PL398) to management and leadership majors. Also assisted in values education program for students of all classes. From 1995-1996, responsible for the identification of research issues, development of research plans, and execution of research programs for the Chief of Staff, Army; and the Deputy Chief of Staff for Personnel.

1991. Instructor, Area of Management, College of Business Administration, Texas Tech University, Lubbock, TX. Taught one section (48 students) introductory organizational behavior to juniors and seniors.

Courses Taught

Undergraduate

- Military Leadership
- Leadership Theory & Development
- Organizational Behavior
- Organizational Theory & Design
- Undergraduate individual research projects

Graduate

- Organizational Culture and Socialization
- Leadership Theory and Leader Development
- Systems Design, Organizational Theory and Change

Supervise and evaluate comprehensive graduate capstone projects and Master's Thesis projects.

Teaching assessments: Student ratings are consistently above averages at the US Army War College and, previously, at the US Military Academy. I can provide specific ratings and my teaching philosophy upon request.

Outreach/Consulting Experience

2012/13. Headquarters, US Army Staff, Pentagon, Climate and Behavioral Assessment Study. (Develop, conduct, and report the results of a climate and senior leader behavioral assessment for the Office of the Chief of Staff, Army. This project is a follow-up to a similar climate assessment conducted in September/October 2011.)

2009/10. Division Commander Study. (Determine the impact of 7+ years of combat on the leadership of US Army Division Commanders. This study replicated the initial 2004 assessment of Division Commander leadership effectiveness.)

2005. Mental Agility in US Army Officers. (Developed and executed a program to evaluate the ability of US Army schools to develop mental agility in students who have been in the Army from 5 to 20+ years for the Commander of the US Army Training and Doctrine Command.)

2003/04. Division Commander Study. (Developed and executed a research program to determine the direct and indirect impact of US Army Division Commander leadership for military units engaged in combat operations.)

2003/04. Municipal Advisory Board. (Assisted the Cumberland, PA County Commissioners in the development and initial execution of a county government advisory panel focused on exchanging information between county leadership and the elected officials of the 33 different municipalities in the county.)

2003-2010. Leader Development for Glenn O. Hawbaker, Inc. (Collected, scored, and discussed the implication of Myers-Briggs Type Indicator (MBTI) results for 18 senior executives plus over 100 other managers of this Pennsylvania roadway construction firm.)

1998-1999. 360-Degree Leadership Development Programs. (Developed, piloted, executed, and evaluated 360-degree leadership feedback programs in Active Army Brigades at Ft Sill, OK, Ft Hood, TX, and Ft Irwin, CA for over 150 Army leaders. Over 80% of participants reported that the process was valuable and over 65% of subordinates reported that their leaders had improved 3 months after the 360 process.)

1997. Leadership Evaluation of the US Army's Division Advanced Warfighting Experiment. (Planned, executed, and reported an assessment of leadership requirements that will

serve Army leaders at all levels as the Army investigates the effect of digitization future military operations.)

1997. Officer Leadership and Professionalism Assessment. (Planned, executed, and reported an internal assessment of commissioned officer leadership and professionalism for the Chief of Staff, Army that included over 4000 military members located in the United States and abroad.)

1995. Leadership Orange, Orange County, New York. (Developed and presented leadership training program for a community leadership training course that includes 24 competitively-selected community leaders in Orange County, New York.)

1994. Massachusetts Institute of Technology. Cambridge, Massachusetts. (Assisted in the planning and conduct of a leadership training seminar for 40 mid-level engineering supervisors enrolled in the "Leaders for Manufacturing Program" at MIT.)

1994. Chief of Police, New Jersey Police Chiefs Association. Trenton, New Jersey. (Assisted in the development, planning, and conduct of leadership training for an on-going leadership development program for police officers in the state of New Jersey.)

1994. Federal Bureau of Investigation, New York. (Assisted in the development and conduct of leadership training for approximately 35 FBI agents and supervisors in the New York City area.)

1993. Director, Battle Command/Battle Laboratory, Fort Leavenworth, Kansas. (Assisted in the development of a research project to determine the critical skills necessary for effective battle command.)

1992. Junior Officer Leadership Training, 81st U.S. Army Reserve Command, Atlanta, GA (Designed and conducted a one week pre-command leadership training seminar for 31 junior officers in the command.)

Major Committee Assignments

2011-present. Member, US Army War College Academic Review Board Committee.

2011-present. Member, US Army War College Curriculum Review Committee.

2003-present. Chair and Member, Faculty Search Committee for several permanent and visiting faculty members to the Department of Command, Leadership, & Management, USAWC.

2007-2009. Member, Faculty Committee, US Army War College.

2008-2009. Member, Army Physical Fitness Research Institute Sub Pay-Pool, US Army War College National Security Personnel System.

2007/2008. Member, Middle States Accreditation Committee, US Army War College.

2000-2001. Program Director, US Military Academy Global Leadership Conference (Designed and executed a unique conference on Leader Development hosted by the Department of Behavioral Sciences and Leadership in March 2001. Conference theme: Learning to Lead: Developing a Professional Identity for Front Line Leaders.)

2000-2001. Member, Title X Associate Professor faculty search committee.

1997-1999. Member, Placement Committee, Academy of Management (Assisted in the set-up and operations of a job placement service provided at the national meeting of business-management scholars.)

1995-1996. Department Representative, USMA Faculty Council.

1994-1995. Representative at Large, West Point Chapter of the U.S. Army Field Artillery Association. (Member of the executive council of local chapter of the professional association of field artillery officers.)

1993-1996. Member, Cadet Honor Education Team. (Assisted in the development of lesson plans and execution of 40 hours of annual ethics instruction for approximately 100 members of the US Corps of Cadets at the United States Military Academy.)

1993-1994. Recorder, Academic Assessment Committee, US Military Academy. (Acted as recorder and contributor to the committee that tested a model academic assessment system, and proposed, based on the test, changes to the US Military Academy so that the Academy can better perform "academic assessment".)

1993. Member, Teaching Committee, US Military Academy. (Assisted in the planning of programs to increase teaching effectiveness at the Academy; authored a mid-semester instructor feedback survey for the Academy.)

Military Education

U.S. Army Field Artillery School; Fort Sill, OK	1982, 1986
Battalion Fire Support Course; Vilseck, Germany	1985
U.S. Army Combined Arms Service Staff School; Fort Leavenworth, KS	1989
U.S. Army Command and General Staff Course	1996
Operations Research Systems Analysis (ORSA) Military Applications Course	1996

Professional Experience

U.S. Army Field Artillery Officer, 1982 to 2000.

1996-2000 Position: Leadership Research Officer & Chief, Leadership Research & Assessment Division
Location: Center for Army Leadership, Fort Leavenworth, Kansas
Responsible for the design, implementation, and evaluation of leadership research for the Chief of Staff, Army; Deputy Chief of Staff for Personnel; and Commander, US Army Training and Doctrine Command.

1989 Position: Secretary to the General Staff
Location: Headquarters, III Corps Artillery, Fort Sill, Oklahoma
Responsible for the administrative functioning of a general officer's staff (approximately 60 individuals) for a command of over 8000 soldiers. Coordinated and monitored executive requirements from multiple staff sections and subordinate commands. Reviewed all actions involving the Commanding General and the Chief of Staff for accuracy, timeliness, and completeness.

1986-1988 Position: Field Artillery Battery Commander
Location: III Corps Artillery, Fort Sill, Oklahoma
Singularly responsible for the overall organizational effectiveness of a field artillery howitzer battery with a high priority wartime mission. Responsible for both the professional and personal welfare of over 90 organizational members. Maintained productivity and accountability of \$7.1 million of military equipment.

1982-1986 Positions: Assistant Operations Officer/ Battalion Fire Direction Officer/
Battery Executive Officer/Battery Fire Direction Officer/Company
Fire Support Officer
Location: 3rd Infantry Division, Kitzingen, Germany
Multiple positions of increasing responsibility in a forward deployed field artillery battalion. Responsibilities included: advising the operations officer and battalion commander on training issues; developing and executing battalion training programs to enhance the execution of indirect fire support; acting as the primary assistant to the battery commander for training, maintenance, and materiel accountability.

Selected Military Awards

Legion of Merit
Meritorious Service Medal (with two oak leaf clusters)
Army Commendation Medal (with two oak leaf clusters)
Army Achievement Medal (with five oak leaf clusters)
Overseas Ribbon
Airborne Badge

Professional Affiliations

Academy of Management

Other Professional Activities

- Reviewer, Sociological Quarterly (2012)
- Reviewer, Academy of Management Annual Conference (2007, selected to participate as one of four reviewers for the AoM's inaugural "Best Practice Paper")
- Reviewer, Armed Forces and Society (2004-present)
- Paper Reviewer, Academy of Management Annual Meeting (2002-2007)
- Paper Reviewer, U.S. Army Research Institute Technical Reports (1995-present)
- Paper Reviewer, Southern Management Association's 1998 and 2001 annual meetings
(Recognized for best reviewer in track, 2001)
- Paper Reviewer, Eastern Academy of Management's 1994 and 1995 meetings
(Recognized for best reviewer in track, 1995)
- Discussant, Eastern Academy of Management's 1995 meeting