

LAUREL R. GOULET (SA)
Department of Management
U.S. Coast Guard Academy

Education:

Ph.D. (1996) in Business Administration, University of Connecticut
M.B.A. (1989) in Management, University of Rhode Island
B.A. (1981) in Psychology, Rhode Island College

Job History:

2008-Present Professor of Management, U.S. Coast Guard Academy
2004-2008 Associate Professor of Management, U.S. Coast Guard Academy
2001-2004 Assistant Professor of Management, U.S. Coast Guard Academy
1997-1999 Director of Leadership and Undergraduate Programs, University of
New Haven
1994-2001 Assistant Professor of Management, University of New Haven
1994-1997 Consultant, Supervision Institute, A.J. Pappanikou Center
1993 Instructor, Clark University
1991 Instructor, University of Rhode Island
1990-1993 Instructor, University of Connecticut
1990-1993 Research Assistant, University of Connecticut
1989-1990 Teaching Assistant, University of Connecticut
1987-1989 Assistant Director Executive M.B.A. Program, University of Rhode
Island

Teaching:

2001-2013 Public Management Consulting (Course Coordinator 2003-2007 &
2012-Present)
2001-Present Human Resources Management
2003-Present Managerial Psychology
2007-Present Diversity & Leadership
Organizational Behavior and Leadership
Leadership and Organizational Development
Negotiation and Conflict in Teams
Selected Topics in Leadership
Directed Studies in Management
Diversity and Leadership
Fourth Class Academic Orientation Program – FCAOP/BEARS

Previously Taught Courses:

Undergraduate:

Management and Organization
Human Resources Management
Corporate Culture
Management of Workforce Diversity
Contemporary Issues in Business and Society
Leadership in the Business Community
Leaders, Individuals, and Teams
Freshmen Experience

Graduate:

Management Process
Research Project
Human Resources Management
Leadership and Teambuilding
Comparative Management
Leadership and Management

Intellectual Contributions:

(1) Peer-Reviewed Journals

- “Why market strategies are necessary, but not sufficient: Lessons for leaders of sovereign states,” (with K. Lopes), *Journal of Management Policies and Practices*, Vol. 2(4), pp. 29-51, 2014. [D]
- “Developing a community of mentors: It has to be more than just skills training,” (with A. Marcille & R. Albright), *International Journal of Mentoring & Coaching*, Vol. 9(2), 2011, pp. 89-100. [P]
- “Measuring shifts in student leadership beliefs,” (with P. Szwed & J. Siniscalchi), *Academic Exchange Quarterly*, Vol. 14(2), 2010, pp. 100-105. [L]
- “This I believe:” Students on leadership,” (with P. Szwed & J. Siniscalchi), *Academic Exchange Quarterly*, Vol. 11(2), 2007, pp. 7-10. Selected as “Editor’s Choice” article for the Summer 2007 issue. [L]
- “Gender and job attitudes: A re-examination and extension,” (with P. Singh & D. Finn), *Women in Management Review*, Vol. 19(7), 2004, pp. 345-355. [D]
- “Mastering motivational theories,” (with E. Mohr & J. Heller), *Academic Exchange Quarterly*, Vol. 8(1), 2004, pp. 272-274. [L]
- “Career commitment: A reexamination and an extension,” (with P. Singh) *Journal of Vocational Behavior*, Vol. 61, pp. 73-91. [D]
- “An examination of organizational commitment across three sectors: Public, non-profit, and for profit,” (with M. Frank), *Public Personnel Management*, Vol. 31(2), 2002. [D]
- “Teaching cohort groups: An insider looking in,” (with D. Finn & J. Neal), *Journal of the Academy of Business Education*, Vo. 3, 2002. [L]

“Recruiters’ and applicants’ reactions to campus interviews and employment decisions,” (with G. Powell), *Academy of Management Journal*, Vol. 39(6), pp. 1619-1640. [D]

(2) Research Monographs

(3) Books

(4) Chapters

(5) Peer-Reviewed Proceedings

“Mission-driven expected impact: Assessing scholarly output for 2013 AACSB standards,” (with K. Lopes & J. White), Published in the Proceedings of the 52nd Annual Meeting of the Eastern Academy of Management, Philadelphia, PA, May 2015. [P]

“Leadership education 2.0: Consideration of the research-teaching gap,” (with G. Burch & P. Szwed). *Presented at the 51st Annual Meeting of the Eastern Academy of Management*, Newport, RI, May 2014. [D]

“Importance of a leadership philosophy in leader development: A preliminary study,” (with P. Szwed & J. Siniscalchi). *Presented at the 49th Annual Meeting of the Eastern Academy of Management*, Philadelphia, PA, May 2012. [D]

“Faculty scholars as practitioner mentors,” (with A. Marcille & R. Albright). *Presented at the 48th Annual Meeting of the Eastern Academy of Management*, Boston, MA, 2011. [P]

“Practice review + literature review: The first step in building a theory for LEADer Development,” (with P. Szwed & J. Jefferson). *Presented at the 48th Annual Meeting of the Eastern Academy of Management*, Boston, MA, 2011. [D]

“USA Basketball: The redeem team” (case), (with A. Halvorson & J. Brewer). *Presented at the 48th Annual Meeting of the Eastern Academy of Management*, Boston, MA, 2011. [L]

“Shaping the future of the Eastern Academy of Management,” (with T. Peters, E. Davis, J. Ogilvie, & S. Meisel). *Panel at the 47th Annual Meeting of the Eastern Academy of Management*, Portland, ME, 2010. [P]

“Getting to the heart of student motivation and learning using self-determination theory,” (with P. Szwed & S. DuBois). *Workshop conducted at the 46th Annual Meeting of the Eastern Academy of Management*, Hartford, CT, 2009. [L]

- “Perceptions of the other: Learning from experiences with the military,” (with S. Carroll, G. Porter & J. Weiner). *Panel at the 45th Annual Meeting of the Eastern Academy of Management*, Washington, D.C., 2008. [P]
- “Correcting, transacting, and transforming organizations: A focus on the when not the how,” (with K. Lopes & A. Morrissey). *Presented at the 44th Annual Meeting of the Eastern Academy of Management*, New Brunswick, NJ, 2007. [D]
- “OB at “The Office” Olympics,” (with A. Morrissey & D. Singleterry). *Presented at the 44th Annual Meeting of the Eastern Academy of Management*, New Brunswick, NJ, 2007. [L]
- “Sustainability of the Management major,” (with T. Peters, B. Betters-Reed, N. Beutell, D. Litvin & S. Meisel). *Presented at the 44th Annual Meeting of the Eastern Academy of Management*, New Brunswick, NJ, 2007. [P]
- “Why market strategies are necessary, but not sufficient: Lessons for Leaders of Sovereign States,” (with K. Lopes). *Presented at the 43rd Annual Meeting of the Eastern Academy of Management*, Saratoga Springs, NY, 2006. Nominated for Best Conceptual Paper. [D]
- “Assessing student learning and program effectiveness using a “capstone” course in Public Management Consulting,” (with P. Szwed). *Presented at the 43rd Annual Meeting of the Eastern Academy of Management*, Saratoga Springs, NY, 2006. [L]
- “Conference Attendance: Making the most of a limited opportunity,” (with S. Carroll, J. Leigh, & D. Gibson) *Presented at the 43rd Annual Meeting of the Eastern Academy of Management*, Saratoga Springs, NY, 2006. [P]
- “The Ethical Bystander and Ethical Tolerance: An Examination of Context, Role, and Decisions,” *Presented at the 42nd Annual Meeting of the Eastern Academy of Management*, Springfield, MA, 2005. [D]
- “EIP (Enthusiastic Innovation-minded Professor) Seeks Same to Create Academic Communities of Practice,” (with P. Szwed). *Presented at the 42nd Annual Meeting of the Eastern Academy of Management*, Springfield, MA, 2005. [P]
- “Stop the Presses! An Ethical Dilemma at ‘The Paper’,” (with C. Giapponi) *Presented at the 42nd Annual Meeting of the Eastern Academy of Management*, Springfield, MA, 2005. [L]
- “From knowledge to wisdom: Applying Management theory to better understand and manage the War on Terrorism,” (with E. Kessler, B. Cooper, E. Christensen & T. Golden). *Presented at the 41st Annual Meeting of the Eastern Academy of Management*, Providence, RI, 2004. [P]
- “Creating a new team to protect the homeland: An organizational culture exercise based on the Coast Guard’s New Maritime Safety and Security Teams,” (with B. Cooper & S. Carroll). *Presented at the 41st Annual Meeting of the Eastern Academy of Management*, Providence, RI, 2004. Nominated for Best Experiential Exercise. [L]

- “Social identity theory and stereotyping: Creating wisdom through a personal experience,” (with E. Mohr & J. Heller). *Presented at the 41st Annual Meeting of the Eastern Academy of Management*, Providence, RI, 2004. [L]
- “Non-profit boards of directors: A typology.” *Presented at the 2004 Society for the Advancement of Management Conference*, Baltimore, MD, 2004. [D]
- “A model for pairing state-of-the-art student consulting teams with non-profit organizations,” (with P. Szwed). *Presented at the 2004 Society for the Advancement of Management Conference*, Baltimore, MD, 2004. [L]
- “Using competition/collaboration exercises to reinforce emotional intelligence: A new debrief for “old” exercises,” (with J. Heller, T. Ciampaglio, B. Cooper, D. Singleterry & C. Giapponi) *Presented at the 40th Annual Meeting of the Eastern Academy of Management*, Baltimore, MD, 2003. [L]
- “Humor in the classroom: Is it funny or not?” (with J. Grinnell, T. Peters, S. Meisel & K. Zimmerman) *Presented at the 40th Annual Meeting of the Eastern Academy of Management*, Baltimore, MD, 2003. [L]
- “Creating the enlightened classroom: Bringing your passion into your teaching,” (with D. Finn, C. Giapponi, M. Frank, C. Corl, D. Singleterry & T. Ciampaglio). *Presented at the 39th Annual Meeting of the Eastern Academy of Management*, New Haven, CT, 2002. [L]
- Candyland: Sweetening the exam review session. *Presented at the 39th Annual Meeting of the Eastern Academy of Management*, New Haven, CT, 2002. [L]
Goulet, L.R., Giapponi, C.C., & Finn, D.M. (2002).
- “Managing in the 21st century: A focus on the human factor in organizations,” (with P. Singh, A. Prasad, M. Frank & J. Neal). *A symposium for the 38th Annual Meeting of the Eastern Academy of Management*, New York, NY, 2001. [D]
- “We’re not in Kansas anymore: An exploration of corporate culture using The Wizard of Oz, (with D. Finn & C. Giapponi). **Showcase Session** at the 38th Annual Meeting of the Eastern Academy of Management, New York, NY, 2001. [L]
- “Career commitment: A re-examination and extension,” (with P. Singh). *Presented at the Annual Meeting of the Northeast Business and Economics Association*, Islandia, NY, October 12-15, 2001. [D]
- ““Inside O.U.T.:" Moving an in-class exercise out to the internet,” (with D. Finn & M. Frank). *Presented at the Annual Organizational Behavior Teaching Conference*, Georgia, 2000. [L]
- “Diversity exercise: Observing diversity in popular culture,” (with M. Frank & D. Finn). *Presented at the 37th Annual Meeting of the Eastern Academy of Management*, Danvers, MA, 2000. [L]
- “Practice what we preach,” (with D. Finn). *Presented at the 35th Annual Meeting of the Eastern Academy of Management*, Springfield, MA, 1998. [L]

- Neal, J., Goulet, L. & Finn, D. (1997). "Teaching cohort groups: An outsider looking in," (with J. Neal & D. Finn). *Presented at the 34th Annual Meeting of the Eastern Academy of Management*, New Brunswick, NJ, 1997. [L]
- Goulet, L.R., Ralston, D.A. & Ribbens, B.A. (1991). "A model for the cross-national examination of stress," (with D. Ralston & B. Ribbens). *Presented at the Fourth International Conference of the Eastern Academy of Management*, Nice, France, 1991. [D]
- Ralston, D.A., Elsass, P.M. & Goulet, L.R. (1990). "How does flextime affect an organization?" (with D. Ralston & P. Elsass). *Presented at the 21st Annual Meeting of the Decision Sciences Institute*, San Diego, CA, 1990. [D]

(6) Peer-Reviewed Paper Presentations

- “Mentoring 2.0: A coach approach,” (with A. Marcille). *Presented at the 51st Annual Meeting of the Eastern Academy of Management*, Newport, RI, May 2014. [P]
- “How many professors does it take to change a light bulb? An exploration of humor in the classroom,” (with R. Bento, L. Bowes-Sperry, M. Mazen, S. Meisel, T. Peters, & C. Tromley). *Presented at the 51st Annual Meeting of the Eastern Academy of Management*, Newport, RI, May 2014. [L]
- “Creativity and innovation in course (re) design: Using design thinking,” (with P. Szwed, C. Coiro & A. Marcille). *Presented at the 50th Annual Meeting of the Eastern Academy of Management*, Baltimore, MD, 2013. [P]
- “Creating a community of mentors: A comprehensive workshop for developing a mentoring program,” (with A. Marcille & P. Szwed). *Presented at the 49th Annual Meeting of the Eastern Academy of Management*, Philadelphia, PA, 2012. [P]
- “Expectancy theory: Making it relevant for students,” (with R. Scholl). *Presented at the 24th Annual Mid-Atlantic Organizational Behavior Teaching Conference*, Philadelphia, PA, 2010. [L]
- “How can we assess leadership and leader development?” (with P. Szwed). *Workshop conducted at the Association for Leadership Educators Annual Conference in Milwaukee*, WI, 2010. [D]
- “The challenging question: Is your course relevant?” (with K. Lopes & A. Morrissey). *Presented at the 21st Annual Mid-Atlantic Organizational Behavior Teaching Conference*, Philadelphia, PA, 2007. [L]
- “Advising and counseling: Maximizing your impact while minimizing your time commitments,” (with S. Carroll, E. Diaz-Rosario, D. Gibson, J. Leigh & M. Sandberg). *Presented at the 20th Annual Mid-Atlantic Organizational Behavior Teaching Conference*, Philadelphia, PA, 2006. [P]
- “Alumni leadership project: Developing leadership philosophies by honing communication skills,” (with S. Carroll & K. Lopes). *Presented at the 2006 Organizational Behavior Teaching Conference*, 2006. [L]
- “Peer-graded team quizzes: Students discover the correct answers through active participation and collaboration,” (with S. Carroll, K. Lopes & P. Szwed). *Presented at the 19th Annual Mid-Atlantic Organizational Behavior Teaching Conference*, Philadelphia, PA, 2005. **Selected as Plenary Session for the Conference.** [L]
- “Warming the classroom environment by ‘Breaking the ice,’” (with M. Frank & D. Finn). *Presented at the Connecticut Conference on Learning and Teaching*, Hartford, CT 1999. [L]
- “Too much of a good thing? Some unexpected consequences of teams in the workplace,” (with D. Finn & J. Neal). *Presented at the Annual Conference of the Northeast Business and Economics Association*, Newport, RI, 1998. [D]

- “Gender differences in leadership education,” (with M. Woodruff, M. Frank & D. Finn). *Presented at the Annual Conference of Women in Higher Education*, San Francisco, CA, 1998. [D]
- “I’m not your mother; I’m not your wife: An exploration of the variety of roles women in higher education are expected to fulfill,” (with M. Frank). *Presented at the Way Up Conference*, Tucson, Arizona, 1998. [P]
- “Investing in worker safety: An organizational decision model,” (with P. Elsass). *Presented at the APA/NIOSH Conference on Occupational Stress*, Washington, D.C., 1995. [D]
- “Work habits of dual career couples: A predictive study,” (with P. Elsass). *Presented at the APA/NIOSH Conference on Occupational Stress*, Washington, D.C., 1995. [D]
- “The paradox of control: What we’ve learned from QWL and the implications for empowerment,” (with P. Elsass). *Presented at the Western Academy of Management 1994 Meeting*. Santa Fe, NM, 1994. [D]
- “A typology of non-profit boards of directors.” *Presented at the 53rd Annual Meeting of the Academy of Management*. Atlanta, GA, 1993. [D]
- “Increased organizational commitment: Too much of a good thing?” (with D. Ralston & G. Powell). *Presented at the APA/NIOSH Conference on Occupational Stress*, Washington, D.C., 1992. [D]

(7) Faculty Workshops

- “A lead mentor program,” (with A. Marcille). *Presented at Brown Bag Luncheon, Management Department*, U.S. Coast Guard Academy, 2008. [P]
- “The leadership concepts inventory,” (with P. Szwed) *Presented at Brown Bag Leadership Luncheon at Leadership Development Center*, U.S. Coast Guard Academy, 2008. [D]
- “Best practices in leadership development.” *Presented at Brown Bag Leadership Luncheon at Leadership Development Center*, U.S. Coast Guard Academy, 2006. [P]

(8) Non-Peer Reviewed Journals

- “Leadership is everybody’s business,” (with J. Jefferson & P. Szwed). *T + D*, 2012. [P]
- “How managers control employees' time.” *Academy of Management Executive*, Vol. 13(3), 1999, pp. 114-115. [Review]
- “Modeling aggression in the workplace: The role of role models.” *Academy of Management Executive*, Vol. 11(2), 1997, pp. 84-85. [Review]

(9) Others: Non-Peer Reviewed Presentations

“Group/Team Research: Lessons from other disciplines.” *Presented at the Annual Conference of the American Accounting Association, Northeast Region, Manchester, NH, 1998. Invited Presentation.*

(9) Others: Professional Development Training Given

“Mentor training and development,” (with A. Marcille). *Training delivered to USCGA faculty and staff, 2009-Present.*

“Mentor training and development,” (with A. Marcille). *Training delivered to USCG Air Station Cape Cod staff, 2013.*

“Mentor training and development,” (with A. Marcille). *Training delivered to USCG Sector Long Island Sound staff, 2013.*

“Leadership theory.” *SLPS course, Leadership Development Center, U.S. Coast Guard Academy, 2005-2008.*

“Improving workplace communication through understanding of personality type (MBTI).” *Quinnipiac University* (Two sessions, June and September, 2007).

“Leadership and Personality Type.” *Sea Service Women’s Leadership Conference, Washington, D.C. (Two sessions), 2006.*

(9) Others: Works in Progress

“Leader development: Best practices and implications.” With P. S. Szwed and J. K. Jefferson.

“A model for undergraduate leader development.” With P. S. Szwed and J. K. Jefferson.

“A mentor program design.” With A. M. Marcille.

“A leadership concept inventory.” With P. S. Szwed.

(9) Others: Editorships, etc.

2006-2012 Editor, *Organization Management Journal*, Reviews & Research of Note section.

2007-2008 Vice President of Program, *Eastern Academy of Management*.

Other Developmental Activities:

2013 Fundamentals of Coaching training

2013 *The Leadership Challenge* Facilitator training

2001 MBTI Qualifying training

Service (Internal):

2012-Present Course Coordinator, Public Management Consulting
2010-2011 Faculty Mentor
2009-Present Co-Director, LEAD Mentor Program
2009-2010 Curriculum Review Committee (department) Member
2008-Present Member, Credentials Committee
2008-2011 NEASC Standard Chair, Standard 3: Organization & Governance
2007 Co-Coordinator, New Faculty School
2006-Present Principle Architect, LEAD Leader Development Program
2006-2011 Victim Advocate
2006-2007 Vice President, Faculty Senate
2006-2007 Center for Advanced Studies Council Member
2006 Cultural Climate Committee Member
2005-2012 Departmental Representative, “Stray Voltage” Leadership Team
2005-2011 Trainer for LDC SLPS Course
2005-2007 Research Review Board member
2005-2006 President, Faculty Senate
2005-2006 Academic Council member
2005-2006 Enrollment Management Implementation Team member
2004-2005 GOLD Advisory Team member
2003-2007 Section Chief, Behavioral & Leadership Studies Section, Department of Leadership and Management
2003-2004 Faculty Workload Study subcommittee of Faculty Senate member
2002-Present Search Committee Member/Chair, Numerous open positions
2002-2008 Departmental Liaison to Admissions
2002-2007 Departmental Representative, Faculty Senate
2002-2007 Cadet Candidate Evaluation Board Member
2002-2005 Membership Secretary, Faculty Senate
2002-2005 Speaker’s Bureau member
2002-2005 Coordinator, Departmental curricular corrections, additions, deletions with Registrar
2002-2004 Co-Coordinator, Curriculum section of AACSB Self Evaluation Report
2002-2004 Stage Manager, Cadet Musical productions
2002-2003 Human Relations Committee member
2002 Co-Leader, Departmental committee to review Major Area Elective offerings
2001-Present Advisor, 16-25 Management Majors

Service (External):

- 2009-Present Reviewer, *Organization Management Journal*
- 1997-Present Reviewer, Eastern Academy of Management Meeting
- 2010-2012 Past-President and Board Member, Eastern Academy of Management
- 2010 Ad-hoc Reviewer, *Journal of Management Education*
- 2009-2011 Track Chair – Leadership Track, Eastern Academy of Management
- 2009-2010 President, Eastern Academy of Management
- 2008-2009 President-Elect, Eastern Academy of Management
- 2007-2008 Vice President Program, Eastern Academy of Management
- 2006-2012 Board of Directors Member, Eastern Academy of Management
- 2006-2007 Vice President Program Elect, Eastern Academy of Management
- 2006-2007 Program Committee Member, Eastern Academy of Management
- 2005-2007 Reviewer, Organizational Behavior Division of the Annual Meeting of the Academy of Management
- 2005 Ad-Hoc Reviewer, *Group and Organization Management*
- 2004-2005 Track Chair, 2005 Eastern Academy of Management Meeting
- 2003-2005 Reviewer, Human Resources Management Division of the Annual Meeting of the Academy of Management
- 2003-2005 Member, Marketing subcommittee, Eastern Academy of Management
- 2003 Ad-Hoc Reviewer, *Group and Organization Management*
- 2002-2005 Board of Directors Member, Eastern Academy of Management
- 2001-2002 Vice President of Local Arrangements, Eastern Academy of Management
- 1999 Reviewer, Public Sector Division of the Annual Meeting of the Academy of Management
- 1999 Reviewer, Annual Conference of the United States Association for Small Business and Entrepreneurship/ Small Business Institute Directors' Association
- 1995 Track Chair, 13th Annual Conference, Association of Management
- 1992 Reviewer, Fifth International Conference of the Eastern Academy of Management
- 1992 Reviewer, Organizational Behavior Division of the 23rd Annual Meeting of Decision Sciences Institute
- 1991-1992 Reviewer, Public Sector Division of the Annual Meeting of the Academy of Management

Awards and Honors:

- 2014 Outstanding Reviewer, Eastern Academy of Management
- 2013 Outstanding Reviewer, Eastern Academy of Management
- 2008 Recipient of the George R. Putnam Inspirational Leadership Award (Coast Guard-wide civilian award).
- 2005 Nominated for the George R. Putnam Inspirational Leadership Award (Coast Guard-wide civilian award).
- 2005 Awarded U.S. Coast Guard Academy CAS Summer Research Fellowship.
- 2002 Awarded U.S. Coast Guard Academy CAS Summer Research Fellowship.
- 2000 Awarded University of New Haven Summer Research Fellowship.
- 1999 Named to Rhode Island College Alumni Honor Roll, for excellence in field.
- 1998 Student-nominated for University of New Haven Teaching Excellence Award.
- 1997 Student-nominated for University of New Haven Teaching Excellence Award.