Welcome to the W. T. Beebe Newsletter, written by the students of the W. T. Beebe Institute of Personnel and Employment Relations in the Robinson College of Business at Georgia State University. In this issue, we reflect on the Honors Day Award recipients, check in the SHRM at GSU, learn about “A Day in the Life” of an HR Practitioner as well as a GSU Associate Professor, and read about research done at GSU by the Beebe Institute. Also, we will see what Alumni have been up to!

**UPDATEs to two class titles**

The Department of Managerial Sciences is excited to announce two changes to our course titles. In the Fall 2015 semester, MGS 8360 became **Designing Talent Acquisition and Development Systems**. Students will also see the new MGS 8390 title, **Designing Total Rewards Systems**, beginning with the schedule of classes next spring. The field of Human Resources Management continues to evolve and these changes reflect the profession’s identification of talent as a critical contribution to organizational effectiveness. By broadening the focus of strategic compensation to total rewards systems, we hope to underscore the importance of non-financial and non-traditional rewards to our workforce. By focusing on designing systems, our title changes reflect the importance our HRM programs place on a philosophy which stresses the importance of HRM tactics working together in support of the organizational and HRM strategies.

**SHRM-ATLANTA MEMBERSHIP**

Why Should YOU Join SHRM-Atlanta?  
With 100+ educational and networking events a year SHRM-Atlanta has something for everyone. We are committed to meeting you where you are in your career – from recent graduates to senior executives and every step in between. In addition to discounted registration to all of our events, members have the opportunity to volunteer and give back to the HR community and Metro Atlanta. If you’re pursuing a degree in Human Resources, and want to learn more about SHRM-Atlanta visit our website today! Building Atlanta leaders is our business, one member at a time.
HONORS DAY AWARDS

Congratulations to Spring 2015 Honor’s Day Recipients
Each spring the Robinson College of Business holds an annual Honor’s Day celebration to present the many college-wide and departmental awards, scholarships, and other honors bestowed upon students during the academic year. This year, the ceremony was held on April 14th. The W.T. Beebe Institute recognized three promising graduate students with awards for academic and professional distinction. We caught up with these students to ask them a few questions about their work and school background.

Congratulations to all of the students who received awards!

William P. Key Scholarship

This award is named in honor of a distinguished Atlanta human resource professional, Georgia State University graduate, and previous Executive in Residence at the Beebe Institute, William Key. It is awarded for outstanding performance in a master’s level human resource management degree program. Lindsay Bickerton was this year’s awardee.

Lindsay completed her undergraduate degree from Furman University. She graduates with her MBA concentrating in HRM in May and is looking forward to beginning her career in HR.

Michael Jay Jedel Award in HR Management

This scholarship is named in honor of Michael Jay Jedel, a former associate dean of the Robinson College of Business and director of the W.T. Beebe Institute of Personnel and Employment Relations. It is presented annually to an M.S. or M.B.A. student who exhibits high standards of academic achievement, strong commitment to the human resources field, and outstanding leadership potential. Jennifer Warner was this year’s recipient.

Jennifer started working in the HR field while still studying for her undergraduate degree from the University of Massachusetts, Amherst. She’s passionate about the effect of employee engagement on the company’s bottom-line. She is the current editor of the Beebe Newsletter & recently received her SHRM-SCP certification.
HONORS DAY AWARDS CONTINUED

WILLIAM T. RUTHERFORD SCHOLARSHIP

The William Rutherford Scholarship is awarded to a student in any graduate level human resource management program who best exemplifies the high achievement and zest for learning which Professor Rutherford so valued. **Joi Waddell** is this year’s recipient.

Joi graduated from Spelman College with a Bachelor of Arts degree in Economics. She works as an Administrative Professional III at Georgia Institute of Technology. Joi will graduate in December 2015 with her MS in Managerial Sciences. She was also awarded the AEPA scholarship in December 2014. Joi loves traveling and spending time with loved ones.

SHRM AT GEORGIA STATE UNIVERSITY

OFFICER UPDATES

**Danielly Johnson**, President of SHRM at GSU, is pursuing her BBA in Managerial Sciences with a concentration in Human Resource Management and Finance with a minor in Hospitality. She recruited several chapter officers and worked closely with SHRM Atlanta. She is looking forward to an amazing opportunity to study abroad in May 2015 in Greece and Turkey and is excited to learn more about global HRM. Danielly is passionate about the HR profession and especially interested in employee development. She will continue serving as president until she graduates in December 2015.

**Jennifer V. Rivers**, Vice President of Member Development and Relations, is graduating May 2015 with her BBA in Managerial Sciences with a concentration in Human Resource Management and a Minor in Marketing. She has been instrumental in recruiting a record number of new members this year and keeping them engaged. Given her eight years of experience in management development, it is not surprising that one of her biggest accomplishments was developing chapter officers. Jennifer served on several student panels in partnership with Robinson College of Business Career Management team and spoke at the Spring Career Fair. She helped several SHRM at GSU members obtain internships for spring and summer 2015.
SHRM AT GSU CONT.

- This spring the SHRM at GSU chapter focused on career development opportunities for its members. In January, we had the pleasure of hosting Tywana Minor, SHRM Atlanta's President, in a joint event with Clayton State University's SHRM chapter. Tywana described her professional journey into the exciting world of HR.
- In March, eight students attended the SHRM Atlanta GEM "Managing your career in HR." Speaker, Tom Darrow, SHRM Foundation Chair, shared tips for taking charge of one's career path and covered the skills, knowledge and competencies that HR professionals need in the ever changing global workplace.
- Also in March, the chapter hosted Dr. Jose De la Cruz, a Human Resources thought leader who focused on building & sustaining high performance organizations. He explained what employers are looking for in candidates.

Congrats to the following SHRM at GSU members who are completing internships: Gibran Lewis with the Atlanta Public School System; Larry Floyd with Kellogg; Olivia Bazemore with Georgia Lions Lighthouse; Rashida Sheffield with Southwest Airlines & HD Supply.

MGS professors Dr. Kelly Grace and Dr. Deborah Butler joined advisor Dr. Kay Bunch to celebrate the many accomplishments of the chapter's officers and members.

@ SHRM Atlanta Chapter Meeting: Laura Turner Seydel, international environmental advocate and eco-living expert.

@ Fox Theater: Andy Lorenzen, Chick-fil-A, on Organizational Effectiveness.
A DAY IN THE LIFE...

“A Day in the Life…” is a portion of the Beebe Newsletter in which we interview people from different roles that are potentially relevant and of interest to our readership, in order to gain a better understanding of what a typical day is like for people in their current roles. In this edition, we will focus on the role of a practitioner through an interview with Ross Shoemaker and Associate Professor Leigh Anne Liu.

ROSS SHOE MAKER - A RECRUITING PRACTITIONER

What is your background?
I attended Kennesaw State University and earned a Bachelor Degree in Business Administration in 2005. I accepted a role with the Target Corporation upon graduation in a store management position as an Executive Team Leader in a local Target store. I spent four years in three different stores and three leadership positions. These positions included overseeing sales floor staff, the front “guest experience” area and finally as the HR Leader for a store in Marietta. After seeking out the HR role and completing the extensive position training I knew HR was the field in which I wanted to develop a career. In my Target HR role I managed the weekly payroll, staffed the needs of the store, assisted other managers with talent management and ensured proper training was completed for a store with over 180 employees. It was a demanding and rewarding role where I was also able to contribute as a District Trainer and College Internship Mentor. Towards the end of my time with Target, I began my MBA in HR with Georgia State. Realizing that growth in HR was limited with Target, I made the decision to attend GSU as a full time MBA student while also working as a Graduate Research Assistant in the Career Center at the College of Business. I enjoyed being able to review resumes and advise business students on how to coordinate their impending job searches.

Upon completion of my MBA I was approached by Great Expressions Dental Centers (based out of Michigan) to work in their recently acquired Atlanta business office as a recruiter and to assist with generalist HR duties for their dental offices in Georgia, Florida and Michigan. Over the last five years I have been able to recruit for clinical and non-clinical office staff while supporting the company in its substantial growth (now with over 200 dental offices in nine states). My current role as Lead Clinical Recruiter consists of leading a Dentist-focused recruiting team for the group. I am responsible for sourcing and interviewing Doctors for open roles in partnership with regional leadership teams. Upon moving forward with a Doctor candidate, I also draft an market appropriate agreement and ensure the Doctor successfully begins our onboarding process.

What does your typical day look like?
My average day begins at 8am at our Norcross office as I review any pertinent emails or messages from candidates and/or leadership to ensure the needs in our offices are being met. I then respond to any new applicants as we have a standard to reach out to them within 24 hours of their application. Doctors appreciate this timely follow-up and quick feedback. As I speak with applicants, I review our company’s past and present while highlighting what our group offers in way of a long-term career path. I then engage the candidate to assess them on a number of aspects to evaluate if they would be a culture fit as well as a positive, long-term addition to our group. If a candidate is a match, I ensure our leadership team receives a detailed summary and then I coordinate interview/meeting times. I also follow-up on past candidate meetings; review plans for attendance at various Dentist conferences; and advise my fellow recruiter in Michigan on various matters. Throughout the day, I am reaching out and responding to various meeting, contract and candidate questions from senior Leadership (including VPs and Senior Doctors), this ensures my activities are accurately reflecting the relevant needs of the business. Upon completion of my day (around 6pm) I will have spoken with and sent several applicants for consideration, set up formal meetings with candidates, written several agreements and negotiated final terms for a number of Doctors.

What is the best part about your job?
Hands down the best part of my job is being able to work with such a talented team of people in leadership and in our offices to bring terrific Doctors to Great Expressions. Having the knowledge that I directly contribute to the bottom line of the company, while ensuring an office (including staff and patients) will continue to move forward in their work and treatment, is incredibly rewarding.

What is the best advice you have received that attributed to your success thus far?
The best advice I can share with future HR colleagues as they approach a career in recruiting is three-fold but all revolves around the importance of communication to both your internal and external network. First, you should get to know and be passionate about the business you will be staffing and understand what the day-to-day is for the teams you support so you can be transparent and engaging with your applicants. Second, be yourself and connect with your applicants; they will open up and trust you when you are not “selling” them on a company or opening. Finally, one should be prompt, professional and detailed from the initial applicant interaction through the time a candidate signs on the dotted line. Being prompt is also vital for building successful relationships with your internal network. This includes sending frequent updates about a candidate’s progress and being proactive in detailing your recruiting plan for a position. Everyone appreciates quick and detailed communication and your career will benefit by building that ability into your workday routine.

The Shoemaker Family
What is your background?
I grew up in China. My undergraduate degree was in English and International Studies, master’s degree was in communication and my thesis was about Sino-American negotiations, and PhD was in organizational behavior from Vanderbilt University, my dissertation was about consensus building in intra- and intercultural negotiations. Before joining the faculty of GSU, I spent one year as a visiting assistant professor of international business at University of South Carolina.

What does your typical year look like?
I teach a PhD seminar on cross-cultural research in the spring, and in the fall semester I teach global management to the Global Partners MBA (GPMBA), and international negotiation to the MIB program. I also co-facilitate the GPMBA’s two-week field trip to China where we learn about the operations of multinational companies, commercial diplomacy, and interact with peer students at Peking University. I spend part of my summer to collaborate on various research projects with colleagues at Nanjing University and Peking University in China as a visiting professor there. I also regularly visit Toulouse Business School in France to work on research projects on multicultural competence and negotiation with mostly their aerospace management program. My current research projects study the dynamics of multicultural experience, global identity, and relationships in global negotiation and conflict management. I also try to keep learning from industry leaders and connect my work with the practice of international business and cross-cultural negotiations.

What is your favorite class to teach?
I love all three classes that I teach, the PhD seminar on cross-cultural research, global management to GPMBA, and international negotiation to MIB. These classes closely link to my research interests so I’m able to share recent findings and new frontiers in the field with the students. I’m fascinated by global cultural issues and think negotiation is an empowering process that can help us make better decisions to navigate the complexity of today’s multicultural marketplace. I’m immensely grateful for the engagement of students in all my classes and have learned so much from them over the years.

What is the best part about your job?
I can choose to research on topics that fascinate me and work with coauthors and students whom I enjoy so much.

What advice would you give students and young professionals interested in a career in Organizational Change or HR?
Cultural difference does not have to be a barrier, it can provide opportunities for learning and discovering creative solutions in work and life. So embrace cultural diversity!

Challenging Experience is the Best Teacher—But Does the Student Take Away a Lesson?
Army-Funded Research at RCB Explores “Reflection” in Leadership Development

Imagine the following scenario, two workers of similar background and ability both go through a rather challenging experience at work—maybe a project meltdown, a client or supervisor blowup, or maybe just a project that turned out to be more difficult than they expected. One of the workers takes away deep learning and insight from what happened—why it happened and what the lessons imply for future work behavior. This worker takes action to improve or change in some way (knowledge, strategy or otherwise), coming out stronger than ever as a result of the experience and the learning. The other worker, who experienced the same event, leaves the experience simply relieved that it’s over, puts it out of mind and moves on to the next adventure -- unchanged. Obviously, one of these two workers extracted value from a potentially expensive lesson, and the other took away nothing. Which of these two workers would you rather employ—or be?

Experience can be a great teacher, but a key question is: Does the student really think about the lesson? What
is it that helps one person learn from a challenging experience while another one does not? The literature on experiential learning and leadership development suggests that a very important element that ensures learning from experience is reflection—or thinking about the experience to draw out insights and learning. Reflection is a key process in which people engage following an experience that enables them to take away lessons from the experience. Those who analyze and think about an experience can more effectively learn something from it.

But there are a number of questions about this “reflection” behavior. For example, do people naturally reflect—and are there individual differences in how much or the way that they reflect? Can reflection be taught? Does reflection relate to development and success? What kinds of people tend to reflect and what kinds of situations foster reflection? In a research project being conducted within the Robinson College of Business, a four year, multi-part study is designed to address these kinds of questions. The 1.3 million dollar research contract is identifying the important types of developmental reflection; it is creating new measures of these things, and creating a new training tool to help people to more productively reflect. The study will also test a model of person and situational predictors of differences in reflection and also test whether reflection leads to success and other key outcomes, such as improved performance, development, satisfaction and even stress management.

Professor Todd Maurer, the principal investigator on the research, proposed this idea to the US Army given the Army’s high interest in leadership development. Applications from the project could include using the new tools to predict who might extract the greatest value from developmental experiences, possibly in leader development, leader selection or placement (e.g. high potential programs), and identifying who might benefit from receiving training on how to reflect more constructively. The new training tool the researchers develop may also help people change how they reflect on experiences to extract the greatest value for their professional development. Maurer, who is also an Associate Dean in the Robinson College of Business (RCB), offered: “We are excited about this project because it addresses an understudied link in leadership development. We know that certain experiences are developmental and we know the kinds of things people can do to develop or improve, but the reflection that occurs in between the experience and the efforts to change is crucial and somewhat less understood and unmeasured. Being able to research this in some depth provides an opportunity to make advances in this area of leadership development. You might say that this kind of project fits with Robinson’s research culture and what some people call “pracademics”—while we in RCB certainly value innovation, we are also always looking for the practical payoff from our research and teaching. Working with industry partners or sponsors on this kind of project is one of the things we love to do at Robinson.”

So far the researchers have reviewed the literature on reflection and, in interviews and surveys, studied over one hundred Robinson business students’ tendencies in reflection related to difficult work experiences. This preliminary research was done to discover the key parts of reflection that seem most important for what the researchers call “constructive developmental reflection,” or reflection that productively and constructively bridges a challenging experience with efforts toward development and improvement—and that ultimately lead to success. From their review of the literature and studies of business students, the researchers created new measures and a reflection training tool. They then piloted these in a sample of approximately several hundred people from the workforce and another sample of over one hundred RCB business students. Based on the preliminary psychometric results from that piloting, they established enough confidence in the new measures to launch a full scale, longitudinal study. That effort will follow over 1000 employees from the workforce for a year while the employees respond on the new measures, as well as individual and situational variables, and also track outcomes for them. Their supervisors will also report on the employees’ behavior and success. At the conclusion of this study, the researchers should have new individual difference scales to measure reflection habits or tendencies in people, a new tool to train people how to reflect more productively as well as a new, validated model of reflection predictors and success outcomes to offer to the research and practice literatures on leadership development.
CONGRATULATIONS TO OUR BEEBE GRADUATES

Fall 2014
Chao Liu
Huanxiao Jiang
Ranran Yang
Rachel Starford

Spring 2015
Nora Fulkerson
Sayilakshmi Karthikeyan
Lindsay Bickerton
Chantal Tambe

We are very happy when recent graduates let us know about the completion of their studies and we encourage you to email us at kgrace@gsu.edu so we can include your name and offer our best wishes. We would be delighted if you include a digital picture as well (casual shot is fine).

SPRING 2015 MANAGERIAL SCIENCE COURSES

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
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<td>BUSINESS INTELLIGENCE</td>
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<td>DATA MINING</td>
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<td>BUSINESS MODELING</td>
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<td>STATISTICAL MODELING</td>
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<td>8360</td>
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<td>9950</td>
<td>REGRESSION ANALYSIS</td>
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ROBINSON CAREER MANAGEMENT CENTER

Need help updating your resume, interviewing, or finding a job?
http://cmc.robinson.gsu.edu/
404-413-7155

The Career Management Center (CMC) at Robinson College of Business is the place to go! Current undergraduates, graduates, and alumni can all receive services ranging from Individual Career Counseling, Self Assessment, Job Search Management to Job and Internship Interviews and Networking. The CMC is constantly putting on outstanding events, so keep checking the website for more information so you don’t miss out!
Catherine Chu graduated this past December and is now working full time as an Employee Culture Assistant for RaceTrac Petroleum HQ located in Atlanta. As a member for their Employee Culture Team, a part of HR, she works closely in the employee relations aspect as far as orientations, etc. What she loves about the role is that it gives her great exposure to all the different departments in HR at RaceTrac such as Talent Acquisition, the Learning Center, Payroll, and Benefits. She also gets to work with three fellow GSU graduates on her team.
## Alumni Updates

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Company</th>
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<tbody>
<tr>
<td>Lauren Killion</td>
<td>Employee Engagement Manager at Zaxby’s</td>
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<tr>
<td>Angela Vela Bragg</td>
<td>is now an attorney at The Manely Firm, P.C.’s Justice Café</td>
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<tr>
<td>Sashay Williams</td>
<td>is now a Recruiting Specialist at Citi</td>
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<tr>
<td>Jewel Evans</td>
<td>recently accepted a position as Staff Accountant at Ernst &amp; Young</td>
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<tr>
<td>Jasmine Jones</td>
<td>is now an Account Executive at Soliant Health</td>
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<tr>
<td>Joshua Hartley</td>
<td>is now a Senior Associate at PwC</td>
</tr>
<tr>
<td>Tameika Scott</td>
<td>is now a Strategic HR Leader at HD Supply Interior Solutions</td>
</tr>
<tr>
<td>Wes Moore</td>
<td>recently accepted a position in the Investigative Division for the Georgia Bureau of Investigation</td>
</tr>
<tr>
<td>Dr. Richard Buning</td>
<td>is now teaching graduate and undergraduate courses as a Visiting Assistant Professor at The University of Memphis</td>
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<tr>
<td>Kimberly Brown</td>
<td>recently accepted a position as HR Consultant with ADP</td>
</tr>
<tr>
<td>Stacy (Olds) Reeve</td>
<td>recently took a position in Performance Management and Total Rewards Execution with SunTrust</td>
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ALUMNI UPDATES

Allie Kloster was recently promoted to HRIS and Benefits Manager at RSUI Group, Inc

Anthony Tran recently took a role as Analyst at Hay Group

Brittnie Edwards was recently promoted to Human Resources Specialist at ALPLA

Deron Jordan was recently promoted to Recruiting Operations Manager at MarketSource Inc.

Elizabeth Martin is now a Senior Learning & Employee Relations Specialist at WIKA Instrument, LP

Nora Fulkerson recently took a Contract Administrator role with ZeroChaos

Megan Jackson-Cheatham recently added Learning and Development Coordinator to her roles and responsibilities at Cortland Partners

Brianna Smith recently accepted a role as National Recruiter at BBA Aviation

Tiffany Wiggins is now an Administrative Assistant at the Centers for Disease Control and Prevention

Shannon Wong is now an Operations Coordinator at Synechron

We want to hear from you!

Current and previous editions of the Beebe Newsletter are available online at http://beebe.robinson.gsu.edu/about-us/beebe-newsletter.

If you have any questions, comments, suggestions, submissions, or to obtain more information about our programs, please email the Faculty Advisor Dr. Kelly Grace at kgrace@gsu.edu.

Visit the Beebe Institute website at http://beebe.robinson.gsu.edu.

To add or remove yourself from our mailing list, please reply to beebenewsletter@gsu.edu.