

CAROL L. FLINCHBAUGH
Assistant Professor of Management
New Mexico State University, College of Business
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Email: cflinch@nmsu.edu

EDUCATION

2008 – 2013 University of Kansas, Lawrence, KS
 Ph.D. in Management
 Advisor: Douglas R. May
2007 MBA - Indiana University, Southeast – New Albany, IN
1997 M.Ed., Counseling – Lynchburg College, Lynchburg, VA
1994 B.A., Psychology – Millersville University of Pennsylvania

ACADEMIC APPOINTMENTS

Assistant Professor, Department of Management, 08/2013 – Present
New Mexico State University, College of Business, Las Cruces, NM

Co-Principal Investigator, School Turnaround Development Program, Spring 2017
New Mexico State University, Collaborative project with Colleges of Business and Education, Las Cruces, NM

Graduate Research and Teaching Assistant, 09/2008 – 07/2013
University of Kansas, School of Business, Lawrence, KS

RESEARCH INTERESTS

HR system impact on employee behavior, Contextual and personal influences on employee and student well-being, Non-profit management systems

TEACHING INTERESTS

Human Resources Management, Organizational Behavior, Leadership

PUBLICATIONS

- Chadwick, C. & Flinchbaugh, C. (2016). The Effects of Part-Time Workers on Establishment Performance, *Journal of Management*, 42(6), 1635-1662.
- Flinchbaugh, C., Li, Pingshu, Luth, M., & Chadwick, C. (2016) Team-Level High Involvement Work Practices: Investigating the Role of Knowledge Sharing and Perspective Taking. *Human Resources Management Journal*, 26(2), 134-150.
- Intindola, M., Lewis, G., Flinchbaugh, C., & Rogers, S. (2017). Web-based recruiting's impact on organizational image and familiarity: Too much of a good thing? *International Journal of Human Resources Management*.
- Luth, M., Flinchbaugh, C., & Ross, J. (2017). On the Bike and in the Cubicle: The Role of Passion and Regulatory Focus in Cycling and Work Satisfaction, *Psychology of Sport and Exercise*, 28, 37-45.

- Ross, J., Valenzuela, M., Intindola, M., & Flinchbaugh, C. (2017). Preparing potential leaders: Facilitating a learning experience on LMX and fairness in the workplace. *The International Journal of Management Education*, 15(1), 84-97.
- Flinchbaugh, C., Luth, M., & Li, Pingshu (2015). A Challenge or a Hindrance? Understanding the effects of stressors and thriving on life satisfaction. *International Journal of Stress Management*, 22(4), 323-345.
- Flinchbaugh, C., Schwoerer, C., & May, D.R. (2016). Helping yourself to help others: How cognitive change strategies improve employee reconciliation with service clients and positive work outcomes. *Journal of Change Management*, 1-19.
- Flinchbaugh, C., Valenzuela, M., & Li, Pingshu (2016). Developing employee socio-technical flexibility in a multigenerational workforce. *Journal of Management and Organization*, 1-16.
- Intindola, M., Rogers, S., Flinchbaugh, C., & Dellapietra, D. (2016). Hospital Administrative Characteristics and Volunteer Resource Management Practices. *Journal of Health Organization and Management*, 30 (3), 372-389.
- Flinchbaugh, C., Moore, E. W. G., Chang, Y.K. & May, D. R. (2011). Student Well-being in the Classroom: The Effects of Stress Management Techniques in the Management Education Classroom. *Journal of Management Education*.

CURRENT RESEARCH UNDER REVIEW

- Valenzuela, M., Flinchbaugh, C., & Rogers, S. The Importance of an Immigrant's Acculturation in the Workplace and its Effects on Perceived Fit (*under review at Academy of Management Journal*).
- Zare, M., and Flinchbaugh, C. Creativity, voice and contextual performance: A meta-analytic investigation to clarify the distinctions. *Human Performance* (*under third review*).
- Flinchbaugh, C., Chadwick, C., Zare, M., & Li, Pingshu. Independent contractors and organizational effectiveness: A review (*under review at Human Resource Management Review*).
- Nez, C., Valenzuela, M., Ross, J., & Flinchbaugh, C. Affective Forecasting: Measuring the Effect on Task and Contextual Performance. (*under review at Journal of Organizational Behavior*).
- Pittz, T., Adler, T. R., Flinchbaugh, C., & Rogers, S. Collective Identification of Opportunity by Social Entrepreneurs: An Analysis of Open Strategy in Cross-sectional social partnerships. (*under review at Strategic Entrepreneurship Journal*).
- Flinchbaugh, C., Ishquaidef, G., & Chadwick, C. Examining the effectiveness of a shared human resources executive: A mixed method approach (*targeting Nonprofit and Voluntary Sector Quarterly*).

CONFERENCE PAPER PRESENTATIONS

- Luth, M., Flinchbaugh, C., & Crawford, W. The impact of the worst-case scenario team intervention: Understanding team differences. (*Accepted 2017 Academy of Management Conference, Atlanta, GA*).

- Intindola, M., Flinchbaugh, C., & Hughey, S. Making lemons out of lemonade: Using resourcing theory to explore nonprofit mission directives. (*Positive Organizational Scholarship Conference, Ann Arbor, MI, 2017*)
- Flinchbaugh, C., Chadwick, C., Zare, M., & Li, Pingshu (2017). Independent contractors and organizational effectiveness: A review *Western Academy of Management, targeting Human Resource Management Review*).
- Li, P., Chen, S., & Flinchbaugh, C. (2016). Leader and Member Perspective taking on individual creativity: The role of creative self-efficacy. *Academy of Management Conference, Anaheim, CA*.
- Super, J., Geiger, M., Luth, M. & Flinchbaugh, C. (2016) Emergent leadership in the classroom: Understanding personal differences. *Academy of Management Conference, Anaheim, CA*.
- Intindola, M., Lewis, G., Flinchbaugh, C., & Rogers, S. (2015). Web-based recruiting's impact on organizational image and familiarity: Too much of a good thing? (*Southern Management Association Conference, Florida*)
- Luth, M., Flinchbaugh, C., & Ross, J. (2015). On a bike and in the cubicle: The role of passion and regulatory focus in cycling and work success *Academy of Management Conference, Vancouver BC*.
- Ross, J., Flinchbaugh, C., & Nez, C. (2015). Affective Forecasting: Measuring the Effect on Task and Contextual Performance. *Western Academy of Management, Honolulu, HI*.
- Chadwick, C., Flinchbaugh, C., & Guthrie, J.P. (2014). PDW: Reinvigorating the Strategy Perspective in SHRM. *Academy of Management, Philadelphia, PA*.
- Flinchbaugh, C., Li, Pingshu, & Luth, M. (2014). High Involvement Work Practices at the Team-Level: Investigating the Value of Knowledge Sharing. *Southern Management Association, Savannah, GA*.
- Flinchbaugh, C. & Li, Pingshu (2014). Millennials in Social Services: What Type of Involvement in Management Practices Matters? *Western Academy of Management, Napa, CA*.
- Li, Pingshu & Flinchbaugh, C (2014). Delivering Positivity Tips to Facilitate Student Success in the Classroom And Beyond. *OBTC, Nashville, TN*.
- Luth, M. & Flinchbaugh, C. (2014). Courage in a Bottle: The Effects of Wine Consumption on Ethical Decision-Making. *Western Academy of Management, Napa, CA*.
- Chadwick, C. & Flinchbaugh, C. (2013). Renewing the Strategy Perspective in Strategic Human Resource Management. *Strategic Management Society, Atlanta, GA*.
- Flinchbaugh, C., Luth, M., & Li, Pingshu (2013). The Value of Student Thriving Through Semester-long Stressors. *Academy of Management, Orlando, FL*.
- Chadwick, C. & Flinchbaugh, C. (2011). The Effects of Part-Time Workers on Establishment Performance. *Academy of Management, San Antonio, TX*.
- Flinchbaugh, C., Schwoerer, C. E. & May, D.R. (2010). Paradox in Social Services: The Role of Reconciliation in Creating Positive Emotions and Meaning. *Academy of Management Conference, Montreal, CA. (targeting journal for submission)*

- Flinchbaugh, C., Ishquaidef, G., & West, C. (2012). The Impact of Personnel Sharing: Where Is Stability Most Critical During Organizational Change? *Midwest Academy of Management Conference, Chicago, IL.*
- Flinchbaugh, C. & Moore, E.W.G. (2011). Tools to Student Well-Being: Evidence from the Classroom and Beyond. *Midwest Academy of Management, Omaha, NE.*
- Flinchbaugh, C., Moore, E. W. G., Chang, Y.K. & May, D. R. (2011). Student Well-being in the Classroom: The Effects of Stress Management Techniques in the Management Education Classroom. *Western Academy of Management, Victoria, BC.*
- Flinchbaugh, C. (2011). Generation Y Characteristics and the Implications on Current Management Practices. *Western Academy of Management, Victoria, BC. (Will submit to JoM special edition on generational differences, Jan. 2013)*
- Moore, E. W. G. & Flinchbaugh, C. (2012). Teaming Up to Bring Stress Management into Content Classroom Settings. Central District of the American Alliance for Health, Physical Education, Recreation and Dance Conference, Colorado Springs, CO.

CURRENT RESEARCH IN PROGRESS

- Smith, B. and Flinchbaugh, C. Identifying key elements of a Public Safety Master Plan: A stakeholder's perspective. *(Targeting submission to AOM 2018).*
- Chadwick, C. & Flinchbaugh, C.L. Reinvigorating the Strategy Perspective in Strategic Human Resource Management *(targeting Personnel Psychology)*
- Lewis, G., Cast, M., Flinchbaugh, C., & Rogers, S. Student Perceptions of Online Recruitment Efforts following a Company Ethical Violation. *(Study in progress).*
- Flinchbaugh, C. When the Job Gets Tough: Employee Use and Benefits of Restorative Psychological Resources. *Dissertation successfully defended 6/13, paper editing in progress (Targeting submission to Journal of Organizational Behavior).*
- Flinchbaugh, C., Moore, E.W.G., May, D.R., & Moore, C. Trust and positive emotions through effective management of workplace conflict. *Study in progress.*
- Flinchbaugh, C. Address or Avoid? Cognitive Precursors to Employee Actions during Conflict. *Study in progress, targeted for 2017 AOM submission*

RESEARCH PHILOSOPHY

My overall research interest implements an interactionist perspective to better understand contextual factors that influence employee well-being. Specific contextual variables of interest include leadership, culture, and the impact of HR systems. I am particularly interested in incorporating a multi-level approach that teases out the impact of contextual influences within different work units. The multi-level perspective may inform why employee well-being varies across different work units even in the same organization. I draw on my prior work experience in non-profit social services organizations to understand how environmental factors inform employee well-being and customer service in high emotional labor settings. My other research areas of interest include non-standard

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work arrangements and the benefits of employee reconciliation and resilience on customer service quality.

TEACHING EXPERIENCE

MGT 503 – Organizational Behavior and Management Processes (New Mexico State University)

Fall 2015, Spring 2016, Summer 2016, Fall 2016, Spring 2017, Summer 2017

MGT 645 – Doctoral Seminar in Human Resource Management (New Mexico State University)

Spring 2017

MGT 465 – Contemporary Issues In Human Resource Management (New Mexico State University)

Spring 2014, Summer 2014, Spring 2015, Summer 2015, Spring 2016

MGMT 410/332 – Human Resources Management (New Mexico State University; University of Kansas)

Spring 2011, Fall 2010, Spring 2012, Fall 2012, Fall 2013, Spring 2014, Fall 2014, Spring 2015, Fall 2015, Fall 2016

MGMT 310 – Introduction to Organizational Behavior (University of Kansas)

Spring 2009, Fall 2009, Spring 2010

RESEARCH SKILLS

Extensive knowledge of SEM and multilevel modeling and statistical software (Mplus, Lisrel, SAS)

PROFESSIONAL AWARDS

Faculty Award for Outstanding Junior Research: NMSU College of Business (2015)

Best conference reviewer: AOM PNP Division (2013); WAM (2014, 2017)

Sustaining Member, NMSU Teaching Academy (2014, 2017)

University of Kansas Office of Graduate Studies doctoral student research funds (2011)

School of Business doctoral teaching awards (2010, 2011)

School of Business doctoral dissertation fellowship (2012)

SERVICE: UNIVERSITY AND DEPARTMENT

2013-current Faculty Advisor, NMSU Student SHRM Chapter

2013-current NMSU Quick Connect Faculty Member

2014-2015 Faculty search committee

2015-2016 University Diversity Council Member

2015-current Faculty mentor for RISE graduate diversity in STEM fields

2015 Interview team for Woodrow Wilson Principal's MBA fellows

SERVICE: TO THE PROFESSION

Faculty Advisor, NMSU Student SHRM Chapter (2013-current)

Journal reviewer, Career Development International (2014-current)

Journal reviewer, Journal of Management and Organization (2017-current)

Carol L. Flinchbaugh

NMSU Quick Connect Faculty Member (2013-current)
Vice-President, *Association of Business Doctoral Students*, University of Kansas,
2009-2010
Conference reviewer, Western Academy of Management
Conference reviewer, Midwest Academy of Management
Conference reviewer, Southern Management Association
Conference reviewer, Academy of Management

RESEARCH MENTORING: UNDERGRADUATE STUDENTS

Activity Period: Spring 2015 – present

<u>Program</u>	<u>Students</u>
NMSU Honors Program	1 (summer 2015)
Independent Study	2 (fall 2015; fall 2016)

RESEARCH MENTORING: GRADUATE STUDENTS

Current

2014- 2016	Marcus Valenzuela; Doctoral student in Management
2014- 2017	Mortaza Zare; Doctoral student in Management
2016-2017	Nourah Alfayez; Doctoral student in Management, Committee member

NON-ACADEMIC WORK EXPERIENCE

2006 – 2008	Neighborhood House, Inc., Louisville, KY Assistant Executive Director, Social Services Agency
1999 – 2006	Maryhurst, Inc., Louisville, KY Program Manager, Social Services Agency

PROFESSIONAL AFFILIATIONS

Member, Academy of Management
Member, Society for Human Resource Management
Member, Western Academy of Management
Member, Southern Academy of Management