# ACADEMIC APPOINTMENTS

## California State University, San Bernardino, CA

### Department of Management

**Professor**, Management Department, 2015 – present

**Associate Professor**, Management Department, 2013 – 2015

**Assistant Professor**, Management Department, 2011 – 2013

### Office of Undergraduate Studies

**Associate Vice President and Dean**, 2017 – 2020

### Jack H. Brown College of Business and Public Administration

**Associate Dean**, 2016 – 2017; **Assistant Dean**, 2014 – 2016

**MBA Director**, 2016 – 2017; **Interim MBA Director**, 2015 – 2016

**Director**, Accreditation and Student Services, 2013 – 2017

**Coordinator**, Assurance of Learning, 2012 – 2013

## University of the Pacific, Stockton, CA

**Director**, Center for Social and Emotional Competence, 2009 – 2011

**Assistant Professor**, Educational Administration and Leadership Department, 2009 – 2011

## Niagara University, Lewiston, NY

**Assistant Professor**, Commerce Department, 2006 – 2009

# EDUCATION

## George Washington University, Washington, DC

**Doctor of Philosophy** (Business Administration), 2001 – 2007

## Boston College, Boston, MA

**Master of Arts** (Counseling Psychology), 1993 – 1995

## Santa Clara University, Santa Clara, CA

**Bachelor of Science** (Psychology), 1987 – 1991

# CERTIFICATIONS

**Professional in Human Resources** (PHR), 2014 – present

**Society for Human Resource Management Certified Professional** (SHRM-CP), 2015 – present

# GRANTS

**2022-23 Teaching Resource Center (TRC) Course Development Grant**

**2021-22 Next Generation Smart Classroom (NGSC) Cosynchronous Teaching Program**

**2021-22 Inclusive Access (IA) Grant Program**

**2020-21; 2021-22 Mini-Grants for Community-Based Research**

**2020 eLearning Academy**

**2018 A4US Grant**

**2017 Wells Fargo Bank and Union Bank Foundation**

**2016 Title V Grant, Department of Education**

**2012; 2013 Service-Learning Fellowships**

**2012 Professional Development Mini-Grant**

# AWARDS

**2022 Quality Online Teaching Program (QOTP)**, course MGMT 3350 met the QLT CORE internal review expectations

**2013 California State University**, College of Business and Public Administration; College Faculty Award in Recognition of Excellence in Teaching

**2010 Academy of Management Learning and Education** (AMLE), Editorial Board Reviewer Award

**2010 Organization Management Journal** (OMJ), Editor's Choice Top Ten Papers; An integrative Model of Emotional Intelligence

**2009 Organization Management Journal** (OMJ), Editor’s Choice Top Ten Papers; Fostering Emotional and Social Intelligence in Organizations

**2008 Excellence in Teaching Award**, College of Business Administration; Niagara University

**2006 Board of Advisors** Doctoral Student Award for Outstanding Commitment to the School of Business; George Washington University

**1991 Nobili Medal** for Outstanding Academic Performance, Personal Character, School Activities, and Constructive Contribution to the University; Santa Clara University

# SCHOLARSHIP

## Dissertation

Seal, C. R. (2007). Emotional Intelligence: An Exploratory Study of Emotional Ability as a Moderator between Emotional Competency and Performance Outcomes (Doctoral dissertation, George Washington University, 2007). *Dissertation Abstracts International*, 68, 01.

## Journal Articles

Seal, C. R., Flaherty, P. T., Rawls, K. M., Sanchez, S., Fan, D., & Guzman, M. G. (2022). Court Appointed Special Advocates: Flexible work arrangements and employee work attitudes. *Journal of Case Research and Inquiry*, 7, 42-60.

Seal, C. R., Rawls, K. M., Flaherty, P. T., Fan, D., Sanchez, S., & Guzman, M. G. (2021). Flexible work arrangements and employee work attitudes: A case-based inquiry of a small non-profit response to crisis, *Journal of Organizational Psychology*, 21(4), 93-101.

Huang, X., Zhang, L., Feng, C. & Seal, C. R. (2020). How do changes in human resource programs lead to innovation: An organizational entrainment perspective on the temporal mechanisms in HRM. *Personnel Review*, 50(1), 319-343.

Seal, C. R., Naumann, S. E., Miguel, K., Royce-Davis, J., Galal, S., Elissa Gardner, M., Dmitriyeva, T., Palmer, S., & Huijuan, Z. (2017). Personal interpersonal capacity: A moderated-mediation model for student success. *Journal of Organizational Psychology*, 17(4), 78-89.

Seal, C. R., Miguel, K., Alzamil, A., Naumann, S. E., Royce-Davis, J, & Drost, D. (2015). Personal-interpersonal competence assessment: A self-report instrument for student development. *Research in Higher Education Journal*, 27, 1-10.

Seal, C. R., Hargis, J., Killick, L., McNair, D., Sablynski, C. J., Sun, H., Kitchen, D., Carbonatto, G., & Yao, Y. (2013). Celebrate teaching and learning: A SoTL symposium at the University of the Pacific. *MountainRise*, 8(1), 1-40.

Seal, C. R. & Miguel, K. (2013). Facilitating social and emotional competence development through a peer coaching training program for students. *International Journal of Mentoring and Coaching*, 11(1), 28-43.

Vaida, S., Seal, C. R., & Naumann, S. E. (2013). Translation and adaptation of the social emotional competence development scale. *International Journal of Management & Business Studies*, 3(2-2), 142-146.

Tang, C., Seal, C. R., Naumann, S. E., & Miguel, K. (2013). Emotional labor: The role of employee acting strategies on customer emotional experience and subsequent buying decisions. *International Review of Management and Marketing*, 3(2) 50-57.

Tang, C., Seal, C. R., & Naumann, S. E. (2013). Emotional labor strategies, customer cooperation and buying decisions. *Journal of Management and Marketing Research*, May, 13, 1-15.

Galal, S., Carr-Lopez, S., Seal, C. R., Scott, A. N., & Lopez, C. (2012). Development and assessment of social and emotional competence through simulated patient consultations. *American Journal of Pharmaceutical Education*, 76(7), Article 132.

Seal, C. R., Beauchamp, K., Miguel, K., Scott, A. N., Naumann, S. E., Dong, Q., & Galal, S. (2011). Validation of a self-report instrument to assess social and emotional development. *Research in Higher Education Journal*, December, 14, 1-20.

Crane, D. D. & Seal, C. R. (2011). The impact of recruiters’ perceptions of student social and emotional competence on the hiring process. *NACE Journal*, April, 2011, 26-30.

Seal, C. R., Beauchamp, K., Miguel, K., & Scott, A. N. (2011). Development of a self-report instrument to assess social and emotional development. *Journal of Psychological Issues in Organizational Culture*, 2(2), 82-95.

Seal, C. R., Naumann, S. E., Scott, A., & Royce-Davis, J. (2010). Social emotional development: A new model of learning in higher education. *Research in Higher Education Journal*, March, 10, 1-13.

Rensel, A. D. & Seal, C. R. (2010). Socio-technical competency: Insights into emotional and technical readiness responses to complex information systems. *Journal of Advances in Business*, 1(1), 69-83.

Seal, C. R. & Andrews-Brown, A. (2010). An integrative model of emotional intelligence: Emotional ability as a moderator of the mediated relationship of emotional quotient and emotional competence. *Organization Management Journal*, 7(2), 143-152.

Seal, C. R., Sass, M. D., Bailey, J. R., & Liao-Troth, M. (2009). Integrating the emotional intelligence construct: The relationship between emotional ability and emotional competence. *Organization Management Journal*, 6(4), 204-214.

Seal, C. R., Boyatzis, R. E., & Bailey, J. R. (2006). Fostering emotional and social intelligence in organizations. *Organization Management Journal*, 3(3), 190-209.

Bailey, J. R., Sass, M., Swiercz, P., Seal, C., & Kayes, D. C. (2005). Teaching with and through teams: Student-written, instructor-facilitated case writing and the signatory code. *Journal of Management Education*, 29(1), 39-59.

Offermann, L., Bailey, J. R., Vasilopoulos, N. L., Seal, C., & Sass, M. (2004). EQ versus IQ: The relative contribution of emotional intelligence and cognitive ability to individual and team performance. *Human Performance*, 17(2), 219-243.

## Proceedings

Seal, C. R., Flaherty, P. T., Rawls, K. M., Sanchez, S., Fan, D., & Guzman, M. G. (2021). Court Appointed Special Advocates: Flexible work arrangements and employee work attitudes. Case study at *Management Organizational Behavior Teaching Society (MOBTS*) 48th Anniversary, Virtual Conference.

Seal, C. R., Naumann, S. E., Miguel, K., Royce-Davis, J., Galal, S., Dmitriyeva, T., Elissa Gardner, M., Palmer, S., & Huijuan, Z. (2017). Personal Interpersonal Capacity. Proceedings of the *Western Academy of Management (WAM)* Conference, Palm Springs, CA.

Gill, K., Hackett, R. & Seal, C. R. (2013). Associations between teacher-student relationship quality and academic achievement by ethnicity, gender, and socio-economic status. Proceedings of the 2013 *AERA Annual Meeting*.

Seal, C. R. (2008). Emotional competency as a moderator between emotional ability and performance outcomes. Proceedings of the *Eastern Academy of Management*, 45, CD.

Rensel, A. & Seal, C. R. (2008). Socio-technical competency: Insights into emotional and technical readiness responses to complex information systems. Proceedings of the Conference of the *Business Research Consortium of Western New York*, Third Annual Conference (April, 2008).

Seal, C. R. (2007). Emotional intelligence: A qualitative pilot study of emotional competencies at work. Proceedings of the *Eastern Academy of Management*, 44, CD.

Seal, C. R., Sass, M., Avery, C., Geist, R. J., Bailey, J. R., Offermann, L. R., Vasilopoulos, N., Pau, M., & Smith, C. (2004). An empirical examination of the relationship between emotional intelligence and personality factors. Proceedings of the *Eastern Academy of Management*, 41, CD.

Seal, C. R., Kayes, D. C., Sass, M., Bailey, J. R., Pau, M., Smith, C., & Offermann, L. R. (2003). Effect of emotional intelligence on self-managed work teams. Proceedings of the *Eastern Academy of Management*, 40, CD.

## Presentations

Seal, C. R., Fan, D., Sanchez, S., Guzman, M. G., Rawls, K. M., Beechko, A.J., & Flaherty, P. T., (2022, June). Discussion of a Hybrid-Flexible Course for Student Self Determination. Round Table Discussion at *Management Organizational Behavior Teaching Society (MOBTS*) 49th Annual Conference, Cal Poly Pomona.

Seal, C. R., Fan, D., Sanchez, S., Guzman, M. G, Rawls, K. M., & Flaherty, P. T. (2022, March). Development of an Employee Centric Performance Management System (PMS) to foster a Culture of Resilience: An exploratory case-based research study, from surviving to thriving, Developmental research proposal at *Western Academy of Management (WAM*) 2022, Hawaii.

Seal, C. R., Rawls, K. M., Flaherty, P. T., Fan, D., Sanchez, S., & Guzman, M. G. (2021, April). Flexible work arrangements and employee work attitudes: A case-based inquiry of a small non-profit response to crisis. Developmental empirical paper at *Western Academy of Management (WAM*) 2021 Virtual Conference.

Seal, C. R. (2020, April). How can administration best support academic advising? An application of theory to practice. Roundtable presentation at the *NACADA 2020 Region 9 Conference*, Palm Springs, CA.

Seal, C. R. (2017, February). Personal-interpersonal capacity. A keynote address at the *4th International HR Conference*, Mumbai, India.

Seal, C. R., Miguel, K., Alzamil, A., Naumann, S. E., Royce-Davis, J, & Drost, D. (2014, March). Personal-interpersonal competence assessment. A developmental paper presented at the *Western Academy of Management* (WAM) Conference, Napa, CA.

Seal, C. R., Royce-Davis, J., Miguel, K., Shipp, D., Juarez, K., Andrews-Brown, A. & Doan, D. (2012, February). Responsible leadership. Poster presentation at the 21st Annual *Kravis-de Roulet Leadership Conference*, Claremont McKenna College Claremont, CA.

Sablynski, S., Naumann, S., & Seal, C. (2011, August). Incorporating a team activity into university-wide learning goals via the Pacific Production Game. Professional Development Workshop (PDW) at the *Academy of Management* (AoM) Annual Meeting in San Antonio, TX.

Galal, S., Carr-Lopez, S., & Seal, C. (2011, July). Examining the development of social and emotional competence through student-patient consultation performance. Poster presentation at the *American Association of Colleges of Pharmacy* (AACP) Annual Meeting in San Antonio, TX.

Seal, C. R. & Miguel, K. (2011, June). Facilitating social and emotional competence through peer coaching. Session at the *Organizational Behavior Teaching Conference* (OBTC) in Milwaukee, WI.

Seal, C., Shipp, D., Royce-Davis, J., & Jacobson, S. (2011, March). Responsible leadership: A model and method of student development. General Interest Presentation at the *NASPA* Annual Conference in Philadelphia, PA, March 2011.

Sablynski, S., Miles, J., Naumann, S., & Seal, C. (2010, August). Business school centers: Best practices and lessons learned. Professional Development Workshop (PDW) at the *Academy of Management* (AoM) Annual Meeting in Montreal, Canada.

Galal, S., Carr-Lopez, S., & Seal, C. (2010, July). Exploring the relationship of social and emotional competence on student-patient consultation performance. Poster presentation at the *American Association of Colleges of Pharmacy* (AACP) Annual Meeting in Seattle, WA.

Carr-Lopez, S., Hargis, J., Seal, C., DeGuire, N., Galal, S., & Boyce, E. (2010, July). Using academic centers to enhance the scholarship of learning: Emphasizing effective teaching and assessment strategies. Poster presentation at the *American Association of Colleges of Pharmacy* (AACP) Annual Meeting in Seattle, WA.

Seal, C. & Rogers, M. (2010, June). Social and Emotional Competence: An opportunity to demonstrate the value added benefit of competence assessment in higher education. Presented at the *HEDS* Annual Conference in Pasadena, CA.

Cook, L., Shankman, M., & Seal, C. (2010, March). Emotionally intelligent leaders are the movement. Presented at the *NASPA* Annual Conference in Chicago, IL.

Seal, C. R. (2008, October). MBA EI Development through Teams and Negotiations. Presented at the *Higher Education Symposium on Emotional Intelligence* (HESEI) in Washington, DC.

## Other Intellectual Contributions

Seal, C. R., Rawls, K. M., Gardner, M., & Sanchez, S. (accepted, January, 2022). Maybe the problem is not our students but us: Developing faculty personal-interpersonal capacity. In *Honing self-awareness of faculty and future business leaders.*

Seal, C. R. & Kavanagh, D. (2015). Organizations Don’t Resist Change, People Do: Introduction for emerging conceptual scholarship section. *Organization Management Journal*, 12(3), 123-124.

Seal, C. R. (2015). High Performance Work Systems and Processes: Introduction for emerging conceptual scholarship section. *Organization Management Journal*, 12(2), 63-63.

Hargis, J. & Seal, C. R. Re-Centering Academic Centers. Retrieved September 29, 2014, from <http://centeringcenters.wordpress.com/>.

Seal, C. R., Royce-Davis, J., Miguel, K., & Andrews-Brown, A. (2013). Developing capacity for responsible leadership. In *Leader Interpersonal and Influence Skills: The Soft Skills of Leadership*. Routledge, 256.

Seal, C. R. (2012). Managerial roles and implications in emergent change: Introduction for emerging conceptual scholarship section. *Organization Management Journal*, 9(1), 3.

Seal, C. R., Miguel, K., & Fuentez, M. (2010). Research in practice. Student Affairs West Newsletter, NASPA Region VI, Fall.

Seal, C. R. (2010). Partnering student and academic affairs through social emotional competence. Student Affairs West Newsletter, NASPA Region VI, Summer.

Seal, C. R. & Holmes, R. (2007). Emotional intelligence. In *International Encyclopedia of Organization Studies*. Sage.

## Book Reviews

Seal, C. R. (2012). Scholarship of Teaching and Learning [Review of the book Scholarship of Teaching and Learning in Higher Education: Contributions of Research Universities]. *MountainRise*, 7(3).

Seal, C. R. (2009). Advancing Business Ethics Education [Review of the book Advancing Business Ethics Education]. *Academy of Management Learning & Education*, 8(4), 616-617.

Seal, C. R. (2008). Gut Feelings [Review of the book Gut Feelings: The Intelligence of the Unconscious]. *Decision Line*, 39(1).

Seal, C. (2002). Understanding Organizational Evolution [Review of the book Understanding Organizational Evolution: Its Impact on Management and Performance]. *Journal of Organizational Change Management*, 15(4), 432-437.

# TEACHING

## College of Business and Public Administration

California State University, San Bernardino, CA Fall, 2011 – present

**Business, Ethics, and Society** (MGMT 3350) – Undergraduate Course

Social and legal factors influencing business; social expectations for ethical conduct and corporate social responsibility (CSR).

**Management and Organizational Behavior** (MGMT 3020) – Undergraduate Course

Introduction to management as it affects operations and the behavior of people in relation to the functional fields of administration.

**Strategic Human Resource Management** (MGMT 470) – Undergraduate Course

This course focused on students completing real-world human resource problems for local non-profit organizations.

**Human Resource Management** (MGTM 641) – Graduate Course

The class focuses on analysis of specific areas and problems in administration of personnel systems and policies.

**Organization Theory and Behavior** (MGTM 601) – Graduate Course

This course is a critical analysis of theories for viewing organizations and an examination of the common models for understanding human behavior.

## School of Education, Educational Leadership

University of the Pacific, Stockton, CA. Fall, 2009 – Spring, 2011

**Educational Organizations** (EADM 278) – Graduate course

Organizational patterns and issues that are related to the administration of educational organizations will be presented.

**People in Organizations** (EADM 293) – Graduate course

This special topic course provides an integrative, experiential approach toward understanding human behavior and development within the context of groups and conflict.

**Pacific Seminar 2** (PACS 2) – Undergraduate course

This course explores the intersection between intelligence and emotion, using the social emotional intelligence framework to understand effective human behavior.

## College of Business, Commerce Department

Niagara University, Niagara University, NY Fall, 2006 – Spring, 2009

**People in Organizations** (MGT 670) – Graduate course

This course provides the skills necessary to lead and motivate the work force.

**Organizational Development** (MGT 677) – Graduate course

This course considers organizational development as a process of planned change.

**Human Resource Management** (MGT 341) – Undergraduate course

The class provides a foundation for the study of Human Resource Management.

**Staffing and Development** (MGT 342) – Undergraduate course

This course specializes in the human resource practices of staffing and development.

**Compensation and Performance** (MGT 343) – Undergraduate course

This course specializes in the human resource practices of compensation and performance.

## School of Business, Department of Management

George Washington University, Washington, DC Fall, 2001 – Spring, 2006

**Organization and Management** (MGT 201) – Graduate course

The course is an integrative approach to organizational concepts, management principles, philosophy, and theory in public and private organizations; including evolution of management, thought, functions, and practices.

**Human Resource Management** (BADM 130) – Undergraduate course

The course covers how human resource management policies and practices affect the achievement of organization objectives, including human resource planning, recruitment, selection, training, development, compensation, and unionism and collective bargaining.

## Advising/Counseling Center

Bunker Hill Community College, Boston, MA Fall, 1994

**Study Skills Class** – Developmental course focusing upon study skills, test taking strategies, and basic reading, writing, and arithmetic skills for incoming students.

# Service

## Academy

Co-Editor, Emerging Conceptual Scholarship, ***Organization Management Journal*** (2011-2015)

Editorial Board, ***Academy of Management Learning and Education Journal*** (2007-2017)

Editorial Board, ***Frontiers in Psychology*** (2015-2018)

Editorial Board, ***Studia Psychologia-Paedagogia*** (2020-present)

## Boards

**Court Appointed Special Advocates (CASA) of Santa Barbara County**, Board Member (2022-)

**Robert and Frances Fullerton Museum of Art (RAFFMA)**, Board Member (2022-)

**Inland Empire (IE) SHRM**, Past President (2017), President (2015-2016); Secretary (2013-2015)

## Honor Societies

**Beta Gamma Sigma**, International Honor Society, Inducted 2006

**Golden Key,** International Honor Society, Inducted 2019

**Phi Beta Delta**, Society of International Scholars, Inducted 2012

**Phi Kappa Phi**, Multidisciplinary Collegiate Honor Society, Inducted 2019

## Memberships

**Academy of Management (**AoM)

**Consortium for Research on Emotional Intelligence in Organizations** (CREIO)

**NACADA** (National Conference on Academic Advising)

**Society for Human Resource Management** (SHRM)

# SERVICE

## California State University, San Bernardino

* Bachelor of Arts (BA) College Core Curriculum Committee, Chair (2020)
* Career Center Executive Director Search Committee, Chair (2019-2020)
* CBPA Executive Speaker Series, Coordinator (2011-2012)
* CBPA Faculty-Assurance of Learning (AoL) Committee, Chair (2012-2017)
* CBPA Senior Leadership Team, Member (2013-2017)
* CBPA Student Club Alliance, Faculty Advisor (2012-2017)
* Commencement, Lead Marshall (2012-2017)
* CSUSB Committee on Learning Assessment and Student Success, Member (2013-2017)
* CSUSB Faculty Peer Tech Advisor (2020)
* CSUSB Graduate Council, Member (2015-2017)
* CSUSB Teaching Academy, Chair (2016-2017); Member (2013-2016)
* Department Awards Committee, Member (2011-2012)
* Department Curriculum Committee, Member (2011-2017; 2020-)
* Elections Officer, CBPA (2012-2014)
* Management and Human Resources Concentrations, Faculty Advisor (2011-2017; 2020-)
* Management Department Evaluation Committee, Member (2015-2017), Chair (2020, 2022-)
* Management Department Leaves Committee, Chair (2022-)
* Management Department Recruitment Committee, Member (2014-2017), Chair (2014-2015)
* MBA Committee, Member (2014-2015)
* MBA Management Comprehensive Exam Committee, Member (2012-2017, 2021-2022)
* MBA Task Force, Member (2013)
* Q2S Steering Committee, Member (2018-2019), Co-Director (2019-2020)
* Q2S Transformation, Faculty Inquiry Group, Member (2016-2017)
* Society for Human Resource Management, Faculty Advisor (2011-2015)

## University of the Pacific

* Advisory Board Member, Career Resource Center (2010)
* Chairperson, Social Emotional Competence Task Force (2009-2011)
* Doctoral Dissertation Chair and Committee Member (2010-2011)
* Faculty Fellow, Center for Teaching and Learning (2010-2011)
* Member, Powell Scholar and Beta Group Interviews (2010-2011)
* Member, Program Review, Center for Community Involvement (2011)
* Member, School of Education, Doctoral Faculty Committee (2010-2011)
* Member, Student Conduct Board Hearing Member (2011)

## Niagara University

* Chairperson and Committee Member, Management Faculty Search Committee (2007-2009)
* Chairperson, Mission, Research/Recruitment, and Development Committee (2008-2009)
* Faculty Advisor, Society for Human Resource Management (2006-2009)
* Leadership Team, College of Business Administration, (2008-2009)
* Senator, Elected Member of the Faculty Senate (2008-2009)

# PROFESSIONAL EXPERIENCE

**Aquent, Inc.**, Santa Clara, CA; Minneapolis, MN

Project Manager, 2000 – 2001

Area Manager, 1999 – 2000

Account Manager, 1999

**Coldwell Banker**, Barbara Sue Seal Properties, Inc., Portland, OR

Director of Operations, 1997 – 1998

**Barbara Sue Seal Properties, Inc.**, Portland, OR

Vice-President, 1995 – 1997

Marketing Director, 1995

Marketing Coordinator, 1993 – 1995

System Administrator, 1992 – 1993

**Bunker Hill Community College**, Boston, MA

Counseling Intern, 1994 – 1995

**Goodwill Industries**, Portland, OR

Employment Training Specialist, 1991 – 1992

**Santa Clara Community Action Program** (SCCAP), Santa Clara, CA

Director, 1990 – 1991

Women’s Support Network Coordinator, 1989 – 1990