Phoenix Scholar™

COLLEGE OF DOCTORAL STUDIES | PERIODICAL FOR RESEARCH & SCHOLARSHIP

Volume 5 Issue 1, Spring 2022

HIGHLIGHTS

An interview with Principal and Life Long Educator Dr. Alana Morales

Rethinking Supply Chain in a time of Uncertainty

COVID-19 Impacts on Commerce and Education

Editorial

It is a pleasure and honor to write this month's editorial. As we set our sights on June, and the summer months ahead, there is a feeling of "guarded" relief. With some aspects of COVID-19 tapering, for many, it provides the chance to at least catch our breath. However, much of what has transpired over the past few years has been to a great degree reflective of living in a VUCA world. VUCA is an acronym that stands for situations that are considered *volatile, uncertain, complex*, and *ambiguous*. The concept of VUCA comes from classic leadership theories that arose from the work of Warren Bennis and Burt Nanus. Most recently, the term has been used to describe the rapid onset of turbulent environments, such as those that took place during the COVID-19 pandemic and the residual effects on businesses.

To date, the fallout of what has occurred from the impact of things like COVID-19, work-life balance, social unrest, wilding behaviors of angry customers on airlines and in stores, policing issues, the great resignation, business closures, fallout of employees leaving jobs and more have jeopardized mental health and perhaps awakened a more hyper-vigilant state of living for employees. As evidenced in 2021, the burden of stressors seemed to accumulate further and faster than ever, with studies revealing the impacts to how people attempted to functionally manage their job given sweeping changes. We examine some of this in a former issue on the "New Normal."

The consequences of such major impacts can also impose some heavy financial burdens to industry, affecting both employee performance and ultimately the health and longevity of businesses in the long-term. For example, I just reviewed some recent comparative statistics estimating the cumulative annual cost of stress on society during the pandemic to be around 255 billion dollars. That is a tentative estimate, but I imagine that number will likely increase. This impact is enormous when we think about it on a business scale, where employees are deeply affected in so many ways. Additionally, although there are studies that demonstrate national and supranational estimations of the work-related costs of this kind of stress (alongside the added immense psychosocial risks) there still remains a lack of resources provisioned within organizations to evaluate and understand the full scope of the burden resonating within their own workforce.

Since our world and economy has been so affected by the pandemic, we invited individuals to share with us their business-related research, best practices, and conceptual pieces focused through the lens of industry. This Phoenix Scholar is full of thought-provoking ideas that take us into the realm of possibilities in a time where business is challenged more than ever, and as employees rethink their own motivations and desires for continuing or reshaping their career goals. I think we all can benefit from a look at these scholarly perspectives.

Enjoy the stimulating content of this issue!

Rodney Luster, Ph.D.
Chair for the Center for Leadership Studies and Organizational Research,
Senior Director of Research Strategy, Innovation, and Development,
& Committee on Research Administrator

Resolutions

As management becomes aware and familiar with the current pressing issues, the next step is to understand how these changes are affecting the consumer. After which adjustments to support the consumer can begin. Some current adjustments are deciding what platform and mode of communication will be used to support the consumer and the employees. An active leader and an empathetic leader will have affective communication that can reach both audiences (Hernado, 2021).

The second is the assessment of the marketing platforms and if it's effective in the current crisis. If it is not bringing in the same amount of business as pre-crisis, strong consideration must be made to adjust or switch to attract more clients to support and maintain the company goals (Nacar & Ozdemir, 2022). In addition, organizations need to also support consumers with products that currently meet their needs. Being empathetic may also increase consumer loyalty, therefore increasing chances of success in uncertain times. Providing goods and services is based on research of providing the consumers with what they need at that moment. Effective enhancement of brand and creating brand loyalty and image is a key element. The crucial element is to select the platforms that have the most impact and reach the maximum numbers of clients, providing feedback on the product and services. Full interactive engagement allows businesses to "deliver" to the consumer.

Geldres (2021) and Hernado (2021) both echoed that constant upgrades or adjustments should be made to products and services. Systems of evaluation are vital to competition and consumer satisfaction. Creating a service or brand that is always better than the rest is also key to success, while also making an adjustment that may meet consumer needs. Nacar and Ozdemir (2022) noted that the pandemic has created a shift for frms to operate on a local scale as well. When products were no longer accessible from neighboring countries because of price or shipment issues, frms began to source them locally. This transformation allowed smaller companies to expand. E-commerce or commerce began to operate at both levels, local and global to meet the change necessitated with borders closed to the traditional import and export exchange (Nacar & Ozdemir, 2022).

The evaluation system is ultimately practice for periodic adaptation of product services. In addition, the strategy for sustainability in unprecedented times is a useful way to prepare all stakeholders. Lastly, communication shows empathy and care for consumer safety in any crisis management strategy. Communication that delivers awareness and shows adjustments have been made to support the consumer, will increase engagement, and increase purchasing that result in reaching the business goals in any major crisis and at a minimum, survival with no major interruption (Hernado, 2021).

Conclusion

A challenge within these prevention methods is that both consumer and workforce expect the same support as normal. Once these methods and elements are in place employees and consumers become the companies' assets. As leadership continues to consistently keep up with these "upgrades" all stakeholders may begin to reduce their fear of discontinued product or service that normally occurs in a time of crisis. While still in the unpredictable stages of this current crisis, frms have become more adaptive and resilient. The literature indicates that we as people have recognized that the workforce is priceless. We have to push through by supporting each other, in our current professions, local churches or schools. In many ways we have prevailed. Hence, businesses became more sustainable. Our ability to pivot has become more powerful in the wake of any obstacle. Firms have adapted and produce new business models that will support them in their trajectory for the future. Finally, these mentioned strategies may assist small to large businesses to move ahead and optimize in the event of a crisis or pandemic. The survival of any organization in the wake of a pandemic has shown to be based on the ability to pivot, a resilient culture, workforce agility and loyalty, customer and brand loyalty, and access to government resources.

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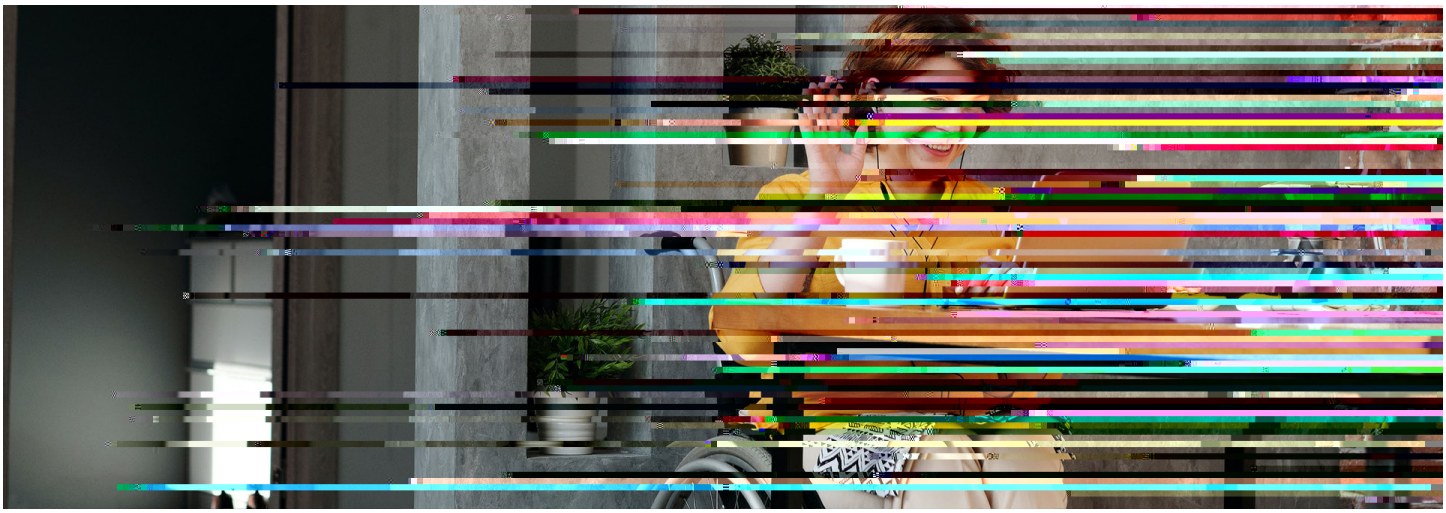

Digital Communication and Entrepreneurship in the Wake of the New Normal

Gwendolyn Avington, DHA
CDS Alumni
Center for Leadsership Studies
and Educaitonal Research

Organizations including entrepreneurial ones have been tasked with implementing strategies using digital communication tactics and tools in the paradigm shift to the new normal brought on by the COVID-19 pandemic. This new normal affected business practices, team dynamics, and organizational structure, especially in the realm of digital communication. Businesses in all industry types had to fgure out the appropriate ways to pivot. Business owners understood they needed to put

were already beginning to move toward some of the digital communication tools to increase revenue and lower costs. One research survey showed businesses that adopt digital media platforms had fve times

functioning global climate change regime.

The discipline of Environmental Economics offers a valuable principle, the Equimarginal Principle, which could be used as a basis for a successful global collective action. Through using this principle, greenhouse gas emissions could be reduced more cost-effectively and equitably. The Equimarginal Principle would help to allocate mitigation and adaptation costs to developed and developing countries fairly and reasonably. The application of the Equimarginal Principle to the greenhouse gas emissions reduction rests on basic logic. Developed and developing countries have different marginal abatement costs depending on their levels of institutional, financial, and technological capabilities. If it is desired to reduce aggregate greenhouse gas emissions (GHG) at the least possible cost or, alternatively, with the most significant reduction in emissions for a given cost, then GHG emissions must be reduced by considering countries' respective capabilities. According to the principle, GHG emission targets should be distributed among countries in such a way as to equalize their marginal abatement costs. This principle will be instrumental in achieving maximum emissions reductions.

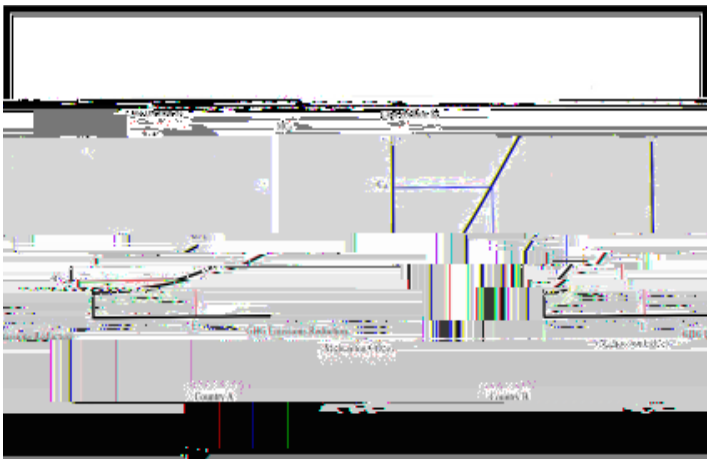

Figure 1 | Marginal abatement cost for developing and developed countries.

Figure 1 shows marginal abatement costs for a developing country (Country A) and a developed country (Country B). The curve of marginal abatement cost for developing Country A (MCA) rises very rapidly, whereas the curve of marginal abatement cost for developed Country B (MCB) rises very moderately, indicating their respective institutional, financial, and technological capabilities to reduce GHG emissions. For the E gigaton carbon dioxide equivalent (CO_2e) emission reduction, Country A's abatement cost (CA) will be much higher than Country B's abatement cost (CB). Obviously, a carbon policy based on the same emission reduction responsibilities among countries would not be either equitable or ethical. In addition, the abatement costs of these two countries for achieving E gigaton CO_2e emissions reduction, CA+CB, would be higher than necessary, making this carbon policy less cost-effective.

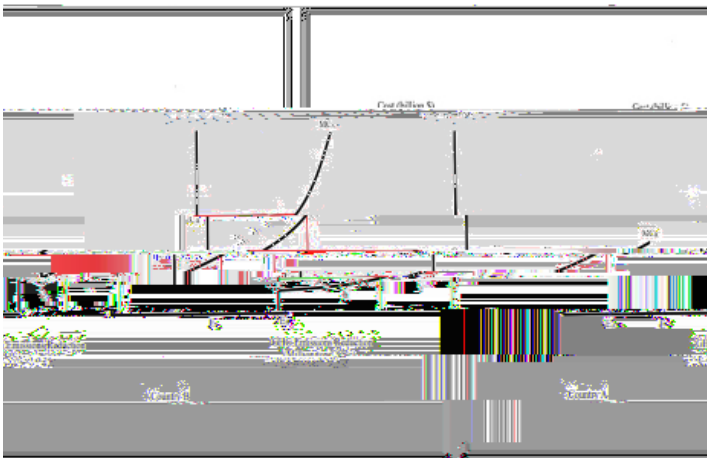

Figure 2 | The equimarginal principle.

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INTERVIEW WITH DR. ALANA MORALES

Dr. Alana Morales, a Center Fellow with a “Principal” Message on the Importance of Life Long Education: An

and so their story is a unique one. To honor him, I really wanted to embrace the opportunity of education and I really wanted to embrace furthering my education; I feel the field of education lacks sufficient leaders of color and I wanted to be a positive contribution to the field.

ERIK BEAN:

And you have made many contributions Alana! Please share with our readers the important areas that have stood out?

ALANA MORALES:

For me, I have always taken my job as a teacher very seriously. I love being a role model for my students, somebody that they could talk to and go to when they needed. So, the idea of being a leader who was also a model for students and teachers was very appealing. I remember the day I said to my husband, "I just finished with my masters, but I really think I'd like to get my doctorate." He was very, very supportive; I had all my arguments all laid out as to how I was going to convince him if he felt otherwise, but I didn't need any of them. He said, "Yeah, I think that's a great idea!"

What I discovered throughout the course of my masters, and especially through my doctoral studies and dissertation process, is that I'm pretty sure I'm addicted to the process of learning. I can't get enough information, and I'm enamored with the idea of building on what I already know. The fact I might learn something – or anything I am curious about – that might help the adults I support who work in education, so then they can better support their students, that's a good thing: a catalyst. That is very important to me. I want to be part of the solution. So, by furthering my research and engaging in the research process, I'm always discovering nuggets of information I can use to help better the lives of those around me. I know it sounds very contrite to say it that way, but that really is genuinely what it's about for me, and so that's really the 30,000-foot view of how I got to this point.

ERIK BEAN:

Thank you for that fascinating introspective look at your life-long educational journey! Please share more about your doctoral research and why you specifically took it on?

ALANA MORALES:

So, I specialized in teacher professional development, and again I can absolutely pick the moment I decided that that was the topic. I was going to engage teachers, because for me teacher professional development is one of those areas where I 100% believe that if you ask a teacher what they think about professional development 9 out of 10 – if not 10 out of a 10 – may roll their eyes at you because they're perspective of professional development may come from a place of "is it even worthy?" or "when do I have time for that?" And so, having taught in different states (because I've moved a couple of different time in my life and been engaged in education throughout those moves) I

work as an assistant principal at Folsom High School, how did your public school system fare during the COVID-19 pandemic and how was teacher development impacted there?

ALANA MORALES:

COVID-19, def nitely changed the base of professional development because we were forced as an industry to pivot so quickly. So, I think what's really important about it is that we went from having the typical teacher professional development where you go to school early, and somebody comes in and talks at you and then you take your assignments with you to your classroom to a situation where the development that we were providing was essential to our functioning as a school system. That's the real big difference. We had to pivot and then be able to provide teacher professional development on digital platforms, and on how to focus on how to engage students over Zoom, but out of necessity we addressed the distance L72d L72d L72d Lre providing was essentialne L72d Lr822 480.7Ln

span is an additional issue.

ERIK BEAN:

By the way Alana, we used to call that "edutainment."

ALANA MORALES:

Yes, yes [laughing].

ERIK BEAN:

From one English teacher to another, I've noticed that even the quality of their sources seemed to have suffered because of Googling. It seems that everybody wants to do things so quickly, and they search for the first piece of information that comes along. We call

downtime. That's my quiet time because I'm constantly interfacing with people during the day, talking and doing, and all these different aspects of my role. So, for me I really, really, really appreciate my quiet time.

It's a way of being able to slow down in that spare time space and not have to run to this appointment or that appointment or this game or that swim meet. I'm really learning what it means to have "me time," because I think when your kids are younger "me time" isn't really a thing you can comprehend or have the space to embrace. I think you can pretend like it is, but I think it takes time to figure out what "me time" really is for yourself. I just happen to be one of those people that always has chaos, so I'm just learning to kind of move on from such things and find "me time" in all of it.

RODNEY LUSTER:

Yes, that quiet quiescent space.

ALANA MORALES:

Absolutely, absolutely.

ERIK BEAN:

One final question Alana: what advice would you give to prospective students in the University of Phoenix doctoral program?

ALANA MORALES:

It would probably be about the doctoral journey itself. I think my biggest piece of advice to a new or prospective student would be to be responsible for your learning and make the process your own. I would also recommend that doctoral students to use all the great resources at their disposal. I don't understand why someone wouldn't use any and every resource from every person that's done it before. And so, for me, that's what I did. I'm a nerd [laughing].

ERIK BEAN:

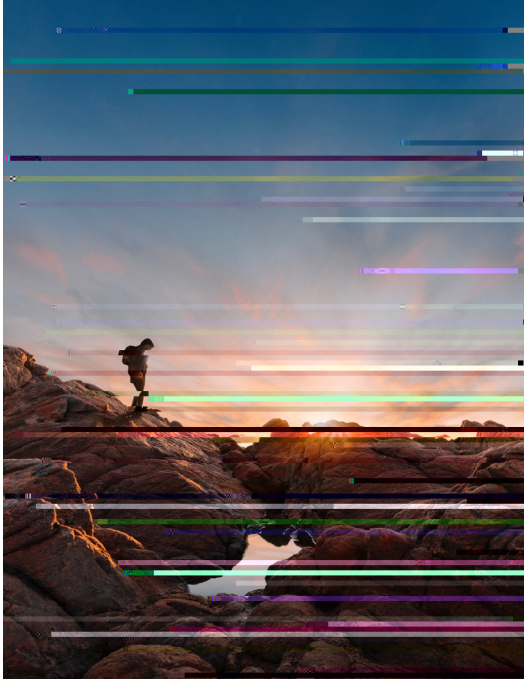
Alana, it has been a pleasure talking with you.

RODNEY LUSTER:

Yes, very interesting to hear your perspective!

ALANA MORALES:

Thanks so much for having me today.

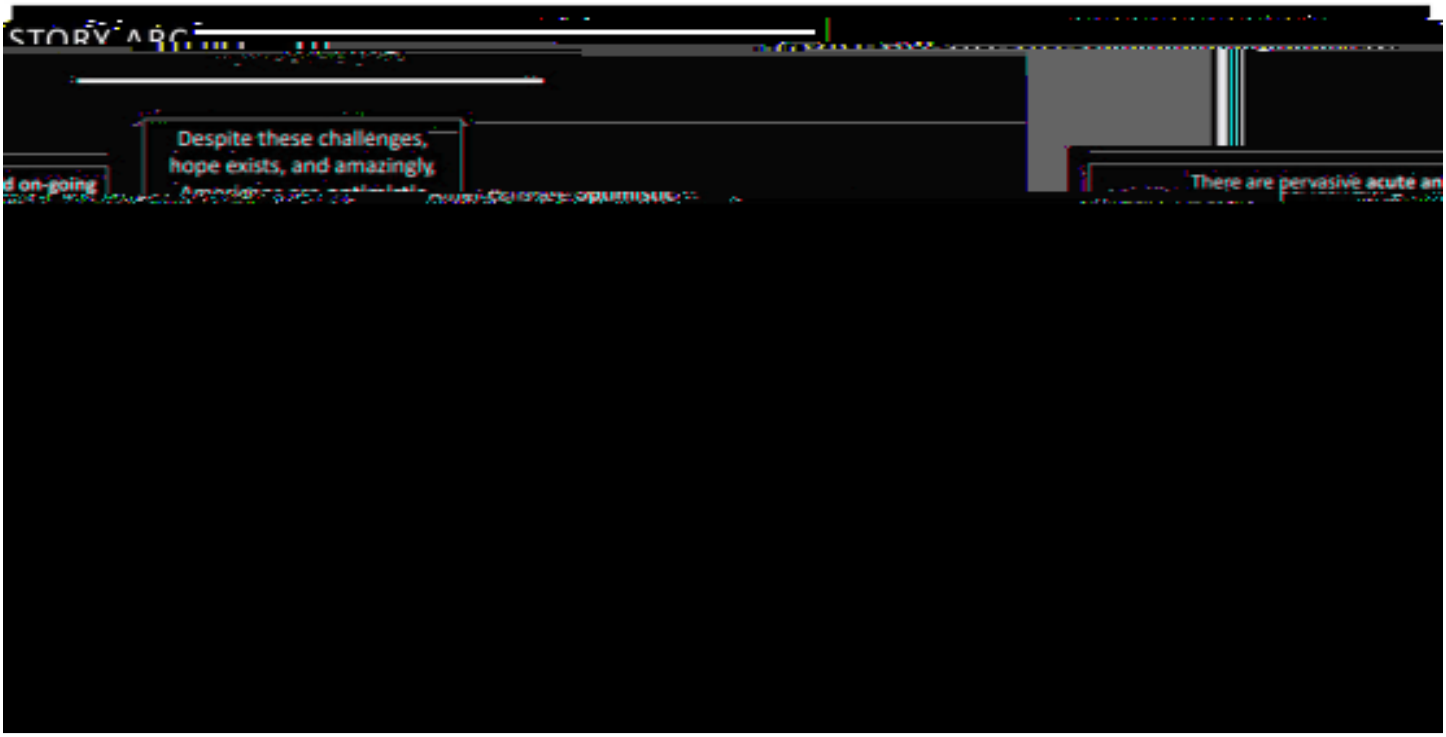


Reconnecting with Self and Outside Activities Add to Career Enjoyment, Happiness Levels

Erik Bean, Ed.D.
Associate University Research Chair
Center for Leadership Studies and Organizational Research

Executive Summary

Many people involved in their career may describe it in different ways. Satisfaction with career may also relate strongly with one's perceived expectations of meaning associated with their career. The variants for how we come to understand how we feel about what we do are wide ranging. These are turbulent times. The pandemic, civil unrest, and an economy splintered due to shelter in place and social distancing requirements have taken a heavy toll. But many college students feel they are stuck in the middle. They are weighing dreams of a satisfying career with a less than optimistic future. And while balance helps many to endure their unique journey every single day, so to can this balance and compromise set expectations of career aspirations to unreasonable levels. An example of this story arc can be extracted from the University of Phoenix Career Optimism Index® in Figure 1 (Edelman, 2021).



assessment that helps to pinpoint one's personality color and compares it to the categories of employment in a matter of minutes. You will need to furnish an email address and you must take the test briskly and provide true answers (not what you think that will make you look good). The questions are challenging. No matter their complexity, the results can pinpoint your unique color and what it means in terms of your personality and the people you tend to attract or detract for that matter.

From assessed "red" who are driven by technology to assessed "blues" who strive for high integrity to assessed "whites" seeking acceptance and assessed "yellows" who enjoy social interactions, your color is compared to each category. Afterall, one cannot always choose who they work with, let alone the role they will have on a team of strangers that must work in harmony with one another. So, the Color Code gives you a sense of where your personality stands and categorizes it to help determine your level of comfort, level of need, and what makes you tick.

Awards and Job Satisfaction = Getting Involved

Regardless of your results, know that it is just a snapshot in time. It may hold true year after year, or it may change as you grow and blossom. But fexibility appears to help many feel more confdent knowing that they can strive to draw from multiple sources of income or fnd satisfaction in other areas that run congruently to their profession outside of work. For example, a creative individual can apply to the call for pub1Ajrl 91A/GS.0 10 36 396 269.3501 T53eUS

Social and Economic Adjustments During the Pandemic

Yumiko S. Yamada-Yuge, DM
CDS Alumni

This study investigates the concept that dealing with a health-related crisis has a greater vulnerability for problems than dealing with a financial crisis problem. The situation with COVID-19 has a variety of problems that add to the existence of a financial

their police departments. The city manager plays an important role in generating collaborative working relationships. This also assists when cities are faced with external recruitment for the chief of police position or when there is an internal promotion to the new role of chief of police. This understanding will assist in communication between both leaders when unexpected community incidents arise. The city manager and chief of police must be seen as a "team" by city officials, business leaders, civic groups, media, police department employees, and special interest groups.

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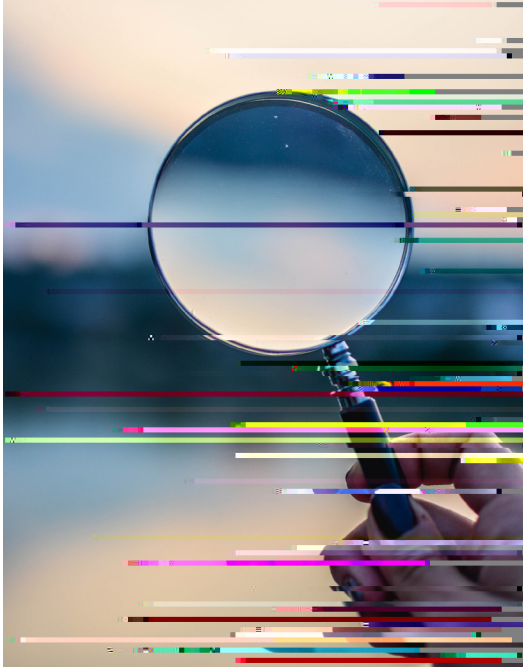

specifc guidance that Institutional Review Boards across the nation should follow while conducting ethics reviews on research proposals during the COVID-19 pandemic. Because of all this, the following best practices are offered to hopefully empower researchers and provide general guidelines for how to safely and effectively begin or continue social, behavioral, and educational research projects.

Best practices

Compared to biological and medical research projects, it is easy to assume that social, behavioral, and educational research projects are far less impacted by the research hurdles that might be in place related to COVID-19. However, this is not the case. Quite the opposite in fact. While it is true that navigating COVID-19 related restrictions while conducting social, behavioral, and educational research might be more feasible then if the project is biological or medical in nature, that should in no way diminish the importance ensuring that all public health best practices are followed. Indeed, Institutional Review Boards will specifcally be looking for how researchers plan to mitigate risks related to the pandemic /P0F0014000B00030ar10 rsTJTEMC /P 4Lang (en-US)/MCID 2665 BDC BT10 0 0 1

concerns in the recruitment process. Social media has proven to be a fantastic pool of potential participants and no face-to-face interaction is necessary. Posting invitations and digital flyers in social media based groups on sites such as LinkedIn and Facebook have become a far more common recruitment approach for researchers to employ than it might have been only a few years ago.

Informed Consent

The informed consent process is that final step prior to data collection where the research participant has already been recruited and now agrees to the details outlining their involvement in the study. Traditionally, this is done with a semi-formal paper document that the researcher gives to the participant, then the participant signs it and returns it to the researcher. Since face-to-face interactions are more difficult given the pandemic, and because it is far more convenient, social, behavioral and educational researchers have effectively transitioned the informed consent process to a remote/virtual experience. This is also an alignment with guidelines from the office of human research protections. Specifically, online eSignature-capable platforms such as Adobe, Microsoft Forms, DocuSign, SurveyMonkey and others have become the standard in the majority of informed consent processes used in social, behavioral and educational research studies. The proliferation of online eSignatures on informed consent documents allows researchers and study participants to ensure that all pandemic-related health and safety guidelines are followed, and provides a faster more convenient method of gathering, saving and storing of participants informed consents.

Moving forward

While the above best practices related to permissions, recruitment, and informed consent all were initially the result of guidance provided to social, behavioral and educational researchers due to the COVID-19 pandemic, it is becoming clear to Institutional Review Boards across the nation that these are indeed best practices moving forward - regardless of whether or not new pandemic variants surface or new public health concerns arise. As was previously stated, research must go on.

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Development and Validation of a Novel Measure for the Direct Assessment of Empathy in Veterinary Students and Other Healthcare Professionals to Improve Job Performance Patient Outcomes, and Job Satisfaction

Nancy L. Stackhouse, Ed.D.
Assessment Manager
University of Phoenix

students, evaluate teaching strategies, and improve communication competencies in a wide variety of clinical settings.

Keywords: empathy, empathy training, compassion fatigue, veterinary medicine

Introduction

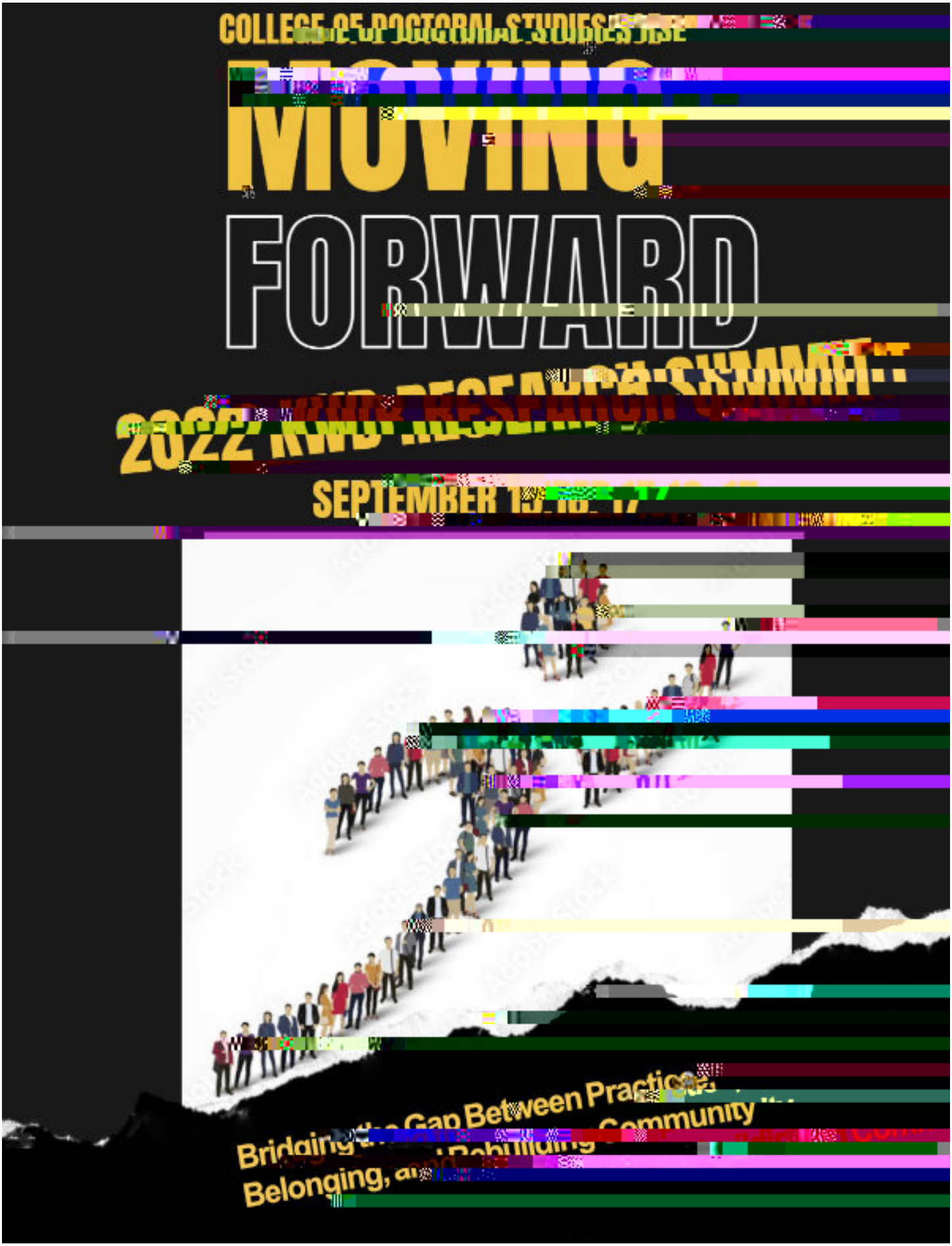
encounter. Additional empathic statements performed by each student were also tabulated. Investigators

Nunes, P., Williams, S., Sar, B., & Stevenson, K. (2011). A study of empathy decline in students from five health disciplines during their first year of training. International *Journal of Medical Education*, 2, 12-17. https://doi.org/10.5116/ijme.4d47.ddb0

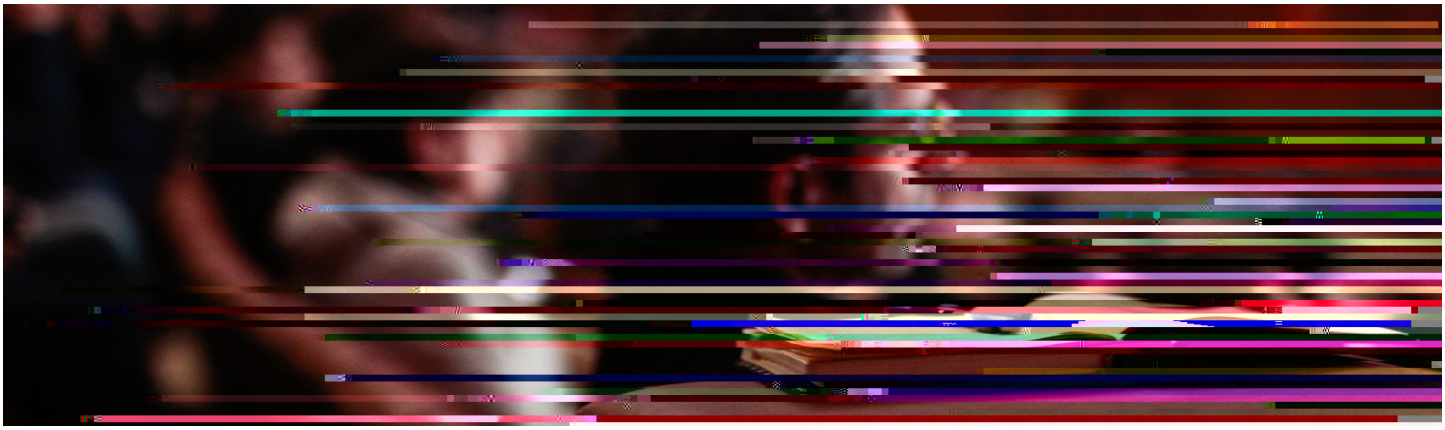
Dr. Bean's Book on Vetting Information Bias Earns 2022 Nautilus Silver Medallion Award

In 2021, Center for Leadership Studies & Organizational Research Associate Chair and University of Phoenix College of Doctoral Studies 2008 Alum Erik Bean, Ed.D. wrote a short (57-page) book entitled, Bias Is All Around You: A Handbook for Inspecting Social Media & News Stories. The book was published through his Michigan nonprofit imprint Healthy Mind Express in response to unprecedented turbulence in the aftermath of the 2020 U.S. election and the 2021 U.S. Capitol insurrection, misinformation associated with the COVID-19 pandemic, and uncivil unrest. "The purpose of the book is to help people learn how to separate facts from fiction in an era where algorithm manipulation, a multitude of false narratives, clickbait, and conspiracy theories continue to grow uncontrollably within social networks and the internet echo chamber," Bean stated. This past May, the book earned a silver medallion from the prestigious 2002 Nautilus Book Awards.

Nautilus recognizes books that promote hope, instill wisdom, encourage spiritual growth, and contribute


MOVING
FORWARD

Upcoming Events and Workshops



Date	Time	Title & Presenter	Description	Details
06/04/22	10 AM (MST)	**EDD Essentials**	Creating a peerwriting group	Via Zoom
06/09/22	4 PM (MST)	**The Art of Academic Writing: Mastering the Art of Writing Like a Scholar** Dr. Joy Taylor	A writing session designed to introduce students to the practice of writing for academic purposes. It will prepare students for work in doctoral courses in which research writing is a requirement and introduces basic research writing skills including synthesizing, paraphrase, summarizing, direct quotations, and critical thinking.	Via Collaborate
06/11/22	9 AM (MST)	**DHA Networking Call**		

Date	Time	Title & Presenter	Description	Details
06/30/22	4 PM (MST)	**Synthesizing: How to Make Sense of the**		