

Thursday November 7, 2019

Registration – Days Inn Atrium **7:15 am – 3:15 pm**

Breakfast – Center/Arbor Room **7:30 am – 9:00 am**

Welcome – Center/Arbor Room

Norman Sigmond, Kutztown University of Pennsylvania

Chairman, NABET Executive Board

8:00 – 8:15 am

Session 1: Center/Arbor Room

8:30 am – 9:30 am

Welcome

Norman Sigmond, Chairman, NABET Board

Session Chair: *Loreen Powell, Bloomsburg University of Pennsylvania*
President and Conference Director

NABET Conference Proceedings and JBET Information

Norman Sigmond

Kutztown University of Pennsylvania

Jerry Belloit

Clarion University of Pennsylvania

This presentation will focus on the history and the current status the two NABET publications. How conference attendees can submit for possible publication will be discussed, as well as, suggestions that could prove helpful for the attendees. We will also discuss an improved team approach that will be employed to expedite publication of the Conference Proceedings. How interested parties can become reviewers for these publications will also be discussed. A key focus in this presentation will be to encourage those who have never been published. The various steps and procedures and ideas for efficiently completing work that is currently in-process will be discussed. The manner of discussion will be based on the experience of the three presenters. However, input from experienced authors in the audience, as well as, questions will be encouraged.

Session 1: Center/Arbor Room (cont'd.)

8:30 am – 9:30 am

Corporate Social Responsibility and Social Media-An Examination of Facebook, YouTube, and Twitter

Denise Ogden
Shruti Gupta

Penn State-Lehigh Valley
Penn State– Abington

The importance of Corporate Social Responsibility (CSR) has increased in recent years as consumers have become more demanding of accountability and transparency in organizations with which they interact. Inherent in social media is the sharing and exchanging of information. Participants not only consume information, but they can also create and become active participants in disseminating information. There are many organizations using social media platforms to spread the word about their CSR efforts. Alternatively, many organizations and even foreign governments have leveraged the social and unregulated platforms to spread rumors, lies and influence attitudes and actions. This paper discusses Facebook, YouTube and Twitter through the lens of Corporate Social Responsibility.

Comparative Analysis of the Informed Consent Process

John C. Cameron

Pennsylvania State University

The enforcement of the contractual relationship between the physician and the patient needs to be considered in light of state informed consent statutes. If the informed consent process is incomplete, the patient's right to medical self-determination is jeopardized. So long as the practitioner complies with the informed consent provisions, the statutes provide a limitation on the right of a medical malpractice action by the patient for a claim based on the lack of informed consent. The use of the informed consent process is a customary practice in the medical community and an established standard for health care providers to follow in providing information to a patient. Physicians often rely on intermediaries, such as a nurse practitioner or a physician assistant to shift responsibilities from one party to another party to inform the patient. The interpretation of the statutory provisions by physicians may present uncertainty because of recent court decisions and a multitude of scenarios. According to a Pennsylvania Supreme Court decision, the obligation of a physician to obtain the informed consent of the patient for a medical procedure is a non-delegable responsibility. Prior research to examine the variances in the provisions associated with informed consent legislation within the United States has been limited. To address this gap in the literature, this paper will examine informed consent legislative trends including the duty of disclosure, the requirement of direct communication, the risks inherent in the proposed procedure, the acceptable alternative procedures and a description of the nature and purposes of the proposed procedure.

Student Engagement and Outcomes

Session Chair: *Gerard Martorell, Lock Haven University of Pennsylvania*

The Effect of Financial Aid on Student Outcomes

Diane D. Galbraith

Slippery Rock University of Pennsylvania

A primary barrier to college access and college completion rates for students including minority, and low-income students are financial. There are several factors hindering access to higher education for students, including limited financial resources, and higher risk of accumulating debt. Owing to the significance of postsecondary education in addressing possible income inequality and access, financial aid availability and access is of paramount importance. This paper aims to study the effects of financial aid loans and assistance available to students of a mid-sized public university in Pennsylvania, to analyze whether such aid has a positive impact on student performance and access to higher education for this group.

How Student Engagement is Perceived/Promoted/Measured in the US, Europe & China

Gerard Martorell

Lock Haven University of Pennsylvania

US Indiana university proposes a survey instrument, called National Survey of Student Engagement(NSSE), to monitor student engagement. This is represented by the amount of time and effort students devote to their studies and other activities for educational purposes. NSSE provides results on six High-Impact practices (HIPs) that are duly noted for their positive outcomes on student learning and retention. For the last survey in 2018, 511 institutions (489 in the US, 16 in Canada, and 6 in other countries for the first time) participated in this survey. Some accrediting bodies, such as AACSB or ACBSP, have introduced student engagement indicators. Thus, student engagement seems to be attracting more and more attention to assess university quality. However, these developments are still mainly centered in US and Canada universities. Conceptually the idea of student engagement might not be perceived the same way in other countries/cultures. This research wants to explore what is the understanding of student engagement in three US, Europe, and Chinese universities, what these universities do to promote it, and how they measure the outcomes. To do so, in depth exploratory interviews have been conducted among key players in those three universities. Results show some unexpected results.

Developing Team Decision Making Skills in the Business Capstone Course

Robert S. Fleming

Rowan University

Michelle Kowalsky

Rowan University

This presentation will relate our experience in incorporating a decision-making skill development exercise in *Business Policy*, our capstone business course. This course requires student consulting teams to complete a series of consulting projects related to strategic management. We typically form the consulting teams during the first class meeting. It has at times taken some teams a prolonged time to work through the early stages of group development and become fully functional. Over the past year we have utilized this exercise at the start of the semester and have found it useful in the early ramping up of the cohesiveness and productivity of the various consulting teams.

Pedagogical Concerns

Session Chair: *Jerry Belloit, Clarion University of Pennsylvania*

Obsolete Skills-Do We Still Calculate Square Root Manually? Is It Time to Radically Change Statistics Course Content?

Robert John O'Connell

York College of Pennsylvania

The purpose of this exploratory investigation is to determine if the current content of introductory business undergraduate statistics courses is appropriate given today's technology. Since this researcher began teaching statistics more than 45 years ago, the content of basic undergraduate business statistics courses seems to have changed little, although the technology available to students has changed significantly. Some of the research will be based on personal, and sometimes anecdotal, observations and comparisons to how technology has changed the required memorized facts and procedural knowledge in other disciplines. With the generally accepted argument that initial failure in undergraduate statistics classes is too high, some researchers have proposed modified teaching approaches to reduce failures. However, it appears that little has changed in the core content, but in some cases, introductory or some foundational content was eliminated to accommodate more time on the core skills. Some schools developed parallel undergraduate business degree programs that reduced the number of required statistics courses, and some schools combined the often-separate descriptive and inferential statistics courses into a single course for more credit hours. These approaches to change have met with some success, but has the time come for more revolutionary change that balances a theoretical foundation with the technological capabilities currently available?

Business Students Faced with Ethically Sensitive Decisions: How Will They React?

Joseph Michael Larkin

St. Joseph's University

This study examines the ethical decision-making process of business students when faced with ethically sensitive situations. Participants were presented with eight ethically-sensitive scenarios and asked what course of action they would take. Data were collected from 288 business students enrolled in a managerial accounting course at an AACSB accredited institution. A survey instrument was administered, similar to one used in a study by Radtke (2000). The results indicate statistically-significant differences across several variables including gender, class level, major and GPA. These findings have implications for the design of effective ethics education in business schools.

Session 3: Willow Room (cont'd.)

9:35 am – 10:35 am

Using Gamification to Develop Student Learning in Introductory Accounting Classes

James Meersman

Juniata College

This paper examines previous studies related to the use of gamification within the classroom to drive student learning. Specifically, this analysis will reflect current practices surrounding games utilized for enhanced learning strategies in introductory accounting courses. These resources will be further tested through the implementation of a newer accounting game that can be implemented both within and outside of the classroom of an introductory accounting course. This game was developed and implemented in various ways throughout the majority of a traditional semester long course that primarily targets business students in their first year of study at the collegiate level. The game went through a variety of changes over time and is still going undergoing additional developments based on student feedback and instructor observation. The game was designed to be played in groups of 3-5 people in minimal periods of time ranging from 10-20 minutes.

Session 4: Logan Room

9:35 am – 10:35 am

Deeper Learning/Active Learning

Session Chair: *Audrey Pereira, Fitchburg State University*

Evolution of “YOU DRIVE”: An Active Learning Approach in Undergraduate Operations and Data Analytics Courses

Matt Patterson Shatzkin

York College of Pennsylvania

This paper describes the implementation of the “YOU DRIVE” approach, designed to increase the active learning of college students in operations management and data analysis courses. After watching the professor perform a concept and approach, students work on a problem during class, under observation from each other and the professor. This approach allows students to immediately gain feedback, make mistakes, learn from each other, and apply concepts after seeing them. This approach also enables the professor to learn individual students more personally, to include understanding individual strengths and weaknesses with the respective course material. This paper describes the ongoing evolution of the “You Drive” approach over three semesters and two different courses. This paper will provide a review of active learning theory and approaches, and will describe feedback and observations gained over three semesters, the latter of which is in progress. This paper will also describe changes and improvements based on the various feedback, and will outline a plan for future research.

Deeper Learning Methods and Modalities in Higher Education: A 20-Year Review

Audrey Pereira

Fitchburg State University

Deep Learning or Deeper Learning (DL) theory has gained traction as a helpful framework for designing higher education curricula in face-to-face (F2F), hybrid, and online settings. Although many research studies have been published testing DL methods in higher education, it is difficult to apply the results without an overview. This review applies a scientifically-informed search

approach to select a sample of 127 peer-reviewed articles (representing 176 experimental groups) published from 1999 through 2019 on the topic of DL in higher education, classifies and extracts data from them, and presents a descriptive analysis of the findings.

Development and Testing of a Role Playing Gamification Module to Enhance Deeper Learning of Case Studies in an Accelerated Online Management Theory Course

Audrey Pereira

Fitchburg State University

Research has established that cognitive rehearsal, or the visualization of application of a skill or behavioral response to a situation can increase self-efficacy through vicarious experience. Yet, it is challenging to incorporate cognitive rehearsal into online teaching, incorporating deeper learning principles (DLPs) in online learning has been proposed. Curricula based on DLPs actively engage the learner in exploring, reflecting upon, and producing knowledge, and an empirically successful approach to including DLPs in online curricula is through game-based learning (GBL), which can facilitate cognitive rehearsal. This project examines the impact of adding a GBL module to two sections of the Management Theory and Process course in the accelerated Master of Business Administration online program at Fitchburg State University in Massachusetts. The module purpose is to encourage cognitive rehearsal associated with case studies to apply management theories. It will be added to the unit on Total Quality Management (TQM), and will be evaluated by comparing grades on the assigned essay questions for that unit between students who used the module and students who did not. Those using the module will be asked to complete a survey providing feedback on positive and negative aspects of the module. The long-term goals of this project include disseminating the findings in a scientific setting, and commercializing similar modules to expand their use in the online education community.

Session 5: Holmes Room

9:35 am – 10:35 am

Risk/Triangular Merger

Session Chair: *Norman Sigmond, Kutztown University of Pennsylvania*

Case Study: When Will a Triangular Merger Qualify as a Reorganization Transaction Under Section 368 of the Internal Revenue Code?

Valeriya Avdeev

William Paterson University

A reverse triangular merger is a type of restructuring transaction used to merge companies. Instead of the regular plan to acquire or create a subsidiary, in a reverse triangular merger a parent company is acquired and used as a subsidiary. Specifically, in such a transaction, the acquisition subsidiary is merged with a target company, but the acquiring company still remains intact.

A reverse triangular merger is quicker, simpler and is more effective than the regular triangular merger mainly because the new subsidiary that merges with the target company has only one controlling shareholder the acquiring company. There are also other benefits of structuring a merger as a reverse triangular restructuring. For example, one major benefit is contract continuity. If the target company has been in existence for many years, the acquiring company might wish to keep the target's proposals. A reverse triangular merger ensures that the acquiring company will be able to enforce those contracts later on. Another benefit of the reverse triangular merger is its faster execution. In a regular forward triangular merger, the acquiring company

needs to gain approval of the majority of all of its existing shareholders. In a reverse triangular merger, however, that requirement is automatically satisfied by the fact that the newly acquired target will have only one shareholder the acquiring company. Moreover, in a reverse triangular merger, there are fewer risks associated with the purchase. Specifically, the target company is not directly merged into the acquiring company. The acquiring company is cushioned against the target's liabilities due to the fact that they remain separate companies. Finally, since the target company remains a separate entity, the acquiring company can freely choose to sell the newly created subsidiary if the merger proves to be less financially favorable. This presentation will examine the reverse triangular mergers which were the most common merger structures among publicly traded corporations in 2008.

Why Business Dynamism has Fallen Over Recent Decades in the US: The Role of Risk Aversion and Rising Returns on Human Capital Investment

Insoo Cho

York College of Pennsylvania

Business dynamism is an important component of the reallocative process and economic efficiency. However, data shows that the pace of business dynamism in the U.S. has fallen over recent decades. According to prior literature, the declining pace of business dynamism can be attributed to declining startup rates. In this paper, we show in theory that individual risk aversion can play a role in explaining the declining business dynamism. The U.S. economy has experienced rising returns and variance of human capital since 1980. The rising returns and variance would tend to increase the gap in the investment in entrepreneurial skills between the most and the least risk averse. Rising variance also reduced the human capital investment for the most risk averse as well. As a result, the supply of entrepreneurs with critical entrepreneurial skills for business success would have been decreasing, which suggests that startup activity has been subdued and entrepreneurial failure has been steadily increased.

Policy Risk and Stock Market Volatility in China

Zhen Ma

Misericordia University

The policy-driven feature of China's stock market induces a debatable argument that political interference should be responsible for the sharp fluctuations of the stock markets because of discretionary changes in government policies. Furthermore, Chinese economy is currently undergoing significant restructuring and transition which need strong support from the capital market, and a stable and healthy stock market is believed to be a key part of the reform process. Therefore, the investigation of the relationship between the risk arisen from government policy and the volatility in the stock markets is of particular importance to both policy makers, investors and academics.

In this study, we first explore the policy-driven feature of China's stock market. Then, we develop policy risk index based on the frequency of news articles published in the 5 selected sample official newspapers to measure the policy risk and/or uncertainty in China's stock markets that are related to policy events such as government intervention, official comments, regulatory activities and market expectations or market rumors. Subsequently, to identify the impact of policy risk on the volatility of the stock markets, multivariate regression models including the PRI as an important explanatory variable are estimated in terms of the different Chinese market conditions. This presentation will focus on exploring the policy-driven feature of China's stock market.

Economic Concerns (1 Paper/1 Panel-30 minutes)

Session Chair: *Lisa M. Walters, State University of New York at Fredonia*

Economic Assessment of Water Framework Directive Implementation Measures in the East Aegean Region

Yuli Radev

Desislava Simeonova

Reneta Barneva

Lisa M. Walters

University of Mining and Geology

University of Mining and Geology

State University of New York at Fredonia

State University of New York at Fredonia

We present a methodology for assessing the economic efficiency of ecological measures in river basins and its application for the East Aegean region. It follows the European Water Framework Directive (European Commission, 2000). Unlike other similar studies, the presented methodology has been developed and tested in terms of the water pollution due to mining activities.

The application of this methodology to the water areas will make it possible to draw conclusions on the effectiveness of the measures taken and identify cases of derogation. Based on them, we will plan additional measures to meet the objectives of the Directive in the period 2022-2027.

In terms of economic theory, the methodology can be described as follows: The cost effectiveness analysis used to select the optimal mix of costs is integrated into the cost-benefit analysis to assess the cost-effectiveness of the proposed measures.

Relationships Between the Industrial Upgrading and Carbon in China: Spatial Econometric Method

Xin Tong

SUNY Buffalo State

This empirical study examines the spatial dependence of carbon emissions and analyzes the industrial restructure spatial functional mechanism in China by using provincial carbon emissions panel data over the period of 2000-2015. It also carefully considered other proxies, such as population, economic growth and technological progress in the country. The fundamental objective of this study is to test the spatial dependence in the context of China. The dynamic estimate of the relationship among carbon emissions, industrial restructure, population, economic growth and technological progress are built through spatial models. The empirical findings indicate that is significantly positive and has a significant promote role. The comparative analysis of 2000-2007 and 2008-2015 indicate that the industrial structure of low carbon economic development has been shown regulate provincial economic growth significantly reduced the effect to the adjacent provincial carbon emissions, and the promotion of the role of provincial industrial structure near the provincial carbon emissions growth have the positive role. On the other hand, expedite technological progress are need promoted on the development of low carbon economy. These results demonstrate that there are some achievements have been made in the transformation of China's industrial structure. The government departments should focus on strengthening cooperation and communication in the neighboring areas, improving the industrial structure optimization and considering the effect mechanism of the spatial effect in the long run.

Management Concerns

Session Chair: *Alex Citurs, Eastern Connecticut State University*

Preparing Students for the Hybrid Career World

Alex Citurs

Eastern Connecticut State University

Employers are increasingly expecting their new hires to have knowledge bases that are both broad across multiple academic-professional career areas as well as deep in one or more discipline-career areas to provide additional flexibility and value to meet rapidly changing data and technology needs. These types of positions are commonly referred to as hybrid careers, which are generally seen as more recession proof, receiving higher pay and growing at paces faster than their component areas. Often liberal arts educated students are perceived as providing the sought-after knowledge breath. However, this breadth must be matched and integrated with one or more areas of deep discipline/career expertise knowledge. These hybrid positions often require transdisciplinary data analytical and information systems skill sets that are increasingly in demand in more career areas. Educating and advising students for these hybrid career positions is largely an unresearched topic. This study examines aspects to consider in advising, educating and preparing students for hybrid internships and career positions. This includes topics encompassing advisement strategies, early academic starts in multiple areas of deep domain knowledge, as well as integrating both hard and soft skill sets in real world projects and problem domains. Often this involves students acquiring, integrating and applying multiple information systems and business skill sets such as business process design, business data management and analysis as well as the holistic integration of soft people skills. An academic-advising model to integrate experiential learning courses and experiences spanning multiple disciplines is presented for preparing students for hybrid careers.

Insights from Companies that have Employed Individuals with Autism Spectrum Disorder

Monica Law

Marywood University

The purpose of this paper is to bring awareness to hiring practices of companies employing individuals with autism spectrum disorder. Autism affects 1 in 68 people nationwide. This number continues to grow. In fact, Autism is documented as one of the fastest-growing developmental disorders in the United States. Autism, or autism spectrum disorder, refers to a range of conditions characterized by challenges with social skills, repetitive behaviors, speech and nonverbal communication, as well as by unique strengths and differences. The term spectrum reflects the wide variation in challenges and strengths possessed by each person with autism. People on the spectrum are often technologically inclined, detail-oriented, have strong analytical skills, have strong mathematical skills, pattern recognition, and information processing, skills businesses most urgently need at this time. Research has shown a diverse workforce to be more productive. In addition, research confirms positive business value to employers that include a workforce comprised of people on the autism spectrum. Specifically, value in reduced turnover, increased performance, focus, attention to detail, honesty, lower absenteeism, and improved morale and workplace safety. The companies showcased in this paper see that with proper hiring practices, hiring individuals with autism spectrum disorder may provide great value to their businesses. With the right job and environment fit, employers may find that the many attributes

and strengths of individuals with autism spectrum disorder will help the business gain a competitive advantage.

Effective Management of Information Technology Employees

Gerald Paul Wright

Husson University

Research has shown that effective employee management should result in increased worker happiness, which in turn should lead to increases in productivity and retention; thereby, reducing overall costs. There also exists research which suggests that Information Technology workers need to be managed differently from other employees, and even from other knowledge workers, within the same organization. This research investigates the characteristics of a subset of Information Technology workers, software development professionals. In addition, it examines differences between U.S. software developers and their global counterparts. By identifying any unique characteristics of these employees, employers will be able to more effectively align management techniques resulting in improved outcomes for both the employees and the organization.

Session 8: Logan Room

10:55 am – 11:55 am

Accounting Pedagogy/Student Career Preparation

Session Chair: *Joseph Michael Cunningham, Wilson College*

The Variability of Cost in Obtaining an Accounting Degree in Pennsylvania

John Michael Cunningham

Wilson College

The cost of an Accounting degree obtained in Pennsylvania varies among those whom attain a Bachelor's degree. There are many paths to a Bachelor's of Science in Accountancy. An individual may either begin in a 4-year program or start at a community college – full or part time. Other variable costs included living expenses, housing costs, and transportation costs. What is the least expensive path? Pennsylvania community colleges and state affiliated universities were surveyed to gather information related to the cost of earning a Bachelor's of Science degree in Accounting. These costs included tuition, programming costs, and housing costs. Other sources cited regarding living and transportation costs. These individual costs become the foundation for calculating one year of college education for an individual. The results of analysis is that the cost of an Accounting degree varies greatly among those whom attained a Bachelor's degree in Pennsylvania. There is variability in tuition, housing, living expenses and transportation costs among not only different institutions but also students within the same institution. This may be due to personal choices, preferences, and circumstances. This research is a valuable financial literacy and planning tool for both students and their parents. The study uses economic data derived from Pennsylvania higher education institutes. It invites individuals to consider a comprehensive look about the costs associated with obtaining a college degree, how to navigate articulation agreements and finance it finance it, too.

Experiential Learning in Extraordinary Times: the Effects of the Tax Cuts and Jobs Act on Student Learning in a Voluntary Income Tax Assistance Program

John Grigsby

Thomas Jefferson University

The Tax Cuts and Jobs Act of 2017 (TCJA) made sweeping changes to the US tax code. These changes created significant challenges for both faculty supervisors and student volunteers who conducted Voluntary Income Tax Assistance (VITA) programs. Participants had to learn the rules under both the TCJA and the laws in effect prior to the enactment of the TCJA. Most provisions of the TCJA became effective on January 1, 2018, and were first used by students in preparing 2018 tax returns. This paper addresses the effects of these challenges on student learning and behavior. First, we describe how a VITA program can provide a valuable learning experience for students during a period of substantial change. Second, we discuss the challenges faced by student volunteers when dealing with low income and elderly clients during a period of change. Third, we provide a qualitative analysis of student and faculty experiences based on a sample of 15 student volunteers and 15 faculty supervisors. And fourth, we provide a qualitative analysis of the experiences encountered by tax clients from a random sample of one hundred tax clients. Based on our results, we conclude that the student volunteers, faculty supervisors and tax clients all benefited substantially from their involvement in the VITA program during a period of change. We further conclude that communication among the parties is essential to a successful VITA program conducted in extraordinary times.

Industry 4.0: New Challenges for Skills and Competences of Young Students and Graduates

Pragya Singh

Indian Institute of Information Technology

Nripendra Singh

Clarion University of Pennsylvania

Humans, being an entity when accompanied by knowledge, skills and competences, further transform into a resource acting as an asset for the industry, leading to human capital. This research paper determines skills and competence requirements for the era of future industrial revolution 'Industry 4.0'. The Industry 4.0 describes a CPS oriented production system (Riedl, Zipper, Meier &Diedrich, 2014; Henning, 2013; The Industrial Internet Consortium, 2014) that integrates production facilities, warehousing systems, logistics, and even social requirements to establish the global value creation networks (Frazzon, Hartmann, Makuschewitz & Scholz-Reiter, 2013). The core of distributed automation systems is essentially the reliable exchange of information. The new technologies, Ethernet, wireless networks, or web technologies, created new opportunities for making information exchange more comprehensive.

(1) Purpose and Potential Impact: The main objective of this paper is to investigate the changes in requirements for the skills and competences in the context of Industry 4.0 and provide a model for graduates to develop the required skills and competences in a strategically optimized way to retain their jobs in changing working environment. Technology can indeed be a significant enabler for achieving competences in the technology driven world. There is a need to look beyond the phrase, Information and Communication Technology and use the term technology more holistically. For this to happen, substantial investment will need to be made across infrastructure, teaching, education, and content and curriculum. It is necessary for technology to be incorporated into curriculum delivery and teacher capacity building.

(2) Research Methodology: The research draws on literature review of 11 relevant studies and subjective opinion gathering from 281 first year engineering students of an Institution of National importance in the field of engineering in India, and the skills and competences are broadly categorized into Technical, Social, Personal and Practical and their preference orders are decided accordingly for the era of Industry 4.0 using Friedman test and Chi-square tests.

(3) Findings: The study is conclusive about Technical and Practical skills being more preferred as it endorses Continuous Learning, Interdisciplinary Knowledge, Critical Thinking and Decision Making as the most preferred competences for young graduates to prepare themselves for the challenges coming up due to Industry 4.0 but the social and personal skill-set also need to be developed to have a better humane approach for future.

(4) Originality/value: This study is one of the few considering emerging Industry 4.0 in the Indian context. As a result, the research provides useful new insights for researchers, teachers and industrialists to enhance existing and embed new skill-set according to a human work-force in the era of Industry 4.0.

Session 9: Holmes Room

10:55 am – 11:55 am

Marketing Concerns

Session Chair: *Ross B. Steinman, Widener University*

Simultaneous Consumer Utilities, Multi-Sided Markets and Consumer Synergies

Jeffrey Yi-Lin Forrest

Slippery Rock University of Pennsylvania

Yaoguo Dang

Nanjing University of Aeronautics and Astronautics

Larry McCarthy

Slippery Rock University of Pennsylvania

Sifeng Liu

Nanjing University of Aeronautics and Astronautics

Yong Liu

Jiangnan University

By employing a systemic approach, which is completely dissimilar to those used in the literature, this work scrutinizes issues related to the following problems: (1) What are the most fundamental decisions a retailer can make in terms of its offers to consumers? (2) When can simultaneous consumer utilities be produced by collocating products and/or services? (3) When can a positively correlated multi-sided market be formed? And (4) without particular talent and luck how can a synergistic innovation be introduced? Due to the specific approach taken, we are able to describe how simultaneous consumer utilities, two-sided markets and consumers' willingness to pay additional react with one another and how the previous problems can be addressed by establishing a series of 6 propositions. To explore the possibility of systemically generating new ideas instead of waiting for the seemingly sudden and random appearance of disruptive technologies, a mechanical procedure is developed for the potential of producing synergistic innovations on either the producer or the demand side. Because of the certainty systems science offers, the general conclusions developed in this paper are expected to provide practically useful recommendations for entrepreneurs, managers and retailers to create and to capture values for consumers and their companies.

Antecedents of Consumer Happiness

Ross B. Steinman

Widener University

The results from laboratory research on the effect of purchase type on consumer happiness are highlighted. Using a decision making paradigm, participants were randomly assigned to fictional scenarios where ordinary/extraordinary material purchases and ordinary/extraordinary experiential purchases were experimentally manipulated. Consumer happiness, consumer choice, and consumer attitude were utilized as outcome variables. There was evidence that participants differed in consumer happiness based on the type, magnitude, and valence of the purchase. This research adds to the literature on consumer happiness in a decision making context. Future directions, including strategic marketing applications as well as methodological strengths and limitations, are discussed.

Trends in Branding Medical and Recreational Cannabis

Denise Ogden

Penn State-Lehigh Valley

James Ogden

Kutztown University of Pennsylvania

It is not often that a once illegal product becomes legal. Such is the case with medical and recreational marijuana. The legal cannabis industry is growing at an amazing pace. With competition in the industry, companies need a way to differentiate their product. Despite the regulatory environments at the state and national level, efforts to brand cannabis products have succeeded. This article examines the trends in branding medical and recreational marijuana. The industry and benefits/drawbacks to branding these products are discussed. In addition, dominant brands are discussed as well as other cannabis products that have successfully built a brand.

Session 10: Sylvan Room

1:05 pm – 2:05 pm

Supply Chain/Monetary Policy/Finance

Session Chair: *David Jordan, Slippery Rock University of Pennsylvania*

How Are Compensation Packages of Executives Determined for Publicly Traded Sports Teams? The Case of European Soccer Teams

Won Yong Kim

Augsburg University

Taek-yul Kim

West Chester University of Pennsylvania

In 1980, Nolan Ryan, a Houston Astros pitcher, became the first million dollar player in the professional baseball league. Since then, players' compensation in professional sports has substantially increased. In 2018, Lionel Messi, an Argentinian soccer player of FC Barcelona, earned \$127 million, where \$92 million came from his salary (Forbes 2019). Although there is debate of whether the high level of compensation for professional sports players is justifiable, it is clear that their salaries are determined based on their previous play record.

Coach compensation is also a popular topic in sports compensation research. A number of studies show that managerial skills affect team performance and revenue (Porter and Scully, 1982; Scully, 1989). Other studies also show that coaches are overpaid and their compensations are not fully aligned with team performance (Thomas and Van Horn, 2015).

When it comes to ownership, professional sports teams are usually privately owned by corporations or wealthy individuals. A small number of teams, however, are publicly owned. As traditional executive compensation literature suggests, compensation packages for executives of publicly traded firms are set so that managerial incentives are aligned with firm value, which may be represented by stock price. Our research question is to show how executive compensation is determined for publicly traded sports teams. We answer the question in this case study by utilizing the data of a group of European Soccer teams (Juventus, AS Roma, Tottenham, etc.) that have equity shares traded in public stock markets.

Session 11: Willow Room

1:05 pm – 2:05 pm

Healthcare Concerns

Session Chair: *Matt Artz, Azimuth Labs*

Medicaid Spending and State Financial Condition

Daniel Hummel

Slippery Rock University of Pennsylvania

Medicaid is a large entitlement program in the United States that represents an element of the welfare state. The states receive a portion of the funding for the program from the Federal government while having discretion over medical services received and eligibility for those services. Medicaid has become the largest category of state spending despite Medicaid expenditures per enrollee remaining relatively flat between 1992 and 2009. The increasing costs associated with the program are related to rising enrollments and increasing costs of pharmaceutical drugs. This study is interested in the effects of this spending on state financial condition as measured comprehensively by the measure developed by Wang, Dennis and Tu (2007), which considers the cash, budget, long-term and service solvency of the government. This has become an increasingly popular measure which was adopted by the Mercatus Center at George Mason University. Based on the results of the analysis, Medicaid spending per enrollee has a statistically significant and positive effect on state financial condition. However, when Medicaid spending per enrollee is interacted with median income and Census region the effects are significant and negative on state financial condition. Conversely, when Medicaid spending per enrollee is interacted with the unemployment rate, the federal matching rate and population the effects are significant and positive which may explain the positive effects the Medicaid variable has on state financial condition.

Segmenting Chinese Medical and Health Tourists Visiting Croatia: A Travel Intention Based Analysis

Chenchen Huang

Christine A. Lai

SUNY Buffalo State

SUNY Buffalo State

Chinese tourists seeking medical and health benefits from overseas trips represent an important fast-growing market segment in the Chinese outbound tourism market. Despite of its pristine natural environment, welcoming social environment, and successful medical and health sectors, Croatia remains an unfamiliar and thus unusual destination for Chinese Medical and Health Tourists (MHTs).

This study investigated 155 Chinese participants' intention of visiting Croatia for medical and health purposes. Based on nine questions regarding medical and health related tourism products, a cluster analysis classified the whole sample into three groups: Focused MHTs (22% of the sample), Early MHTs, (48%), and Versatile MHTs (30%). Focused MHTs are middle aged, with the highest education attainment among the three groups and a medium budget, and least likely to visit other Croatian cities or attend local cultural activities. Early MHTs are the youngest, attain lowest educational achievement, have the smallest budget, and nevertheless are open to other cities and cultural activities. Versatile MHTs are slightly older than Focused MHTs, well educated, with the highest budget, and eager to explore. Versatile MHTs are the most proficient in the English language and the Focused MHTs are the least proficient. Versatile MHTs are more likely to travel with friends than Focused MHTs.

Findings from this study presents opportunities for Croatian destinations. Versatile MHTs are the most valuable, but Croatian destinations must compete for their business. Focused MHTs can benefit significantly from language assistance and other services provided. Early MHTs represent great potential for Croatian destinations to develop.

Ethical Considerations for Digital Health Innovation

Matt Artz

Carolina Severiche Mena

Azimuth Labs

Azimuth Labs

Digital health involves the application of digital technologies to health products and services in the sectors of mobile health (mHealth), health information technology (HIT), wearables, telehealth, genomics, and personalized medicine.

Advocates of digital health argue that it will empower consumers to make better health decisions while enhancing the diagnosis and treatment capabilities of health professionals. The promises of digital health have resulted in a proliferation of innovations in both the consumer and medical sectors, leading two market research firms to recently estimate that the global market will top \$400 billion by 2024.

Impressive growth, but we ask at what cost and to whom? As critics have warned, despite the potential of digital health to improve health outcomes, there are ethical concerns in both the consumer and medical sectors that must be addressed before consumers' rights are infringed. These concerns involve trust, security, privacy, accountability, and informed consent of individuals, as well as broader societal concerns of access and equitability.

Based on previous research in direct-to-consumer genomics (DTCG), this paper argues that the criticisms of digital health are warranted and that increased ethical considerations are needed to ensure that consumers of digital health products are adequately protected. The paper will offer recommendations that entrepreneurs or established organizations should consider when innovating in digital health.

Pedagogical Concerns

Session Chair: *Reneta Barneva, State University of New York at Fredonia*

The US Hospital Industry as a Mechanism for Teaching Organizational Ecology and Niche Formation

Mark Stroud

College of Staten Island

A. Cliff Abdool

College of Staten Island

As a result of government-imposed regulations, the U.S. hospital industry has undergone substantial structural changes. The Emergency Medical Treatment and Active Labor Act (EMTALA) of 1986 requires hospitals with an emergency room to provide services to patients regardless of their insured status or ability to pay. This regulatory act has incentivized a change in hospitals' organizational structures. Specialist hospitals, which lack emergency rooms and are not under the jurisdiction of the EMTALA, have multiplied, while general hospitals, which have emergency rooms and fall under the EMTALA, have suffered. Therefore, the EMTALA has contributed to the formation of a new niche in the hospital industry. An examination of the birth of specialist hospitals and the mortality of general hospitals provides an insightful approach to teaching organizational ecology and niche formation. This investigation provides useful direction to educators at the undergraduate level.

A Comparative Study of Evaluative Coaching for Resumes and Mock Interviews

Celia Lofink

University of Hartford

In today's competitive educational environment we have successfully branded our University of Hartford, Barney School of Business (BSB) Undergraduate program as "Career-Ready", suggesting undergraduates are being prepared to enter the working world with progressive knowledge and skills related to how they think about and engage with their chosen careers. Our Career Ready program was established to give students a competitive advantage in a market flooded with young professionals with newly minted degrees. Our programs span across the four years of college and includes focus on simple resume construction to activities for career building such as club involvement or honors courses. Other events include mock interviewing practice, campus career fairs, corporate visits, job shadowing, internships and more. The research that will be presented is a comparative study of two specific career ready program activities; resume construction and mock interviewing. The study compares a control group that will use traditional methods of coaching resume construction and interview preparation to an experimental group of students using a rule based intelligent technology platform to conduct automated resume review and "smart robot" interviews. Data will be collected on the comparative ROI measures established such as efficiencies of time, volume and accuracy. In addition, data will be collected on student performance effectiveness measures between the two groups and will also be presented. Specifically, is there significant difference in the two group's methods as students both prepare for and enter the working world as measured by number of applications made, number of first round and second round interviews offered, number of job offers and number of secured employment agreements made that will be extrapolated to a projected placement rate by graduation. Some of these data sets will be in process of collection and analysis at time of presentation. Results will be reported on any aspects of the measures established where we have data sets analyzed.

Using Digital Technologies in Music Industry Education

Reneta Barneva

Kamen Kanev

Stuart Shapiro

State University of New York at Fredonia

Shizuoka University

State University of New York at Fredonia

Music Industry is a relatively new bachelor degree offered only by a few institutions. However, it is gaining momentum, attracting an increased number of students. The development of digital technologies significantly changed the way music is produced and listened to, as well as how musical events are organized, artists are promoted, and marketing and ticket sales are performed. Thus, the Music Industry students have to be acquainted with the digital technologies and the opportunities they offer, and be able to use them in their future career. As in every emerging discipline, a challenge in the Music Industry program is the lack of textbooks and other educational materials. In addition, digital technologies develop so rapidly that it is impractical to write a traditional textbook. In this paper, we discuss the digital technologies that are included in the Music Industry program at SUNY Fredonia and what kind of related projects are assigned to our students. We hope that the information will be useful not only to Music Industry educators, but also to educators in other disciplines willing to make their students aware of the latest trends in digital technology applications.

Session 13: Holmes Room

1:05 pm – 2:05 pm

Marketing Concerns

Session Chair: *Uldarico REX Dumdum, Marywood University*

Fostering Integration in Student-Developed Marketing Plans Through the Use of Consumer Interviews

John M. Zych

University of Scranton

A comprehensive marketing plan requires a detailed environmental analysis, as well as an integrated marketing strategy that links the targeted market segments with product design, pricing, promotion and distribution programs. An assignment was developed to utilize consumer interviews as a baseline for accomplishing this integration.

Students were assigned a group project for which each student was responsible for developing a section of a marketing plan and presentation for an assigned automobile. Coaching sessions were conducted throughout the semester to support groups in developing their projects.

Each group member was required to conduct an interview with a family member regarding the member's decision-making process for an automobile purchase. The results of all the interviews were shared with the entire group and provided a database for students to use when developing the project. The family interviews were helpful in engaging students in discussions centered on how the consumer decision-making process is impacted by all components of a marketing plan. The interview process also supported integration across sections of the marketing plan. The conference presentation will illustrate this approach with examples from a marketing strategy class. Student reactions to the assignment also will be discussed.

How Significant are Healthy Food Labels to College Students

David John DiRusso

Millersville University

Food labels such as “local,” “organic,” and “Non-GMO” have been proliferating across various food product packages in the United States. Many food products with these labels carry price premiums. The aim of this study is to determine if college students find value in these labels. Several food categories were analyzed: fresh meat, produce, dairy/eggs, and processed foods. A survey was employed to determine how important students believe these are, how much healthier food is perceived to be if it carries these labels, and how much of a price premium they are willing to pay. Results indicate that these labels do increase perceived value, increase perceived healthiness, and create a willingness to pay a price premium, but do so at different rates based upon the type of food product.

Influence of Cognitive and Emotional Advertisements on Biosphere Reserve Image and Visitation Intention for Youth

Andra Arklina

Agita Livina

Nripendra Singh

Vidzeme University of Applied Science

Vidzeme University of Applied Science

Clarion University of Pennsylvania

This paper reports the results of a study of the role of North Vidzeme biosphere reserve (Latvia) image, pleasure and arousal in building young visitors' intention to visit biosphere reserve (target audience 15-25 years old youth). An online survey was conducted for data collection. A quantitative approach was employed to analyze the data. Findings showed that most of all respondents agreed that visiting biosphere reserves relieves stress, helps to socialize and escape from daily routine as well as they would visit more often protected areas if they would see their friends visiting them. Youth 15-19 were more excited, joyful and astonished about visiting biosphere reserve, but youth 20-25 were more neutral about it. Both groups agreed both groups agreed that there was a lack of advertisements and visibility of area.

Session 14: Sylvan Room

2:10 pm – 3:10 pm

Career Preparation (1 Paper/1 Workshop-30 minutes)

Session Chair: *Linda Hall, State University of New York at Fredonia*

Introducing a Mentoring Program for our Barney School of Business Undergraduates

Celia Lofink

University of Hartford

A pilot of this framework for mentoring (Fall 2015-Spring 2016) and presented at NABET in 2017 and 2018. The two researchers (Lofink and Rogers) had a two-fold interest at the time. First, they explored how effective the mentoring process would be for participants using the Kouzes and Posner (2012) framework. Second, they wanted to explore if undergraduate students (who in the initial pilot happened to be in a leadership council) were open to being mentored and what they perceived as their benefit from the experience. Going beyond pilot, The Barney School of Business (BSB) has moved into a Phase I launch of a BSB mentoring program. The program is fully integrated mentoring in all four years of the undergraduate experience and has focus to better prepare undergraduates to be successful as they journey from Freshman “College Ready” to

Seniors poised for “Career Launch” into the working world. The workshop will focus on the key underpinnings of the approach and lessons learned.

Next Generation Business Simulations

Bret Wagner

Western Michigan University

A variety of educational pursuits that prepare students for their professional lives are supported by relevant practice-oriented experiences that enable students to move into their careers with greater ease. The business classroom, while offering knowledge and concepts, attempts to achieve such experiences through case studies, industry projects, cooperative learning opportunities, and simulations. This workshop explores the use of a next generation comprehensive simulation that has been successfully used in varied business disciplines. These disciplines include operations management, quantitative literacy, leadership, information technology, marketing, and analytics.

The workshop presents the short-comings of many business simulations and provides insight into the development and use of this next generation simulation, with regard to its SAP-similar design and its technical development to the final user interface. It explores the differentiating capabilities of this next generation simulation.

Lastly, a review of the available simulations will be presented, as these simulations link to the business disciplines supported. This review includes a look at the supporting materials of the simulation and methods of implementation.

Session 15: Willow Room

2:10 pm – 3:10 pm

Data Analytics Applications

Session Chair: *Loreen Powell, Bloomsburg University of Pennsylvania*

A Business Analytics Tool for Text Analysis

Loreen Powell
Kyle T. Fromert

Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania

Business Analytics is a growing field with many career opportunities within the Business, Information Technology related fields. As a result, many information technology related degree programs are integrating digital data and text examination into their existing course content or simply developing new business analytics courses into their curriculum. However, this are a limited amount of teaching resources available on this topic. This paper adds to the body of knowledge and teaching resources regarding a popular business analytics tool for digital data and text analysis.

Incorporating Data Analytics into the Curriculum

Michael Gallagher

DeSales University

Data Analytics and Artificial Intelligence are two topics that colleges and universities are trying to introduce in their curriculum. This abstract will describe the various initiatives at DeSales

University and some of the industry wide programs for these topics at the top of the list for many employers.

DeSales University started Kameron Ashfar Data Analytics Center (KADAC) to provide a center where organizations could design projects to be worked on with Dr. Ashfar and student interns relating to their Big Data needs. The Lehigh Valley Chamber of Commerce has worked with the center on a quarterly economic forecast that is presented at DeSales by the students working on this project. The students also created a poll forecasting project that had local and national attention. Several businesses in the area have also designed projects using the expertise and software at KADAC.

DeSales developed a certificate program and track within the MBA program and is currently developing a five course interdisciplinary program in the undergraduate program that compliments several of the majors at the university. One example is the accounting curriculum consisting of four courses and an elective in accounting that uses data analytics in a student project.

KPMG Master of Accounting with Data and Analytics program was launched in 2016 with Villanova and Ohio State Universities (<https://info.kpmg.us/news-perspectives/advancing-the-profession/first-graduates-from-masters-program-join-kpmg.html>). The Deloitte Foundation Center for Business Analytics is working with the University of Illinois on their eight module approach to data analytics. The University of Illinois is willing to share the curriculum of their program with any other university. PwC has developed classroom resources for data analytics (<https://www.pwc.com/us/en/careers/university-relations.html>). EY and KPMG are partnering with IBM on new data and analytics solutions.

DeSales visited PwC in Chicago and the partner (a DeSales graduate) stated that Data Analytics will be a critical skill expected of each potential hire in the near future. Data analytics will also be introduced to the 2019 CPA exam.

A Text Analysis of NABET Proceedings: Viewing Trends from Past to Present

Loreen Powell

Bloomsburg University of Pennsylvania

Kyle T. Fromert

Bloomsburg University of Pennsylvania

Business, Economics, and Technology fields are dynamic and continuously evolving. As such, there is something to be learned from the past to predict where the future is going within these fields of study. This research reviewed business, economics, and technology academic research topics over the past twelve years to determine the trends of key topics and how they have grown or diminished over this extended period of time. Specifically, this research conducted a text analysis of titles from all conference proceeding published by the Northeastern Association of Business, Economics and Technology from its inception in 2007 to 2018. The text analysis revealed nearly one thousand presentation topics, and shows significant changes and interesting trends in information topics over this twelve-year period. This research is significant in that it serves as a historical review of the changing business, economic, and technology research environments.

Sustainability/Social Responsibility/Data Security Concerns

Session Chair: *Jerry Belloit, Clarion University of Pennsylvania*

Reflections on a Green New Deal: Swedish Sustainability

Timothy L. Wilson
Lars Lindbergh

Umea Universitet
Umea Universitet

Presently, there has been a discussion of a “Green Bill of Rights” in the U.S. Two of the elements in this discussion include affordable housing and ecological sustainability, areas in which Sweden is an acknowledged leader. That is, Sweden is perceived as sustaining a high level of competitiveness while producing a pleasant environment in which to live. In effect, the Swedish State is involved in municipal public housing and sustainability is the responsibility of Government Offices as a whole, which produces proactive programs in these sectors. The task of implementing Sweden’s strategy for sustainable development has illustrated a holistic approach and the State has played a major role in its development. Insofar as Sweden might be a model for other countries interested in extending their efforts in sustainable development (perhaps the U.S.), observations here provide some insights into possible approaches and results. Put another way, the paper involves some consideration of “how did we get here and where are we going?” The framework for this paper associates sustainability with Zhang and London’s modified Porter model and treats elements of municipal public housing, domestic airline travel and forest products in construction.

Social Engineering Susceptibility in Small Business

Amy Washo
Alan Levine

Marywood University
Marywood University

The purpose of this research study is to examine the susceptibility of employees to social engineering attempts in small businesses using their demographic characteristics. Social engineering can be defined as the act of manipulating human beings, most often with the use of psychological persuasion, to obtain unauthorized access to systems and data that the social engineer should not have access to.

Human beings are complex with fluctuating needs and emotions, and the countless interactions employees have with each other every day are all opportunities for a social engineering attack to occur. When a business faces a social engineering threat, the number of people that can be impacted is unlimited. Employees, investors, and clients of the company might have confidential data compromised leading to lack of trust, termination of the business relationship, or loss of assets.

The Humans Aspects of Information Security Questionnaire (HAIS-Q) developed by Parsons, McCormac, Butavicius, Pattinson, & Jerram (2014) will be utilized in this study and given to small business owners and employees in Northeastern Pennsylvania. The HAIS-Q measures information security awareness (ISA) which will be converted to a susceptibility score based on the assumption from the literature: the higher the ISA, the lower the susceptibility to social engineering. Demographic characteristics will be collected to explore the relationship to susceptibility to social engineering, and whether those characteristics can be used to predict it.

Community Empowerment

Traci Dodson
Kelly Sharp

West Virginia Wesleyan College
West Virginia Wesleyan College

For over twenty-five years, we have been talking about, and teaching students about, the importance of the triple bottom line. The idea that people, planet, and profits places emphasis on the importance of social responsibility and environmental sustainability in addition to profits has become mainstream thought and is modeled in the majority of American companies. There seems to be a disconnect between some institutions of higher education, and the curriculum where we are teaching the idea, and a formal application of the concept in business programs. Through the application of empowering processes, students at West Virginia Wesleyan College use a project-based approach to identifying and meeting the needs of the local community.

This presentation will illustrate the WVWC model and will focus on shifting a non-engaged student group to an engaged and empowered team. While some isolated community service may be common, a greater benefit is developing students with the ability to identify and meet needs found within the college and local communities. Specific areas covered will include, identifying the need and appropriate actions to work toward a community solution, using a change-based approach to implement the concepts of community engagement and empowerment, identifying what is currently being done by other community organizations for potential partnerships and scaling, determining methods of expansion for a greater impact, and increasing student and faculty engagement and ownership in the process.

Engaged college students will not only serve as change agents during their time on campus but, upon graduation, will enter new communities with an understanding of how to identify areas of need, involve others, and work to fix social deficiencies.

Session 17: Holmes Room

2:10 pm – 3:10 pm

Pedagogical/Higher Education Administrative Concerns

Session Chair: *Uldarico REX Dumdum, Marywood University*

Comparison of Tenured versus Tenure-Track Perceptions of Chairperson Social Power

Elizabeth Goltz Rogol

Kutztown University of Pennsylvania

The objective of this study was to determine if tenure impacted faculty perceptions of their respective chairperson's social powers. The measurement of social power was based on French and Raven's five bases of social power. Instructional faculty at two universities in the same state system in the northeast United States were sampled using a multi-statement inventory measuring perceptions of their respective chairperson's reward, coercive, legitimate, expert, and referent powers. A comparison between tenured faculty (n=79) perceptions of chairperson power and tenure-track faculty (n=26) perceptions indicated that there is a correlation between tenure and faculty members' perceptions of legitimate power but not for reward, coercive, expert, and referent powers. Implications, limitations, and suggestions for further research are discussed.

From Ordinary to Extra-Ordinary-A Case Study of Student Success through Engagement and Experiential Learning

Christopher Speicher
Sr. Kevin Karimi
Melissa Saddlemire

Marywood University
Marywood University
Marywood University

This case-study explores experiences of undergraduate students navigating their learning in alignment with their Professor's goal to offer all students opportunities to transition from ordinary to extra ordinary students. This case study affirms the findings of other research, that lack of prior experience does not deter learners them from posting unique outcomes. The case study exemplifies the enabling role of a professor for students to lean beyond the classroom bringing them to achieve their highest potential. "At a point, I felt that I was not learning the maximum amount possible by solely attending class. By engaging in entrepreneurial activities I was able to better grasp concepts in class, and think from more of an application lens, rather than an academic lens" (Student A.). Student B said "my colleague and I were treated as professionals and were consulted about every decision made." The two students initiated a shuttle services project which serves the students, faculty and staff, the first of its kind in the history of the University. This case study affirms findings in other studies found that "academic and research for opportunity recognition" augmented with "non-academic ties" contributes immensely to the much needed formation of, strong and collaborative networks for "market credibility" (Billstrom, Novotny & Rasmussen, 2017). Similarly in a study of undergraduate and graduate students aspiring to engage in entrepreneurship, research found that students who had no prior experience had higher motivation and exercised more caution in business plans, than those who had prior experience (Ferreira, Loiola & Gondim (2017).

Session 17: Holmes Room (cont'd.)

2:10 pm – 3:10 pm

Sensemaking in Complex Environments: Implications for Curriculum Development

Uldarico REX Dumdum

Marywood University

Deborah Ancona (2011), Director of the MIT Leadership Center, argues that "today's leaders need the ability to make sense of complex environments" and that "sensemaking is a particularly important predictor of leadership success." The top future work skill identified by the Institute for the Future was sensemaking. Sensemaking is also seen as vital in a VUCA world we live in in which business situations we face are one of perpetual white water (Smith, 2014) and can be characterized by volatility, uncertainty, complexity, ambiguity, confusion and feelings of disorientation (Maitlis & Sonenshein, 2010).

As businesses face an increasing and rapid escalation of complexity, the IBM global study of over 1500 CEOs revealed that there is an urgent need to cope with complexity and, more importantly, to capitalize on complexity. Anderson of Intel (2014) concurs with this. He argues that sensemaking is central to understanding customers and the business they are in and that sensemaking "isn't just for innovation anymore, it informs strategy and long-range planning."

This paper defines and draws insights on sensemaking from multiple perspectives and reference disciplines. It discusses the 5 principles of sensemaking developed by Madsjberg and Rasmussen (2014) and introduces case studies in which these principles are applied. The paper ends with a discussion of implications for curriculum development along with recommendations on how to incorporate sensemaking principles into the curriculum.

Session 18: Sylvan Room

3:25 pm – 4:25 pm

Investment and Economy Concerns

Session Chair: *Brosh M. Teucher, Western Connecticut State University*

National Culture and the Volatility of Innovation Investment Across Countries

Jung Seek Kim

Bloomsburg University of Pennsylvania

Seung Hoon Jang

Bloomsburg University of Pennsylvania

This study aims to examine the influence of factors like national culture on the volatility of innovation investment. For this purpose, theoretical propositions are provided based the literature and discussions of innovation and national culture. The patterns of innovation investment of each country are expected to be influenced by its level of Hofstede's cultural dimensions, including uncertainty avoidance, power distance, and collectivism. Scholars and businesspeople are recommended to pay attention to the characteristics of local culture to manage various innovation projects.

Chronicle of a Stagflation Foretold: The Case of the US

Brosh M. Teucher

Western Connecticut State University

This paper applies several perspectives to examine the case of stagflation in the US. Stagflation is identified as condition of persistent high inflation combined with high unemployment and stagnant demand in a country's economy. Various types of information are considered and evaluated in relation to prospects of stagflation in the US. Conflicting streams of thought and evidence are compared. Future research, applied, and educational implications are discussed.

Is Free Cash Flow Value Relevant? The Case of the US Materials Industry Sector

Mostafa M. Maksy

Kutztown University of Pennsylvania

The purpose of this study is to identify the accounting definition of free cash flow (FCF) that is the most relevant to investors in the materials companies. Using correlations and multiple regression analysis on a sample of 12,121 observations covering the 30-year period from 1988 to 2017, the author concludes that the FCF that has the most significant association with stock price changes of materials companies, after controlling for many factors that may affect stock prices, is the one defined as cash flow from operations less cash flow for capital expenditures less cash outflow for preferred stock dividends. The author recommends that investors contemplating investing in materials companies choose companies with high FCF computed using this definition. The author further recommends that materials companies that wish to voluntarily disclose FCF in their annual report should use this definition of FCF.

Session 19: Willow Room

3:25 pm – 4:25 pm

Economics and Finance Concerns

Session Chair: *Pawan Madhogarhia, York College of Pennsylvania*

The Impacts of a Voter Approved Minimum Wage Increase in Arkansas

Mark Ray Reavis
David Ray Reavis

University of Central Arkansas
Texas A & M University

Much has been written concerning minimum wage, but the critical issues on this topic are far from resolved. Supporters argue for fair wages, living wages, and an increase in the United States federal minimum wage. Opponents argue that minimum wage laws lead to higher unemployment, higher inflation, and disincentivize workers from seeking skills that would lead to higher earnings in the workplace. This research focuses on state-level minimum wage law in Arkansas and the impact on prices and employment. A change in Arkansas' minimum wage law in 2014 gradually increased minimum wages over a 3 year period. This research adds to the body of knowledge on the topic of minimum wage by providing evidence that relatively smaller increases in minimum wage may not have the negative impacts argued by opponents. Based on the primary data collected for this research, the increase in minimum wage in Arkansas did not result in an increase in the price of fast food compared to the US nationally and the change in price was not significantly greater than the overall inflation rate in the US nationally. In addition, no negative employment effects were observed.

How Paul Volcker Stopped the Great Inflation 1965 – 82: An Econometric Investigation

William Carlson
Conway Lackman

Duquesne University
Company International Consulting Group

The Volcker plan used control of non-borrowed reserves to reduce the growth of the money stock to lower inflation. Lower money growth led to the 1980 recession that did not do the job and a second recession that did. We show that each of the nine recessions and we know recessions are the only reliable way to reduce inflation. Had Volcker known of a painless way to combat inflation, presumably he would have used it. A "soft landing" solution to inflation is yet to be found. The best solution is to prevent inflation. But if inflation occurs all of the recessions from 1937-8 to that of 1981-2 plus the slowdown of 1967 lowered the rate of inflation. The 1990-1, 2001, and 2008-9 recessions also led to lower inflation.

The Andersen-Jordan St. Louis Fed study, the January 1979 Fed staff study, and Meltzer's real GNP - money graphs indicated that declines in money growth would lead to recession if persistent enough. All of the 1937-1982 recessions were accompanied by lowered money growth. The plan worked. What we have done is provide a statistical background of what happened and why? We could say that the Fed should have used the monetary base rather than non-borrowed reserves to control money. It would be easier to control borrowing from the Fed if the Fed was alert to bank borrowing for risk free profits when the discount rate is lower than the TBill rate. This paper presents significant detail on this complex factual story.

Timing Value Versus Growth

Pawan Madhogarhia

York College of Pennsylvania

Growth has outperformed value over the last several years. Is value dead? This paper explores whether value portfolios are expected to outperform growth portfolios. Value or growth spreads are used to address this research question. Zero investment portfolios yielded positive returns for different growth and value portfolios using returns with different frequencies. At the time of writing this paper in 2019, it appears that value portfolios are predicted to outperform growth portfolios in 2020.

Session 20: Logan Room

3:25 pm – 4:25 pm

Management/Communication/Pedagogical Concerns

Session Chair: *Lynda Kilbourne, Xavier University*

Elaborating Our Understanding of Scope of Change and Communication

Lynda Kilbourne

Xavier University

Textbooks on change management (e.g., Cummings and Worley, 2015) instruct that, in order for organizational change to be effective or successful, the number of members who should be involved in the change process varies directly with the scope of the change. This approach suggests, therefore, that a change occurring in only a small portion of a large organization can be handled quickly and successfully while involving only a small number of members in the change process, and vice versa. A recent change conducted in a large corporation, however, suggests this view of scope may need to be reconsidered. In this presentation, I suggest additional context features that may override scope as a factor in designing and implementing a change process. I use the organizational case to illustrate and support my hypothesis.

Does Exam Format Determine a Student's Success?

Karen Robinson

York College of Pennsylvania

This presentation focuses on whether a student's success in a course is based on the assessment tool used; or how he or she understood, interpreted and applied the information. This researcher has discerned that students have a perception that their success on assignments, namely exams is dependent on the format of the assessment tool (multiple choice, problem, essay, etc.). A discussion with other instructors purported similar conclusions. The purpose of this research is to test that theory to determine its validity by examining current literature to explore the bases for this theory and the recommended resolutions. Furthermore, a review of two classes where the student took the final exam of choice based on preferred exam format; with results compared to interim exams that used a combination format. The use of outcomes from this presentation may provide aid to instructors in improving students' success rates in accounting classes.

Theoretical Models of Buddhism-Based Business Operations

Hideki Takei

Central Washington University

Buddhism-based business operations have been popular among businesspersons. Nevertheless, we have not had a generally accepted model of Buddhism-based business operations. As a result, there are so many studies of Buddhism-based business operations based on the subjective criteria of researchers (Weerasinghe, Thisera, and Kumara, 2014; Ashtankar, 2015; Shakya, 2017).

Without the generally accepted model, most researchers have focused on case studies that analyzed the relationship between managers' Buddhist philosophy and their ways of business (Abe, 2007). Such case-by-case studies will never contribute to developing the generally accepted model.

In this paper, we will suggest a generally accepted model of Buddhism-based business operations by integrating all essences of Buddhism-based business from not only published studies but also teachings of the historical Buddha called pre-sectarian Buddhism.

Session 21: Holmes Room

3:25 pm – 4:25 pm

Pedagogical Concerns

Session Chair: *Douglas C. Friedman, East Stroudsburg University of Pennsylvania*

Effects of Attending a Presentation on Entrepreneurship on Students' Entrepreneurial Inclinations

Douglas C. Friedman

East Stroudsburg University of Pennsylvania

This study examines the effects of attending a presentation by entrepreneurs on students' entrepreneurial inclinations before and after either a lecture by an entrepreneur or a panel presentation on entrepreneurship by several area entrepreneurs. Students attending either of the presentations completed a questionnaire that included the Entrepreneurship Identity Aspiration Scale (Farmer, Yao and Kung-McIntyre, 2011) before attending the presentation and immediately after the presentation concluded. Attendance at either presentation yielded the same results. Attending a presentation increased male students' beliefs that they will become entrepreneurs in the future. Female students also showed an increase in entrepreneurial beliefs, but the change was not statistically significant. Changes in students' entrepreneurial inclinations were not statistically significant.

Entrepreneurship Tendency and its Relationship with Knowledge and Adoption of Information Technology: A Case of Ethiopian College Students

Azene Zenebe

Bowie State University

This study is the first in its kind to provide empirical evidence to the possibility of information technology's knowledge and intent to adopt as a factor for entrepreneurial intention of individuals in developing economy. It investigates relationships among the personal attributes (creativity, autonomy, risk-taking, locus of control and need for achievement), IT Knowledge, IT adoption, and entrepreneurial intention. A sample of 200 college students from Addis Ababa University, Ethiopia participated in the survey that adopts the General Measure of Entrepreneurial Tendency and IT adoption instruments. The study concludes that the participants showed average entrepreneurial tendency, and the participants' adoption and knowledge of information technology (IT), and entrepreneurship tendency are positively correlated. Implications of these results are also discussed.

Attendance Still Matters in a World of Digital Learning: Examining Students in Business Statistics

Timothy Haase

Ramapo College of New Jersey

In this study I re-evaluate the importance of physically attending lectures in a business statistics course when an online digital learning companion is used. A sample of five sections of business statistics that used the exact same text, lecture format, and algorithmic assignments are used. Overall, I find that students who attend all lectures perform significantly better on exams and on

assignments when compared to students who have been absent. More specifically, attendance has a significantly larger positive influence on exam scores when there are fewer exams in the semester. Completion of online assignments is more influential in sections with more exams.

Special Session: Sylvan Room

4:30 pm – 5:20 pm

Best Paper Presentation

Session Chair: *Loreen Powell, Bloomsburg University of Pennsylvania*

More Quality, Less Quantity: Diversification and Risk Reduction in Quality Portfolios

Richard Paul Hauser

Gannon University

Richard Makowski

Gannon University Small Business Development Center

The research presented in this paper aims to construct Warren Buffett-style, concentrated portfolios based on two main criteria, size and quality, in order to investigate the diversification and risk reduction in concentrated, quality portfolios. We construct the concentrated index portfolios with companies that are leaders in quality following the method of Asness, Frazzini, & Pedersen (2018). Our research indicates that for any number of stocks in a portfolio, quality portfolios have less risk than portfolios constructed with random stocks. Consistent with the prior literature on the quality factor and the low volatility effect, we find that our low-risk, quality portfolios have higher risk adjusted mean returns than the diversified market portfolio. Finally, we show that the risk of a portfolio constructed based on quality, does not decrease monotonically as the number of quality stocks is increased. Instead, we find that the risk of quality portfolios is minimized at about 10 stocks and that increasing the number of stocks in the quality portfolio actually increases the standard deviation and beta risk. We refer to this increase in risk of the quality portfolios with an increasing number of stocks as the quality dilution effect. While Buffett has long argued that holding a large number of stocks about which he knows nothing seems risky to him, we believe that our research is the first to provide empirical evidence for Buffett's assertion.

End of Presentations – Thursday, November 7th.

Friday, November 8, 2019

Registration – Days Inn Foyer/Atrium **7:15 am - 2:00 pm**

Breakfast - Center/Arbor Room **7:30 am - 9:00 am**

Welcome and Annual Business Meeting **7:45 am - 8:20 am**

Norman Sigmond, Kutztown University of Pennsylvania

Chairman, NABET Executive Board

****All conference participants may attend. ****

Session 22: Center/Arbor Room **8:20 am – 8:50 am**

Special Presentation

Discussion of the NABET Conference Proceedings and the Journal of Business, Economics and Technology (JBET)

Norman Sigmond

Jerry Belloit

Kutztown University of Pennsylvania

Clarion University of Pennsylvania

This session presents information to participants on the logistics and expectations for submission to the NABET conference proceedings and the Journal of Business, Economics, and Technology (JBET). It is intended to assist participants in preparing their manuscripts for the proceedings as well as for review for possible publication in JBET.

Session 23: Sylvan Room **9:00 am – 10:00 am**

Pedagogy

Session Chair: *Matthew T. Kelly, St. Joseph's University*

Assisting Students with Basic Financial Statement Analysis: Simplifying Data Access with FactSet

Matthew T. Kelly

AJ Stagliano

St. Joseph's University

St. Joseph's University

This interactive workshop presents pedagogical techniques that can be applied in connection with student-developed financial statement analysis (FSA). In the hands-on session proposed, we will explore the extraordinary benefit of teaching students how to access the comprehensive and robust dataset that is delivered by FactSet. We do this as a pre-condition to teaching the actual methods involved in quantitative analysis. Our experience has been that once students grasp the need for

FSA, and its variety of applications in the firm, authentic knowledge is enabled by enhancing students proficiency at selecting and acquiring data in advance of learning how to use various analytic tools. Data acquisition should not be an impediment to applying analytics; the FactSet software removes data-collection obstacles.

We document course-tested methods for introducing the immense collection of financial data that is assembled for electronic dissemination without charge to students and faculty by FactSet Research Systems Inc. Learning to use this delivery system facilitates data acquisition, demystifies accounting and finance terminology, and enables students to progress more rapidly toward competent analysis of financial information.

The Evolution of Group Exercises Within an Introductory College Business Course

Matt Patterson Shatzkin

York College of Pennsylvania

This paper describes the ongoing evolution of Group Exercises within an Introductory College Business Course over three semesters. This paper describes the purpose and use of Group Exercises in higher education, along with the evolution of Group Exercises within a current course, based on formal and informal feedback and observations. Additionally, this paper describes the changes made to the Group Exercises within the course, to include the use of fictional narrative, more detailed rubrics for participation and the use of standing groups. Finally, this paper outlines the way ahead for further research and potential contributions to the educational and practical fields.

Session 24: Willow Room

9:00 am – 10:00 am

Pedagogy Styles and Professor Roles

Session Chair: *Christine Marie Lombardo-Zaun, Cedar Crest College*

Does Teaching Style Affect Learning?

Karen Robinson

Richard Butler

York College of Pennsylvania

York College of Pennsylvania

This discussion focuses on whether an instructor's teaching style affect learning. The purpose of this research is to explore this idea and possibly develop a theory. The researchers will exam current literature to explore a theme and the recommended resolutions. The presentation and paper will be based on the current semester's Financial Accounting course where it is intentionally designed to use a common course syllabus, common quizzes and homework assignments via a homework manager and common interim and final exams. A comparison of students' performance will be made between sections. The use of outcomes from this presentation may provide support to instructors in improving students' success rates in accounting classes.

More Than Just a Professor: a/k/a the Parent, the Counselor, the Mentor

Christine Marie Lombardo-Zaun

Cedar Crest College

As educators, we have seen a dramatic shift in the demographic of the current college student. This student can no longer just show up for class and study afterward. They can no longer join clubs and take time to enjoy them. These students now come to class with a host of challenges.

There are many new first generation college students, who start college with very little knowledge of what to expect and how succeed in the collegiate world. There are adult learners who crave the knowledge of education, and want their degree, but have to find time to attend classes while balancing a full-time job and possibly while balancing a family. There are the international students who are pursuing a degree in a foreign country, one that is not always welcoming, and user friendly to them. The student's challenges then become the professor's challenges, making effective teaching difficult at times. This presentation will summarize a survey of questions collected in the spring 2018 regarding student's situations, perceptions, and their challenges. The presenter conducted the survey to see if her college students' experiences matched what was found in literature review. As teachers we must learn how to balance all of these populations in one classroom and this presentation will discuss the challenges that students are facing and will finish with a discussion of suggestions on how to be more than just a professor in the classroom while maintaining a rigorous learning environment.

A Longitudinal Study of Students' Attitudes to a Campus Emergency Notification System

Doncho Petkov

Eastern Connecticut State University

Emergency Notification Systems (ENS) represent a branch of a growing sub-area of Business Information Systems related to decision support for emergencies in organizations. The focus of this paper is on studying user perceptions of ENS for improving the management of their use, a topic that is covered in very few publications. None of them explores this over longer time however. The paper presents findings from a longitudinal study of students' opinions on usage aspects of an Emergency Notification System (ENS) at a Northeast US university in 2011 and 2019. Though the same subjects were not available for the 2019 survey, the responders were drawn from the same demographic pool as the 2011 study since the characteristics of the student population have not changed. Some of the investigated issues include evidence of improvement in the students' attitude towards the university ENS, what types of emergencies are perceived as important by the users of the ENS, the number of students' experiences of training tests of ENS and others. The statistical results show opportunities for improvement in ways to engage students in training and usage of the ENS. The paper discusses also the limitations of the research and directions for future work.

Session 25: Logan Room

9:00 am – 10:00 am

Information Technology/Cryptocurrency

Session Chair: *Cori Myers, Lock Haven University of Pennsylvania*

Consequences of the Excessive Use of Smartphone and Social Media Among College Freshmen in Fear of Missing Out (FOMO) Contribute to their Academic Progress

Kustim Wibowo

Indiana University of Pennsylvania

Azad Ali

Indiana University of Pennsylvania

Almost all freshmen have the latest model of smartphone with Internet connection and full with different kind of apps. Most of them use their smartphone excessively at any place, time, and occasion. They even check on their smartphone during the lecture. It is not unusual several of them are even browsing websites or chatting on their smartphone while they are asking for help during faculty office hours. These behavior in the university environment could indicate that they

would spend more time and effort in their daily live in accessing online information in the fear of missing out (FOMO) related interested information that are boiling among their peers.

This study aims to examine how freshman and non-freshman students use and uncover the relationship between smartphone and social media addiction level to their academic progress. A questionnaire on what, how, frequency, and consequences such as feeling anxiety and depress because the excessive use of smartphone and social media will be conducted.

The Teachnology of Gen Z: Preparing Information Literacy Skills for the Workplace

Cori Myers

Lock Haven University of Pennsylvania

Marcia Kurzynski

Lock Haven University of Pennsylvania

Members of Generation Z (Gen Z), one of the largest and most diverse generations, are now entering the workforce. To help their employers contend with the global landscape, they must possess various skills and technical knowledge. As individuals and companies face the barrage of data and information, they need to discern its usefulness, reliability, and relevancy. Gathering, evaluating, and effectively using data for key decision making has become a more discriminate and technical task. While the typical soft skills like leadership, communication, and collaboration are indispensable, other skills like critical thinking, information literacy, problem solving, and the perpetual ability to learn are needed for gaining and sustaining that competitive edge. This paper explores who Gen Zers are, how they learn, what they need for career success, and the teachnology (learning strategies) to help them become information literate, honing skills for the ethical use of information, critical thinking, problem solving, and lifelong learning needed in the workplace.

Tax Planning in Uncertain Times: The Cryptocurrency Conundrum

John Grigsby

Thomas Jefferson University

Tax laws have not kept pace with the rapid evolution and exponential growth of cryptocurrency. As a result, taxpayers have had to struggle to determine how to apply the tax rules to cryptocurrency and various transactions involving cryptocurrency. In 2014, the Internal Revenue Service issued some limited guidance concerning the tax treatment of cryptocurrency. The guidance created more questions than answers since it only applied well-established tax principles to cryptocurrency and did not take into consideration the unique characteristics and complexity of this new technology. Since the issuance of the guidance, cryptocurrency has continued to develop, and many questions remain unanswered. This paper discusses the evolution of the taxation of cryptocurrency, current tax rules of cryptocurrency, areas where additional guidance is needed, and some proposals for the future tax treatment of cryptocurrency.

Session 26: Linden Room

9:00 am - 10:00 am

Human Resource Concerns (1 Paper/1 Workshop-30 minutes)

Session Chair: *Jane Brooker, Pennsylvania State University*

HR by the Numbers

Matt Fuss

Geneva College

The proliferation and advanced capabilities of data analytics has led to the management of human resources by the numbers in many major corporations. Companies such as; Google with their People Analytics department; Motorola with their use of arm-mounted terminals; Zynga with their use of an Intel-created employee tracking devise; IBM creating mathematical models of their employee's skill-sets to aid in efficient deployment and Ann Taylor using computer programs to determine which employees should work when and where. I want to explore the efficacy of distilling human behavior down into numbers as a means to obtain a competitive advantage by using metrics to control costs, improve quality and create distinctive capabilities. Employee productivity is the value that a company's "human resource" adds to the company as increased productivity per employee means an increase to the company's overall productivity and therefore profitability. The question of employee value must be addressed. Numbers do little to provide managers with the tools to manage efficiently.

I believe this trend will only grow in the future as technologies continue to advance. The Internet has changed the competitiveness landscape forever and it is even more essential that companies learn to manage by numbers through the use of big data to gain a competitive advantage over rivals and to succeed in today's digital atmosphere.

An Investigation of Interpersonal and Emotional Intelligence Competencies for Early-Career Insurance Professionals Across Mutual Insurance Companies

Jane Brooker

Pennsylvania State University

A problem exists between employers and individuals they seek to hire with non-technical skills, adding value and leadership to their companies. These skills are hard to define and identify when interviewing candidates. The researcher further defined, clarified, and explored interpersonal and emotional intelligence competencies among early-career insurance professionals. Goleman's research on emotional intelligence in the workforce provides a theoretical framework for this study (Goleman, 1998). Goleman's research determined that emotional intelligent employees consistently outperformed their more intelligent coworkers, lacking in emotional intelligence (Goleman, 1998). A review of literature surrounding the early stages and benefits of emotional intelligence followed by emotional intelligence in leaders and the insurance industry will be shared. The research was conducted through semi-structured interviews with 16 insurance executives and two focus groups consisting of five insurance executives in the mutual insurance industry. These executives were selected and volunteered from Pennsylvania mutual insurance companies. Interviews were transcribed and coded to find recurring themes. This research benefits employers in their hiring practices and in identifying insurance professionals for leadership and promotion opportunities.

Session 27: Sylvan Room

10:20 am – 11:20 am

Education Delivery Concerns

Session Chair: *Scott Bradshaw, Kutztown University of Pennsylvania*

Using Data Envelopment Analysis (DEA) and Data Visualization Tools to Assess the Relative Inefficiency of Course Delivery (Face-to-Face and On-Line)

Elkanah Faux
Augustin Ntembe

Bowie State University
Bowie State University

The technique of Data Envelopment Analysis (DEA) for measuring the relative efficiency of operating decision-making units (ODMU's) that are similar in terms of their Outputs and inputs has been widely used in many applications: in hospitals, higher education sector, the military. In this paper the ODMU's are the delivery methods (face to face and online). This paper proposes an application of the DEA, an efficient frontier technique, to identify an ODMU that is relatively inefficient by comparing it to similar ODMU regarded as efficient, rather than trying to associate an ODMU's performance with some statistical measurement (s) that may not be applicable to that ODMU.

The method does not necessarily identify the ODMU's that are relatively inefficient because the efficiency index of 1 does not lead to the conclusion that the delivery method being analyzed is relatively inefficient. Indeed, any method that has the largest output on any one of the output measures cannot be judged as relatively inefficient. Rather, the purpose of the study is to identify the delivery method with the lowest efficiency scores, as such method will have the weakest return on the allocation of their teaching resources. It is expected that such methods would benefit the most from a revision of their contents or delivery methods (techniques or approach), so as to lead to improved student learning outcomes. The relative performance score of the course is measured based on the performance of the students who completed the course, with respect to how well they were prepared for taking the course and how well they do in subsequent course(s) for which the one used in the study serves as a prerequisite.

Outreach Education and Technical Assistance for Beginning, Small, Socially Disadvantaged, and Veteran Farmers

Saima Bashir

Central State University

Erick Kitenge

Central State University

Fidelis Ikem

Central State University

Edith Davidson

Central State University

The Outreach Education and Technical Assistance (OETA) project intends to provide education and technical assistance to beginning, socially disadvantaged, and veteran farmers in the state of Ohio. Despite the increasing number of farmers from the mentioned categories, they seem to lack information on services and network available in the agricultural sector that could help them to increase the production, and then contribute to the mitigation of food insecurity threatening some parts of state of Ohio. Therefore, through face-to-face and online training, this project aims at boosting the willingness and the ability of targeted farmers to own and efficiently manage their farms. This project will also connect agribusiness students to experienced farmers for practical training and potential mentorships. This apprenticeship opportunity for our students is in line with efforts from policymakers to ensure and increase the availability of a well-trained and productive workforce in the US agricultural sector.

Polk and Squires Mathematical Analysis of Effectiveness of Developmental Education

Scott Bradshaw

Kutztown University of Pennsylvania

Drawing foundational ideas from the dissertation of Dr. Anita Polk-Conley and Dr. John Squires, the following mathematical analysis on the effectiveness of the developmental education program at a Mid Atlantic USA Community College was conducted (Table 15). The analysis measured the effectiveness of the developmental program for two different groups of students in order to detect any possible influence of physical education (KINS) program efficacy.

An identical effectiveness analysis was conducted for two groups of students: those students who enrolled in a physical education course (or Kinesiology course) during their time at the Mid Atlantic USA Community College, and those who did not. These two analyses were then compared in an overarching study. Interestingly, the results of the overall study were consistent and robust, lending credence to the notion that physical education improves effectiveness of education. In this specific case, the results suggested that physical education courses positively influenced the outcomes of the developmental education program at the Mid Atlantic USA Community College. The results from this research study could be used to determine the effectiveness of business classes; specifically introductory or developmental paired classes.

Session 28: Willow Room

10:20 am – 11:20 am

Management Concerns

Session Chair: *Shahriar Gias, Slippery Rock University of Pennsylvania*

Smart Home and Solar Technology in New Construction

Jerry Belloit

Clarion University of Pennsylvania

Smart home technology has become an increasingly used in residential properties. This technology has resulted in lower energy consumption, better home security, and more convenience for the property user. This paper is a case study of the integration of smart home and solar energy technologies in new construction. It will discuss the design and implementation of a solar power installation, wi-fi, security, and smart home integration of various building systems. It will present real costs and benefits of the systems used.

Alignment of Core Values for Higher Performing Organizations

Nicholas David Sherwin

Biola University

Renee Scapparone

Fitchburg State University

This article will provide leaders of organizations with a practical understanding of how a strategic and pro-active approach to recruiting, hiring and developing human resources whose values are aligned with the core values espoused by the leaders of organization will inspire and motivate employees to higher levels of performance. The literature from the disciplines of leadership, corporate culture, and human resources management reviewed for the study support the position that creating mutually beneficial career opportunities where core values of leaders and their human resources are aligned leads organizations to higher levels of performance. The literature reviewed for this paper supports the correlation between organizational commitment to intellectual capital and high-performing loyal internal customers.

Role of Perceived Job Security on Emotional Exhaustion

Shahriar Gias

Slippery Rock University of Pennsylvania

In the realm of organizational psychology, emotional exhaustion of employees acts as a mediator on the relationship between role conflict and turnover intention. Additionally, perceived job security acts as a moderator on the relationship between emotional exhaustion and turnover intention. However, the direction of the effect was not expected. An increase in perceived job security actually strengthened the association of exhaustion on turnover intention. Those who felt

that their jobs were more secure were more sensitive to exhaustion. Possible explanations for unexpected results are discussed.

Session 29: Logan Room

10:20 am – 11:20 am

Accounting Pedagogy

Session Chair: *Renee Castrigano, Gannon University*

Examining the Potential Impact of Upcoming Lease Accounting Changes in an Intermediate Accounting Course

Sean Andre

West Chester University

Joy Embree

West Chester University

Oftentimes, the typical accounting curriculum requires such a large focus on providing technical knowledge that it can become challenging to devote precious time towards developing other important skills, such as examining how various accounting rules actually impact a company's financial statements. Recently, the accounting rules for lease transactions has changed significantly, and this paper provides an overview of an assignment used in an Intermediate Accounting course to engage students in learning about the overall impact. This assignment has the benefit of taking very little time away from lecture.

A Cooperative Learning Assignment to Effectively Review the Accounting Cycle Geared to the Generation Z Student

Renee Castrigano

Gannon University

Many years ago, accounting students were required to complete a practice set, a lengthy problem detailing the full accounting cycle. This has gone by the wayside with advancements in technology. However, the downside is the full accounting cycle is rarely assigned as a project from start to finish. This paper is a means of addressing the issue of the students understanding all of concepts in accounting.

Institutions of higher education are preparing a new generation of students called digital natives or Generation Z. Like previous generations, these students have learning preferences and life experiences unlike their predecessors. They desire "real world" business experiences, engaged classroom activities and visual learning. This paper explains a classroom project that couples the need for reinforcing the full accounting cycle with the students learning style.

The project assigned to each of my accounting classes (Principles and Intermediate) requires students to play the game of Monopoly. Each student owns a real estate investment firm. With each roll of the dice, the student must complete a business transaction. After 48 transactions, the equivalent of 12 months, the student must complete the remainder of the accounting cycle from journal entries to producing financial statements to the closing process. With three semesters of data, this project has overwhelmingly helped students gain a deeper understanding of accounting.

Session 29: Logan Room (cont'd.)**10:20 am – 11:20 am****Incorporating a Financial Statement Analysis Exercise into an Introductory Accounting Course**

Sean Andre
Joy Embree
Ki Kyung Song

West Chester University
West Chester University
West Chester University

For many business programs, courses in financial and managerial accounting are requirements for students. Teaching financial accounting to those who have little interest in the topic can be a challenge, which can be further exasperated if the student does not clearly understand why this information is important and how it can be used. The purpose of this paper is to provide an overview of an assignment that can be incorporated into an introductory course. Adapted from the Association of International Certified Professional Accountants (AICPA's) "Taking Care of Business" series, this assignment provides an opportunity to engage in a financial statement analysis exercise and attach real-world meaning to the accounting numbers they learned about during the introductory accounting courses.

Session 30: Holmes Room**10:20 am – 11:20 am****Social Media/Consumer Loyalty Concerns**

Session Chair: *Wei-Xuan Li, Stockton University*

Do Social Media Activities Enhance Firm Value?

Chenyan Xu
Wei-Xuan Li
Jiajin Chen

Stockton University
Stockton University
Stockton University

This research examines the effect of disclosing social media activities on firm valuation. Firms benefit from social media technologies through promoting their products or services, collecting customer feedback to improve product design, and providing better customer support. We develop and test the hypothesis that a firm's disclosures of social media activities in its annual reports should have a positive impact on its market value. We conduct 26 keywords search in the annual reports that public firms filed with the U.S. Securities Exchange Commission (the SEC) to identify disclosing firms from 2008 to 2010. Our sample contains 594 disclosing firm year observations and 9,232 non-disclosing firm year observations from the merged database of Compustat and Center for Research in Security Prices (CRSP) in this sample period. The variables used as a proxy for firm valuation include share price at the end of March in the following year and market-to-book ratio, which is the year-end market value of equity versus the prior year-end book value of equity. We perform a panel regression analysis of firm valuation on a dummy of a firm disclosing social media initiatives, controlling for earnings per share, firm size, and book value of equity. We find that disclosing social media activities have a positive impact on firm value. Our findings indicate that a firm should engage in social media activities to gain competitive advantage and maximize shareholders' wealth.

Predictive Modeling and Visualization of Emotions In Twitter Feeds

Satish Mahadevan Srinivasan

Abhishek Tripathi

Penn State-Great Valley

Penn State-Great Valley

Predictive analytics on twitter feeds is becoming a popular field for research. A tweet holds wealth of information on how an individual express and communicate their feelings and emotions within their social network. Large scale collection, cleaning, and mining of tweets will not only help in capturing an individual's emotion but also the emotions of a larger group. However, capturing a large volume of tweets and identifying the emotions expressed in it is a very challenging task. Different classification algorithms employed in the past for classifying emotions have resulted in low-to-moderate accuracies thus making it difficult to precisely predict the outcomes of an event. In this study an emotion based classification scheme has been proposed. Initially a synthetic dataset is built by randomly picking instances from different training datasets. Using this newly constructed dataset the classifiers are trained (model building). Finally, emotions are predicted on the test datasets using the generated models. By training Naïve Bayes Multinomial and Random Forest classifiers on the synthetic dataset that is constructed from two well-known emotion-classified training dataset, classifications were performed on the test dataset containing tweets corresponding to the 2016 US presidential election. Upon classifying the tweets in the test dataset to one of the four basic emotion types; Anger, Happy, Sadness and Surprise, and by determining the sentiments of the people we have tried to paint the emotional swings across different camps over the period of 6 weeks before the election.

Understanding Online Customer Loyalty

Min Lu

Yanbin Tu

Robert Morris University

Robert Morris University

Customer loyalty is one of the important topics in marketing and entrepreneurship. Many companies are utilizing a variety of tools such as excellent products, and loyalty programs to build true customer loyalty. The existing literature shows solid evidences of customer satisfaction-loyalty-profit chain in business industries (Kumar and Reinartz 2012). Chen (2012) also finds commitment, trust, involvement, and perceived value as mediators to build customer loyalty in the chain.

We have a number of marketing matrices to measure customer loyalty such as retention rate, share of wallet, survival rate and average customer duration. Retention rate is the most commonly used one among these matrices. Retention rate is also called repeated purchase rate. Understanding customer repeated purchase behavior will help business vendors formulate effective marketing strategies, boost customer loyalty and achieve the success of entrepreneurship. Customer loyalty and repeated purchases have been widely investigated in the context of brick-and-mortar stores in the literature. However, to the best knowledge of ours, customer loyalty and repeated purchases at online auction marketplaces have not been well studied. The existing studies in this area in the literature also have certain limitations. For examples, Chen et al. (2016) explore a number of factors affecting buyers purchase and repurchase intentions at online auction marketplaces. They use a simulated market experiment instead of using real online auction data. Tu, Fang and Lin (2012) use a Structure Equation Model to study the methods that online auction sites use to attract buyers to come back. The study is done from the perspectives of website developers instead of

from common business sellers. Our study intends to explore the untapped areas about online customer loyalty from sellers and entrepreneurs perspectives by using real business data from eBay.

Session 31: Linden Room

10:20 am – 11:20 am

Accounting/Financial Literacy Concerns

Session Chair: *Linda A. Hall, State University of New York at Fredonia*

Bridging the Financial Literacy Gap: Integrating Financial Literacy in Liberal Arts Education

Gertrude Eguae Obazee
Jayanthi Rajan

Albright College
Albright College

The alarming rise in financial illiteracy hurts both the financial well-being of individuals and the economy. Institutions of higher education should be preparing their students to make financial choices throughout their lives that enable them to effectively participate in our economy, build wealth, and attain their goals. According to Adrianna Kezar and Hannah Yang of the University of Southern California's Center for Higher Education Policy Analysis, financial literacy, "as a life skill, as a requisite to citizenship, and as a critical intellectual competency, is an essential component of a college degree." Financial illiteracy can cause people to become victims of predatory lending, subprime mortgages, fraud and high interest rates, potentially resulting in bad credit, bankruptcy or foreclosure. Critical decisions that students and families make before, during, and after their postsecondary education influence their financial future. Personal finance education provides students with the knowledge and skills they need to manage their financial resources effectively for a lifetime of financial well-being.

The purpose of this study is to contribute to the growing discussion on the importance of financial literacy education in a liberal arts environment and to propose ways in which a liberal arts curriculum can be designed to include financial literacy.

In this study we will:

- Research current financial literacy offerings in small liberal arts colleges in Pennsylvania
- Identify the essential elements of effective student financial literacy education
- Outline an approach to integrating financial literacy education as part of the Liberal Arts experience.

Cost Shifting and UBTI Reporting in Colleges and Universities

Ahmed Ebrahim

Fairfield University

The paper analyzes the reporting practices of Unrelated Business Taxable Income (UBTI) in colleges and universities, and examines evidence of cost shifting between related tax-exempt sources of income and unrelated taxable income to minimize or eliminate tax liability. Increasing commercial-type activities and programs in colleges and universities (among other nonprofit tax-exempt organizations) is generating a growing amount of income unrelated to their core mission and, therefore, is taxable based on the tax code. To minimize tax liability on their growing

unrelated income, colleges and universities are motivated to shift expenses from the regular tax-exempt operations and assign them as a tax deductible directly expense related to the unrelated income. Using a sample of colleges and universities during years 2013-2015, I report a significant evidence of cost shifting to minimize tax liability in colleges and universities.

Gross Profit vs. Realization as a Performance Measure in Public Accounting Firms

Mark A. Nickerson
Linda A. Hall

State University of New York at Fredonia
State University of New York at Fredonia

Despite claims to the contrary, the billable hour is still the most common billing method, and realization, a metric used by accounting firms to calculate the profitability of accounting services, the most common internal performance measure utilized by public accounting firms. Even with the emergence of other billing protocols such as value billing and fixed pricing, a majority of firms have not progressed beyond these traditional methods and metrics. We suggest that realization as a performance indicator may actually decrease profitability and create a negative work culture leading to increased voluntary employee turnover. We present the alternative gross profit margin method as a more accurate means of measuring performance, and show how using this method can increase profitability, provide for more accurate fee proposals, and create a more positive workplace culture.

Session 32: Sylvan Room

11:25 am – 12:25 pm

Trade/Securities Concerns

Session Chair: David Doorn, West Chester University of Pennsylvania

Chaos in US Individual Intraday Security Prices

Xiaohui Yang
Karen C. Denning
Hong Zhao
Zhaobo Wang

Fairleigh Dickinson University
Fairleigh Dickinson University
Fairleigh Dickinson University
Fairleigh Dickinson University

We examine intraday security prices using Bloomberg market prices from October to December 2018. Our sample consists of 12,193,335 data points, covering 495 stocks, 63 trading days and 391 minutes per day. It is well known that news arrival impacts market prices. Casual empiricism suggests that news arrival is random and therefore intraday market prices may also be random. However, following Lo and Mackinlay (1988) and Chow and Denning (1993), we reject the linear process of randomness in intraday security prices. Following Webel (2011), we then examine the non-linear chaotic process using the zero-one test adjusted by wavelet denoising prior to testing. Our results are consistent with chaotic intraday security returns and inferentially with chaotic news arrival.

Do We Impose Tariffs? How Foreign Imports Are Hurting US Producers: Case of Montmorency Tart Cherry Market

Sunando Sengupta

Bowie State University

This paper explores the current market conditions in the US where many producers and manufacturer are complaining of cheap imports from foreign countries hurting their businesses.

The current administration has passed a number of tariff measures recently, including a trade war with China to confront the issue at hand. Trump tariffs has affected 14.9% of all U.S. imports being covered by some sort of special trade protection. The question is- Are tariffs the right strategy to adopt or is there any other alternative that US economy can adapt? Specifically, this paper looks at the case with tart red cherry growing industry based out of Michigan facing competition from Turkish imports. The arguments here in this paper could be used in other trade situations also where similar cheaper imports are affecting US domestic markets.

A Dynamic Shift? Share Analysis of Employment Change in North Dakota

David Doorn

West Chester University of Pennsylvania

With the boom in shale oil and gas extraction that began in the mid-2000s, North Dakota experienced strong economic growth accompanied by substantial increases in employment. This largely continued into the early part of this decade, but came to an abrupt halt when oil and gas prices declined rather dramatically in 2014. Here we conduct a dynamic shift-share analysis of the employment experience of North Dakota and its regions from the 2001 recession on. This allows us to decompose the employment experience of each region of the state into separate components based on relative industry performance across NAICS supersectors.

Session 33: Willow Room

11:25 am – 12:25 pm

Accounting Technology Concerns

Session Chair: *Michalina Hendon, Bloomsburg University of Pennsylvania*

The Effect of Artificial Intelligence and Big Data on Supply and Demand for Accounting Services

Shabnam Hashemiyeh

Alireza Daneshfar

University of Bridgeport

University of New Haven

This paper provides insides on the impact of artificial intelligence and big data on the future of accounting profession and supply and demand for accounting services. The concepts of artificial intelligence and big data have become very popular in today business environment. Organizations are spending significant resources on creating big data files including large financial and non-financial databases about the organization's activities. There is software that can read and analyze the data and present the results for decision-making. In this environment, a critical question is whether artificial intelligence and big data concept will replace the accounting function in organizations or strengthen it, as accounting is a data driven activity. In another word, whether accountants will be replaced by computers and software as computers and software can collect accounting data and prepare accounting reports. Or accountants will have opportunities as a result of artificial intelligence and big data concept. If accountants are going to have new roles in the era of artificial intelligence and big data, what are those roles and how accountants can be prepared for those new roles? This paper discusses these issues and presents major impacts of artificial intelligence and big data on accounting profession, especially how artificial intelligence and big data concept can affect the supply and demand for accounting services. Such discussion could be very helpful for the accounting profession to respond effectively to the new developments and reach an equilibrium for new demands for accounting services.

Automation and the Integrated Audit-Embracing the Emerging Technology and Its Implication

Bea Chiang
Brian Troemel

The College of New Jersey
The College of New Jersey

In a rapidly changing business environment, with technology and Artificial Intelligence commonly disrupting various industries, there is a fear that the demand for auditors will tremendously decrease in the near future. This fear stems from the potential automation implemented in the auditing industry that continues to simplify or eliminate human intervention. On the other hand, the development of emerging technology has a potential to benefit the audit industry to perform audit procedures more efficiently and effectively and thus improve audit quality. The purpose of this paper provides an overview on the potential disrupting impact of emerging technologies using auditing as a context and conclude that disruption seems possible, there is too much human judgement required to eliminate the need for auditors. The emerging technology can be a complement asset depending on how the accounting professional embrace the impact and take the advantage of the power of technology. Related emerging issues and implication to the accounting profession and education are also discussed.

Session 34: Logan Room

11:25 am – 12:25 pm

Tax/Finance Concerns

Session Chair: *John Grigsby, Thomas Jefferson University*

§72(T) Penalty First Time Home Buyer Exemption: An Analysis of Court Rulings

William H. Lloyd

Lock Haven University of Pennsylvania

Individual Retirement Accounts (IRAs) are an important tool in retirement planning. However, early distributions prior to age 59 ½ can be subject to the §72(t)10% early distribution penalty (IRC §72(t)). There are several exemptions to the penalty. This paper looks at the specific exemptions and focuses primarily on the court findings covering § 72(t)(8). The research shows that there are four primary reasons why taxpayers did not qualify for the exemption. Several taxpayers did not qualify as first-time homebuyers since they already had an ownership interest in a principal residence. In one instance, the taxpayer did not qualify because they had no ownership interest in the property the distribution was used to purchase. A few taxpayers failed to meet the exemption because the distribution came from retirement accounts that were not IRAs. The § 72(t)(8) exemption only applies to distributions from IRAs. Other taxpayers failed to meet the requirements for exemption because they did not use the distribution within the 120-day window. The court findings indicate that strict adherence to the law is required for qualification of the exemptions.

Healthcare: A Taxing Issue

Karl M. Malaszczyk
Janet Malaszczyk

Holy Family University
Carin University

Health care, insurance costs and tax policy are prominent topics in the current election cycle. Health care costs encompass many different factors such as medications, physician visits, medical

testing and prosthetics. The United States outspends the world in health care and health insurance; but paying more does not mean a healthier country. Studies show that comparable countries have longer life spans and are healthier. The rising costs of health insurance and health care has given life to the myth that paying more means better care.

Tax policy has a dramatic impact on healthcare. Traditionally, preparers helped taxpayers with medical deductions on their tax returns. Income tax rules for medical deductions are constantly changing. Over the years, the role of the tax professional and financial planner has become more entwined with healthcare. The Affordable Care Act enforces a “shared responsibility payment” on certain taxpayers without healthcare coverage. The Consolidated Omnibus Budget Reconciliation Act (COBRA) provides for continuing health care coverage between jobs. Health care savings accounts and flexible spending accounts impact tax reporting. Individual Retirement Accounts have special exceptions regarding medical expenses, insurance and disability. The landscape of healthcare options is growing more complex and changing every day.

How do we navigate the new health care landscape? Understanding health care, insurance, and tax law and their implications can help America get healthier and live longer.

REIT Dividend Payout: Evidence from Asia Market

Jiajin Chen

Stockton University

Previous studies of real estate investment trust (REIT) on dividend policies have focused primarily on REITs listed in the U.S. These studies find that, REIT in the U.S. usually distribute dividend not bounded by the tax regulation requirement. The dividend distribution by REITs is negatively related to firm performance including return on assets, and growth in earnings. In addition, the managers tend to take advantage of the weak monitoring by paying lower dividends. In this study, I focus on the new emerging REITs market to examine the determinants of REITs dividend payout (selected from five countries or regions in the Asia). My preliminary findings show that dividend payout level for these REITs is negatively associated with returns on assets which support the agency cost theory. My results also show that dividend payout level is negatively correlated with board size, which indicate that REITs pay low dividends with weak internal governance monitoring.

Session 35: Holmes Room

11:25 am – 12:25 pm

Housing/Community Concerns

Session Chair: *Jane Brooker, Shippensburg University of Pennsylvania*

Migration Habits of Single-Female Headed Households: Evidence from the American Housing Survey

Augustin Ntembe

LaTanya Brown-Robertson

Bowie State University

Bowie State University

The study uses data from the American Housing Survey, to determine the effect of gentrification on the displacement of single female headed households across US cities. The factors that are likely to cause the displacement of a single female headed household include age of household

head, education level, income, and housing costs. We estimated a logistic regression relating the likelihood that a single female headed household will be affected by gentrification to a set of covariates. The study revealed that the income of the household plays a significant role in the displacement of female headed households. Single female headed households that earned less than 30k were 1.52 times more likely to migrate to a new location than those making 70K per year. Also, the total cost of housing was a significant determinant of displacement. The study suggested measures that can minimize the impact of gentrification on single female headed households in US cities.

Mission Related Investments in Affordable Housing: An Alternative to Governmental Approaches

Eric Malm

Cabrini University

Affordable housing programs are dominated by two large government programs- Section 8 and the Low Income Housing Tax Credit program. While these programs have private, market-based components, ultimately they are funded largely through tax dollars and are not designed specifically to help residents build financial or social capital. This paper describes the Mission Related Investments approach used by charitable foundations and non-profits can be expanded to make an impact in the affordable housing area by smaller local groups. This financing approach is discussed within the context of the Housing Model, a privately-funded, non-profit housing model that allows residents to accumulate savings (or a 'Dividend') over time as they pay rent and participate in the operation of the community. Working together, faith communities, social service non-profits and community banks can play an important role in expanding the availability of affordable housing.

Session 36: Sylvan Room

1:40 pm – 2:40 pm

Pedagogy Concerns (1 Paper/1 Panel-30 minutes)

Session Chair: *Victoria Geyfman, Bloomsburg University of Pennsylvania*

Providing More than Knowledge: Project-Based Learning That Develops Professional Skills & Satisfies Learning Outcomes

Audrey Guskey

Duquesne University

Over a 30-year period, students in the Introduction to Marketing course were assigned a project to "invent" a new product and develop a complete strategic marketing plan within an assigned group, which they delivered in a written report and an oral presentation. Students brainstormed to generate creative, innovative, futuristic products that they could effectively market. In addition to learning core concepts in marketing, students were able to apply this knowledge to a real world situation and develop valuable professional business skills such as communication, critical thinking, creative thinking, team-building, leadership, and project management. For an instructor, the goals of this assignment were to challenge students to utilize their resourcefulness, demonstrate their capabilities, and enhance their skills; thus acquiring more than classroom marketing knowledge and which satisfy employers' future needs. For universities and business schools, this project worked toward fulfilling the AACSB requirements of Assurance of Learning and Outcomes Assessment.

Session 36: Sylvan Room (cont'd.)

1:40 pm – 2:40 pm

Panel on Teaching with Cases

Victoria Geyfman
Christian Grandzol
Kenneth Hall
Carolyn LaMacchia

Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania

The significance of case research and prevalence of using case method teaching in business programs have grown in recent years. According to Harvard Business Review, business cases immerse students in practical and realistic business situations. The class discussion inherent in case teaching is known for stimulating the development of students' critical thinking skills. In addition to a myriad of existing cases, as faculty we occasionally find ourselves wishing to change or customize existing cases to our specific courses. *Teaching with Cases* panel will provide a professional development opportunity for faculty to develop or enhance skills in case research, writing, and teaching.

The interdisciplinary discussion will be led by experienced instructors in marketing, finance, management, and information technology who will address the practical aspects of case research and writing (how to develop effective teaching cases and instructor's manuals) and case method teaching (tips and learning techniques to enhance student engagement and dynamic classroom discussions). This panel will be useful for a novice or an experienced faculty in all business disciplines interested in case research and the case teaching method whether for an entire course or as a component of any business decision course.

Session 37: Willow Room

1:40 pm – 2:40 pm

Technology Concerns (1 Paper/1 Panel-30 minutes)

Session Chair: *Joshua Chicarelli, California University of Pennsylvania*

An Application of AHP for Decision-Making Regarding Mobile Device Management Systems

Satish Mahadevan Srinivasan

Penn State-Great Valley

The IT infrastructure, and the IT operations of an organization, are always in a constant flux and pose several unique challenges. In this paper, we have considered a unique challenge faced by the Remodeling Company that is related to their IT infrastructure and operations. We have particularly looked in to their issues with the JAMF enrollment services effected due to the misconfigurations in the settings of the MDM server. This is a unique and critical issue to the Remodeling Company. In an effort to address this issue we conducted group interviews with the experts within the organization to elicit all the potential solutions and the decision criterions, and have modelled this problem as a MCDM. Finally, we have applied the AHP to evaluate the potentiality of each solution proposed by their experts. Based on our recommendation for creating a separate server for personal (BYOD) devices the organization was eventually able to mitigate this issue. In this paper, we show the synergy and the potentiality of the focus group interview and the AHP analysis to address a unique and critical IT challenge of the Remodeling Company.

Session 37: Willow Room (cont'd.)

1:40 pm – 2:40 pm

Mitigating Data Security Through Employee Policy-Equifax Case Study

Stephanie Adam
Joshua Chicarelli

California University of Pennsylvania
California University of Pennsylvania

This presentation describes the data breaches that occurred at Equifax in 2017. The data breaches involved the personal information of over 145 million Americans. This is the first time in which name, address, birthdate, and social security number were all stolen at the same time (Primoff & Kess, 2017). In the first instance, improper password usage, in conjunction with password policy insubordination led to the vulnerability. Subsequently, employee failure to update a security “patch” led to the further exposure. The data breach exposed the public to the risk of identity theft in the form of account fraud and/or improper account usage. The organization’s leaders failed to take responsibility for the issue, placing blame on a single employee during public Senate hearings. As a result of this incident, the company suffered significant reputational harm, continued regulatory scrutiny, in addition to monetary penalties which are still to be determined. The reader is tasked with addressing this problem from the perspective of employment and data security policy.

Session 38: Logan Room

1:40 pm – 2:40 pm

IT Pedagogy/Student Performance Concerns

Session Chair: *Lisa Walters, State University of New York at Fredonia*

Early Indication of Poor Performance

Robert Liebler

King’s College

Frequent testing is intended to provide an incentive for students to study frequently. Cramming for exams is the opposite of studying frequently. In some course, cramming for exams probably leads to a satisfactory final grade in the course. In other courses, for example, quantitative courses, cramming probably does not lead to a satisfactory final grade in the course. The goal in this paper is to examine whether frequent testing on assigned homework problems provides an early indication that cramming for exams is unlikely to lead to a satisfactory final grade in a quantitative course.

A Note on Teaching Systems Development

Timothy Stanton

Mount St. Mary’s University

Students in various business curriculums routinely take an introductory course in information systems, in which they are exposed to the concept of designing and building a working information system. As such, the course seeks to convey the practical approach to developing a new or improved information system. The information systems discipline additionally pursues research to push the boundaries of knowledge, as is common to all academic disciplines. Within these introductory courses, however, the instructor should keep students focused on the former, the practical endeavor, and not the latter, the advancement of the frontiers of the discipline. To

that end, this paper suggests a focus on defining the former as method and the latter as methodology.

Evidence on Students Doing Homework

Robert Liebler

King's College

Consider the case in which homework problems are assigned only on material for which a step-by-step solution has been provided at some time in class. In this case, there is always something in the students' notes that shows them how to solve the problem. Thus, performance on the homework problems provides some indication that students are doing their homework. Combining homework problems assigned this way with frequent testing provides a measure of how hard students are working on their homework. The results from using this method are analyzed.

Session 39: Holmes Room

1:40 pm – 2:40 pm

Accounting Pedagogy (1 Paper/1 Workshop-30 minutes)

Session Chair: *Linda A. Hall, State University of New York at Fredonia*

Do Present Value Tables Have a Value in the Future?

John Rude

Bloomsburg University of Pennsylvania

Throughout accounting and finance courses students are taught how to solve time value of money problems so that financing and investing decisions made by companies result in successful operations. Before the advent of readily available personal computers and spreadsheet software, students were taught to solve time value of money problems using factors from present value and future value tables. The process has always seemed cumbersome and limited by the number of periods and number of interest rates shown in the tables. In the current study, we reviewed finance and accounting texts to determine the pedagogy used to teach the solutions to time value of money problems. We believe the emphasis should be placed on the ability of the students to develop timelines of the cash flows and to prove the results of the various applications that determine the present or future value of cash flows.

Demonstration of a Simplified Approach to the Preparation of the Cash Flow Statement to Students

John Rude

Bloomsburg University of Pennsylvania

Students commonly view the preparation of the Cash Flow Statement as a complex and confusing process. This confusion may be caused by the presentation of the conversion of net income to cash flow from operations. Accounting textbooks generally present a table that indicates sometimes increases in accounts are added to and decreases are subtracted from net income to convert to cash flow from operations. Other times increases in accounts are subtracted from and decreases are added to net income to convert to cash flow from operations. In this workshop, I suggest a simplified approach to the preparation of that statement that clears up this confusion. This simplified approach has been class tested over several years. In the workshop, we have examined several of the more popular accounting textbooks used to teach financial accounting, principles of accounting, intermediate accounting and advanced accounting to provide examples

of the procedures are currently presented to prepare the cash flow statement. We will then provide examples of how the simplified approach works for both the direct and indirect methods of preparing the cash flow statement.

Session 40: Linden Room

1:40 pm – 2:40 pm

Management Concerns/Healthcare Purchasing

Session Chair: *Jeffrey Yi-Lin Forrest, Slippery Rock University of Pennsylvania*

Dependence of a Firm's Performance on its Ecosystem's Upstream/Downstream Challenges

Jeffrey Yi-Lin Forrest

Slippery Rock University of Pennsylvania

Yong Liu

Jiangnan University

Theresa A. Wajda

Slippery Rock University of Pennsylvania

Erkan Köse

Nuh Naci Yazgan University

Ouzhan A. Arik

Nuh Naci Yazgan University

This paper studies holistically the supply-chain ecosystem of a focal firm, when the firm innovatively deciphers a market invitation. It employs the thinking logic and methodology of systems science to establish a series of generally true conclusions regarding the challenges facing either the suppliers or the complementors. In particular, this paper shows among results that (1) challenges upstream components face help build performance advantage for the focal firm over its competitors; however, if the firm's challenges are mostly on its upstream suppliers, then the performance advantage's lifespan will be greatly shortened. (2) An innovative firm has to consider the availability and development of appropriate complements in its introduction of innovative products. (3) In contracting with upstream suppliers, a focal firm has to deal with technological uncertainty and suppliers' behavioral uncertainty with the former affects the firm's ability to create value and the latter impacts its ability to capture value. And (4) a firm's performance advantage, as a consequence of applying vertical integration within the firm's ecosystem, increases over time within the life cycle of the technology developed to meet the firm's innovative need. At the conclusion of this paper, practical managerial recommendations and open questions for future research are given.

CEO Succession in Family-Owned Businesses: A Comparative Theoretical Study of the US and China

Weichu Xu

East Stroudsburg University of Pennsylvania

Douglas C. Friedman

East Stroudsburg University of Pennsylvania

Douglas L. Nay

East Stroudsburg University of Pennsylvania

The purpose of the paper is to examine one strategic issue: CEO succession in Family-Owned Businesses (FOB) from a theoretical perspective. First this paper reviews several existing conceptual frameworks of CEO succession in family-owned businesses in management literature. After reviewing the different factors considered in existing frameworks, a modified integrative theoretical framework is proposed. Considering the unique characteristics of FOB in the US and China, several propositions are presented about the differences in CEO succession in US and Chinese FOB. This paper also discusses empirical studies on CEO succession in FOB in the two countries to increase the congruence between the theoretical and operational levels, to clarify concepts and variables of in CEO succession process and the relationships among those variables.

Session 41: Sylvan Room

2:45 pm – 3:45 pm

Higher Education/Assessment Concerns (1 Paper/1 Panel-30 minutes)

Session Chair: *Roger Hibbs, Kutztown University of Pennsylvania*

An Insider's Guide to Not Getting Tenure and Promotion

Roger Hibbs

Kutztown University of Pennsylvania

Donna Marie Steslow

Kutztown University of Pennsylvania

Tenure-track faculty often focus on the important and urgent (teaching) at the expense of the important and non-urgent, the tenure and promotion process. In addition, the information they receive about the tenure and promotion process is often fractured, sporadic and anecdotal. This paper reviews articles published on the tenure and promotion process, as well as the experience of two department chairs who have observed how numerous faculty have responded to this process. Our focus is on the “three legs of the stool”: Teaching, service and scholarship. This presentation covers ideas of organizing tenure material, how to prepare for a classroom observation, how to manage student expectations, how to maintain an achievable research agenda, and how to make meaningful service contributions.

Making Assessment Meaningful, by Recovering Assessment Naysayers

David Jordan

Slippery Rock University of Pennsylvania

Natalie Dick

Slippery Rock University of Pennsylvania

During the 2017 - 2019 academic years, faculty of an undergraduate healthcare administration program at a mid-sized state university in the northeast United States researched and developed new program outcomes and assessment plan. The process included program faculty, department and university assessment coordinators, and regional healthcare industry experts. The result was new program outcomes, competencies for each outcome, a curricular map, assessment tools and methods, alignment with certification and accreditation standards, and a strategic plan for continued program optimization.

This workshop will describe the background which prompted the revisions, as well as the process and sources of information incorporated in the new program outcomes and assessment plan. A discussion will be facilitated to discuss the pitfalls and opportunities for this and similar processes to develop optimal results, and the continued work required for such efforts to be meaningful.

Session 42: Willow Room

2:45 pm – 3:45 pm

Advising/Technology Concerns

Session Chair: *Laura M. Gurney, Husson University*

Assessing Sentiment Analysis Scoring

Laura M. Gurney

Husson University

Sentiment analysis scoring is the quantitative evaluation of valence within writing. Assessing the tonal levels of written reviews in ecommerce assists businesses in understanding customer

product responses. Positive, negative, or neutral language scores can be determined quickly, numerically, and impartially by digital tools. Traditionally, valence is assessed by human review of written text. Utilizing sentiment analysis algorithm based evaluation allows for quick assessment of customer reviews and consumer feedback attitudes. This paper will present implementation of sentiment analysis scoring, comparing parallel text selections, employing three distinctive free natural language based sentiment analysis scoring algorithms and comparative results. Suggestions for future business implementation and application will be offered.

Segmenting by Benefits Sought: An Exploratory Analysis of Advising Needs

Christine A. Lai
Chenchen Huang

SUNY Buffalo State
SUNY Buffalo State

Academic advisors work with students to ensure the students are on track to fulfill their major requirements to graduate. Academic advisors may also advise students on choosing majors compatible with their interests and skill set and address time-management of students' academic, work and family time commitments. With on-line tools such as Degree Works, Schedule Planner, and program road-maps, is it necessary to meet with students each semester to discuss course requirements for graduation? This analysis uses existing data from a classroom exercise. In a marketing class, students were asked one question: "Should academic advisement be mandatory? Explain." As a result of the open-ended question format, students' responses were detailed and varied. The resulting qualitative data was analyzed for patterns and themes. While students were not asked to provide their names, some students put their name on their responses which enabled identifiable demographic characteristics such as Class, Gender, Minority-status, and GPA. Results show 65.43% students thought academic advisement should not be mandatory, 9.88% students supported mandatory academic advisement for freshmen and sophomores, and 24.69% responded that advisement be mandatory. Logistic regression and other statistical analyses indicated that there were no connections between students' perceptions of mandatory academic advisement and their demographic background as well as their academic performance.

Session 42: Willow Room

2:45 pm – 3:45 pm

Using Data Analytics to Increase Academic Success of Business Students

Lisa M. Walters
Shen Shixiang

State University of New York at Fredonia
Beijing Jiaotong University

Retention of students is one of the significant challenges the universities face. To a large extent, it depends on the ability the students to successfully pass the courses. We had anecdotal evidence that that a combination of some courses increases the chance of failure, while taking the courses in different semesters is successful. To evaluate this evidence, we applied two data analytics methods - FP-Growth and Collaborative Filtering – over an anonymized dataset which provided student aliases with academic difficulties, the semester of academic difficulty, the GPA of the student for that semester of academic difficulty, as well as the courses the students were taking that same semester, along with the grades of that student in all courses of that semester. The dataset was for the past several years.

As a result of the applied data analytical methods, coupled with a qualitative review of the results by anonymous students, we identified courses that appeared to be problematic with regard to concurrent enrollment; we additionally determined that student interest in course material played

a role in doing well in some courses. The results led to a better advising plan. The applied approach could be extended to other programs and disciplines.

Session 43: Logan Room

2:45 pm – 3:45 pm

Marketing/Data Analytics Concerns

Session Chair: *Brad J. Congelio, Kutztown University of Pennsylvania*

Contextualizing Big Data Analytics with Thick Data Ethnography for Enhanced Sensemaking Capabilities

Matt Artz

Uldarico REX Dumdum

Azimuth Labs

Marywood University

Big Data analytics have increasingly gained prominence in business because it has provided beneficial insights regarding emerging trends, behaviors and preferences drawn from millions of touchpoints companies have of customers. It is a powerful and helpful tool companies should continue to invest in. Relying exclusively on big data analytics to address the vast majority of business uncertainties, however, has proven detrimental to our ability to solve problems because more numbers do not necessarily produce more insights (Wang, 2013). Unfortunately, as Maxwell points out, “people are getting caught up on the quantity side of the equation rather than the quality of business insights that analytics can unearth.” Madsbjerg and Rasmussen, in a WSJ article, insightfully captures the essence: “By outsourcing our thinking to Big Data, our ability to make sense of the world by careful observation begins to wither, just as you miss the feel and texture of a new city by navigating it only with the help of a GPS.”

If we are to gain a better understanding of our customers and the business itself, we must not miss nor marginalize “the feel and texture.” We need to see problems and opportunities in terms of human experience and capture and interpret data with a human context. We need to examine and understand “what makes people tick and how they live their lives in their own natural habitats from their own perspective, rather than from traditional business’ perspective (Madsbjerg and Rasmussen, 2014). This applies to markets and products, as much as it applies to corporate culture because humans are complex and difficult to qualify and quantify. By using ethnographic research methods to observe human behavior and its underlying motivations, we can uncover and understand the needs and desires – the whys - the feel and texture - that drive the emotional lives of customers. This type of data is referred to as thick data.

This paper argues for the combined use of big data analytics and thick data ethnography – thick data informing big data and vice versa – a back and forth between what is happening (big data) and why (thick data). For businesses to form a more complete picture, both thick data and big data are needed because each of them generate different types of insights at varying scales and depths (Wang, 2013). As a more complete picture emerges, real and effective solutions and sound decisions to complex business problems may be found. The paper ends with an actual case from extant literature, how, together, big data analytics and thick data ethnography provided insightful advantage.

Session 43: Logan Room (cont'd.)

2:45 pm – 3:45 pm

Finding the Content Gap: Exploring the Use of Content Marketing and Data to Reach Digital Natives

Brad J. Congelio

Kutztown University of Pennsylvania

There exist nominal amounts of proper research into content marketing – or, as defined by the Content Marketing Institute, the “strategic marketing approach focused on creating content” and distributing it to a “clearly defined audience.” The current literature regarding content marketing provides only cursory discussions of the “strategic marketing approach” and largely ignores, whether purposefully or not, the process of systematically locating the “clearly defined audience.” Therefore, the purpose of this paper, is to start filling that gap in content marketing literature. In order to do so, it will use the well-documented increase in competition for high school students between institutions in the higher education admissions process as the framework to make the argument that content marketing is an effective tool for increasing awareness and conversions into the institution’s TOFU (top of the funnel) recruitment process. Moreover, this paper showcases, using data obtained from the SaaS AHREFS, how proper content marketing requires the dismissal of conventional target market audiences and the adoption of a numbers-based strategy regarding search volume, domain ratings, URL ratings, backlinks, and referring domains to coincide with the search intent habits of today’s digital natives.

Brand Authenticity and Customer Engagement on Social Media

Kuan-Pin Chiang

Central Connecticut State University

These days customers are empowered by technology and social media. At the same time, companies are challenged by more customers who factor in honesty, originality and credibility into their purchase decision. Studies have found that these factors are part of brand authenticity. The concept of brand authenticity has gained interest in recent years because it helps build brand trust and establish connections with customers on social media. A 2013 survey by Boston Consulting Group found that brand authenticity was one of the main factors of customer engagement of all demographics. Another survey by Stackla found that 86% of consumers say authenticity is important when deciding which brands to like and support. Therefore, this study seeks to explore the relationship between brand authenticity and customer engagement on social media.

Session 44: Holmes Room

2:45 pm – 3:45 pm

Pedagogy/Technology Concerns

Session Chair: *Doncho Petkov, Eastern Connecticut State University*

On Ways of Using the Work System Method in Various IS Education Courses

Doncho Petkov

Eastern Connecticut State University

Olga Petkov

Eastern Connecticut State University

The purpose of the paper is to describe how the Work System Method (WSM) can be incorporated at several levels in an Information Systems (IS) program. The WSM was developed by Steven Alter to facilitate the understanding between business and technical experts during Information

Technology projects. It is one of the very few existing theoretical frameworks to support teaching of information systems published initially in 2002 and continuously evolving. It provides a rigorous but non-technical approach to analyze the functioning of an organization as a socio-technical system before building an information system or just as an analysis methodology in industrial engineering, management or in the design of service oriented systems. The paper presents an overview of the work system method and related research including a review of publications on how it is used in IS education. Then are presented details on how the WSM ideas were used in the teaching of different types of courses in the IS program and lessons learned. Those are based on 15 years of experience of the authors in using WSM techniques in various forms: as an approach for understanding and analyzing problems in an introductory Information System course, for analysis of business operations and outlining the main characteristics of the client organization in a Systems Analysis and Design course or in a IT project management course and finally as one of the techniques used for initial business analysis before developing an IS strategy project in the capstone IS course.

Using Technology in a Finance Course with an Asset Allocation Game

Rick Hedderick

Penn State-Erie

In an introductory finance course, students are introduced to the concepts of diversification and asset allocation. We are attempting to create an asset allocation game for students to actively participate during the semester. Students will be assigned the task of creating an asset allocation based upon their personal risk tolerance for their mock 401k account. Throughout the semester students will be given a few bits of financial information regarding market conditions during that period. It is hoped each week will be equivalent to a two- or three-year period, so that during a twelve to fifteen-week period students will experience the ups and downs of a 24 to 45-year period. Each student will determine how often they wish to rebalance their portfolio based upon either the current market conditions or their predetermined asset allocation rebalancing plan. The student will not be graded on the performance of their account but on a few short papers the student will write over the semester. At the end of the semester the student will see how their portfolio would have also performed under several different allocations. The student will benefit from this assignment with a realistic view of how asset allocation and rebalancing of their account can affect their actual 401k account.

Session 44: Holmes Room

2:45 pm – 3:45 pm

ERP Blockchain, Importance of Introduction Curriculum for Accounting and Information Technology Students

Michalina Hendon
Cassandra Bennett

Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania

The recent increase in security breaches within technology infrastructure across various organizations has increased the demand for security around financial transactions. The emergence of blockchain technology can provide organizations the added security and financial trail that is demanded by stakeholders. Blockchains' integration with ERP systems is ushering in a new opportunity for organizations to meld old processes with advanced technology to enhance security. As companies begin to integrate blockchain technology with their enterprise resource planning (ERP) systems, such as SAP, it is essential for universities to implement these concepts into the university curriculum. The purpose of an introduction to Blockchain using and ERP

system allows for students to understand the process of this new technology used within organizations informational systems. Discussed within this article is the identification of current blockchain uses, benefits, and opportunities as it pertains to Accounting and Information Technology (IT) students. This paper adds to the body of knowledge and provides reasoning for education in Blockchain through ERP for educators teaching Accounting and IT courses.

Session 45: Linden Room

2:45 pm – 3:45 pm

Technology Concerns

Session Chair: *Andrew Mangle, Bowie State University*

Blockchain Technology Reshaping the Business Landscape

Sunita Ahlawat

The College of New Jersey

Blockchain technology is taking the business world by storm. It originated as a protocol for exchanging cryptocurrencies such as Bitcoin. It is now changing the way transactions are carried out by offering reliable and instantaneous verification in a distributed ledger system. Blockchain protocol makes records immutable and supposedly tamper-proof. In a blockchain-driven world, buyers and suppliers will be connected via tokenization, a process where the rights to physical assets are traded using digital tokens. Individuals would be able to create contracts, do business, and pass the rights of goods and services entirely virtually. This paper describes what blockchain technology is, how it works, its potential pitfalls, promises and implications for business, auditors and regulators.

A Preliminary Blockchain Assessment Framework

Andrew Mangle

Bowie State University

With almost 900 public Blockchains and an increasing amount of private Blockchains, selecting a Blockchain architecture seems a daunting task. The research proposal outlines a preliminary assessment framework based on distinguishing characteristics of blockchain implementations with an emphasis on examining scalability, cost, security, and consensus mechanisms. Scalability is determined based on the number of transactions per second that can occur on-chain as well as off-chain or side-chain, supporting infrastructure, and capabilities. Cost is measured by the amount of fiat (USD) to store 1 kilobyte of transactional data from notes, smart contracts, and dApps. The ability to prevent 51% attacks, algorithm quantum and non-quantum resilience, key management options, anonymity, trust, and decentralization assess security. Oversight mechanisms, decision making, and leadership structure are used to evaluate consensus. These assessment metrics are beneficial in comparing and evaluating the myriad of solutions for enterprise integration. Specifically, the research encourages the examination of existing architectural options so firms in financial, supply chain, and other industries can choose a solution that fits their requirements.

Impacts of Distributors and Group Purchasing Organizations on Hospital Performance

C. Christopher C. Lee

Central Connecticut State University

James Langdo

Central Connecticut State University

David Hwang

Shippensburg University of Pennsylvania

Vanda Marques

Central Connecticut State University

This research investigates the use of distributors & group purchasing organizations (GPOs) and examine how they affect hospital efficiency and profitability. The data was obtained from the 2015 Annual Hospital Survey (AHA) of which 6,251 hospitals participated. These hospitals were separated by those who purchased supplies through a distributor and those who did not. Likewise, the same was performed for those hospitals which used GPO and those which did not. This study employs the DEA-Solver software to develop four types of bilateral DEA models. The results of the DEA model use a ranking variable (Rank Sum) to rank the variables within the two groups (distributor and no distributor) to determine if there is a significant difference between distributor and non-distributor. The same is performed for GPO and non-GPO. T-test for operating margin was used to determine if hospitals with distributors and GPOs are more profitable than non-distributors and non-GPO hospitals, respectively. Nonparametric Binomial Spearman Correlation is used to determine the relationship between rank sum and each input and output, to determine which input and outputs are correlated with rank. Finally, a Mann-Whitney test to analyze the differences between two groups in terms of the ranks. We examined the several control variables to examine for statistical significance between these variables and with distributor and without distributor and with group purchasing organizations and without group purchasing organizations. Results indicate that the control variables (teaching and metro hospitals) made a significant difference for hospitals that used a distributor and those that use a GPO.

Conference Ended At:**5:00 pm**

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Registered Conference Attendees			
<i>First name</i>	<i>Last name</i>	<i>Affiliation</i>	<i>Email</i>
Cliff	Abdool	College of Staten Island	cliff.abdool@gmail.com
Sunita	Ahlawat	The College of New Jersey	ahlawat@tcnj.edu
Sean	Andre	West Chester University	sandre@wcupa.edu
Anda	Arklina	Latvia	anda.arklina@va.lv
Matt	Artz	Azimuth Labs	ma@mattartz.me
Valeriya	Avdeev	William Paterson University	vavdeev2008@gmail.com
Reneta	Barneva	State University of New York at Fredonia	reneta.barneva@fredonia.edu
Jerry	Belloit	Clarion University of Pennsylvania	beloit@clarion.edu
Cassandra	Bennett	Bloomsburg University	cbennett@bloomu.edu
W. Scott	Bradshaw	Kutztown University	bucks.golf@bucks.edu
Jane	Brooker	Pennsylvania State University	jdb487@psu.edu
Richard	Butler	York College of Pennsylvania	rbutler2@ycp.edu
John	Cameron	Pennsylvania State University	jcc15@psu.edu
Bill	Carlson	ICG	cbilll@yahoo.com
Renee	Castrigano	Gannon University	drcastrigano@gmail.com
Jiajin	Chen	Stockton University	Jiajin.Chen@stockton.edu
Kuan-Pin	Chiang	Central Connecticut State University	kchiang@ccsu.edu
Bea	Chiang	The College of New Jersey	bchiang@tcnj.edu
Joshua	Chicarelli	California University of Pennsylvania	chicarelli@calu.edu
Insoo	Cho	York College of Pennsylvania	icho@ycp.edu
Dorene	Ciletti	Point Park University	dciletti@pointpark.edu
Alex	Citurs	Eastern Connecticut State University	citursa@easternct.edu
Brad	Congelio	Kutztown University of Pennsylvania	congelio@kutztown.edu
Joseph	Cunningham	Wilson College	joseph.cunningham@wilson.edu
Edith	Davidson	Central State University	edavidson@centralstate.edu

Registered Conference Attendees			
<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Karen	Denning	Fairleigh Dickinson University	denning@fdu.edu
Natalie	Dick	Slippery Rock University	natalie.dick@sru.edu
David	DiRusso	Millersville University	david.dirusso@millersville.edu
David	Doorn	West Chester University of Pennsylvania	ddoorn@wcupa.edu
Uldarico REX	Dumdum	Marywood University	rex dum2@marywood.edu
Ahmed	Ebrahim	Fairfield University	aebrahim@fairfield.edu
Gertrude	Eguae-Obazee	Albright College	tobazee@albright.edu
Elkanah	Faux	Montgomery College	elkanah.faux@montgomerycollege.edu
Robert	Fleming	Rowan University	RSFHAZMAT@aol.com
Jeffrey	Forrest	Slippery Rock University	jeffrey.forrest@sru.edu
Douglas	Friedman	East Stroudsburg University	dfriedman@esu.edu
Matt	Fuss	Geneva College	mafuss@geneva.edu
Diane	Galbraith	Slippery Rock University	diane.galbraith@sru.edu
Michael	Gallagher	DeSales University	michael.gallagher@desales.edu
Victoria	Geyfman	Bloomsburg University of Pennsylvania	vgeyfman@bloomu.edu
Shahriar	Gias	Slippery Rock University of Pennsylvania	shahriar.gias@sru.edu
Christian	Grandzol	Bloomsburg University	cgrandzo@bloomu.edu
John	Grigsby	Thomas Jefferson University	John.Grigsby@Jfferson.edu
Laura	Gurney	Husson University	gurneyl@husson.edu
Audrey	Guskey	Duquesne University	guskey@duq.edu
Timothy	Haase	Ramapo College of New Jersey	thaase@ramapo.edu
Linda	Hall	State University of New York at Fredonia	linda.hall@fredonia.edu

Registered Conference Attendees			
<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Kenneth	Hall	Bloomsburg University of Pennsylvania	khall@bloomu.edu
Shabnam	Hashemiyeh	University of Bridgeport	shashemi@bridgeport.edu
Richard	Hauser	Gannon University	hauser010@gannon.edu
Rick	Hedderick	Penn State Behrend	rph132@psu.edu
Michalina	Hendon	Bloomsburg University	mhendon@bloomu.edu
Roger	Hibbs	Kutztown University of Pennsylvania	hibbs@kutztown.edu
Jui-Chi	Huang	Penn State Berks	juichi.huang@gmail.com
Chenchen	Huang	SUNY Buffalo State	huangc@buffalostate.edu
Daniel	Hummel	Slippery Rock University	ugsbu.hummel@sru.edu
Seung Hoon	Jang	Bloomsburg University of Pennsylvania	sjang@bloomu.edu
David	Jordan	Slippery Rock University	ugsb.jordan@sru.edu
Matthew	Kelly	Saint Joseph's University	mkelly02@sju.edu
Lynda	Kilbourne	Xavier University	kilbourn@xavier.edu
Won Yong	Kim	Augsburg University	kimw@augzburg.edu
Michelle	Kowalsky	Rowan University	kowalsky@rowan.edu
Marcia	Kurzynski	Lock Haven University	mkurzyns@lockhaven.edu
Christine	Lai	SUNY Buffalo State	laica@buffalostate.edu
Carolyn	LaMacchia	Bloomsburg University of Pennsylvania	clamacch@bloomu.edu
Joseph	Larkin	Saint Joseph's University	jlarkin@sju.edu
Bronwyn	Laughner	Bloomsburg University of Pennsylvania	blaughne@bloomu.edu
Monica	Law	Marywood University	mlaw@marywood.edu

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<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
C. Christopher	Lee	Central Connecticut State University	christopher.lee@ccsu.edu
Wei-Xuan	Li	Stockton University	liw1@stockton.edu
Robert	Liebler	King's College	rjlieble@kings.edu
William	Lloyd	Lock Haven University	wlloyd@lockhaven.edu
Celia	Lofink	University of Hartford	lofink@hartford.edu
Christine	Lombardo-Zaun	Cedar Crest College	clomzaun@cedarcrest.edu
Min	Lu	Robert Morris University	lu@rmu.edu
Sr. Kevin	Karimi	Marywood	kkarimi@m.marywood.edu
Zhen	Ma	Misericordia University	zma@misericordia.edu
Pawan	Madhogarhia	York College of Pennsylvania	pawanmadho@gmail.com
Richard	Makowski	Gannon University	makowski003@gannon.edu
Mostafa	Maksy	Kutztown University of Pennsylvania	maksy@kutztown.edu
Karl	Malaszczyk	Holy Family University	KMalaszczyk@holysfamily.edu
Janet	Malaszczyk	Carin University	karlmal@verizon.net
Eric	Malm	Cabrini College	dem725@cabrini.edu
ANDREW	MANGLE	Bowie State University	amangle@bowiestate.edu
Gerard	Martorell	Lock Haven University	gxm414@lockhaven.edu
James	Meersman	Juniata College	jamesmeersman@gmail.com
Cori	Myers	Lock Haven University	cmyers@lockhaven.edu
Augustin	Ntembe	Bowie State University	nntembe@bowiestate.edu
Robert	O'Connell	York College of Pennsylvania	roconnel@ycp.edu
Denise	Ogden	Penn State University - Lehigh Valley Campus	dto2@psu.edu
Audrey	Pereira	Fitchburg State University	apereir2@fitchburgstate.edu

Registered Conference Attendees			
<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Doncho	Petkov	Eastern Connecticut State University	petkovd@easternct.edu
Loreen	Powell	Bloomsburg University of Pennsylvania	lpowell@bloomu.edu
Jayanthi	Rajan	Albright College	jrajan@albright.edu
Mark	Reavis	University of Central Arkansas	mreavis1@uca.edu
Karen	Robinson	York College of Pennsylvania	krobinson2@ycp.edu
Elizabeth	Rogol	Kutztown University -	rogol@kutztown.edu
John	Rude	Bloomsburg University	jrude@bloomu.edu
Renee	Scapparone	Fitchburg State University	rscappar@fitchburgstate.edu
Sunando	Sengupta	Bowie State University	ssengupta@bowiestate.edu
Stuart	Shapiro	State University of New York at Fredonia	Shapiro@fredonia.edu
Kelly	Sharp	West Virginia Wesleyan College	sharp.k@wwwc.edu
Matt	Shatzkin	York College of Pennsylvania	mshatzkin@ycp.edu
Nick	Sherwin	Biola University	nick.sherwin@biola.edu
Norman	Sigmond	Kutztown University	sigmond@kutztown.edu
Pragya	Singh	Indian Institute Of Information Technology	pragyabhardwaj23@gmail.com
Nripendra	Singh	Clarion University of Pennsylvania	nsingh@clarion.edu

Registered Conference Attendees			
<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Christopher	Speicher	Marywood University	chrisspeicher@marywood.edu
Satish Mahadevan	Srinivasan	Penn State Great Valley	sus64@psu.edu
Timothy	Stanton	Mount Saint Mary's University	stanton@msmary.edu
Ross	Steinman	Widener University	rbsteinman@widener.edu
Mark	Stroud	College of Staten Island	mark.stroud@csi.cuny.edu
Hideki	Takei	Central Washington University	hidekitakei@hotmail.com
Brosh	Teucher	Western Connecticut State University	teucherb@wcsu.edu
Xin	Tong	SUNY Buffalo State	angel.tongtong@163.com
Abhishek	Tripathi	The College of New Jersey (TCNJ)	tripatha@tcnj.edu
Bret	Wagner	Western Michigan University	bret.wagner@wmich.edu
Lisa	Walters	State University of New York at Fredonia	lisa.walters@fredonia.edu
Amy	Washo	Marywood University	awasho@maryu.marywood.edu
Kustim	Wibowo	Indiana University of Pennsylvania	kwibowo@iup.edu
Timothy	Wilson	Umea Universitet	tim.wilson@umu.se
Gerald	Wright	Husson University	wrightg@husson.edu
Xiaohui	Yang	Fairleigh Dickinson University	xhyang@fdu.edu
Azene	Zenebe	Bowie State University	azenebe@bowiestate.edu
John	Zych	University of Scranton	john.zych@scranton.edu