

ECONOMICS/TAX

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

A Taxing Dilemma: Taxing the Illegal Cannabis/ Marijuana Industry

John D. Grigsby

Thomas Jefferson University

The state-legal cannabis/marijuana industry has been growing at a very rapid pace. There are only 14 states that still ban cannabis use and this number is expected to decrease significantly in the very near future. Even though states are legalizing marijuana and treating its sale as a legal business enterprise, it's still illegal and considered a Schedule 1 controlled substance under federal law. Under federal tax law, income is taxable, even if the business is considered illegal. This has forced cannabis/marijuana businesses to operate on a largely cash-only basis which means that they are precluded from taking key tax deductions and credits and can only deduct their cost of goods sold. Normal overhead expenses, such as advertising expenses, wages and salaries, and travel expenses are not deductible. This paper discusses the current taxation of the cannabis/marijuana industry, areas where guidance is needed from the Internal Revenue Service, and some proposals for the future tax treatment of the cannabis/marijuana industry.

Income Inequality in Pennsylvania 1988-2018: Estimates from Taxable Income Bracket Data

David Latzko

Penn State University

The Pennsylvania Department of Revenue produces an annual report summarizing information on taxable income as reported on state income tax returns. The publication reports the amounts of taxable income by types of income by county and also by total taxable income ranges, along with the number of observations between the lower- and upper-income limits and total income in each bracket. I use this grouped data to estimate the distribution of income among Pennsylvania residents with a focus on how the degree of income inequality has evolved over the past thirty years and which particular sources of taxable income have contributed towards the increase in income inequality. I measure the inequality in the distribution of income using the Gini coefficient computed geometrically from a graph of the Lorenz curve estimated from the grouped tax bracket data. I calculate the area under the Lorenz curve by adding up the areas of the trapezoids formed by the adjacent bracket end points and the horizontal axis. The estimated Gini coefficient for total taxable income rose from 0.292 in 1988 to 0.314 in 2018, a 7.5 percent increase in the degree of income inequality with much of the increase coming after 2002. The main drivers of the increase in income inequality in Pennsylvania over the past 30 years have been an increasing inequality in both compensation and interest income.

SPORTS MANAGEMENT

Session Chair: Kerry D Fischer, State University of New York at Fredonia

Little Known Aspects of the Financing of Large Sport Facilities

Norman C Sigmond

Kutztown University

In large cities that are home to professional teams, it has become common that large sport stadia and megaplexes have been constructed. Some, as in Chicago, have retained parts of the old historical facility that had existed for many decades, and incorporated the old structure as part of the new stadium. It is often perceived that the sport team pays for these stadia. Some might believe that banks or other commercial enterprises whose names appear on the structure have paid for all or part of the building. In many cases, those entities could have paid either small or large amounts. However, in the current environment where a large stadium complex could have a construction price tag of one billion dollars or more, many observers would find it challenging to discover that a sizable amount of the cost has been born by the citizens of the city. The city will normally form a kind of “partnership” with the team and the corporate community to cover the costs. However, the citizens of the city will typically pay an uncommonly high price. This will occur despite the dubious promise of a positive economic impact to the city. This paper will examine the various ethical, legal and financial issues of these arrangements.

Give the Fans What They Want: A Market Segmentation Approach to Sport Fans' Social Media Usage

Kerry D Fischer

State University of New York at Fredonia

The purpose of this study was to segment fans of professional sport based on the type of social media platform they preferred to use as well as their social media usage motivations. Convenience and snowball sampling techniques were used to collect data from fans of professional sport who specifically used social media to consume sport. The online survey instrument consisted of items from the previously validated Motivation Scale for Sport Online Consumption (MSSOC; Seo & Green, 2008) scale, and items indicating how often respondents used Facebook, Twitter, Instagram, and Snapchat. Hierarchical cluster analysis revealed three distinct social media preference groups labeled a) Facebook Devotees, b) Infrequent Users, and c) Social Media Aficionados. Facebook Devotees generally preferred to use Facebook more than any other social media platform, while the Social Media Aficionados had the highest mean usage rates for Twitter, Instagram, and Snapchat. Two groups emerged for social media usage motivation: a) Multifaceted Fans and b) Casual Supporter. Multifaceted fans exhibited high levels of motivation for nearly all usage motivations, while Casual Supporters had high motivation mean scores for only two motivations, “passing the time,” and “information.” Overall, the findings from this study provide sport organizations with valuable marketing and communication information. The segments uncovered in the results reveal that fans have different motivations for consuming sport via social media. Sport organizations can use this information to tailor

their social media strategy to specific fan segments, increasing engagement, strengthening fans' brand loyalty, and ultimately generating more revenue.

Student Athletes Drive Engagement for Businesses in NIL Partnerships

David Gargone
Marissa Molnar
Traci Kieffer
Ryan McGoff

Misericordia University
Misericordia University
Misericordia University
Misericordia University

Collegiate athletic departments, student-athletes, and businesses are all trying to navigate recently changing NCAA legislation governing name, image, and likeness (NIL) rights. This changing landscape is allowing student-athlete endorsers to play an important role from the perspective of brand building for local, regional, and national companies. This study examines the initial explosion in NIL deals for student-athletes and the relationship between student-athlete endorsers and sponsoring companies. An analysis of the social media activities of both parties was conducted and the initial findings suggest businesses are benefiting from the NIL relationship with the student-athlete.

Session 3: Linden Room

9:35 am – 10:35 am

PEDAGOGY

***Session Chair:** Robert S. Fleming, Rowan University*

Developing Crisis Management Skills in Business School Graduates

Robert S. Fleming

Rowan University

This session will discuss the importance of developing crisis management skills in business school graduates. After examining the challenges that contemporary business and their leaders face with respect to the ever-present threat of crisis events and situations, strategies for preparing future business leaders with the knowledge, skills, and confidence to enact their respective roles and responsibilities successfully in times of crisis will be discussed. The approach that our business school has adopted in preparing our graduates in this mission critical area will be presented.

Session 4: Holmes / Foster

9:35 am – 10:35 am

***Session Chair:** Audrey Guskey, Duquesne University*

3 Core Component of Agile Selling

Shahriar Gias

Slippery Rock University

The two main types of sales are agile and adaptive selling. While adaptive selling is about surviving changes, agile selling is about responding quickly to changes in demand. Agile selling is a term that broadly defines adaptive planning, evolutionary development, early delivery, and continuous improvements (Weirich, 2019). If one were to break down agile

selling, it could be broken down into three main components. The first component is to align the customer with the solution. It is vital in sales that a salesperson understands if their solution aligns with the customer's version of the solution. The second component of agile selling is to iterate frequently and collaboratively. These iterations are proactive when it comes to change. Without a warm embrace to the concept of change, the salesperson will be left without a sale. This also means that planning should be done many quarters in advance. Finally, agile selling cannot succeed without proper processing tools. These tools should be used to help monitor efficiency and find ways to promote efficiency as well. If a tool can be used to find a way to alleviate a salesperson's daily task, freeing them to spend more time with a customer, the more the bond between salespeople and customer will grow.

Gen Z Green Fashion Segments: Implications for Marketing

Kurt Schimmel
Jeananne Nicholls
Rhonda Clark
Kirsten Hegberg

Slippery Rock University
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This research examines attitudinal differences between a priori segments based on college students' "sustainable wardrobe" as a percentage of total wardrobe. The sample is relevant to companies interested in targeting this market for at least two reasons. One is college students are consumers and make choices on how to spend their discretionary income and they are supporters of green fashion (Dickenbrok, & Martinez, L. 2018; Gazzola, Pavione, Pezzetti, & Grechi, 2020 and Muralidhar, 2019). The second reason is that the generation of students recently graduated or still in college (Gen Z) are currently consumers and are developing their buying habits (Su, Watchravesringkan, Zhou, & Gil, 2019) and are environmentally concerned (Rauch and Kopplin, 2021). The study examines three a priori segments of self-reported descriptions of students' current wardrobe. The segments include three "personas." The "Wee Greens" are low green fashion purchasers with 0-24% of wardrobe described as green fashion. Next, the "Lite Greens," describe their wardrobe having 25-49% green fashion. Those more loyal to green fashion, the "Me Greens," describe wardrobes having 50% (+) of green clothing. The attitudinal variables include Perceived Environmental Knowledge; Environmental Concern; Attitudes Toward Sustainable Clothing; Subjective Norms; Purchase Intention; and Purchase Behavior. A discriminant analysis revealed statistically significant differences between the "Me Greens" and "Wee Greens" across all constructs and several differences between "Lite Greens" and "Me Greens." The findings of this research have both retail and marketing message implications directed at this important college-aged consumer group.

You Watching Me? Observations of Observation Research

Audrey Guskey

Duquesne University

Over a course of a 30-year period, students in Consumer Behavior classes were required to complete a group project using the observation research methodology. The assignment was to watch consumers in a retail or customer service setting and record their observations. Students were to follow a scientific method of determining a hypothesis and testing this hypothesis. Students were given specific criteria for this project such as the number of hours required in the observation, number and complexity of variables to measure, and the data collection instrument. Students were permitted to be a participant

observer in their research. Examples of this were: whether a sales associate would provide better customer service depending upon how the customer is dressed; portraying different roles (student, business person, family person) when shopping for a car; watching people in a zoom meeting; shopping for engagement rings. Over 200 projects were analyzed using content analysis. The results showed interesting consumer behaviors that other forms of research would not discover. This paper highlights some of the noteworthy findings of these studies and well as what the students learned regarding conducting observation research.

Session 5: Logan / Harris

9:35 am – 10:35 am

DISRUPTIONS

***Session Chair:** Noel M. Criscione-Naylor, Stockton College*

Supply Chain Disruptions During the Pandemic (COVID-19) in the United States

Sut Sakchutchawarn
Nidhi Borad
Tanay Gehi

State University of New York Plattsburgh
State University of New York Plattsburgh
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The COVID-19 pandemic has impacted on world economy significantly. It presents an unprecedented challenge to public health, supply chain system, and food system worldwide. In the United States, many manufacturers, companies, hospitals, retailers, and wholesalers were not prepared for what was yet to come. Most of companies have struggled to maintain a steady flow of goods, medical supplies, and services. The US supply chain has been facing multiple obstacles. Firms were not prepared to face a situation like this as it was unprecedented. They do not have proper strategies to deal with. Many organizations are still experiencing difficulties to construct a sustainable supply chain system. Global sourcing has affected the U.S. logistics and supply chains immensely. The current model and process have not been able to capture these disruptions properly. In this paper, the disruptions of the pandemic to organizations in the United States will be discussed. The demand and supply mismatch and the need for a dynamic supply chain will be discussed as well. Solutions and strategic options that are being contemplated will be presented. Suggestions as to how it can be prepared to prevent it from happening again in the future. Keywords: Covid-19, Supply chain disruption, Strategic options

Motivation to Work: What Matters Post Covid-19

Noel M Criscione-Naylor

Stockton College

As the world moves forward from the COVID-19 pandemic, organizations have begun to experience yet another challenge, how to motivate employees to return to work and stay working. As part of COVID-19 responses by the government and businesses to adhere to safety protocols, many employees found themselves furloughed, laid-off, working remotely or in a hybrid work model at home with limited time in the workplace. With the COVID-19 vaccine guaranteed as 88% effective, many original protocols have been reduced and organizations have begun to open to full capacity. However, employee shortages have made this a significant challenge leaving employers questioning how to motivate employees

to return to work and stay engaged while working. This shortage in the workforce has been attributed to higher-than-normal compensation by unemployment and workers placing more emphasis on family-life balance. Qualitative data was collected from working hospitality professionals seeking insight into what motivates them to work and stay at work. Data was collected using a short, five question survey. Survey questions included questions to elicit specific conditions that contribute to their motivation to work. Furthermore, the last survey question sought to identify strategies employers may currently use and offer suggestions for improvement. Specifically, this research paper and presentation uses Maslow's Needs Hierarchy as a framework to understand and analyze collected data on how employees have repositioned their needs in the post COVID-19 environment.

The Impact of COVID19 Pandemic on Women-Owned Businesses A Case Study

Diane D. Galbraith

Slippery Rock University

The COVID – 19 global pandemic took the world by surprise as it touched people personally and professionally and upended the daily lives of people everywhere. This paradigm shift impacted many aspects of our lives from the way we shopped, congregated, the nature of work and even employer and employee expectations. This paper will examine several women-owned businesses in the U.S., dispersed geographically and diversified by industry to determine some of the human and financial /economic impact, during our new reality.

Session 6: Sylvan Room

10:50 am – 11:50 am

DISRUPTIONS

***Session Chair:** Tracie Dodson, West Virginia Wesleyan College*

Educating through Disruptions: Business Faculty Views on Teaching During the Pandemic

Christopher J. Speicher
Amy Washo

Marywood University
Marywood University

Colleges and universities are facing an unprecedented situation as they emerge from a global pandemic that has disrupted the higher education environment. Educational institutions must grapple with critical decisions that impact the health and safety of students, faculty, and administration. With vaccines readily available, schools must contend with a divided student and parent population whose perceived hesitation to vaccinate students could impact the higher educational landscape in the upcoming years. Colleges and universities need to determine how they educate both the vaccinated and non-vaccinated student bodies, in addition to deciding whether students must be vaccinated to attend in-person classes and activities. Other concerns include the logistics of internships and inviting outside visitors to campus for lectures, discussions, and events. The financial impact of the pandemic must also be considered as schools make these decisions that affect enrollment as well as the comfort and safety of those who are daily on campus. Data will be presented on the opinions of faculty from several colleges and universities in the United States as they prepare to return to the campus and classroom in a post-COVID-19 environment. Topics

explored include those previously mentioned as well as the role of schools in vaccine education, increased workload demands of faculty, non-traditional teaching methods, and the flexibility of schools to pivot in the event of a resurgence of cases.

The Impact of Covid-19 on Financing a College Education

Karl Malaszczyk
Janet Malaszczyk

Holy Family University
Cairn University

Covid-19 impacted many aspects of our lives including our financial stability. Many colleges and universities as well as businesses were forced to reevaluate how they operate. Some business and schools were shuttered. Many prospective students were forced to postpone college enrollment because of Covid-19 and lack of funds. Ongoing studies have shown that the consequences of delaying college could have a negative impact on long term financial planning. As we look to the future, a college education is becoming more important and a minimal requirement for most entry level jobs. Financing a college education has become more difficult and the recent pandemic has caused chaos. Financial support is available from many different sources however the impact of Covid-19 has greatly reduced funding and in some cases, eliminated it. As colleges and universities seek to increase enrollment, the availability of loans, scholarships and grants will play key factors in a student's decision to attend. How did the pandemic affect the future of potential students, their families and the colleges and universities they applied to? How can student loan forgiveness programs impact the future? An overall view of the educational sector will be reviewed. Both direct and indirect variables will be taken into consideration. The future of college financing will forever change as we know it.

Marketing and Promoting Business Graduates in the Middle of a Pandemic: Are Your Students Future-Ready?

Tracie Dodson
Kim Conrad

West Virginia Wesleyan College
West Virginia Wesleyan College

This presentation will cover pathways to successfully navigate the job market during the Covid pandemic combining both human resources and marketing techniques. Presented from an advising perspective, the focus will be on preparing graduates for applying, interviewing, and other pre-career communications. Areas addressed will include the skills needed both in general and relative to changes that manifested from pandemic responses. This includes the typical remote working and virtual meeting components but also additional areas of importance like flexibility, time management, mental stability, etc that will ensure the new hire's success in the position. Suggestions will be provided for resume and application development, focusing on digital submissions but not excluding printed copies, and virtual and in-person interviewing. The goal of the presentation is to provide advisors with tools to help graduates formulate a strong self-promotion to obtain positions that will lead them to a solid business career.

PEDAGOGY

Session Chair: Theresa Wajda, Slippery Rock University

Novelty of Voice Thread in Teaching Online Classes

Theresa Wajda
Shahriar Gias
Anindya Chatterjee

Slippery Rock University
Slippery Rock University
Slippery Rock University

With the ever-changing nature of the Covid-19 virus educators from a variety of disciplines were forced to explore how existing and new technological tools could take face-to-face instruction to an on-line environment. Although educators are oftentimes thought to act in isolation in their individual/institutional silos, a remarkable byproduct of the pandemic was the “coming together” of the entire educational community to work jointly in finding new and creative ways to reach and teach students in meaningful ways. Within and across institutions, educators expended time and effort to set up platforms for sharing tips, tools and resources to help other academics achieve their pedagogical goals. To this end, we discovered and adopted the technological tool of Voice Thread© (VT). Although this tool has been around for nearly 15 years, its adoption by institutions of higher education has accelerated exponentially these last several months. In this paper, we discuss our experience with the VT application as well as our novel bent in integrating it with the Zoom platform. In our quest to deliver digital content that was fluid, engaging, interactive and meaningful, we discovered that VT delivered to our expectation. We also saw incredible opportunities to integrate VT within the Zoom platform for unique learning experiences. In informal polls, our students have told us that they like a mix of synchronous and asynchronous modalities when it comes to digital education. In our collective view, VT is an ideal tool for creating a synchronous-feel in an asynchronous environment.

The Effectiveness of Teaching with Excel - the Learning Outcome from Student Survey

Jui-chi Huang

Penn State University

There are at least three ways of knowing the teaching effectiveness: student’s perspective, instructor’s perspective and quantitative grade comparison. This study is based on a classroom survey, the student’s perspective, from an experiment of teaching with Excel in principles of micro- and macro-economics at Penn State Berks in Fall 2020 and Spring 2021. Each chapter comes with a hand-on Excel project. Each project involves learning from the Excel tutorial videos, and creating an Excel file for the data collection, charting, graphing, observing, interpreting and reflecting. The data of each chapter Excel project are drawn from the close related example from the textbook; therefore, students are able to simulate the economic concepts better with the data. This study will conclude with the survey findings of student’s perceptions from this teaching-with-Excel arrangement.

Culture Matters in Economic Development: A Cross-Country Comparison

Ruben Berrios

Lock Haven University

Much of the development literature has focused on the political and economic factors to explain the diverse paths to development. Until recently economists were reluctant to consider culture because it is somewhat broad and difficult to be properly tested. This paper delves into cultural aspects that could be understood as impediments that prevent a country from moving into a mature level of development. The dimensions of culture are vast, but this paper considers only some aspects to help us better understand the impact of culture in shaping an economy. Some of the cultural determinants that have an impact on the economy and can be compared are as follows: the cultural influence of trust and mistrust, respect for the rule of law, attitudes of punctuality versus tardiness, collectivist over individualistic attitudes, strong institutional development vs. weak institutions, long-term vs. short-term orientation, importance of thrift as a moral virtue, and emphasis on work ethic and education.

Session 8: Linden Room

10:50 am – 11:50 am

BUSINESS ETHICS

Session Chair: *Scott T. Stroupe, Penn State University*

Ethics and Compliance: Employee Decisions as they Enter and Conduct Business in International Markets

Jet Mboga

Bloomsburg University

Long are the days when organizations were dependent on the US economy to increase their profits; today, organizations broaden their horizons and seek avenues to earn sturdier profits by tapping into foreign markets. Within the organizations, there is pressure to meet goals contributing to employee involvement in unethical conduct of offering bribes that are allotted as income tax, worker injury funds and rent, and social security pensions. Does the desire for foreign exposure into global markets contribute to unethical conduct? This literature review explores ethics and compliance risks that include compromise of the law, disregard of company policies, neglect or report of observed misconduct, and forms of retaliation by those who report misconduct within global markets.

Governmental Response to Vaccine Passports

John C. Cameron

Penn State University

Governmental Response to Vaccination Status Abstract The vaccine passport approach affords the individual the ability to demonstrate proof of vaccination. If a person chooses to be vaccinated and is inoculated against the Covid-19 virus, the vaccine passport is a tool that enables the inoculated individual to maintain their own health information for verification purposes. The vaccine passport may include a document, digital record, software application or QR code indicating that a person has been vaccinated. State

intervention will need to be considered in light of existing police power that is reserved to the states. In response, states have begun to introduce legislation or executive actions to address the issue of vaccine passports. The vaccine passport approach raises social concerns, public health and safety protections, discretionary requirements, prohibitions, and compliance enforcement. Governmental authority and responsibility in matters of public health emergencies is paramount in order to coordinate and direct appropriate and effective responses. Public health decisions are made in conjunction with health care providers, the private sector, and the general public. Prior research to examine the variances in the policy making associated with health passport legislation or executive action within the United States has been limited. To address this gap in the literature, this paper will examine vaccine passport legislative trends including personal health choice, informed decisions, scope and limits of responsibility, standardized documentation, healthcare right of privacy, right of access and storage and retrieval of patient information. Keywords: immunization passport, vaccination status, immunity status, proof of vaccination

Sexual Harassment: Can A Six-Week Asynchronous Training Program Improve Upon Single Session Programs in a Bystander's Willingness to Intervene?

Scott T Stroupe
Melanie Hetzel-Riggin

Penn State University
Penn State University

Headline-grabbing events have highlighted the pervasiveness of sexual harassment and violence. And the workplace persists as a locus of the problem, underscoring a critical issue that demands effective training for existing and future business managers. Educators' reliance on university-wide bystander training to address this need is common, but research casts doubt on the effectiveness of single-session programs. Banyard, Moynihan and Plante (2007). Sustained interaction and training may move the needle on awareness and willingness to intervene (key parameters to achieve the kind of cultural shift necessary to address such an embedded problem). Nation, Crusto, Wandersman, et al. (2003). Moreover, learning management systems create new possibilities for repeated interactive sessions in a hybrid format with asynchronous sessions that can be plugged into existing business courses. This presentation provides an interim report on a pilot program launched to measure outcomes from an asynchronous-format bystander training that runs for six weeks in an introductory business management class.

Session 9: Holmes / Foster

10:50 am – 11:50 am

MANAGEMENT

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

Entrepreneurs and Flexible Retirement in the Second Half of Life

Rhonda S Clark
Rocco Cremonese
Rick Terrien
John Golden

Slippery Rock University
Slippery Rock University
Cntr. for Ageless Entrepreneurs, Inc.
Slippery Rock University

A majority of business startups in the U.S. are initiated by persons in the second half of life (40+). Many of these entrepreneurs are working in careers in for-profit as well as non-profit organizations that offer flexible retirement options. The purpose of this research study is to identify employers that offer flexible retirement options (e.g. phased retirement). In addition, it will study how the options are designed, who can access them, and how the programs work to empower entrepreneurs in the second half of life. This research will also assist the Center for Ageless Entrepreneurs (CAE) in its important work supporting later in life entrepreneurs.

Innovative, Social Organic – Alternative Business Model

Paul Thomas Raison
John D. Grigsby

Thomas Jefferson University
Thomas Jefferson University

This paper aims to describe the creation of a new business model to address the need to intervene in systemic issues in an organization (i.e., decision making, role definition, conflict styles, business practices, value proposition, process capability, and data collection) and its community (i.e., alcoholism, blight, crime, disease, drug addiction, education reform, and underserved community unemployment). The aim is also to create a better interdependent connection between strategic management, business model innovation, financial planning, corporate sustainability, and economic development processes to improve systemic issues in an organization and in a community permitting the organization to perform effective and efficient social and financial initiatives. This paper is an innovative perspective on an alternate business model after contributing a viewpoint into the business processes of an organization's current business model. The scope of the literature review covered the five spheres used to formulate an alternative business model named the business processes. The case study poses the qualitative approach using three hypotheses to explain business processes' interconnection phenomena. After the data collection, the Alternate Business Model (ABM) theory was the diagnostic or active interdependent operation of all the processes to formulate a strategic plan to change systemic issues. In this case, the ABM was more diagnostic rather than active dynamic. Finally, I contribute as implications just how an organization may use tools, methodologies, and the components of the ABM to change social practices.

Session 10: Logan / Harris

10:50 am – 11:50 am

TECHNOLOGY / DISRUPTION

***Session Chair:** Adnan Chawdhry, California University of Pennsylvania*

Mapping Cumulative Resiliency Indicators of Hte: Examples from Pandemics

Noel M Criscione-Naylor

Stockton College

The hospitality, tourism, and event industry (HTE) has demonstrated a history of adaptability to survive and quickly regain positive growth despite a variety of disturbances including but not limited to natural disasters, attacks on human freedoms and life, and the

spread of infectious disease. Most recently, COVID-19 has proven to be one of the most debilitating global phenomena that has impacted all sectors of the industry with government mandated business closures and travel restrictions, enforced operational protocols and capacity constraints, and individuals' overall concern for health and safety. This cumulative case study groups resiliency indicators providing insight into the strengths and limitations of recovery efforts surrounding health disturbances and where opportunities lie for progress. A review of resiliency assumptions and crisis management practices are reviewed describing the implications and rationales, and highlights challenges recovery efforts face.

Artificial Intelligence Function Mapping to Calibrate the Determinants of SMME Performance

Helper Zhou
Gordon H Dash
Nina Kajiji

Durban University of Technology
University of Rhode Island
University of Rhode Island

Various studies have been carried out to establish the key drivers impacting small enterprise performance in developing countries. Despite many policy-oriented studies to uncover the structure of SMME performance in emerging markets, SMMEs continue to demonstrate lagging performance. Guided by a history of linear- and log-linear econometric model estimation that ignores potential network effects, our study extends the literature by implicating SMME performance as a production network. Using an enhanced Radial Basis Function Artificial Neural Network (i.e., K4-RANN), performance (factor) elasticity coefficients are derived from the estimated nonlinear regression weights. We find urban-based SMMEs experience negative elasticity compared to their rural counterparts. Further, this study provides detailed evidence of how gender impacts SMME performance. A confirmatory analysis was conducted to establish the extent to which SMMEs are aware of the impact (magnitude) and effect (positive/negative) of the specified performance factors. Generally, we confirmed that SMME owners in KZN are not aware of the relative importance of key performance factors.

Session 11: Sylvan Room

1:05 pm – 2:05 pm

PEDAGOGY

Session Chair: *Marcia Joan Kurzynski, Lock Haven University of Pennsylvania*

Teaching and Engaging Generation Z After Covid-19

Marcia Joan Kurzynski
Cori Jo Myers

Lock Haven University
Lock Haven University

As Generation Z (Gen Z) continues to matriculate at colleges and universities, faculty continue to search for ways to engage them in the academic and social dimensions of college to promote student learning, retention, graduation, and job placement. Pre- and Post-COVID literature on Gen Z and pedagogical strategies promote greater use of active learning strategies that are shorter in length, personalized, technology-infused, and social.

Peer mentoring programs provide an effective way to socialize new students and integrate learning strategies with these attributes and documented outcomes. This paper provides selected thoughts about supporting Gen Z using a peer mentoring program that was established based on best practices and revised over a six-year period to keep current with student engagement literature and changing student preferences.

Fitbit Watch Your Fundamentals

David Jensen
Stacy Mastrolia
Curtis Nicholls

Bucknell University
Bucknell University
Bucknell University

Extensive literature has shown that students learn best by using experiential learning techniques. In this active learning exercise, we provide educators with a comprehensive experiential learning tool that they can use to help students understand the content of both the publicly available financial statements and the Management Discussion and Analysis (MD&A). Because undergraduate students tend to struggle to understand theoretical concepts that they have no real-world experience with, we chose to use a company (Fitbit) and product that is both familiar and relevant to them in order to demonstrate how strategy, strategic decisions and strategic challenges impact a company. In the case of Fitbit, their strategy, strategic decisions and strategic challenges were often clearly visible and reported in their external financial reports. By showing students these “clues” and showing them how to identify strategic concerns from publicly reported documents for a company and industry they are familiar with, we hope to build both their knowledge of strategy and their confidence in investigating the strength of a company’s core strategies. By their IPO in 2015, using a product differentiation business strategy and their first-mover advantage, Fitbit unquestionably had the dominant market share in the young fitness tracking market; by 2017, they had lost their product market share and, relatedly, their market dominance. In hindsight, the strategic challenges Fitbit faced were known and publicly acknowledged, yet the company still fell prey to their competitors, most notably Apple and the Apple Watch introduced in 2015.

The Question Of Integrity: A Discussion Of The Perceived Impacts Of Covid-19 And Distance Learning On Honesty In Academic Submissions

Tracie Dodson
Kelly Sharp
Kim Conrad
Joshua Beck

West Virginia Wesleyan College
West Virginia Wesleyan College
West Virginia Wesleyan College
West Virginia Wesleyan College

The rapid onset of online education, and lack of preparedness to teach and learn online, provided a fertile ground for violations of academic integrity. This panel seeks to present our data-driven concerns and open a discussion of mechanisms that can be utilized to positively intervene and prevent violations of academic integrity through education. Institutional data and available trend data will be shared, questions for thought will be proposed, and suggestions to proactively prevent further student issues will be made. The primary purpose of this session is to open a dialog for educators and administrators to discuss best practices and potential new solutions to a problem that has increased exponentially since March 2020.

Session 12: Willow Room

1:05 pm – 2:05 pm

HEALTHCARE ADMINISTRATION / DISRUPTIONS

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

Five Financial Lessons from Elder Law for Healthcare Administration

Donald Mong

Slippery Rock University

With 57 million elders soon using the US healthcare system, elder issues are becoming more important to healthcare administration. Substantive material for lessons concerning elder law's financial impacts on healthcare administration is presented. Lessons include revenue impacts, changes in elder financial behavior, quality-of-life impacts during healthcare treatment, elder capacities for healthcare decision-making, and impacts from elderly healthcare employees. A brief epilogue on the Fall 2021 introduction of the lessons into a healthcare administration law classroom concludes the article.

Covid-19 Older Adults and Malnutrition: Role of dietary Mobile Apps

Fauzia Mahr
Rhoda Joseph

Penn State College of Medicine
Penn State University

Older adults (OA) are a rapidly growing cohort of the United States (US) population, and malnutrition is one of the most common medical issues facing this population. The Covid-19 pandemic has increased the risk for malnutrition due to social isolation and food insecurity. At the same time, there has been a significant increase with the utilization of digital products and services (De', Pandey, & Pal 2020). This paper explores if mobile apps address the issue of malnutrition and examines, how these apps are tailored to the specific needs of OA and why they may be useful during and after the pandemic. We analyze current nutritional apps, discuss existing challenges, and provide recommendations to improve nutritional outcomes for OAs. Our findings indicate that well-designed mobile apps can support efforts to alleviate malnutrition in OA.

Session 13: Holmes / Foster

1:05 pm – 2:05 pm

ECONOMICS / FINANCE

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

Bank Runs and Panics; déjà vu

Conway Lee Lackman
William Carlson

Duquesne University (Retired)
Duquesne University (Retired)

Several factors can cause instability in the banking system and lead to bank runs. Reserves less than 100% of deposits mean that the bank cannot meet the withdrawals of everyone all at once. Large loan defaults threaten the bank's ability to pay

its depositors. Long-term loans do not mature fast enough to pay off depositors. Secondary reserves can help but Treasury Bills were not issued until 1929 and commercial paper markets can freeze in panics as they did in 2008. Four modern factors have improved liquidity compared to the 1800s: Borrowing from the Fed became available when it started operations in 1914. Repos were introduced by the Fed in 1918. Overnight borrowing by banks from other banks in what is known as the federal funds market began in the summer of 1921. But in 2008, these were not enough. The last resort is what Treasury Secretary Hank Paulson (his book "On the Brink") called the "Big Bazooka" – The Bailout – which has turned into a big political and economic problem. It is 173 years after the Panic of 1837, and it still is not clear that the financial establishment knows what it is doing.

Exploring the Connection Between Information and Communications Technology Ict Financial Inclusion Fi And Economic Growth

Kshama Harpankar

Lebanon Valley College

This study explores the role of ICT (specifically: mobile phone penetration) as a driver of economic growth in sub-Saharan Africa. ICT developments can have a positive impact on economic growth via two channels: ICT development can lower information costs and facilitate more efficient resource usage, thus contributing to economic growth. ICT development can also contribute to economic growth via financial inclusion. Using a panel dataset of 46 African countries for the time 2004-2018, we analyze the impact of mobile phone penetration on economic growth in Africa. With the help of dynamic panel data models, we also investigate the interaction between ICT development and financial inclusion as drivers of economic growth.

Session 14: Logan / Harris

1:05 pm – 2:05 pm

ACCOUNTING

Session Chair: *Karen Robinson, York College of Pennsylvania*

Diversity and Inclusion in Accounting

Karen Robinson

York College of Pennsylvania

The primary goal of this proposal is to invoke a discussion on whether true diversity and inclusion exists in the field of accounting. This researcher is concerned that the lack of diversity and inclusion in accounting firms, college and university faculty and textbook materials may be one of the reasons that there has been a steady decline in students of color enrolling in and graduating from US accounting programs. The purpose of this research is to test the validity of this theory by examining current literature to explore the bases for this theory and determine what the industry is doing to improve the pipeline. Additionally, the researcher will look at the makeup of the accounting department of colleges and universities in the Northeastern United States (Pennsylvania, Maryland, Delaware, New Jersey, New York, Virginia and Washington, DC), and review textbooks from the three major publishers (Wiley, McGraw-Hill and Pearson) for representation of

people of color to further test the validity of the theory. The use of outcomes from this research presentation may provide aid to students, university administrators and faculty, researchers, and the industry at large.

Investigating an Approach to Sensitive Information to Improve Response Rate in B2B Marketing

Kenneth D Hall

Bloomsburg University

Survey response rates in general are characterized as low and declining in a variety of settings (Blumenberg et al 2019; Czajka and Bayler 2016; Dennis 2003; Kennedy and Hartig 2019; Sheehan 2001), and business research is not immune (Dennis 2003; Larson 2005; Mellahi and Harris 2016), with response rates as low as 2.5% in some mail surveys reported (Larson 2005). The problem may be compounded by requests for sensitive information (Markos, Milne, and Peltier 2017). In the business-to-business research setting sensitive information might consist of items such as sales revenue for privately-held firms not required to disclose their financial data. It may be beneficial, therefore, to develop quantitative measures that can serve the function performed by sensitive information – in particular, a quantitative dependent variable – while requiring less disclosure of sensitive information. This study discusses a measure developed and deployed (intended as the dependent variable) to an online panel of managers of companies involved in B2B sales across national borders. Instead of asking for dollar sales figures, respondents were asked to provide a percentage of sales target achieved (85%, 103%, etc.). Deployment and implementation of the measure are discussed. References (available on request)

Session 15: Sylvan Room

2:20 pm – 3:20 pm

PEDAGOGY

Session Chair: *John Grigsby, Thomas Jefferson University*

How Business Educators Stay Current in their Field of Expertise

Stephanie Adam

Alex Adams

California Univ. of Pennsylvania

California Univ. of Pennsylvania

In today's fast-paced, dynamic business world things are changing at an ever-increasing speed. Updates to laws, policies, and practices occur almost daily. Additionally, the demands placed on educators to handle administrative and pedagogical standards at their universities seem to never cease. This talk will focus on research related to "staying current in one's field of expertise." When tasked with so many roles, how do business educators at the collegiate level stay relevant to what is happening in today's corporate organizations? We will discuss practical, research-based approaches to achieving professional development goals as well as constraints to achieving them. Our students now, more than ever, look to us to be well-rounded in pedagogy as well as practice. Together, we will examine the "how to" aspect of making sure we can achieve the standards placed upon us.

The Mba Degree - How Long Will the Rise Last

Linda A. Hall

State Univ. of New York at Fredonia

Over the past 30 years the demand for MBA degrees has risen and fallen several times, however, as recently as 2019 the degree's demand experienced its greatest decline and was even declared dead. Several higher education institutions closed programs. Now in 2021, it seems there's been a resurrection, as applications to MBA programs are increasing at record breaking levels. What's behind the fall and subsequent rise? How long will it last? What are the implications for institutions of higher education?

Session 16: Willow Room

3:25 pm – 4:25 pm

PEDAGOGY / ACCREDITATION

Session Chair: *David Jordan, Slippery Rock University*

The Impact of AACSB Accreditation on Freshmen Enrollment: A Preliminary Study

Lisa Marie Walters
David Jordan
Mark Nickerson

State Univ. of New York at Fredonia
Slippery Rock University
State Univ. of New York at Fredonia

The Association to Advance Collegiate Schools of Business (AACSB) is the world's largest business education association (www.aacsb.edu, retrieved July 9, 2021). Its mission is to "foster engagement, accelerate innovation, and amplify impact in business education," which is aligned to its vision of "transforming business education globally for positive societal impact" (www.aacsb.edu, retrieved July 9, 2021). With less than 5% of the more than 16,000 business schools worldwide earning this prestigious accreditation, those business schools with AACSB accreditation should have a competitive advantage with regard to recruitment of freshmen students. This study will provide a preliminary analysis into the impact of AACSB accreditation on the recruitment of freshmen at two public universities in similar rural locations. The analysis will evaluate the economic conditions of the geographic recruitment areas for both universities to provide a comparative basis for control. It will evaluate the pre-accreditation recruitment results stratified by fall and spring semesters for the previous three years leading to the accreditation, and then statistically compare the results to three years post-accreditation. We hypothesize that the AACSB accreditation does not have a significant role in and of itself on freshmen recruitment with regard to this preliminary study. Further study will be warranted, including marketing efforts and student awareness of accreditation as well as a larger scope of study.

MANAGEMENT

Session Chair: Bronwyn Laughner, Bloomsburg University of Pennsylvania

Politically Connected Directors and Corporate Governance

Justin Mindzak

State Univ. of New York at Fredonia

Research has shown that firms can benefit when they are politically connected. The extant literature has shown that politically connected firms benefit from procurement contracts, reduced regulatory issues and lower costs of capital. However, with more politicians joining corporate boards, the effect of political connectedness on corporate governance remains unclear. This paper examines the association between politically connected directors and corporate governance. A sample of high-ranking politicians that have joined firm boards of directors is examined. I find that firms with politician directors have higher corporate governance scores. Additional tests also indicate that an addition of a politician to a board of directors increases the governance quality.

Impulse Consumption and Attitude: A Study of Instant Consumable Snack Food Purchases

Renee C Tacka

York College of Pennsylvania

Traditional impulsive buying research focused on low involvement goods; however, the growth of the internet has extended impulsive tendencies into categories that normally were not considered impulsive. The purpose of this research was to extend consumer impulsivity into the category of impulse consumption by analyzing purchases of instant consumable snack food (ICSF) products, which are bought and consumed in 30 minutes or less. The goal was to identify if a relationship existed between a shopper's attitude classification – cognitive or affective – and four purchase characteristics of instant consumable snack food (ICSF) products: (H1a) type of product, (H1b) store channel shopped, (H1c) frequency of ICSF purchase, and (H1d) time of day purchased. Data was collected using a custom survey instrument administered via Springboard America, one of the leading online market research communities in the U.S. Respondents were randomly selected, from the U.S. and had shopped in-store at least three months prior. Overall, affectively-oriented shoppers participated in the category at a broader and deeper level, especially with regard to product type, store channel, and frequency of purchase. The findings from this study close a gap in academic research because there was no evidence that past research had either differentiated impulse purchases from impulse consumption or created a link between consumer attitude and ICSF purchases. In addition, the outcomes from this study offer marketers a new way to think not only about impulse buying, but also the activities used in-store to increase engagement and drive purchases.

The Value of Knowledge: Maximizing Knowledge Management in Family Business Succession Planning

Bronwyn M. Laughner

Bloomsburg University

The vast majority of family-run businesses do not survive until the third generation of leadership. Many of the previous studies have focused on preparing the successor and minimizing family conflicts. As some previous literature has suggested, the strength and the weakness of a family-run business is that it is family-run. While the family bond can increase loyalty and support systems, sibling rivalries and family issues can greatly impact the company's intrarelationshihs. Further, each business transfer has three components: legal, financial, and knowledge. Most succession planning is discussed in terms of how to share ownership, what the estate planning and tax implications are, and how to ensure the predecessor is able to retire as he or she wishes. This study, however, aims to examine the knowledge transfer piece of the succession. How does a parent-predecessor capture the knowledge accumulated over 20, 30, or even 40 years in the business and pass that along to the child(ren) as part of the successor preparation process? The effective management of the firm's knowledge, a very valuable but intangible asset, in particular the tacit knowledge, is critical in ensuring that the next generation is well equipped for success.

Session 18: Sylvan Room

3:25 pm – 4:25 pm

PEDAGOGY

***Session Chair:** Kelly Sharp, West Virginia Wesleyan College*

Should business courses be embedded into the general education curriculum? A comparative analysis

Joshua Joseph Beck
Kelly Sharp

West Virginia Wesleyan College
West Virginia Wesleyan College

With a few exceptions, most courses taught within the business curriculum are excluded from traditional general education programs. This presentation compares the outcomes of general education and business classes and questions if the exclusion is warranted in an outcome-driven general education model. An examination of the learning outcomes is used to demonstrate that many upper-level business classes meet the learning outcomes of introductory general education programs. In addition to meeting general education requirements, due to their intersectional nature of knowledge, and course level, these courses encourage students to think critically and address employer and societal needs. As higher education institutions look to move toward a more outcome-driven approach to learning and assessment, the role of business courses should not be overlooked. This comparative analysis identifies courses that easily meet the learning outcomes and suggests courses that could be modified to more broadly serve the student bodies at institutions of higher education.

How Do Audience Response Systems Influence Student Engagement and Learning in Large Classes?

Liz Wang

West Chester University

Large classes are associated with challenges in delivering high-quality learning experiences and negative effects on academic performance (Maringe & Sing, 2014). Audience response systems (ARSs), such as Poll Everywhere, are recognized as valuable technologies for enhancing student engagements and learning outcomes in higher education (Wood & Shirazi, 2020). Yet, few studies investigate the underlying mechanism regarding why and how students become engaged with ARSs. Student academic achievement is influenced by a combination of academic and social engagement in the learning process (Finn, Pannozzo, & Achilles, 2003). Academic engagement refers to student class participation, and social engagement is how students interact with peers and instructors. ARSs provide opportunities for interactions between the teacher and the students and can act as a catalyst for peer discussion. This study proposes that student's perception of ARS may influence their academic (participation) and social engagements (peer and teacher interactions), thereby impacting learning outcomes (perceived knowledge and communication outcomes). This study surveyed 143 students from a large class where Poll Everywhere was used for a semester. The results reveal the direct and indirect effects of perceived ARS on student engagements and learning outcomes. Practical suggestions are offered to use ARSs in teaching large classes.

Case Study: Nine Motivators of a Non-Traditional Student

Robert John O'Connell

York College of Pennsylvania

The purpose of this case study is to identify motivators that may be unique or more significant to the non-traditional student. By understanding these motivators, higher education institutions may be better able to target this student segment. This case study is observational but with a big caveat. Rather than planned and structured like much scholarly research, this may be viewed as somewhat anecdotal, stretching into personal recollections; initially, as a non-traditional undergraduate student in Thailand with the University of Maryland, Far East Campus in 1972, culminating with a DBA in 2012, and overlapping with current teaching of traditional and non-traditional undergraduate students at the Graham School of Business, York College of Pennsylvania. So, covering 49 years makes this research longitudinal, with observation of both the researcher and the subjects, resulting in the paradox of the student eventually becoming the teacher and being observed first as a student and then as a teacher. Therefore, most of this paper addresses that journey through recollections of the paths taken and the events and motivations for following those paths. At significant events in this journey, this researcher identified nine motivational points directing this non-traditional learner. When some decision points occurred the destinations to which the student was directed may have been unknown. However, in hindsight some motivations later seemed evident and, eventually short-term and long-term destinations were chosen. This review is not correlated to existing research, but identifies motivators that can form the basis for a later formal research and comparisons to literature.

CRYPTOCURRENCY / TECHNOLOGY

Session Chair: Helper Zhou, Durban University of Technology, South Africa

Cryptojacking: Attacks and Mitigations

Andrew Mangle
Ayandayo Mary Adeleke

Bowie State University
Bowie State University

Cryptojacking is an emerging risk that has negatively affected individuals and even large organizations. This form of attack has rapidly increased due to the increasing benefits derived from cryptocurrency and the perpetrators of this attack enjoys the rewards without having to make use of their resources. The high volume of resources needed for cryptomining also contributed to the rise in cryptojacking activities. Motivated by the rise of cryptojacking, researchers have taken the effort to provide various detection and prevention methods to ensure effective security against the attack. To determine the extent of cryptojacking activities, this paper examined different models developed by researchers which revealed the high rate of cryptojacking activities on websites and some of the methods developed by them were able to disrupt the operations of attackers. This paper aims at promoting the implementation of effective security against cryptojacking attacks and best practices were proposed to prevent cryptojacking attack.

Cracking Bitcoin Via Quantum Computing

Andrew Mangle
Farida Keter

Bowie State University
Bowie State University

Quantum computers can solve problems with a radically different complexity to digital computers. Quantum computing is the only known technology that can be exponentially faster than classical computers for specific tasks, potentially reducing calculation times from years to minutes. Quantum computing has the potential to compromise Bitcoin's security in three ways. One, by mining more than classical computers, can by cracking Bitcoin's cryptographic keys. Secondly, the computational power of a quantum computer can be used to break the elliptical curve signature scheme used by bitcoin. Thirdly, outcompeting the majority of validators on the network to generate a false but accepted consensus. Finally, quantum computers can use Grover's algorithm to accelerate the generation of hashes, which enables recreating the entire blockchain. The findings suggest quantum computers could be used to crack Bitcoin wallets using Shor's algorithm and out-compete digital computers, thus posing a legitimate threat to Bitcoin's current software.

Service-Oriented Architecture & Artificial Intelligence-Based Chatbot System Analysis and Design

Abdou karim Jallow
Luke Lofton
Baileigh Carter

Slippery Rock University
Slippery Rock University
Slippery Rock University

Businesses all over the world, in particular retail are always striving to strengthen relations with customers. One of US's largest grocery chains is faced with the difficulty of handling influx of customer requests received pertaining to products and services they provide relying entirely on the customer service center. Customers are unable to obtain answers and get support after the customer service center is closed. As a result, there was the need for the use of technology to extend beyond the customer service center. The purpose of the study was to investigate the use of information technology to enable customers to request for services with minimal or no human involvement. It presents the analysis and design of a chatbot system as a real-time virtual assistant to serve as a substitute. Qualitative research methods were used to collect data. These include feasibility study and requirements gathering. A joint application development (JAD) session was held during the requirements gathering, design and validation phases. Thematic analysis was used to analyze the data. Based on the results, a chatbot system was designed centered on service-oriented architecture (SOA) and artificial intelligence (AI). The system comprises of the following layers: user, intelligence, webservices and database. The study offers a practical design solution, and the validation indicates that when implemented, the system may improve the customer service process. It will contribute to knowledge to both academia and industry on the design of interactive and intelligent tools for service delivery.

Session 20: Holmes / Foster

3:25 pm – 4:25 pm

ECONOMICS

Session Chair: *Hanafiah Harvey, Penn State University*

Examining the Impact of SoFi Stadium on Local Property Prices using Socio-Economic Stratification Data Analytics and the Zillow ZTRAX Database

Brad J Congelio

Kutztown University

In February of 2016, Stan Kroenke – the owner of the Los Angeles Rams – argued that the construction of the team's new stadium in Inglewood, California would, with a \$5.5 billion price tag, create a "ripple effect so profound" that it would "boost the neighborhood's subpar property values along the way." Kroenke made his point while ignoring what an increase in property value can produce through such a gentrification process: marginal damage to the local education system as neighborhoods skew towards higher-income residents, the depletion in long-term viability and supply of "low-cost housing," and the "deepening class polarization" within the neighboring urban housing markets are among just some of the chief concerns. To examine Kroenke's claims and the underlying socio-economic issues, this paper uses the Zillow's proprietary ZTRAX database to, first, construct a standard difference-in-differences model to explore whether the construction

of SoFi Stadium did indeed boost the neighborhood's property values. After, by using the `tidycensus` package in the R programming language, socio-economic factors will be explored at both the county subdivision and census tract levels.

Revisiting New Zealand Trade Balance and Exchange Rate: Evidence from Asymmetry Analysis

Hanafiah Harvey

Penn State University

With recent trend on empirical studies of trade balance and exchange rates focusing on non-linear approach supply new insight in the case of New Zealand. Earlier empirical study is limited and unsuccessful to provide a dedicated support for J-curve on the long run. This paper adds new case study between New Zealand and her 13 trading partners. Following an innovative approach using the non-linear method supply rewarding results. The results show that not only the short-run effects of exchange rate changes are asymmetric in all models, and it also lasted into the long-run significant asymmetric effects in the cases of China, Hong Kong Indonesia, and Switzerland.

Session 21: Logan / Harris

3:25 pm – 4:25 pm

MANAGEMENT

Session Chair: *Laura Cruz, Penn State University*

Managerial Ways of Thinking: Rethinking the Pedagogy of Business Management through a CSR Lens

Laura Cruz
Maung Min

Penn State University
Penn State University

In this interactive presentation, we argue that the historical resiliency of the four principles of management (planning, organizing, leading, and controlled), coupled with the opportunities afforded by the recent shift to the corporate social responsibility (CSR) model, together serve as the basis of a different approach to business management pedagogy; one that shifts the focus of teaching from imparting specific skills and bodies of knowledge to equipping students with managerial “ways of thinking.” We present the results of a research study, conducted over three semesters, in which business management students (n=65) engaged in a series of cooperative learning exercises that asked them to apply these managerial ways of thinking to a previously-unseen case studies that integrated a CSR perspective.

Our mixed methods study found evidence not only of the students' collective abilities to transfer knowledge, but also of the process by which they navigated the process; worked through challenges and setbacks, navigated the ambiguity of the circumstances of the cases, and found their individual and collective voices. While there was certainly variation in the degree to which each student mastered these tasks, our analysis provides valuable insight into how students come to embrace managerial ways of thinking and how they might be able to apply these dispositions across multiple contexts.

Special Session: Sylvan Room

4:30 pm – 5:30 pm

BEST PAPER PRESENTATION

Dividend Policy for Firms with Negative Book Value of Equity

Richard Paul Hauser

Richard Paul Hauser

This paper investigates whether negative book equity firms have a dividend policy and whether that dividend policy is different from positive book equity firms. In most prior studies of dividend policy, firms with negative book equity (NBE) are specifically excluded from the data sample. NBE firms have been perceived to be financially distressed and insignificant. However, recent studies of NBE firms by Jan and Ou (2012), Ang (2015), and Luo, Liu, and Tripathy (2021) find evidence that the percentage and frequency of NBE firms is increasing, and a portion of NBE firms are financially and operationally healthy, which suggests that some NBE firms potentially have a dividend policy. Based on analysis of the summary statistics and logit regressions, this investigation of the 2020 NBE dividend paying firms indicates that the negative book equity (NBE) dividend payers have the same firm characteristics as positive book equity (PBE) dividend paying firms. This study shows that the 2020 NBE dividend payers are larger, more profitable, older, and have higher earned capital - identical to the prior research of positive book equity (PBE) dividend payers. Moreover, logit regression analysis of NBE dividend growing firms indicates that the same characteristics [larger market equity size, higher profitability, and lower volatility] that increase the probability of being a PBE dividend growing firm also increase the probability of an NBE dividend paying firm growing the dividend in 2020.

Session 22: Sylvan Room

9:15 am – 10:15 am

ACCOUNTING / TAX

Session Chair: *Mark Nickerson, State University of New York at Fredonia*

The Needed Increase of Sales Tax Bases for State Sustainability

Andrew Junikiewicz

Albright College

The purpose of this presentation is to discuss the numerous sales tax bases that states have imposed to increase their revenue for their sustainability. Sales taxes are an important and vital revenue base for states to manage their ever-increasing budgets, while trying not to impose an increase in their individual or corporate income taxes. Generally, increasing the individual and corporate tax bases tends to lead to political consequences as well as citizens and companies departing from the state revenue base. This research provides the numerous sales tax bases that states have accepted to increase their revenue base as well as the impact this revenue base has compared to the corporate and individual taxes collected.

The Gift That Keeps on Giving: The Volunteer Income Tax Assistance VITA and Social Learning

Qiongyao Zhang
Chenchen Huang
Marsha Huber
Raymond Shaffer

Robert Morris University
Carlow University
Institute of Management Accountants
Youngstown State University

Researchers collected longitudinal data to measure the social learning aspects of the IRS-sponsored Volunteer Income Tax Assistance (VITA) program. VITA helps low-income taxpayers prepare and electronically file (e-file) their tax returns. Trained volunteers prepare about 3.2 million returns each year. This study investigates the long-lasting benefits that VITA clients gain beyond the free tax preparation service. Social learning theory suggests that individuals observe and mimic others' social behavior as they learn. Based on 1,522 surveys collected at one VITA site from 2011 to 2016, we observed significant differences between first-time and returning clients. Returning VITA clients are more likely to understand what e-file means and to use the service. Returning VITA clients also showed greater financial literacy, more likely to have a retirement account, use credit cards, and own a home. The researchers hypothesize that returning VITA clients gain tax and finance knowledge through social contact with the volunteers that prepare their tax returns. This preliminary finding suggests that VITA programs provide an important social learning opportunity for low-income taxpayers.

The Changing Audit Environment: Reflections on the Auditing Curriculum and Textbooks

Y. Bora Senyigit

King's College

The auditing profession is currently striving and promoting the use of data analytics and digital technologies significantly. COVID-19 has accelerated this transition toward new ways of operating. As data analytics and digital technologies have become central to the audit process, the auditing curriculum and textbooks have been changed to adapt themselves to a fast-evolving audit world. The purpose of this study is to contribute to the discussion on whether the changes in the audit environment are reflected in the curriculum and textbooks. We first explain the major changes in the audit environment such as changes in the use of data analytics and digital technologies. After that, we conduct a content analysis of the auditing curriculum and textbooks at the AACSB accredited institutions. Based on our analysis, we make suggestions to improve the auditing curriculum and textbooks in line with the changes in the audit practice. We consider this paper to be of particular interest to audit educators and textbook publishers.

PEDAGOGY

Session Chair: Anthony Rodi, University of Pittsburgh

The Relation Between Social Media and Students' Academic Performance in United State Higher Education: A Mixed-Method Study

Abdulaziz Y Bahha

Lander University

The purpose of this mixed-method study is to examine the relationship between social networking by students and the enhancement of learning of business and management students in institutions of higher education of the US. The researcher conducted a literature review while proposing this topic for the dissertation. During the literature review, it is found that there was a significant research gap in the literature regarding the impact of social networks on the business management skills of students despite the fact that educational institutes in the US were rapidly implementing those networks. A large number of educational institutes have implemented social networks. Still, not much research has been conducted regarding the impact of these networks on the professional development and management skills of business students. Therefore, after identifying this research gap, the researcher is proposing to fill this research gap by conducting a primary study analyzing the impact of social networks on the management skills of students.

Understanding Student Learning and Opinions Using Different Teaching Modalities

Kuan-pin Chiang

Central Connecticut State
University

The COVID-19 pandemic has become a global health issue and has forced higher education institutions to adapt to different course delivery methods. Teaching modalities such as online (synchronous or asynchronous) and HyFlex have been introduced. To understand learning effectiveness and students' opinions of teaching modalities, this study analyzes data and presents results from four sections of an undergraduate marketing course, two face-to-face prior to the pandemic, one taught online asynchronously and the other with HyFlex.

Cyber Ethics Education Accelerator Grant Activities

Anthony Rodi
Jennifer Petrie-Wyman

University of Pittsburgh
University of Pittsburgh

The grant funded collaborative partnership between the Katz Graduate School of Business, College of Business Administration, School of Education, and additional partners have developed a project aimed at supporting cyber ethics education in K-12 education in Western Pennsylvania in the form of a Cyber Ethics Education Accelerator. The objective of this project intends to improve the pipeline of underserved students entering the cyber workforce and expand the abilities of existing K-12 teachers to be more prepared, skilled, and agile in cyber ethics to support and amplify student interest

and excellence in cyber education. An interdisciplinary focus to cyber ethics education is required as the cyber workforce spans across business, the public sector, and STEM industries. In addition, the project aims to support (1) student and teacher in-person or virtual workshops targeting cyber ethics education awareness and skill development and (2) provide a gap analysis to survey the specific cyber ethics needs of K-12 students in underserved schools in Western Pennsylvania. This paper reflects on the outcomes and successes of the partnership project on K-12 educator cyber awareness. Core topics in the 3-part training will include: cyber security and privacy, the ethics of cyber-use (especially on youth), cyber justice, and the humanity in cyber.

Session 24: Holmes / Foster

9:15 am – 10:15 am

FINANCE

***Session Chair:** Richard Paul Hauser, Gannon University*

The Search For Alpha And The Public Firm Response

James Bulsiewicz
Xiaohui Yang
Karen C. Denning
E. James Cowan

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

Financial theory indicates that idiosyncratic risk may be important to investors that hold under-diversified portfolios. We investigate this issue by looking at hedge fund activism and target firm returns. We find that changes in idiosyncratic risk have an asymmetrical relation within positive and negative abnormal return samples. Changes in idiosyncratic risk have positive relation within target firms with positive abnormal returns and a negative relation within negative abnormal return target firms.

Gender Gap In Access To Credit For Small Enterprises

Victoria Geyfman
Alexandra M. Papageorgiou

Bloomsburg University
Citigroup

Small businesses continue to play a major role in the US economy. Whether a business is woman-owned, man-owned, or equally-owned, having access to capital is essential to support daily operations of small enterprises and to ensure their long-term viability. According to Small Business Credit Surveys (SBCS) conducted by the Federal Reserve, bank credit accounts for almost half of all financing for small businesses. This paper examines the disparities in access to small business credit based on the owner's gender. While both men- and women-owned businesses apply for bank credit at a similar rate, the data reveals that women-owned businesses experience higher barriers to access and face more financial challenges compared to their male counterparts. We found that on average, loan applications from women-owned businesses are less likely to be approved. Additionally, there are notable gender differences in the likelihood of approval for the full amount of funding requested. These findings suggest a possible gender gap in access to credit. The paper discusses the implication of these results and proposes policy recommendations.

The New Revenue Recognition Standard and The Stock Price Reaction

Tibebe A Assefa
Sunando Sengupta
Satina Williams

Bowie State University
Bowie State University
Bowie State University

This paper investigates whether abnormal returns exist around the announcement of changes in accounting principles (The New Revenue Recognition Standard (NRRS)). On May 28, 2014, The Financial Accounting Standards Board (FASB) and The International Accounting Standards Board (IASB) issued new guidance for companies recognizing revenue in contracts with customers. Accounting Standard Update (ASU) No. 2014-09, Revenue from Contracts with Customers (Topic 606). We analyzed the impact of the Announcement of the NRRS and the Stock Price Reaction. Earlier research has shown that announcement events related to stock-generated investor reactions tend to affect the stock prices of the companies that are involved in the transactions. Our sample consisted of the 30 Companies from The Dow Jones Industrial Average. We first identified the announcement or event date, which was on May 28, 2014 and then utilize the Event-Study methodology Eventus, from the Wharton Research Database (WRDS), to test for the presence of abnormal returns around the event dates. Our results showed a statistically significant of 4.32% Mean Cumulative Abnormal Returns (CAR) thirty days before the announcement. This indicated that Investors were optimistic about the announcement of NRRS. Investors felt that NRRS improved transparency and earnings in the Financial Statements and were willing to pay higher prices. On the contrary, the results showed a significant negative Cumulative Abnormal Return (CAR) of -0.29%, from 1 day before the announcement date up to the announcement date, which could be due market correction of the earlier up tick.

Session 25: Sylvan Room

10:30 am – 11:30 am

HEALTHCARE ADMINISTRATION

Session Chair: *Natalie Dick, Slippery Rock University of Pennsylvania*

Access to Maternity and Obstetric Care in Rural Pennsylvania

David Doorn
Sharon Dejoy

West Chester University
West Chester University

In this paper we assess current and projected access to quality maternity care in the rural counties of Pennsylvania. Such access is a critical component of positive birth outcomes, particularly in rural areas where multiple barriers to such services often exist. In making this assessment we do a supply and demand analysis of current and projected future needs and whether or not they are being met and are likely to continue to be met by particular medical service providers in the specialties that pertain. In conducting the analysis, we make use of federal and state level data that is publicly available and look at the county distributions across the rural areas of Pennsylvania. Our findings indicate areas of concern with respect to access to quality maternity care in rural Pennsylvania that policy makers

should take into consideration going forward. We also offer suggestions in this regard. This work is funded by the Center for Rural Pennsylvania.

Property Line Disputes: Adverse Possession Versus Consentable Boundary Line

John G. Eichlin
Frank Shepard

Clarion University
Clarion University

Commonly understood methods of acquiring ownership of real estate are by contract, inheritance or devise and gift. Additional methods, and perhaps not so commonly understood, are by adverse possession and consentable boundary line. These latter two methods will be herein defined, compared and contrasted. The emergence of consentable boundary lines as a more common legal remedy for acquiring ownership of property, will also be illustrated, and explored in light of recent Pennsylvania Appellate Court decisions.

Staff Perceptions of LGBTQ+ Resident Needs in Nursing Facilities

Natalie Dick
Jana Asher

Slippery Rock University
Slippery Rock University

The importance of LGBTQ+ concerns in long-term care are well-documented. In a seminal study, the American Association of Retired Persons (AARP) (2018) found that many elders worry about discrimination in long-term care. In addition, 88% of survey respondents said they would feel more comfortable in long term care settings if caregivers were trained specifically on the needs of LGBTQ+ persons. While the need for a competent workforce has been established, the question of whether long-term care staff are prepared to care for LGBTQ+ residents remain unanswered. This study seeks to address this gap in the literature by identifying long-term care staff experiences with and perceptions of LGBTQ+ resident needs through the development of a survey instrument and analysis of survey results.

Session 26: Willow Room

10:30 am – 11:30 am

MANAGEMENT

Session Chair: *Qiongyao Zhang, Robert Morris University*

Understanding Millennials Regarding Online Versus in Store Grocery Shopping Preferences

Timothy L. Schauer

University of Lynchburg

Grocery shopping has changed in significant ways over the last 150 years. For example, 100 years ago, service counters gave way to grocery aisles and shopping baskets (not yet with wheels) – all with the goal of allowing customers to choose their own items (Strasser, 1989). Within the last decade, large U.S. supermarkets, like Kroger, Walmart, and Safeway have rolled out online stores (Perez, 2015). However, in 2017, when the Internet-based giant, Amazon, acquired Whole Foods and developed the Amazon Go concept store, the

march toward online only sales came into question. The purpose of this research is to attempt to understand the preferences associated with Millennials regarding online versus instore grocery shopping preferences. This paper provides the following contributions. First, it extends research on grocery shopper preferences regarding online and in-store environments. Second, the findings provide a deeper understanding into the mindset of individuals that are currently utilizing online and in-store purchasing channels. Finally, it provides initial evidence on the relative importance of online and in-store characteristics.

The Determinants and Evolution of Corporate Ownership Structure: Evidence from Spinoffs

Thuy Bui

Slippery Rock University

This paper examines the determinants of ownership structure from a sample of corporate spinoffs. Spinoff offers an interesting empirical design to study corporate ownership because following the pro-rata distribution of shares from the new publicly traded spunoff firm to existing parent shareholders, both parent and spunoff firms have an identical ownership structure. By tracking the evolution of ownership structures over 10 years of these two sets of firms that start at the same point, I find that firms adjust their ownership structures over time to fit their firm characteristics. More specifically, larger firms with high leverage, low free cash flow, high tangibility, and low research and development expenses (R&D) tend to have lower managerial ownership. Larger firms with low leverage often have higher level of institutional ownership.

Does A Private School Education Have Premiums in the Corporate Executive Labor Market Evidence from Fortune 500 Chief Executive Officers CEOs

Qiongyao Zhang

Robert Morris University

This paper examines whether a private-school education has premiums over a public-school education in the US corporate executive labor market. It is hypothesized that private colleges and universities provide greater opportunities for moral development and networking for future business leaders than their public counterparts. Superior networking and higher ethical standards are rewarded in the executive labor market. Thus, CEOs who received education at a private institute will obtain more compensation than CEOs who were educated at a public institute. The empirical results suggest that Fortune 500 CEOs with a private education receive a compensation premium. In addition, Fortune 500 companies managed by privately educated CEOs generate better financial results and issue fewer accounting restatements.

Session 27: Holmes / Foster

10:30 am – 11:30 am

SUPPLY CHAIN / CRYPTOCURRENCY

Session Chair: Azene Zenebe, *Bowie State University*

Examine the National Innovation and Imitation Behaviors on Sedan Sales With Socioeconomic And Culture Characteristics

Gary Chao

Kutztown University

Application of the product diffusion pattern learned from the home market could help a business to foresee the spread of a new product throughout the life cycle in another countries. However, it is not a smart idea to copy the same diffusion pattern to other countries directly. The diffusion pattern needs to be articulated and customized based on each country unique characteristics. We employ Bass diffusion model to find the national innovation and imitation behaviors based on more than 30+ annual sedan sales for 23 countries. We find the national innovation is negatively proportional to national imitation among countries. We try to decrypt the national innovation and imitation based on the variables in the Global Enabling Trade Report, the Global Competitiveness Report and Hofstede's dimensions of culture. We find infrastructure, marketing efficiency, financial market, transport service, and indulgence could depict national innovation and imitation with statistical significance.

An Integrated Architecture Framework for eGovernment Implementation in the Gambia

Abdou Karim Jallow
Yuchen Zhang

Slippery Rock University
Slippery Rock University

The public service operations in The Gambia rely heavily on the use of manual processes and laborious paperwork, which creates inefficiencies and ineffectiveness of government service delivery. The use of e-Government tools has emerged as a solution. An e-Government program was initiated to ensure government agencies to be wholly connected and integrated for online service delivery through a secure seamless and comprehensive e-Government interface. However, despite early efforts, the implementation of the e-government has been challenging. A known factor for this is the lack of a well-defined and overarching integrated implementation framework. The aim of this research was to investigate and develop an integrated framework as a guide for e-Government implementation. Qualitative research methods were used to collect data. Initially, a three-day workshop was held, which was followed by semi-structured interviews and questionnaires. Thematic analysis was used to analyze the data. Based on the results, an integrated framework was developed around three critical factors, namely: policies, technological and organizational. A validation of the framework was carried out, which indicated that it encompasses the required elements, and if followed will serve as useful guide for successful e-Government implementation. The research highlights the implications of the context for the design and implementation of e-government in developing economies. It will contribute to knowledge to both academia, industry, and government in enterprise architecture, and e-government design and implementation. The research will also provide an opportunity to investigate the applicability of tools such as case management, process automation, service-oriented computing and blockchain in e-government.

Infusion of Data Science and Analytics in Undergraduate Education and Research

Latanya Brown-Robertson
Azene Zenebe
Tyesha Nicole Burks
Augustin Ntembe

Bowie State University
Bowie State University
Bowie State University
Bowie State University

Big data and analytics are becoming ubiquitous, as a result, more and more employers are requiring graduates to have foundational knowledge and skills in the application of data science and analytics (DSA) method, process, techniques and tools. Many disciplines such as economics, chemistry, biology, psychology, and health sciences are highly data-driven; thus infusing data science and analytics contents into these disciplines will provide students with the skills and knowledge to collect, extract, clean, integrate and analyze complex data and provide solutions to discipline-specific problems. The paper presents the outcomes of the research that include a multidisciplinary and competence-based Data Science and Analytics Infusion Framework, outcomes of development of modules and outcomes of the delivery of modules and their assessments in several undergraduate courses across the campus, outcomes from engaging undergraduate students in DSA research, and outcomes from the activities of DSA faculty learning community (FLC).

Session 28: Sylvan Room

1:00 pm – 2:00 pm

TECHNOLOGY / ECONOMICS

***Session Chair:** Abhishek Tripathi, The College of New Jersey*

Cultural Heritage Institutions after Covid19: from Digitization to Digitalization

Gerard Martorell

Lock Haven University

This is a case study research of different cultural heritage institutions around the world observing their transformation from digitization to digitalization. When Covid hit, cultural heritage institutions were forced to use digital tools to continue working and offering their services. This is called digitization. But the pandemic has changed the paradigm of cultural consumption. The cultural heritage institutions are now thinking about the need to leap into the digitalization realm. In other words, to transform, to embrace the ability of digital technology to establish new trends and propose their service in the new environment. The aim of this manuscript is to highlight how this evolution has been carried out at different Cultural Heritage Organizations of different typologies. The methodology has been exploratory, using in-depth interviews at a few institutions on three continents. The structure of the comparison is based on presenting each one of them; identifying the pre-pandemic degree of used technology by each institution; explaining the changes introduced during the pandemic, and what are the post-pandemic evolution they are aiming at.

Yelp Recommendation Algorithm Using PAM Clustering of Restaurants

Abhishek Tripathi

Vianna Fagel

Michell Lin

Krishnakumar Divakaran

Stayton Ely

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Penn State University

In a world where technological advancements and big data are expanding at a tremendous rate, it is essential for businesses to consider how to embrace all that they have to offer. User-Generated Media (UGM) provides industries with a wealth of User-Generated Content (UGC), and equipped with machine learning algorithms, UGC helps companies make informed business decisions. The ability to predict and assist a user's restaurant selection based on the individual's past likes/dislikes would be of great interest to the user community and business establishments. If the predictions are computed based on the various categories of a business, it would be even more attractive to the community. This paper presented an algorithm using the business, reviews, and user datasets from Yelp. We adopted Partitioning Around Medoid (PAM) clustering, a cluster analysis, on the features present in these datasets to cluster the restaurants with similar features, identify the cluster in which a user expresses a high affinity, and finally suggest a restaurant for the user which he/she has never been to or rated before.

Exempting Agents from Any Burden Sharing: A Lab-Experimental Study on The Distribution of a Monetary Loss

Wulf Gaertner

Yi Li

University of Osnabrueck

Slippery Rock University

We present findings of an experimental study of negotiations over the share of a monetary loss. Groups of four agents with differing initial endowments must unanimously agree on the contribution that each member is expected to make so that a financial loss imposed on the group is covered. Two types of proposals are of particular interest: Either the agent with the lowest endowment or the agents with the lowest and second lowest endowment are to be exempted from any monetary contribution. We find that exempting at least one agent from any loss arises in more than 60 percent of all proposals. We consider two different treatments in case of no agreement among the group members. We relate these treatments to a third type of proposal that we call "other exemptions" and discuss our findings there particularly under the aspect of gender difference.

Session 29: Willow Room

1:00 pm – 2:00 pm

FINANCE / ECONOMICS

Session Chair: *So-Jin Yu, State University of New York at Fredonia*

Role of Blockchain-Based Smart Contracts in NGO Accountability: A Case Study of Social Impact Bonds in Korea

So-Jin Yu
Jae-hoon Kwak

State University of New York at
Fredonia
Pan-Impact Korea LLC.

We explore how and why social impact bonds (SIB) can help the service providers, and non-governmental organizations (NGO), strengthen upward accountability and improve their performance by considering Korea's first SIB project in Seoul from 2018 to 2020. The first Seoul SIB is a pay-for-success contract to improve social problems such as educational development for children with borderline intellectual functioning. Private investors have supported the SIB project for years, while it was supposed to be a social welfare initiative operated by the government. The Seoul Metropolitan Government pays out the principal amount and interest upon project success, effectively becoming an outcome-based finance provider. An NGO service provider, provides beneficiaries with educational development services. Independent evaluators assesses whether both the intellectual function and sociality of children with BIF improves, meeting or exceeding the intended target. An intermediary organization is a communication channel among these participants and operates the SIB project smoothly. We find that the service provider could strengthen upward accountability in the following ways. For upward accountability, the service provider delegates its responsibility around smooth and transparent operation to the intermediary organization, preferring to focus on delivering better services to beneficiaries directly. Further, block-chain based smart contracts initiated by the intermediary could enhance transparency, liquidity, and simplicity of information and ownership transfer among investors, and among all participants. We believe that the intermediary organization plays a pivotal role in improving the service provider's performance and accountability by assisting it in taking full responsibility for investors.

Analysis of COVID-19 Cases by Economic Health Education and Race Indicators of Communities

Azene Zenebe
Nega Lakew
Latanya Brown-Robertson

Bowie State University
Bowie State University
Bowie State University

COVID-19 has been sweeping our globe. To keep track of all tests, positive cases, hospitalizations, and casualties, researchers use data repository to collect, manage, and store data sets for data analytics. This research tries to find out how Covid-19 is affecting communities by their economic status as measured by household income, poverty status, economic vulnerability level, race, and other economic and health indicators. The working hypotheses are that the communities with majority people of color are more likely to have prominent cases of Covid-19 because of a high poverty rate, lack of education, and a high number of people without health insurance. The research used the Cross Industry Standard Process for Data Mining (CRISP-DM) methodology to gather, clean, and integrate data from several sources, and then assess, design, and develop interactive data analytic results in dashboard on public cloud. The analytics results reveal that the hypotheses are supported. Furthermore, a predicative model for extent of COVID-19 cases in a community is developed using machine learning techniques.

Session 30: Holmes / Foster

1:00 pm – 2:00 pm

SPORTS MANAGEMENT / MANAGEMENT / DISRUPTIONS

Session Chair: Ronald Dick, Duquesne University

The Effects of COVID on the Attendance of Pittsburgh Pirates Ticket Holders Prior to the Home Opener 2021

Ronald Dick
Natalie Dick

Duquesne University
Slippery Rock University

This study examines consumer perceptions of COVID-19 mitigating factors and MLB ballpark attendance, based on a survey of 300 fans in March 2021. Survey results indicate preferences related to prevention methods such as temperature checks at entrance, mask requirements, hand sanitizing stations. These preferences, in addition to COVID-19 vaccine status, gender and age were compared to home-game attendance intentions and ticket pricing preferences. Analysis of survey data elucidated key concerns related to COVID-19 exposure by age and gender. The results of this study demonstrate important factors for marketing of MLB home games during a public health crisis, such as the COVID-19 pandemic.

A Longitudinal Exploration of our Definition of Leadership

Patrick M Mulvihill
Dennis Frketich

Point Park University
Indiana University of
Pennsylvania

The purpose of our longitudinal study is to illuminate the definition of leadership as understood by degree seeking students enrolled in undergraduate and graduate programs within institutions of higher education as well as professionals within industry. To date, our ongoing analysis is demonstrating that individuals, when asked, root their definitions within characteristics or formal roles rather than illuminating the relationship between leaders and followers that underpins much of the seminal work related to leadership theory (Cox, 2017; Johns & Moser, 1989; Senge, 2005). The researchers agree with the literature that demonstrates a correlation between a set of characteristics, when present, often results in great leadership. Absent from participant responses are two key ideas. The first, the realization that we have shifted our leadership paradigms away from relationship-based models. Secondly, the idea that the intensity of these characteristics is directly correlated to the strength of the relationships of the individuals involved. These findings will play a key role as many organizations seek to find a way forward amid an incredibly dynamic global marketplace. The vision for this session will be to present the emerging trends from data collected over the last four years, and to welcome insight into how we as practitioners within each of our respective disciplines can integrated the findings into our curriculum.

Student Adjustment in Remote Learning during Covid19

Abhishek Tripathi
Sunita Ahlawat

The College of New Jersey
The College of New Jersey

The Covid-19 pandemic has changed the educational experience of millions of students, perhaps permanently. Schools and Colleges worldwide were shut down and had to shift to a remote learning mode quickly. This unplanned, rapid move to online learning has changed both students' and teachers' education and work lives. Although the concept of online education is around for quite a long time and most educational institutes have the well-placed infrastructure to impart a good quality online education, the Covid-19 pandemic forced to switch the entire institutional infrastructure online overnight. The previous research about whether academic institutions have the IT infrastructure to support a quality online education or whether students may adopt the online educational environment may not have the same implications as suggested in the past research. The unique challenge posed by the Covid-19 on the way online education is delivered warrants research to understand various factors to assess how well students are adjusting to the remote learning environment. Based on the preliminary literature review, there are no existing scales for measuring students' adjustment that they experience when present in an online learning environment in the context of pandemic outbreak. This research attempts to fill that gap and enhance our understanding of the students' adjustment by first developing a valid and reliable measure and measuring undergraduate students' perceived adjustment.

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