

HEATHER S. MCMILLAN, PhD, MBA, PHR

Tenure-Track Assistant Professor  
Department of Management & Marketing  
PhD in Management – The University of Tennessee: 2011  
Primary Teaching Area: Human Resource Management

Academically Qualified: Dr. Heather S. McMillan's academic preparation, scholarly work and intellectual activities support the faculty's judgment that Dr. Heather S. McMillan is academically qualified under AACSB accreditation standards.

## INTELLECTUAL CONTRIBUTIONS

### I. DISCIPLINE BASED RESEARCH

#### Publications in National Refereed Discipline Based Journals

- 2011 McMillan, H.S. "Examining the relationship between work/life conflict and life satisfaction in executives: The role of problem-focused coping techniques," PhD diss., University of Tennessee, 2011.
- 2011 McMillan, H.S., Morris, M.L., Atchley, E.K., "Constructs of the work/life interface and their importance to HRD," *Human Resource Development Review*, Vol. 10, No. 1, pp 6-25.
- 2011 Morris, M.L., McMillan, H.S., Duncan, S.F., & Larson, J.H., "Who will attend? Characteristics of couples and individuals in marriage education," *Marriage and Family Review*, Vol. 47, No. 1, pp 1-22.
- 2009 Gilley, A., Gilley, J.W., & McMillan, H.S., (2009) "Organizational change: Motivation, communication, and leadership effectiveness," *Performance Improvement Quarterly*, Vol. 21, No. 4, pp 75-94.
- 2009 Gilley, A., McMillan, H.S., & Gilley, J.W., (2009) "Organizational change and characteristics of leadership effectiveness," *Journal of Leadership and Organizational Studies*, Vol. 16, No. 1, pp. 38-47.
- 2009 Morris, M.L., Storberg-Walker, J., & McMillan, H.S., (2009), "Developing an OD-intervention metric system with the use of applied theory-building methodology: A work/life intervention example," *Human Resource Development Quarterly*, Vol. 20, No. 4, pp. 419-450.

#### Publications in National Refereed Discipline Based Proceedings

- 2011 Auer, D.M., McMillan, H.S., & Heischmidt, K. (2011). "Are electronic medical records systems helping to increase productivity?" In A. Mukherjee (Ed.), *Proceedings of the Business and Health Administration Association* (pp. 176-186). Business and Health Administration Association.

- 2010 Lim, D.H., Morris, M.L., & McMillan, H.S., (2010). "Construct validation of a Korean version of the Work-family Conflict Scale," in J. Storberg-Walker, C.M. Graham, & K.M. Dirani (Eds.), *Proceedings of the 2010 Academy of Human Resource Development International Research Conference in the Americas* (No. 36-2, pp. 1367-1392). Academy of Human Resource Development.
- 2009 Gordon, P.J., Heischmidt, K.A., Sterrett, J.L. & McMillan, H.S., (2009) "Internationalizing the business program: One college's approach," in P. Gordon & M. Kunz (Eds.), *Marketing Management Association 2009 Educators' Conference proceedings* (pp. 133-138). Marketing Management Association.
- 2009 Morris, M.L., McMillan, H.S., Heames, J.T., (2009), "Examining the strategic impact of work/life initiatives: Individual and organizational performance," In T. Chermack (Ed.), *Proceedings of the 2009 Academy of Human Resource Development International Research Conference in the Americas* (No. 49-2, pp. 2950 - 2979), Academy of Human Resource Development.
- 2009 Morris, M.L., McMillan, H.S., Storberg-Walker, J., (2009) "Developing an OD intervention metric system using applied theory building methodology: A work/life intervention example," in T. Chermack (Ed.), *Proceedings of the 2009 Academy of Human Resource Development International Research Conference in the Americas*, (No. 39-2, pp. 2298 - 2356), Academy of Human Resource Development.
- 2008 McMillan, H.S., Morris, M.L. & Atchley, E.K., (2008) "Constructs of the work/life interface and their importance to HRD," in T. Chermack (Ed.), *Proceedings of the 2008 Academy of Human Resource Development International Research Conference in the Americas*, (No. 9-1, pp. 217-224), Academy for Human Resource Development.
- 2007 McMillan, H.S. & Morris, M.L., (2007) "Demographic correlates in occupational stress compensable injuries," in F. Nafuhko (Ed.), *Proceedings of the 2007 Academy of Human Resource Development Conference* (No. 41-2, pp. 925-932), Academy of Human Resource Development.

#### Publications in Regional Refereed Discipline Based Proceedings

- 2008 Gilley, A., Gilley, J.W., & McMillan, H.S., (2008) "Organizational change and characteristics of leadership effectiveness: A comparative study," in C. Sutton (Ed.), *Proceedings of the 2008 Midwest Academy of Management* (pp. 1-19). Midwest Academy of Management.
- 2006 McMillan, H.S., & Morris, M.L., (2006) "The work/life business case: Building a metric system," in E. Weatherly (Ed.), *Proceedings of the 2006 Southern Management Association* (pp. 396-401). Southern Management Association.

#### Presentations at Discipline Based National Conferences

- 2008 Morris, M.L., & McMillan, H.S., (2008) "The Strategic Impact of Work/Family Initiatives: Implications for Family Life Educators," presented at the 2008 National Council on Family Relations Conference, Little Rock, AK.

- 2006 McMillan, H.S., Mathews, K.D., Martin, A.B., Arms, K.P., & Morris, M.L., (2006) “Striving toward balance: A survey of work/life perceptions and initiatives,” presented at the 2006 National Council on Family Relations Conference, Minneapolis, MN.
- 2006 McMillan, H.S., & Morris, M.L., (2006) “The work/life business case: Building a metric system,” presented at the Brigham Young University Families and Work Research Conference, Provo, UT.

Presentations at Discipline Based Regional Conferences

- 2008 Morris, M.L., McMillan, H.S. & Heames, J.T., (2008) “The hard evidence: The strategic impact of work/life initiatives on key performance indicators,” presented at the 2008 Southern Management Association Conference, St. Petersburg Beach, FL.

## II. CONTRIBUTIONS TO PRACTICE

Chapters in Professional or Trade Books

- 2009 Brinkman, L.S., McMillan, H.S. & Morris, M.L., (2009) “HR Metrics,” in A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *Praeger Handbook of Human Resource Management*. Santa Barbara, CA: Praeger Publishers.
- 2009 McMillan, H.S., (2009) “Comparable Worth,” in A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *Praeger Handbook of Human Resource Management*. Santa Barbara, CA: Praeger Publishers.
- 2009 McMillan, H.S., (2009) “Record Retention Laws,” in A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *Praeger Handbook of Human Resource Management*. Santa Barbara, CA: Praeger Publishers.
- 2009 McMillan, H.S., (2009) “Separation Agreements,” in A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *Praeger Handbook of Human Resource Management*. Santa Barbara, CA: Praeger Publishers.
- 2009 McMillan, H.S., & Brinkman, L.S., (2009) “Work/Life Balance,” in A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *Praeger Handbook of Human Resource Management*. Santa Barbara, CA: Praeger Publishers.

Professional Presentations

- 2010 McMillan, H.S. (2010, November 11) “Work/life Balance: It’s not just for Mommies anymore!” Alpha Kappa Psi, Zeta Omicron Chapter, Cape Girardeau, Missouri.
- 2010 McMillan, H.S. (2010, June 11) “CAPE: Consciously Adapting for Personal Excellence through Work/Life Balance.” Missouri Division International Association of Administrative Professionals, Cape Girardeau, MO.
- 2010 McMillan, H.S. (Presented by Dickson, K.) (2010, March 29). “Federal and State Human Resource Laws and Strategies Workshop” Center for Innovation and Entrepreneurship. Cape Girardeau, Missouri.

- 2008 Fluegge Woolf, E.R., & McMillan, H.S., (2008, October 16) "Gender differences in body language," WAVE Committee – Procter and Gamble. Cape Girardeau, Missouri.
- 2005 Morris, M.L., & McMillan, H.S., (2005) "The business case for work/life initiatives," Institute of Management Accountants. Knoxville, Tennessee.

## **INTELLECTUAL AND FACULTY DEVELOPMENT ACTIVITIES**

### **I. MANUSCRIPT REVIEWS**

In Press

- 2011 McMillan, H.S., & Morris, M.L., "Examining the relationship between work/life conflict and life satisfaction in executives: The role of problem-solving coping," under review for 2011 Southern Management Association Conference.
- 2011 Morris, M.L., Heames, J.T., & McMillan, H.S. (co-second authors), "Human resource executives' perceptions and measurement of the strategic impact of work/life initiatives," under review in Human Resource Development Quarterly.

Under Review

- 2011 Lim, D.H., Morris, M.L., & McMillan, H.S., "Construct validation of a Korean version of the Work-family Conflict Scale," under second review in Human Resource Development Quarterly.

### **II. WORKING PAPERS**

Discipline Based Research

- 2011 McMillan, H.S. "Book Review: *Helping faculty find work-life balance*," (working title). Invited piece for Human Resource Development Quarterly.
- 2011 McMillan, H.S., Morris, M.L. & Ladd, R.T. "A re-evaluation of Carlson, et al.'s Multi-dimensional Work-family Conflict Scale" (working title). Targeted for Journal of Vocational Behavior.
- 2011 McMillan, H.S., Morris, M.L., & Ladd, R.T. "Examining the Relationship between Work/Life Conflict and Life Satisfaction in Executives: The Role of Problem-Focused Coping Techniques." Targeted for Journal of Vocational Behavior.

### III. OTHER

#### Academic and Professional Conferences, Workshops, etc.

##### Conference Roles

- 2011 Reviewer, 2011 *Southern Management Association Conference*.
- 2010 Reviewer, 2010 *Academy of Management Conference* for Human Resources and Organizational Behavior divisions
- 2009 Reviewer, *Proceedings of the 2010 Academy of Human Resource Development International Research Conference in the Americas*
- 2009 Reviewer, 2009 *Southern Management Association Conference*.
- 2008 Reviewer, *Proceedings of the 2009 Academy of Human Resource Development International Research Conference in the Americas*
- 2007 Reviewer, *Proceedings of the 2008 Academy of Human Resource Development International Research Conference in the Americas*
- 2007 Session Chair, 2007 *Academy of Management Conference*.
- 2007 Session Chair, 2007 *Southern Management Association Conference*
- 2007 Reviewer, 2007 *Southern Management Association Conference*.
- 2007 Reviewer, *Proceedings of the 2007 Academy of Human Resource Development International Conference*.
- 2006 Reviewer, 2006 *Southern Management Association Conference*.
- 2006 Discussant, 2006 *Southern Management Association Conference*.

##### Workshops or Seminars Attended

- 2011 Attended “Workplace Flexibility: From Bunk to Key Business Strategy” Webinar. Hosted by Families and Work Institute, April 26, 2011.
- 2011 Attended “Spring Human Resources and Management Conference” sponsored by SHRM of Southeast Missouri and Cape Area Personnel Administration, April 19, 2011.
- 2011 Attended one session of the Business, Research and Intellectual Development Seminar (BRAINS) in the Harrison College of Business.
- 2010 Attended “Pictures and Videos in the Public Domain,” a Technology Workshop sponsored by the University’s Center for Scholarship in Teaching and Learning, May 27, 2010.
- 2010 Attended Leadership Training Retreat sponsored by LaCroix United Methodist Church. Focus on Buckingham & Clifton’s Strengths development.
- 2010 Attended “The Changing Role of Human Resources: HR Competencies for a Changing Economy” Webinar. Hosted by Talent Management, January 26, 2010.
- 2010 Attended two sessions of the Business, Research and Intellectual Development Seminar (BRAINS) in the Harrison College of Business.
- 2009 Attended one session of the Business, Research and Intellectual Development Seminar (BRAINS) in the Harrison College of Business.

- 2009 Attended “Advanced Features of OIS Manager and SharePoint Designer,” a Summer 2009 Institute sponsored by the University’s Center for Scholarship in Teaching and Learning, May 21, 2009.
- 2008 Attended “Teaching in the Online Environment,” a Technology Workshop sponsored by the University’s Center for Scholarship in Teaching and Learning, May 14, 2008.
- 2008 Attended “Sexual Harassment Prevention - Faculty,” sponsored by the University’s Human Resource Department, October 9, 2008.
- 2008 Attended three sessions of the Business, Research and Intellectual Development Seminar (BRAINS) in the Harrison College of Business
- 2008 Attended “Teaching Enhancement Workshop (TEW),” sponsored by the University’s Center for Scholarship in Teaching and Learning, August 11-15, 2008.
- 2008 Attended “Course Web Site Design with Microsoft SharePoint Designer and OIS Manager,” a Summer 2008 Institute Workshop sponsored by the University’s Center for Scholarship in Teaching and Learning, May 19, 2008.
- 2008 Attended “Showcase,” a Summer 2008 Institute Workshop sponsored by the University’s Center for Scholarship in Teaching and Learning, May 14, 2008.

**Professional Activities**

- 2011 Member, Planning Committee, Global Leadership Summit Telecast, LaCroix United Methodist Church.
- 2011 Reviewer, Human Resource Development Review.
- 2010 Statistical Consultant (paid) to Spencer Holt, San Francisco, CA.
- 2010 HR Consultant (unpaid) to Cape Girardeau, MO, Department of Education
- 2010 HR Consultant (unpaid) to Executive Committee, Cape Area Habitat for Humanity
- 2009 HR Consultant (unpaid) to Cape Girardeau, MO, Department of Education
- 2009 HR Consultant (unpaid) to Exit Realty, Cape Girardeau, MO
- 2009 HR Consultant (unpaid) to Executive Committee, Cape Area Habitat for Humanity
- 2008 HR Consultant (unpaid) to Executive Committee, Cape Area Habitat for Humanity
- 2008 Conference Program Coordinator, *2008 Academy of Human Resource Development International Research Conference in the Americas*
- 2008 Assessor, Senior Executive, Physician’s Executive, and Aero-Space Executive MBA Programs: The University of Tennessee, Knoxville, TN.
- 2008 Assessor, Tennessee Assessment Center, Knoxville, TN.
- 2007 Conference Program Coordinator, *2007 Academy of Human Resource Development International Research Conference in the Americas*
- 2007 Assessor, Senior Executive, Physician’s Executive, and Aero-Space Executive MBA Programs: The University of Tennessee, Knoxville, TN.
- 2007 Assessor, Tennessee Assessment Center, Knoxville, TN.
- 2002-2005 Human Resource Manager, HealthSouth Rehabilitation Hospital, Kingsport, TN.

- 1998-2000 Compensation and Benefits Coordinator, Frontier Health, Johnson City, TN.
- 1997-1998 Job Placement Specialist, State of Tennessee Department of Health and Human Services.

**Other Service Activities**

- 2011 Academic Council Member (University-level committee)
- 2011 Academic Council Representative to Adhoc Faculty Handbook Committee (University-level committee)
- 2011 Faculty Senate Representative to University Wellness Committee (University-level committee)
- 2011 Alternate, Grievance Committee (University-level committee)
- 2011 Co-Chair, Masters of Science in Organizational Management Assurance of Learning Goals Committee (College-level committee)
- 2011 Chair, SHRM Curriculum Alignment Project (Department-level committee)
- 2011 Primary Advisor, HR Redhawks (Student Society for Human Resource Management Organization)
- 2011 Moderator, Redhawk Rumble (College sponsored student competition)
- 2010 Academic Council Member (University-level committee)
- 2010 Academic Council Representative to Adhoc Faculty Handbook Committee (University-level committee)
- 2010 Faculty Senate Representative to University Wellness Committee (University-level committee)
- 2010 Chair, SHRM Curriculum Alignment Project (Department-level committee)
- 2010 Primary Advisor, HR Redhawks (Student Society for Human Resource Management Organization)
- 2010 Moderator, Redhawk Rumble (College sponsored student competition)
- 2010 Member, Management Curriculum Planning Committee (Department-level committee)
- 2010 Department Representative, Show Me Days
- 2009 Academic Council Member (University-level committee)
- 2009 Co-Advisor, HR Redhawks (Student Society for Human Resource Management Organization)
- 2009 Moderator, Redhawk Rumble (College sponsored student competition)
- 2009 Chair, College Sabbatical Committee (College-level committee)
- 2009 Member, Management Curriculum Planning Committee (Department-level committee)
- 2009 Member, Management Minor Redesign Committee (Department-level committee)
- 2009 Member, Management Search Committee (Department-level committee)
- 2009 Department Representative, Harrison College of Business Academic Fair
- 2009 Department Representative, Show Me Days
- 2009 Co-Planner, Harrison College of Business Children's Christmas Party
- 2008 Member, College Sabbatical Committee (College-level committee)
- 2008 Co-chair, Steve Byrd Retirement Celebration (Department-level committee)
- 2008 Member, Management Search Committee (Department-level committee)

## **Professional Memberships**

Academy of Management  
Marketing Management Association  
Southern Management Association  
Society of Human Resource Management  
SHRM of Southeast Missouri

## **Honors & Awards**

- 2011 Recipient Student's Choice Award for Excellence in Teaching, Harrison College of Business.
- 2011 Business and Health Administration Association Best Paper Award in Healthcare Infomatics Track for Auer, D.M., McMillan, H.S., & Heischmidt, K., (2011). Are electronic medical records helping to increase productivity?
- 2010 Recipient Outstanding MBA Teaching Award, Harrison College of Business.
- 2010 Most read article in the Journal of Leadership and Organizational Studies for 2009 for Gilley, A., McMillan, H.S., & Gilley, J.W., (2009) Organizational change and characteristics of leadership effectiveness.
- 2010 Academy of Human Resource Development Cutting Edge Award (Top Ten Conference Paper) for Morris, M.L., McMillan, H.S., Heames, J.T., (2009). Examining the strategic impact of work/life initiatives: Individual and organizational performance.
- 2009 Recertified as Professional in Human Resource by Society for Human Resource Management
- 2008 Academy of Human Resource Development Cutting Edge Award (Top Ten Conference Paper) for McMillan, H.S., Morris, M.L., & Atchley, E.K. (2008). Constructs of the Work/life Interface and their Importance to HRD.
- 2008 Southern Management Association Paper Development Workshop (Top Ten Conference Paper) for Morris, M.L., McMillan, H.S. & Heames, J.T. The hard evidence: The strategic impact of work/life initiatives on key performance indicators.
- 2008 Chancellor's Citation for Excellence in Professional Promise, The University of Tennessee, Knoxville (only honoree in College of Business).
- 2007 Scholarly Activities Research Incentive Grant, The University of Tennessee.

## **IV. COURSES TAUGHT**

### **Southeast Missouri State University**

MG301: Principles of Management

MG356: Human Resource Management I

MG362: Management Skills

MG546: Acquiring and Compensating Talent (formerly MG446: Human Resource Management II)



## BA620: Quantitative & Qualitative Research Methods

### **Applied Research Projects Supervised**

- 2010 Danielle Auer – Are electronic medical records systems helping to increase productivity?
- 2010 Lee Clinton – Surveying respiratory care managers about beliefs and concerns of potential risk to respiratory therapists from second hand exposure to inhaled agents.
- 2010 Drew Kristal – Higher income upon graduation: A comparison of student-athletes and non-athletes.
- 2009 Taylor Burdin – Wall Street vs. Main Street: Why small businesses are losing the battle for young talent.
- 2009 Jennifer Kastan – Public school district’s search for a Human Resource Information Management system.
- 2008 Jennifer Benson – Work/life integration into the nursing organizational culture of a medium-sized Midwest hospital.

### **Applied Research Projects – Statistical Assistance Provided**

- 2011 Kevin Davie
- 2010 Scott Price
- 2010 Brian Burcham
- 2009 Christian Berens
- 2008 Jon Fox

### **Independent Studies Supervised**

- 2009 Bonnie Modglin – Review of “The Future of HRM”

### **Undergraduate Advising**

2011 – Fall	11 advisees
2011 – Summer	12 advisees
2011 – Spring	11 advisees
2010 – Fall	14 advisees
2010 – Summer	12 advisees
2010 – Spring	20 advisees
2009 – Fall	28 advisees
2009 – Summer	17 advisees
2009 – Spring	28 advisees
2008 – Fall	24 advisees

### **The University of Tennessee (2006)**

Training Program Evaluation

**East Tennessee State University (2002-2005)**  
Production and Operations Management  
Management Information Systems  
Written Organizational Communications

**VI. RESEARCH IN PROGRESS**

Discipline Based Research

Effects of parental work/life conflict on college-age children  
Interaction effects of conflict and enrichment for working professionals

Pedagogical Research

MBTI and team performance  
The impact of social style on academic performance in online and face-to-face students.

Contributions to Practice

Use of work/life initiatives in employee recruitment.  
Work/life initiatives as corporate marketing tools  
Overcoming negative perceptions to maximize recruiting efforts in small firms