

Fogelman College of Business and Economics  
University of Memphis

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**ACADEMIC POSITIONS**

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**University of Memphis**

Professor of Management and Free Enterprise Chair of Excellence (with tenure), 2020-  
Ph.D. Program Coordinator, 2021-

**Mississippi State University**

Associate Professor of Management and Nancy Allen Fellow (with tenure), 2015-2020  
Assistant Professor of Management, 2009-2015  
Ph.D. Program Coordinator, 2016-2020

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**EDUCATION**

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**University of Memphis**

Ph.D. in Business Administration-Management. 2009

**Arkansas State University**

Masters of Business Administration

**Henderson State University**

Bachelors of Business Administration

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**HONORS AND AWARDS**

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- Best Paper, *Midwest Academy of Management*, 2021
- Outstanding Reviewer, *Journal of Organizational Behavior*, 2021
- Best Division Paper Finalist, *Academy of Management (ODC Division)*, 2018
- Organization Development and Change Research Award, *Academy of Management*, 2016
- Outstanding College of Business Researcher, Mississippi State University, 2015
- Notable Scholar Award, College of Business, Mississippi State University, 2012-2014
- Best Division Paper, *Academy of Management (ODC Division)*, 2013
- Best Overall Paper, *Western Academy of Management*, 2013
- Best Paper Finalist, *Western Academy of Management*, 2013
- Best Paper in Track, *Southern Management Association*, 2012
- Best Paper in Track, *Southern Management Association*, 2011
- Best Paper, *Academy of Management (OB Division)*, 2011
- Best Paper, *Academy of Management Perspectives*, 2010
- Best Doctoral Paper in Track, *Southern Management Association*, 2009
- Outstanding Reviewer, *Southern Management Association*, 2009; 2011; 2012, 2020

1. Vardaman, J.M., Maher, L., Sterling, C., Allen, D., & \*Dhaenens, A. (2023). Collective friend group reactions to organizational change: A field theory approach. *Journal of Organizational Behavior*. <https://doi.org/10.1002/job/job.2706>.
2. \*Antin-Yates, V.M., Vardaman, J.M., & Chrisman, J.J. (2023). Social network research in family businesses: A review and integration. *Small Business Economics*, 60, 1323-1345. <https://doi.org/10.1007/s11187-022-00665-y>.
3. Vardaman, J.M., & \*Tabor, W.E. (2022). Crafting a retention strategy for your family business. *Harvard Business Review*. August 16. <https://hbr.org/2022/09/crafting-a-retention-strategy-for-your-family-business>
4. Vardaman, J.M., Markin, E., Penney, C.R., Marler, L., & McKee, D. (2022). Willing and able? The screening and adoption of habitual family venture opportunities. *Family Business Review*, 35(2), 126-135. <https://doi.org/10.1177/08944865211059467>
5. Vardaman, J.M. & \*Montague-Mfuni, M. (2021). Forced transgenerational succession: Insights from a South African family business. *Journal of Small Business Management*. <https://doi.org/10.1080/00472778.2021.1937634>
6. Carr, J.C., Vardaman, J.M. Marler, L.E., McLarty, B.D., & Blettner, D. (2021). Psychological antecedents of decision comprehensiveness and their relationship to decision quality and performance in family firms: An upper echelons perspective. *Family Business Review*, 34(1), 33-47. <https://doi.org/10.1177/0894486520917774>
7. Vardaman, J.M., Amis, J.M, Wright, P., & Dyson, B. (2021). Reframing childhood obesity: The role of community interests in change implementation failure. *Human Relations*, 74(2), 258-285. <https://doi.org/10.1177/0018726719899464>
8. \*Tabor, W.E., & Vardaman, J.M. (2020). Succession in family firms: The importance of non-family buy-in. *Harvard Business Review*, May 16. <https://hbr.org/2020/05/the-key-to-successful-succession-planning-for-family-businesses>
9. \*Tabor, W.E., & Vardaman, J.M. (2020). How family businesses can attract quality non-family employees. *Harvard Business Review*. February 4. <https://hbr.org/2020/02/how-family-businesses-can-attract-non-family-talent>
10. McLarty, B.D., Vardaman, J.M., & Barnett, T.R. (2019). Congruence and exchange: The influence of supervisors on employee performance in family firms. *Entrepreneurship Theory and Practice*, 43(2), 302-321. <https://doi.org/10.1177/1042258718796079>
11. Penney, C.R., Vardaman, J.M., Marler, L.E., & \*Antin-Yates, V. (2019). An image theory of strategic decision-making in family businesses. *Journal of Family Business Management*, 9(4), 451-467. <https://doi.org/10.1108/JFBM-05-2019-0032>
12. Vardaman, J.M, Allen, D.G., & \*Rogers, B.L. (2018). We are friends but are we family? Organizational identification and nonfamily employee turnover. *Entrepreneurship Theory and Practice*, 42(2), 290-309. <https://doi.org/10.1177/1042258717749235>
13. \*Tabor, W.E., Chrisman, J.J., Madison, K., & Vardaman, J.M. (2018). Nonfamily members in family firms: A review and future research agenda. *Family Business Review*, 31(1), 54-79. <https://doi.org/10.1177/0894486517734683>

14. \*Dhaenens, A.J., Marler, L.E., Vardaman, J.M., & Chrisman, J.J. (2018). Mentoring in family businesses: Toward an understanding of commitment outcomes. *Human Resource Management Review*, 28(1), 46-55. <https://doi.org/10.1016/j.hrmr.2017.05.005>
15. \*Rogers, B.L., Vardaman, J.M., Allen, D.G., Muslin, I.S., & Baskin, M.B. (2017). Turning up by turning over: The change of scenery effect in Major League Baseball. *Journal of Business and Psychology*, 32(5), 547-560. <https://doi.org/10.1007/s10869-016-9468-3>
16. Allen, D.G., & Vardaman, J.M. (2017). Recruitment and retention across cultures. *Annual Review of Organizational Psychology and Organizational Behavior*, 4(1), 153-181. <https://doi.org/10.1146/annurev-orgpsych-032516-113100>
17. Vardaman, J.M., Allen, D.G., Otondo, R.F., Hancock, J., Shore, L. & \*Rogers, B. (2016). Social comparisons and organizational support: Implications for retention and commitment. *Human Relations*, 69(7), 1493-1505. <https://doi.org/10.1177/0018726715619687>
18. Vardaman, J.M., Taylor, S.G., Allen, D.G., Gondo, M.B., & Amis, J.M. (2015). Translating intentions to behavior: The interaction of network structure and behavioral intentions in understanding employee turnover. *Organization Science*, 26(4), 1177-1191. <https://doi.org/10.1287/orsc.2015.0982>
19. Vardaman, J.M., & Gondo, M.B. (2014). Socioemotional wealth conflict in family firms. *Entrepreneurship Theory and Practice*, 37(6), 1317-1322. <https://doi.org/10.1111/etap.12126>
20. Allen, D.G., Hancock, J., Vardaman, J.M., & \*McKee, D.N. (2014). Analytical mindsets in turnover research. *Journal of Organizational Behavior*, 35(1), 61-86. <https://doi.org/10.1002/job.1912>
21. Vardaman, J.M., Gondo, M.B., & Allen, D.G. (2014). Ethical climate and pro-social rule breaking in the workplace. *Human Resource Management Review*, 24(1), 108-118. <https://doi.org/10.1016/j.hrmr.2012.05.001>
22. Vardaman, J.M., Cornell, P.D., Allen, D.G. et al. (2014). Part of the job: The role of work conditions in the turnover process. *Health Care Management Review*, 39(2), 164-173. <https://doi.org/doi:10.1097/HMR.0b013e3182915e2b>
23. Vardaman, J.M, Amis, J.M., Dyson, B., Wright, P., & \*VDG Randolph, R. (2012). Interpreting change as controllable: The role of centrality and self-efficacy. *Human Relations*, 65(7), 835-859. <https://doi.org/10.1177/0018726712441642>
24. Vardaman, J.M., Cornell, P.D., Gondo, M.B., & Amis, J.M. (2012). Beyond communication: The role of standardized protocols in a changing health care environment. *Health Care Management Review*, 37(1), 88-97. <https://doi.org/10.1097/HMR.0b013e31821fa503>
25. Allen, D.G., Bryant, P., & Vardaman, J.M. (2010). Retaining talent: Replacing myths with evidence-based strategies. *Academy of Management Perspectives*, 24(2), 48-64. <https://doi.org/10.5465/amp.24.2.48>  
**2010 AMP Outstanding Article Award**  
**2011 Outstanding Practitioner Publication Award, Academy of Management OB Division**
26. Allen, D.G., Griffeth, R., Vardaman, J.M., Aquino, K., Gaertner, S., & Lee, M., (2009). Structural validity and generalizability of a referent cognitions model of turnover intentions. *Applied Psychology: An International Review*, 58(4), 709-728. <https://doi.org/10.1111/j.1464-0597.2008.00374.x>

27. Vardaman, J.M., Allen, D.G., Renn, R.R., & Moffitt, K. (2008). Should I stay or should I go: The role of risk in employee turnover decisions. *Human Relations*, 61(11), 1531-1563. <https://doi.org/10.1177/0018726708096637>
28. Allen, D.G., Renn, R.R., Moffitt, K., & Vardaman, J.M. (2007). Risky business: The role of risk in voluntary turnover decisions. *Human Resource Management Review*, 17(3), 305-318. <https://doi.org/10.1016/j.hrmr.2007.07.001>

#### **ADDITIONAL REFEREED JOURNAL ARTICLES**

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29. Vardaman, J.M., \*Tabor, W.T., \*Hargrove, D., & \*Zhou, F. (2023). Reducing agency costs through recruitment: Staffing referrals and family business success. *Journal of Family Business Management*. Forthcoming.
30. \*Rogers, B.L., & Vardaman, J.M. (2022). Social networks, sensemaking, and activity in change enactment: A theoretical model. *Change Management: An International Review*, 22(1): 79-94. <https://doi.org/10.18848/2327-798X/CGP/v22i01/79-94>
31. Vardaman J.M. (2020). Theory U: A debate on community. *Journal of Change Management*, 20 (4), 312-313. <https://doi.org/10.1080/14697017.2020.1744885>
32. Vardaman, J.M., \*Rogers, B.L., & Marler, L.M. (2020). Retaining nurses in a changing health care environment: The role of job embeddedness and self-efficacy. *Health Care Management Review*, 45(1), 52-59. <https://doi.org/10.1097/HMR.0000000000000202>
33. Gigliotti, R., Vardaman, J.M., Marshall, D., & Gonzalez, K. (2019). The role of perceived organizational support in individual change readiness. *Journal of Change Management*, 19(2), 86-100.
34. Vardaman, J.M. (2019). Organizational change in family businesses. *Journal of Change Management*, 19(1), 23-25.
35. Baskin, M.B., Vardaman, J.M., & Hancock, J.I. (2016). The role of ethical climate and moral disengagement in well-intended employee rule breaking. *Journal of Behavioral and Applied Management*, 16(2), 71-90.
36. Muslin, I., Vardaman, J.M., & Cornell, P. (2014). Fostering acceptance of computerized physician order entry: Insights from an implementation study. *Health Care Manager*, 33(2), 165-171.
37. Cornell, P., Townsend-Gervis, M., Vardaman, J.M., & Yates, L. (2014). Improving situation awareness and patient outcomes through interdisciplinary rounding and structured communication. *Journal of Nursing Administration*, 44(3), 164-169.
38. Cornell, P., Townsend-Gervis, M. & (2014). Interdisciplinary rounds and structured communication reduce re-admissions and improve some patient outcomes. *Western Journal of Nursing Research*, 36(7), 917-928.
39. Cornell, P., Townsend-Gervis, M., Yates, L., & Vardaman, J.M. (2014). Impact of SBAR on nurse shift reports and staff rounding. *MEDSURG Nursing Journal*, 23(5), 334-342.
40. Holt, D., & Vardaman, J.M. (2013). Toward a comprehensive understanding of readiness for change: The case for an expanding conceptualization. *Journal of Change Management*, 13(1): 9-18.

41. Cornell, P., Clancy, T. & Vardaman, J.M. (2013). Ward warriors: The complex nature of nurse mobility. *Journal of Nursing Administration*, 43(11), 557-561.
42. Cornell, P., Townsend-Gervis, M., Yates, L., & Vardaman, J.M. (2013). Improving shift report focus and consistency with the situation, background, assessment, recommendation protocol. *Journal of Nursing Administration*, 43(7/8), 422-428.
43. Amis, J.M., Wright, P., Dyson, B., Vardaman, J.M., & Ferry, H. (2012). Implementing childhood obesity policy in a new educational environment: The cases of Mississippi and Tennessee. *American Journal of Public Health*, 102(7), 1406-1413.
44. Vardaman, J.M., Cornell, P., & Clancy, T. (2012). Complexity and change in nurse workflows. *Journal of Nursing Administration*, 42(2), 78-82.
45. Dyson, B., Wright, P., Amis, J.M., Ferry, H., & Vardaman, J.M. (2011). The production, communication, and contestation of physical education policy: The cases of Mississippi and Tennessee. *Policy Futures in Education*, 9(3), 367-380.
46. Bryant, P., Davis, C., Hancock, J., and Vardaman, J.M. (2010). When rule makers become rule breakers: Employee-level outcomes of managerial pro-social rule breaking. *Employee Responsibilities and Rights Journal*, 22(2), 101-112.

## BOOKS

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47. Allen, D.G. & Vardaman J.M. (2021). *Global talent retention: Understanding employee turnover around the world*. Emerald Publishing Limited: Bingley, UK.

## REFEREED BOOK CHAPTERS

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48. Marler, L.E., Vardaman, J.M. and Allen, D.G. (2021). Human resource management in family firms: Review, integration, and opportunities for future research, In Buckley, M.R., Wheeler, A.R., Baur, J.E. and Halbesleben, J.R.B. (Eds.) *Research in personnel and human resources management* (Vol. 39, pp. 175-201). Emerald Publishing Limited: Bingley.  
<https://doi.org/10.1108/S0742-730120210000039006>
49. Hancock, J.I., Vardaman J.M., & Allen, D.G. (2020). Kappa and Alpha and Pi, oh my: Beyond traditional inter-rater reliability using Gwet's AC1 statistic. In Stone-Romero, E., & Rosopa, P. (Eds.), *Research in human resource management* (pp. 86-107). Charlotte, NC: Information Age Publishing.
50. Marler, L.E., Barnett, T., & Vardaman, J.M. (2018). Justice in the family firm: An integrative review and future research agenda. In Memili, E., & Debrill, C (Eds.) *Heterogeneity among family firms*. Palgrave: London.
51. \*VDG Randolph, R., Vardaman, J.M., & \*Fang, H. (2015). Habitual entrepreneurship and the socioemotional wealth of dynastic family enterprise: A synthesis of arguments and directions for future research. In Fayolle, A., Dossena G., Randerson, K., & Bettinelli, C. (Eds.) *Family entrepreneurship* (pp. 264-278). Routledge: London.
52. Vardaman, J.M. (2013). Turnover. In Smith, V. (Ed.) *Sociology of work: An encyclopedia*. Sage: Thousand Oaks.
53. Vardaman, J.M. (2013). Fathers at home. In Smith, V. (Ed.) *Sociology of work: An encyclopedia*. Sage: Thousand Oaks.

54. Gondo, M.B., Amis, J.M., & Vardaman, J.M. (2009). Case within a case. In A.J. Mills, G. Durepos, & E. Wiebe (Eds.), *Sage encyclopedia of case study research*. Sage: Thousand Oaks.
55. Vardaman, J.M., Amis, J.M., & Gondo, M.B. (2009). Real time cases. In A.J. Mills, G. Durepos, & E. Wiebe (Eds.), *Sage encyclopedia of case study research*. Sage: Thousand Oaks.

#### REFEREED CONFERENCE PRESENTATIONS AND PROCEEDINGS

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56. McLarty, B.D., Ellen, B.P., & Vardaman, J.M. (2023, August). The impact of family commitment, empowerment, and job satisfaction on employee job performance. Presented to the annual meeting of the *Academy of Management*. Boston, MA.
57. Vardaman, J.M., McLarty, B.D., & Carter, M.Z. (2023, August). Seeing eye to eye? Socioemotional wealth congruence and prosocial behavior in family firms. Presented to the annual meeting of the *Academy of Management*. Boston, MA.
58. Vardaman, J.M., Tabor, W.E., Zhou, F., & Hargrove, D. (2023, June). Family firm recruitment: A relational perspective on performance. Presented to the annual *Family Enterprise Research Conference*, Delray Beach, FL.
59. Vardaman, J.M., McLarty, B.D., & Carter, M.Z. (2023, June). Socioemotional wealth alignment and prosocial citizenship in family firms. Presented to the annual *Family Enterprise Research Conference*, Delray Beach, FL.
60. Carter, M.Z., McLarty, B.D., & Vardaman, J.M. (2023, May). Do you see what I see? The performance effects of congruence between entrepreneur-employee socioemotional wealth. Presented to the *European Association of Work and Organizational Psychology* congress, Katowice, Poland
61. Singh, P., Wu, J., & Vardaman, J.M. (2023, March). Investigating linkages between digital marketing transformation and data breaches: moderating role of socioemotional wealth. In Girard, T., (Chair) Morning session. Presented to the *Association of Marketing Theory and Practice* Conference, Hilton Head Island, SC.
62. Singh, P., Vardaman, J., & Wu, J. (2022, November). Examining moderating role of socioemotional wealth on linkages between digital marketing transformation and data breaches. In Banerjee, P. (Chair) Hedging your bets. Presented to the annual *Society of Marketing Advances* conference, Charlotte, NC.
63. Zhou, F., Vardaman, J.M., Raddatz, P., Hargrove, D., Chew, S.L., & Datta, A. (2022, October). Yes we can! A job embeddedness perspective on employee change acceptance. In Gray, T. (Chair) New perspectives on organizational behavior. Presented to the annual meeting of the *Southern Management Association*, Little Rock, AR.
64. Lanivich, S., Adomako, S., Vardaman, J.M., Donbesuur, F., & Tang, J. (2021, November). Boundary conditions of the EO – new venture performance relationship in emerging economies. In Arwine, R. (Chair) I'm coming out, we want the world to know, it's an emerging economy show. Presented to the annual meeting of the *Southern Management Association*, New Orleans, LA.
65. Hargrove, D., Chew, L., Zhou, F., Montague-Mfuni, M., & Vardaman, J.M. (2021, October). Fact or fiction? The effect of deepfakes on venture funding decisions. Presented to the annual meeting of the *Midwest Academy of Management*, Davenport, Iowa. **\*Best Doctoral Paper**

66. Montague-Mfuni, M., & Vardaman J.M. (2021, August). It is my turn: Involuntary transgenerational succession in a South African family business. Presented to the annual meeting of the Academy of Management, virtual. **\*Best Paper Proceedings**
67. Vardaman, J.M. & Rogers, B.L. (2020, October). Getting better (or worse) all the time: POS trajectories and employee turnover intentions. Presented to the annual meeting of the *Southern Management Association*, virtual.
68. Antin-Yates, V., Vardaman, J.M., McLarty, B., Kluemper, D., & Pollock, J. (2020, October). Getting ahead over getting along: Social perspectives on a narcissistic entrepreneurial advantage. Presented to the annual meeting of the *Southern Management Association*, virtual.
69. Allen, D.G., & Vardaman, J.M. (2020, August). Global talent retention: Perspectives from around the globe. Presentation to the annual meeting of the *Academy of Management*, virtual.
70. Dhaenens, A.J., & Vardaman, J.M. (2020, August). Proximal benefits of providing mentoring support in developmental networks. In Porter, C. (Chair) Mentoring and social capital. Presented to the annual meeting of the *Academy of Management*, virtual.
71. Tabor, W., Vardaman, J.M., & Chrisman, J.C. (2019, October). Family firm recruitment: A theoretical model. In Holt, D. (Chair) Exploring Strategic Issues in the Family Business. Presented to the annual meeting of the *Southern Management Association*, Norfolk, VA.
72. Vardaman, J., & McLarty, B. (2019, May). Does the family matter for good behavior? The impact of employee perceptions of SEW-importance on employee citizenship. Presented at the annual *Family Enterprise Research Conference*, Burlington, VT.
73. Kim, T., Marler, L., & Vardaman, J. (2019, May). Inter-organization cooperation of family firms and innovation. Presented at the annual *Family Enterprise Research Conference*, Burlington, VT.
74. Vardaman, J., Maher, L., & Sterling, C. (2018, August). Perception is reality: Employee task performance during organizational change. In Hanson, B. (Chair) Institutional Engagement. *Academy of Management*, Chicago, IL. **\*Best Paper Proceedings \*\*Best Division Paper Finalist**
75. McLarty, B., Kluemper, D., Marler, L., Rogers, B., Vardaman, J. (2018 August). Personality research in family businesses. *Academy of Management*, Chicago, IL.
76. Vardaman, J., McLarty, B., Marler, L., & Dhaenens, A. (2018, June). Profiles in motivation: Toward a typology of nonfamily employees in family firms. *Family Enterprise Research Conference*, Aguascalientes, Mexico.
77. Dhaenens, A.J., & Vardaman, J.M. (2017, October). The career success of mentors in developmental networks. In Anthony, E. (Chair) Support Networks. Presented to the annual meeting of the *Southern Management Association*, St. Pete Beach, FL.
78. Maher, L.P., Vardaman J.M., & Sterling, C. (2017, October). My past and my friends: The role of change history and social influence in employee interpretation and acceptance of organizational change. In Dulebohn, J. (Chair) This too shall Pass: Organizational Change and Transformation. Presented to the annual meeting of the *Southern Management Association*, St. Pete Beach, FL.
79. Gigliotti, R., Marshall, D., & Vardaman, J.M. (2017, August). Support us and we'll change: The effects of perceived organizational support on change readiness. In De Ruiters, M. (Chair) Employee Change Readiness, Resistance and Perceived Organizational Support. Presented to the annual meeting of the *Academy of Management*, Atlanta, GA.

80. Thundiyil, T., Smendzuik-O'Brien, J., & Vardaman, J.M. (2017, August). Emerging scholars and scholar-practitioners in organization development and change. In Amis, J.M. (Chair) *Becoming Scholars in ODC*. Presented to the annual meeting of the *Academy of Management*, Atlanta, GA.
81. Barnett, T., McLarty, B., & Vardaman, J.M. (2017, May). An exploratory study of job attitudes and individual-level performance in family firms: A social exchange and relationship-based perspective. Presented at the 15<sup>th</sup> annual *Theories of Family Enterprise Conference*, St. Gallen, Switzerland.
82. Vardaman, J.M., Marler, L.E., & Cox, S. (2017, March). Habitual entrepreneurship in business families: A process model. In Kulik, B. (Chair) *Entrepreneurship around the World*. Presented to the annual meeting of the *Southwest Academy of Management*, Little Rock, AR.
83. Vardaman, J.M., Marler, L.E., & Sterling, C. (2016, November). Social network analysis in OB/HR family business research: Prospective applications. In Konopaske, R. (Chair) *Contemporary Approaches to Mapping Relationships: Case studies, Ethnography, and Social Networks*. Presented to the annual meeting of the *Southern Management Association*, Charlotte, NC.
84. Vardaman, J.M., Marler, L.E., Allen, D.G., & Carr, J. (2016, November). Turnover and retention of nonfamily employees in the family firm. In Stanley, L (Chair) *Symposium*. Presented to the annual meeting of the *Southern Management Association*, Charlotte, NC.
85. Richardson, H., Taylor, S.G., & Vardaman, J.M. (2016, August). Organizational citizenship in the context of multiple goal pursuit: Exploring the special case of requests for input. In Hetrick, A.L. (Chair) *Not Just a Dependent Variable: New Developments in the Study of Citizenship Behavior*. Presented to the annual meeting of the *Academy of Management*, Anaheim, CA.
86. Vardaman, J.M., & Allen, D.G. (2016, May). Organizational identification and nonfamily employee turnover: A network analysis. Presented at the 14<sup>th</sup> annual *Theories of Family Enterprise Conference*, Edmonton, AB, Canada.
87. Gaffney, N., Vardaman, J.M., Hancock, J. & Allen, D.G. (2015, October). Going the distance: Institutional distance and international human resource alignment. In Eassa, J. (Chair) *Internationalization and Human Resources*. Presented to the annual meeting of the *Southern Management Association*, St. Pete Beach, FL.
88. Vardaman, J.M. & Holt, D. (2015, August). The social processes of change readiness. In Tuttnauer, S. (Chair), *Reactions to Organizational Change and Social Context*. Presented to the annual meeting of the *Academy of Management*, Vancouver, BC.
89. Rogers, B. & Vardaman, J.M. (2014, November). Individual performance and job change: The change of scenery effect. In Campbell, S. (Chair), *Changing the Way We Work to Achieve Better Results: Flexibility, Job Change, and High-involvement*. Presented to the annual meeting of the *Southern Management Association*, Savannah, GA.
90. Brock, M., Vardaman, J.M., & Hancock, J. (2014, November). Pro-social rule breaking in the workplace: The role of ethical climate. In Knapp, K. (Chair), *Ethics: Ethical Decision Making*. Presented to the annual meeting of the *Southern Management Association*, Savannah, GA.
91. Vardaman, J.M., Allen, D.G., Otondo, R., Hancock, J., & Shore, L. (2014, August). Perceptions of organizational support and social comparisons: Implications for turnover. In Carlson, K. (Chair), *Antecedents to Turnover in Organizations*. Presented at the annual meeting of the *Academy of Management*, Philadelphia, PA.



92. Vardaman, J.M., Amis, J.M., Wright, P., & Dyson, B. (2014, August). Processual mechanisms of change readiness. In Viggiani, F. (Chair), *Planning and Designing for Organizational Effectiveness*. Presented at the annual meeting of the *Academy of Management*, Philadelphia, PA.
93. Gondo, M.B., Amis, J.M., Janz, B., & Vardaman, J.M. (2013, August). The paradox of fit: How perceptions of fit impede organizational change. In Warrick, D. (Chair), *Capacity for Change – Barriers and Drivers of Organizational Development and Change*. Presented at the annual meeting of the *Academy of Management*, Orlando, FL. **\*Best Paper Proceedings \*\*Best Division Paper**
94. Vardaman, J.M., & Gondo, M.B. (2013, May). Socioemotional wealth conflict in family firms. Presented at the 14<sup>th</sup> annual *Theories of Family Enterprise* conference, London, UK.
95. Gondo, M.B., Amis, J.M., Janz, B., & Vardaman, J.M., (2013, March). Elaborating Change: The (Re) Production of a Legitimate Practice. In Marin, A. (Chair), OMT Session. Presented at the annual meeting of the *Western Academy of Management*, Santa Fe, NM. **\*Best Overall Paper**
96. Van de Graaff Randolph, R., Penney, C., & Vardaman, J.M. (2013, March). Double agents: A model of family and classical agency relationships navigated by family firm, family members. In De Leon, J. (Chair), *CEO Characteristics, Dynamism, and Agency*. Presented to the annual meeting of the *Southwest Academy of Management*, Albuquerque, NM.
97. McKee, D., VDG Randolph, R., Lewis, A., & Vardaman J. (2013, March). You do what?! Perceived ostracism & social stigma of dirty jobs in family firms. In Salimath, M. (Chair), *Perspectives on Governance and Incompetencies*. Presented to the annual meeting of the *Southwest Academy of Management*, Albuquerque, NM.
98. Vardaman, J.M., Cornell, P., Allen, D.G., & Gondo, M.B. (2012, November). The place makes the place, too: The role of working conditions in the turnover process. In Odynocki, B. (Chair), *Nurses' Perspectives of Trust and Turnover*. Presented at the annual meeting of the *Southern Management Association*, Ft. Lauderdale, FL. **\*Best Paper in Track (HC/HM/PA track)**.
99. Vardaman, J.M., Amis, J.M., Wright, P., & Dyson, B. (2012, November). Prior change and subsequent change: The role of institutional control. In Pain, G. (Chair), *Knowledge Diffusion*. Presented at the annual meeting of the *Southern Management Association*, Ft. Lauderdale, FL.
100. Vardaman, J.M., Allen, S., Taylor, S., & Gondo, M.B. (2012, August). Turnover Intentions and Voluntary Turnover: The Moderating Role of Network Centrality. In Holtom, B. (Chair), *Understanding Turnover Mechanisms*. Presented at the annual meeting of the *Academy of Management*, Boston, MA. **\*Best Paper Proceedings**
101. Vardaman, J.M., Gondo, M.B., Cavazos, D., & Van de Graaff Randolph, R. (2012, May). Image is everything: Variation in performance hazard risk in franchised and non-franchised family firms. Paper presented at the annual *Family Enterprise Research Conference*, Montreal, QE, CA.
102. Randolph, R., Vardaman, J.M., & Penney, C. (2012, May). Family firm agency duality: A model of non-economic agency in family firms. Paper presented at the annual *Family Enterprise Research Conference*, Montreal, QE, CA.
103. Vardaman, J.M., Amis, J.M., & \*VDG Randolph, R. (2011, November). The Role of Centrality and Self-Efficacy in Interpreting Change as Controllable: A Study of Teachers and No Child Left Behind. In Sanders, T. (Chair), *Social Issues in Health and Education*. Presented at the annual meeting of the *Southern Management Association*, Savannah, GA. **\*Best Paper in Track (HC/HM/PA track)**.

104. Vardaman, J.M., Amis, J.M., Wright, P., Dyson, B., & Gondo, M.B. (2011, August). Restructuring the institutional architecture: Institutional control and the change process. In Lee, C (Chair), Responses to State Pressure. Presented at the annual meeting of the *Academy of Management*, San Antonio, TX.
105. Allen, D.G., Hancock, J., Vardaman, J.M., & McKee, D. (2011, August). Fifty years of turnover research: Theoretical implications of turnover research methods. In Mitchell, M. & Vogel, R. (Chairs), Theoretical, Methodological and Empirical Developments on Turnover and Turnover Intentions. Presented at the annual meeting of the *Academy of Management*, San Antonio, TX.
106. Vardaman, J.M., & Gondo, M.B. (2010, October). Unlocking the black box: An institutional model of strategic HR. In Bundy, J.N. (Chair), The Role of Executives and HR Managers in Organizational Functioning. Presented at the annual meeting of the *Southern Management Association*, St. Pete Beach, FL.
107. McKee, D., & Vardaman, J.M. (2010, October). Institutional isomorphism and the 4-C's of the family firm. In Rutherford, M (Chair), Theorizing and the family firm. Presented at the annual meeting of the *Southern Management Association*, St. Pete Beach, FL
108. Vardaman, J.M., & Amis, J.M. (2010, August). Social interaction and issue interpretation during change: An empirical test of sensemaking theory. In Wallis, N.C. (Chair), Social Interaction and Sensemaking. Presented at the annual meeting of the *Academy of Management*, Montreal, QC.
109. Vardaman, J.M., Amis, J.M., & Gondo, M.B. (2010, July). Institutional change without theorization: The microfoundations of transformation. In Lok, J. (Chair), Microfoundations of Institutional Change. Paper presented at the annual meeting of the *European Group for Organization Studies*, Lisbon, Portugal.
110. Vardaman, J.M., & Amis, J.M. (2010, June) Understanding the discontinuity between field-level diffusion and local implementation: Workers, work, and sensemaking. In Lawrence, T. (Chair), Power and Agency. Paper presented at the *2nd conference on Institutions and Work*, Vancouver, BC, Canada.
111. Vardaman, J.M. (2010, May). Commentary on habitual entrepreneurship and the family business: An overview. Presented at the 8<sup>th</sup> annual *Theories of Family Enterprise* conference, Edmonton, AB, Canada.
112. Vardaman, J.M., Hancock, J., Allen, D.G., & Shore, L. (2010, April). Group-level POS and the relationship between individual-level POS and outcomes. In Gonzales, M.G., & Eisenberger, R. (Chairs), Multi-level Perspectives on Perceived Organizational Support. Presented at the annual meeting of the *Society for Industrial/Organizational Psychology*, Atlanta, GA.
113. Vardaman, J.M., & Amis, J.M. (2009, November). Realizing public policy: Sensemaking, institutional logics, and local enactment. In Mathews, M. (Chair), Effectuation and Effectiveness of Public Health Programs. Presented at the annual meeting of the *Southern Management Association*, Asheville, NC. **\*Best Doctoral Paper in Track** (HC/HM/PA track)
114. Wright, P., Dyson, B, Ferry, H., Vardaman, J.M., & Amis, J.M. (2009, October). Are physical educators responsible for teaching responsibility? In Break-out session 5. Presented at the annual meeting of the National Association for Sport and Physical Education, Myrtle Beach, SC.
115. Dyson, B., Wright, P., Amis, J.M., Ferry, H., & Vardaman, J.M. (2009, April). Examining the implementation of new physical education policy initiatives in Mississippi and Tennessee schools. Presented at the annual meeting of the *American Alliance for Health, Physical Education, Recreation and Dance*, Tampa, FL.

116. Dyson, B., Wright, P., Amis, J.M., Ferry, H., & Vardaman, J.M. (2009, April). Examining the implementation of new physical education policy initiatives in Mississippi and Tennessee schools. In Special Interest Group: Research on Learning and Instruction in Physical Education. Presented at the annual meeting of the *American Education Research Association*, San Diego, CA.
117. Vardaman, J.M., Amis, J.M., & Gondo, M.B. (2008, October). Realizing institutional logics: Power, values and interests in the implementation of policy. In Zhu, M. (Chair), *Organizational Theory*. Paper presented at the annual meeting of the *Institute for Operations Research and Management Science*, Washington, D.C.
118. Vardaman, J.M., Amis, J.M., Gondo, M.B., Wright, P., Dyson, B., & Ferry, H. (2008, August). Translating institutional logics: A sensemaking perspective on policy implementation. In V. Acha (Chair), *Thinking about Change: Cognitive Approaches to Adaptation*. Presented at the annual meeting of the Academy of Management, Anaheim, CA.
119. Amis, J.M., Wright, P., Dyson, B., Vardaman, J.M., & Ferry, H. (2008, March). School physical education policy failure in Mississippi & Tennessee. Presented at the annual meeting of the Society of Behavioral Medicine, San Diego, CA.
120. Vardaman, J.M., & Amis, J.M. (2007, November). Making sense of radical change: Toward an activity-based view. In K.Kennedy (Chair), *Understanding Organizational Change*. Presented at the annual meeting of the Southern Management Association, Nashville, TN.
121. Muslin, I., Bryant, P., Huning, T., Ma, R., Vardaman, J.M., Holt, K., & Davis, P. (2007, October). An unfolding model of new venture creation. In P. Davis (Chair), *Recognition of Entrepreneurial Opportunities*. Presented at the annual meeting of the *Midwest Academy of Management*, Kansas City, MO.
122. Allen, D.G., Renn, R., Vardaman, J.M., & Moffitt, K. (2007, August). Risky Business: The role of risk in voluntary turnover decisions. In B. Holtom (Chair), *New Directions in Voluntary Turnover Research: Moving Beyond the "One-Model-Fits-All" Paradigm*. Presented at the annual meeting of the *Academy of Management*, Philadelphia, PA.
123. Vardaman, J.M. & Amis, J.M. (2007, August). Escaping the iron cage: Institutional work, field theory, and organizational change. In M. Moore (Chair), *Organizational Change I*. Presented at the annual meeting of the *Academy of Management*, Philadelphia, PA.
124. Wright, P., Dyson, B., Amis, J.M., Vardaman, J.M., & Ferry, H. (2007, May). Using qualitative research to inform the policy making process. In R. Fricke (Chair), *Qualitative Evaluations and Social Policy*. Paper presented at the *Third International Congress of Qualitative Inquiry*, Champaign, IL.
125. Amis, J.M., Wright, P., Dyson, B., Ferry, H., & Vardaman, J.M. (2007, March). Physical education policy, research, and childhood obesity in Tennessee and Mississippi. Presented at the annual meeting of the *American Alliance for Health, Physical Education, Recreation and Dance*, Baltimore, MD.
126. Vardaman, J.M. (2006, November). Transforming the organizational field: The amalgamated model of organizational change. In M.J. Jackson (Chair), *Change in a Dynamic Environment*. Presented at the annual meeting of the *Southern Management Association*, Clearwater Beach, FL.

## TEACHING EFFECTIVENESS

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### Responsibilities

- Teach or have taught PhD courses in Research Methods, Organizational Behavior, Organization Theory, and Strategic Management
- Teach or have taught MBA courses in Leadership and Human Resource Management
- Teach or have taught undergraduate courses in Organizational Behavior and Organization Theory

### Innovations

- Designed and created online courses for Graduate Leadership and Human Resource Management
- Designed a final project and rubric for the Leadership course that assesses two AACSB learning objectives
- Instituted case-method components in MBA classes

### Student Evaluations\*

*\*Effectiveness Scale: 5 = Excellent, 4 = Above Average, 3 = Average, 2 = Below Average, 1 = Poor*

#### MGMT 8910 Seminar in Research Methods

- Average effectiveness: 5.0

#### MGT 9610 – Seminar in Organizational Behavior

- Average effectiveness: 5.0

#### MGT 9613 – Seminar in Organization Theory

- Average effectiveness: 5.0

#### MGT 8111 – Human Resource Issues

- Average effectiveness (on campus): 4.50
- Average effectiveness (online): 4.68

#### MGT 8113 – Leadership Skills

- Average effectiveness (on campus): 4.55
- Average effectiveness (online): 4.57

#### MGT 4153 – Management Seminar

- Average effectiveness (on campus): 4.60

#### MGT 3813 – Organizational Behavior

- Average effectiveness (on campus): 4.35

### Student Comments

- A student in my graduate leadership class commented: *Dr. Vardaman is a great professor/teacher and he really cares about his students. I highly recommend him.*
- A student in my graduate online leadership class commented: *Dr. Vardaman is an excellent communicator and outstanding professor. His teaching style makes the material very easy to comprehend. He is very responsive to students and makes himself readily available to answer your questions and concerns.*
- A student in my graduate leadership class commented: *This is the best course I've taken in my graduate career.*

## SERVICE ACTIVITIES

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### Professional Associations

- Division Chair track, ODC Division of the Academy of Management, 2023-
- Board of Governors, Southern Management Association, 2015-2018
- Board Member, ODC Division of Academy of Management, 2018-2021
- Coordinator, Mid-South Management Research Consortium, 2016, 2018
- Member, Academy of Management, 2006-
- Member, Southern Management Association, 2006-

### Associate Editor

- Group and Organization Management, 2019-2022
- Journal of Applied Behavioral Science, 2020-

### Editorial Review Boards

- Entrepreneurship Theory and Practice, 2020-
- Journal of Organizational Behavior, 2019-
- Journal of Applied Behavioral Science, 2019-
- Journal of Management, 2016-
- Human Resource Management Review, 2011-
- Journal of Change Management, 2013-
- Health Care Management Review, 2014-2017

### Special Editor

- Editor, Journal of Small Business Management Theories of Family Enterprise Special Issue, 2024
- Point-Counterpoint Editor, Journal of Change Management, 2015-
- Editor, Journal of Change Management Special Issue on Change Readiness in Organizations, 2013

### Ad-Hoc Reviewing

- Academy of Management Review, 2017-
- Journal of Management Studies, 2016-
- Organization Studies, 2014-
- Organization Science, 2014-
- International Journal of Human Resource Management, 2012-
- Human Resource Management, 2010-
- Journal of Occupational and Organizational Psychology, 2010-
- Human Relations, 2009-

### Conference Reviewing

- Southwest Academy of Management, 2013, 2016
- Academy of Management, 2007-
- Southern Management Association, 2007-

### Conference Leadership

- Track Chair, Southern Management Association, 2013
- Best Paper Committee, Southern Management Association, 2011, 2012, 2017, 2021, 2022
- Best Paper Committee, Academy of Management, 2017
- Presenter, Pre-doctoral Consortium, Southern Management Association, 2021, 2022
- Presenter, HR Doctoral Consortium, Academy of Management, 2014-2016

- Presenter, ODC Doctoral Consortium, Academy of Management, 2014, 2016, 2017
- Presenter, New Doctoral Consortium, Southern Management Association, 2012, 2013, 2015

### **Doctoral Student Advising.**

- Dustin Odom (Management, completed May 2023), The ties that bind: Social capital and family firm innovation. *Committee Member*.
- Leon Vaks (Business Administration, completed January 2023), Small business-related government policies: The effect on the economic health and prosperity of national economies. *Committee Member*.
- Victoria Antin-Yates (Management; completed May 2022), Getting ahead and getting along in entrepreneurial networks: network effects of the “dark” and “light” sides of personality in new venture performance. *Research Supervisor*
- Michelle Montague-Mfuni (Management; completed May 2022), Exploring the influence of host country ethnic fractionalization in multinational enterprises’ African expansion. *Committee Member*
- Frances Preston (Management; completed May 2021), Antecedents: Diminished Perceptions of PO Fit, PG Fit, PS Fit, PJ Fit. *Committee Member*
- Tae Woo Kim (Management; completed May 2021). The impact of family-friendly workplace practices on turnover intentions of non-family employees in family firms: A conservation of resources approach. *Committee Member*.
- Will Tabor (Management; completed December 2019), A relational view of family firm recruitment. *Committee Chair and Research Supervisor*
- Andrew Dhaenens (Management; completed October 2018), A longitudinal assessment of the career success of mentors in developmental networks. *Committee Chair and Research Supervisor*
- Bryan Rogers (Management; completed May 2017), A social network approach to nonfamily employee identification and turnover intentions in family firms. *Research Supervisor*
- Martin Ndicu (MIS; completed August 2017), The role of cognitive and affective change readiness in the adoption of information systems. *Committee Member*
- Michael Grimes (Recreation; completed May 2011), Student worker satisfaction and retention in campus recreation facilities. *Committee Member*