

Dr. J. Duane Hoover

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EDUCATION

- 1974 – Ph.D. (Management and Organizational Behavior) from Washington University, St. Louis, Missouri
- 1970 – MBA (Management) from Texas Tech University, Lubbock, Texas
- 1969 – BBA (Management) from Texas Tech University, Lubbock, Texas

EXPERIENCE

Academic Positions:

- **Texas Tech University, Rawls College of Business:** Full Professor of Practice in the Area of Management (2002- current); MBA level courses of Negotiation and Conflict Management, Leadership and Ethics, Organization Behavior and Organization Design, and Executive Skills; undergraduate level courses of Organizational Behavior, Negotiation and Conflict Management
- **University of California, San Bernardino:** Part Time Associate Professor (2002); taught Organizational Development and Change
- **National University:** Adjunct Professor (2001-2002); taught various management courses
- **Chapman University:** Adjunct Faculty (2001-2002); taught various management courses
- **University of Nevada, Reno, College of Business Administration:** Adjunct Professor of Business (1990-1991); taught Organizational Behavior and Organizational Theory.
- **Texas Tech University:** Tenured Associate Professor, College of Business Administration (1972-1980); taught undergraduate, MBA and Doctoral level Management Area courses; received tenure in 1978. Area Coordinator (a.k.a.) Department Chair, 1976-1979). AICPA Conference on Education for Management Consulting Representative (1978). Selected for membership (1976) and elected Chair of the University Teaching Effectiveness Committee (1977).
- **University of Northern Colorado, Special and Advanced Programs:** Professor (1974-1979); taught MBA management courses at various military installations.

- **Saint Louis University:** Assistant Professor of Management (1970 –1972); taught undergraduate and graduate management courses
- **Washington University, St. Louis:** Part Time Instructor (1970); taught undergraduate management courses

Public Presentations:

- **TEDx Talk** at the Texas Tech University TEDx event, February 8, 2014. The talk entitled “Space and Place: Art as a Transformative Experience at Burning Man”. This talk summarized preliminary results from a cross-disciplinary research project at Burning Man began in 2013.
- https://www.youtube.com/watch?v=TP_ax7Sr-Tc --- or, if this does not work, go to YouTube Search and enter “Duane Hoover”, and click on the picture of the metal bench sitting in the desert.

Professional Positions:

- **Association for Business Simulation and Experiential Learning (ABSEL):** President 2012-2013, also President in 1980 --- the only person to serve as President of this multidisciplinary and international organization two times
- **Academy of Management Learning and Education:** Selected as an AMLE reviewer (2009)
- **Simulation and Gaming Journal:** Selected as an S&G reviewer (2011)
- **Human Relations Journal:** Selected as a reviewer (2012)
- **Cambridge Journal of Education:** Selected as a reviewer (2013)
- **Journal of Experiential Learning and Simulation:** Member, Editorial Board (1978-1980).
- **Academy of Management:** Management Education and Development Division Chair and Editor, Occasional Paper Series (1977-1978); Co-chair, Research Committee (1975-1976).
- **College Board/Educational Testing Service:** Chairman of (1978-1979) CLEP Introduction to Business Management Examination Test Development Committee, Princeton, New Jersey
- **National Academy of Management Meeting:** Chair of Special Education for Management Consulting Session (1979); session included representatives from the AICPA and MAS Division of the American Accounting Association.
- **Society of Louisiana CPAs:** Discussion Leader Trainer (1977 & 1978).
- **Texas Society of CPAs:** Discussion Leader Trainer (1977).

ACADEMIC HONORS AND AWARDS

- Texas Tech University Teaching Excellence Awards:
 - 2021 Finalist for the Jerry Rawls College Teaching Award--- Certificate Received
 - Texas Tech University, Instructor Evaluation Committee: Top Rated Instructor in the Rawls College of Business (both for 2008 and 2009)
 - Selected by Mortar Board as an Outstanding Professor for Texas Tech University (1976)
 - Selected by College of Business Administration Student Committee as the Outstanding Business Administration Teacher (1974-1975)
- Best Research Paper Award for 2019 --- “A Meta-Analysis of Experiential Learning’s Efficacy” --- *Decision Sciences Journal of Innovative Education*, including a \$1000 award (co-author)
- Member of the Editorial Review Board of the *Academy of Management Learning and Education* (AMLE); term began January 1, 2015, and ran until December 31, 2021.
- Inducted as a Fellow of the Association for Business Simulation and Experiential Learning (2013)
- National Academy of Management-- Management Education and Development (MED) Division “Best Paper in Management Education Award” (with co-author Robert Giambatista). The award description was “MED Best Paper in Management Education Award sponsored by Wiley-Blackwell Publishing for the paper that offers the most significant contribution to management education.” (2011)
- University of Northern Colorado, Special and Advanced Programs: Highest Instructor Rating (1978 and 1979 academic years).
- Texas Tech University (General):
 - Highest rated session, Intermediate Savings and Loan School (1975, 1977, 1978)
 - Highest rated session, Intermediate School of Banking, (1975)
 - Nominated for teaching excellence and professional awards by College of Business Administration (1975, 1976, 1977)
- Lubbock, TX United Way: Good Guy Community Service Award (1977).
- Academy of Management National Meeting: Highest rated session, Management Education and Development (MED) Division (1974).
- Washington University: NDEA Fellowship for Ph.D. program (1970).

REVIEW WORK AND OUTSTANDING REVIEWER AWARDS

- I have been acknowledged for my review work by a number of academic organizations
- National Academy of Management “Outstanding Reviewer Award” from the Management Education and Development Division of the Academy of Management (2019)
- Association for Business Simulation and Experiential Learning (ABSEL) “Best Reviewer Award” (2018)

- National Academy of Management “Outstanding Reviewer Award” from the Management Education and Development Division of the Academy of Management (2017)
- National Academy of Management “Outstanding Reviewer Award” from the Management Education and Development Division of the Academy of Management (2016)
- Association for Business Simulation and Experiential Learning (ABSEL) “Best Reviewer Award” (2016)
- Association for Business Simulation and Experiential Learning (ABSEL) “Best Reviewer Award” (2014)
- National Academy of Management “Outstanding Reviewer Award” from the Organizational Behavior Division of the Academy of Management (2013)
- Association for Business Simulation and Experiential Learning (ABSEL) “Outstanding Reviewer Award” (2011)
- Western Academy of Management “Outstanding Reviewer Award” (2011)
- National Academy of Management “Outstanding Reviewer Award” from the Organizational Behavior Division of the Academy of Management (2010)
- Association for Business Simulation and Experiential Learning (ABSEL) “Outstanding Reviewer Award” (2010)
- National Academy of Management “Outstanding Reviewer Award” from the Management Education and Development Division of the Academy of Management (2009)
- Western Academy of Management “Outstanding Reviewer Award” (2009)
- National Academy of Management “Outstanding Reviewer Award” from the Management Education and Development Division of the Academy of Management (2007)

OTHER ACADEMIC ACTIVITIES

- Escuela de Administracion de Negocios para Graduados (ESAN), Lima, Peru: Graduate Programs and Management Development Activities for ESAN (1977, 1979, and 1980).
- Texas Tech University: served on a Doctoral dissertation (2009); chaired Doctoral dissertations including R. Duane Ireland; submitted 8 external funding proposals and received 3 of them (1974-1980); research grants from the Office of Applied Business Research (1973, 1974, 1976, 1977, 1978); designed and conducted programs for the Center for Professional Development (1974-1979).

RECENT BEST PAPER AWARDS

- Winner of the “Best Accepted Paper Award” from the Management Education and Development Division, with subsequent publication in the Proceedings of the 2016 National Academy of Management meeting, a paper with multiple co-authors. "Do Experiential Learning Pedagogies Effect Student Learning? A Meta-Analysis of 40 Years of Research"

- Winner of the ABSEL 2016 “Best Experiential Learning Paper Award” --- Experiential Learning Potential as a Function of Psychological Predispositions and Demographic Variables. (first author doctoral student Lori Tribble, co-author Robert C. Giambatista)
- Winner of the ABSEL 2016 “Best Innovations and Future Directions in Education Paper Award” --- Vicarious Observational Learning through Visual Media: The 12 Angry Men Film as an Organizational Behavior Primer. (sole author)
- Winner of the ABSEL 2014 “Best Experiential Learning Paper Award” --- An Exploration of Overconfidence in Experiential Learning of Behavioral Skills Among MBA Students” (co-author Robert C. Giambatista)
- Winner of the ABSEL 2014 “Best Innovations and Future Directions in Education Paper Award” --- The Distance MBA: A Need for Guiding Philosophy and Theories (co-author MBA student Vantranh Phan)
- Winner of the ABSEL 2013 “Best Simulation Paper Award” --- Implementing Mental Models: Extending Insight and Whole Person Learning (co-authors doctoral student Robert Robinson and R.K. Mitchell)
- Winner of the 2011 “Management Education and Development Division of the National Academy of Management “Best Paper in Management Education” Award sponsored by Wiley-Blackwell Publishing for the paper that offers the most significant contribution to management education.” --- Time Compression as an Enhancer of Whole Person Learning and Behavioral Skill Acquisition (co-author Robert C. Giambatista)
- Winner of the ABSEL 2011 “Best Paper Award” --- Complexity Avoidance, Narcissism and Experiential Learning (sole author)

PAPERS IN PROCESS OF SUBMISSION AND WORKING PAPERS

- 1) (First author) With Diana Hechavarria: A paper that will be submitted to the *Journal of Management Inquiry*. The title is “Social Construction as Cultural Enactment: Discourse and Translation at Burning Man”.
- 1) (Co-author) With Diana Hechavarria: A paper that will be submitted to the *Journal of Management Studies*. The title is “Spatial-Experiential Phenomenology in Temporary Organizational Settings: Constructing Spaces of Transformation at Burning Man”
- 2) (Sole author) The Hot Seat concept described in the 2024 WAM paper has been expanded with the addition of a Hot Seat/Window Seat element and is now positioned as a counter to the ill effects of A. I. in management education. This paper will be submitted to the *Academy of Management Learning and Education Journal*.
- 3) **WORKING PAPER 2025** --- Requisite Variety and Ethical Decision-Making

Abstract

Ethical decision-making is examined utilizing a model of requisite variety that introduces the concept of the Paradox of Increasing Knowledge and its reciprocal. This paradox is contrasted

to the general question of how to evaluate ethical decision-making criteria and the management of social issues such as environmental management. The concept of social progress is conceptualized according to the hierarchical and progressive model of requisite variety established. The question --- “What is ethical decision-making given the parameters of requisite variety?” --- is addressed.

▪ **JOURNAL PUBLICATIONS AND BOOK CHAPTERS PUBLISHED**

- Hoover, J.D. & Hoover, Sheila (2020) Subversive Creativity in an Aspirational Organization: How Burning Man Actualizes Behaving in a Loving Way. *Journal of Organizational Psychology* (16) October 2020
- Burch, G.F., Giambatista, R.C. Batchelor, J., & Hoover, J.D. (2019) A Meta-Analysis of Experiential Learning’s Efficacy. *Decision Sciences Journal of Innovative Education*. July 2019.
- Hoover, J.D., Giambatista, Robert C. and Westney, Emilia (2019) Voices from the Trenches: Personal Reflections of an MBA Program’s Experiment with an Experiential Learning Course in Executive Skills. *Developments in Business Simulation and Experiential Learning Volume 46*, published by the Association for Business Simulation and Experiential Learning (ABSEL).
- Giambatista, R.C. & Hoover, J.D. (2018) Time Compression and MBA Behavioral Skill Acquisition. *Journal of Education for Business*.
- Giambatista, R.C. & Hoover, J.D. (2018) Narcissism and Teamwork Skill Acquisition in Management Education. *The Psychologist-Manager Journal*.
- Hoover, J.D., Giambatista, Robert C. and Tribble, Lori (2018) A Covenantal Relationship Approach to Experiential Learning. *Developments in Business Simulation and Experiential Learning Volume 45*, published by the Association for Business Simulation and Experiential Learning (ABSEL).
- Hoover, J.D., Giambatista, Robert C. and Hoover, Sheila C. (2017) Burning Man Values Examined: Gratitude as a Cultural Driven and Value-Based Organizational Mainstay. *Journal of Value-Based Leadership*. December 2017.
- Giambatista, Robert C. and Hoover, J.D. (2017) Millennials, Learning, and Development: Managing Complexity Avoidance and Narcissism. *The Psychologist-Manager Journal*.
- Hoover, J.D. (2016) Vicarious Observational Learning through Visual Media: The 12 Angry Men Film as an Organizational Behavior Primer. *Developments in Business Simulation and Experiential Learning Volume 43*, published by the Association for Business Simulation and Experiential Learning (ABSEL). Note: This won the ABSEL 2016 “Best Innovations and Future Directions in Education Paper Award”.

- Hoover, J.D., Giambatista, Robert C. and Tribble, Lori (2016) An Organizational Development Approach to Experiential Learning with Millennials. *Developments in Business Simulation and Experiential Learning Volume 43*, published by the Association for Business Simulation and Experiential Learning (ABSEL).
- Tribble, Lori, Hoover, J.D. and Giambatista, Robert C. (2016) Experiential Learning Potential as a Function of Psychological Predispositions and Demographic Variables. *Developments in Business Simulation and Experiential Learning Volume 43*, published by the Association for Business Simulation and Experiential Learning (ABSEL). Note: This paper won the ABSEL 2016 “Best Experiential Learning Paper Award”.
- Klinker, J.F, Hoover, J.D., Valle, F and Hardin, F. (2014) Re-imagining School Leadership Preparation to Restore a Failing School District: A Case Study. *Planning and Changing Journal*, (45) 3/4
- Giambatista, Robert C. and Hoover, J.D. (2014) An Exploration of Overconfidence in Experiential Learning of Behavioral Skills Among MBA Students. *Developments in Business Simulation and Experiential Learning Volume 41*, published by the Association for Business Simulation and Experiential Learning (ABSEL). Note: This paper was the winner of the ABSEL 2014 “Best Experiential Learning Paper Award”.
- Phan, Vantranh and Hoover, J.D. (2014) The Distance MBA: A Need for Guiding Philosophy and Theories. *Developments in Business Simulation and Experiential Learning Volume 41*, published by the Association for Business Simulation and Experiential Learning (ABSEL). Note: This paper was the winner of the ABSEL 2014 “Best Innovations and Future Directions in Education Paper Award”.
- Hoover, J.D. (2014) Experiential Learning in the 21st Century: Personal Reflections and Insights from Burning Man. *Developments in Business Simulation and Experiential Learning Volume 41*, published by the Association for Business Simulation and Experiential Learning (ABSEL).
- Robinson, Robert, Hoover, J.D. and Mitchell, R.K. (2013) Implementing Mental Models: Extending Insight and Whole Person Learning. *Developments in Business Simulation and Experiential Learning Volume 40*, published by the Association for Business Simulation and Experiential Learning (ABSEL). Note: This paper was the winner of the ABSEL 2013 “Best Simulation Paper Award”.
- Carlson, James, Hoover, J.D. and Mitchell, R.K. (2013) Implications of Regulatory Focus Theory for Simulation and Experiential Learning. *Developments in Business Simulation and Experiential Learning Volume 40*, published by the Association for Business Simulation and Experiential Learning (ABSEL)

- Hoover, J.D. (2013) ABSEL Reflections: 40 years of Excellence, Now Going Forward. *Developments in Business Simulation and Experiential Learning Volume 40*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D., Giambatista, Robert C. and Belkin, Liuba (2012) Eyes On, Hands On: Vicarious Observational Learning as an Enhancement to Direct Experience. *Academy of Management Learning and Education*, 12 (4)
- Hoover, J.D., Mitchell, R. and Wu, D. (2012) Experiential Education as a Process of Changing Mental Frames by Inducing Insight Learning. *Developments in Business Simulation and Experiential Learning Volume 39*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D., Giambatista, R.G. and Klinker, J. (2012) Process and Content Integration in an Experiential Learning Guided Internship. *Developments in Business Simulation and Experiential Learning Volume 39*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D. (2011) Complexity Avoidance, Narcissism and Experiential Learning. *Developments in Business Simulation and Experiential Learning Volume 38*, published by the Association for Business Simulation and Experiential Learning (ABSEL) Note: This paper won the ABSEL 2011 “Best Paper Award”.
- Hoover, J.D. (2011) A Situational Leadership Exercise Based on the Biology of a Starfish. *Developments in Business Simulation and Experiential Learning Volume 38*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D., Giambatista, R.G., Sorenson, R.L. and Bommer, W.G. (2010) Assessing the Effectiveness of Whole Person Learning Pedagogy in Skill Acquisition. *Academy of Management Learning and Education*, 9 (2): 192-203
- Hoover, J.D. (2010) Experiential Learning ion the 21st Century: Personal Reflections and Insights from Burning Man. *Developments in Business Simulation and Experiential Learning Volume 37*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D. (2009) A Triadic Multi-Disciplinary Approach to Increasing the Efficacy of Experiential Learning.” *Developments in Business Simulation and Experiential Learning Volume 36*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Jerbi, Mohja, Hoover, J.D. and Giambatista, Robert C. (2009) Whole Person Experiential Learning and Insight Learning: Implications for Distance Education and Independent Learning. *Developments in Business Simulation and Experiential Learning Volume 42*, published by the Association for Business Simulation and Experiential Learning (ABSEL) Note: This paper was nominated for a Best Paper Award in the Innovations and Future Directions in Education track.

- Giambatista, R.G. and Hoover, J.D. (2009) An Empirical Test of ‘Behavioral Immersion’ in Experiential Learning.” *Developments in Business Simulation and Experiential Learning, Volume 36*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D. and R.G. Giambatista. (2009) Why Have We Neglected Vicarious Experiential Learning? *Developments in Business Simulation and Experiential Learning, Volume 36*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D. (2008) Realizing the Artful in Management Education and Development: Smoldering Examples from the Burning Man Project.” *Journal of Organization and Management*, 14 (5), 535-547
- Hoover, J.D. (2008) Cognitive Mapping and the Diagnostic Aspects of Organizational Change. *Organization Development Journal*, 26 (1): 37-45
- Hoover, J.D. (2008) Using the Heat of Community in Training and Development: Lessons from the Culture of the Burning Man Project. *Journal of Business Management and Change*, 3 (1): 95-110
- Hoover, J.D. (2008) ABSEL Redux: Reflections After a 25 Year Hiatus. *Developments in Business Simulation and Experiential Learning, Volume 35*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D. (2008) Experiential Learning Is Not Just Experiential Teaching: Measurement of Student Skill Acquisition Via Assessment Centers. *Developments in Business Simulation and Experiential Learning, Volume 35*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D. (2007) How ‘Whole’ is Whole Person Learning? An Examination of Spirituality in Experiential Learning. *Developments in Business Simulation and Experiential Learning, Volume 34*, published by the Association for Business Simulation and Experiential Learning (ABSEL)
- Hoover, J.D. (1999) If There Is No Change, Are We Still Change Agents? Chapter in *Impact Analysis: How Research Can Enter Application and Make a Difference*. (Eds.) Laurie Larwood and Urs E. Gattiker, Lawrence Erlbaum Publishers
- Hoover, J.D. and Whitehead, C.J. (1980) Perspectives on Education for Management Consulting. *Consultant News*, February, 1980.
- Hoover, J.D. (1979) Teaching and Research in the Area of Business, Government and Society. *AACSB Conference on Business and Its Environment*, Lee Preston (Ed.)
- Hoover, J.D. Troub, Roger M. Whitehead, Carlton J. and Flores, Luis G. (1979) Organizational Goals in the Peruvian Co-determination and the Yugoslav Self-determination Systems, Chapter in

Organizational Functioning in a Cross-Cultural Perspective. George England, et al (Eds.)
Comparative Administration Research Institute: Kent State University Press, Kent, OH

- Hoover, J.D. and Whitehead, Carlton J. (1979) An Experimental Evaluation of a Cognitive-Experiential Learning Methodology in the Basic Management Course. ***Journal of Experiential Learning and Simulation***, vol. 1, no. 2, 1979.
- Hoover, J.D. (1979) The Case of the Missing Butterflies. ***Journal of Management Education***. Vol. 4 (3)
- Crino, Michael, Hoover, J.D. and Ireland, R. Duane (1980) A Modular Approach to Experiential Learning: Classroom and Consulting Applications. ***Experiential Learning Enters the Eighties*** Vol. 7 1980
- Ireland, R. Duane and Hoover, J.D. (1979) Experiential Processing of Differing Managerial Perspectives: The Use of a game Show Format. ***Insights into Experiential Pedagogy***, Vol. 6 1979
- Hoover, J.D. (1977) Increasing Human Potential through Communication Effectiveness. ***Supervisory Management***, October 1977.
- Hoover, J.D. (1977) A “Live Case” Approach to the Business and Society Course. ***New Horizons in Simulation Games and Experiential Learning***, Vol. 4, 1977.
- Hoover, J.D. and Whitehead, Carlton J. (1976) An Experimental Examination of Group Size Effects: Implications for Experiential Learning in the First Course in Management Cognitive-Experiential Learning Methodology in the First Course in Management. ***Computer Simulation and Learning Theory***. Vol. 3, 1976.
- Hoover, J.D. and Whitehead, Carlton J. (1975) A Cognitive-Experiential Learning Methodology in the First Course in Management: Some Preliminary Results. ***Simulation Games and Experiential Learning in Action*** Vol. 2, 1975.
- Hoover, J.D. (1974) Experiential Learning: Conceptualization and Definition. ***Simulation, Games and Experiential Learning Techniques***. Vol. 1, 1974
- Hoover, J.D. (1975) Integrating Cognitive and Experiential Learning through Personal Reaction Papers. ***The Journal of the Teaching of Organizational Behavior***, vol. 1, no. 2
- Hoover, J.D. (1974) Experiential Learning: Conceptualization and Definition, in ***Simulations/Games for Education and Training***. R.E. Horn (Ed.), Information Resources, Inc., Lexington, KY
- Hoover, J.D. (1975) Major Evolving Issues for Multinational Corporations, in ***The Changing Business Role in Modern Society***. George A. Steiner (Ed.), U.C.L.A. Press: Los Angeles, CA

RECENT ACADEMIC PAPER ACCEPTANCES/PRESENTATIONS

- Hoover, J.D. (2024) The Art of the Inverse Lecture: Integrating Experiential Learning with the Challenges of Examination Requirements. *Proceedings of the Western Academy of Management* March 2024.
- Hoover, J.D. and Hoover, Sheila C. (2016) Change Agent Strategies Predicated on Forging Covenantal as Opposed to Contractual Agreements. *European Institute for Advanced Studies in Management (EIASM)*, Vienna, Austria
- Burch, Gerald, J.D. Hoover and multiple authors (2016) Do Experiential Learning Pedagogies Effect Student Learning? A Meta-Analysis of 40 Years of Research Published in the *Proceedings of the 2016 National Academy of Management Meeting*.
- Hoover, J.D. and Hoover, Sheila C. (2015) How Burning Man Elevated the Concept of Gratitude into a Cultural Principle and an Organizational Mainstay. *European Institute for Advanced Studies in Management (EIASM)*, Bologna, Italy
- Hoover, J.D. and Jerbi, Mohja (2014) Challenges for Distance Education and Independent Learning: Whole Person Learning and Insight Learning. *Association for Distance Education and Independent Learning Annual Meeting*, Lubbock, Texas, October 2014
- Hoover, J.D. and Giambatista, Robert C. (2013) Millennials and Organizational Development. *National Academy of Management*, Lake Buena Vista, Florida.
- Giambatista, Robert C. and Hoover, J.D. (2011) Time Compression as an Enhancer of Whole Person Learning and Behavioral Skill Acquisition. *National Academy of Management*, San Antonio, Texas. Note: This paper won the 2011 “MED Best Paper in Management Education Award sponsored by Wiley-Blackwell Publishing for the paper that offers the most significant contribution to management education.”
- Hoover, J.D. and Hoover, Sheila C. (2010) Narcissism and Complexity Avoidance as Hindrances to Organizational Change and Development. *European Institute for Advanced Studies in Management (EIASM)*, Vienna, Austria
- Hoover, J.D., Giambatista, Robert C. and Klinker, Joann (2010) A Guided Internship Approach to Management Education: A Study in Skill Acquisition and Retention. *National Academy of Management*, Montreal, Canada
- Hoover, J.D., Giambatista, Robert C. and Belkin, Liuba (2010) An Examination of Vicarious Experiential Learning Across Levels and Tasks. *National Academy of Management*, Montreal, Canada
- Hoover, J.D. (2010) The Rotating Group Leadership Exercise: Examining Experiential Anticipation. *Western Academy of Management*, Kona, Hawaii
- Hoover, J.D., Hoffman, James J. and Wetherbe, James C. (2009) Student Readiness: A Skills Enhancement Approach to MBA Programs. *National Academy of Management*, Chicago, Illinois

- Hoover, J.D. and Giambatista, Robert C. (2009) An Evaluation of the Relative Efficacy of Vicarious Experiential Learning. *National Academy of Management*, Chicago, Illinois
- Hoover, J.D. (2008) Managing Fiery Expectations: Strategic and Operational Aspects of Burning Man. *Western Academy of Management*, Oakland, California
- Hoover, J.D. (2007) Requisite Actualization as Impetus for Processes of Change. *Western Business Management Conference*, San Francisco, California
- Hoover, J.D. (2007) Implementing Spiritual Actualization Learning Experiences in Business Education Settings. *International Academy of Business and Economics*, Las Vegas, Nevada
- Klinker, JoAnn, Hoover, J.D. and Hardin, Fred (2007) Meso Interactions in an Educational Leadership Program. *Leadership Quarterly Festschrift*, Lubbock, Texas
- Klinker, JoAnn, Hoover, J.D. and Hardin, Fred (2007) Meso Interactions in an Educational Leadership Program. Also presented at the *12th Annual Values and Leadership Conference*, State College, PA
- Giambatista, R.G. and Hoover, J.D. (2007) An Evaluation of ‘Intensity’ in Skill Development Using Experiential Learning Methodologies. *National Academy of Management*, Philadelphia, Pennsylvania
- Hoover, J.D. and Giambatista, Robert C., Bommer, William H. and Sorenson, Ritch L. (2006) Effectiveness of Experiential/Behavioral Skill Pedagogy in Skill Acquisition Via Assessment Centers. *National Academy of Management*, Atlanta, Georgia
- Hoover, J.D. (2006) Utilizing Cognitive Mapping to Enhance Perception of the Diagnosis of Organizational Change. *National Academy of Management*, Atlanta, Georgia
- Hoover, J.D. (2006) Ethics and Terrorism: Can ANY Behavioral Choice be Ethical Decision Making? *Western Academy of Management*, Long Beach, California
- Hoover, J.D. (2005) A Prescription for Experiential Executive Skill Development in MBA Programs. *National Academy of Management*, Honolulu, Hawaii
- Hoover, J.D. (2005) The Starfish Group Leadership Exercise. *Eastern Academy of Management*, Springfield, Massachusetts
- Hoover, J.D. (2005) Perceptual Actualization: Keys to Successful Management of Organizational Change. *European Institute for Advanced Studies in Management (ELASM)*, Munich, Germany
- Hoover, J.D. (2004) Barriers to Actionable Knowledge Implementation: A Perspective Based on the Concept of Actualization. *National Academy of Management*, New Orleans, Louisiana
- Hoover, J.D. (2004) The Case for Fun as Organizational Focus: An Affable Analysis Patterned on the Burning Man Project. *Western Academy of Management*, Alyeska, Alaska

PAST NATIONAL ACADEMIC ARTICLES AND PROCEEDINGS

- Hoover, J.D. and Crino, Michael D. and Ireland, R. Duane (1980) A Modular Approach to Experiential Learning: Classroom and Consulting Applications. Proceedings of the *Association for Business Simulation and Experiential Learning*
- Hoover, J.D. and Crino, Michael D. (1980) An Example of How to Design a Research Based and Classroom Effective Organizational Behavior Exercise. Proceedings of the *Association for Business Simulation and Experiential Learning*
- Hoover, J.D. and Whitehead, Carlton J. (1979) Preparation for Consulting: A Management Education and Development Perspective. *National Academy of Management*
- Hoover, J.D. And Whitehead, C.J. (1979) An Experimental Evaluation of a Cognitive-Experiential Learning Methodology in the Basic Management Class. Proceedings of the *Association for Business Simulation and Experiential Learning*
- Hoover, J.D. and Ireland, R. Duane (1979) Experiential Processing of Differing Managerial Perspectives: The Use of a Game Show Format. Proceedings of the *Association for Business Simulation and Experiential Learning*
- Hoover, J.D. and Troub, Roger M. and Whitehead, Carlton J. and Flores, Luis G. (1978) Los Objetivos de la Organizacion en la Sistema Peruano de Co-determinacion y en el Sistema Yugooslavo de Auto-determinacion, working series paper #19. *Escuela de Administracion de Negocios para Graduados (ESAN)*, Lima, Peru
- Hoover, J.D. and Ireland, R. Duane (1978) Decision Alternative Generation Performances and Perceived Satisfaction Levels: The Case for Brainstorming and Synectics Groups in Nominal and Real Group Settings. Proceedings of the *National Association for Decision Sciences*
- Hoover, J.D. and Troub, Roger M. and Whitehead, Carlton J. and Flores, Luis G. (1978) Social Performance Goals in the Peruvian and Yugoslav Worker Participation Systems. Proceedings of the *National Academy of Management*
- Hoover, J.D. and Whitehead, Carlton J. (1978) Experimental Comparisons of Cognitive and Cognitive-Experiential Learning Methodologies in the Basic Management Course. *Proceedings of the National Academy of Management*, (abstract only)
- Hoover, J.D. (1977) Vicarious Experiential Learning: An Empirical Test. Proceedings of the *National Academy of Management*
- Hoover, J.D. (1977) A Live Case Approach to the Business and Society Course. Proceedings of the *Association for Business Simulation and Experiential Learning*
- Hoover, J.D. and Whitehead, Carlton J. and Auken, Philip Van (1976) New Directions in Business and Society Research: A Methodology to Study Perceived Corporate Behavior Priorities. Proceedings of the *National Academy of Management*

- Hoover, J.D. and Whitehead, Carlton J. (1976) An Experiential Examination of Group Size Effects: Implications for Experiential Learning. Proceedings of the *Association for Business Simulation and Experiential Learning*
- Hoover, J.D. (1975) An Experiential-Cognitive Methodology in the First Course in Management: Some Preliminary Results. *Simulation Games and Experiential Learning in Action*, Richard Buskirk (Ed.) Bureau of Business Research, University of Texas, Austin
- Hoover, J.D. (1975) Process and Content in Experiential Learning and Business Simulation. *Simulation Games and Experiential Learning in Action*. Richard Buskirk, (Ed.) Bureau of Business Research, University of Texas, Austin
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REGIONAL ACADEMIC PROCEEDINGS AND PRESENTATIONS

- Hoover, J.D. and Troub, Roger M. and Whitehead, Carlton J. and Flores, Luis G. (1977) Organizational Goals in the Peruvian Co-determination and the Yugoslav Self-determination Systems. Presented at the *International Cross-cultural Conference*, Honolulu, Hawaii
- Hoover, J.D. and Whitehead, Carlton J. Mills, C.M. (1975) A Research Methodology to Study Perceived Environmental Co-alignment of Hospital Administrators. Proceedings of the *Southern Management Association*
- Hoover, J.D. (1975) Teaching in the Business and Society Course: Some Methodological Alternatives. Presented at the *Western Division of the Academy of Management*
- Hoover, J.D. and Whitehead, Carlton J. (1974) A Contingency Approach to Management and Organization. Proceedings of the Southwest Division, *Academy of Management*

- Hoover, J.D. and Carpenter, John (1974) The Application of Experiential Learning Techniques in the First Course in Management. Presented at the *National Association of Management Education*
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- Hoover, J.D. and Whitehead, Carlton J. (1973) A Futuristic-Experiential View of Management Education. Proceedings of the *Mountain Plains Management Conference*
- Hoover, J.D. (1972) A Conceptual-Experiential Approach to Management Education. Proceedings of the Midwest Division, *Academy of Management*

BUSINESS EXPERIENCE AND ACCOMPLISHMENTS

J.D. Hoover & Associates Consulting: Principal

1997 to present

Operating as a consultant in organizational intervention, managerial effectiveness, and political efficacy.

Three D Radio, Inc.: Sole Owner and General Manager

1994 to 2004

Three D, also known as Radio Central of the Morongo Basin, was a three-station radio group operating out of 29 Palms, California. The one AM and two FM stations dominated the local radio market with a mix of country music, contemporary rock, and AM talk. Surveys from Arbitron and other sources consistently confirmed KDHI-FM's number one market rating, as well as the listening audience domination of the three-station group. As company President, responsibilities included all aspects of business operations, including station programming, engineering oversight, sales, and acting as the Morning Show air personality. Signal coverage extends to part of the greater Palm Springs area, giving access to advertisers from the "lower desert" as well as the base market.

New World Enterprises Broadcasting Company, Inc., President and General Manager

1991 to 1995

New World Enterprises was a three-station radio group operating out of Reno, NV and Lake Tahoe, California. The one AM and two FM stations presented a mix of hard rock, adult contemporary and sports talk radio. As company General Manager, responsibilities included all aspects of business operations, including station programming, engineering oversight, and sales.

New World Promotions, Sole Owner and President

1984 to 1990

New World Promotions was an event promotions and concert promotions business operating out of Reno, Nevada. The company presented a number of concerts at local venues including the Reno Municipal Auditorium and the Lawler Events Center. Musical forms were eclectic, ranging from jazz, new age, modern rock, classic rock, blues and folk music. New World, working with New West Distributing,

helped to promote a number of significant local events including the Reno Rodeo, the Reno National Championship Air Races, the Great Reno Hot Air Balloon Races, the Sparks Rib Cook Off, and the Reno 4th of July Fireworks. In this avenue of pursuit, the greatest accomplishment was the creation of Hot August Nights, an annual event that continues to this day as not only a landmark event for the greater Reno/Lake Tahoe area, but also a major event for car enthusiasts on a national level.

New West Distributing, Inc., Reno, NV:
President and General Manager

1983 to 1996

New West was a \$24,000,000 distributor in Northwestern Nevada for the Coors Brewing Company, G. Heileman Brewing Company and various import beer, soft drink and bottled water companies. As President and founder, responsibilities encompassed all operations and departments.

Major accomplishments during the 13-year span included the following:

- Developed full-line distributorship, including all distribution opportunities and viable market segments
- Increased distributor market share from 15% to 24%
- Created brand management system, introducing over 30 new brands to the market
- Received over 20 special awards and recognitions from the Coors Brewing Company and other manufacturers, including the only distributor in the nation to finish in the top ten on both Coors (#10) and Coors Light (#1) in the same year (out of approximately 600 competing distributors)

Europa Products, Inc., Reno, NV: President

1986 to 1990

Founder and President of an adult juice/soft drink manufacturing company that developed and produced a line of American soft drinks utilizing German and European ingredients. Duties included product concept development, product elements design (packaging, name, pricing, promotion), direct supervision of manufacturing operations and creation of a regional sales force.

Permian Distributing, Inc., Midland, TX: V.P. & General Manager

1980 to 1982

Distributor for Adolph Coors Company with approximately \$10,000,000 in annual sales volume. As Vice-President and General Manager, responsibilities included all sales, marketing and operations functions of the distributorship. Major accomplishments included modernizing the company's management and marketing information systems and increasing market share from 42% to 49%.

J.D. Hoover & Associates, Lubbock, TX : President & Principal

1976 to 1982

Business consulting firm specializing in programs for total organizational, marketing and managerial effectiveness. Personally designed and conducted company consultations and interventions. Clients included Exxon, Tenneco Oil, EDUCOM, Clark Heavy Equipment Company, and other industrial organizations; offices of national and regional public accounting firms; hospitals; and governmental bodies.