

## **Ann M. Herd, Ph.D.**

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502-417-6252

### **PROFESSIONAL INTERESTS**

**Teaching:** *Courses Taught Include:* Research Methods and Design (doctoral level), Statistics, Managing and Leading Human Resources, Human Resource Foundations, Adult Learning and Development, Leadership, Organizational Behavior, Human Resource Management, Employee and Management Development, Principles of Management, Industrial/Organizational Psychology, Strategic Human Resource Management, Training and Human Resource Development, Behavior Modeling, HR Staffing, Business Ethics, Gender Issues in Management, Labor Relations, History and Philosophy of Management, Current Issues in HRM, Performance Management, Dynamics of Individuals and Groups in Organizations, Doctoral Proposal and Dissertation Course

**Research:** Feedback Processes in Organizations, Self-Directed Learning, Leader-Member Exchange Processes, Best Practices in Teaching, Women and Leadership, United States Army Accessions and Special Forces Recruiting Research, Assessments in Executive Coaching, Transitioning Military Coaching Needs

**Coaching:** Executive Coaching, Employee Assessment and Development

### **EDUCATION**

**Ph.D.** 1987 The University of Tennessee, Knoxville, Tennessee  
Major: Industrial/ Organizational Psychology

**B.A.** 1983 The University of Kentucky, Lexington, Kentucky  
Major: Psychology  
Minor: Economics

### **ACADEMIC EXPERIENCE**

**Assistant Professor**, 8/09 – Present, Leadership, Foundations, and Human Resource Education, College of Education and Human Development, *University of Louisville*, Louisville, Kentucky.

**Collegiate Professor**, 8/05 – 9/09, Graduate School of Management and Technology, *University of Maryland University College*, College Park, Maryland.

Responsible for teaching graduate human resource management and organizational behavior online courses for the MBA program, as well as seminars in research design, methods, and statistics for the doctoral program. Served as doctoral committee chair, and on the faculty business education program and the executive MBA program development committees, as well as executive coach on the

executive coaching program team. Pioneered the use of Breeze Adobe Connect and Wimba technology for synchronous weekly meetings, voice announcements, and voice presentations to allow online students the opportunity to experience synchronous discussion and narrated exploration of course material.

**Associate Professor**, 8/03 – 6/05, Department of Management, School of Business and Economics, *University of North Carolina Fayetteville State University*, NC.

Responsible for teaching graduate and undergraduate courses in Statistics, Human Resource Management, and Management, on the main campus as well as at the Fort Bragg campus and online. Served as advisor for the *Society for the Advancement of Management* student club, and chair of the AACSB accreditation committee, and on the graduate and undergraduate curriculum committees. Designed, administered, and analyzed a marketing survey for the MBA online program. Developed four new courses in HRM for the MBA and undergraduate management major, including three online courses. Served as Appreciative Inquiry workshop facilitator for 50 FSU employees.

**Associate Professor**, 8/01 – 8/02, Department of Management, *Gettysburg College*, Gettysburg, PA.

Responsible for teaching courses in Management and Organization, Organizational Behavior, and the senior seminar course in Management Development.

**Associate Professor**, 9/92 – 5/99, *Marymount University*, Arlington, Virginia. *Awarded tenure-1996.*

Responsible for teaching graduate and undergraduate courses in Organizational Behavior, Management, and Human Resource Management. Served as program chair for the undergraduate major in Human Resource Management, and advisor for the Marymount student chapter of *Society for Human Resource Management*. Developed two new undergraduate courses in HRM. Served on the Graduate Curriculum, Ethics, Outcomes Assessment, and Professional Development committees. Served on the Graduate HRM Curriculum Committee to measure competencies and outcomes in relation to accreditation standards.

**Visiting Professor and Assistant Professor**, 7/95 – 5/97, Department of Behavioral Sciences and Leadership, *United States Air Force Academy*, Colorado.

Responsible for teaching and serving as **course director/program chair** for the Industrial/Organizational Psychology course. Also taught the senior Leadership course as the first civilian instructor to teach the course, including the leadership low ropes course. Served as program chair and course manager for the I/O course, and served on the Academic Supervisors committee. Served as workshop facilitator on crew resource management and teambuilding topics for the 50th Airmanship Training Squadron. Also served as feedback facilitator for Cadet Leadership Enrichment Seminars. Served as judge in the regional Ethics Bowl, as well as track chair for the USAFA-hosted Applied Behavioral Science Symposium. Designed and presented an invited workshop for 100+ USAFA faculty on “Motivating Students In and Out of the Classroom.”

**Assistant Professor**, 9/89 – 6/92, *Western New England College*, Springfield, Massachusetts.

Responsible for teaching graduate and undergraduate courses, including Organizational Behavior, Human Resource Management, Business Ethics, Principles of Marketing, and Management Theory and Concepts. Served on the preparatory AACSB accreditation committee, Ethics in the Curriculum Committee, Outcomes Assessment Committee, Criminal Justice Major Curriculum Development Committee, and as liaison between the main campus and programs off-campus. Served as the invited keynote speaker on diversity for the Wellen Davison Seminar. Served as workshop facilitator for the Hugh O'Brien Leadership Institute as well as for two jointly-sponsored WNEC/ Springfield Chamber Leadership Institutes for local executives.

## **PROFESSIONAL EXPERIENCE**

**Executive Coach**, 2/07 – Present, **Robert H. Smith School of Business**, *University of Maryland*, College Park, Maryland.

Serve as executive coach for clients at Lockheed Martin Corporation as well as clients in the Executive MBA program. Provide individual coaching sessions with executive clients several times a year to provide assessment, challenge, and support in their professional development efforts.

**Principal Investigator**, 10/07 – 9/09, 10/05 – 11/06, *Battelle, Scientific Services Program*, Chapel Hill, North Carolina, and United States Army Accessions Command Center for Accessions Research, Fort Knox, Kentucky.

Responsible for leading and managing two large-scale research and data analysis projects designed to evaluate and validate questionnaire measures used by the U.S. Army Accessions Command. Served as principal investigator and project manager on a project to validate five large-scale survey efforts used by the Army's recruiting command. Also served as principal investigator for research designed to evaluate and validate measures for the prediction of college students' Reserve Officer Training Corps participation, retention, and commissioning into the United States Army. Conducted structured interviews of key leaders as well as Reserve Officer Training Corps scholarship decision makers, and performed qualitative as well as quantitative research analyses on questionnaire measures designed to assess market interest. Results of the study were presented to, and used by, senior decision makers at the United States Army Accessions Command and United States Army Cadet Command to improve officer recruiting and retention.

**Appreciative Inquiry Workshop Facilitator**, 5/05, *Fayetteville State University*, NC.

Led 50 employees in a two-day workshop to develop a university vision and action plan for one of the ten conference topics of FSU's mission and culture

change effort. Led the group's "roll-out" of its vision and action plan to the entire university community at the year-end summit.

**Workshop Facilitator**, 5/05, *The Women's Center of Fayetteville*, North Carolina.

Designed and led a workshop entitled "Communication Styles" to enhance participants' effective communication in business settings.

**Workshop Facilitator**, 5/05, *Fayetteville Technical Community College Building Instructional Skills Program*, Fayetteville, North Carolina.

Designed and led a workshop on "**Active Learning in the Classroom: Best Practices**" for all full-time and part-time instructors at the college.

**Workshop Facilitator**, 7/03, *Small Business Center*, Fayetteville, North Carolina.

Designed and facilitated a workshop on "Effective Hiring" for small business managers.

**Consultant**, 5/98, *Counterpart International*, Washington, DC.

Provided evaluation and designed a job aid for organizational assessment, to facilitate the determination of whether to outsource the human resources functions.

**Organizational Development Consultant**, 6/96, *Pikes Peak Human Relations Coalition*, Colorado Springs, Colorado.

Conducted teambuilding workshops for the newly formed community service group.

**Consultant**, 7/94 – 5/95, *Westat*, Rockville, Maryland.

Wrote two research contract proposals for military recruiting and military program and service evaluation projects, in competition with several other major contractors. Proposal won the contract.

**Workshop Facilitator**, 6/94, *Covington and Burling*, Washington, D.C.

Responsible for designing a training workshop on leadership and managerial skills. Delivered the training to two groups of law firm supervisors.

**Workshop Facilitator**, 2/94, *American Society for Clinical Laboratory Science*, Baltimore, Maryland.

Designed a teleconference workshop on conflict management. Delivered the workshop to lab supervisors and technicians at eleven sites across the country.

**Principal Investigator**, 7/91 – 6/93, *Battelle Research Corporation*, Research Triangle Park, NC.

Responsible for two contracted research projects with the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) investigating Special Forces (SF) recruiting and selection issues. Designed the research plan; selected and

supervised three research assistants; conducted job analyses; designed, administered, and analyzed surveys and structured interviews at five Army posts in the U.S. and Germany; wrote the research reports; and presented findings to ARI and SF clients. Products included a recruiter job analysis and a realistic job preview for soldiers and families interested in applying for SF assessment, which is still being used by Army Special Forces recruiting organizations.

**Workshop Facilitator**, 2/92 - 4/92, *Springfield Chamber of Commerce Leadership Institute*, Springfield, Massachusetts.

Responsible for designing and conducting sessions on Leadership and Workplace Diversity.

**Workshop Facilitator**, 2/91 to 4/91, *Springfield Chamber of Commerce Leadership Institute*, Springfield, Massachusetts.

Responsible for sessions on Leadership, Team Development, and Communication Skills.

**Organizational Consultant**, 9/86 - 7/87, *Aluminum Company of America*, Alcoa, Tennessee, Human Resources Development Division.

Designed, supervised, and conducted a training needs assessment for first-line and middle managers (n=268) at ALCOA's Tennessee Operations Division. Conducted job analysis interviews, designed the assessment survey, supervised two research assistants, analyzed survey data, wrote the needs assessment report, and presented the findings and recommendations to ALCOA upper-level managers.

Assisted in the supervision, design, and manual writing of a comprehensive job-knowledge training course for the Procurement Department at ALCOA, Tennessee Operations. Facilitated and worked on the joint union-management team which used work-process mapping to develop the training.

**Personnel Staff Officer**, 6/85 - 6/86, Research and Analysis Branch, *Tennessee Valley Authority*, Knoxville, Tennessee.

Responsible for the evaluation of all training courses used by the Employee Relations and Development Branch (primarily management development training courses). Designed reaction and learning evaluation measures for new training courses. Assisted in the revising and tailoring of new training courses. Wrote reports, and met with course trainers, regarding training course evaluation results.

Responsible for the coordination and direction of an ongoing research project on employee turnover, including the monthly administration of measures, data collection, data analysis, and writing of the bi-annual reports on TVA's voluntary turnover.

Developed a research process and survey instrument to assess internal transfer of employees.

Responsible for the analysis of a survey on TVA transportation. Assisted in the results presentation and interpretation for the survey report.

Wrote the participant training manual for a training course on structured selection interviewing.

**Workshop Facilitator**, 7/84 - 10/87, The University of Tennessee, *The Executive Development Program*.

Supervised and facilitated management development group exercises for team building and behavioral skills development purposes. Gave feedback to individual group participants.

**Assessment Center Facilitator and Staff Member**, 7/85 - 4/86, The University of Tennessee, *Tennessee Assessment Center*, Industrial/Organizational Psychology Program.

Developed, piloted, and served as team leader and assessor of a one-day managerial assessment center. Responsible for leading the development of a simulated problem employee interview exercise, and a structured interview exercise. Responsible for interviewing and rating assessees (managers at local organizations) in two operations of the assessment center. Wrote the feedback reports and conducted feedback interviews with the assessees/ managers after the assessment centers.

**Change Consultant**, 2/85 - 5/85 *Nolachuckey-Holston Area Mental Health Center*, Greeneville, TN.

Responsible for designing a county court evaluation and assistance program for DWI offenders, under the direction of Dr. Gary Patrick. Interviewed employees, conducted job analyses, wrote marketing brochures and the Center's project manual and job descriptions, pertaining to the program.

## **SERVICE ACTIVITIES AND HONORS**

**Roundtable Presenter and Workshop Facilitator**, Robert H. Smith School of Business and Society for Industrial/Organizational Psychology Executive Coaching Conference: *Bridging the Science and Practice of Executive Coaching: A Playbook for Unleashing Leadership Talent*, College Park, Maryland, June, 2009.

**Participant and Invited Chapter Writer**, Executive Coaching Leading Edge Consortium, October 2008. *Society for Industrial/Organizational Psychology*, Cincinnati, Ohio.

**Reviewer**, *American Journal of Education Studies and American Journal of Business Research*, Fall 2008 to Present.

**Training Management Corporation's Cultural Navigator certified, August, 2007.** Certified in the use of TMC's Cultural Orientation Indicator for coaching/development purposes.

**Hogan Assessments Systems certified, June, 2007.** Certified in the use of Hogan assessments for selection and coaching/development purposes.

**Best Presentation Excellence Award**, Academic Business World Conference, May 2006.

**Board Member**, Knox Community Schools, Elected position, May 2006 to June 2007.

**Member and Representative, School Transition Response Team, Base Realignment and Closure Act (BRAC)**, Fall, 2006 - Fall, 2007. Invited representative to assist Fort Knox and the local Kentucky school communities' adjustment processes due to BRAC.

**Scout Leader**, 2005 – Present, 2001-2004.

**Scholarship Committee Member**, Officer Spouse and Civilian Club, Fort Knox, Kentucky, May 2006. Served on the five-member decision committee to award over \$30,000 in scholarship money to deserving children of military service members.

**Keynote Speaker**, Cultural Awareness Program, Hood Honors Hall, Fayetteville State University, February, 2005.

**Keynote Speaker**, Fayetteville Technical Community College, September 2004. Title: *Teaching as Leadership*.

**Advisor**, Society for the Advancement of Management, Fayetteville State University, 2004-2005.

**Career Day Speaker**, May, 2003, Van Story Hills School, Fayetteville, NC.

**Alternative Dispute Resolution**, Training Completion, Mediation Services of Adams County, Gettysburg, PA, 2003.

**SPHR certified**, December, 1998. **Senior Professional in Human Resources certification**, HRCI, the highest certification for human resource professionals.

**Speaker**, United States Air Force Academy, Department of Behavioral Sciences and Leadership, August, 2000. Title: *Cadet Perceptions of Male and Female Leadership Characteristics*.

**Speaker**, Colorado College, March, 2000. Title: *What is the "I" in I/O Psychology?*

**Community Service International Award Nominee** (2001): Nominated from Fort Carson, Colorado as the *United States Army Special Operations Center Volunteer of the Year*. Served as 10<sup>th</sup> Special Forces Group's 3<sup>rd</sup> Battalion Family Readiness Group Advisor from 1999-2001 and C Company's Family Readiness Group Advisor from 1995-1997, to help Special Forces family members during multiple deployments and real-world missions to Kosovo, Bosnia, and 18 other countries. Awarded the Fort Carson *Exemplary Service Award*, and the Army's *Meritorious Service Award*, 2001.

**Reviewer**, *Journal of Vocational Behavior*, 1999.

**Member and Reviewer**, Eastern Academy of Management.

**Editor**, Eastern Academy of Management *Proceedings*, 1990-1991.

**Editor**, Eastern Academy of Management Newsletter, 1991-1992.

**Secretary**, Eastern Academy of Management, 1993-1994.

**Society for Human Resource Management**

**Advisor**, Marymount University Society for Human Resource Management Student Chapter, 1996 –1999, 1992-1995.

**Panel Moderator**, Human Resource Management, Marymount Career Day, 1998, 1993-1995.

**Employment Interviewer**, Swanson Middle School community service project, Arlington, Virginia, 1997.

**Judge**, Regional Ethics Bowl, U.S. Air Force Academy, February, 1997.

**Track Chair**, I/O Psychology Track, Applied Behavioral Science Symposium, 1996.

**Feedback Facilitator**, Cadet Leadership Enrichment Seminar (January, 1997), U.S. Air Force Academy.

**Feedback Facilitator**, Cadet Leadership Enrichment Seminar (January, 1996), U.S. Air Force Academy.

**Selection Panel Member**, Tenneco Leadership Awards (August 1995), Newport News Shipbuilding.

**Keynote Speaker and Workshop Facilitator**, U.S. Air Force Academy Center for Educational Excellence, November 1995. Title: *Motivating Students In and Out of the Classroom*.

**Feedback Facilitator**, Cadet Leadership Enrichment Seminar (September 1995), U.S. Air Force Academy.

**Workshop Facilitator**, Leadership Development Offsite for the 50th Airmanship Training Squadron (August 1995), U.S. Air Force Academy.

**Speaker**, Marymount University Internship Program, September 1994. Title: *Recognizing and*

*Avoiding Discrimination in the Workplace.*

**Keynote Speaker**, Wellen Davison Seminar, January 1991. Title: *Diversity in the Workplace: The Problems and the Promise.*

**Workshop Facilitator**, Hugh O'Brien Youth Leadership Institute, May 1991, Springfield, Massachusetts.

**Honors Pass** - Comprehensives Examination, May 1986, Industrial/Organizational Psychology Program, The University of Tennessee.

**Vice President**, Industrial/Organizational Psychology Student Association, May 1985 to May 1986, University of Tennessee.

**Chair**, Colloquium Committee, September 1984 to June 1985, Management Department, University of Tennessee.

## **PUBLICATIONS**

Herd, A. M. & Russell, J.E.A. (2009). Coaching tools and techniques: What's in your toolbox? In Hernez-Broome, G. & Boyce, L. A. (Eds.). *Advancing executive coaching: Ingredients for successful leadership coaching*. SIOP Professional Practice Series: Wiley.

Gurley, K. & Herd, A. (2009). Differences in inclusion need orientation of students from an Historically Black University versus Predominately White Institutions. *Journal of College Orientation and Transition*, 17 (1).

Boyce, L.A. & Herd, A.M. (2003). The relationship between gender role stereotypes and requisite military leadership characteristics. *Sex Roles*, 49, 365-378.

Wilhelm, C., Herd, A., & Steiner, D. (1993). Attributional conflict between managers and subordinates: An investigation of leader-member exchange effects. *Journal of Organizational Behavior*, 14, 531-544.

Russell, J. E. A., Rush, M. C., & Herd, A. M. (1988). An exploration of women's expectations of effective male and female leadership. *Sex Roles*, 18, 279-287.

## **REFEREED PROCEEDINGS PUBLICATIONS, PRESENTATIONS, AND TEACHING PUBLICATIONS**

Herd, A. M. & Krauss, E. (2009). Development of a structured interview protocol for assessing coaching needs of transitioning military leaders. *Proceedings of the 2009 International Industrial Relations and Human Resources Conference*, Louisville, KY.

Feyerabend, R. & Herd, A. M. (2009). Turnover intentions among Indian call center agents: The predictive role of emotional intelligence. *Proceedings of the 2009 International Industrial Relations and Human Resources Conference*, Louisville, KY.

Herd, A.M. (August, 2008). Trends, transitions, and technology: Best practices in online learning. Symposium presented at the *68th Annual Meeting of the Academy of Management conference*, Anaheim, California.

Hogan, M., Herd, A. M., & Wood, P. (2007). Evaluation of a current events technique for improving graduate and undergraduate instruction in human resources. *Proceedings of the 2007 Society of Industrial Relations and Human Resources Conference*, Louisville, KY, October, 2007.

Hogan, M., Herd, A. M., & Wood, P. (2007). "Real-Time" HRM: The use of current events in human resources instruction. Paper presented at the 7<sup>th</sup> Annual Hawaii International Conference on Business, Honolulu, HI, May, 2007.

Herd, A. M., Bauer, R., & Gay, R. H. (2006). Evaluation of a questionnaire measure to predict retention in the Reserve Officer Training Corps. *Proceedings of the 2006 Society of Industrial Relations and Human Resources Conference*, Louisville, KY, October, 2006.

Herd, A. M., Wood, P., & Hogan, M. (2006). The relation of self-directed learning and environment preferences to learning outcomes at an HBCU. *Proceedings of the 2006 Society of Industrial Relations and Human Resources Conference*, Louisville, KY, October, 2006.

Herd, A. M. & Gurley, K. (2006). An investigation of race and management experience differences in control need orientation of business students: Implications for developing leaders. Paper presented at the 2006 International Business Conference, *Society for the Advancement of Management*, Orlando, FL, April, 2006.

Gurley, K. & Herd, A. M. (2006). An investigation of race, gender, and leadership experience differences in inclusion need orientation of business students. Paper presented at the *Academic Business World International Conference*, Nashville, TN, May, 2006.

Herd, A. M. & Wood, P. (2005) An investigation of learning preferences and self-directed learning characteristics among business students. Paper presented at the Faculty Research Forum, Fayetteville State University, March, 2005.

Ozag, D. & Herd, A.M. (2002). Experiencing six hats: A practical system for improving managerial decision making. *Proceedings of the 39<sup>th</sup> Annual Meeting of the Eastern Academy of Management*.

Boyce, L.A., Herd, A.M., & Biehn, C. (2000). The relationship between sex role stereotypes and requisite military leadership characteristics. Paper presented at the American Psychological Association Conference.

Boyce, L.A., Herd, A.M., & Biehn, C. (1997). The relationship between sex role stereotypes and requisite military leadership characteristics. Paper presented at the U.S. Coast Guard Academy Leadership Conference.

Herd, A. (1996). The relation of prior performance feedback ratings to managers' subsequent feedback seeking behavior. *Proceedings of the 15th Biennial Applied Behavioral Science Symposium*, 240-245.

Herd, A., Boyce, L., Stiles, R., & Law, C. (1996). Fostering students' motivation in the college classroom: The role of critical professor behaviors. *Proceedings of the 15th Biennial Applied Behavioral Science Symposium*, 82-86.

Herd, A. & Pringle, H. (1996). Content analysis of employees' reports of their feedback seeking behavior. Paper presented at the 15th Biennial Applied Behavioral Science Symposium, Colorado Springs, CO.

Garvin, J.D., Nason, E. R., Herd, A.M., & Samuels, S. (1996). Assessment of an outdoor experiential course for the development of students' leadership skills. *Proceedings of the 33rd Annual Meeting of the Eastern Academy of Management*, 281-284.

Herd, A., & Lyon, T. (1994). Effects of needs assessment feedback on trainee motivation to learn and performance. *Proceedings of the 31st Annual Meeting of the Eastern Academy of Management*, 281-284.

Brooks, J., & Herd, A. (April, 1994). A realistic job preview for U.S. Army Special Forces. Paper presented at the *14th Annual Applied Behavioral Science Symposium*, Colorado Springs, CO.

Herd, A., & Wilhelm, C. (1992). Job enrichment at the Herdhelm Hotel. Experiential exercise in Bernardin, H.J., & Russell, J.E.A. (Eds.), *Human Resource Management: An Experiential Approach* (pp. 549-557). New York: McGraw-Hill.

Herd, A., & Wilhelm, C. (1992). Speedy Pizza's incentive system. Case exercise in Bernardin, H.J., & Russell, J.E.A. (Eds.), *Human Resource Management: An Experiential Approach* (pp. 503-507). New York: McGraw-Hill.

Herd, A. & Wilhelm, C. (May, 1992). Supervisory feedback in leader-member exchanges. *Proceedings of the 29th Annual Meeting of the Eastern Academy of Management*, 246-249.

Allen, J. K., Herd, A. M., & Hall, R. H. (November, 1992). Perceived sources of stress and tension: A comparison of first generation, later generation, and non-family businesses. Paper presented at the *Annual Meeting of the Northeastern Psychological Association*, Fairfield, CT.

Herd, A. M., & Ferris, W. P. (Eds.) (1991). *Proceedings of the 28th Annual Meeting of the Eastern Academy of Management*.

Wilhelm, C., Herd, A. M., & Steiner, D. (1990). Attributional conflict between managers and subordinates: An investigation of leader-member exchange effects. *Proceedings of the 27th Annual Meeting of the Eastern Academy of Management*, 245-248.

Herd, A. M., & Russell, J. E. A. (April, 1988). Managerial feedback seeking behavior in relation to source attributes and performance goal characteristics. Paper presented at the Southeastern Psychological Association Meeting, New Orleans, LA.

Herd, A. M. (April, 1987). Effects of feedback received during a developmental assessment center on subsequent feedback seeking behavior. Paper presented at the Industrial/Organizational Psychology and Organizational Behavior Conference, Knoxville, TN.

Mogan (Herd), A. M., Russell, J. E. A., & Rush, M. C. (March, 1986). Differential perceptions among women of effective male and female leader behaviors. Paper presented at the Southeastern Psychological Association Meeting, Kissimmee, FL.

Mogan (Herd), A. M., Russell, J. E. A., Rush, M. C., & McClane, W. E. (March, 1985). Age cohort differences for women in factors perceived to hinder entry into management. Paper presented at the Southeastern Psychological Association Meeting, Atlanta, GA.

Lorch, R. F., Lorch, E. P., & Mogan (Herd), A. M. (1983). Task effects and individual differences in on-line processing of the topic structure of a text. *Discourse Processes*.

## **RESEARCH AND MANAGEMENT REPORTS**

Herd, A. M. (2009). Recruiter Survey Evaluation Report (United States Army Research Office Scientific Services Program Research Report TCN 07307, Contract W911NF-07-D-0001). Fort Knox, KY: United States Army Accessions Command G-2, Center for Accessions Research.

Herd, A. M. & Boyce, L. A. (2009). Future Soldier Survey Questionnaire Evaluation (United States Army Research Office Scientific Services Program Research Report TCN 07307, Contract W911NF-07-D-0001). Fort Knox, KY: United States Army Accessions Command G-2, Center for Accessions Research.

Herd, A. M. (2007). Validity of a Scholarship Applicant Questionnaire and Other Measures for Predicting Cadet Retention in the Reserve Officer Training Corps Program (United States Army Research Office Scientific Services Program Research Report TCN05224, DAAD19-02-D-0001). Fort Knox, KY: United States Army Center for Accessions Research.

Analysis and Reporting of Program/Service Evaluation. Longitudinal. and Couples Data from the 1992 DOD Surveys of Officers and Enlisted Personnel and Military Spouses (August, 1994). Rockville, MD: Westat, Technical Proposal TMR # 94-R-A008.

Analytic Support for the 1994 Recruiter Survey (July, 1994). Rockville, MD: Westat, Technical Proposal TMR # 94-R-A003.

Herd, A., & Brooks, J. (1993). Information Needs of Soldiers and Families Considering a Career in Special Forces (ARI Research Report 1648). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Herd, A., & Brooks, J. (1993). An Information Handbook for Soldiers Considering a Career in Special Forces (ARI Research Report). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Herd, A., & Teplitzky, M. (1991). Special Forces Recruiting: An Overview of Current Procedures and Issues (ARI Research Report 1626). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Herd, A. (1987). Five-Year Training Needs Assessment, ALCOA, Tennessee Operations. Alcoa, TN: Human Resource Development Division, Aluminum Company of America.

Herd, A. (1986). Report on Voluntary Turnover of TVA Employees. Knoxville, TN: Research and Analysis Branch, Tennessee Valley Authority.

Herd, A. (1986). Situational Leadership Training Evaluation Report. Knoxville, TN: Research and Analysis Branch, Tennessee Valley Authority.

Herd, A. (1986). Report on Evaluation of Problem Solving for Decisions Training. Knoxville, TN: Research and Analysis Branch, Tennessee Valley Authority.

Herd, A. (1986). Report on Evaluation of Managing Emotions Training. Knoxville, TN: Research and Analysis Branch, Tennessee Valley Authority.

Herd, A. (1986). Coping With Difficult People Training: Evaluation Report. Knoxville, TN: Research and Analysis Branch, Tennessee Valley Authority.

Herd, A. (1986). Communication Skills Training: Evaluation Report. Knoxville, TN: Research and Analysis Branch, Tennessee Valley Authority.

Herd, A. (1986). Evaluation Report on Managing Time Training. Knoxville, TN: Research and Analysis Branch, Tennessee Valley Authority.