

End of Year Meetings Management Sciences Dept

Instructions:

- Upload a response to your goals for the year in Activity Insight – deadline has past so make sure this is done
 - Complete this document (on this paper or on a separate typed page).
 - Send it to me as an email attachment
 - Set up a time for your end of the year meeting at the calendar [link](#).
 - Verify the time for your meeting (30-40 minutes).
 - Attend your meeting either in person or on Zoom. Let me know what your preference is.
 - Timeline for completing these is loose.
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Your name: Sarah Easter

1. What was one thing you were pleased about this year in your work at ACU? What made that thing particularly positive in your mind?

Teaching-Related

This past year has been one focused on significant growth and development as it relates to my teaching given the changes made in light of COVID-19. For starters, I taught my first fully online class this past summer, International Business, due to the study abroad trips to Oxford and Southern Africa being cancelled. This course went much better than I expected and I found that I still able to make connections with students despite operating in a remote learning environment.

In the semester-long Strategic Management course, I adopted a hybrid learning format where part of the course is structured around in-class mini-lectures and case discussions and the other portion is focused on remote group and individual project work where I check in with teams/individuals and provide coaching via Zoom. I have also integrated Zoom into my classes to accommodate students who are quarantining. Being able to have my TA in each class section has been instrumental in consistently offering this option while not detracting from the in-class learning environment. Also, in order to navigate the masked and social distanced environment, I incorporated more technological tools into the classroom including Google slides and Google Jamboard.

I was also pleased that Katie Wick and I were able to figure out a way to still offer our food-focused colloquium this past fall while still abiding by COVID guidelines.

As well, Laura Phillips, Cliff Barbarick and I have recruited students for Leipzig, slated for Fall 2021, and I conducted my first re-design for the online MBA program (International Business). I am cautiously optimistic that the fall 2021 study abroad program will proceed.

Scholarship-Related

On the publication front, this year I have finally been able to make some head-way, which has been encouraging. A co-authored piece submitted to *European Management Review* was accepted in December 2020 and a co-authored piece submitted to *Business & Society* was conditionally accepted in January 2020.

2. What was one thing that you wish had gone differently this year? Why?

Scholarship-Related

Disappointingly, a co-authored manuscript under review at *Human Relations* was rejected after three rounds. This was very discouraging as I have been working to publish out of my dissertation since 2017 and have come very close multiple times. However, I do realize that I have been aiming very high in regard to possible publication outlets and I believe the manuscripts stemming from this work have continued to improve with each revision round. I have also realized that I need to have reasonable publication expectations for this work given my teaching loads. Earlier this year, I submitted one co-authored piece from my dissertation work to *Journal of Business Ethics* (February 2020), which was previously rejected from *Organization Science* after a reject and resubmit. I also recently submitted the piece that was ultimately rejected from *Human Relations to Business & Society* (February 2020).

Service-Related

This year has been a challenging one in which to fully engage with and build relationships with students. I felt compelled to lead a community group facilitated by the Spiritual Formation office this past fall as one way to build relationships with students in an environment when I cannot invite them to my house. I asked a student to co-lead this group with me. While we

initially had strong student interest and involvement when we met outside in a distanced environment, this became a greater challenge as the semester progressed, particularly as students started quarantining/becoming sick and as the weather grew colder (and we could not meet outside). While I hope that this was an encouragement to the students involved and we did have some great discussions about spiritual growth and development, I made the difficult decision to discontinue the group for the spring as most students were not able to make a regular commitment going forward, including my co-leader. Advising Enactus was also a challenge this year given the distanced environment, a completely new leadership team, and reduced Griggs Center support.

3. What is one thing you plan to do next year to enhance or improve your interaction with students (this can be in any form or context including outside activities, changes to class processes, etc.).

As I mentioned in my working tenure portfolio, I believe traveling with students is one of the best ways to develop solid and authentic relationships with them, when given the opportunity. I am looking forward to building strong relationships with students in the fall while teaching in the Leipzig study abroad program (hopefully). I also hope to focus on learning how to better foster relationships with students in an online environment as I will be teaching at least two online classes this next academic year.

4. We are in the middle of a new accreditation cycle with higher research requirements. What is your plan for your intellectual activity? What topics, etc. do you anticipate possibly exploring?

I have three papers currently under review. Monty and I have had some preliminary discussions about journal framing for the co-authored hymn piece, which we aim to submit by this summer. Laura and I are also starting to discuss the development of a teaching-based article focused on service learning, global learning and sustainability which will be based on the Social Enterprise Consulting course. We will be submitting an IRB application for this developing project soon. I also help to begin some new projects that build on my dissertation work.

5. Please think about your plans for employment, when you are anticipating retirement or any other job change, as well as any interest you have in leadership or administrative positions and place a not here of anything to discuss. Be ready to discuss these in our meeting.

N/A

6. What (and when) is your next step, if any, in tenure & promotion? If you are untenured and tenure-track, please attach additional pages discussing your year's work and results in teaching, scholarship, service, and collegiality. This should be limited to two pages in most cases.

I completed an initial draft of my online portfolio for tenure and promotion in summer 2020. I received feedback from my colleagues this past fall and plan to finalize the portfolio in summer 2021 in preparation for applying for tenure and promotion in fall 2021.

Teaching

- Made refinements to Strategic Management course in light of COVID-19 mitigation. Structured the course in a hybrid manner with part in-class instruction and part remote work (to work on projects and I provided coaching in smaller settings). I also incorporated a Zoom component to the ongoing class in order to accommodate those quarantining
- Designed and taught first online course, International Business, in light of the study abroad trips being cancelled due to COVID-19
- Co-taught honors colloquium with Katie Wick - Fall 2020 (with COVID-19 mitigation in plan)
- Redesigned International Business course in ACU MBA program
- In conjunction with Laura Phillips and Cliff Barbarick, recruited students for Fall 2021 Leipzig program

Research

Below is a list of presentations/papers with which I am actively engaged:

2020-2021 Presentations:

Easter, S., & Murphy, M. (2021). Negotiating meaning systems in multi-stakeholder partnerships to tackle grand challenges:

the case of homelessness. *Accepted to European Group for Organization Studies conference*

Easter, S., Ceulemans, K., Murphy, M., Newenham-Kahindi, A., Aggarwal, A., Prado, A.M., Brannen, M.Y., & Etzion, D. (2021). Panel symposium - Sustainability in management education: Exploring the role of cultural context. *Under Review at Academy of Management Meeting*

Easter, S., Ceulemans, K., Lynn, M. (2021). Contending with Sisyphus: Pursuing sustainable development in a business-as-usual world. *Accepted to Sustainability as a Solution to Global Business Challenges conference at University of Texas at Dallas* (postponed from 2020 due to COVID-19)

2020-2021 Publications:

Easter, S., Ceulemans, K., Kelly, D. (2020). Bridging research-practice tensions: An autoethnographic exploration of day-to-day scholarly work investigating sustainable development challenges. *European Management Review*, https://doi.org/10.1111/emre.12454

Easter, S., Ceulemans, K. & Lynn, M. (2021) Moving beyond Sisyphus: Pursing sustainable development in a business-as-usual world. *Conditional Accept to Business & Society*

Easter, S., Murphy, M., Brannen, M.Y. Negotiating meaning systems in multi-stakeholder partnerships to tackle grand challenges: the case of homelessness. *Under Review at Journal of Business Ethics*

Easter, S., Murphy, M. & Brannen, M.Y. Homelessness through different lenses: The role of bridging agents in multi-stakeholder partnerships. *Under Review at Business & Society*

Working Papers:

Lynn, M., Easter, S., Jessup, R., & Straughn, G. Harmonizing work: Meaning and meaning making in Christian hymnody.

Easter, S., & Phillips, L. Planning stages for teaching-based article focused on Social Enterprise consulting class

Service

- Serve as a faculty advisor for ACU Enactus
- Member of University Athletics Committee, Academics
- Member of COBA Faculty and Staff Professional Development Committee
- Member of Faculty Senate
- Co-Developed and Facilitated Research Seminar for First Year Experience cohort with Andrew Huddleston
- Co-led community group with student, Phoebe Voss, in Fall 2020
- Editorial Board Member, *Journal of International Business Studies*; ad hoc reviewer for select journals

Collegiality

- Working with Monty Lynn on several research projects; one was conditionally accepted to *Business & Society*
- Beginning to work with Laura Phillips on research collaboration
- Collaborated with Andrew Huddleston on cross-disciplinary research workshop (in conjunction with Adams Center and Experiential Learning office)
- Co-taught teaching colloquium with Katie Wick in Fall 2020
- Collaborated with Steph Brown for Strategic Management course - refined professional development component incorporated into course
- Worked with Cliff Barbarick and Laura Phillips to recruit students for Leipzig - Fall 2021

7. What is one thing that I can do to help you thrive in your work?

I am very appreciative of both you and Katie working with me to develop flexible teaching arrangements in an effort to maximize my research productively year-round versus certain times of the year, and in response to my personal situation.

8. Anything else we need to cover?

I'm sure it goes without saying, but this has been a very challenging year operating within the current COVID climate, both professionally and personally.