

# CHARLES “COLE” WOODARD, DBA, JD

*Curriculum Vitae*

Jacksonville, AL

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## ACADEMIC APPOINTMENTS

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|---------------------------------------------------------------------------------------------|-------------------|
| <b>Assistant Professor of Management</b><br>Jacksonville State University, Jacksonville, AL | Aug 2025–Present  |
| <b>Adjunct Instructor of Management</b><br>Jacksonville University, Jacksonville, FL        | Jan–Aug 2025      |
| <b>Graduate Teaching Assistant</b><br>Jacksonville University, Jacksonville, FL             | Aug 2023–Aug 2024 |

## EDUCATION

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|--------------------------------------------------------------------------------------------------------------------------------------|------|
| <b>Doctor of Business Administration (DBA), Strategic Leadership</b><br>Jacksonville University, Jacksonville, FL (AACSB Accredited) | 2025 |
| <b>Juris Doctor (JD)</b><br>Florida Coastal School of Law, Jacksonville, FL                                                          | 2018 |
| <b>Master of Business Administration (MBA)</b><br>Marshall University, Huntington, WV (AACSB Accredited)                             | 2014 |
| <b>Bachelor of Business Administration (BBA)</b><br>Marshall University, Huntington, WV (AACSB Accredited)                           | 2007 |

## RESEARCH AREAS

### Primary Research Interests

Workplace Ethics & Moral Decision-Making | Human Resource Management | Organizational Behavior | Management Education

### Current Research Streams

Dark Triad Personality Traits | Burnout & COR Theory | Algorithmic HRM & Gig Work | Ethical Fading & Malicious Compliance | Narrative Approaches to Business Ethics

## PUBLICATIONS

### Dissertation

Woodard, C. C. (2025). A framework of workplace burnout in professional service firms: The influence of psychological, social, and personal factors. (Doctoral dissertation, Jacksonville University). ProQuest Dissertations & Theses.  
<https://search.proquest.com/openview/a5ca26b65eb7d271aaf978532e858fa1>

## Peer-Reviewed Journal Articles

- Woodard, C. C., Toteva, I. T., Smith Sockbeson, C. E., & Shaw, J. C. (2026). Toxic traits at work: How perceived coworker Dark Triad behaviours deplete resources and fuel burnout. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-11-2025-6210>
- Woodard, C. C., Toteva, I. T., & Ward, C. (2026). A life most terrible: Moral collapse and ethical renewal in The Death of Ivan Ilyich. *Journal of Business and Psychology*. <https://doi.org/10.1007/s40926-026-00389-z>
- Woodard, C. C., Ward, C. L., & Simon, A. A. (2026). The Burnout Budget: Experiencing resource loss and recovery in real time. *Management Teaching Review*. <https://doi.org/10.1177/23792981261458342>
- Ward, C. L., & Woodard, C. C. (2026). Societal impact and faculty burnout in business schools: A demands-resources-meaning framework. *Journal of Education for Business*. <https://doi.org/10.1080/08832323.2026.2703190>

## Under Review

- Woodard, C. C. Moral blindness at work: Three organizational pathways to ethical fading. *Journal of Business Ethics*. [Revised & Resubmitted]
- Woodard, C. C. Doubling Down: Phantom Resources and the Reversal of Gain Spirals in Conservation of Resources Theory. *Journal of Management Studies*.
- Woodard, C. C., Toteva, I. T., Smith Sockbeson, C. E., & Shaw, J. C. Toxic peers and unjust platforms: Perceived coworker Dark Triad traits, justice perceptions, and burnout in algorithmic gig work. *Personnel Review*.
- Woodard, C. C., Heitman-Lucy, C., & Sudduth IV, J. What you see is what you get: A collaborative framework for challenging bias and building inclusive judgment. *Management Teaching Review*.
- Woodard, C. C., & Charpied, B. T. Reading Malicious Compliance: How Leaders Misinterpret Morally Ambiguous Rule-Following. *Business Ethics Quarterly*.
- Woodard, C. C. Organizing in the Dark: How Social Order Emerges Under Institutional Absence. *Culture and Organization*.
- Woodard, C. C., & Fournet, A. Organizational Periodization: A Temporal Framework for Sustaining Organizational Capability. *Management Decision*.
- Schneider, N., & Woodard, C. C. Making Meaning of Controversial Conversations: Media Discussions as a Vehicle for Student Sensemaking and Sensegiving. *Organization Management Journal*.

## Revise & Resubmit

- Woodard, C. C., Deane, S. G., Ghosh, H., Carter, C., Negoro, Y. M., & Dunn, A. M. Reaching consensus isn't easy: A classroom role-play on team decision making. *Management Teaching Review*.

## Working Papers

- Woodard, C. C. Algorithmic HRM and bias reinforcement. Target: *Academy of Management Review*.
- Woodard, C. C., & Toteva, I. T. Dark Triad consumer identities. Target: *Journal of Consumer Behaviour*.
- Woodard, C. C. Dark Triad workers in algorithmic systems: Hidden advantage or system risk? Target: *International Journal of Manpower*.
- Woodard, C. C. When dark traits pay off: A contextual model of Dark Triad activation in algorithmically managed work. Target: *Journal of Business and Psychology*.
- Woodard, C. C., Craven, C., & Reaves, T. The ethical influence audit: Helping students distinguish persuasion, manipulation, and coercion in organizations. Target: *Management Teaching Review*.
- Woodard, C. C., Charpied, B. T., & Kuron, L. The last light of Alexandria: Leading when every choice carries loss. Target: *Management Teaching Review*.
- Woodard, C. C., & Charpied, B. T. Leading at the edge: Moral ambiguity, identity, and leadership in Black Sails. Target: *Journal of Management Inquiry*.
- Dunn, A., & Woodard, C. C. Beyond AI detection: Teaching students to critically collaborate with generative artificial intelligence. Target: *Journal of Management Education*.

Fournet, A., Cheney, L., & Woodard, C. C. Artificial Intelligence as an Assessment Support Tool: Comparing AI and Instructor Evaluation of Authentic Business Writing. Target: Decision Sciences Journal of Innovative Education.

Fuller, L., & Woodard, C. C. Opacity as enabler: Settlement agreements, sensemaking rationalization, and the erosion of organizational ethical culture. Target: Journal of Business Ethics.

Toteva, I. T., Woodard, C. C. Human touch or algorithmic appeal? AI-driven branding, authenticity, and consumer trust. Target: European Journal of Marketing.

Toteva, I. T., Woodard, C. C., & Hunt, W. (2026). Entrepreneurial selling as a multi-audience capability: A conceptual framework. Target: Journal of Personal Selling & Sales Management

## PRESENTATIONS

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### Peer-Reviewed Conference Presentations

|                                                                                              |      |
|----------------------------------------------------------------------------------------------|------|
| "Entrepreneurial Selling as a Multi-Audience Capability: A Conceptual Framework"             | 2026 |
| Society for Marketing Advances (SMA), Orlando, FL   Peer-Reviewed (Presented by I. Toteva)   |      |
| "The Burnout Budget"                                                                         | 2026 |
| Management & Organizational Behavior Teaching Society (MOBTS), Ann Arbor, MI   Peer-Reviewed |      |
| "The Last Light of Alexandra"                                                                | 2026 |
| Management & Organizational Behavior Teaching Society (MOBTS), Ann Arbor, MI   Peer-Reviewed |      |
| "Building the Leader"                                                                        | 2026 |
| Management & Organizational Behavior Teaching Society (MOBTS), Ann Arbor, MI   Peer-Reviewed |      |
| "Dark Side of Gig Work"                                                                      | 2026 |
| Southwest Academy of Management, Dallas, TX   Peer-Reviewed                                  |      |
| "Workplace Burnout Framework"                                                                | 2025 |
| Association of Marketing Theory & Practice (AMTP), Myrtle Beach, SC   Peer-Reviewed          |      |

### Invited Presentations

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|---------------------------------------------------------|------|
| "Good People, Tough Choices"                            | 2026 |
| Beta Alpha Psi, Jacksonville State University   Invited |      |
| "A Life Most Terrible"                                  | 2025 |
| JSU Faculty Symposium   Invited                         |      |

## COURSES PREPARED TO TEACH

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**Human Resource Management | Employment Law | Compensation Management | Collective Bargaining | Strategic Human Resource Management | Advanced Labor & Employment Law**

Organizational Behavior & Leadership | Principles of Management | Business Ethics | Legal & Ethical Environment of Business

HR Analytics | Algorithmic HRM & People Technology | Organizational Theory

## TEACHING EXPERIENCE

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### Assistant Professor — Jacksonville State University

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|------------------------------------------------------------------------------|--------------|
| MGT 385 Human Resource Management (Writing Intensive, Face-to-Face & Online) | 2025–Present |
| MGT 391 Employment Law (Face-to-Face & Online)                               | 2025–Present |
| MGT 468 Compensation Management (Online)                                     | 2025–Present |
| MGT 490 Collective Bargaining (Online)                                       | 2025–Present |
| MGT 5368 Compensation Management, Graduate (Online)                          | 2025–Present |
| MGT 5380 Advanced Labor and Employment Law, Graduate (Online)                | 2025–Present |

### Adjunct Professor — Jacksonville University

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|----------------------------------------------------------------------|------|
| MGT 321 The Legal and Ethical Environment of Business (Face-to-Face) | 2025 |
| MGT 566 Legal and Ethical Environment of Business, Graduate (Hybrid) | 2025 |
| MGT 610 Strategic Human Resource Management, Graduate (Hybrid)       | 2025 |

### Graduate Teaching Assistant — Jacksonville University

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|----------------------------------------------------------------------|-----------|
| INB 555 Competing in the Global Economy, Graduate (Online)           | 2023–2024 |
| MGT 310 Organizational Behavior & Leadership (Online)                | 2023–2024 |
| MGT 321 The Legal and Ethical Environment of Business (Face-to-Face) | 2023–2024 |
| MGT 630 Teamwork & Organizational Transformation, Graduate (Hybrid)  | 2023–2024 |
| MKG 540 Strategic Marketing in Digital Economy, Graduate (Online)    | 2023–2024 |

## EDITORIAL & SCHOLARLY ACTIVITY

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### Editorial Roles

- Associate Editor — Management Teaching Review (SAGE/MOBTS), 2026–Present
- Editorial Review Board — Management Teaching Review (SAGE/MOBTS), 2026–Present

### Ad Hoc Manuscript Reviewing

- Management Teaching Review, 2025–Present
- Organization Management Journal, 2026–Present
- International Journal of Manpower, 2026–Present
- International Journal of Organizational Analysis, 2026–Present

### Conference Paper Reviewing

- Management & Organizational Behavior Teaching Society (MOBTS)
- Society for Marketing Advances (SMA)

## SERVICE

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### To the Profession

- Lead Judge / Judge, Collegiate Leadership Competition (CLC), MOBTS, 2026
- CLC Committee Member, MOBTS, 2026–Present
- Judge, MOBTS Collegiate Leadership Competition — Global Invitational, 2024, 2025, 2026
- Board of Directors, Calhoun County SHRM, Anniston, AL, 2026–Present
- Dissertation Fellowship Selection Committee, Phi Kappa Phi Honor Society (National), 2027 Awards Cycle

## University Service

- President & Faculty Advisor, Phi Kappa Phi Honor Society — Chapter #284, JSU, 2026–Present
- Faculty Advisor, SHRM Student Chapter #5305, JSU, 2026–Present
- Faculty Mentor, Pre-Law Program, JSU, 2026–Present
- Project Management Faculty Search Committee, JSU, 2026–2026
- Search Committee Process Revision Committee, JSU, 2026–Present
- Speaker, Admitted Students Day, JSU, January 2026
- Guest Speaker, Beta Alpha Psi, JSU, 2026 (Ethics and professional decision-making)

## Dissertation Committees

- Committee Member (External) — Tiffany Reaves, West Virginia University, 2026–Present  
*"When support is taken away: Employee reactions to the withdrawal of pro-employee initiatives"*

## Workshops & Invited Academic Service

- Workshop Facilitator, Finding the Right Internship & Job-Hunting Strategies, Jacksonville University, 2025
- Workshop Facilitator, Advanced Excel Data Management, Jacksonville University, 2025

## PROFESSIONAL MEMBERSHIPS & HONORS

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American Bar Association (ABA)  
Beta Gamma Sigma (International Business Honor Society)  
Management & Organizational Behavior Teaching Society (MOBTS)  
Phi Kappa Phi (National Honor Society)  
Society for Human Resource Management (SHRM)  
Southern Management Association (SMA)

## LICENSURE

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Enrolled Agent — Internal Revenue Service 2018–Present

## INDUSTRY EXPERIENCE

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|---------------------------------------------------------|-------------------|
| Director of Logistics & Operations — Mover & Shaker Co. | Jun 2022–Mar 2025 |
| Owner / Principal Consultant — Cole Woodard LLC         | Apr 2022–Aug 2025 |
| Director of Legal Operations — J. David Tax Law         | May 2018–Mar 2022 |