

**LINDA M. L. PETERS**

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**EDUCATION**

- 2003      **Doctor of Philosophy, Organization Studies (major), Statistics (minor)**  
University of Massachusetts, Amherst, MA; GPA 4.0/4.0  
Honor Society of Beta Gamma Sigma
- 1996      **Master of Business Administration,**  
Western New England College, Springfield, MA; GPA 4.0/4.0  
Awarded “Outstanding Graduate Student”
- 1993      **Bachelor of Business Administration,** Emphasis in Finance  
American International College, Springfield, MA; GPA 3.95/4.0  
Summa Cum Laude

**PROFESSIONAL ACADEMIC EXPERIENCE**

1999- Present **University of Massachusetts,**  
Amherst, MA

**Adjunct Professor** (Fall 2011 – Present; Previously Senior Lecturer from Fall 2009 – Summer 2011 and Lecturer from Fall 2003 – Summer 2009)

- Teaching responsibilities include:
  - MGT 680 – *Organizational Behavior and Theory* - MBA level (Fall, Spring and Summer semesters since 2003).
  - MGT 770 - *Human Resource Management* - MBA level (Fall and Spring semesters since 2005)
  - MGT 797 – *Real Estate Investment* – MBA level (2-credit course taught during Winter sessions since 2006)
  - MGT 597 - *Negotiation and Theory* – MBA level; 3-credit elective (Spring or Fall semester 2012-2014)
  - MGT 301 – *Management* – Undergraduate level (Spring 2006; Fall 2010); Large lecture class format with focus on Strategy and Entrepreneurship
- Developed 1-credit MBA course entitled *Managing in a Virtual World*.
- Developed 2-credit MBA course entitled *Real Estate Investments*.

- Overall teaching evaluations are exceptional and among top in the MBA program, Isenberg School of Management, and the University overall.
- Conduct research on factors affecting virtual team effectiveness and how to develop these factors in order to work more efficiently in the virtual world.

**Teaching Assistant** (Fall 2001 – Fall 2002)

- Taught *Organizational Behavior* (MGT 330)
- Average overall teaching evaluation: 4.82 out of 5.00

**Research Assistant** (Fall 1999 – Spring 2001; Spring 2003)

- Assisted in planning and organizing a university-sponsored spirituality conference in June 2000.
- Assisted professor in classroom of a Ph.D. level, research methods course.
- Assisted professor in developing items for a scale to be used to measure various personality traits deemed important in the business environment. Conducted all statistical testing, including exploratory and confirmatory analyses and reliability coefficients.

2013 - 2018 **American Association of Physician Leaders**

**Faculty member (Occasional)**

Teaching responsibilities include:

- *Influence, Power & Politics* (1 day course)
- *Using Influence to Work Collaboratively* (1.5 day course)

**PUBLICATIONS**

Guo, Chun; Miller, Jane; Woodard, Melissa; Miller, Daniel; Silvernail, Kirk; Aydin, Mehmet; Lemos, Ana; Kumpikaite-Valiuniene, Vilmante; Nair, Sudhir; Donnelly, Paul; Marx, Robert; Peters, Linda. (2018). Self-Concept Orientation and Organizational Identification: A Mediated Relationship. Accepted for publication in *Journal of Managerial Psychology* (June 2018)

Melissa S. Woodard, Jane K. Miller, Daniel J. Miller, Kirk D. Silvernail, Chun Guo, Sudhir, Nair Mehmet, Devrim Aydin, Ana Heloisa, da Costa Lemos, Paul F. Donnelly, Vilmante Kumpikaite-Valiuniene, Robert Marx, Linda M. Peters. (2016). A cross-cultural examination of preferences for work attributes. *Journal of Managerial Psychology*, Vol. 31 Iss 3 pp. 702 - 719 Permanent link to this document: <http://dx.doi.org/10.1108/JMP-09-2013-0289>

Peters, L. & Shmerling, S. (2013). Online Simulations: Identifying Factors that Impact Performance. In *Proceedings of Eastern Academy of Management, 50th Annual Meeting*.

Baltimore, May 2013. Pgs. 1676-1695.

Shmerling, S. & Peters, L.M.L. (2012). Virtual Teaming in Online Education: Does It Work? In Wang, S. and Harrison, Y. (Eds.), Cases on Formal, Non-Formal, and Informal Online Learning: Opportunities and Practices. IGI Global Publishing. Pgs. 1-18.

Peters, L., Shmerling, S., & Karren, R. (2011). Constructivist Pedagogy in Asynchronous Online Education: Examining Proactive Behavior and the Impact on Student Engagement Levels. *International Journal on E-Learning*, 10(3): 311-330.

Miller, J.K., Farmer, K.P., Miller, D.J. & Peters, L.M. (2010). Panacea or snake oil? Interest-based bargaining in the U.S. airline and rail industries. *Negotiation Journal*. 26(2): 177-201.

Peters, L. (2010). Self-leadership: A Critical Component for Virtual Teamwork. Excerpt in Neck, C.P. & Manz, C.C. *Mastering, Self-leadership: Empowering Yourself for Personal Excellence* (5<sup>th</sup> Ed.), Prentice Hall, pp. 91-92.

Peters, L. & Karren, R. (2009). An Examination of the Roles of Trust and Functional Diversity on Virtual Team Performance Ratings. *Group & Organization Management Journal*. 34(4): 479-504. DOI: 10.1177/1059601107312170.

Peters, L. & Manz, C.C. (2008). Getting Virtual Teams Right the First Time: Keys to Successful Collaboration in the Virtual World. In Nemiro, J., Beyerlein, M., Beyerlein, S., and Bradley, L. (Eds.). *The Handbook of High Performance Virtual Teams: A Toolkit for Collaborating Across Boundaries*. Jossey-Bass Publishers. Pgs. 131-152.

Peters, L. & Manz, C.C. (2007). Identifying Antecedents of Virtual Team Collaboration. *Team Performance Management Journal*, 13(3/4): 117-129.

Peters, L. (2005). Trust – The Heart of Virtual Teams. *American College of Physician Executives: Leading Edge Journal*, April issue, Vol. 2, Issue 2.

Peters, L. & Karren R. (2005). Now you see them ... now you don't: A model of innovativeness in virtual teams. *The Institute for Behavioral and Applied Management Conference Proceedings*, 159-166.

Peters, L. (2003). Virtual environments: The "how-to" of studying collaboration and performance of geographically dispersed teams. *IEEE International Workshop on Enabling Technologies: Infrastructure for Collaborative Enterprises (WETICE)* Published Proceedings, 137-141.

## REFEREED PRESENTATIONS

Dobratz, C., Shmerling, S., and Peters, L. 2016. Perceptions of Risk and Collaboration within Entrepreneurship Circles: How do educators prepare students for the real challenges of running a business? Presented paper at Eastern Academy of Management Conference, New Haven, CT.

Peters, L., Shmerling, S. & Dobratz, C. 2014. Developing 'Best Practices' in Entrepreneurship Education. Presented paper at Eastern Academy of Management Conference. Newport, RI.

Peters, L. & Shmerling, S. 2013. Online Simulations: Identifying factors that impact performance. Presented paper at Eastern Academy of Management Conference. Baltimore, MD.

Woodard, M.S., Miller, J.K., Miller, D.J., Silvernail, K., Aydin, M.D., Costa Lemos, A.H., Donnelly, P.F., Kumpikaite, V., Mark, R., Nair, S., Peters, L.M., & Guo, C. 2013. A cross-cultural examination of individual preferences for job and organizational attributes. Paper presented at Easter Academy of Management International Conference. Seville, Spain.

Peters, L. & Shmerling, S. 2012. Presented workshop at Eastern Academy of Management Conference. Workshop entitled: *Teams in Higher Education: The New Face of Social Promotion*, Philadelphia, PA.

Sinha, V.K., Peters, L., Shmerling, S., & Ahluwalia, P.K. 2011. Virtual Teams in the 'Real World': Expanding the Peters-Manz Collaboration Model to Complex Geographically Distributed Teams. Presented at the International Conference on Practice and Research in Management (PRIM) in Agra, India.

Peters, L. & Shmerling, S. 2010. E-Teaching: Building Successful Virtual Teams in Higher Education Courses. Paper presented at E-Learn: World Conference on E-Learning in Corporate Government, Healthcare, and Higher Education in Orlando, FL.

Porter, T., Wooldridge, W., & Peters, L. 2007. Guided Evolution Theory and Dynamic Capability Development: A Path Analytic Exploration. Paper presented at the Academy of Management Annual Conference in Philadelphia, PA.

Giacobbe-Miller, J., Farmer, K., Peters, L., & Miller, D. 2007. Antecedents to the choice of interest-based bargaining approaches for negotiators in the airline and rail industries. Presented in poster form at the Academy of Management Annual Conference in Philadelphia, PA.

Peters, L. 2006. Teaching Organizational Behavior Online: Moving from the visual into the virtual world of education delivery. Presented at the 33<sup>rd</sup> National Organizational Behavior Teaching Conference in Rochester, NY.

Peters, L. & Karren R. 2005. Now you see them ... now you don't: A model of

innovativeness in virtual teams. Presented at the American Psychologists Academy Conference in Scottsdale, AZ.

Peters, L. 2005. Beyond the company walls: Examining the impact of shared understanding on virtual teams. Presented in a round-table discussion at the Conference on Managing in a Global Economy XI (International Eastern Academy of Management), Cape Town, South Africa.

Peters, L. 2003. The human face of telecommuting: Qualitative insights into three women's professional "homework". Presented at the Eastern Academy of Management meeting, Baltimore, MD.

Peters, L. 2003. Virtual environments: The "how-to" of studying collaboration and performance of geographically dispersed teams. Presented at the IEEE International Workshop on Enabling Technologies: Infrastructure for Collaborative Enterprises (WETICE), Linz, Austria.

Peters, L. 2002. Stressed out: An analysis of coping behavior on self-efficacy and goal attainment. Presented at the Eastern Academy of Management meeting, New Haven, CT.

### **AWARDS**

Recipient of the 'Highly Commended Paper' by Emerald Literati Network's 2008 Awards for Excellence for the article entitled 'Identifying Antecedents of Virtual Team Collaboration, published in Team Performance Management: An International Journal, 2007.

Nominated for the Distinguished Teaching Award in 2007 and 2008.

Nominated for the Isenberg Outstanding Teacher Award in 2016.

### **NON-REFEREED PRESENTATIONS, CONSORTIUMS AND SYMPOSIUMS**

Valley Venture Mentors, Springfield, MA. 2015. Invited panelist and speaker. Topic: Building a team in start-up companies (Board of Directors, Board of Advisors, and Management Team).

Business West Business Exposition (MassMutual Center), 2014. Invited judge for Valley Venture Mentors start-up pitch contest.

Entrepreneurship Initiatives, Harold Grinspoon Charitable Foundation – Annual conference (MassMutual Center). 2014. Invited 'Shark Tank' Judge for student idea pitches.

Business West Business Exposition (MassMutual Center), 2013. Invited judge for VVM start-up pitch contest.

Entrepreneurship Initiatives, Harold Grinspoon Charitable Foundation – Annual conference (MassMutual Center). 2013. Invited ‘Shark Tank’ Judge for student idea pitches.

UMass Women in Business, Amherst, MA. 2010. Invited panelist for session entitled: *Being a Boss People Want to Work For*.

Aspen Square Management, W. Springfield, MA. 2008. Invited to conduct 3-day seminar at corporation’s Leadership Training Retreat in Cancun, Mexico. Topics included: *Motivation, Conflict Management, Decision-Making, Leadership, Employee Selection/Discipline/Termination, Discrimination Prevention, Stress Management, Understanding Organizational Culture, and Change Management*.

International Symposium on Collaborative Technologies and Systems, Irvine, CA. 2008. Invited guest speaker. Presentation entitled: *Merging the Brain and the Heart in the World of Virtual Teams*.

Massachusetts Association of School Superintendents – Executive Institute, Mashpee, MA. 2007. Presentation entitled: *Enhancing ‘Visual’ with ‘Virtual’ Education: Alternative online applications for K-12*.

Eastern Academy of Management, New Brunswick, NJ. 2007. Faculty panelist for Doctoral Consortium facilitated by D.A. Butterfield, Ph.D. Theme: *Career choices after graduation: What to do and where to go after they call you Dr*.

UMass Online, Shrewsbury, MA. 2006. Faculty panelist for 5-year celebration symposium. Presentation entitled: *Teaching Online: Moving from the visual into the virtual world of education delivery*.

Eastern Academy of Management, Saratoga Springs, NY 2006. Faculty panelist for Doctoral Consortium facilitated by D.A. Butterfield, Ph.D. Theme: *Tips for actually finishing a dissertation*.

## REVIEWING EXPERIENCE

Periodic Peer Reviewer for the Team Performance Management Journal

Periodic Peer Reviewer for the Small Group Research Journal

Manuscript review for Berrett-Koehler Publishers, Inc., San Francisco: Flicker, B. Working at Warp Speed: The new rules for project success in a sped-up world (2002).

### **COMMITTEES, BOARDS & MEMBERSHIPS**

- Serve on advisory board for the Entrepreneurship Initiatives - awards and recognition program for entrepreneurs funded by the Grinspoon Foundation
- Serve on Executive Board of Directors, Falmouth Commodores, a premier Cape Cod League Baseball Team
- Volunteer as a Massachusetts Special Education Surrogate Parent for kids in group homes without parent representation regarding their academics
- Serve as an Administrative Official for USA Swimming
- Serve as Chair of the Lasell Parent Council, Lasell University, Newton, MA
- Former member of River Valley Investors – angel investment organization that specializes in identifying new startup investment opportunities for companies with a patentable product.
- Formerly served on Board of Directors – Colony Hills Capital (a national real estate investment firm based out of Wilbraham, Massachusetts)
- Former member of Board of Trustees, Executive Committee, and Audit Committee – Western New England College
- Former member of advising committee for the Western New England College Law and Business Center for Advancing Entrepreneurship
- Former member of Innovators Roundtable - "spirit of innovation" initiative sponsored by Bay Path College
- Former member of College Review Committee (for Lecturer Personnel Promotions) – Isenberg School of Management, UMass
- Previously served on the Editorial Board for the Small Group Research Journal

### **PROFESSIONAL AFFILIATIONS**

- The Honor Society of Beta Gamma Sigma

### **RELATED BUSINESS EXPERIENCE**

2003 – 2006 **Consultant**

#### **Program Director of the Entrepreneurship Initiative The Harold Grinspoon Charitable Foundation**

- Founding director – established relationships with all colleges/universities in the Pioneer Valley for the purpose of collaborating and promoting an educational environment that informs, supports, and inspires student entrepreneurs.
- Approved and provided funding for recognition and awards to students who displayed the entrepreneurial spirit.
- Acted as liaison with all participating schools and united them for the

purpose of promoting entrepreneurship as a respected profession.

1984-1999

**Johnson Real Estate Investors DBA Aspen Square Management,  
West Springfield, MA**

Aspen Square Management is a national real estate investment company specializing in the rehabilitation and management of apartment communities valued in excess of \$300 million.

**Partner and National Director of Property Management (1986 to 1999)**

***Strategic responsibilities***

- Worked closely with the Project Management Department in conducting initial take-off following purchase of properties, which includes determining level of upgrades and projected payback from rental increases, or increases in net operating income.
- Approved annual budget proposals; analyzed each properties financial condition and formulated and implemented policies to ensure maximization of cash flow.
- Compiled and analyzed data on economic and demographic trends and implemented necessary policy changes.
- Responsible for building interdepartmental relationships and implementing policies and procedures, which served to enhance the overall objectives of the company.

***Managerial Responsibilities***

- Supervised daily management and marketing operations of approximately 16,000 apartment units in 28 states nationwide.
- Traveled extensively throughout the United States to monitor properties firsthand and to troubleshoot problem areas.
- Directed all aspects of marketing efforts in the areas of image enhancement, leasing and community development.
- Selected, trained, motivated and supervised staff of approximately 160 individuals in the various disciplines of management, training, marketing and administration.
- Coordinated schedules and activities of second line supervisors and trainers.

***Accomplishments***

- Developed and implemented national training standards for managers and leasing consultants.
- Created extensive marketing program utilized by on-site staff that resulted in increased occupancy levels and reduced promotional costs.
- Organized and led educational seminars and retreats for corporate executives, managers and foremen.
- Developed strong relationships with the U.S. and Regional Housing and Urban Development (HUD) offices that resulted in various grant



monies and special rent adjustments being awarded to our subsidized properties.

### **TEACHING INTERESTS**

Organizational Behavior  
Entrepreneurship

Management  
Negotiations

Human Resource Management  
Real Estate Investments

### **RESEARCH INTERESTS**

- Primary research interest focuses on the concept of virtuality. Specifically, examining virtual team composition and dynamics, issues of trust building, collaboration, shared understanding, developing relationships, and how to enhance virtual team effectiveness.
- Secondary research interests include E-learning and E-teaching. Specifically, examining teaching styles used on-line and how these affect individual learners as well as virtual teams.
- Other research interests include topics related to Entrepreneurship and Entrepreneurship Education.

### **RELATED SKILLS AND STRENGTHS**

Possess strong leadership, management, organizational and communication skills. Have a reputation of maintaining a positive attitude, successfully motivating others and being a team player. Experienced with several statistical packages including SPSS, SAS, HLM, PLS-Graph and LISREL. Also experienced with Windows environment, VOIP systems, Excel, Microsoft Word, Power Point , Google Docs and e-Learning software.