

CHARLES “COLE” WOODARD, DBA, JD

Curriculum Vitae

Jacksonville, AL

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ACADEMIC APPOINTMENTS

Assistant Professor of Management Jacksonville State University, Jacksonville, AL	Aug 2025–Present
Adjunct Instructor of Management Jacksonville University, Jacksonville, FL	Jan–Aug 2025
Graduate Teaching Assistant Jacksonville University, Jacksonville, FL	Aug 2023–Aug 2024

EDUCATION

Doctor of Business Administration (DBA), Strategic Leadership Jacksonville University, Jacksonville, FL (AACSB Accredited)	2025
Juris Doctor (JD) Florida Coastal School of Law, Jacksonville, FL	2018
Master of Business Administration (MBA) Marshall University, Huntington, WV (AACSB Accredited)	2014
Bachelor of Business Administration (BBA) 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. L. (2026). A life most terrible at work: Moral collapse and ethical renewal in The Death of Ivan Ilyich. *Philosophy of Management*. <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>
- Woodard, C. C., Deane, S. G., Ghosh, H., Carter, C., Negoro, Y. M., Anderson, T., & Dunn, A. M. (2026) Reaching consensus isn't easy: A classroom role-play on team decision making. *Management Teaching Review*. <https://doi.org/10.1177/23792981261490918>

Under Review

- Woodard, C. C. Moral blindness at work: Three organizational pathways to ethical fading. *Journal of Business Ethics*. [Revised & Resubmitted]
- 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*. [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. Organizing in the Dark: How Social Order Emerges Under Institutional Absence. *Administrative Theory and Praxis*.
- Woodard, C. C., & Halleck, J. R. Just Enough: The Ethics of Capability Camouflage in Employment Relationships.. *Journal of Business Ethics*.
- Fournet, A., Cheney, L., & Woodard, C. C. Artificial Intelligence as an Assessment Support Tool: Comparing AI and Instructor Evaluation of Authentic Business Writing. *Decision Sciences Journal of Innovative Education*.
- Schneider, N., & Woodard, C. C. Making Meaning of Controversial Conversations: Media Discussions as a Vehicle for Student Sensemaking and Sensegiving. *Organization Management Journal*.

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., & Charpied, B. T. Reading Malicious Compliance: How Leaders Misinterpret Morally Ambiguous Rule-Following. Target: *Journal of Management Inquiry*.
- 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*.
- Woodard, C. C., Fournet, A., & Cunningham, A. J. Organizational Periodization: A Temporal Framework for Sustaining Organizational Capability. *Journal of Organizational Change Management*.

Dunn, A., & Woodard, C. C. Beyond AI detection: Teaching students to critically collaborate with generative artificial intelligence. Target: Journal of Management 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.. Entrepreneurial selling as a multi-audience capability: A conceptual framework. Target: Journal of Personal Selling & Sales Management

PRESENTATIONS

Peer-Reviewed Conference Presentations

"Humanlike Helpers: AI Agents and Consumer Self-Control" 2027
Association of Marketing Theory and Practice (AMTP), OMyrtle Beach, SC |
Peer-Reviewed (Presented by I. Toteva) *Accepted*

"Testing Psychological Contract Violation in Gig Work: A Constructive Replication of
Turnley and Feldman (1999)" 2026
Southern Management Association (SMA), St. Pete Beach, FL | Peer-Reviewed
(Presented by F. Fouladi & H. Ghosh)

"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

"Good Intentions, Real Consequences: Ethics and Employment Law in Everyday HR" 2026
Calhoun County Society for Human Resource Management (SHRM) | Invited

"Good People, Tough Choices" 2026
Beta Alpha Psi, Jacksonville State University | Invited

"A Life Most Terrible" 2025
JSU Faculty Symposium | Invited

AWARDS & HONORS

National Awards

2026 Love of Learning Award — The Honor Society of Phi Kappa Phi

Scholarships

2025 MOBTS Doctoral Institute Scholarship — Management & Organizational Behavior Teaching Society

COURSES PREPARED TO TEACH

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

Assistant Professor — Jacksonville State University

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 (Face-to-Face & 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

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

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

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

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, Conflict Resolution for Supervisors and Team Leads, coordinated through JSU's Center for Economic Development and Business Research, 2026
- Workshop Facilitator, Finding the Right Internship & Job-Hunting Strategies, Jacksonville University, 2025
- Workshop Facilitator, Advanced Excel Data Management, Jacksonville University, 2025

PROFESSIONAL MEMBERSHIPS & HONORS

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

Enrolled Agent — Internal Revenue Service	2018–Present
Attorney — State Bar of Alabama	Admitted 2026

INDUSTRY EXPERIENCE

Owner / Principal Consultant — cwoodard, LLC	Oct 2026–Present
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