

Angela D. Carter

Assistant Professor | Human Resource Development
Educational & Organizational Leadership Development Department
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Education

Doctor of Education	University of Georgia 2015 Adult Education & Human Resource Development
Master of Education	University of Arkansas 2012 Workforce Development Education
Bachelor of Arts	Georgia State University 1995 English Literature

Certifications

Reflective Structured Dialogue IDI Qualified Administrator	Academy of Human Resource Development April 2021 Intercultural Dimensions Inventory 2020
ACC Certified Leadership Coach	International Coaching Federation 2019
Adaptive Leadership Coach	Kansas Leadership Center 2018
DISC Facilitator	Alessandra & Associates 2017
Immunity to Change Facilitator	Minds At Work 2017

Academic Employment

Assistant Professor	Clemson University 2021-present Human Resource Development
Clinical Assistant Professor	Clemson University 2017-2021 Human Resource Development
Academic Professional	University of Georgia 2015-2017 Learning, Leadership & Organization Development
Graduate Teaching Assistant	University of Georgia 2014-2015 Human Resource & Organization Development

Professional Employment

Corporate Training Specialist	Triumph Aerostructures Nashville, Tennessee 2013-2015
Director of Training	Applied Health Analytics Nashville, Tennessee 2012-2013
Shopping Center Manager	Hickory Hollow Mall, Avenue Murfreesboro, TN 2000-2012

SCHOLARLY ACTIVITIES

Published Works

- Sims, C., **Carter, A.D.**, Morris, L., Sparkman, T., Durojaiye, A., (2021). Exploring microaggressions, leadership efficacy, servant leadership, and engagement in African American men: The role of antecedents, mediators, and intersectionality. *Advances in Developing Human Resources (ADHR)*. Sage.
<https://doi.org/10.11772F15234223211037753>
- Sims, C., **Carter, A.D.**, & Moore de Peralta, A. (2021) Do servant, transformational, transactional, and passive-avoidant leadership styles influence mentoring competencies for faculty? A study of a gender equity leadership development program. *Human Resource Development Quarterly* 32 (1), 55-75
- Carter, A.D.**, Sims, C., & de Peralta, A. M. (2020). Blazing the trail: A qualitative case study of mentoring in a gender equity leadership development program. *The Journal of Business Diversity*, 20(2), 35-49.
- Carter, A.D.** (2020): Preparing for Uganda: Anticipating the intersections of gender, race, and nationality in transcultural leadership development research. Advance. Preprint.
<https://doi.org/10.31124/advance.13268867.v1>
- Sims, C., **Carter, AD.**, Frady, K., Moore de Peralta, A., Hofrova, A., & Brown, S. (2020). Furthering women faculty in higher education leadership roles: A human performance case study. *Performance Improvement Quarterly*.
- Sims, C., **Carter, AD.**, Moore de Peralta, A., Hofrova, A., & Brown, S. (2020). Advancing Gender Equity Through Mentoring And Leadership Development: A Human Performance Technology Case Study. Editors, Burns, N. & Van Tiem, D. Cases on Performance Improvement Innovation. *IGI Global*, Hershey, PA.
- Sims, C., & **Carter, AD.** (2019). Revisiting Parker and ogilvie's model of African American executive leadership. *Journal of Business Diversity*, 19(2)
- Sims, C., **Carter, AD.**, Gong, T., & Hughes, C. (2019). Gender, identity, and the authentic leadership of small businesses. *International Leadership Journal*. 3
- Carter, A.D.** (2018). Finding their way: How novices learn as they engage in action learning coaching. Special Issue. *Action Learning: Research & Practice: Join the Conversation on the Relationship between Action and Learning*, v16 n1 p23-36
- Carter, A.D.** (2017). Action Learning Coaching: A Practical Model For Emergent Leader Development, T.A. Mapotse (Ed). *Cross-Disciplinary Approaches to Action Research and Action Learning*. IGI Publishing. p. 40-61

Published Works, TigerPrints

Instructor Guides, TIGERS ADVANCE Trailblazers: Provost's Mentoring Initiative for Faculty
https://tigerprints.clemson.edu/tigers_adv/

Sims, C., **Carter, A.D.**, & Brown, S. (2020). Session 1, Gender Equity Case Study and Introduction to Action Research

Sims, C., **Carter, A.D.**, & Brown, S. (2020). Session 2, Mentoring (Hierarchical & Mutuality) & Adaptive Leadership

Sims, C., **Carter, A.D.**, & Brown, S. (2020). Session 3, DISC Communication & Leadership & Implicit Bias

Sims, C., **Carter, A.D.**, & Brown, S. (2020). Session 5, Servant and Social Justice Leadership, Servant Leadership Case Study

Sims, C., **Carter, A.D.**, & Brown, S. (2020). Session 6, Negotiation with Case Study

Sims, C., **Carter, A.D.**, & Brown, S. (2020). Session 8, Gender Equitable Workload Distributions

Sims, C., **Carter, A.D.**, & Brown, S. (2020). Session 9, Action Research Project Presentation

Unpublished Works- Submitted, Under Review, In Press

Carter, A.D. (in Press). Connecting the pieces: Taking an active learning constructivist approach to graduate online instruction through an online jigsaw activity. *Innovations in Higher Education Teaching and Learning (IHETL): Changing the Conventional Classroom*. Patrick Blessinger & Enakshi Sengupt (Eds.). Emerald Group Publishing.

Carter, A.D., Hutchins, H., Sims, C.M. & Williams, Jr., M. (in press). Coaching the imposter: Developing emerging leaders as they negotiate identity amidst imposter concerns. *In: Connecting and Relating: HRD Perspectives on Developmental Relationships*. Hutchins, H. & Ghosh, R., eds. Palgrave Macmillan

Sims, C. & **Carter, AD.** (in press) The Radical Possibility in Becoming Black Women Leaders. In Lewis, C & Moore, J., (Eds). *African American Female Students in PreK-12 Schools and Beyond: Informing Research, Policy, and Practice*. Emerald Publishing series: *Advances in Race and Ethnicity in Education*

Carter, A.D., & Sims, C. The hill we climb: Closing thoughts on the state of women of color in Leadership. In Sims, C. & **Carter, A.D.**, eds. (in press). *Special Issue: Women of Color in Leadership. Advances in Developing Human Resources (ADHR)*. Sage.

Sims, C. & **Carter, A.D.**, Preface: Women of Color Leadership. In Sims, C. & **Carter, A.D.**, eds. (in press). *Special Issue: Women of Color in Leadership*. Advances in Developing Human Resources (ADHR). Sage.

Carter, A.D. (under review). The making of black leaders: Examining the experiences of black women executive coaches. Special Issue: The State of Black Leadership. *Consulting Psychology Journal*. APA

Unpublished Works- In Progress

Carter, A.D. Can we really lead anytime, anywhere? A Black Feminist Critique of Adaptive Leadership Development

Carter, A.D. Coaching the Coach: Taking a Human Resource Development Approach To Athletic Leader Development

Conference Presentations

Carter, A.D., Greer, T., McDonald, K., Rosenbusch, K., Schuck, B., (February 2021). Does the shoe fit? Finding the perfect position in academia. AHRD 2021 International Conference, Virtual

Carter, A.D. (March 2020). Teaching Leadership & Embedding Diversity on the Online Classroom. Diversity in Education Summit, Spartanburg, SC *Cancelled due to COVID-19

Carter, A.D., Sims, C.M. & Williams Jr., M. (March 2020). Cross Cultural Communication. Men of Color National Summit, Greenville, SC

Carter, A.D., Sims, C.M. & Moore de Peralta, A. (February 2020). Blazing the Trail: A Qualitative Study of Mentoring in a Gender Equity Leadership Development Program. AHRD 2020 International Conference, Atlanta, GA

Sims, C., **Carter, A.D.**, & Moore de Peralta, A. (February 2020). Do some leaders mentor better than others? A study of leadership style on mentor competency in a gender equity leadership development program for faculty. AHRD 2020 International Conference, Atlanta, GA

Carter, A.D., Moore de Peralta, A.C., & Sims, C. (February 2020). Blazing the Trail: A Qualitative Study of Mentoring in a Gender Equity Leadership Development Program. Clemson Women's Leadership Conference. Clemson, SC

Sims, C. & **Carter, A.D.** (February 2019) Revisiting Parker & Oglive's Model of African American Women's Leadership. AHRD 2019 International Conference

Carter, A.D. (December 2018). Constructivist Approaches to Online Education. Clemson Teaching Conference, Clemson, SC.

Carter, A.D. (October 2018). Using Action Learning Coaching to Develop Authentic Millennial Leadership. International Leadership Association Conference, Miami, Florida

Sims, C. & **Carter, A.D.** (October 2018). Furthering Women Faculty in Higher Education Leadership Roles: A Case Study. International Leadership Association Conference, Miami, Florida

Sims, C. & **Carter A.D.** (April 2018). Using Adaptive Leadership to Foster Change. Men of Color National Summit, Greenville, SC

Carter, A.D. (March 2018). Curricular Models of Culturally Competent Leader Development. AHRD 2018 International Conference

Carter, A.D. (February 2017). Leadership Coaching. AHRD 2017 International Conference.

Carter, A.D. (March 2016). Enabling the Shoemaker's Children: Building the Capacity of Novice Human Resource Development Practitioners through Action Learning Coaching. AHRD 2016 Conference

Carter, A.D. (September 2014). Action Learning for Novice Development. AAACE 2014 Conference

Research Grants

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| Carter, A.D., & Stokowski, S. | College of Education ADR Seed Grant Award
Inclusive Leadership Education Through Relational Mentoring in the Special Olympics Leadership Academy
Amount: \$30,692 Pending: Submitted October 2021 |
| Carter, A.D., & Stokowski, S. | Innovation Research Grant Program Atlantic Coast Conference
Addressing Implicit Bias: A Book Club Community of Practice for ACC Academic Advisors
Amount: \$4,000 Pending: Submitted September 2021 |
| Sims, C., High, K, Ghosh, R., Carter, A.D. | National Science Foundation ECR EIE DCL. Testing the Critical Theory of Leadership Identity Development: A Mentoring Experiment for STEM Faculty with Minoritized Identities submitted Oct 2020 Not Funded |
| Carter, A.D. | CIES Fulbright Scholar Program |

Adaptive Leadership Coaching for Gender Intelligence: A Faculty Development Study in Two Ugandan Universities| Alternate designation 2020

Sims, C., **Carter, A.D.**

College of Education ADR Seed Grant Award | Developing Positive Identity of STEM Women Leaders in Higher Education: A Longitudinal Study of the Trailblazers Leadership Development and Mentoring Program | Awarded 2019

Carter, A.D.

CIES Fulbright Scholar Program Bridging the Gender Gap in Ugandan Higher Education| Alternate designation 2019

Frady, K., High, K., **Carter, A.D.**

National Science Foundation Targeted Research and Development: STEM Faculty Leadership in Technician Education (TRaD)| 2017 Not Funded

Invited Lectures and Presentations

Workshops and Invited Lectures

September 2021	The Leadership Journey of Emerging Teacher Leaders. 2021 COE Teaching Fellows
September 2021	Imposter Phenomenon & the Courage of Confidence. Baylor School of Medicine Faculty Engagement and Development. Virtual
June 2021	Yes, Me, I am a Leader. Clarkston University ADVANCE Faculty Development Workshop. Virtual
June 2021	Immunity to Change Workshop. Clemson University Police Department.
June 2021	Mentoring Program Training. Clemson University Police Department Officers
March 2021	Testing the Critical Theory of Leadership Identity Development: A Mentoring Experiment for STEM Faculty with Minoritized Identities. Research presentation for REAL Lunch
February 2021	Code Switching Workshop. Presentation to Peer & Wise
February 2021	Inclusive Language Workshop. Clemson University Athletic Department.
January 2021	Resolving conflict through effective communication. Presentation to the Executive Director Leadership Institute, Spartanburg, SC. Virtual
November 2020	Sexism and Gender Equity. Presentation to Connect for Inclusion for Clemson University Finance and Operations Leaders
November 2020	Strategic Talent Development. Presentation to the Executive Director Leadership Institute, Spartanburg, SC. Virtual
November 2020	Teamwork Makes the Dream Work. Presentation to the Executive Director Leadership Institute, Spartanburg, SC. Virtual

October 2020	Conducting leadership development in a virtual world.
October 2020	Presentation to the AHRD Leadership Special Interest Group
September 2020	Immunity to Change. Presentation to the Executive Director Leadership Institute, Spartanburg, SC. Virtual
September 2020	Action Research for Engineering Educators. Invited lecture in Engineering Education
September 2020	Emerging Teacher Leadership. Presentation to 2020 COE Teaching Fellows
August 2020	Creating an Organization the Builds Leadership. Presentation to the Executive Director Leadership Institute, Spartanburg, SC. Virtual
June 2020	Organization Change. Presentation to the Executive Director Leadership Institute, Spartanburg, SC. Virtual
May 2020	Imposter Phenomenon. Presentation to the Executive Director Leadership Institute, Spartanburg, SC. Virtual
May 2020	Introduction to Leadership Coaching. Presentation to the Executive Director Leadership Institute, Spartanburg, SC. Virtual
January 2020	Sexism and Gender Equity. Presentation for Inclusive Excellence Certificate
January 2020	Action Research for Engineering Educators. Invited Lecture in Engineering Education Department
October 2019	To Resiliency & Beyond: Grit & Persistence for the HR Practitioner
September 2019	Resume Workshop. Presentation to the Clemson University Department of Human Resources
March 2019	Teamwork Makes the Dream Work. Presentation to MHRD Professional Development Program
January 2019	Immunity to Change Workshop
January 2019	Authentic Leadership. Presentation to MHRD Professional Development Program
November 2019	Sexism and Gender Equity. Presentation for Inclusive Excellence Certificate
October 2018	Immunity to Change Workshop. Presentation to the President's Leadership Institute
October 2018	How to Conduct Successful Meetings. Presentation to the President's Leadership Institute
February 2018	The E-Shaped Leader and Other Trends in Leader Development. Presentation to MHRD Professional Development Program
November 2017	Immunity to Change. Workshop for the President's Leadership Institute
January 2017	Imposter Syndrome (Fighting the Imposter Monster). Presentation to Mercer University Human Resource Management program
November 2016	Emergent Leader Coaching. Graduate student workshop University of Georgia LLOD program
September 2016	Action Learning Coaching. Graduate student workshop University of Georgia LLOD program
January 2016	Action Learning and Novice Induction in the Workplace. Graduate student workshop University of Georgia LLOD program

November 2015	Imposter Syndrome. Presentation to graduate student workshop University of Georgia LLOD program
October 2015	Action Research. Graduate student workshop University of Georgia LLOD program

Professional Association Presentations

January 2019	Developing the Leader Within. Association for Talent Development (ATD) Midlands Chapter
May 2016	What is Learning, Leadership & Organization Development? Association for Talent Development (ATD) Atlanta Chapter
March 2015	Action Learning for Novice Development. Presentation to Association for Talent Development (ATD) Middle Tennessee Chapter Board of Directors
May 2014	Instructional Design Best Practices. Presentation to Association for Talent Development (ATD) Middle Tennessee Chapter

Teaching & Service

Course Title	Type	Mode
Foundations of HRD Leadership*	Masters	Online
Organization Development*	Masters	Online
Human Performance Improvement	Masters	Online
Foundations of Human Resource Development*	Masters	Online
Needs Assessment for Education and Industry*	Masters	Online
Consulting for Education and Industry*	Masters	Online
Knowledge Management*	Masters	Online
Instructional Systems Design	Masters	Online
Evaluation of Training & Development	Masters	Online
Learning Leadership*	Masters	Online
Program Planning	Masters/ Doctoral	Online
The Practice of Action Research	Doctoral	Blended
First Year Seminar-Teamwork*	Undergraduate	Face to Face
Leading From Within: Developing Personal & Interpersonal Leadership Capacity	Masters	Online
Training Design and Development	Masters/ Doctoral	Blended
Qualitative Research	Masters	Blended
Leading Change in Organizations	Doctoral	Face to Face
First Year Seminar-Leadership*	Masters/ Doctoral	Blended
Program and Project Evaluation	Undergraduate	Face to Face
Adult & Continuing Education Administration	Masters/ Doctoral	Online

Qualitative Data Analysis
Training Design and Development

Doctoral
Masters

Blended
Online

*Developed New Course

Graduate & Doctoral Student Advising

Kyra Lobbins

PhD, Leadership Development

Josh Young

EdD, CoVID-19, Online Learning & Professional
Development of K-12 Teachers

Tomiko Smalls

Ph.D., Black Student Athlete Persistence

Keomba McNeely

M.S., Culturally Relevant Pedagogy for Ag Educators | 2020

Muri Mata Howle

PhD, Using Appreciative Inquiry for Principal Effectiveness |
2020

National Professional Service

Track Co-Chair

Academy of Human Resource Development Conference
(*Critical, Social Justice, and Diversity* Track) |2021—Present

Track Co-Chair

Academy of Human Resource Development Conference
(*Emerging Issues in Organizations, Communities, and
Societies* Track for papers related to antiracism, racial
injustice, HRD in the era of COVID-1) |2020

Session Host

Academy of Human Resource Development| 2021

Journal Reviewer

Human Resource Development Review Journal | 2018-
Present

Conference Paper Reviewer

Academy of Human Resource Development | 2016-2020

Session Host

Academy of Human Resource Development| 2016

Peer Mentor

Academy of Human Resource Development | 2015-2017

Member Leadership SIG

Academy of Human Resource Development| 2015-Present

Member, Diversity SIG

American Association for Adult and Continuing Education |
2014-2017

Member

Association for Talent Development (ATD) | 2013-Present

University-wide Service

Support Services and Facility
Task Force Member

President's Social Justice and Equity Taskforce | 2020

Chair Elect

Commission on the Black Experience, Clemson University |
commissioner 2017-Present; chair in 2022

Lead

Tigers ADVANCE Trailblazer Leadership Development &
Mentoring Initiative for Faculty | 2018- Present

Committee Member

Working Committee on Online Graduate Recruitment,
University of Georgia | 2015-2017

Department-Wide Service

Search Committee Member

2021

Search Committee Member

2019

Search Committee Member

2018 & 2019

Program Service

MHRD Program Coordinator

Master of Human Resource Development, Clemson
University | 2021-Present

Marketing

Master of Human Resource Development marketing,
recruitment, and admissions management, Clemson
University | 2017-Present

Program Rebranding

Program rebrand from Adult Education to Learning,
Leadership & Organization Development, University of
Georgia | 2015-2017