

DR. TIFFANY ANN JOHNS

EDUCATION

Indiana Wesleyan University, Marion, IN

Doctor of Philosophy, Organizational Leadership, 2023

Baylor University, Waco, TX

Master of Accountancy, 2001

President's List and Dean's List Academic Honors

Baylor University, Waco, TX

Bachelor of Business Administration in Accounting, Minor in Corporate Communication, 2001

Baylor Interdisciplinary Core, 1996–2000

Baylor European Business Seminar, 1999

President's List and Dean's List Academic Honors

PROFESSIONAL OVERVIEW

As an Assistant Professor of Organizational Leadership, I have developed a record of contribution across teaching, scholarship, student mentorship, curriculum development, and university service that demonstrates readiness for promotion to Associate Professor. I teach and provide curricular leadership across undergraduate, master's, and doctoral programs; chair and serve on doctoral dissertation committees; contribute to the development and assessment of academic programs; and maintain an active scholarly agenda focused on ethical leadership and followership, stewardship, leadership development, and higher education. My service to Indiana Wesleyan University includes participation in academic, curriculum, assessment, institutional review, technology and learning, and faculty hiring committees. Across these areas, I seek to integrate academic rigor, practitioner experience, student formation, and IWU's Christ-centered mission.

ACADEMIC APPOINTMENTS

Assistant Professor, Indiana Wesleyan University, 2023–Present

Teach undergraduate, master's, and doctoral courses in organizational leadership, with lead faculty responsibility for doctoral courses in statistical research design, ethics and leadership, leadership development, and applied research methods. Develop and revise curriculum, assessments, and course materials; mentor students in scholarship, leadership, and character formation; chair doctoral dissertations and serve on dissertation committees; maintain an active program of research and scholarly presentation; and contribute to university governance, assessment, curriculum development, faculty hiring, and professional service. Integrate academic rigor and leadership practice with Indiana Wesleyan University's Christ-centered mission.

Adjunct Instructor, Indiana Wesleyan University, 2021–2023

Taught undergraduate and doctoral organizational leadership courses in ethics and decision-making, followership, leadership development, and quantitative research methods. Revised the doctoral statistics course; developed BSOL curriculum as a subject matter expert; served on dissertation committees; and mentored first-year doctoral students.

Graduate Assistant, Indiana Wesleyan University, 2018–2023

Conducted faculty research; graded doctoral papers and statistics assignments; provided statistical analysis for a university faculty research project led by Dr. Michael Manning; reviewed and edited curriculum for future courses; and supported faculty research and publication projects, including Drs. Mark Rennaker and Mike Linville's (2022) first-edition textbook, *Essentials of followership: Rethinking the leadership paradigm with purpose*.

Statistics Assistant, Indiana Wesleyan University, 2018–2019

Computed statistical analysis for nursing doctoral student's capstone project. Recommended by Dr. James Freemyer.

TEACHING AND CURRICULUM LEADERSHIP

Lead Faculty, Ph. D. Program

DOL 810: Statistical Research Design
 DOL 840: Ethics and Leadership
 DOL 860A: Advanced Leadership Development Colloquium I
 DOL 880: Application of Research Methods

Courses Taught

Undergraduate:

LDR 220: Developing the Self as Leader
 LDR 305: Ethics Decision Making Leadership
 LDR 320: Followership
 LDR 405: Developing Others as Leaders
 LDR 410: Wisdom, Vision, & Values
 LDR 440: Leading in Future, Complexity, & Conflict
 LDR 455: Leading in Diverse & Global Contexts

Master's:

MOL 515: Followership
 MOL 575: Leadership Capstone'

Doctoral:

DOL 810: Statistical Research Design
 DOL 840: Ethics and Leadership
 DOL 860A: Advanced Leadership Development Colloquium I
 DOL 880: Application of Research Methods

Doctoral guest facilitation/lecture:

DOL 720: Critical Inquiry (Guest Facilitator/Lecture)
 DOL 735: Advanced Leadership Theory (Guest Facilitator/Lecture)

Courses Curriculum Development / Subject Matter Expertise / Revisions / AI Integration

LDR 405: Developing Others as Leaders
 LDR 435: Leading Innovation, Learning, & Change
 LDR 440: Leading in Future, Complexity, & Conflict
 MOL 520: Ethical Challenges of Leadership
 DOL 810: Statistical Research Design
 DOL 840: Ethics and Leadership
 DOL 880: Application of Research Methods

Graduate Assistant Course Support

DOL 715: Leadership & Personal Development
 DOL 720: Critical Inquiry
 DOL 735: Advanced Leadership Theory
 DOL 740: Organizational Theory & Design
 DOL 750: Organizational Change, Innovation, & Entrepreneurship
 DOL 760A: Leadership Development Colloquium I
 DOL 760B: Leadership Development Colloquium II
 DOL 760C: Leadership Development Colloquium III
 DOL 800: Adult and Organizational Learning
 DOL 810: Statistical Research Design
 DOL 820: Advanced Research Design

DOL 830: Global Leadership
 DOL 840: Ethics and Leadership
 DOL 855: Stewardship
 DOL 860A: Advanced Leadership Development Colloquium I
 DOL 860B: Advanced Leadership Development Colloquium II
 DOL 860C: Advanced Leadership Development Colloquium III
 DOL 875: Advanced Global Leadership
 DOL 880: Application of Research Methods
 DOL 885: Qualitative Research Methods and Analysis
 DOL 915: Dissertation Seminar

DOCTORAL ADVISING AND RESEARCH MENTORSHIP

PhD Dissertation Chair, Indiana Wesleyan University, Marion, IN (2025 to Present)

Chair for six PhD dissertation students.

PhD Dissertation Committee Member, Indiana Wesleyan University, Marion, IN (2023 to Present)

Committee member for multiple PhD dissertation students.

SCHOLARSHIP AND PUBLICATIONS

Selected Publications and Research Products

- Johns, T. A. (2025). Ethical leader identity integration: The impact of integrity as a permission-to-play value. In A. Perry & J. Pladdys (Eds.), *Crossroads in classrooms: Essays at the intersection of ethics, leadership education, and the Christian faith*, (pp. 59–82). Ethics Press.
- Johns, T. A. (2024). Unapologetically Christ-centered: IWU's Commitment to teach biblical truth to impact the world for Christ. *The Triangle*, Fall/Winter, p. 19. <https://iwu.foleon.com/triangle/magazine/>
- Johns, T. A. (2023). A case study on executive leader ethical decision-making [Dissertation]. Indiana Wesleyan University.
- Johns, T. A., & Barnes, J. (2020). Mentorship in higher education: From failure to success. *American College Personnel Association (ACPA)*.
- Nordstrom, B., Miller, B., Johns, T. A., & Macklin, A. (2019). Multidisciplinary healthcare response to human trafficking: Inpatient and outpatient settings.
- Deardorf, C., Johns, T. A., & Macklin, A. (2019). I have to overcome what? An inside look at barriers to women in leadership and how women overcome them.

Current Research and Works in Progress

- Garner, B., Johns, T. A., Bartlett, R., & Snyder, T. (2026). The impact of student-read feedback on academic performance [Research study – data analysis stage].
- Johns, T.A., & Bayard, A. (2026). Same behavior, different label: Rethinking the boundaries of leadership and followership [Integrative conceptual article].
- Johns, T.A., Cabe, K., & Smith, B. (2026). Leaving before the finish line: Understanding adult learner attrition through a mixed methods study [Research study – post IRB/data collection stage].
- Moore, B., & Johns, T. A. (2026). Honoring the past, enabling the future: A human-centered leadership framework for balancing legacy and innovation in higher education [Unpublished]. Submitted proposal to *The Journal of Higher Education Management, special thematic issue*.
- Payne, K., & Johns, T. A. (2026). The phenomenon of ethical followership [Research study – IRB proposal stage].

SELECTED PRESENTATIONS

- Johns, T. A. (2026, July 7). *Reflection: How ethical followers find their voice*. [Main session speaker]. Global Followership Network's 2026 Global Followership Conference, Indiana Wesleyan University, Marion, IN.
- Johns, T. A. (2026, July 7). *Designing followership development plans: A practical framework for assessing and growing followers*. [Workshop presentation]. Global Followership Network's 2026 Global Followership Conference, Indiana Wesleyan University, Marion, IN.
- Johns, T. A. (2026, May 13). *Nevertheless: When doubt meets divine truth*. [Employee chapel presentation]. National & Global, Indiana Wesleyan University, Marion, IN.

- Johns, T. A. (2026, March 26). *Nevertheless: When doubt meets divine truth*. [Student chapel presentation]. Indiana Wesleyan University, Marion, IN.
- Johns, T. A. (2025, May). *The ethical backbone: The role of moral courage in ethical followership*. [Workshop presentation]. Global Followership Network's 2025 Global Followership Conference, Claremont, CA.
- Manning, M., & Johns, T. A. (2021, June). *"But I don't want to know!" How faculty receive and use end-of-course surveys*. [Paper presentation]. Christian Adult Higher Education Association (CAHEA) Conference, Dallas, TX.
- Johns, T. A., & Barnes, J. (2020, March). *Mentorship in higher education: From failure to success*. [Paper presentation]. American College Personnel Association (ACPA) Annual Conference, Nashville, TN.
- Deardorf, C., Johns, T. A., & Macklin, A. (2019, April). *"I have to overcome what?" An inside look at barriers to women in leadership and how women overcome them*. [Paper presentation]. Second Annual Pennsylvania Leadership Studies Conference, Dixon University, Harrisburg, PA.

CONFERENCE PROPOSALS SUBMITTED

- Johns, T. A., & Johnson, P. (2026). *Entrusted to the future: Mentoring as intertemporal stewardship in Christian doctoral education*. [Presentation proposal]. Baylor Symposium on Faith & Culture: 2027 Entrusted: The Vocation of Christian Stewardship. Baylor Institute of Faith and Learning, Waco, TX.
- Barton, S., & Johns, T. A. (2026). *Entrusted with voice: Psychological safety, ethical followership, and the stewardship of Christian institutions*. [Presentation proposal]. Baylor Symposium on Faith & Culture: 2027 Entrusted: The Vocation of Christian Stewardship. Baylor Institute of Faith and Learning, Waco, TX.
- Johns, T. A., & Barnes, J. (2025). *Calling, character, and code: The faculty role in shaping AI-literate graduates*. [Presentation proposal]. Baylor Symposium on Faith & Culture: Technology and the Human Person in the Age of AI. Baylor Institute of Faith and Learning, Waco, TX.

APPLIED SCHOLARSHIP AND CONSULTING

- Comprehensive Salary Analysis, Iowa Conference United Methodist Church.** (2026). Des Moines, IA.
- Church engagement survey analysis. Compassion Christian Church.** (2026). Savannah, GA.
- Statistical Review and Consultation, Healthcare Servant Leadership Scale (HSLs) Instrument Development, Dr. Holly H. Hall, Indiana Wesleyan University.** (2024). Marion, IN.
- Consultant, Providence Anesthesiology Associates.** (2024).. Charlotte, NC.

RESEARCH INTERESTS

Executive leadership and ethical decision-making
 Ethical followership
 Intertemporal stewardship (including multigenerational leadership, mentoring, and sponsorship)
 Leadership development, psychological capital, and organizational culture
 Faculty and student growth and learning assessment in higher education
 Virtue development

UNIVERSITY SERVICE

Academic, Curriculum, Assessment, and Institutional Service

Academic Appeals Committee (Dean's designee), Indiana Wesleyan University, Marion, IN, 2024 to 2026
 CAPS Assessment Committee, Indiana Wesleyan University, Marion, IN, 2025 to 2026
 DBTL Curriculum Committee, Indiana Wesleyan University, Marion, IN, 2024 to 2026
 Institutional Review Board Committee, Indiana Wesleyan University, Marion, IN, 2025 to 2026
 Technology & Learning Committee, Indiana Wesleyan University, Marion, IN, 2025 to 2026

Faculty Recruitment and Leadership Search Service

Non-PhD Program Director Interview Committee, Indiana Wesleyan University, Marion, IN, 2024
 Hiring Committee, Candidate for Revenue Operations Faculty, Indiana Wesleyan University, Marion, IN, 2024 to 2025
 DBTL Dean Interview Committee, Indiana Wesleyan University, Marion, IN, 2026

PROFESSIONAL SERVICE

Finance Committee, International Leadership Association, Silver Springs, MD, 2020 to January 2026

CERTIFICATIONS

Texas State Board of Public Accountancy, Certified Public Accountant (CPA)
Lominger International, Leadership Architect and Interview Architect
Intentional Churches, Coach
Paterson Center, StratOp Facilitator
Paterson Center, LifePlan Facilitator

SELECTED PROFESSIONAL EXPERIENCE

Certified Coach, Intentional Churches, Las Vegas, NV, 2018–*Present*

Develop relationships with church leaders and provide strategic consulting to support organizational growth. Lead on-site strategic planning installs and coaching; equip leaders with tools and processes to articulate vision, identify resources, discern next steps, manage work processes, review results, and make appropriate changes. Provide on-going coaching.

Strategic Consultant, Self-Employed, Parker, CO, 2006–2009 and 2013–2018

Provided strategic planning and implementation consulting to businesses and nonprofit organizations. Advised on organizational leadership structures and processes, including financial and internal audit procedures, human resource development, performance management, succession and transition processes, culture change, and team development; provided leadership coaching and training for multigenerational teams.

Talent Development Manager & Group Life Director, Willow Creek Community Church, South Barrington and Crystal Lake, IL, 2007–2009

Identified high-potential staff and developed advancement training plans; integrated a competency model into HR interviewing; designed HR audit processes and procedures for a 300-person staff; facilitated performance management; created leadership development and mentoring pipelines; determined midweek course offerings; interviewed prospective teachers and staff; and facilitated participant movement into small groups and classes.

Supervising Senior Auditor, KPMG LLP, Dallas, TX (2002–2005)

Led multiple audit engagements and teams, including U.S.-Canada engagements, with direct supervision of 24 staff members. Prepared and reviewed annual reports, SEC financial reports, debt-covenant compliance, and other external financial statements for Fortune 500 clients. Planned audit phases and work programs; researched accounting and audit issues; executed audits and reported results; evaluated internal controls and recommended SOX-based improvements; and performed due diligence. Prepared business communications for clients, legal counsel, and outside parties; mentored and developed six professionals; and served on the national KNOW (KPMG's Network of Women) Steering Team.

Assurance and Business Advisory Staff, Arthur Andersen LLP, Dallas, TX (2002) and Vienna, VA (2001)

Compiled financial information for significant acquisitions by publicly traded clients; prepared and reviewed financial statements and footnotes; and supported a special project addressing the accounting treatment and disclosure of extraordinary transactions. Provided assurance services to commercial, governmental, and nonprofit clients, including telecommunications, retail, oil and gas, and consumer markets.

PROFESSIONAL DEVELOPMENT

CPA continuing education; Mindset of Leadership (Introspect International); Intentional Churches training; Paterson Center training; various conferences, including International Leadership Association, Global Followership Conference, ACPA, Global Leadership Summit, Next Level, Catalyst, Leadership Network, Leading & Loving It, and Pennsylvania Leadership Studies Conference

AFFILIATIONS AND MEMBERSHIPS

International Leadership Association (ILA); American Institute of Certified Public Accountants (AICPA), Texas Chapter; Texas State Board of Public Accountancy; American College Personnel Association (ACPA); Kappa Alpha Theta Alumni

COMMUNITY INVOLVEMENT

Community Group Leader and Student Ministries Volunteer, Compassion Christian Church, Savannah, GA,
2020 to Present