

# KIMBERLY DILLON GRANTHAM

## CURRICULUM VITA

Department of Marketing  
Terry College of Business, C323 Benson Hall  
University of Georgia  
Athens, Georgia 30602  
Email: [kdg@uga.edu](mailto:kdg@uga.edu)

Present rank: Principal Lecturer  
Allocation of effort: 95% teaching,  
5% service

## EDUCATION

**Duke University** Durham, North Carolina  
Doctor of Philosophy Degree Conferred: Fuqua School of Business  
December, 2001 Field of Study: Marketing

**The University of Virginia** Charlottesville, Virginia  
Bachelor of Science Degree Conferred: McIntire School of Commerce  
May, 1992 Dual Concentration: Marketing and Management

## INTERNATIONAL EDUCATION

**The University of Cape Town**, Cape Town, South Africa  
Research Associate Studied facial recognition ability in the context of customer service experiences within South Africa. Summer 1997.

**The University of Puerto Rico**, San Juan, Puerto Rico  
Student Abroad Participated in the Multilingual and Cultural Institute Spanish program through the Division of Continuing Education. Summer 1995.

## INSTRUCTION

University of Georgia, Athens, GA	Undergrad. Coord.	2024 – Present
University of Georgia, Athens, GA	Principal Lecturer	2023 – Present
University of California, Irvine, CA	Adjunct Faculty	Spring 2025
University of Georgia, Athens, GA	Senior Lecturer	2010 – 2023
University of Georgia, Athens, GA	Lecturer	2003 – 2010
Clark Atlanta University, Atlanta, GA	Assistant Professor	2001 - 2003
Georgia College and State University, Milledgeville, GA	Assistant Professor	2000 - 2001

**Courses Taught – Last 5 years**

University of Georgia, Athens, Georgia (Current Appointment)  
Principal Lecturer (Undergraduate Program)

Course (3 credit hour sections)	Term	Sections	Total Enrollment	Avg Teaching Evaluation	
MARK 4550(S) Multicultural Marketing	Fall 2025	2	44	4.98	
	Spring 2025	2	47	4.91	
	Fall 2024	2	66	4.76	
	Spring 2024	2	47	4.72	
	Fall 2023	2	46	4.87	
	Spring 2023	2	69	4.66	
	Fall 2022	1	36	4.95	
	Spring 2022	2	72	4.69	
	Fall 2021	1	44	4.52	
	Spring 2021	2	75	4.58	
MARK 3000/3001 Principles of Marketing	Fall 2025	2	480	4.57	
	Spring 2025	3	480	4.65	
	Fall 2024	2	585	4.59	
	4	Spring 2024	3	739	4.68
	Fall 2023	2	514	4.67	
	Spring 2023	3	819	4.55	
	Fall 2022	3	577	4.57	
	Spring 2022	3	635	4.10	
	Fall 2021	3	629	4.32	
	Spring 2021	3	714	3.97	
MARK 3000E/3001E Principles Online	Summer 2025	2	187	4.35	
	Summer 2024	2	184	4.16	
	Summer 2023	3	191	4.02	
	Summer 2022	3	156	3.79	
	Summer 2021	3	164	4.37	
MARK 4600S Marketing Communications	Summer 2025	1	23	4.75	
	Summer 2024	1	33	4.64	
	Summer 2023	1	30	4.45	
	Summer 2022	1	10	5.00	
	Summer 2021	1	10	4.67	

### **Development of Executive Education Seminar and Workshop (Fall 2022 - present)**

Invited to help implement the Georgia Department of Revenue's new customer service model I-ACT in Action with CARE. Developed a presentation focused on customer centricity and customer communications excellence and co-facilitated hands-on workshops to assist managers and supervisors in the implementation of the new model. Invited to conduct workshops on Personal Branding in The Home Depot Leadership Development Program for their Legal Specialist professionals as well as Cricket Wireless / AT&T. Also invited to share Diversity in the Marketplace workshops at the annual conference of the Institutes CPCU society in Atlanta and at the 2025 Industry Day of the Boston Chapter of the CPCU society.

### **Development of New Course**

#### **Multicultural Marketing (MARK 4550)**

Developed course in response to ongoing student demand. The course focuses on applying marketing principles to multicultural consumer segments in the U.S. Students learn about the trends that are shaping the business world in the coming decades as the U.S. population and customer base increasingly become more diverse in race, ethnicity, religion, language, culture, etc. Students develop an understanding of multicultural consumers in the U.S. and learn how to effectively reach them through various marketing tools. The course was first offered as an elective in the Terry College of Business in Fall 2012 and has continued to be offered in every subsequent semester. From 2012 to the present, over a thousand students have enrolled in my Multicultural Marketing course, with demand continuing to increase.

In 2021, members of the Leeds School of Business Marketing faculty, at the University of Colorado Boulder expressed great interest in this course. Facilitated a workshop with them to discuss the development of my Multicultural Marketing approach at the Terry College. The Leeds School of Business Marketing faculty have decided to adopt components of my course structure and course materials in their Multicultural Marketing course.

### **Statement of Teaching Interests**

As a Principal Lecturer in Marketing in the Terry College of Business at the University of Georgia, my primary responsibilities include teaching the Principles of Marketing courses to Terry and non-Terry majors during the spring and fall semesters. I developed and now teach the Terry College's Multicultural Marketing course which continues to be in high demand in both spring and fall semesters. I also developed online sections of Principles of Marketing that I teach during the summer. These online courses have consistently reached maximum capacity every summer since initially offered. I also teach Integrated Marketing Communications as a Maymester service-learning course where my students work with local businesses and organizations to develop recommendations that enhance their communication strategies. During spring 2025, I taught an online MBA Marketing Management course at University of CA, Irvine. I also deliver presentations and facilitate workshops as a part of the Terry College Executive Education program. I exhibit my teaching philosophy and its two supporting principles in all my teaching endeavors.

### Core Principle #1: Enthusiasm for Learning and Instruction

I believe that success in teaching requires enthusiasm for both learning and instruction. I continue to love my job. Students experience my passion for teaching and the field of marketing and consistently comment on how they appreciate my level of enthusiasm and energy that I bring into the classroom. Over the years, students have shared that after taking my Principles of Marketing course, they choose to change or add marketing as their intended major. My passion for marketing and my desire to center the consumer led me to create a Multicultural Marketing course to highlight the voices of customers that need to be amplified. My passion is contagious, and my students engage the topics with greater receptivity to issues impacting customers. My passion also has a positive influence on the level of engagement of my students with the course material and their peers, so much so that many of my students advocate for making Multicultural Marketing a requirement for all Terry majors.

I have a passion to ignite the spark in students that leads to their understanding and desire to explore marketing as a potential career path. I enjoy presenting information to students and seeing them make connections between the information and their day-to-day lives. Marketing is a discipline where the tools learned can be applied to oneself. I encourage students to identify what their personal “brand” represents as they market themselves to future employers, graduate programs, or as an entrepreneur establishing a grounding in the marketplace. When students strengthen their brand as a result of taking my courses, it fuels my energy to continue to do more and to continuously become better.

### Core Principle #2: Collaboration in Learning

The second core principle of my teaching philosophy is centered on my belief that students gain from experiences in which collaboration is a fundamental part of the learning process. In my Multicultural Marketing course, I ask students to choose topics for their individual presentations that they are personally interested in that relate to diversity. Students embrace their ability to dig deeper into their personal diversity-related interests, which allows them freedom to share the diversity within themselves with their peers. My students’ interest in and energy toward their chosen topic spill over into the classroom and set the foundation for fruitful discussions. It is through these student-initiated discussions that tremendous personal and professional growth has taken place. I am upfront in telling my students that I am learning and growing along with them, and I remain grateful for the opportunity to do so. Teaching the class in this collaborative way has had substantial outcomes. As former students navigate their respective workspaces, they look back on their experience in Multicultural Marketing and value the opportunities they had to learn from others whose background is different from their own. It is a huge asset that the Multicultural Marketing course in the Terry College prepares our students to understand the importance of diversity and inclusion, and acknowledge why representation matters in the workforce, and in meeting the needs of diverse consumers.

## **Instructional Grants**

- ***Teaching Enhancement and Innovation Grant.*** Selected along with Dr. Kristy McManus to receive a \$2,500.00 grant to implement online activities that enhance student engagement in large Principles of Marketing lecture classes. Fall 2023.
- ***Center for Teaching and Learning Fellow.*** Selected as part of inaugural group of faculty to focus on methodologies and practices teaching challenging gateway courses, (\$2,000.00 grant) 2017.
- ***Online Learning Fellow.*** Selected to work with Office of Online Learning to improve format and delivery of online marketing course, (\$5,000.00 grant) 2016 – 2017.
- ***Online Learning Fellow.*** Selected as part of inaugural group of faculty to develop an online marketing course, (\$5,000.00 grant) November 2012.

## **Recognitions and Outstanding Achievements**

### **University of Georgia**

- ***Terry College of Business Outstanding Teaching Award.*** Recipient of Outstanding Teaching Award recognized at UGA Faculty Recognition Banquet, spring 2025.
- ***The Mary McLeod Bethune Educator Award.*** Awarded by the UGA NAACP chapter at the 12th Annual NAACP Image Awards. Recognized as a professor who has excelled in her efforts to advance social justice in the classroom and beyond, and to captivate, reach, and teach students, while positively impacting the community. 2023 Recipient.
- ***Student Success Career Influencer Award.*** Recognized by UGA Career Services as a faculty member who greatly contributed to the career development of UGA graduates in the Classes of 2021, 2022, 2023, and 2024.
- ***Nominee for Terry Marketing Professor Teaching Excellence Award.*** Nominated by Department Chair Dr. Charlotte Mason to receive award for teaching excellence during Honors Day ceremony, spring 2020.
- ***Nominee for The Mary McLeod Bethune Educator Award.*** Nominated by the UGA NAACP chapter for the 12th Annual NAACP Image Awards. The award is for a professor who has excelled in their efforts to advance social justice in their classrooms and beyond, and to captivate, reach, and teach students, while positively impacting the community. 2019 Nominee.
- ***Advertising Education Foundation Fellowship.*** Selected as one of 17 professors to participate in the Visiting Professor Program advertising immersion experience in New York, NY. Selected to partner with J. Walter Thompson advertising agency, June 8-16, 2017.
- ***Excellence in Teaching Award.*** Selected by UGA Student Government Association as a recipient of the 2016 Excellence in Teaching Award, spring 2016.

### **Recognitions and Outstanding Achievements (continued)**

- ***Outstanding Teacher of the Year (Marketing)***. Received award from Alpha Kappa Psi business fraternity, 2007.
- ***Most Promising Student Nominator***. The American Advertising Federation, 2007.
- ***Faculty Recognition***. Received from Order of Omega, November 17, 2005.
- ***Faculty Recognition***. Received from Alpha Chi Omega sorority, November 8, 2005.
- ***Honored Faculty Award***. Received from Alpha Omicron Pi sorority, April 18, 2005.
- ***Outstanding Teacher of the Year (Marketing)***. Received award from Alpha Kappa Psi business fraternity, 2004.
- ***Enlightening Professor Award***. Received from Delta Gamma, November 2004.

#### **Clark Atlanta University**

- ***Outstanding Teacher of the Year (Marketing)***. Received top teaching evaluations of business school faculty for fall 2003.

#### **Duke University**

- ***National Black MBA Scholar***. One of four graduate scholarship recipients of the Raleigh-Durham chapter of the National Black MBA Association. (1999).

#### **The University of Virginia**

- ***Jefferson Scholar***. One of seventeen from a class of 3,200 students selected on the basis of excellence in leadership, scholarship, and citizenship. Full four-year scholarship including tuition, room, and board. (1988-1992).

### **SCHOLARLY ACTIVITIES**

#### **Publications**

- \***Grantham, Kimberly D.** (2026), "Strengthening Connections with Multicultural Consumers in the Insurance Industry," 2026 Marketing Management Association Spring Conference Proceedings, 2026. Accepted. February 2026.
- \***Grantham, Kimberly D.** (2024), "Cultivating Conversations in Multicultural Marketing: Let's Continue," 2024 Marketing Management Association Spring Conference Proceedings, 2024. Accepted. February 2024.
- \***Grantham, Kimberly D.** (2023), "Focusing on the Customer: When Customers Don't Have a Choice," Marketing Management Association Spring Conference Proceedings 2023. Accepted. February 2023.

\*Indicates article was peer-reviewed.

## SCHOLARLY ACTIVITIES (continued)

### Publications (continued)

- \***Grantham, Kimberly D.** (2022), "You chose me, I didn't choose you. . .Can we both be happy?: Customer Satisfaction without Customer Choice," Atlantic Marketing Association Conference Proceedings 2022. Accepted. August 2022.
- \***Grantham, Kimberly D.,** Kimberly R. McNeil, Gail Ayala Taylor, Roland L. Leak (2021), "Building Connections in Co-Production Environments", Atlantic Marketing Journal. 10(2), Article 3. Accepted. June 2021.
- \***Grantham, Kimberly D.** (2021), "Where Do We Go From Here?: Crucial Conversations in Multicultural Marketing," Association of Marketing Theory and Practice Proceedings 2021. Accepted. February 2021.
- \***Grantham, Kimberly D.** (2020), "Creating Space to Become Better: Conversations in Multicultural Marketing," 2020 Marketing Management Association Conference: A Virtual Experience Proceedings Position Paper. Accepted. October 2020.
- \*Henderson, Geraldine R., Tracy Rank-Christman, Tiffany Barnett White, **Kimberly D. Grantham**, Amy L. Ostrom, John G. Lynch, Jr. (2018), "The Role of Intercultural Competence in Customer Facial Recognition," Journal of Services Marketing. 32(5), 570-580. Accepted. April 23, 2018.
- \*Taylor, Gail Ayala, Scott A. Neslin, **Kimberly D. Grantham**, Kimberly R. McNeil, (2014) "Recognizing the Real Estate Recency Trap," Keller Center Research Report. 7(4) December. Accepted. November 2014.
- \*Neslin, Scott A., Gail Ayala Taylor, **Kimberly D. Grantham**, and Kimberly R. McNeil, (2013) "Overcoming the 'Recency Trap' in Customer Relationship Management," Journal of the Academy of Marketing Science. 41(3) May, 320-337. Accepted. 2013.

### Conference Presentations

- Grantham, Kimberly D.** (2026), "Strengthening Connections with Multicultural Consumers in the Insurance Industry," 2026 Marketing Management Association Conference, Spring Virtual Conference.
- Grantham, Kimberly D.** (2024), "Cultivating Conversations in Multicultural Marketing: Let's Continue," 2024 Marketing Management Association Conference, Spring Virtual Conf.
- Grantham, Kimberly D.** (2023), "Focusing on the Customer: When Customers Don't Have a Choice," 2023 Marketing Management Association Spring Virtual Conference.
- Grantham, Kimberly D.** (2022), "You chose me, I didn't choose you. . .Can we both be happy?: Customer Satisfaction without Customer Choice", 2022 Atlantic Marketing Conference, Savannah, GA.
- Grantham, Kimberly D.** (2021), "Teaching Multicultural Marketing: Honoring the Legacy of Dr. Jerome Williams," A Celebration of the Life of Dr. Jerome Williams, University of Colorado, Boulder.

\*Indicates article was peer-reviewed.

## SCHOLARLY ACTIVITIES (continued)

### Conference Presentations (continued)

- Grantham, Kimberly D.** (2021), “Where Do We Go From Here?: Crucial Conversations in Multicultural Marketing,” 2021 Assoc. of Marketing Theory and Practice Virtual Conf.
- Grantham, Kimberly D.** (2020), “Creating Space to Become Better: Conversations in Multicultural Marketing,” 2020 Marketing Management Association Conference, A Virtual Experience.
- Grantham, Kimberly D.** (2018), “Online Instruction: Designing and Engaging an Interactive Learning Environment,” Georgia Association of Marketing Educators, Macon, Georgia.
- Grantham, Kimberly D.** (2017), “Bringing the Lab into the Lecture Room,” Innovation in Teaching Conference, Athens, Georgia.
- Grantham, Kimberly D.,** Kimberly R. McNeil and Gail Ayala Taylor (2016), “Going from Me to We: Customer Controlled Co-Production,” Society for Marketing Advances, Atl., GA.
- Henderson, Geraldine R., Tiffany Barnett White, Tracy Rank-Christman, **Kimberly D. Grantham,** Amy L. Ostrom, John G. Lynch, Jr. (2015), “The Role of Experience in Customer Recognition in the US and South Africa,” 16<sup>th</sup> Cross Cultural Research Conference, Playa del Carmen, Mexico.
- Grantham, Kimberly D.** and H.K. Ellis (2012), “Trends in Market Demand for Marketing Majors,” Georgia Association of Marketing Educators, Milledgeville, Georgia.
- Grantham, Kimberly D.** and Peggy Emmelhainz (2011), “Quality Instruction in Large Quantity Courses: Methods for Student Engagement and Interaction,” Georgia Association of Marketing Educators, Milledgeville, Georgia.

## PUBLIC SERVICE

### University of Virginia

- ***UVA Jefferson Scholarship Regional Selection Committee.*** Served as team leader in conducting first-round interviews and team member in conducting second-round interviews to select the Atlanta regional representatives competing for the Jefferson Scholarship to attend the University of Virginia. (2017 - 2022) Facilitated Q&A session for Atlanta regional nominees (2022 and 2023). Served as application reader for initial round of selection process (2025).
- ***UVA Walentas Scholarship Committee.*** Served on selection committee in conducting interviews to select the incoming cohort of Walentas Scholars to attend the University of Virginia. (2023) Served as a mock interviewer for nominees for the inaugural class of Walentas Scholars to attend the University of Virginia. (2021 - present)

## PUBLIC SERVICE

### Athens, GA Community Service

- ***Odyssey Media Group, Clarke Central High School.*** Served as a workshop facilitator for two journalism classes educating students on branding and promotion. (August 2025)
- ***New Freedom Christian Center Youth Sunday School and Children's Church Teacher.*** Educated, trained, and motivated youth by teaching bible lessons, and developing and facilitating engaging activities. (2004 – 2012, 2019 - present).
- ***Strong Base Youth Development.*** Served as a guest speaker for local non-profit organization to discuss obtaining PhD and marketing career options. (January 2021)
- ***National Honor Society.*** Served as a guest speaker for Cedar Shoals high school chapter to discuss marketing functions, interests, and career options. (2020)
- ***Timothy Road Elementary Basketball Team Manager.*** Managed score sheet during games and coordinated coaches' end-of-season appreciation gifts (2014 – 2015).
- ***Family and Community Educational Services of America (FACES), Chief Financial Officer.*** Managed all record keeping functions for FACES of America, the parent organization of New Freedom Christian Academy (NFCA) pre-school. Coordinated weekly billing of tuition, served as liaison between NFCA and Georgia Dept. of Family and Children Services. Facilitated donations to and disbursements from NFCA's Tuition Assistance Program. (2000 - 2007).

## PROFESSIONAL SERVICE

### University of Georgia

- ***Terry College Undergraduate Programs Committee.*** Serve as Marketing faculty representative on the committee to determine curriculum changes and improvements and select scholarship recipients (2024 - present).
- ***Terry College Marketing Lecturer Search Committee.*** Serve on Search Committee for Marketing Lecturer position. (2024 and 2025)
- ***Terry College Promotion and Tenure Lecturer Committee.*** Serve as faculty representative on the committee to determine the promotion of Lecturers to Senior Lecturers or Principal Lecturers (2023 - present).
- ***Terry College Student of the Year Selection Committee.*** Served as faculty representative on the interview committee to determine the undergraduate Student of the Year (2023).

## PROFESSIONAL SERVICE (continued)

### University of Georgia (continued)

- ***Seminar Leader, Terry Business Academy.*** Facilitated introduction to marketing and to the Terry College of Business for approximately twenty-five rising junior and senior high school students (Summer 2018 - present).  
  
Developed presentation for virtual seminar focused on Diversity in a Multicultural Marketplace (Summer 2020).
- ***Terry College Diversity Task Force.*** Served as faculty representative to work to enhance the diversity of the undergraduate student population within the Terry College (2016 – present).
- ***Terry College Sea Island Scholars Selection Committee.*** Served as faculty representative on the committee to determine the acceptance of nine undergraduates and two graduate students to participate in the Sea Island Scholars program (2019 - present).
- ***Mentor Program.*** Mentored undergraduate students in need of support as determined by Student Affairs division within the University Health Center (2017, 2020 – 2023).
- ***Reviewer.*** Atlantic Marketing Association Conference Proceedings. Invited to serve as a reviewer for the AMA Consumer Behavior track of the annual conference (Spring 2022).
- ***Terry College Admissions Appeals.*** Served as marketing faculty representative on the committee to determine the acceptance or denial of students who appeal admissions decisions to the Terry College of Business (2015 - 2021).
- ***UGA Admissions “New Dawgs” Seminar.*** Invited to be the Terry College faculty representative to speak to newly admitted first year students on the Terry classroom environment, faculty/student interactions, research opportunities and the topic of marketing as a career choice (Spring 2021).
- ***BBSA Wealth and Development Program Selection Committee.*** Served as a faculty representative on the committee to determine the acceptance of 10 undergraduates to participate in the inaugural Wealth and Development program (Fall 2021).
- ***Workshop Facilitator, Accounting Residency Program.*** Introduced approximately sixty-five rising junior and senior high school students to the foundations of marketing and to the Terry College of Business (Summer 2018 - 2021).
- ***Miss Black UGA Selection Committee.*** Served as a faculty representative on the committee to determine the 2020 recipient of the Miss Black UGA title. (2020).
- ***Reviewer.*** Served as a reviewer for a forthcoming McGraw-Hill / Irwin marketing textbook (2017, 2010 – 2012, November 2004 – May 2006).

## PROFESSIONAL SERVICE (continued)

### University of Georgia (continued)

- **Reviewer.** Served as a reviewer for Society for Marketing Advances 2003 and 2009 conferences, American Marketing Association 2004 conference, and Cross-Cultural Research 2007 conference.
- **Selection Team Member.** Served on selection review committee for Leonard Leadership Scholars Program in the Terry College of Business (2009 and 2012).
- **Curriculum Director, Terry Business Academy.** Facilitated classroom sessions, corporate visits in Atlanta, and introduction to Terry College of Business over a one-week long experience for twenty-one rising junior and senior high school students (Summer 2009).
- **Curriculum Director, LEAD Program.** Initiated the first Summer Business Institute of the LEAD program on the campus of UGA. Hosted thirty high-achieving under-represented rising high school seniors for a three-week residency program in business. Facilitated business classes, corporate site visits, corporate visits to campus, case competition, and business plan competition (September 2006 – July 2007).
- **AMA Faculty Advisor.** Served as faculty advisor to the student chapter of the American Marketing Association (August 2005 – Jan 2009, August 2011 - 2014).
- **Faculty Participant.** Invited to participate in the April 2006 and April 2009 Academic Affairs Faculty Symposia at Unicoi Conference Center, Helen, GA.
- **Minority Recruitment.** Participated in the faculty panel for the Terry College of Business MBA Minority Recruitment weekend (January 2005).

Participated in the recruitment of minority students to Terry College of Business doctoral programs at the annual PhD Project in Chicago, IL (November 2004).

- **NBMBA Faculty Advisor.** Provided marketing strategy feedback and input to assist the Terry College of Business MBA team reach the finals in the National Black MBA Association Case Competition (Sept. 2004; Sept. 2005 - 1<sup>st</sup> place winners).
- **Faculty Mentor.** Facilitated the professional development of two students in the Leonard Leadership Scholars Program in the Terry College of Business (August 2004 – 2008).
- **Board Member.** Served as a Business Advisory Board member for UGA's Students In Free Enterprise (SIFE) team (January 2005 – December 2005).
- **Committee Member.** Served as the Department of Marketing representative for the Terry College of Business Library Committee (August 2004 – August 2005).

## EXECUTIVE EDUCATION

### University of Georgia

- ***Boston Chapter of the CPCU Society, Boston, MA.*** Invited as a featured keynote speaker for Institutes All Industry Day presenting on Building Connections in Today's Marketplace. October 1, 2025.
- ***The Institutes CPCU Society.*** Facilitated Diversity in the Marketplace workshops as a part of the In2Leadership annual conference. April 30, 2025.
- ***Cricket Wireless / AT&T.*** Facilitated Personal Branding workshop as a part of the Aspiring to Leadership Professional Development Program series. November 7, 2024.
- ***Georgia Department of Revenue.*** Facilitated Employee Connections breakout sessions with 250 upper-level managers at the 2023 Georgia Department of Revenue Leadership Conference. August 2, 2023.
- ***The Home Depot.*** Facilitated Personal Branding workshops with legal analysts in the Home Depot's Legal Professionals Development Program. October 11 and October 25, 2022.
- ***Georgia Department of Revenue.*** Facilitated Customer Centricity and Customer Excellence workshop and breakout sessions with 250 upper-level managers at the 2022 Georgia Department of Revenue Leadership Conference. September 29, 2022.