

Trevor A. Foulk

Warrington College of Business

University of Florida

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Academic Positions

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|--------------|--|
| 2024-Present | Associate Professor
Department of Management
Warrington College of Business
University of Florida |
| 2022-2024 | Associate Professor
Department of Management & Organization
Robert H. Smith School of Business
University of Maryland |
| 2017-2022 | Assistant Professor
Department of Management & Organization
Robert H. Smith School of Business
University of Maryland |
| 2012-2017 | Instructor, Teaching Assistant, Research Assistant
Department of Management
Warrington College of Business Administration
University of Florida |

Education

- | | |
|------|---|
| 2017 | Doctor of Philosophy in Business Administration
University of Florida
Department of Management |
| 2000 | Bachelors of Business Administration, <i>Summa Cum Laude</i>
University of Massachusetts-Amherst
Major: <i>Management</i>
Minor: <i>Philosophy</i> |

Peer Reviewed Publications

Foulk, T.A., Tu, M., Schaerer, M., & Johnson, A. (*conditionally accepted*). Can't Get Work Off My Mind: The Effect of Non-Work Goal Reflection on After-Work Rumination and Well-Being. *Journal of Applied Psychology*.

Yim, J., **Foulk, T.A.,** Schilpzand, P., & Klotz, A. (*conditionally accepted*). Is Everyone Having a Good Time? Complex Organizational Rituals' Effects on Employee Engagement and Behavior. *Journal of Management*.

Kim, H., **Foulk, T.A.,** Schaerer, M., Gale, J., & Anicich, E. (*conditionally accepted*). Riding the Waves of Power: Power Fluctuation, Productive Energy and Goal Pursuit. *Personnel Psychology*.

Kim, D., Lanaj, K., Jennings, R., & **Foulk, T.A.** (*in press*). When You Can't Get Power Off Your Mind: The Countervailing Effects of Workplace Power on At-Home Rumination. *Personnel Psychology*.

He, T., Schaerer, M., **Foulk, T.A.,** Wolf, E.B., & Jiang, W. (2025). From Low Power to Action: Reframing Powerlessness as Opportunity Restores Agency. *Organizational Behavior and Human Decision Processes*, 187, 104404.

Gale, J., Erez, A., Bamberger, P., **Foulk, T.A.,** Cooper, B., Riskin A., Schilpzand, P., & Vashdi, D. (2024). Rudeness and Team Performance: Adverse Effects Via Member Social Value Orientation and Coordinative Team Processes. *Journal of Applied Psychology*, 109(12), 1948-1971.

du Plessis, C., Nguyen, N.H.B., **Foulk, T.A.,** & Schaerer, M. (2023). Relative Power and Interpersonal Trust. *Journal of Personality and Social Psychology*, 124(3), 567-592.

Lanaj, K., **Foulk, T.A.,** & Jennings, R. (2022). Improving the Lives of Leaders: The Beneficial Effects of Positive Leader Self-Reflection. *Journal of Management*.
<https://doi.org/10.1177/01492063221110205>

Foulk, T.A., Venkataramani, V., Cao, R., & Krishnan, S. (2022). Thinking Outside the Box Helps Build Social Connections: The Role of Creative Mindsets in Reducing Daily Rudeness. *Organizational Behavior and Human Decision Processes*, 171, 104167.

Foulk, T.A., & Lanaj, K. (2022). With great power comes more job demands: The dynamic effects of experienced power on perceived job demands and their discordant effects on employee outcomes. *Journal of Applied Psychology*, 107(2), 263-278.

Cooper, B., Erez, A., **Foulk, T.A.,** Reed, H., Berg, K., & Giordano, C. (2022). Trapped by a first hypothesis: How rudeness leads to anchoring. *Journal of Applied Psychology*, 107(3), 481-502.

Schaerer, M., **Foulk, T.A.,** Tu, M., du Plessis, C., & Krishnan, C. (2021). Just because you're powerless doesn't mean they aren't out to get you: Powerlessness, Paranoia, and Aggression. *Organizational Behavior and Human Decision Processes*, 165, 1-20.

Anicich, E., Schaerer, M., Gale, J., & Foulk, T.A. (2021). A Fluctuating Sense of Power is Associated with Reduced Well-Being. *Journal of Experimental Social Psychology*, 92, 104057.

Anicich, E., **Foulk, T.A.**, Osborne, M., Schaerer, M., & Gale, J. (2020). Getting back to the “New Normal”: Autonomy Restoration During a Global Pandemic. *Journal of Applied Psychology*, 105(9), 931-943.

Foulk, T.A., Chighizola, N., & Chen, G. (2020). Power Corrupts (Or Does It?): An Examination of the Boundary Conditions of the Antisocial Effects of Experienced Power. *Social and Personality Psychology Compass*, 14(4), e12524.

Foulk, T.A., de Pater, I., Schaerer, M., du Plessis, C., Lee, R., & Erez, A. (2020). It’s Lonely at the Bottom (Too): The Effects of Experienced Powerlessness on Social Closeness and Disengagement. *Personnel Psychology*, 73(2), 363-394.

Riskin, A., Bamberger, P., Erez, A., **Foulk, T. A.**, Cooper, B., Peterfreund, I., Sheps, J., Wilhelm-Kafil, M., Riskin, Y., Riskin-Guez, K. & Bamberger, E. (2019). Incivility and Patient Safety: A Longitudinal Study of Rudeness, Protocol Compliance and Adverse Events. *The Joint Commission Journal on Quality and Patient Safety*, 45(5), 358-367.

Foulk, T.A., Lanaj, K., & Krishnan, S. (2019). The virtuous cycle of daily motivation Effects of daily strivings on work behaviors, need satisfaction, and next-day strivings. *Journal of Applied Psychology*, 104(6), 755-775.

Riskin, A., Bamberger, P., Erez, A. Riskin-Guez, K., Riskin, Y., Sela, R., **Foulk, T.**, Cooper, B., Ziv, A., & Pessach-Gelblum, L., (2019). Expressions of gratitude and medical team performance. *Pediatrics*, 4(143), e20182043.

Lanaj, K., **Foulk, T.A.**, & Erez, A. (2019) The effects of leader self-concept on leader behaviors and attitudes: A field experiment. *Journal of Applied Psychology*, 104(1), 1-18.

Lanaj, K., **Foulk, T.A.**, & Hollenbeck, J. (2018). The benefits of not seeing eye to eye with leadership: Divergence in risk preferences impacts multiteam system behavior and performance. *Academy of Management Journal*, 61(4), 1554-1582.

Foulk, T.A., Lanaj, K., Tu, M., Erez, A., & Archambeau, L. (2018). Heavy is the head that wears the crown: An actor-centric approach to psychological power, abusive leader behavior, and perceived incivility. *Academy of Management Journal*, 61(2), 661-684.

Riskin, A., Erez, A., **Foulk, T.A.**, Riskin-Guez, K., Ziv, A., Sela, R., & Bamberger, P.A. (2017). Rudeness and medical team performance. *Pediatrics*, 139(2), e20162305. (*Journal Impact Factor*: 5.30)

Woolum, A.H., **Foulk, T.A.**, Lanaj, K., & Erez, A. (2017). Rude-colored Glasses: How exposure to morning rudeness can contaminate your day. *Journal of Applied Psychology*, 102(12), 1658-1672.

Gilbert, E., **Foulk, T.A.**, & Bono, J. (2017). Building positive resources through interventions: An integrative review. *Journal of Organizational Behavior*, 39(2), 214-228.

Foulk, T.A., & Long, D.M. (2016). Impressed by impression management: Newcomer reactions to ingratiated supervisors. *Journal of Applied Psychology*, 101(10), 1487-1497.

Foulk, T.A., Woolum, A., & Erez, A. (2016). Catching rudeness is like catching a cold: The contagion effects of low-intensity negative behaviors. *Journal of Applied Psychology*, 10(1), 50-67.

Featured in:

Television: CBS Morning News, CTV Canada AM

Internet: Wall Street Journal, MSN.com, People Magazine, Scientific American, ABC News, New York Magazine, Time Magazine, Huffington Post, Boston Globe, LA Times, Miami Herald, Daily Mail (UK), Huffington Post, NBC News

Porath, C.L., **Foulk, T.**, & Erez, A. (2015). How incivility hijacks performance: It robs cognitive resources, increases dysfunctional behavior, and infects team dynamics and functioning. *Organizational Dynamics*, 44(4), 258-265.

Riskin, A., Erez, A., **Foulk, T.,A.**, Kugelman, A., Gover, A., Shoris, I., Riskin, K., & Bamberger, P.A. (2015). The impact of rudeness on medical team performance: A randomized trial. *Pediatrics*, 136(3), 487-495. (*Journal Impact Factor*: 5.30)

Featured in:

Print: Time Magazine, New York Magazine

Chapters and Other Publications

Yim, J., Klotz, A.C., Foulk, T.A., & Schilpzand, P. (2025, July). New Research on How to Get Workplace Rituals Right. *Harvard Business Review*. <https://hbr.org/2025/07/new-research-on-how-to-get-workplace-rituals-right>

Foulk, T.A., & Venkataramani, V. (2023, November). How Creative Collaboration Can Strengthen Relationships. *Harvard Business Review*. <https://hbr.org/2023/11/research-how-creative-collaboration-can-strengthen-relationships>

Anicich, E.M., Schaerer, M., Gale, J., & **Foulk, T.A.** (2021, November). When Your Authority Fluctuates Throughout the Day. *Harvard Business Review*. <https://hbr.org/2021/11/when-your-authority-fluctuates-throughout-the-day>

Anicich, E.M., **Foulk, T.A.**, Osborne, M.R., Gale, J., & Schaerer, M. (2020, September). Restore Your Sense of Control – Despite the Pandemic. *Harvard Business Review*. <https://hbr.org/2020/09/restore-your-sense-of-control-despite-the-pandemic>

Lanaj, K., **Foulk, T.A.**, & Erez, A. (2018, September). How self-reflection can help leaders stay motivated. *Harvard Business Review*. <https://hbr.org/2018/09/how-self-reflection-can-help-leaders-stay-motivated>

Foult, T.A. (2018, June). Being the boss is not always good: power taints how we interact with others. *LSE Business Review*. <http://blogs.lse.ac.uk/businessreview/2018/06/01/being-the-boss-is-not-always-good-power-taints-how-we-interact-with-others/>

Foult, T.A. (2017, October). 'Moron' Boss Survival Guide. *USA Today*. <https://www.usatoday.com/story/money/2017/10/06/moron-boss-survival-guide/735941001/>

Foult, T.A., & Lanaj, K. (2017, June). Feeling powerful at work makes us feel worse when we get home. *Harvard Business Review*. <https://hbr.org/2017/06/feeling-powerful-at-work-makes-us-feel-worse-when-we-get-home>

Gilbert, E., **Foult, T.**, & Bono, J. (2017). Building Positive Emotional and Psychological Resources: The effects of mindfulness, work breaks, and positive reflection. In Cooper, C.L. & Quick, J.C. (Eds.), *The Wiley Handbook of Stress and Health: A Guide to Research and Practice*. Oxford, UK: John Wiley & Sons, Inc.

Foult, T. (2015, August). How rudeness affects medical professionals and their patients. *Time Magazine*. <http://time.com/4006317/rudeness-effect-hospital-patients/>

Foult, T. (2015, July). You should be nicer to your colleagues: Workplace rudeness is quite contagious. *Time Magazine*. <http://time.com/3967550/workplace-rude-behavior/>

Manuscripts Under Review and Being Revised

Foult, T.A., Tu, M., Schaerer, M., & Johnson, A.[†] [Title withheld during review process], *2nd Round Revise and Resubmit, Journal of Applied Psychology*.

Foult, T.A., Klotz, A., Schilpzand, P., & Yim, J. [Title withheld during review process], *1st Round Revise and Resubmit, Journal of Management*.

Gencay[†], O., **Foult, T.A.,** & Schaerer, M. [Title withheld during review process]. *Revise and Resubmit, Organizational Behavior and Human Decision Processes*.

([†] Denotes Current or Former PhD Student at Time of Submission)

Chaired Conference Sessions

Lanaj, K., & **Foult, T.** (chairs). *Daily Leadership: Understanding Predictors and Outcomes of Within-Person Leader Behaviors*. Symposium Conducted at the 77th Annual Meeting of the Academy of Management (2017), Atlanta, GA. Note – Accepted Symposium.

Schilpzand, P., & **Foult, T.** (chairs). *Workplace Incivility: New Frontiers and Research Directions*. Symposium Conducted at the 76th Annual Meeting of the Academy of Management (2016), Anaheim, CA.

Foult, T.A., & Bono, J.B. (Chairs). *Putting the 'Positive' Back in Resources: A Discussion on Positive Resources*. Symposium at the 75th Annual Meeting of the Academy of Management (2015), Vancouver, B.C.

Conference Presentations

Gencay, O., & **Foulk, T.A.** (2024, August). Is music your mind's friend? Familiar (vs. unfamiliar) music, depletion, and task performance. Presented at the 84th Annual Conference of the Academy of Management (2024), Chicago, IL.

Gencay, O., **Foulk, T.A.**, & Schaerer, M. (2023, August). Hiding in my Headphones: The Negative Effects of Music Listening on Perceived Work Engagement. Presented at the 83rd Annual Conference of the Academy of Management (2023). Boston, MA.

Kim, H., **Foulk, T.A.**, Schaerer, M., Gale, J., & Anicich, E. (2022, August). *The Energizing Effect of Daily Power Fluctuations*. In Zhong, Y., Y Li, H. (Chairs), *Frontiers of Hierarchy Research: The Impacts of Low Power and Changing Power*. Symposium Conducted at the 82nd Annual Conference of the Academy of Management (2022). Seattle, WA.

Lanaj, K., **Foulk, T. A.**, & Jennings, R. E. (2022, August). *Improving the Lives of Leaders: The Benefits of Positive Leader Self-Reflection*. In Desmet, L. & Mohamed, N. (Chairs), *Identity Opportunities in Contemporary Work*. Symposium Conducted at the 82nd Annual Conference of the Academy of Management (2022). Seattle, WA.

Schaerer, M., **Foulk, T.**, du Plessis, C., Tu, M., & Krishnan, S. (2019, August). *Powerless and Paranoid: The Effects of Powerlessness on Paranoia and Hostile Behaviors*. In Pai, J., Anicich, E., Whitson, J., & Bendersky, C. (Chairs), *Looking at the Full Spectrum of Hierarchy*. Symposium Conducted at the 79th Annual Meeting of the Academy of Management (2019). Boston, MA.

Chighizola, N., **Foulk, T.**, & Chen, G. (2019, August). *When Leaders Empower: Pathways from Psychological Power and Empowerment*. In Dennerlein, T. (Chair), *Empowering Leadership: When and Why Is It Beneficial for Employee and Manager Performance*. Symposium Conducted at the 79th Annual Meeting of the Academy of Management (2019). Boston, MA.

Long, D.M., & **Foulk, T.** (2018, August). *How Brown Nosing Can Get You a Black Eye: Employee Responses to Observed Ingratiation*. In Evans, J., Chawla, N., & Gabriel, A.S. (Chairs), *Expanding the Social Context Surrounding Impression Management at Work*. Symposium Conducted at the 78th Annual Meeting of the Academy of Management (2018). Chicago, IL.

Cooper, B., De Pater, I.E., Foulk, T., & Erez, A. (2018, August). *The Lose-Lose Scenario: Negative Consequences of Instigated Incivility*. In Schilpzand, P., & Pounds, T.W. (Chairs), *Workplace Incivility: New Frontiers and Research Directions*. Symposium Conducted at the 78th Annual Meeting of the Academy of Management (2018). Chicago, IL.

Lanaj, K., & **Foulk, T.** (2017, August). *The Energized and Engaged Leader: A Within-Person Field Experiment*. In Lanaj, K., & Foulk, T. (Chairs), *Daily Leadership: Understanding Predictors and Outcomes of Within-Person Leader Behaviors*. Symposium Conducted at the 77th Annual Meeting of the Academy of Management (2017). Atlanta, GA.

Long, D.M., & **Fouk, T.A.** (2017, August). *Wanting to Look Good, Willing to do Bad: Protective Impression Management and Minor Counterproductive Workplace Behaviors*. Presented at the 77th Annual Meeting of the Academy of Management (2017), Atlanta, GA.

Fouk, T. A., Lanaj, K., Tu, M-H., Erez, A., & Archambeau, L. (2016, August). *Heavy is the head that wears the crown: An actor-centric approach to abusive leader behavior*. In Lanaj, K., & Wellman, N. (Chairs). *The ebbs and flows of leadership: Exploring within-person variation in in leader behaviors*. Symposium Conducted at the 76th Annual Meeting of the Academy of Management (2016). Anaheim, CA.

Fouk, T.A., & Long, D. (2016, August). *Impressed by Impression Management: Employee Reactions to Ingratiation Between a Coworker and a Supervisor*. In Klotz, A., & Park, S. (Chairs), *New Perspectives on Impression Management at Work*. Symposium Conducted at the 76th Annual Meeting of the Academy of Management (2016). Anaheim, CA.

Schilpzand, P., & **Fouk, T.A.** (2016, August). *The Cognitive, Motivational Effects of Rudeness*. In Schilpzand, P., & Fouk, T. (Chairs), *Workplace Incivility: New Frontiers and Research Directions*. Symposium Conducted at the 76th Annual Meeting of the Academy of Management (2016). Anaheim, CA.

Woolum, A., **Fouk, T.A.**, Lanaj, K., & Erez, A. (2016, August). *Effects of Rudeness on Day-level Performance and Withdrawal Behaviors*. In Schilpzand, P., & Fouk, T. (Chairs), *Workplace Incivility: New Frontiers and Research Directions*. Symposium Conducted at the 76th Annual Meeting of the Academy of Management (2016). Anaheim, CA.

Woolum, A., **Fouk, T.A.**, Lanaj, K., & Erez, A. *When One Rude Event Ruins Your Day: Effects of Rudeness on Day-level Performance and Withdrawal Behaviors*. Presented at the 2016 International Association of Conflict Management: New York, NY.

Erez, A., & **Fouk, T.** (2016, February). Experience Sampling in the Context of Family Business Research. Presented at the International Family Research Academy 2016 Research Development Workshop (2016), Catania, Italy.

Fouk, T.A., Bono, J.B., & Gilbert, E.G. (2015, August). *A Framework for Organizing Positive Resources*. In Fouk, T.A., & Bono, J.B.(Chairs), *Putting the 'Positive' Back in Resources: A Discussion of Positive Resources*. Symposium presented at the 75th Annual Meeting of the Academy of Management (2015), Vancouver, B.C.

Erez, A., Porath, C., & **Fouk, T.** (2015, August). How working memory mediates the relationship between Incivility and Performance. Presented at the 75th Annual Meeting of the Academy of Management (2015), Vancouver, B.C.

Erez.A., **Fouk, T.**, Schilpzand, P., Bamberger, P.A., & Riskin, A. (2015, August). Insults and Injury to the System: Incivility, Collaborative Processes, and Performance in Teams. Presented at the 75th Annual Meeting of the Academy of Management (2015), Vancouver, B.C.

Fouk, T., Erez, A., Berson, Y., & Woolum, A. (2014, August). The viral spread of incivility. Presented at the 74th Annual Meeting of the Academy of Management (2014), Philadelphia, PA.

Knippen, J.M., & **Foult, T.** (August, 2014). Ruminating at the top: Exploring the effects of gender bias on strategic choice. Part of the showcase symposium, *Breaking into the Upper Echelons: How Women Get There, Succeed, and Pave the Way for Others*, Dwivedi, P., Joshi, A., & Misangyi, V. (Chairs), presented at the 74th Annual Meeting of the Academy of Management (2014), Philadelphia, PA.

Livengood, R.S., & **Foult, T.** (2014, June). Defending home turf: Examining identity domain theory and competitive dynamics in the US Airline Industry. Presented at the European Academy of Management Annual Meeting (2014), Valencia, Spain.

Livengood, R.S., & **Foult, T.** (2014, June). Defending home turf: Examining identity domain theory and competitive dynamics in the US Airline Industry. Presented at the Strategic Management Society Special Conference on Microfoundations of Strategic Management (2014), Copenhagen, Denmark.

Erez, A., Porath, C., & **Foult, T.** (2014, May). The effect of incivility on working memory. Part of the symposium: *New Directions for Incivility Research: Group Effects, Emotions, and Cognition*, Irene de Pater (Chair), presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology (2014), Honolulu, HI.

Foult, T., Woolum, A., & Erez, A. (2014, May). Is rudeness contagious?: The viral spreading of rudeness in social interactions. Part of the symposium: *Social Contagion: "Catching" Emotions and Attitudes*, Heleen van Mierlo (Chair), presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology (2014), Honolulu, HI.

Invited Talks

Arizona State University, 2/2025
 National University Singapore, 3/2024
 University of Maryland (Psychology Department), 9/2023
 Hong Kong University, 04/2023
 Hong Kong Polytechnic University, 04/2023
 Georgia Institute of Technology, 02/2023
 Tel Aviv University, 03/2021
 IESE Business School, 11/2021
 Texas A&M University, 10/2017
 University of Maryland, 09/2017
 Florida International University, 09/2017
 University of Washington, 09/2017
 University of Georgia, 09/2017

Awards and Honors

2025-Outstanding All Major Core Faculty Award, Warrington College of Business, University of Florida

July 2025

2024- Exemplary Performance as Best Reviewer Award, Academy of Management Journal

2024- SIOP Early Career Contributions Award (Science)

2023- Smith Teaching/Learning Innovation Grant (\$12,500) – University of Maryland

2023 – Faculty/Student Research Award (\$10,000) – University of Maryland

2022- Best Reviewer Award, Organizational Behavior and Human Decision Processes

2022- Distinguished Teaching Award, Robert H. Smith School of Business, University of Maryland

2021- Exemplary Performance as Best Reviewer Award, Academy of Management Journal

2021- Best Reviewer Award, Personnel Psychology

2021- Allen J. Krowe Excellence for Teaching Award, Robert H. Smith School of Business, University of Maryland

2020 – Best Editorial Board Member Reviewer Award, Journal of Applied Psychology

2020 – Distinguished Teaching Award, Robert H. Smith School of Business, University of Maryland

2019 – Distinguished Teaching Award, Robert H. Smith School of Business, University of Maryland

Professional Affiliations

Academy of Management

Society for Industrial and Organizational Psychology

Doctoral Student Advising

Oguz Gencay (Co-Chair)

Rose Kim (Chair)

Nicolais Chighizola (Co-Chair)

Zhishuang Guan (Member)

Siyan Guo (Member)

Professional Service

Associate Editor

Organizational Behavior and Human Decision Processes (2024-present)

July 2025

Editorial Board Member

Journal of Applied Psychology (2018-present)
 Academy of Management Journal (2019-Present)
 Personnel Psychology (2020-present)
 Organizational Behavior and Human Decision Processes (2022-present)

Ad Hoc Reviewer

Academy of Management Journal (2017-2019)
 Personnel Psychology (2017-2020)
 Journal of Applied Psychology (2017-2018)
 Annual Meeting of the Academy of Management (2014-2015)
 Academy of Management Discoveries (2021-present)
 Organization Science (2022-present)
 Journal of Organizational Behavior (2022-present)
 Journal of Personality and Social Psychology (2022-present)

University Service

Teaching Enhancement Committee, University of Maryland (2020-present)
 PhD Application Coordinator, University of Maryland (2017-present)
 Visiting Scholar Committee, Department of Management, University of Florida (2014-2017)
 Research pool coordinator, Department of Management, University of Florida (2012-2017)
 Lab manager, Department of Management, University of Florida (2012-2017)

Teaching Experience

University of Maryland

Spring 2020 – BUSO 704 Ethical Leadership (Instructor Rating 3.88/4.00)
 Fall 2019 – BUSO 600 Leadership and Teamwork (Instructor Rating 3.90/4.00)
 Winter 2019- BMGT 364 Managing People & Organizations (Instructor Rating 4.00/4.00)
 Fall 2018 – BMGT 364 Managing People & Organizations (Instructor Rating 3.62/4.00)
 Fall 2017 – BMGT 364 Managing People & Organizations (Instructor Rating 3.80/4.00)

University of Florida

Fall 2015 - MAN 3240 Organizations: Structure and Behavior (Instructor Rating 4.80/5.00)

Spring 2015 -MAN 7108 Seminar on Research Methods (PhD Level Research Methods Course) (TA)

Professional Experience

2000-2003	Software Engineer/Consultant <i>Steelpoint Technologies, Boston, MA</i>
2003-2004	Construction/Renovation Mortgage Manager <i>Prosperity Mortgage, Rockville, MD</i>
2004-2012	Owner/CEO <i>Atlantic Edge Dive Center, Gaithersburg, MD</i>