

John A. McClendon, Ph.D.

Fox School of Business
Temple University

Office: 215-204-1910
john.mcclendon@temple.edu

SUMMARY:

Thirty-nine years of demonstrated achievements in human resource management, including private sector management, university-based scholarly research publications, and award winning university teaching at the BA, MBA, international MBA, executive MBA, and Ph.D. levels.

PROFESSIONAL EMPLOYMENT HISTORY and AFFILIATIONS:

- Temple University, Fox School of Business:
HRM Faculty, Associate Professor of HRM, 1989-current.
Chair, HRM Department, 2016-present.
- University of South Carolina, College of Business:
Researcher and Instructor, 1985-89.
- International Paper Company, 1979-1985.
Facility HR Manager, (Wiggins, MS; Eatonton, GA; Henderson, TX)

Administrative Experience - Chair, HRM 2016-present:

Manage all administrative activities of department comprised of 20 full-time faculty and 32 adjunct faculty. Since fall 2016 to date have initiated numerous new strategic initiatives, including: on-line auxiliary MSHR program; creation of the SHRM Certification non-credit training program (TUCC & Harrisburg campuses & on-site for employers); integration of the Business Management major into the department in 2018/19 (600+ students); establishment of Senior HR Advisory Group (SHRAG) comprised of senior-level HR executives; designation of Director of External Relations; expanded external stakeholder relationship strategy, including event sponsorships; creation of two employer advisory councils to provide professional development support for both majors (HR Council & Business Management Council); established HR Analytics Group (HRAC) (with Ex. Ed); expanded communications efforts including production of a department weekly newsletter ("This Week at the HRM Department"); expanded undergraduate community building activities (e.g. "Senior Send Off"), successful completion of the "external periodic review" (October 2017), extensive expansion of undergraduate professional development activities in the "badge program" for greater student professional development; creation of the Distinguished Guest Speaker Series (scholarly); the creation of the HRM Annual Research Symposium (3rd annual scheduled for April 12, 2019); expanded the Ph.D program from three students to a sustainable 8-10 students; recruitment of four distinguished research faculty (two starting in fall 2019); new curriculum design (BA 5031 Law and Ethics in partnership with LS, HRM 3507, and HRM 5001); serve as course coordinator of HRM 5001; creation of the minor in Sales (with Marketing, fall 2019); inclusion of three new SPO's to serve BM majors (DECA, Sales, and NSLS); development of senior-level HR executive training program or PERHL (roll-out September 2019).

PROFESSIONAL EXPERIENCE: TEACHING/PRESENTATION/RESEARCH

Recent Presentations at Professional Meetings 2016-2019:

- HR Executive Alliance; March 19, 2019. At the Union League, Philadelphia, Pa. Presentation title: *The Role of Talent Acquisition Strategy and Leading Change in Building the High Performance Organization.*
- Discussant at Panel Discussion, Philadelphia Chamber of Commerce; March 7, 2019. *Encouraging Agility During Times of Change.*
- Ghana Foreign Affairs Delegation. Temple University Visit; January 18, 2018. Presentation title: *Leading and Managing Change.*
- Talent Acquisition Leaders Conference; October 19, 2017. At the Moshulu, Philadelphia, PA. *Trends in Performance Management: Driving Key Hiring Decisions*
- Ground Rounds for the Department of Surgery-Temple University Surgeons. February 3, 2017. Presentation Title: *The Challenge of Physician Adaptation to Change in a Rapidly Changing Health Care Environment.*
- Hispanic Chamber of Commerce Conference. August 18, 2016. At the Sonesta Hotel, Philadelphia, PA. Presentation title: *Leading Change in a Rapidly Changing Business Environment.*

Teaching Experience & Awards:

Taught seventeen different management courses at Temple University's Fox School of Business (1989-2019), including courses at the BA, MBA, IMBA, Executive MBA, and Ph.D. levels. Many honors in recognition of distinguished teaching at Temple University, including the 2006 Great Teacher Award:

- 1993 *Andrisani-Frank Award for Excellence in Teaching.*
- 1999 *Musser Award for Leadership in Teaching.*
- 2005 *MBA Teacher of the Year.*
- 2010 *Professional MBA (PMBA) Faculty of the Year.*
- 2010 *Executive MBA (EMBA Philly) Faculty of the Year.*
- 2010 *ENPC/Fox Executive MBA Faculty of the Year (Paris cohort).*
- 2011 *Professional MBA (PMBA) Faculty of the Year.*
- 2012 *MS HR-- Singapore Program Faculty of the Year.*
- 2013 *ENPC/Fox Executive MBA Faculty of the Year (Paris cohort).*
- 2013 *MS HR Singapore Program Faculty of the Year.*
- 2014 *Professional MBA (PMBA) Program Faculty of the Year.*
- 2015 *Executive MBA Program- Philadelphia Faculty of the Year.*
- 2015 *John Angelo Award- Innovative Use of Technology in Classroom.*
- 2015 *EMBA Paris Faculty of the Year.*

- 2016 *MS HR Faculty of the Year.*
- 2006 *Temple University: The Great Teacher Award.*

International Teaching Affiliations:

- Temple University-- Rome.
- Temple University-- Tokyo.
- Ecole Nationale des Ponts et Chaussées (ENPC), Paris (Visiting)
- University of Edinburgh, (Visiting) Executive MBA (KPMG Corp.)
- Temple University-- Singapore. EMBA & MSHR Singapore Programs

Courses Taught-- Temple University:

5 BA, 9 MBA/MS/IMBA, 1 Executive MBA, and 2 Ph.D. Courses:

- Leadership in Organizations (**new MBA core course 2018**)
- Introduction to HR Management (BA Level)
- International HR Management (BA Level)
- Managing People at Work (BA Level)
- HRM and Public Policy (BA Level)
- Labor Relations: Strategy and Process (BA Level)
- Management and Organizational Behavior (MBA Level)
- Human Resource Management Strategies (MBA Level)
- Managing People and Organizations (MBA Level)
- Strategic Challenges in HRM (MBA Level)
- Contemporary Labor Relations (MBA Level)
- Human Resource Management & Public Policy (MBA Level)
- Managing HRM in the Globalized Context (IMBA Level)
- Managing HR in the Dynamic Environment (MBA-MS Level)
- Theory/Research in HR & Labor Relations (Ph.D. Level)
- Research in Labor-Management Relations (Ph.D. Level)
- HR Strategy & Human Capital Development (EMBA Level)

Courses Taught in the International Context

- Managing HR in the Global Environment (Temple Rome)
- HRM and Human Capital Development (EMBA Temple Tokyo)
- Human Resource Management (Leuven, Belgium, for ENPC EMBA)
- Managing People & Organizations (ENPC IMBA, Paris)
- Human Resource Management (EMBA, University of Edinburgh)
- International Human Resource Management (EMBA, ENPC, Paris)
- Strategic HR/Human Capital Challenges (EMBA-MSHR Singapore)

Private Sector Management Training & Consulting Experience:

- Conducted management workshops and seminars on a host of strategic people management topics, ranging from leading strategic change to managing performance to business ethics.
- Previous training responsibilities included private sector HR management experience at International Paper Company. Training related responsibilities included managing plant-level human

capital development programs as well as conducting training in quality improvement program development, supervisory communication and coaching skills, and safety program training.

SCHOLARLY RESEARCH

Research Focus:

Author/co-author of research articles appearing in scholarly management journals. Research focus has includes a range of management, labor-relations, and organizational issues. Specific streams include HR outsourcing (SHRM grant), union certification (U.S. Labor Department grant funded), employment disputes, compensation practices, long-term unemployment, and performance management.

Research Publications: (Titles and Full Citations Follow)

Work in Progress:

Lead author on current manuscript under journal review: *A Study of System Execution of Performance Appraisal*, with John Deckop and Soojung Han.

Projects in progress include: (1) employee reactions to performance evaluation, (2) examination of impact of "face time" at work on human capital management decisions; and (3) employee mobility (data gathered.)

Since 1993 authored and co-authored research publications have appeared among the following publications:

Journals:

- *Journal of Workplace Counseling* (2015)
- *Career Development International* (2013)
- *Journal of Workplace Behavioral Health* (2013)
- *Human Resource Management Journal* (2005, 2005, 2001)
- *Journal of Management* (2005)
- *Journal of Managerial Issues* (2002)
- *Journal of labor Research* (1995, 1995, 2012)
- *PEO Insider* (2002)
- *Entrepreneurship: Theory and Practice* (2000)
- *Relations Industrielles* (2000, 1994)
- *Personnel Psychology* (1999, 1996)
- *Labor Studies Journal* (1998)
- *Industrial and Labor Relations Review* (1993).
- *Employee Responsibilities and Rights Journal* (1993)

Book Chapters Appearing in the Following:

- *Human Resource Management Ethics*, 2006.
- *HR Management in Virtual Organizations*, 2003.
- *International and Comparative Industrial Relations: A Study of Industrial Market Economies*, 1998.

- *Organizing to Win, 1998.*
- *The State of the Unions, 1991.*

Published Conference Proceedings Include:

- *The Best Paper Proceedings-National Academy of Management Meetings.*
- *Industrial Relations Research Association Proceedings.*
- *Human Resource Planning Society National Conference.*
- *Southern Regional Industrial Relations/Human Resources Conference.*
- *Proceedings of the Eastern Academy of Management Meetings.*
- *Southern Management Association Meetings.*
- *Canadian Industrial Relations Association Proceedings.*
- *Society of Industrial and Organizational Psychology Meetings.*

RESEARCH PUBLICATIONS: TITLES & CITATIONS

Work in Progress:

Projects in progress include: (1) employee reactions to performance evaluation results (manuscript under review); (2) examination of impact of "face time" at work on human capital management decisions; (3) employee mobility (data gathered.)

Journals:

"Impact of Age, Length of Unemployment, and Problem-Focused Coping on Positive Re-Employment Expectations". 2015. With Tony Petrucci and Gary Blau. *Journal of Employee Counseling*. Vol. 52, #4, pp. 171-177.

"Exploring the Importance of Situational, Background, Emotional, and Job Search Variables on Coping with Unemployment by Drinking verses considering Self-employment." 2013. *Journal of Workplace Behavioral Health*. Vol. 28, 3, pp. 212-233.

"Correlates of Life Satisfaction and Unemployment Stigma and the Impact of Length of Unemployment on a Unique Unemployed Sample." 2013. *Career Development International* V. 18, 3, 257-280 With Gary Blau & Tony Petrucci.

"Exploring the Impact of Demographics, Personality and Situational on Unemployment Delayed Retirement Intent". 2013. With Gary Blau and Tony Petrucci. *Journal of Workplace Behavioral Health*. V. 28, #1, pp. 13-29.

"Effects of Layoff Victims' Justice Reactions and Emotional Responses on Attitudes Toward Their Previous Employer", 2012. With Gary Blau and Tony Petrucci. *Career Development International*, Vol. 17, #6/7, pp. 500-517.

"Information Use in Counter-Offer Pay Decisions": An Examination of Factors that Influence Management Counter-Offer Decisions, 2012. With Brian Klass and William Mackenzie. *Journal of Labor Research*, Vol. 33, 1, pp. 370-387.

"HR in the Small Business Enterprise: Assessing the Impact of PEO Utilization". 2005. With Brian Klaas, Thomas Gainey, and Hyuksueng Yang. *Human Resource Management Journal*, Vol. 44, #4, pp. 433-448.

"The Effects of Mandatory Employment Arbitration Systems on Applicants' Attraction to Organizations". 2005. With Brian Klaas, Douglas Mahony, and Arup Varma. *Human Resource Management Journal*, Vol. 44, #4, pp. 449- 470.

Klaas, Brian, John McClendon, & Thomas Gainey. 2005. "Professional Employer Organizations and Their Impact on Client Satisfaction with HR Outcomes: A Field Study of HR Outsourcing in Small and Medium Enterprises". *Journal of Management*, Vol. 31, No. 2.

McClendon, John. Thomas Gainey, and Brian Klaas. 2002. "HR Outsourcing and the PEO Industry: A Survey of Client Reactions". *PEO Insider*. Vol. 6, #4, pp. 18-23.

Klaas, Brian, John A. McClendon, and Thomas Gainey. 2002. "Trust and the Role of Professional Employer Organizations: Managing HR in Small and Medium Enterprises". *Journal of Managerial Issues*, Vol. 14, No. 1, pp. 31-48.

Klaas, Brian, John A. McClendon, and Thomas Gainey. 2001. "Outsourcing HR: The Impact of Organization Characteristics". *Human Resource Management Journal*, Vol. 40, #2, pp. 125-38.

Klaas, Brian, John A. McClendon, and Thomas Gainey. 2000. "Managing HR in Small and Medium Enterprises: The Impact of Professional Employer Organizations. *Entrepreneurship: Theory and Practice*, Vol. 25, No. 1, pp. 107-24.

McClendon, John. 2000. "Members and Non-Members: Determinants of Membership in an Existing Bargaining Unit". *Relations Industrielles*, Vol. 55, No 2, pp. 332-349.

Klaas, Brian, John McClendon, and Thomas Gainey. 1999. "HR Outsourcing and its Impact: The Role of Transaction Costs". *Personnel Psychology*, 52, #1, pp. 113-136.

McClendon, John, Hoyt Wheeler, and Roger Weikle. 1998. "The Individual Decision to Unionize". *Labor Studies Journal*, 23, No. 3, pp. 34-54.

Klaas, Brian, and John McClendon. 1996. "To Lead, Lag, or Match: Estimating the Financial Impact of Pay Level Policies". *Personnel Psychology*, 49, pp. 121-41.

McClendon, John A., Jill Kriesky, and Adrienne Eaton. 1995. "Member Support for Union Mergers: An Analysis of an Affiliation Referendum". *Journal of Labor Research*. XVI, 1, pp. 9-23.

Klaas, Brian, and John A. McClendon. 1995. "Crossing the Line: The Determinants of Picket line Crossing During a Faculty Strike". *Journal of Labor Research*. Volume XVI, 3, pp. 331-346.

Wheeler, Hoyt N., John A. McClendon, and Roger Weikle. 1994. "Unionization: A Comparative Case Study". *Relations Industrielles*. Vol. 49, No. 3, pp 465-481.

McClendon, John A. and Brian Klaas. 1993. "Determinants of Strike-Related Militancy: An Analysis of a University Faculty Strike". *Industrial and Labor Relations Review*. Vol. 46, No. 3, pp. 560-573.

McClendon, John A. 1993. "Union Authorization Card Signing and Union Certification Vote". *Employee Responsibilities and Rights Journal*. V. 6, #1, 9-19.

Deckop, R. John, John A. McClendon, and Kathleen Harris-Perless. 1993. "The Effect of Union Militancy Intentions and Union Attitudes on the Organizational Citizenship Behavior of University Faculty". *Employee Responsibilities and Rights Journal*. Vol. 6, # 2, 85-98.

RESEARCH RELATED BOOK CHAPTERS:

McClendon, John. 2006. "The Challenges to the US Labor Movement: An Ethical Perspective". In *Human Resource Management Ethics*. Editor: John Deckop. Information Age Publishing.

McClendon, John, Brian Klaas, and Thomas Gainey. "HR Outsourcing". (2002). In *Human Resource Management in Virtual Organizations*. Editors: Robert Heneman and David Greenberger, Information Age Publishing, pp. 57-80.

Wheeler, Hoyt and John A. McClendon. (1998). "Employment Relations in the United States of America", In *Inter. & Comparative Industrial Relations: A Study of Industrial Market Economies*, (Eds) Greg J. Bamber and Russell D. Lansbury. Allen and Unwin, 2nd Edition. NSW Australia.

Weikle, Roger, Hoyt Wheeler and John McClendon. (1998). "A Comparative Case Study of Organizing Success and Failure: Implications for Practical Strategy", In *Organizing to Win: New Research on Union Strategies*, (Eds) Kate Brofenbrenner, Sheldon Friedman, Richard Hurd, Rudolph A. Oswald, and Ronald Seeber. Cornell University Press, pp. 197-212.

Wheeler, Hoyt N. and John A. McClendon. 1991. "The Individual Decision to Unionize", In *The State of the Unions*, (Eds) George Strauss, Daniel G. Gallagher, and Jack Fiorito. Annual Industrial Relations Research Association Research Volume.

NATIONAL AND INTERNATIONAL PROCEEDINGS (Articles Presented and Published in Proceedings):

Klaas, Brian, John McClendon, Thomas Gainey, and Hyuksueng Yang. (2002). "Professional Employer Organizations and Their Impact on HR Outcomes: A Field Study of HR Outsourcing in Small and Medium Enterprises." *The Best Paper Proceedings of the 2002 National Academy of Management Meetings*. Denver.

McClendon, John. (1999). "Members and Non-members: the Decision to Join an Existing Certified Bargaining Unit". Presented at the 1999 Industrial Relations Research Association. New York.

Klaas, Brian. John McClendon, and Thomas Gainey. 1998. "Outsourcing HR: A Transaction Cost Perspective". *Best Paper Proceedings of the 1998 National Academy of Management Meetings*. San Diego, CA.

Klaas, Brian, and John A. McClendon. 1997. "Outsourcing Human Resource Management: Trends, Determinants, and Impact". *Proceedings of the Human Resource Planning Society National Conference*. Ithaca, NY.

Klaas, Brian, and John A. McClendon. 1992. "Picket Line Crossing in a University Faculty Strike: An Individual-Level Analysis". *Best Paper Proceedings of the 1992 National Academy of Management Meetings*. Las Vegas, NV. pp. 269-74. *Meetings, Industrial Relations Research Association*. New Orleans.

McClendon, John A. and Brian Klaas. 1992. Determinants of Strike Militancy: Individual Activism in a University Faculty Strike". Abstract in *Proceedings, 44th Annual Meetings, Industrial Relations Research Association, New Orleans, La.*

Eaton, Adriene, Jill Kriesky, and John A. McClendon. 1992. "Individual Support for Union Mergers: An Examination of Determinants". Abstract in *Proceedings, 44th Annual Meetings, Industrial Relations Research Association*. New Orleans, La.

McClendon, John A. 1989. "Union Activism: Determinants to Active Union Support in Representation Elections", *Proceedings, Forty-Second Annual Meeting, Industrial Relations Research Association, Atlanta, GA.*

NATIONAL RESEARCH CONFERENCE PRESENTATIONS (Not Published in Proceedings) :

McClendon, John, John Deckop, Tony Petrucci, 2014. The Impact of Performance Appraisal on Employee Motivation: The Role of System Execution. Presented at the Eastern Academy of Management Meetings, Newport, RI, May 2014.

Mackenzie, William, Brian Klass, and John McClendon. "Information Use in Counter Offer Decisions. Presented at the 2011 Academy of Management Meetings. San Antonio.

Mahony, Douglas, Brian Klaas, and John McClendon. 2003. "The Effects of Employment Arbitration and Employee Rights on Organizational Attraction". National Academy of Management Meetings. Seattle.

"Professional Employer Organizations and their Impact on Small and Medium Enterprises (SME's)". Symposium on "The Impact of HR at SME's". Sponsored by Ohio State University. (Columbus, 2002). (With Brian Klaas and Thomas Gainey)

"Determinants of Satisfaction with Professional Employer Organizations in Small and Medium Enterprises". The 2000 National Academy of Management Meetings. Toronto. (with Brian Klaas and Tom Gainey)

"Outsourcing HR in Small and Medium sized Organizations: Determinants of PEO Client Reactions". Symposium at the 1999 National Academy of Management Meetings. Chicago.

"HR Outsourcing and Its Impact: The Role of Transaction Costs". The 1999 Society of Industrial and Organizational Psychology Meetings. Atlanta. (with Brian Klaas).

"Individual Support for Union Mergers: A Case Study and Future Research". The Second International Conference on Emerging Union Structures. Stockholm, Sweden. June 1995. (With Jill Kriesky, and Adrienne Eaton).

"To Lead, Lag, or Match: The Financial Impact of Pay Policy". The 1994 National Academy of Management Meetings. Dallas. (With Brian Klaas).

"Boundary Spanning Roles and the Collective Bargaining Process: A Review and Research Recommendations." The 1987 National Academy of Management Meetings. New Orleans.

REGIONAL MEETINGS (Articles Presented and Published in Proceedings) :

McClendon, John A. 2000. "Free Riders and Dues Payers: Determinants of Joining Behavior in a University Faculty Strike". Proceedings of the 2000 Southern Regional Industrial Relations/Human Resources Conference.

McClendon, John A. 1993. "Determinants of Union Certification Election Outcome: A Participant Observation Study". Proceedings of the 1993 Southern Industrial Relations/Human Resource Conference.

McClendon, John A. and Brian Klaas. 1992. "Determinants of Legal and Illegal Strike-Related Militancy in a University Faculty Strike". Proceedings of the 29th Annual Eastern Academy of Management Meetings. Baltimore, MD.

McClendon, John A., Jill Kriesky, and Adriene Eaton. 1991. "Union Mergers: Determinants of Individual Support". Proceedings of the Twelfth Annual Southern Regional Industrial Relations Academic Seminar, Atlanta.

McClendon, John A. 1991. "Union Authorization Card Signing and Union Certification Vote: An Exploratory Analysis", Proceedings of the 28th Annual Eastern Academy of Management Meetings, Hartford, Conn.

McClendon, John A. and Hoyt Wheeler. 1991. Determinants of the Individual's Decision to Unionize.

McClendon, John A. and Hoyt N. Wheeler. 1991. Determinants of the Decision to Support Unionization: A Comparative Model", Proceedings of the Eastern Academy of Management Fourth Biennial International Conference, Nice, France.

McClendon, John A. 1990. "The Individual Decision to Unionize", Proceedings of the Eleventh Annual Southern Regional Industrial Relations Academic Seminar, Memphis.

DeNisi, Angelo S., Cornelius, Edwin T., McClendon, John A., and Bumpus, Minnette. 1988. "Incentives, Job Enrichment, and the Work Ethic as Determinants of Job Reactions and Productivity. "Proceedings of the 1988 Southern Management Association, Atlanta.

Wheeler, Hoyt N. and McClendon, John A. 1987. "The Integrative Theory and Union Organizing: A Pilot Study," Canadian Industrial Relations Association Proceedings, Hamilton, Ontario.

McClendon, John A. 1986. "A Review of Studies and Research Recommendations on Determinants of Unionization", Proceedings of the 1986 Southern Management Association, Atlanta.

McClendon, John A. 1986. "Collective Action as a Natural Phenomenon: A Case Study of the English Graduate Organization (EGO) at the University of South Carolina", Proceedings of the Seventh Annual Southern Regional Industrial Relations Academic Seminar.

PROFESSIONAL EXPERIENCE: PRIVATE SECTOR MANAGEMENT

International Paper Company, Human Resource Management (September 1979 to May 1985)

Specific Positions:

- Manager of Employee Relations: 9/1981 to 5/1985
Henderson Wood Products Plant, Henderson, Texas
- Manager of Employee Relations: 2/1980 to 9/1981
Eatonton Wood Products Plant, Eatonton, Georgia
- Personnel Specialist: 9/1979 to 2/1980
Wiggins Wood Products Complex, Wiggins, Mississippi

Managerial Responsibilities:

- Human resource management generalist with senior plant-level responsibility for managing all facets of various facility's comprehensive HRM programs.
- Specific areas of responsibility included compensation, recruitment and selection, performance evaluation system coordination, equal employment opportunity legal compliance, safety program management, corporate affairs, plant communications, management development and training, workers' compensation, collective bargaining and labor contract administration.
- Special assignments included managing "start up" operations at new facilities in Missouri (1983) and Oregon (1984); conducting performance evaluation system training for managers at numerous facilities (four states); and serving as Henderson Texas facility's first "Quality Improvement Program" Coordinator (1984-85).

University Administrative Service

- **HRM DEPARTMENT CHAIR- 2016-Present:**

Manage all administrative activities of department comprised of 20 full-time faculty and 32 adjunct faculty. During tenure to date have

initiated numerous new strategic initiatives, including: on-line auxiliary MSHR program; creation of the SHRM Certification non-credit training program (TUCC & Harrisburg campuses & on-site for employers); integration of the Business Management major into the department in 2018/19 (600+ students); establishment of Senior HR Advisory Group (SHRAG) comprised of senior-level HR executives; designation of Director of External Relations; expanded external stakeholder relationship strategy, including event sponsorships; creation of two employer advisory councils to provide professional development support for both majors (HR Council & Business Management Council); establishment of HR Analytics Group (HRAC) (with Ex. Ed); expanded communications efforts including production of a department weekly newsletter ("This Week at the HRM Department"); expanded undergraduate community building activities (e.g. "Senior Send Off"), successful completion of the "external periodic review" (October 2017), extensive expansion of undergraduate professional development activities in the "badge program" for greater student professional development; creation of the Distinguished Guest Speaker Series (scholarly); the creation of the HRM Annual Research Symposium (3rd annual scheduled for April 12, 2019); expanded the Ph.D program from three students to a sustainable 8-10 students; recruitment of four distinguished research faculty (two starting in fall 2019); new curriculum design (BA 5031 Law and Ethics in partnership with LS, HRM 3507, and HRM 5001); serve as course coordinator of HRM 5001; creation of the minor in Sales (with Marketing, fall 2019); inclusion of three new SPO's to serve BM majors (DECA, Sales, and NSLS); development of senior-level HR executive training program or PERHL (roll-out September 2019).

- Masters Program Committee (MPC) (Previous GAC) 1991- 2016.

- Director, MS in HR Degree Program. (2000-2016.)

Manage all facets of program, including recruiting, scheduling, admissions, and academic advising for all students.

- MBA Regeneration Committee (ad hoc) 2013.

- HR Certificate Program Proposal (ad hoc). (2009/2010/2011)

Instrumental in the development of the proposal for the HR Certificate Program. Implementation January 2011.

- MS HR Singapore Program. (ad hoc). (2010- 2013)

Instrumental in the development of the proposal for the MS HR Program in Singapore. Taught 4 times. Implementation March 2011.

- EMBA Curriculum Committee-2010/2011

- MBA/EMBA for a Day Recruitment 2005/06/07/08/09/10/11/12/13/18/19.

Conduct simulated class experience for potential EMBA and MBA students on several occasions per year.

- MBA Alumni Event- Trends in Career Management - October 2010.

Panel Moderator (and assisted with organizing).

- Fox School Board of Visitors Event: Charged with responsibility of organizing [program for October 2007 BOV meeting.]
- HRM Department Merit Committee. (1995, 97, 98, 2004, 05, 06)
- Member-Fox School of Business Center for Teaching Excellence, 2002-09.
- Full-Time MBA Fox School Program Development Committee, 2003.
- Fox School Masters Program Committee, Member (1994-present).
- AACSB Re-accreditation Committee, 2001. In addition to general committee duties, principal responsibility included (1) managing the extensive revision process of the Fox School of Business Mission (including leading numerous focus groups comprised of Fox stakeholders in 2002) and the production of a draft of the relevant section of the AACSB self-report.
- University Task Force on Course and Teaching Assessment, 2001. Provost chaired committee charged with designing the university-wide course evaluation instrument & process. Implemented 2003.
- Director, Fox School of Business Strategic Planning Committee. (2002)
A Dean appointed position that involved developing the school's strategic plan.
- Temple University Ad Hoc Hearing Committee-- Conducted at the Request of the University Personnel Committee and Assistance of University Counsel (1999).
- Temple University Strategic Personnel Committee.

Committee responsible for the development of a university-wide plan for the improved efficiency of various administrative departments. (Chaired by Robert Harrington, VP of HR) (1997).
- SBM MBA/MS Degree Strategic Planning Committee (1997).
- Board of Governors of the Business Academy of the Public School District-Philadelphia. (1995-2002).
- SBM Graduate Affairs Committee (September 1996-2000).
- University Faculty Senator (1991-1993 and 1997-1999).
- Chair, "Back to Business Roundtable" Committee, 1997.
- Member- MS HR Degree Program (1994-2000).
- Member-SBM Distant Learning Committee (1995-98).
- Member-MBA Admissions Committee (September 1994-1998).
- Chair- Temple University Leadership Award Committee 1996.

- AACSB Re-Accreditation Response Committee (May 1995 to October 1995; and January 1996).

Committee responsible for assisting in effort to achieve re-accreditation from AACSB. Duties included formulating response to AACSB review and acting as primary faculty liaison with AACSB review committee.

- School Mission and Objectives Task Force Committee #2 (September 1995-May 1996).

Committee responsible for assessing and making recommendations with respect to: (1) restructure of faculty governance by-laws; (2) school mission statement; (3) school's planning process; (4) faculty priorities and goals. **Personally Conducted 26 focus groups; & wrote 9 revisions of mission statement via CASBA approval process.**

- Ad hoc University Faculty Senate on Teaching. Committee developed proposal for a permanent Temple University Teaching Academy. (1996).
- Faculty Advisor to Student Chapter of the Society of Human Resource Management (SHRM) (Fall 1990 to Fall 96).
- Faculty Advisor to the MBA Student Association (Fall 1992 to Fall 1995).
- Coordinator of Human Resource Management course (HRA 200) (September 1991 to 1999).
- Organizing Committee for the Industrial Relations/Human Resource Management Teaching Conference 1993 and 1995. (Committee Chair 1995).
- Planning and Personnel Committee (CASBM) (1990-1993, including Chair-1992/93).
- Assistant Director-- Ethics Resource Center (1992-1995).
- United States-Japan Industry and Technology Management Training Program (U.S. Department of Defense grant jointly managed with the College of Engineering) (1994 to 1996).
- Organizing Committee for Employability Skill Training Program for Philadelphia Public School Students (May 16, 1995; November 20, 1995; and May 11, 1996).
- HR/MS Degree Program Committee (1993-1998).
- Department Promotion and Tenure Sub-Committee (1993).
- Department Internship Coordinator (1994-96).

EDUCATION

Doctor of Philosophy (Ph.D. Business Administration), December 1989

University of South Carolina, College of Business
Major: Organizational Behavior
Minor: Personnel Management

Dissertation: *Determinants of Union Formation: An
Extension of a Theory of Industrial Conflict*

Fellowship: Recipient of the Frank B. Lane Memorial
Research Grant: United States Department of Labor

Master of Arts (MA), August 1979

University of Alabama, College of Business Administration
Major: Industrial Relations

Bachelor of Arts (BA), December 1977

University of Alabama, College of Arts and Sciences and
College of Business Administration
Major: Political Science
Minor: Human Resource Management