

**Curriculum vitae
CARRIE R. LEANA**

OFFICE ADDRESS:

Katz Graduate School of Business
University of Pittsburgh
Pittsburgh, PA 15260
412-648-1674
e-mail: Leana@pitt.edu

HOME ADDRESS:

1541 Asbury Place
Pittsburgh, PA 15217
412-720-3679

ACADEMIC APPOINTMENTS:

- 2009 - Director, Center for Healthcare Management, University of Pittsburgh
- 2007- George H. Love Professor of Organizations and Management
Professor of Business Administration, of Medicine, and of Public and International
Affairs, University of Pittsburgh
- 1996 - Professor of Business Administration and of Public and International Affairs,
University of Pittsburgh
- 1994 – 1996 Associate Professor of Business Administration and of Public and
International Affairs, University of Pittsburgh.
- 1990 - 1994 Associate Professor of Business Administration, University of Pittsburgh.
- 1987 - 1990 Assistant Professor of Business Administration, University of Pittsburgh.
- 1984 - 1987 Assistant Professor of Management and Administrative Sciences, University
of Florida College of Business Administration.

VISITING APPOINTMENTS:

- 2016 Bellagio Residency, Rockefeller Foundation, Bellagio, Italy.
- 2011 Visiting Fellow, Russell Sage Foundation, New York, NY.
- 2001 - 2002 Fulbright Viterbo Chair, Universita degli Studi della Tuscia, Italy.

Visiting Professorships:

- London School of Economics, UK (2014)
- Australian Graduate School of Management, Sydney, Australia (2004)
- University of Melbourne, Melbourne, Australia (2004)
- Universidad Tecnica Federico Santa Maria, Santiago and Valparaiso, Chile (1999)
- Universidad Tecnica Federico Santa Maria, Guayaquil, Ecuador (1998-99)
- Comenius University, Bratislava, Slovakia (1996-97)

ADMINISTRATIVE APPOINTMENTS:

- 2016 - Academic Director, EMBA-Healthcare Program, University of Pittsburgh
- 2016- Academic Director, UPMC-Katz International Healthcare Training Program
- 2012 - 2014 Director, Behavioral Health Fellows Program, University of Pittsburgh
- 2007 - Academic Dean, Webster Physician Leadership Program, University of Pittsburgh
- 2007 - 2008 Academic Director, MBA-MD Program, University of Pittsburgh
- 2000 – 2003 Director, MBA Essentials Program, University of Pittsburgh
- 1997 - 1999 Academic Director, Executive MBA Program, University of Pittsburgh
- 1992 - 1995 Coordinator, Organizational Behavior and Human Resources Interest Group, Katz School, University of Pittsburgh

OTHER TEACHING APPOINTMENTS:

- 2005 International Executive MBA Program, Manchester, UK
- 2002, 2006 International Executive MBA Program, Prague, Czech Republic
- 2000 – 2001 International Executive MBA Program, Sao Paulo, Brazil

OTHER ACADEMIC APPOINTMENTS:

- 1998 - Research Associate, Learning Research and Development Center, University of Pittsburgh.

OTHER EMPLOYMENT:

- 1978 - 1980 Asset Review Officer, Bank of the Southwest, Houston, Texas.
- 1976 - 1978 Instructor, English as a Second Language, State of Texas.

EDUCATION:

- Ph.D. University of Houston, 1984; Organizational Behavior; Business Policy
- M.B.A. Baylor University, 1978
- B.A. Baylor University, 1976; English Literature

RESEARCH AND TEACHING INTERESTS:

Economic inequality
 Ethics and leadership practice
 Financial precarity
 Healthcare sector
 Human and social capital in organizations
 Low wage workforce
 Organizational restructuring and change
 Public school systems

AWARDS AND DISTINCTIONS:

Fellow, Academy of Management
 Finalist, *Academy of Management Annals* Best Paper Award, 2016
 Iris Marion Young Award for Political Engagement, University of Pittsburgh, 2012
 Finalist, Center for Positive Organizational Scholarship Best Paper Award, 2010
 Katz Excellence in Research Award, University of Pittsburgh, 2009-10
 Faculty Pioneer Award for Academic Leadership, Aspen Institute, 2007-08
 Alfred P. Sloan Foundation Best Paper Prize in Industry Studies, 2006
 Chancellor's Award for Distinguished Public Service, University of Pittsburgh, 2003
 Katz Excellence in Teaching Award, University of Pittsburgh, 2003, 2004
 Fulbright Senior Chair Award, Fulbright Commission, 2001-2002
 American Council on Education: National Identification Program for the Advancement of Women in Higher Education, 1994
 Finalist, Academy of Management Terry Best Book Award, 1992
 Cullen Dissertation Award, 1984.
 Heyne Fellowship for Outstanding Scholars, 1983.
 Beta Gamma Sigma; Sigma Xi.
Public Service Awards: Champion of Change Award, 2010; TRCF Leadership Award, 2010; Community Champion Award, 2008; Community Change for the Better Award, 2006; National Council for Urban Peace and Justice, 2001; Allegheny County, PA Commendation for Citizenship, 1992; Ohio Valley Coalition for Industrial Retention and Renewal, 1989; Pittsburgh City Council Citizenship Commendation, 1988.

BOOKS:

Leana, C.R. & Rousseau, D. (2000) Eds. Relational Wealth: The Advantages of Stability in a Changing Economy. New York: Oxford University Press.

Leana, C.R. & Feldman, D.C. (1992) Coping with Job Loss: How Individuals, Organizations, and Communities Respond to Layoffs. New York: Lexington Books.
Finalist: Academy of Management's Walter R. Terry Best Book Award.

ARTICLES:

G. Ballinger, K. Byron, J. Gittel, E. Heaphy, C. Leana & D. Sluss. (2018) The changing nature of work relationships. *Academy of Management Review*, 43(4), 1-12.

Meuris, J. & Leana, C. (2018) The price of financial precarity: Organizational costs of employee financial concerns. *Organization Science*, 29(3), 398-417.
<https://doi.org/10.1287/orsc.2017.1187>

Leana, C., Meuris, J. & Lambertson, C. (2018) More than a feeling: The role of empathetic care in promoting patient safety and worker attachment in healthcare. *Industrial and Labor Relations Review*, 71(2), 394-425.
<http://journals.sagepub.com/eprint/83G6z9fP6NUiHwqHtEbt/full>.

Stiehl, E., Kossek & Leana, C. (2018) A multi-level model of care flow: Examining the generation and spread of care in organizations. *Organizational Psychology Review*, 8(1), 31-69.

ARTICLES (cont.):

- Aguinis, H., Davis, G., Detert, J., Glynn, M.A., Jackson, S., Kochan, T., Kossek, E., Leana, C., Lee, T., Morrison, E., Pearce, J., Pfeffer, J., Rousseau, D. & Sutcliffe, K. (2017) Using organizational science research to address U.S. federal agencies' management and labor needs. *Behavioral Science and Policy Journal*, 2, 67-76.
- Jones, T., Donaldson, T., Freeman, E., Harrison, J., Leana, C., Mahoney, J. & Pearce, J. (2016) Management theory and social welfare: Contributions, extensions, and challenges. *Academy of Management Review*, 41, 216-228.
- Leana, C. & Meuris, J. (2015) Income as a driver of organizational behavior: Living to work and working to live. *Academy of Management Annals*, 9, 55-95.
Finalist: Academy of Management Annals Best Paper Award.
- Meuris, J. & Leana, C. (2015) The high cost of low pay: Economic scarcity effects in organizations. *Research in Organizational Behavior*, 35, 143-158.
- Lamberton, C., Leana, C. & Williams, J. (2013) Measuring empathetic care: Development and validation of a self-report scale. *Journal of Applied Gerontology*, 34(8), 1028-1053.
- Leana, C., Mittal, V. & Stiehl, E. (2012) Organizational behavior and the working poor. *Organization Science*, 23: 888-906.
- Leana, C. (2011) The missing link in school reform. *Stanford Social Innovation Review*, 9(4): 30-35.
- Rosen, J., Stiehl, E., Mittal, V. & Leana, C. (2011) Stayers, leavers, and switchers among certified nursing aides: A longitudinal investigation of staff reduction and turnover. *The Gerontologist*, 51: 597-609.
- Pil, F. & Leana, C. (2009) Applying organization research to public school reform. *Academy of Management Journal*, 52:1101-1124.
- Leana, C.R., Appelbaum, E. & Shevchuk, I. (2009) Work process and quality of care: Encouraging positive job crafting in childcare classrooms. *Academy of Management Journal*, 52: 1169-1192.
Finalist: Center for Positive Organizational Scholarship 2010 Best Paper Award.
- Mittal, V., Rosen, J. & Leana, C. (2009) A dual-process model of retention and turnover in the direct care workforce: Insights from qualitative research. *The Gerontologist*, 49: 623-634.
- Pinto, J., Leana, C. & Pil, F. (2008) Corrupt organizations or organizations of corrupt individuals? Two models of organizational corruption. *Academy of Management Review*, 33: 685-709.
- Leana, C. & Pil, F. (2006) Social capital and organizational performance: Evidence from urban public schools. *Organization Science*, 13: 1-14.
Alfred P. Sloan Foundation 2006 Best Paper Prize in Industry Studies.
- Feldman, D. & Leana, C. (2003) Underemployment among downsized executives: Test of a mediated model. *Journal of Occupational & Organizational Psychology*, 75: 453-472.

ARTICLES (cont.):

- Leana, C. & Barry, B. (2000) Stability and change as simultaneous experiences in organizational life. *Academy of Management Review*, 25(4), 753-759.
Reprinted in Annual Edition: Economics 2001/02, Guildford CT: Dushkin.
- Feldman, D. & Leana, C. (2000) What ever happened to laid-off executives? A study of re-employment challenges after downsizing. *Organizational Dynamics*, 29(1), 64-75.
- Leana, C. & Van Buren, H. (1999) Organizational social capital and employment relations. *Academy of Management Review*, 24(3): 538-555.
- Leana, C., Feldman, D. & Tan, G (1998) Predictors of coping behaviors after a layoff. *Journal of Organizational Behavior*, 19: 85-97.
- Wagner, J., Leana, C., Locke, E. & Schweiger, D. (1997) A meta-analysis of cognitive versus motivational models of participative decision making. *Journal of Organizational Behavior*, 18: 49-65.
- Leana, C. & Feldman, D. (1995) Finding new jobs after a plant closing: Predictors and outcomes of the occurrence and quality of reemployment. *Human Relations*, 48: 1381-1401.
- Leana, C. & Feldman, D. (1994) The psychology of job loss. In G. Ferris & K. Rowland (Eds.) *Research in Personnel and Human Resources Management*, Volume 12, Greenwich, CT: JAI Press, pp. 271-302.
- Feldman, D. & Leana, C. (1994) Better practices in managing layoffs. *Human Resource Management*, 33, 239-260.
- Leana, C. & Florkowski, G. (1992) Employee involvement programs: Integrating psychological theory and management practice. In G. Ferris & K. Rowland (Eds.) *Research in Personnel and Human Resources Management*, Volume 10, Greenwich, CT: JAI Press, pp. 233-270.
- Ahlbrandt, R., Leana, C. & Murrell, A. (1992) Employee involvement programs improve corporate performance. *Long Range Planning*, 25(2), 91-98.
- Leana, C., Ahlbrandt, R. & Murrell, A. (1992) Employee involvement and employee influence: The effects of EI on union members' attitudes and preferences in decision making. *Academy of Management Journal*, 35(4), 861-873.
- Leana, C. & Feldman, D. (1991) Gender differences in responses to unemployment. *Journal of Vocational Behavior*, 31(8), 65-77.
- Leana, C., Locke, E. & Schweiger, D. (1990) Fact and fiction in analyzing research on participative decision making. *Academy of Management Review*, 15, 137-146.
- Leana, C. & Feldman, D. (1990) The coping strategies of laid-off workers: Findings from two field sites. *Human Relations*, 43(11), 1155-1181.

ARTICLES (cont.):

Leana, C. & Feldman, D. (1989) When mergers force layoffs: Some lessons about managing the human resources problems. *Human Resource Planning*, 12(2), 123-140.

Feldman, D. & Leana, C. (1989) Managing layoffs: Experiences at the Challenger disaster site and the Pittsburgh steel mills. *Organizational Dynamics*, 18(1), 52-64.
Reprinted in Annual Edition, Business Ethics 91/92 Guilford, CT: Dushkin, 1991.

Leana, C. & Feldman, D. (1988) Individual responses to job loss: Perceptions, reactions and coping behavior. *Journal of Management*, 14(3), 5-19.

Leana, C. & Feldman, D. (1988) Job loss: How employees and corporations deal with layoffs. *Personnel Journal*, 17, 31-36.

Leana, C. & Ivancevich, J. (1987) Involuntary job loss: Institutional interventions and an agenda for research. *Academy of Management Review*, 12, 301-412.

Leana, C. (1986) Predictors and consequences of delegation. *Academy of Management Journal*, 29, 754-774.

Leana, C. (1987) Power relinquishment versus power sharing: A theoretical clarification and empirical comparison of delegation and participation. *Journal of Applied Psychology*, 72, 228-233.

Leana, C. (1985) A partial test of Janis's groupthink model: The effects of group cohesiveness and leader behavior on defective decision making. *Journal of Management*, 11, 5-17.

BOOK CHAPTERS:

Leana, C. & Pil, F. (2017) Social capital: An untapped resource for educational improvement. In E. Quintero (ed.) *Teaching in context: How social aspects of schools and school systems shape teachers' development and effectiveness*. Cambridge MA: Harvard University Press.

Appelbaum, E. & Leana, C. (2013) Improving job quality in low-paying jobs: Care workers in the U.S. In V. Alakeson (ed.) *The Squeezed Middle: The Pressures on Ordinary Workers in America and Britain*. Chicago: University of Chicago Press, pp. 49-60.

England, P., Folbre, N. & Leana, C. (2012) Motivating care work. In Folbre, N. (ed.) *For Love or Money: Care Provision in the U.S.*, NY: Russell Sage, pp. 21-39.

Leana, C. & Kossek, E. (2012) Positive organizational change by and for the working poor. In J. Dutton & K. Golden-Biddle (eds.) *Positive Social Change in Organizations*, NY: Routledge, pp. 353-378.

Howes, C., Leana, C. & Smith, K. (2012) Paid care work. In Folbre, N. (ed.) *For Love or Money: Care Provision in the U.S.*, NY: Russell Sage, pp. 65-91.

Folbre, N., Howes, C. & Leana, C. (2012) A care policy research agenda. In Folbre, N. (ed.) *For Love or Money: Care Provision in the U.S.*, NY: Russell Sage, pp. 183-204.

BOOK CHAPTERS (cont.):

- Ghitulescu, B. & Leana, C. (2006) Human resource management practices in the knowledge economy: Developing human and social capital. In R. Burke & C. Cooper (eds.) *The Human Resources Revolution: Research and Practice*, Elsevier, pp. 197-212.
- Leana, C. (2002) The changing organizational context of careers. In D. Feldman (Ed.) *Work Careers: A Developmental Perspective*. Jossey-Bass, pp. 274-293.
- Leana, C. & Van Buren, H. (2000) Eroding organizational social capital among U.S. firms: The price of job instability. In R. Burke & C. Cooper (eds.) *The Organization in Crisis: Downsizing, Restructuring, and Privatization*. London: Blackwell, pp. 220-232.
- Leana, C. & Rousseau, D. (2000) Relational wealth: The advantages of stability in a changing economy. In C. Leana & D. Rousseau (eds.) *Relational Wealth*, NY: Oxford, pp. 3-26.
- Pil, F. & Leana, C. (2000) Free agency versus high involvement approaches to skill development: Enhancing relational wealth. In C. Leana & D. Rousseau (eds.) *Relational Wealth*, NY: Oxford, pp. 116-129.
- Van Buren, H. & Leana, C. (2000) Building relational wealth through employment practices: The role of organizational social capital. In C. Leana & D. Rousseau (eds.) *Relational Wealth*, NY: Oxford, pp. 233-246.
- Feldman, D., Leana, C. & Turnley, W. (1997) A relative deprivation approach to underemployment. *Trends in Organizational Behavior*, Vol. 4, pp. 43-30.
- Leana, C. & Feldman, D. (1995) The collective activism of community-based job creation and retention strategies. In M. London (ed.) *Employees, Careers, and Job Creation*. Society for Industrial/Organizational Psychology Practice Series, San Francisco: Jossey Bass, pp. 287-299.
- Leana, C. (1992) Downsizing at the Slovakia Steel Company. In D. Fogel (ed.) *Managing in Emerging Market Economies*. Westview Press, pp. 103-118.
- Leana, C. & Feldman, D. (1990) Job loss and employee assistance: Joint efforts to help displaced workers. In M. London, E. Bassman & J. Fernandez (eds.) *Human Resource Forecasting and Strategy Development*. Westport, CT: Quorum Books, pp. 127-140.
- Schweiger, D. & Leana, C. (1986) Participation in decision making. In E. Locke (ed.), *Generalizing from Laboratory to Field Settings*. Lexington, MA: Lexington Books, pp. 147-166.

POLICY PAPERS:

- Kochan, T., Appelbaum, E., Leana, C. & Gittel, J. "The human capital dimensions of sustainable investment: What investment analysts need to know." Policy Brief, Center for Economic and Policy Research, 2013.
- Appelbaum, E. & Leana, C. "Improving job quality: Direct care workers in the U.S." Policy Brief, Center for Economic and Policy Research, 2011.

POLICY PAPERS (cont.):

Appelbaum, E., Gittel, J. & Leana, C. "High performance work practices and sustainable economic growth." 2011.

Kochan, T., Appelbaum, E. Gittel, J., Leana, C. & Gephardt, R. "Workplace innovation and labor policy leadership: A challenge to business, labor, and government." Policy Brief, Employment Policy Research Network, 2010.

Appelbaum, E., Leana, C. & Shevchuk, I. "Work process and quality preschool education." Policy Brief, Employment Policy Research Network, 2009.

Oschler, M., Leana, C. & Appelbaum, E. "Improving direct care work: Implications for theory, research and practice." White paper, Alfred P. Sloan Foundation, 2009.

Appelbaum, E., Gittel, J. & Leana, C. "High performance work practices, economic recovery and performance." Policy Brief, Employment Policy Research Network, 2008.

WORKING PAPERS:

J. Meuris, C. Lamberton & C. Leana. "Financial precarity and academic achievement: Evidence from a text-messaging intervention among college students." Under review, *Organizational Behavior and Human Decision Processes*.

E. Kossek, C. Leana & L. Rosokha. "Managing work schedule uncertainty and justice in healthcare." Under review, *Work and Occupations*.

Meuris, J. & Leana, C. "The price of financial precarity." Under review, *Stanford Social Innovation Review*.

J. Meuris, C. Leana & E. Gilbertson. "Health benefits to financial wellness: How improving employees' personal finances leads to a healthier workforce." Target: *Journal of Applied Psychology*.

OTHER ARTICLES, REVIEWS AND PROCEEDINGS:

Leana, C. (2018) Review of P. Osterman's "Who Will Care for Us?" *Industrial and Labor Relations Review*, 793-794 <https://doi.org/10.1177/0019793918764441>

Leana, C. (2017). The art and science of medical management. *General Surgery News*, Jan, 11-12.

Leana, C. (2012) Review of C. Stacey's *The Caring Self*. *Industrial and Labor Relations Review*, 65(3): 240-241.

Leana, C. (2010) Social capital: The collective component of teaching quality. *Voices in Urban Education*, Brown University Annenberg Institute for School Reform, 27: 16-23.

Pil, F. & Leana, C. (2008) Applying organizational research to public school reform. Best Paper Proceedings of the Academy of Management.

OTHER ARTICLES, REVIEWS AND PROCEEDINGS (cont.):

- Leana, C. (2006) Review of N. Riccucci's *How Management Matters: Street-level Bureaucrats and Welfare Reform*. *International Public Management Journal*, 9(3), 367-370.
- Appelbaum, E., Batt, R. & Leana, C. (2003). Social capital at work. *Perspectives on Work*.
- Leana, C. (2000) Review of R. Sennett's *The Corrosion of Character*, *Academy of Management Review*, 25 (1), 252-253.
- Leana, C. (2000) Review of R. Sennett's *The Corrosion of Character*, *Academy of Management Review*, 25 (1), 252-253.
- Leana, C. (1998) Review of A. Hochschild's *The Time Bind* and L. Perlow's *Finding Time*, *Academy of Management Review*, 23(3), 627-629.
- Leana, C. (1996) Downsizing is bad for business. Philadelphia Inquirer, Jan.5, A13.
- Leana, C. (1996) Downsizing's downside. Chicago Tribune Magazine, April 14, pp. 14-18. Reprinted in: Sunshine Magazine, June 9, 1996; Annual Editions: Economics, 97/98, Guilford, CT: Dushkin, 1997.
- Leana, C. (1996) Early retirement. In L. Peters, S. Youngblood & C. Greer (Eds.) The Blackwell Dictionary of Human Resources Management, Oxford: Blackwell.
- Leana, C. (1996) Job loss. In L. Peters, S. Youngblood & C. Greer (Eds.) The Blackwell Dictionary of Human Resources Management, Oxford: Blackwell.
- Leana, C. (1995) Surviving in tough times: The aftermath of corporate downsizing. Contemporary Psychology, 40(3), 228-230.
- Feldman, D. & Leana, C. (1995) Displaced older workers: How do they cope and how can companies assist them? Proceedings, Southern Management Association, pp 178-180.
- Leana, C. (1995) Corporate anorexia may wind up being fatal. Los Angeles Times, Nov. 8, B11. Reprinted in The Atlanta Journal & Constitution, Nov. 19, 1995, B7; Wilmington (DE) News Journal, Nov. 15, 1995; Kansas City Star, Nov. 15, 1995; Cleveland Plain Dealer, Nov. 13, 1995; Milwaukee Journal Sentinel, Nov. 12, 1995; Richmond Times Dispatch, Dec. 3, 1995; St. Paul (MN) Pioneer Press, Dec. 22, 1995 Wilmington (NC) News Journal, Dec. 24, 1995.
- Tan, G., Leana, C. & Feldman, D. (1994) A longitudinal study of predictors of job loss coping strategies. Best Paper Proceedings of the Academy of Management, pp. 68-72.
- Feldman, D. & Leana, C. (1993) Managing layoffs in the 1990s. Business and Economic Review, 39(3), 3-14.
- Leana, C. & Feldman, D. (1991) Bearing the bad news. Managing, Sm, pp. 14-19.
- Leana, C. & Feldman, D. (1991) Contrasting union strategies to deal with plant closings and job loss. Proceedings of the Southern Management Association, pp. 454-456.

OTHER ARTICLES, REVIEWS AND PROCEEDINGS (cont.):

Leana, C. & Feldman, D. (1989) Managing employees during corporate restructuring. Design News, February, pp. 118-120.

Leana, C. & Feldman, D. (1987) Documenting the devastation of job layoffs. The Wall Street Journal/National Business Employment Weekly, November 5, pp. 9-10.

Leana, C. & Feldman, D. (1987) The effects of individual coping strategies on physiological, psychological and behavioral responses to job loss. Proceedings of the Decision Sciences Institute, pp. 564-567.

Leana, C. & Feldman, D. (1987) Individual reactions to job layoffs. Proceedings of the Southern Management Association, pp. 106-108.

Leana, C. (1985) The power relinquishment-power sharing distinction. Proceedings of the Southern Management Association, pp. 103-105.

Leana, C. (1982) Structuring police departments: The environmental contingency approach. Proceedings of the Southwest Academy of Management, pp. 160-164.

GRANTS:

PI: "Rainy day savings intervention." Pitt Ohio, 2017-18, \$37,000.

PI: "Predictors and outcomes of empathy in carework." Russell Sage Foundation, 2013-15, \$35,000.

PI: Center for Healthcare Management operating grant, Staunton Farm Foundation, 2013-14, \$127,000.

PI: "Human and social capital in public schools." Learning Research and Development Center, 2012-15, \$50,000.

Co-PI: "Human and social capital in public schools." Alfred P. Sloan Foundation, 2012-16, \$117,826.

PI: "The effect of employment status congruence, worksite context, and formalization on caregiver and care recipient outcomes in long-term care." Russell Sage Foundation, 2011-2015, \$163,000.

PI: "Behavioral Health Fellows", Program Grant, Staunton Farm Foundation, 2012-13, \$150,000

Co-PI: "Working group on care." Russell Sage Foundation, 2011-2013; 2009-2011, \$300,000.

PI: "Quality care through quality jobs." PA Dept. of Labor and Industry, 2008-09, \$250,000.

PI: "Initiative on direct care work." Alfred P. Sloan Foundation, 2008-09, \$45,000.

PI: "Quality care through quality jobs." Heinz Endowments, 2008-10, \$200,000.

GRANTS (cont.):

Co-PI: "Turnover of direct care workers." Jewish Healthcare Foundation, 2007-08, \$40,000.

PI: "Retention and development of the direct care workforce." PA Department of Labor and Industry, 2007-08, \$250,000.

PI: "Work discretion and job crafting in the child care industry." URC, 2006-08, \$150,000.

Co-PI: "Scaling up mathematics: The interface of curricula with human and social capital." National Science Foundation, 2003-2009, \$6,000,000.

Co-PI: "Social capital and industrial performance." Alfred P. Sloan Foundation, 2002-2003, \$45,000.

Co-PI: "Social capital at work." Alfred P. Sloan Foundation, 2003, \$44,000.

Co-Investigator: "Social capital in public schools" Wallace Foundation. 2001-04, \$300,000.

PI: "Employment relationships in the 21st century." Heinz Endowments, 1997-99, \$10,000.

PI: "Social capital in organizations." International Business Center, 1998-2000, \$2,500.

Co-PI: "Employment relationships in the 21st century." Society for the Psychological Study of Social Issues, 1997-98, \$5,000.

PI: "Organizational social capital." Institute for Industrial Competitiveness, 1997-99, \$10,000.

Co-PI: "Employment relationships in the 21st century: Public policy and new employment practices." Institute for Industrial Competitiveness, 1997-2000, \$35,000.

Co-PI: "Displaced older workers: How do they cope and how can companies help them?" Commonwealth Fund, 1992, \$5,000.

Co-PI: "Dislocated workers skills survey." United Steelworkers of America, United Electrical, Radio & Machine Workers, and the Steel Valley Authority, 1989, \$25,000.

PI: "The effects of involuntary job loss on individual stress and coping behaviors." Graduate School of Business, University of Florida, 1986, \$9,000.

Co-PI: "A longitudinal survey of citizen perceptions of police protection and fear of crime in Houston inner-city neighborhoods." Tenneco, 1983, \$7,000.

EXECUTIVE EDUCATION:**Academic Director**

UPMC-Katz International Training Program, 2016, 2017; Behavioral Health Fellows Program, 2012, 2013; Marshall Webster Physicians Leadership Program, 2007, 2009, 2011, 2012, 2013, 2014, 2015, 2016, 2018; MBA Essentials, 2000-2003; AVG Leadership Development Program, 2000; Management Program for Executives, 1996-1998; POSCO 21st Century Advanced Management Program, 1995.

Faculty

Global Alliance for Business, 1998, 1999; Management Program for Executives, 1995- 98; Pittsburgh Global Alliance, 1996, 1997; POSCO 21st Century Advanced Management Program, 1995; Executive MBA (EMBA) Program, 1996-2006; WEMBA Program, Comenius University, Bratislava, Slovakia, 1996, 1997; Managing in Technology Organizations, CMU, 1997, 1998; Universidad Technica Federico Santa Maria, Guayaquil, Ecuador, 1998; International EMBA Program, Sao Paulo, Brazil, 2000, 2001; MBA Essentials, 2000-2006; Physician Leadership Program, 2007-2014.

TEACHING:**Ph.D. Seminars:**

Organizational Behavior; Seminar in Organizational Research; Advanced Topics in Organizational Studies; Behavioral Approaches to Organizations; Emerging Employment Relationships; Relational Wealth; Social Capital

Masters Courses:

Organizational Behavior; Human Resources Management; Behavioral Science in Business; Organizational Analysis; Leadership and Team Building
Project Courses: South Side Steel Feasibility Analysis; Health Care Costs in Allegheny County; Strategic Planning for Technology Transfer, UPMC; Farm Stand Project, Greater Pittsburgh Community Food Bank

Undergraduate Courses:

Organizational Behavior; Personnel Management; Managerial Decision Making; Business Strategy and Policy

Dissertation Committees:**Chair:**

Jirs Meuris, Katz Graduate School of Business, University of Pittsburgh, "Economic scarcity: Insufficient financial resources as a barrier to performance and opportunity" 2018 (University of Wisconsin, Madison).

Awarded the 2016-17 Dissertation Proposal Prize by the Society for Human Resources Management.

Emily Stiehl, Katz Graduate School of Business, University of Pittsburgh, "Organizational behavior and the working poor" 2012 (University of Illinois, Chicago).

Awarded the 2009 Best Dissertation Proposal Prize by the Aspen Institute.

Anushri Rawat, Katz Graduate School of Business, University of Pittsburgh, "Emotional labor in groups" (2010).

Iryna Shevchuk, Katz Graduate School of Business, University of Pittsburgh, "The social dynamics of organizational turnover" 2009 (University of California, Riverside).

Brenda Ghitulescu, Graduate School of Business, University of Pittsburgh, "Job crafting and social embeddedness at work" 2007 (Rochester Institute of Technology).

Claire Gong, Katz Graduate School of Business, University of Pittsburgh, "Managing interruptions: The role of fit between task demand and capability" 2007 (University of South Florida).

Chair (cont.):

Melvin Smith, Katz School of Business University of Pittsburgh, "Social exchange and social capital: Reciprocity and the creation of relational wealth in organizations" 2002 (Case Western Reserve University).

Darlene Gambill, Katz School of Business, University of Pittsburgh, "The effects of job insecurity on employee responses to innovative human resource practices" 2003 (Robert Morris University).

Vivien Lim, Katz Graduate School of Business, University of Pittsburgh, "An empirical investigation of job insecurity: Causes, appraisal, coping and consequences" 1998 (National University of Singapore).

Olenda Johnson, Katz School of Business, University of Pittsburgh, "Perceiving injustice: The effect of category salience on outcome evaluations" 1997 (U.S. Naval Academy).

Member:

Courtney Williams, Tepper School of Business, Carnegie Mellon University, "Community college student performance: The effects of a remedial education intervention."

JungHo Park, Graduate School of Public and International Affairs, University of Pittsburgh, "Exploratory study on the applicability of the public service motivation concept to S Korea"

Kevin Cruz, Katz Graduate School of Business, University of Pittsburgh, "Essays on the dark side of organizations."

Christopher Groening, Katz School of Business, University of Pittsburgh, "Essays on strategic marketing."

Gerard Breenan, Tepper School of Business, Carnegie Mellon University, "An achievement goal perspective for understanding learning in short-term jobs."

Keith Hunter, Heinz School of Public Policy, Carnegie Mellon University, "Social capital and organizational change."

Raymond Gibney, Katz School of Business, University of Pittsburgh, "Cognitive organizational obstruction."

Mira Moss, Dept. of Psychology, University of Pittsburgh, "Predicting job preferences: An investigation of the self-to-prototype and linear job attributes decision-making models."

Denis Collins, Graduate School of Business, University of Pittsburgh, "The relation of gainsharing and organizational values to corporate social performance."

Eileen Russo, Department of Psychology, University of Pittsburgh, "A model of accountability in decision making."

Joyce Shelleman, Graduate School of Business, University of Pittsburgh, "Receptivity to strategic planning: Developing a conceptual framework and diagnostic instrument"

Member (cont.):

Grace Duh, Graduate School of Business, University of Pittsburgh, "Impacts of industrial policy on firm performance and industrial competitiveness: A case study of the steel industry in the Republic of China, 1970-1990."

Robert Albright, Graduate School of Business, University of Pittsburgh, "Labor relations within a mature rivalry: Cooperation and adversarialism within the steel industry."

Rita Carey, School of Education, University of Maryland, "An evaluation of dislocated workers."

PROFESSIONAL ACTIVITIES:**Leadership Positions:**

Board of Governors, Academy of Management, 2015-2018 (elected).

Board of Directors, Albert Shanker Institute, 2016-

All-Academy Theme Committee, Academy of Management, 2013; 2018.

Academy of Management Division Chair, OB Division, 2010-2011 (elected); Program Chair, 2008-2009.

Labor and Employment Research Association, Work & Employment Relations Division, Co-Chair, 2007-2009.

Academy of Management Executive Committee, OB Division, 1997-2000; 2007-2012 (elected).

OB Division Doctoral Consortium Coordinator, 1999.

Steering Committee, Center for Interdisciplinary Research on Teams (CIRT), 2005-2013.

Steering Committee, Groups & Organizations Seminar Series; 1999-2014.

Editorial Boards:

Current: Behavioral Science and Policy (senior area editor); Organization Science; International Public Management Journal; Journal of Professional Capital and Community

Past: Academy of Management Review; Journal of Management; Journal of Organizational Behavior; Perspectives on Work

Peer Review Panels:

National Science Foundation, Science of Organizations Panel, 2009-2012; 2014.

Fulbright Commission, Senior Chair Selection Panel, 2007-2010.

Guest Editor:

Academy of Management Journal, 2000

Academy of Management Review, 2017

Academy of Management Review, 2018

Other Current Professional Activities:

National Advisory Committee, Caring Economy Campaign, 2013-.

National Advisory Board, School of Public Health, University of Pittsburgh, 2012-16.

Institute on Aging, Board of Directors, 2011-.

National Advisory Board, Metro Nashville Public Schools, 2011-2015.

Russell Sage Foundation, Working Group on Care Work, 2009-2014.

Center for Work-life Law, Low-Wage Jobs Working Group, 2010-.

Employment Policy Research Network, 2010-.

Editorial Review Team, Direct Care Alliance, 2010-2014.

Reviewer:

National Academy of Science; National Science Foundation; Israel Academy of Science & Humanities; Academy of Management Journal; Academy of Management Review; Administrative Science Quarterly; American Sociological Review; Behavioral Research in Accounting; Journal of Applied Psychology; Decision Sciences; Journal of Management Studies; Journal of Personality and Social Psychology; Journal of Vocational Behavior; Journal of Business Research; Management Communication Quarterly; Organizational Behavior and Human Decision Processes; Personality and Social Psychology Bulletin; Psychology of Women Quarterly

Conference Reviewer: Academy of Management, 1988 – 2002; American Psychological Association, 1989; Decision Sciences Institute, 1984 - 87, 1991, 1996; Society for Industrial and Organizational Psychology, 1990; Southern Management Association, 1984 1987-1990.

Memberships:

Academy of Management; Industry Studies Association; Labor and Employment Research Association; Society for the Psychological Study of Social Issues

SERVICE:**University of Pittsburgh Committees:**

Chancellor's Distinguished Public Service Awards Committee, 2014-2017.
 Search Committee for University Chancellor, 2013-14 (elected).
 Iris M. Young Award Committee, 2013-16.
 University Research Council, 2009-2012.
 Search Committee for University Provost, 2010-11 (elected).
 Graduate School of Public and International Affairs Personnel Committee, 2005-06.
 Board of Trustees Committee on Facilities, 2002-04.
 European Union Center, Advisory Board, 2001-.
 Center for West European Studies, Advisory Board, 2001-.
 Search Committee for Chancellor of the University, 1995-1996 (elected).
 Senate Tenure and Academic Freedom Committee, 1994-2006; Chair, 1999-2000;
Co-Chair, 2000-2003; Subcommittee on Post-Tenure Review, 1994-96;
 TAF Procedures, 1994-95.
 Senior Women's Faculty Group, 1991-96; Chair, 1993-95.
 Senate Council Representative, 1990-1993; 1993-1996 (elected).
 Faculty Assembly Representative, 1990-1993; 1993-1996 (elected).
 Senate Commonwealth Relations Committee, 1993-1996.
 Learning Research and Development Center, Faculty Search Committee, 1996-98.
 University Affirmative Action Committee, 1992-95.
 Chancellor's Hearing Board on Tenure Review, 1992.
 Provost's Advisory Committee on Women's Concerns, 1989-92;
Co-Chair, Subcommittee on Staff Issues, 1991-92.
 Search Committee for Vice Chancellor of Development, 1992.
 Pediatric Dentistry Recruiting Committee, 1987-1988.

Katz School Committees:

Healthcare Task Force, 2015-17 (Co-Chair)
 Promotion and Tenure Committee, 2004-07; 2008-09; 2009-2012, 2013-2014; 2014-15;
 2016-17 (full professor subcommittee); 2018-2021.
 Doctoral and Research Committee, 2002-2005; 2008-2017; Chair. 2008-2012.
 International Business Center Advisory Board, 2000-2004.

Katz School Committees (cont.):

Executive Education Committee, 1997-99.
 Steering Committee, Institute for Industrial Competitiveness, 1996-2000.
 Masters Program Policy Committee, 1993-99; 2000-02; Subcommittee on Curriculum Revision, Chair, 1995-96; Subcommittee on New Courses, Chair, 1997-99.
 Affirmative Action Committee, 1989-97; 1999-2000; Chair, 1990-1993; 1996-97.
 MBA Curriculum Evaluation Task Force; Chair, 1993-96.
 Committee on Tenure and Promotion Procedures, 1993-95; Chair, 1994-95.
 Organizational Behavior and Human Resources Interest Group, Coordinator, 1992-95.
 Doctoral Policy Committee, 1992-1993.
 Small Business Development Center Advisory Council, 1989-90.
 Masters Program Performance Committee, 1990-92.
 Faculty Recruiting Committee, 1988-1989.
 Academic Standards Committee, 1988-1989.
 Planning and Advisory Committee, 1988-1989.
 IBM Grant Evaluation Task Force, 1987-1990.

University of Florida Committees:

Library Acquisitions Committee, 1986-87.
 Faculty Recruiting Committee, 1985-87.

Community and Non-Profit Boards:

Midwife Center, Advisory Board, 2017-; Capital Campaign Committee, 2015-17.
 Metro Nashville Public Schools, National Advisory Board, 2011-2014.
 Three Rivers Community Foundation, Board of Directors, 1996-2006; President, 2000-2003; Vice President, 1999-2000; Chair, Board Development Committee, 1996-98; Chair, Endowment Committee, 2004-2006.
 United Cerebral Palsy, Board of Directors, 2004-2008
 Regional Jobs Corporation, Board of Directors, 1999-2002.
 Housing Development Authority of Allegheny County, Board of Directors, 1990-1992.
 Steel Valley Authority, Advisory Board, 1988-1994.
 Tri-State Conference on Manufacturing, Board of Directors, 1987-1991.

PAPER PRESENTATIONS, INVITED LECTURES AND TESTIMONY:2018:

“Management, labor and organization science.” Behavioral Science and Policy Association Annual Conference, keynote.

“An organization science lens on gender and work-life inclusion.” National Science Foundation, Purdue University.

Socio-economic status and the psychological foundations of social mobility.” Academy of Management Annual Conference, discussant.

“Financial precarity, SES, and economic inequality.” Academy of Management Annual Conference, PDW chair.

PRESENTATIONS AND LECTURES (cont.):

“The piece of mind effect: Implications of a savings program for employee welfare.” Academy of Management Annual Conference.

2017:

“Reflections on social capital in schools.” Albert Shanker Institute Policy Conference, keynote.

“The price of financial precarity: Organizational costs of employees’ financial concerns.”

Hong Kong Polytechnic University

University of Shanghai

Annual Meeting of the Academy of Management

“Socio-economic status, social class and low-wage work.” Annual Meeting of the Academy of Management.

“Dynamics of decline and job loss.” Annual Meeting of the Academy of Management, discussant.

2016:

“Poor performers or poor employees? Financial distress as a barrier to work performance.”

Vanderbilt University.

“Building and sustaining a direct care workforce.” PA Department of Aging.

“Human and social capital in urban public schools.” Learning in Social Context Conference, LRDC and CMU.

“The causes and consequences of income inequality and economic scarcity inside organizations.” Annual Meeting of the Academy of Management.

“Financial stress and work performance.” CMU Tepper School.

2015:

“Poor performers or poor employees? Economic distress and organizational performance” MIT Sloan School.

“More than a feeling: Predictors and outcomes of empathetic care.” London School of Economics.

“Social capital and trust in organizations.” London School of Economics.

“Standardization of instruction: The drivers of individual versus collective deviation from script.” American Education Research Association, Chicago, IL.

“Economic scarcity effects in organizations.” Annual Meeting of the Academy of Management.

“The social side of teaching: A new framework for improving the profession.” Teaching and Learning Conference, Washington, D.C.

PRESENTATIONS AND LECTURES (cont.):

“Private equity at work.” Labor and Employment Research Association, discussant.

2014:

“Social capital and professional capital in public schools.” American Education Research Association, Philadelphia, PA.

“Strategies for successfully partnering with organizations to collect quality data.” Work and Family Researchers Network, New York.

“Getting great field data.” Annual Meeting of the Academy of Management, Philadelphia, PA.

2013:

“How to really reform public schools.” School Administrators of Iowa, Des Moines, Iowa

“Social capital in public schools.” American Federation of Teachers, Washington, D.C.

“Getting great field data: Strategies for successfully partnering with organizations to collect data.” Annual Meeting of the Academy of Management, Orlando, FL.

“Capitalism in question: New visions from business school deans.” Panel Moderator, Annual Meeting of the Academy of Management, Orlando, FL.

2012:

“Human and social capital in urban public schools.” Wharton School, University of Pennsylvania.

“Redesigning care work.” Work and Family Researchers Network, New York.

2011:

“Organizational theory and school reform.” Provost’s Inaugural Lecture, University of Pittsburgh.

“The Missing Link in School Reform.” Center on Race and Social Problems.

“The occupational and organizational structure of direct care work in an international context.” Annual Meeting of the Academy of Management.

2010:

“The role of organizational theory and practice in poverty alleviation: Commerce and compassion.” Annual Meeting of the Academy of Management.

“Organizations and positive social change.” Boston University.

“Positive organizational change by and for the working poor.” Annual Meeting of the Academy of Management.

“Sustainable work.” Carnegie Mellon University, Tepper School.

PRESENTATIONS AND LECTURES (cont.):2009:

“Improving direct care work: Integrating research, policy, and practice.” Russell Sage Foundation, Dallas, TX.

“Sustainability in childcare work.” Annual Meeting of the Academy of Management.

“Organizational behavior and the working poor.” Annual Meeting of the Academy of Management.

“Developing teacher human and social capital in public schools.” Ford Foundation, New York.

2008:

“Teacher human and social capital in public schools.” Ford Foundation, New York.

“Applying organizational theory to public school reform.” Annual Meeting of the Academy of Management.

“Retention and development of the direct care workforce.” 15th International Symposium on Ethics, Business and Society, keynote, Barcelona, Spain.

“Public school leadership.” Annenberg Institute for School Reform, Brown University.

Earlier:

“Organizational behavior and the working poor.” University of Michigan, 2007.

“Research in the Pittsburgh and New York City Public School Districts.” Pittsburgh Board of Education, 2007.

“Social capital and strategic human resources management.” Wharton School, University of Pennsylvania, 2007.

“Social capital and human capital in urban public schools.” Syracuse University, 2007.

“Social capital and public schools.” Labor and Employment Research Association, 2007.

“Crafting a job to make a difference: Enabling effects of work context and occupational group.” Annual Meeting of the Academy of Management, 2007.

“A cross-level examination of the effects of social and human capital on performance.” University of Maryland, 2006.

“Opening the black box of work: Exploring the antecedents and consequences of job crafting.” Labor and Employment Research Association, 2006.

“Organizational behavior and the working poor.” Positive Organizational Scholarship Network Meeting, University of Illinois, 2006.

PRESENTATIONS AND LECTURES (cont.):

“Group diversity, group distinctiveness and social capital.” Carnegie Mellon University, 2005.

“A multi-level analysis of turnover.” Annual Meeting of the Academy of Management, 2005.

“Research methods used in the study of human and social capital.” Australian Graduate School of Management, 2004.

“Human capital and social capital.” Industrial Relations Research Association. 2004.

“Social capital, human capital and firm performance.” University of Melbourne, 2004.

“Social capital and urban public schools.” Northwestern University, 2004.

“Connecting individual processes and organizational outcomes: Unpacking the relational dimension.” Annual Meeting of the Academy of Management, 2003.

“Social capital at work.” Rutgers University, 2003.

“Social capital and organizational performance in urban public schools.” Industrial Relations Research Association, 2003.

“Social capital and work organization.” Industrial Relations Research Association, 2002.

“Social capital and organizational effectiveness: Theory and empirical analysis.” Bocconi University, Milan, Italy, 2001.

“Social capital in organizations: Preliminary evidence of its character and effects.” Università Roma, Rome, Italy, 2001.

“Linking and communal social capital: A test of two models.” London Business School, UK, 2001.

“Social capital in organizations.” University College Dublin, Ireland, 2001.

“Social capital: an analysis of relational wealth.” Industrial Relations Research Association, 2000.

“Unemployment, underemployment, and social capital.” Georgia State University, 2000.

“Bridging and bonding forms of social capital: Implications for employee outcomes.” Annual Meeting of the Academy of Management, 2000.

“Impact of trade decisions on the economy.” U.S. Trade Deficit Review Commission, 1999.

“Building relational wealth through employment practices.” Annual Meeting of the Academy of Management, 1999.

“Economic Perspectives on the Living Wage” Association of Pittsburgh Clergy, Pittsburgh, 1999.

“Organizational researchers as public scholars.” Annual Meeting of the Academy of Management, 1998.

“Job loss, coping, and reemployment.” Annual Meeting of the Academy of Management, 1998.

PRESENTATIONS AND LECTURES (cont.):

"Organizational social capital: The case for stability." Annual Meeting of the Academy of Management, 1998.

"Executive management and leadership." Principals Regional Institute, 1998.

"Unemployment and underemployment." Carnegie Mellon University, 1998.

"Relative deprivation and underemployment." Annual Meeting of the Academy of Management, 1997.

"Communication during downsizing, restructuring and reengineering." Regan Communication Conference, 1997.

"Corporate downsizing and the demise of social capital." American Association of Medical Colleges, 1996.

"Does downsizing have long-term benefits for companies?" American Bar Association, Labor and Employment Group, 1996.

"Displaced older workers." Annual meeting of the Southern Management Association, 1995

"Survivor syndrome, productivity, and business competitiveness." Forum on Responsible Restructuring, U.S. Department of Labor, Office of the American Workplace, 1994.

"A longitudinal study of predictors of job loss coping behaviors." Annual Meeting of the Academy of Management, 1994.

"The consequences of downsizing." Round-table on Responsible Restructuring, U.S. Department of Labor, Office of the American Workplace, 1994.

"Collective job creation strategies for laid-off workers." Annual Conference of the Society for Industrial and Organizational Psychology, 1994.

"A meta-analysis of the effects of cognitive vs. motivation studies of participative decision making." Decision Sciences Institute, 1993.

"Contrasting union strategies to deal with plant closings and job loss." Annual meeting of the Southern Management Association, 1991.

"The effects of participation in employee involvement on union members' attitudes, perceptions and preferences for decision-making structures." National Meeting of the Academy of Management, 1991.

"The effects of gender and marital status on responses to unemployment." Conference on the Changing Role of Men and Women in the Workplace, 1990.

"Women and economic restructuring: Local perspectives." Invited lecture, University of Pittsburgh Women's Studies Lecture Series, 1990.

PRESENTATIONS AND LECTURES (cont.):

"Gender differences in responses to unemployment." Annual Meeting of the Academy of Management, 1989.

"Coping with unemployment." Annual Meeting of the Society for Industrial and Organizational Psychology, 1989.

"Gender differences in responses to unemployment." Annual Meeting of the Academy of Management, 1989.

"Coping with unemployment." Annual Meeting of the Society for Industrial and Organizational Psychology, 1989.

"The coping strategies of laid-off workers: Findings from two field sites. Annual Meeting of the Academy of Management, 1988.

"Empirical findings on unemployment and coping behavior." Social Personality Lecture Series, Department of Psychology, University of Pittsburgh, 1988.

"Individual reactions to job layoffs." Annual Meeting of the Southern Management Association, 1987.

"The effects of individual coping strategies on physiological, psychological, and behavioral responses to job loss." National Meeting of the Decision Sciences Institute, 1987.

"Coping with job loss." Carnegie Mellon University, 1987.

"Job loss: Perceptions, reaction, and coping behavior." Annual Meeting of the Academy of Management, Chicago, 1986.

"Addressing the problem of involuntary job loss." National Meeting of the Decision Sciences Institute, 1986.

"Predictors and consequences of delegation." Annual Meeting of the Academy of Management, 1985.

"The power relinquishment - power sharing distinction." Annual Meeting of the Southern Management Association, 1985.

"Sexual harassment at work: Incidence, causes, and implications." Annual Meeting of the Academy of Management, 1984.

"Participation in decision making." Annual Meeting of the Academy of Management, 1984.

"Sex differences in analytical and intuitive problem solving: Implications for management." Annual Meeting of the Academy of Management, 1982.

"Structuring police departments: The environmental contingency approach." Annual Meeting of the Southwest Academy of Management, 1982.

PRESENTATIONS AND LECTURES (cont.):

"A test of the effects of group cohesiveness and leader behavior in Janis's model of groupthink." Annual Meeting of the Academy of Management, Dallas, 1983.

"An integrative model for examining strategy - structure relationships in organizations." National Meeting of the American Institute for Decision Sciences, 1983.