

## GAYLE PORTER

### *Curriculum Vitae*

August, 2009

Rutgers, The State University  
School of Business, 227 Penn Street  
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### EDUCATION

Ph.D., The Ohio State University, 1992:	Major area:	Organizational Behavior
	Minor area:	Human Resource Management

M.B.A., College of Business, The Wichita State University, 1982.

B.B.A., College of Business, The Wichita State University, 1979.

Professional Certification: Senior Professional in Human Resources (SPHR)  
Global Professional in Human Resources (GPHR)

### FOCUS OF CURRENT WORK

My personal ambition is that my ongoing work express a successful blending of my experience in business with my training as a researcher and educator. The combined outcomes I strive for are: scholarly publication highlighting business application of my research; realism in my teaching; and interaction with the business community in a boundary spanning role between research/theory and practical business problem solving.

#### Research Interests:

My primary focus relates to both human and social capital of the organization, which I approach from two perspectives:

*Employee Potential* – focus on barriers to employee development that block optimal performance, such as learning orientation, workaholism and other work ethic variations. This portion of my work overlaps with concerns of both individual mental health and the interface of home life with work demands, from the perspective of the organization's investment in and responsibility to individual employees.

*The Organizational Context for Employee Performance* – in addition to the relevant contextual issues referenced above, I maintain an emphasis on collaborative work (e.g., teams and team leadership, communities of practice and interpersonal trust), as well as the ethical climate of the workplace.

#### Teaching Interests:

Social Responsibility of Management  
Organization Change and Development  
Organizational Behavior

International Human Resource Management  
Performance Improvement & Employee Development  
(A variety of special topics related to management)

➤ A teaching portfolio is available on request.

**EMPLOYMENT HISTORY -- ACADEMIC WORK EXPERIENCE**

<b>Professor of Management</b> Rutgers, The State University, Camden, New Jersey - Director, <b>Business Leader Development Program (BLDP)</b> – Oct. 2004 – Jan. 2007	Current (with Rutgers since 1992)
<b>Graduate Assistant</b> , Department of Management and Human Resources The Ohio State University, Columbus, Ohio	1988 – 1992
<b>Director of Curriculum Development for Human Resource Management</b> Friends University, Wichita, Kansas	1986-1988
<b>Adjunct Faculty</b> , teaching general management and human resource management courses Friends University and Webster University – both in Wichita, Kansas	1985-1988

**Courses taught at Rutgers at Graduate (MBA) and Undergraduate (BS) levels:**

Social Responsibility of Management ( <i>MBA &amp; BS electives</i> )	BLDP Seminar: “Business Success” ( <i>BS honors</i> )
International HR Management ( <i>MBA elective</i> )	Human Resource Mgmt. ( <i>BS elective</i> )
Organization Change and Dev’t. ( <i>MBA elective</i> )	Career Dynamics ( <i>MBA elective; honors college seminar</i> )
Special Topic: “Studies in Capitalism” ( <i>MBA elective</i> )	Organizational Behavior* ( <i>MBA &amp; BS required</i> )
Training & Development* ( <i>MBA elective</i> )	Leadership ( <i>MBA—elective; honors college seminar</i> )
Performance Improvement/Employee Dev’t ( <i>BS elective</i> )	

\*Course design variations have included blended learning options (online or CDROM instruction for 50-80% of course)

**EMPLOYMENT HISTORY -- OTHER PROFESSIONAL EXPERIENCE**

<b>Consultant</b> (transition from financial emphasis to employee development work)	1985 - 1987
<ul style="list-style-type: none"> <li>Designed a 12 module goal setting program targeting top executives and entrepreneur, used by an investment firm as a marketing tool</li> <li>Systems development and employee training in a small telecommunications company (30 employees) integrating their first computer equipment</li> <li>Financial and computer systems analysis for oil &amp; gas exploration company</li> <li>Short term Financial/Budgeting projects in manufacturing facilities</li> </ul>	
<b>Financial Specialist</b> , NCR Corporation, Wichita, Kansas	1979 - 1985
<ul style="list-style-type: none"> <li>Final position was analyst in long-range planning group (forecasting, budgeting and risk management in computer manufacturing), after advancement through positions focusing on various financial and general accounting functions and which included supervisory responsibility.</li> <li>Led cross-disciplinary team designing new automated labor collection system, which was implemented plant-wide for workforce of 1400 people—exempt, non-exempt, and all bargaining unit employees.</li> <li>Designed and conducted training sessions for managers and staff on computer systems &amp; financial forecasting.</li> </ul>	
<b>Production Specialist</b> , Okmar Oil Company, Wichita, Kansas	1973 - 1979
<ul style="list-style-type: none"> <li>Handled technical and administrative responsibilities in Petroleum Engineering—direct responsibilities included oil well problem analysis, material transfer pricing, and oil field equipment purchasing</li> <li>Set up the accounting system for oil field supply operations</li> <li>Conducted job applicant screening; developed policy statements for employee information booklets, supervised support staff</li> </ul>	
<b>Customer Service Representative</b> , People’s Bank, Virginia, Virginia	1970 - 1973
<ul style="list-style-type: none"> <li>Specialized in problem accounts reconciliations and related customer interface</li> </ul>	

**PUBLICATIONS**

- Porter, G. (2009). Implications of Employer-supplied Connectivity Devices on Job Performance, Work-Life and Business Culture. *WorldatWork Journal*, 19(2), 6-21.
- Kakabadse, N. K., Porter, G. & Vance, D. (2009). The Unbalanced High-tech Life: Are Employers Liable? *Strategic Change*, 18, 1-13.
- Porter, Gayle. (2009). Implications of Employer-Sponsored Connectivity Devices (research report SR 01 09; available to members at <http://www.worldatwork.org/waw/adimLink?id=32005>). Scottsdale, Ariz.: WorldatWork.
- Porter, G. & Perry, J. L. (2008). Animal Farm, Baby Boom and Crackberry Addicts. In C. L. Cooper and R. J. Burke (Eds.) *The Long Work Hours Culture, Causes, Consequences and Choices*, pp. 255-274. New York: Macmillan.
- Porter, G. (2007). Excessive Work and Its Consequences. In C. Wankel (Ed.) *Handbook of 21<sup>st</sup> Century Management*, pp. 148-156. Thousand Oaks, CA: Sage.
- Porter, G. (2007). Workaholism. In M. Walden & M. A. Thoms (Eds.) *Battleground Business*, pp. 634-642. Westport, CT: Greenwood Press.
- Kakabadse, N., Porter, G. & Vance, D. (2007). Addicted to technology. *Business Strategy Review*, 18(4), 81-85.
- Porter, G. & Herring, R. A. (2006). The Unlikely Referral of Workaholics to an Employee Assistance Program. In R. Burke (Ed.), *Research Companion to Working Time and Work Addiction*, pp. 242-269. Northampton: Edward Elgar.
- Porter, G. (2006). Profiles of Workaholism among High-tech Managers. *Career Development International*, 11(5), 440-462.
- Porter, G. & Kakabadse, N. K. (2006). HRM Perspectives on Addiction to Technology and Work. *Journal of Management Development*, Vol. 25(6), 535-560.
- Porter, G. (2005). A "Career" Work Ethic versus Just a Job. *Journal of European Industrial Training*, 29(4), 336-352.
- Porter, G. (2005). Workaholism. *Work Family Encyclopedia*. Available online as part of the Sloan Foundation Work and Family Research Network: <http://wfnetwork.bc.edu/encyclopedia.php?mode=nav&area=academics>. Subsequently selected as a featured entry due to relevance for both business people and academics.
- Porter, G. (2004). Work, Work Ethic, Work Excess. *Journal of Organizational Change Management*, 17(5), 424-439.
- Porter, G. (2003). Balancing Skills for Collaboration with Individual Development. In M. Beyerlein, C. McGee, G. D. Klein, J. E. Nemiro & L. Broedling (Eds.) *The Collaborative Work Systems Fieldbook*, pp.595-608. San Francisco: Jossey-Bass/Pfeiffer.
- O'Donnell, D. & Porter, G. (2003). Making Space for Communities of Practice: Creating Intellectual Capital through Communicative Action. In M. Beyerlein, C. McGee, G. D. Klein, J. E. Nemiro & L. Broedling (Eds.) *The Collaborative Work Systems Fieldbook*, pp.375-387. San Francisco: Jossey-Bass/Pfeiffer.
- O'Donnell, D., Porter, G., McGuire, D., Garavan, T. N., Heffernan, M. & Cleary, P. (2003). Creating Intellectual Capital: A Habermasian Community of Practice (CoP) Introduction. *Journal of European Industrial Training* 27(2/3/4), 80-87.
- Porter, G. (2001). Workaholic Tendencies and the High Potential for Stress among Co-workers. *International Journal of Stress Management*, 8(2), 147-164.

**Publications (continued)**

- Porter, G. (2001). Employees' Reactions to Cultural Diversity in the Management Team. In J. A. Wagner, III, J. M. Bartunek & K. D. Elsbach (Eds.) *Advances in Qualitative Organizational Research*, pp. 189-203. Amsterdam: Elsevier Science.
- Porter, G. (2001). Workaholics as High-Performance Employees: The Intersection of Workplace and Family Relationship Problems. In B. Robinson & N. Chase (Eds.) *High-Performing Families: Causes, Consequences, and Clinical Solutions*, a monograph in the American Counseling Association's Family Psychology and Counseling Series, pp.43-69. Alexandria, VA: American Counseling Association.
- Porter, G. & Beyerlein, M. (2000). Historic Roots of Team Theory and Practice. In M. M. Beyerlein (Ed.) *Work Teams: Past, Present and Future*, pp. 3-24. Dordrecht, The Netherlands: Kluwer.
- Porter, G. & Tansky, J. (1999). Expatriate Success May Depend on a "Learning Orientation": Considerations for Selection and Training. *Human Resource Management*, 38(1), 47-60.
- Porter, G. (1998). Can You Trust a Workaholic? How Work Addiction Erodes Trust Throughout the Organization. *Journal of Contemporary Business Issues*, 6(2), 48-57.
- Porter, G. (1998). Will The Collapse of the American Dream Lead to a Decline in Ethical Business Behavior? *Journal of Business Ethics*, 17(15), 1669-1678.
- Porter, G. (1997). Employees' Perceptions of Management: A Case for Leadership Training. *International Journal of Training and Development*, 1(4), 270-285.
- Heneman, R. L., Porter, G., Greenberger, D. B. & Strasser, S. (1997). Modeling the Relationship between Pay Level and Pay Satisfaction. *Journal of Business and Psychology* 12(2), 147-158.
- Lippert, R.L. & Porter, G. (1997). Understanding CEO Pay: A Test of Two Pay-to-Performance Sensitivity Measures with Alternative Measures of Alignment and Influence. *Journal of Business Research*, 39, 127-138.
- Porter, G. (1997) Trust in Teams: Member Perceptions and the Added Concern of Cross-cultural Interpretations. *Advances in Interdisciplinary Studies of Work Teams*, (Vol. 4), 45-77. Greenwich, CT: JAI Press.
- Wang, F.C. & Porter, G. (1997). Communicating Strategy through Leading Indicators. In *The 1998 Handbook of Business Strategy*, pp. 39-45. New York: Faulkner & Gray.
- Baveja, A. & Porter, G. (1996). Creating an Environment for Growth: The Challenge of Leading Teams. *Advances in Interdisciplinary Studies of Work Teams*, (Vol. 3), 127-143. Greenwich, CT: JAI Press.
- Porter, G. & Tansky, J. (1996). Learning Orientation of Employees: Moving Toward Organization Based Assessment. *Human Resource Development Quarterly*, 7(2), 165-178.
- Porter, G. (1996). The Organizational Impact of Workaholism: Suggestions for Researching the Negative Outcomes of Excessive Work. *Journal of Occupational Health Psychology*, 1(1), 70-84.
- Porter, G. (1996). Are We Teaching People Not to Work in Teams: Reflections on Team Based Assignments in the College Classroom. Anniversary Collection: The Best of 1990-1994, pp. 373-378, Dallas, TX: Interdisciplinary Center for The Study of Work Teams.
- Porter, G. (1996). Efficacy as a Collective Phenomenon: Implications, Importance, and the Need for Further Research. Anniversary Collection: The Best of 1990-1994, pp. 362-366), Dallas, TX: Interdisciplinary Center for The Study of Work Teams.

**Publications (continued)**

- Kolenko, T., Porter, G., Wheatley, W. & Colby, M. (1996). A Critique of Service Learning Projects in Management Education: Pedagogical Foundations, Barriers, and Guidelines. *Journal of Business Ethics*, 15(1), 133-142.
- Porter, G. & Easton, S. (1996). A Continuum of Work Team Structures. In G. Parker (Ed.) *The 1996 Best Practices Handbook for Teams*, pp. 123-128. Amherst, MA: HRD Press.
- Easton, S. & Porter, G. (1996). Selecting the Right Team Structure for Your Organization. In G. Parker (Ed.) *The 1996 Best Practices Handbook for Teams*, pp. 253-265. Amherst, MA: HRD Press.
- Greenberger, D. B., Porter, G., Miceli, M. P., & Strasser, S. (1991). Responses to Inadequate Personal Control in Organizations. *Journal of Social Issues*, 47(4), 111-128.

**EXTERNAL FUNDING FOR RESEARCH SUPPORT**

- WorldatWork (Total Rewards Professional Association) Grant for study of the *Implications of Employer-Supplied Connectivity Devices*; \$25,958.42 award period October 1, 2007 to September 30, 2008.
- Private funding to cover travel and related expenses of approximately \$30,000 to support a two year research effort focused on cultural diversity in a high-tech facility management team (1995-1997)
- Private funding of \$1,600 received for training materials, to support a three month training process comparison of two groups: one identified as high potential, the other “at risk” (Fall, 1997)

**RESEARCH AWARDS/RECOGNITION**

- 2007 Bright Idea Award in Human Resource Management, sponsored by the Stillman School of Business at Seton Hall University and NJPRO Foundation – the research affiliate of the New Jersey Business & Industry Association (NJBIA). For article “HRM Perspectives on Addiction to Technology and Work,” published in the *Journal of Management Development*, 2006.
- 2004 Bright Idea Award in Management Collaboration, sponsored by the Stillman School of Business at Seton Hall University and the NJPRO Foundation – the research affiliate of the New Jersey Business & Industry Association (NJBIA). For article “Balancing Skills for Collaboration with Individual Development,” published in *The Collaborative Work Systems Fieldbook*, 2003.
- 2002 Bright Idea Honorable Mention. New Jersey Bright Ideas for Business Competition, sponsored by the Stillman School of Business at Seton Hall University and the NJPRO Foundation – the research affiliate of the New Jersey Business & Industry Association (NJBIA). For article on Employees’ Reactions to Cultural Diversity in the Management Team, published in *Advances in Qualitative Organizational Research*, 2001.
- Citation of Excellence. Highest Quality Rating by the Editorial Advisory Board of ANBAR Electronic Intelligence for article on Ethical Business Behavior, published in *Journal of Business Ethics*, 1998.
- Citation of Excellence. Highest Quality Rating by the Editorial Advisory Board of ANBAR Electronic Intelligence for article on CEO Pay, published in *Journal of Business Research*, 1997.
- Best Academic Paper at the 1993 International Conference on Self-Managed Work Teams.

### **INVITED PRESENTATIONS**

“The Corporate Approach to Promoting Diversity”, presentation for High School Students participating in the townships ‘Student Government Day, Cherry Hill, NJ, February 12, 2009.

“Beneficial or Not, Everyone Speaks”, presentation at employee retreat for Cooper Bone and Joint Institute, Collingswood, NJ, December 7, 2007.

“Animal Farm, Baby Boom and Crackberry Addicts”, Opening Keynote address for *Groundbreaking Women in Construction Conference*, San Francisco, October 4, 2007.

“Addiction to Technology & work: Issues of Employers’ Awareness and Potential Legal Liability” presented at the American Bar Association, Section of Labor and Employment Law, midyear meeting, New York NY – April 27, 2007.

“Business Ethics” presentation for ethics class at Eastern Regional High School, Voorhees, NJ, April 17, 2007.

“A ‘Best-Case’ Scenario for Handling Change” for the Eastern Regional Research Center of the USDA – March 2007.

“Managing Change.” Rutgers Research Exchange Day with Telcordia Technologies (4/15/05).

“Two-Dimensional Leadership: Balancing Skills for Collaboration with Individual Development.” Rutgers Center for Organization Development and Leadership (New Brunswick), March 26, 2002.

“Distinguishing High-Performance from Workaholism: What’s the Difference and Who Cares?” Invited session at the 11<sup>th</sup> Annual International Conference on Work Teams, Dallas, TX, (9/00).

“The Decision to Trust.” Workshop at the Strategies and Skills Conference for Effective Teaming, Dallas, TX, (2/97).

“The Many Faces of Upward Influence.” Invited paper presented at conference and published in *Proceedings of the 1996 International Conference on Work Teams*. Dallas, TX.

### **RESEARCH IN REFEREED CONFERENCE PROCEEDINGS**

Porter, G. & Pressley, P. (July, 2006). Educating Future Managers through Socially Responsible Travel Experience. Proceedings of the Australian Centre for Research in Employment and Work Conference on Socially Responsive, Socially Responsible Approaches to Employment and Work, Prato, Tuscany, Italy.

Porter, G. (June, 2006). Lessons from Childhood: A Management Retrospective on Work Ethic. Proceedings of the 10<sup>th</sup> International Conference on Work Values and Behavior, Tallinn, Estonia.

Porter, G. (June 2005). Entitlement and Equifinality: Multinational Perspectives on Employees’ work Ethic. Proceedings of the International Human Resource Management Conference, Cairns, Australia.

Porter, G. & Kakabadse, N. K. (June 2003), An Addictive Perspective on Technology and work. Proceedings of the International Human Resource Management Conference, Limerick, Ireland.

Porter, G. (June 2003), A “Career” Work Ethic versus Just a Job. Proceedings of the International Human Resource Management Conference, Limerick, Ireland.

Porter, G. (May 2003). Technology Gone Wild: Concerns of Self-definition and Excess. Proceedings of the Eastern Academy of Management Conference, Baltimore, MD.

Porter, G. (November 2002). Workaholic High-Tech Managers: Job Definition or Faulty Stereotype? Proceedings of the 2002 Conference on Emerging Issues in Business and Technology, Myrtle Beach, SC.

Herring, R.A., Jr. & Porter, G. (2001). Do Workaholics Get Referred to Employee Assistance Programs? Should They? Proceedings of the 2001 Annual Meeting of the Southeast Decision Sciences Institute, Charlotte, NC.

Porter, G. (1999). Demonstrating the Relationship of Baldrige Leadership Criteria to Employee Trust, Team Self-Concept, and Performance Measures. Proceedings of the 1999 Annual Meeting of the Northeast Decision Sciences Institute, Newport, RI.

Porter, G. (1998). Can You Trust a Workaholic? Proceedings of the 1998 Conference on Emerging Issues in Business & Technology. Myrtle Beach, SC.

Porter, G. (1995). Team Leadership: A Focus on the Critical Role of Mid-level Personnel in Team Structured Organizations. Proceedings of the 1995 International Conference on Work Teams. Dallas, TX.

Porter, G. (1994). Workaholic Team Members--Is This a Problem? Proceedings of the 1994 International Conference on Work Teams. Dallas, TX.

Porter, G., Peacock, P., & Rabinowitz, S. (1994). The MBTI and Entrepreneurial Confidence: Initial Comparisons after Training in Small Business Management. Conference Proceedings, The Myers-Briggs Type Indicator and Leadership: An International Research Conference (pp. 123-130). College Park, MD.

Porter, G. (1993). Are we teaching people not to work in teams: Reflections on team-based assignments in the college classroom. Proceedings of the 1993 International Conference on Self-Managed Work Teams (pp. 127-133). Dallas, TX.

Porter, G. (1993). The Organizational Impact of Workaholism: Concerns before Burnout. Proceedings of the Thirteenth Annual Meeting of Eastern Academy of Management, (pp. 183-186). Providence, RI.

Porter, G. (1991). Efficacy as a collective phenomenon: Implications, importance, and the need for further research. Proceedings of the 1991 International Conference on Self-Managed Work Teams (pp. 1-6). Dallas, TX.

Porter, G., Greenberger, D.B., & Heneman, R.L. (1990). Pay and Pay Satisfaction: A Comparison of Economic, Political, Psychological, and Psychophysical Predictions. In L.R. Jauch & J.L. Wall (Eds.) Academy of Management Best Papers Proceedings 1990 (pp. 289-293). San Francisco, CA: Academy of Management.

### **ADDITIONAL CONFERENCE PRESENTATIONS (NOT PUBLISHED IN PROCEEDINGS)**

“What Would Mother Say? – CSR in a Nutshell.” Presentation schedule for the Delaware Society for Human Resource Management State Conference, Newark, DE, November, 2009.

“Perceptions of the Other: Learning From Experience with the Military.” Panel presentation at the Eastern Academy of Management Annual Conference, Washington, DC, May, 2008.

“Social Entrepreneurship: “Keystone” in the Gateway to Realizing Social Capital.” Paper in the virtual Global Forum “Business as an Agent of World Benefit: Management Knowledge leading Positive Change”, an event supported by the Academy of Management, The United Nations Global Compact, and Case Western Reserve University, October 2006.

“Collaboropoly: A Game of Expectations.” Workshop presented at the 15<sup>th</sup> Annual International Conference of the Center for Collaborative Organizations, September 2004, Fort Worth, TX.

“Surviving Workaholism – Yours, Mine and Theirs.” Professional Development workshop (3-hour) presented at the Academy of Management National Meeting, August 2002, Denver, CO.

“Intellectual Capital Creation: A Habermasian Community of Practice Perspective.” Paper presented by D. McGuire at EUROHRD Conference -- The 3<sup>rd</sup> Conference on HRD Research and Practice: Creativity and Innovation in Learning, Edinburgh, Scotland, January 2001 (with D. O’Donnell, D. McGuire, T.N. Garavan & M. Heffernan).

“*Best* Company Lists: Media Gimmick, Public Service, or Corporate Conscience.” Paper presented at the *International Conference Promoting Business Ethics*, New York, NY, November 2000.

“Communities of Practice.” Panel presentation (moderator/coordinator; with representatives from Xerox, Intel, and an independent consultant), at the 11<sup>th</sup> Annual International Conference on Work Teams, Dallas, TX, September, 2000.

“Authority Rape: An Abuse of Trust that Thrives in Secrecy.” Paper presented at the International Eastern Academy of Management Conference, Prague, Czech Republic, June, 1999.

“Cultural Diversity on the Management Team: Perceived Benefits and Remaining Challenges.” Symposium presentation at the Academy of Management Annual Conference, Boston, MA, August, 1997.

“Participants’ Learning Orientation: A Component for Success with Experiential Learning. Paper presented at the Fifteenth Annual Eastern Academy of Management meeting, New Brunswick, NJ, May, 1997.

“Will the Collapse of the American Dream Lead to a Decline in Ethical Business Behavior?” Paper presented at the International Conference Promoting Business Ethics, Niagara, NY, and November, 1996.

“Cross-cultural Perspectives on Trust in Teams.” Paper presented at the Advanced Concepts in Study of Work Teams Symposium, Dallas, TX, May 1996.

“Ethical Considerations in the Use of Contingent Employees.” Paper presented at the International Conference Promoting Business Ethics, New York, NY, November, 1995.

“Regular Employees’ Attitudes May Be Influenced by the Presence of Contract Co-workers.” Symposium presentation at the Academy of Management Annual Conference, Vancouver, BC, Canada, August, 1995.

“Attitude Differences Between Contingent and Regular Employees of Nursing Departments.” Symposium presentation at the Academy of Management Annual Conference, Vancouver, BC, Canada, August, 1995.

“Creating an Environment for Growth: The Challenge of Leading Teams.” Paper presented at the Work Teams Research Symposium, Dallas, TX, May 1995.

“Beth and Dan: A Clash of Ethics.” Case Study presentation at the 1994 North American Case Research Association's Annual Meeting, New Orleans, LA, November 1994.

“Transfer oriented training: Pre-design activities to enhance the transfer process.” Paper presented at the National Academy of Management Meeting, San Francisco, CA, August 1990.

### **TEACHING AWARDS / RECOGNITION**

- *Superior Achievement Award for Teaching, School of Business – Camden; Spring 2007*
- *Lindback Distinguished Teaching Award For Lifetime Contributions to Teaching; Spring 2003.*
- *Selection for 2000 Who's Who Among America's Teachers.*
- *Provost's Award for Teaching Excellence; Spring, 1997.*
- *Selection for 1996 Who's Who Among America's Teachers.*
- *Teaching Excellence Award from Students and Faculty of the School of Business--Camden, for the 1993-1994 academic year.*

### **TEACHING RELATED GRANTS / FUNDING**

*Development Funding for Web-based Instruction* (\$2,500), “*Organizational Behavior*” course, Rutgers undergraduate program, Fall 2002 (pilot sub-group for 50% CDROM supplemental in Spring 2003).

*Development Funding for Web-based Course* (\$2,500), “*Training & Development in Organizations*” course, Rutgers MBA Program, fall, 1999 (course was 80% internet-based instruction).

*Honors Seminar Course Development Funding* (\$350), awarded for design and development of “*Studies in Leadership*” course offered as part of Rutgers, Camden, Honors Program in fall, 1997.

*Multicultural Course Development Funding* (\$500), for design of undergraduate elective course, “*Special Issues: Organization Change in the 1990s,*” Summer, 1996

*Rutgers Teaching Evaluation Development Grant* (\$2500) supported a *Teaching Portfolio Development Workshop* in spring, 1995 (awarded to a team of six, interdisciplinary faculty members).

### **PRESENTATIONS AT TEACHING CONFERENCES**

“Differences in Students’ Learning Orientation: What to Look For, How to Respond.” Presentation at the Organizational Behavior Teaching Conference, Cleveland, OH, June, 1997

“Teaching Students to Translate from Course Material to ‘Business-Speak.’” Presentation at the Organizational Behavior Teaching Conference, Keene, New Hampshire, June, 1996.

“Portfolio Writing as a Conscious Approach to Teaching and Learning.” Presentation at Mid-Atlantic Organizational Behavior Teaching Conference, Philadelphia, PA, March, 1995.

The Struggle of Offering Answers to People Who Don’t Yet Have the Questions.” Paper presented at the Organizational Behavior Teaching Conference, Windsor, Canada, June 1994.

Interdisciplinary Programs—Not a Mix of Courses but a Blending of Perspectives” Paper presented at the Division of Humanities, Arts and Sciences Conference, Washington, D.C. February, 1988.

## PROFESSIONAL OFFICES & ASSOCIATION MEMBERSHIPS

- Academy of Management –
  - Division memberships:
    - Careers – Board Member (2004-2007)
    - Chair, ad hoc projects on Research/Practice Interface (2006-2008)
    - Assoc. Editor for Career Forum Newsletter (2002 - 2005)
  - Human Resource Management
  - Organizational Behavior
- Local Arrangements Committee for 2007 conference in Philadelphia
- Associate Content Editor, Online Professional Development Resource – ETHICS (2000–2003)
  
- Eastern Academy of Management
  - Board of Directors (May, 2000 – 2003)
  - Conference track chair for 2007 conference in Amsterdam
  - Coordinator for International Conference (Costa Rica, 2001)
  - Vice-President at Large (May, 1998-99)
  
- (ECO) Ethics & Compliance Officer Association
- (SHRM) Society for Human Resource Management
  - Special expertise panel on Social Responsibility & Sustainability, 2006 - current.
  - Item writer for affiliate Human Resource Certification Institute, 2005-2007.
  
- WorldatWork – The Total Rewards Association, 2008 - current
  
- Mid-Atlantic Organizational Behavior Teaching Conference – Steering Committee 2000 – current

## EDITORIAL REVIEW & CONFERENCE CONTRIBUTIONS

### Special Recognition

- **Reviewer of the Year Award**, *Human Relations* Journal 2008
- **Best Reviewer Awards** presented by the Academy of Management Careers Division 2006, 2003, 2000, 1997, 1996.

### Journal Review Process

Editorial Board Member – Human Relations since January 2006

Ad hoc reviewer for:

*Human Resource Management* 2007, 2009

*Career Development International* 2004/05/07/09

*Group & Organization Management* 2002/06/07/08/09

*Journal of Organizational Behavior* 2009

*Psychological Reports* 2008

*Sex Roles* 2007

*Managerial Law* 2006

*Work & Stress* 2006

*Journal of Managerial Issues* 2005

*Journal of Management Studies* 2005

*Journal of Management Education* 2004/05

*Scandinavian Journal of Management* 2005

*Academy of Management Executive* 2003/04

*Assessment* 2003

*Journal of Occupational and Organizational Psychology* 2001

*International Journal of Stress Management* 2001

*Journal of Psychosomatic Research* 2000

*Canadian Journal of Behavioural Science* 2000

*International Journal of Training & Development* 1998

*Academy of Management Review* 1997; 1998

*Academy of Management Journal* 1991

Academy of Management Annual Meeting Support:

## Careers Division

Chair of committee for AoM Collaboration on bridging research and practice (2007)  
 Reviewer (2006, 2005, 2004, 2003, 2002, 2001, 2000, 1999, 1997, 1996, 1994, 1993)  
 Head of Committee to select “Best Paper—Applied” (2001; member 2004)  
 Discussant (2006, 1997, 1996)  
 Session Chair (1999, 1993)

Human Resource Management Division – Reviewer (2006); Session Chair (2006)

Professional Development Workshop “Surviving Workaholism: Yours, Mine and Theirs”  
 (2002: Co-sponsored by Human Resource Management & Career Divisions)

Management Education & Development Division – Reviewer (1999, 1995, 1994, 1993, 1992)

Organizational Behavior Division – Reviewer (1992)

Eastern Academy of Management conferences:

2006 Reviewer  
 2004 Reviewer  
 2003 Co-track Chair for Career/MED/PDW  
 2000 Track Chair (Theme Track) for May, 2000, regional conference  
 1999 Local arrangements committee for regional conference in Philadelphia  
 1996 Session Facilitator -- Business Ethics

Center for Study of Work Team:

Reviewer for Fall Conference (2003, 2000, 1999, 1998, 1997, 1996)

Northeast Decision Sciences Institute:

Reviewer and Discussant (2000 Service and Health Care Track; 1999 Business Ethics track; 1993  
 for two sessions on Mentoring & Training)

**SERVICE TO RUTGERS UNIVERSITY / SCHOOL OF BUSINESS / CAMDEN CAMPUS**Special Recognition

Spring 2005, awarded a **Faculty Service Award** by the Faculty Composition and Development Committee, in recognition of “extraordinary service to the community-at-large, Rutgers University, the Camden Campus, the School of Business at Camden, and to the academic community.”

Service to Rutgers University

- ◆ Business School Coordinator for “**Career Connections - Focus on Business**” day for **Rutgers’ Future Scholars Program** and in collaboration with Society for Human Resource Management (SHRM) Workforce Readiness initiative; involved 14 area business and 45 eight grade students; being reviewed for replication across university.
- ◆ Faculty representative for **Information Literacy** planning activities for University Libraries (May 2004)
- ◆ Member: **Institutional Review Board** for the Protection of **Human Subjects** in Research (2001-2002).

Service to School Of Business and Camden Campus (most recent 10 years and highlights only)

- ◆ Member of **Chancellor’s Advisory Group for Civic Engagement** (Fall 2008 – ongoing).
- ◆ Member of **Campus/Community Collaboration** to address students’ dangerous behavior (sex, drugs & alcohol) (Fall 2008 – ongoing).
- ◆ **Campus review committee** to award funding for Service Learning courses (spring 2009).

- ◆ **Faculty advisor** for start-up of student organization for Human Resource Management (HRSO) and Student Chapter of the Society of Human Resource Management (SHRM) (spring 2008 – ongoing)
- ◆ Visiting **speaker** on “Social Responsibility of Business” for student group at Williamstown High School (February 10, 2009 – arranged through Samantha Collier as part of ongoing collaboration)
- ◆ **Faculty coach** for case analysis team to compete in the Eller College of Business, University of Arizona, International Ethics Case Competition in October 2006 and October 2007.
- ◆ Guest Moderator for *Quarterly Business Outlook Meeting*, July 2005.
- ◆ **Advisor** to the Women’s Studies Program (2005 - ongoing)
- ◆ **Search Committee** for Campus Registrar (May 2008 through fall semester 2009)
- ◆ Member, undergraduate **curriculum committee** (2007 – January 2009).
- ◆ Member, School of Business **Teaching Award Committee** (Spring 2008)
- ◆ Member, Committee to select awardees for Lindback Teaching Award (Springs of 2004, 2005, 2006)
- ◆ Member, School of Business **“Good Works Initiative”** (Fall 2005 – Spring 2007)
- ◆ Handling scheduling & arrangements for adjunct instructors (area coordinator duties) for Human Resources/Organizational Behavior Group during planning and formation of new major (Spring 2004)
- ◆ **Presentation on “Sloth: the Sin we Love to Hate”** as part of the ‘Seven Deadly Sins’ Colloquium Series for the Graduate Liberal Studies Program, January, 2004.
- ◆ **Teaching Portfolio Development Workshops:** Co-wrote grant application or first year’s workshop, coordinated planning and implementation first year; mentored participants 1996, 1998, and 2003.
- ◆ Presentation, “Workaholics: Those Inefficient, Nitpicking Control Freaks that Make Your Life Miserable,” for Career Planning & Placement Office sponsored meeting of the Delaware Valley Career Planners, May, 2001.
- ◆ Research presentation, “Weeding out the Workaholics,” Spring 2001 Open House by Campus Admissions Office.
- ◆ Honors College Advisory Board (Spring 2001)
- ◆ **Chair**, School of Business **Teaching Committee** for 2 years (1999-2001)
- ◆ Member of **Judicial Hearing Board** for Camden Campus (Spring 1999 – Spring 2001)
- ◆ **Area Coordinator** for Management Group of School of Business (Spring semester 2001)
- ◆ Member of **Peer Evaluation Committee** (Fall evaluation cycles of 1998 and 2000)
- ◆ Presented Internet course enhancements for Board of Governors’ meeting held in Camden November 10, 2000.
- ◆ **Chair** of Faculty **Collegiality Committee** for two years (1998-2000).
- ◆ “Effective On-line Instruction” workshop presented to faculty from Rutgers and three area community colleges, which comprised the teaching cohort for ‘Direct Path’ Grant, fall 2000. Contribution through Teaching Excellence Center.
- ◆ Faculty **Vice President** for campus chapter of *Beta Gamma Sigma honor society* (1996-1999). President pro tem during formation of chapter (Spring, 1996).
- ◆ Faculty workshops (half day each) for FIPSE **Grant Team** from Rutgers and three area Community Colleges; “*Student Teams and Internet Courses*” September, 1999; “*Teambuilding*” September, 1998. Contribution through Teaching Excellence.
- ◆ **Faculty Advisor** for the Student *Management Society* (1992 start-up through Dec. 1997).
- ◆ **Faculty mentor** for two student scholarship recipients (School of Business Minority Scholarship, 1995 - 1999; Carr Scholarship Program, Fall 1996 – Fall, 1998).

### **PROFESSION RELATED COMMUNITY SERVICE**

- ◆ **Instructional Activities**
  - *Video conference with Law class at Duke University* to speak about Employer Liability for Addiction to Work/Technology, April 10, 2007.
  - *Educational workshops for inmates* at Federal Correctional Institution, Ft. Dix, NJ
    - Starting your Own Business: 2 1-hour sessions July, 2007
    - Entrepreneurship: February 2007
    - Managing Teams & Employee Empowerment: May 2006; March 2007

- Job Search Skills: December 2006
  - Resume Writing: May 2006
  - Human Resource Management: June 2006
  - Ethics in Business (and in Life): 6 90-minute sessions October and November 2005
  - *Instructor for 15-week course in Leadership* for the Juvenile Resource Center, Camden, NJ, Fall 1997.
- ◆ Special Panels / Decision Committees
- *Judges Panel* for the 2005 American Business Ethics Awards, sponsored by the Society of Financial Service Professionals.
  - *Barnes & Noble Bookstore's "Cappuccino Academy"* presentation on Workaholism, October, 1999
  - *Leadership Award Review Judge* for Tenneco (Newport News Shipbuilding), 1995
  - *30-minute Public Radio broadcast* on Workaholism (listener call-in format) 1995
  - *Scholarship Judge* for Epsilon Sigma Alpha (international philanthropic sorority), 1994
- ◆ Presentations for meetings of Professional Associations and Community Groups
- "Resumes: Why, When and How," presentation scheduled for Burlington County YMCAs Women's Opportunity Center, September 2007.
  - Resume and interview coaching for "Ultimate Warrior" Career Workshop for returning troops at Ft. Dix military base, as part of SHRM's Workforce Readiness Initiative.
  - "Workaholism" presentation for Rotary International – Camden Club – January, 2007.
  - "Ethics and Productivity: Can they Co-exist?" 2-hour workshop for the *Society of Financial Services Professionals*, for local chapter members to earn required professional CEUs in ethics.
  - "Dangers of Workaholism" presentation for Rotary International –Camden Club, November, 2003
  - "A "Best-Case Scenario" Handbook for Change" presentation for Carescience (a healthcare industry clinical knowledge company) employee education seminar, October 16, 2002.
  - "Can Teamwork and Collaboration Succeed in this Age of Individual Recognition?" for the Central Jersey Women's Network dinner meeting, September 26, 2002
  - "Diversity" (with Gloria Bonilla-Santiago) presentation at Courier Post Newspaper May 16, 2002.
  - "Work/Life Balance" presentation for Millennium Moms of Cherry Hill, NJ, May 15, 2002.
  - Speaker for the Virginia Blue Ridge Employee Assistance Professional Association, "Workaholics: Difficulties in the Workplace," October 19, 2000.
  - "Women and Job Success: Issues of Performance, Trust, and Overwork," presentation for Camden County Commission on Women, September, 2000.
  - Speaker for American Society for Quality Control, "The Growth Oriented Workplace," November, 1996

### INDUSTRY RELATIONSHIPS – (partial listing)

Field Research Activities and Consulting Relationships have included association with:

**Texas Instruments**  
**General Motors**  
**The Ohio State University Hospital System**  
**Harrah's Entertainment, Inc.**  
**Korean Electric Power Corporation** (with AUS Consultants)  
**Defense Supply Center of Philadelphia**  
**Atlantic County Community College**  
**Siemens**  
**Fluor Corporation**  
**Commerce Bank**  
**Lucent Technologies**

(Only US-based partnerships are listed here; research activity and business contacts extend to Ireland, Australia, South Africa, the UK, Colombia, Brazil, and now developing in India.)