

## STEVEN G. ALLEN

### OFFICE:

College of Management  
North Carolina State University  
P.O. Box 7229  
Raleigh, NC 27695  
Phone: (919) 515-6941  
Fax: (919) 515-5073  
E-Mail: [STEVE.ALLEN@NCSSU.EDU](mailto:STEVE.ALLEN@NCSSU.EDU)

### HOME:

105 Windy Rush Lane  
Cary, NC 27518  
(919) 851-3464

### MOBILE:

(919) 621-4760

### PERSONAL DATA:

Born March 17, 1952 in Louisville, Kentucky  
Married to Linda Pattison since 1978

### CURRENT POSITION:

Professor of Economics, North Carolina State University, 1987 to present.

### PREVIOUS POSITIONS:

2020-2021 Interim Associate Dean for Academic Programs, College of Management, North Carolina State University  
2003-2020 Associate Dean for Graduate Programs and Research, College of Management, North Carolina State University  
1993-2021 Academic Director, Master of Business Administration program, North Carolina State University (program was Master of Science in Management 1993-2002).  
2015-2021 Executive board, Online MBA Consortium, 2015-2021.  
1986-2016 Research Associate, National Bureau of Economic Research  
1991-1994 Fulbright lecturer, CERES, Montevideo Uruguay  
1983-1987 Associate Professor of Economics and Business, North Carolina State University.  
1983-1986 Research Economist, National Bureau of Economic Research.  
1978-1983 Assistant Professor of Economics and Business, North Carolina State University.  
1977-1978 Instructor of Economics, Harvard University.  
1974-1977 Teaching Fellow, Harvard University.

### EDUCATION:

Harvard University	Economics	Ph.D.	1978
Michigan State University	Economics	M.A.	1974
Michigan State University	Mathematics	B.A. with high honors	1973

### SOCIETY MEMBERSHIPS:

American Economic Association  
Society of Labor Economists

## RESEARCH IN PROGRESS:

"Demand for Older Workers: What Do Economists Think? What Are Firms Doing?" NBER Working Paper No. 26597, December 2019.

"Forever Young: Where Older Workers Keep on Working," with Ting Wang, to be presented at NBER Conference on The Labor Market for Older Workers, May 19-20 2022.

## JOURNAL ARTICLES:

"Compensation, Safety, and Absenteeism: Evidence from the Paper Industry," Industrial and Labor Relations Review, January 1981, pp. 207-218.

"An Empirical Model of Work Attendance," Review of Economics and Statistics, February 1981, pp. 77-87.

"How Much Does Absenteeism Cost?" Journal of Human Resources, Summer 1983, pp. 379-393.

"Much Ado About Davis-Bacon: A Critical Review and New Evidence," Journal of Law and Economics, October 1983, pp. 707-736.

"Trade Unions, Absenteeism, and ExitVoice," Industrial and Labor Relations Review, April 1984, pp. 331-345.

"Unionized Construction Workers are More Productive," Quarterly Journal of Economics, May 1984, pp. 251-274.

"A Comparison of Pension Benefit Increases and Inflation," Monthly Labor Review, May 1984, pp. 42-46, with Robert Clark and Daniel Sumner.

"Why Construction Industry Productivity Is Declining," Review of Economics and Statistics, November 1985, pp. 661-669.

"Unionization and Productivity in Office Building and School Construction," Industrial and Labor Relations Review, January 1986, pp. 187-201.

"The Effect of Unionism on Productivity in Privately and Publicly Owned Hospitals and Nursing Homes," Journal of Labor Research, Winter 1986, pp. 59-68.

"PostRetirement Adjustments of Pension Benefits," Journal of Human Resources, Winter 1986, pp. 118-137, with Robert Clark and Daniel Sumner.

"Union Work Rules and Efficiency in the Building Trades," Journal of Labor Economics, April 1986, pp. 212-242.

"Unions, Pension Wealth, and AgeCompensation Profiles," Industrial and Labor Relations Review, July 1986, pp. 502-517, with Robert Clark.

"Can Union Labor Ever Cost Less?" Quarterly Journal of Economics, May 1987, pp. 347-373.

"Relative Wage Variability in the United States 1860-1983," Review of Economics and Statistics, November 1987, pp. 617-626.

"Why Do Pensions Reduce Mobility?" Proceedings of the Fortieth Annual Meeting, Industrial Relations Research Association, 1987, pp. 204-212, with Robert Clark and Ann McDermed.

"Productivity Levels and Productivity Change Under Unionism," Industrial Relations, Winter 1988, pp. 94-113.

"Further Evidence on Union Efficiency in Construction," Industrial Relations, Spring 1988, pp. 232-240.

"Declining Unionization in Construction: The Facts and The Reasons," Industrial and Labor Relations Review, April 1988, pp. 343-359.

"The Pension Cost of Changing Jobs," Research on Aging, December 1988, pp. 459-471, with Robert Clark and Ann McDermed.

"Why Construction Industry Productivity Is Declining: Reply," Review of Economics and Statistics, August 1989, pp. 547-549.

"Changes in the Cyclical Sensitivity of Wages in the United States, 1891-1987," American Economic Review, March 1992, pp. 122-140.

"Pensions, Bonding, and Lifetime Jobs," Journal of Human Resources, Summer 1993, pp. 463-481, with Robert Clark and Ann McDermed.

"Labor Market Flexibility and Unemployment in Chile and Uruguay," Estudios de Economía, Noviembre 1994, pp. 127-146, with Gastón Labadie and Adriana Cassoni.

"Updated Notes on the Interindustry Wage Structure," Industrial and Labor Relations Review, January 1995, pp. 305-321.

"Unit Costs, Legal Shocks, and Unionization in Construction," Journal of Labor Research, July 1995.

"PostRetirement Increases in the 1980s: Did Plan Finances Matter?" Research in Aging, June 1995, Vol. 17, No. 2, pp. 190-208, with Robert Clark and Ann McDermed.

"Some Principles of Economics for Human Resource Management," Labor Law Journal, August 1996, pp. 549-554.

"Wages and Employment after Reunionization in Uruguay," Cuadernos de Economía, Agosto 1996, Vol. 33, No. 3, pp. 277-293, with Adriana Cassoni and Gastón Labadie.

"Technology and the Wage Structure," Journal of Labor Economics, April 2001, Vol. 19, No. 2, pp. 440-483.

"The Impact of a New Phased Retirement Option on Faculty Retirement Decisions," Research on Aging, November 2001, Vol. 26, No. 6, pp. 671-693, with Linda Ghent and Robert Clark.

"Phasing into Retirement," Industrial and Labor Relations Review, October 2004, Vol. 58, No. 1, pp. 112-127, with Robert Clark and Linda Ghent.

"The Service Science Initiative at NC State," Research and Technology Management, November 2006, with Paul Muggge.

"SSME (Service Science, Management, and Engineering) Teaching and Research at North Carolina State University," Science and Technology Policy, STEPI Korea, Vol. 17, No. 6, November-December 2007, pp. 84-93.

"Effectiveness of Employer-Provided Financial Information: Hiring to Retiring," American Economic Review, with Robert Clark and Melinda Morrill, May 2012, Vol. 102, No. 3, pp. 314-18.

"The Role of Financial Literacy in Determining Retirement Plans," Economic Inquiry, with Robert Clark and Melinda Morrill, October 2012, Vol. 50, No. 4, pp. 851-866 (lead article).

"Golden Years or Financial Fears? Decision Making After Retirement Seminars," with Robert Clark, Jennifer Maki and Melinda Morrill, Journal of Retirement, Vol. 3, No. 3, Winter 2016, pp. 96-115.

#### PAPERS IN COLLECTION:

"Pension Plan Distributions: The Importance of Financial Literacy," in Olivia S. Mitchell and Annamaria Lusardi, eds., Financial Literacy: Implications for Retirement Security and the Financial Marketplace. Oxford, UK: Oxford, 2011, with Robert Clark and Melinda Morrill, pp. 40-58.

"Employer-Provided Retirement Planning Programs," in Robert Clark and Olivia Mitchell (eds.), Reorienting Retirement Risk Management, New York: Oxford, 2010, with Robert Clark and Melinda Morrill, pp. 36-64.

"Service Science, Management and Engineering Curricula and Research at NC State University," in Bill Hefley and Wendy Murphy (eds.), Service Science, Management and Engineering: Education for the 21<sup>st</sup> Century, New York: Springer, 2008, with Lynda Aiman-Smith, Michael Devetsikiotis, John McCreery, Mitzi Montoya-Weiss, Craig Nygard, Harry Perros, Andrew Rindos, and Ioannis Viniotis.

"Managing a Phased Retirement Program: The Case of UNC," in D. W. Leslie and V. M. Conley (eds.), New Ways to Phase Into Retirement: New Directions for Higher Education, No. 132, San Francisco: Jossey-Bass, Inc., 2006, with Robert Clark and Linda Ghent.

"The Value of Phased Retirement," in Robert Clark and Jennifer Ma (eds.), Recruitment, Retention, and Retirement in Higher Education, Northampton, MA: Edward Elgar, 2005.

"Unions and Employment in Uruguay," in James Heckman and Carmen Pages, eds., Law and Employment: Lessons from Latin America and the Caribbean, Chicago: University of Chicago Press, 2004, pp. 435-495, with Adriana Cassoni and Gastón Labadie.

"Has Job Stability Vanished in Large Corporations?" in David Neumark, ed., On the Job: Is Long-Term Employment a Thing of the Past? New York: Russell Sage Foundation, 2000, pp. 196-223, with Robert L. Clark and Sylvester Schieber.

"Quantitative Flexibility in the U.S. Labor Market," in Edward Amadeo and Susan Horton (eds.), Labour Productivity and Flexibility, London: Macmillan, 1997, with Richard Freeman.

"The Impact of Labor Market Policies on the Wage Structure: Evidence from Chile and Uruguay,"

Proceedings of the Latin American Econometric Society, Santiago Chile, August 1997, with Gastón Labadie.

"Reforming the Labor Market in a Liberalized Economy: The Case of Uruguay," in Gustavo Marquez (ed.), Reforming the Labor Market in a Liberalized Economy, Baltimore, Johns Hopkins, 1995, pp. 137-191, with Gastón Labadie and Adriana Cassoni.

"Declining Unionization in Construction: Fresh Facts and New Reasons," Work Place Topics, symposium on issues for the future of labor/management relations edited by Michael Gordon, Vol. 4, No. 1, June 1994, pp. 45-60.

"IRCA and Seasonal Farm Labor in North Carolina," in Philip Martin et al (eds.), Immigration Reform and U.S. Agriculture, Publication Number 3358, University of California, Division of Agriculture and Natural Resources, Oakland, 1995, pp. 159-176, with Daniel Sumner.

"Developments in Collective Bargaining in Construction in the 1980s and 1990s," in Paula Voos (ed.), Contemporary Collective Bargaining in the Private Sector, Industrial Relations Research Association, 1994, pp. 411-445.

"Post-Retirement Increases in the 1980s," in John Turner and Daniel Beller (eds.), Trends in Pensions 1992, Washington, DC: USGPO, 1992, pp. 319-339, with Robert Clark and Ann McDermed.

"Immigration and Seasonal Labor Usage by North Carolina Tobacco Growers," in Farrell Delman, Thomas Slane, and Michael Manon (eds.), Current Issues in Tobacco Economics, Volume 4, Princeton, NJ: Tobacco Merchants Association, 1991, pp. 3560, with Daniel Sumner.

"Human Resource Policies and Union-Nonunion Productivity Differences," in Daniel J.B. Mitchell and Jane Wildhorn (eds.), The Effective Use of Human Resources: A Symposium on New Research Approaches, Los Angeles, CA: UCLA Institute of Industrial Relations, Monograph and Research Series, Vol. 52, 1990, pp. 49-82.

"Unions and Productivity Growth," in Handbook of Health Care Human Resources Management, 2nd ed., Norman Metzger (Ed.) Rockville, Md.: Aspen, 1990, pp. 491-502.

"Pension Wealth, AgeWealth Profiles, and the Distribution of Net Worth," in Robert E. Lipsey and Helen Stone Tice (eds.), The Measurement of Saving, Investment, and Wealth, Chicago: University of Chicago, 1989, pp. 689-731, with Robert Clark and Ann McDermed.

"Discussion of 'The Retirement Decision in Cross-National Perspective'," by Alex Inkeles and Chikako Usui," in Issues in Contemporary Retirement, Rita Ricardo-Campbell and Edward Lazear (Eds.) Stanford, Ca.: Hoover Institution, 1988, pp. 297-306.

"Unions and Job Security in the Public Sector," in When Public Sector Workers Unionize, Richard B. Freeman and Casey Ichniowski (Eds.) Chicago: University of Chicago, 1988, pp. 271-296.

"Pensions and Firm Performance," in Human Resources and Firm Performance, Morris Kleiner et al (Eds.) Madison, Wis.: Industrial Relations Research Association, 1987, pp. 196-242, with Robert Clark.

"Inflation and Pension Benefits," in The Handbook of Pension Statistics: 1985, Richard Ippolito and Walter Kolodrobtz (Eds.) Chicago: Commerce Clearing House, 1986, pp. 177-250, with Robert Clark and Daniel Sumner.

#### OTHER PUBLICATIONS:

Evaluating Employer-Provided Financial Education Programs for Pre-Retirees, final report to FINRA Investor Education Foundation, June 2011, with Robert Clark and Melinda Morrill, June 2011.

"The Value of an MBA Degree," Corp! Magazine, June 7 2010,  
<http://www.corpmagazine.com/executives-entrepreneurs/expert-advice/itemid/1553/the-value-of-an-mba-degree>

"Service Science, Management and Engineering Curricula and Research at NC State University," IBM "Education for the 21<sup>st</sup> century" Conference, Palisades NY, Oct. 5-7, 2006, with Lynda Aiman-Smith, Michael Devetsikiotis, John McCreery, Mitzi Montoya-Weiss, Craig Nygard, Harry Perros, Andrew Rindos, and Ioannis Viniotis. <http://www.almaden.ibm.com/asr/summit/papers.shtml>

"How Can Higher Education Respond to the Services Challenge?" Workshop on Education for Service Innovation, sponsored by IBM Research, National Science Foundation, and US Department of Commerce, Washington, DC, April 18, 2006  
<http://www.almaden.ibm.com/asr/SSME/esi/essays.shtml>

"Discussion of Refereed Papers – Labor Economics and Labor Markets," Proceedings of the Forty-Ninth Annual Meeting," Industrial Relations Research Association, January 4-6, 1997, pp. 366-367.

"Reformas del mercado laboral ante la liberalización de la economía: El caso de Uruguay," Interamerican Development Bank, Serie de Documentos de Trabajo 177, with Adriana Cassoni and Gastón Labadie.

"Is Flexibility the Answer? Benefits and Costs of U.S. Labor Market Flexibility" in Economia, Capital & Trabalho, published by the economics department at the Pontifícia Universidade Católica do Rio de Janeiro (with Richard Freeman).

"Labor Market Flexibility and Economic Performance in Uruguay and Chile," final report to the Tinker Foundation, 1994, with Gastón Labadie.

Testimony before the Commission on Agricultural Workers, Raleigh, North Carolina, September 28, 1990, in Report of the Commission on Agricultural Workers, Appendix II: Hearings and Workshops (Washington: U. S. Government Printing Office, 1993): 297-301.

"Post-Retirement Increases," final report to U.S. Department of Labor, October 1991, with Robert Clark and Ann McDermed.

"Trends in Earnings and Compensation," NC State Economist, February 1989.

"Job Mobility, Older Workers, and the Role of Pensions," final report to U.S. Department of Labor, November 1986, with Robert Clark and Ann McDermed.

"Unionization and Productivity in the Construction Industry," final report to U.S. Department of Labor, May 1985.

"Inflation and Pension Benefits," final report to U.S. Department of Labor, August 1983, with Robert Clark and Daniel Sumner.

"Unions and Productivity," Tar Heel Economist, August 1986.

"Determinants of Wage Levels in North Carolina," Tar Heel Economist, November 1979 (with Robert M. Fearn).

"Employment and Wage Changes in North Carolina," NCSU Economics Information Report No. 60, January 1980 (with Robert M. Fearn and Paul S. Stone).

Predicting Occupational Employment Patterns in North Carolina, prepared for the N.C. Department of Commerce, December 1981 (with Y. Brannon, L. Charest, J. McIntyre and D. Norris).

Prevailing Wage Laws Are Not Inflationary: A Case Study of Public School Construction Costs, Center to Protect Workers' Rights, December 1980 (with David Reich).

Absenteeism and the Labor Market, Ph.D. thesis, Department of Economics, Harvard University, 1978.

#### BOOK REVIEWS:

Alan L. Gustman and Thomas L. Steinmeier, Pension Incentives and Job Mobility (Kalamazoo, Mich.: Upjohn Institute for Employment Research, 1995) in Industrial and Labor Relations Review, Vol. 49, No. 4, July 1996, pp. 761-2.

Barry Hirsch, Labor Unions and the Economic Performance of Firms (Kalamazoo, Mich.: Upjohn Institute for Employment Research, 1991) in Journal of Labor Research, Vol. 13, No. 4, pp. 439-441.

Robert C. Feenstra, Ed., The Impact of International Trade on Wages (Chicago: University of Chicago Press, 2000) in Industrial and Labor Relations Review, Vol. 55, No. 2, January 2002, pp. 357-358.

Francine D. Blau and Lawrence M. Kahn, At Home and Abroad: U.S. Labor Market Performance in International Perspective (New York: Russell Sage Foundation, 2002) in Industrial and Labor Relations Review, Vol. 56, No. 4, July 2003, pp. 743-745.

#### OTHER PROFESSIONAL ACTIVITY:

Expert witness for defendant, Bussian Law Firm, Desmond v News and Observer Publishing Company, 2014-15

Economics Network, Center to Protect Workers' Rights, 1995-2000.

Associate of the Employee Benefit Research Institute Fellows program, 1994-present.

Expert witness for plaintiff, Conrad Airall, Cooper v St. Augustine's College, 1992-93

Testimony before the Commission on Agricultural Workers, Raleigh, September 1990.

Board of Reviewers, Industrial Relations, 1989-2013.

Committee on Construction Productivity, Building Research Board, National Research Council, 1985.

#### SOURCES OF RESEARCH SUPPORT:

Financial Industry Regulatory Authority Investor Education Foundation, study of employer-sponsored financial education programs for those nearing retirement, 2008-2011, \$386,763, with Robert Clark.

Inter-American Development Bank, study of labor mobility and employment adjustment in Uruguay, \$75,000, 1997-99, with Gastón Labadie and Adriana Cassoni.

International Development Research Center, study of labor market flexibility in the U.S., \$10,000, with Richard Freeman, 1994-95.

Inter-American Development Bank, study of wage determination in Uruguay, \$40,000, 1994.

Tinker Foundation, study of labor market flexibility in Uruguay and Chile, \$94,500, 1992-93.

U.S. Department of Labor, Pension and Welfare Benefits Administration, study of post-retirement increases in pension benefits, \$90,920, 1988-1991.

National Science Foundation, analysis of changes in wage rigidity in the U.S. between 1860 and today, \$82,640, 1987-1991.

North Carolina Tobacco Foundation, analysis of impact of immigration reform on seasonal farm labor markets, with Daniel Sumner, \$62,000, 1987-1991.

U.S. Department of Labor, Assistant Secretary for Policy, analysis of effects of pensions on labor mobility, \$113,714, 1985-1986, with Robert Clark and Ann McDermed.

National Science Foundation, analysis of decline in productivity and unionization in the construction industry, \$63,907, 1984-1986.

Sloan Foundation and National Bureau of Economic Research, analysis of effects of unions in the public sector on employment adjustments over time, \$5,000, 1984-1986.

U.S. Department of Labor, Employment and Training Administration, study of unionization and productivity in the construction industry, \$73,000, 1982-1984.

U.S. Department of Labor, Labor Management Services Administration, study of post-retirement adjustments of private pension benefits, \$184,724, 1981-1983, with Robert Clark and Daniel Sumner.

National Bureau of Economic Research, seed money for unionization and productivity in construction industry study, \$1,390, 1981.

North Carolina Department of Commerce, study of how to obtain more accurate information about occupational employment patterns in N.C., with staff at the North Carolina State University Center for Urban Affairs and Community Services, \$10,000, 1981.



Building and Construction Trades Department, AFLCIO, study of effect of unions on productivity in the construction industry, approximately \$20,000, 1979-1980.

North Carolina State University Faculty Research and Professional Development Fund, seed money for study of recent changes in U.S. wage structure, \$1,400, 1979-1980.

U.S. Department of Labor, Manpower Administration Doctoral Dissertation Grant, economic analysis of absenteeism and the effect of absenteeism on wages and productivity, \$10,000, 1976-1978.

#### PRESENTATIONS AT WORKSHOPS, PROFESSIONAL MEETINGS AND CONFERENCES:

AACSB International  
Academy of Management  
American Economic Association  
Cornell NYSSILR/AFL-CIO  
Econometric Society -- North American Meetings  
Econometric Society -- World Congress  
Federal Mediation and Conciliation Service  
Graduate Management Admission Council  
Hoover Institution, Stanford University  
IBM (Palisades New York, Research Triangle Park, Seoul Korea)  
Industrial Relations Research Association  
Interamerican Development Bank  
National Bureau of Economic Research  
Public Service Commission of Canada  
Russell Sage Foundation  
Society of Labor Economists  
Southern Economic Association  
TIAA-CREF Institute

Columbia Business School  
Columbia University (Economics)  
Cornell University  
Duke University (Economics)  
Fuqua School of Business  
Harvard University  
Indiana University  
Kenan-Flagler Business School  
Miami University  
Michigan State University  
National Tsing Hua University, Hsinchu Taiwan  
North Carolina State University  
Oberlin College  
Princeton University  
Purdue University  
Syracuse University  
Temple University  
University of Chicago  
Universidad de Chile  
Universidad de Guadalajara

University of Maryland  
University of North Carolina at Chapel Hill (Economics)  
University of South Carolina  
University of Toronto  
University of Wisconsin  
Vanderbilt University  
Virginia Polytechnic Institute and State University  
The Wharton School, University of Pennsylvania

#### HONORS AND AWARDS:

Alexander Quarles Holladay Medal for Excellence, highest award made by the University in recognition of faculty achievement and a reward in recognition of the achievements and contributions of a faculty career at North Carolina State University, 2016.

Listed in "Economists Hall of Fame" in Loren C. Scott and Peter M. Mitias, "Trends in Rankings of Economics Departments in the U.S.: An Update," Economic Inquiry, April 1996, pp. 378-400. Ranked 13th in U.S. in pages published 1984-93 in Top 36 journals and 10th in pages published in Top 5 journals.

Economic Conference of the President and Vice-President, lead presentation at session two "Strains on Working Families in the New Economy," Emory University, Atlanta, March 28, 1995.

Initiated into Sigma Beta Delta, honorary society in management, May 6, 1994; Beta Gamma Sigma, May 2001.

Outstanding Research Award, College of Management, North Carolina State University, October 1993 (first award given by college).

Fulbright Award to lecture in Uruguay at the Centro de Estudios de la Realidad Economica y Social, June-July 1991; follow-up award, July 1993.

Most articles published in top industrial relations journals 1983-88, as tabulated by Michael E. Gordon and Julia E. Purvis, "Journal Publication records as a Measure of Research Performance in Industrial Relations," Industrial and Labor Relations Review, October 1991, pp. 194-201.

Distinguished Research and Literary Publication Award, School of Humanities and Social Sciences, North Carolina State University, April 1986 (first award given by school, publications between July, 1982 and June, 1985 were eligible).

Allyn Young Award for excellence in teaching Economics 10 at Harvard (awarded twice, 1974-75 and 1975-76 academic years)

#### COURSES TAUGHT AT NORTH CAROLINA STATE UNIVERSITY:

EC 201H	Economics I (Honors section)
EC 302	Intermediate Macroeconomics
BUS 330	Human Resource Management
BUS 332	Industrial Relations
EC 431	Labor Economics

MBA 505	Global Economics for Managers
ECG 507	Economics for Managers (micro)
BUS 530	Human Resource Management
ECG 532	Economics of Trade Unions
BUS 583	Management Practicum
ECG 630	Labor Economics

#### ADMINISTRATIVE ASSIGNMENTS AT NORTH CAROLINA STATE UNIVERSITY:

Associate dean for graduate programs and research, 2003-present  
 Member, University Task Force on Premium Tuition, 2014-2015  
 Member, University Task Force on Review of Academic Programs, 2011-2013  
 Member, University Strategic Plan Implementation Team, summer 2011  
 Member, University Task Force on Graduate and Postdoctoral Program Development, 2010-11  
 Academic director, Master of Business Administration program, 2003-present.  
 University Educational Technology Fee committee, 2004-2015  
 Chair, task force to create academic programs in Service Science Engineering and Management, Colleges of Management and Engineering, 2005-2007.  
 Director, Master of Business Administration program, 2002-2003.  
 Director, Master of Science in Management program, 1993-2002  
 Teaching evaluation committee, Department of Business Management, 1999-2000  
 Search committee, dean for College of Management, 1998-99.  
 Chair, Team C: Curriculum, AACSB accreditation self study report, College Of Management, 1998-2000.  
 Chair, College of Management website committee, 1998-2000  
 Chair, Institutional Effectiveness and Strategic Planning Committee, Department of Business Management, 1998-99  
 University Committee on International Programs, 1995-1997  
 Labor Workshop chairman, 1983-1994  
 Chairman, hiring priorities committee, Department of Business Management, fall 1992  
 University Honors Council, 1992-93  
 Director, Undergraduate Honors Program, 1987-91  
 Undergraduate Curriculum, 1979-82, 1987-89, 1990-91; chair, 1981-82, 1988-89, 1990-92  
 Center for Economics and Business Studies, 1986-1987  
 Honors and Awards, 1985-1986  
 Graduate Admissions, 1982-1985  
 Library, 1983-1984

#### COURSES TAUGHT AT HARVARD:

EC 10	Principles of Economics
EC 970	Sophomore Tutorial
EC 1010B	Intermediate Macroeconomic Theory (assistant to James Duesenberry, Elisabeth Allison)
EC 1550	Business Organization and Behavior in Industrial Countries (assistant to Richard Caves)

## ADMINISTRATIVE ACCOMPLISHMENTS:

### 1. Strategic direction and leadership of MBA:

- Originated and directed effort to create Master of Business Administration degree at NC State. This required changing the curriculum and upgrading admissions and academic standards. Degree was originally Master of Science in Management; name changed to MBA in 2002.
- Implemented delivery of MBA program at remote location at Research Triangle Park in 2006. As traffic conditions on I-40 deteriorated, the new location made the program much more attractive to employers, especially those on the western periphery of the park (Cisco Systems, IBM, Biogen Idec, Fidelity, Credit Suisse). Negotiated leases at three different locations; current location is a showcase for the college.
- Advocated and led a task force in 2008 to create an online MBA degree. Wrote formal proposal and guided it through approval process 2009-10. Appointed steering committee in summer 2010 to plan program content. New program launched in fall 2011 with 31 students with another 28 in fall 2012. First class graduated with zero attrition. Intake accelerated in spring 2015 with 50 new students and fall 2015 with 79 new students. Enrollment now over 300.
- Effective in fall 2015, Professional MBA students have the ability to put together a customized program combining face-to-face and online courses.
- MBA enrollment has increased from 200 in 2002 to 650-675 by 2020. Most of this growth has taken place in the professional program, although the full-time MBA now has an annual intake of about 50 as compared to the usual 35 to 40 in the late 2000s.
- Led strategic planning task force for MBA. The task force revised the mission, vision and values statements and outlined a differentiation strategy emphasizing management of technology and innovation. The key recommendations of that task force have all been implemented.
- Online MBA ranked #9 by *US News* in 2015, top 20 in subsequent years.
- Full-time program ranked as high #29 in *Bloomberg Businessweek* rankings in 2015; #11 among public universities. Invited to participate in *Bloomberg Businessweek* rankings for first time in 2012, rankings have consistently been in the top 70.
- Full-time MBA program ranked as high as #52 and no lower than #88 by *US News* in every year it has been eligible for inclusion.
- Part-time MBA program ranked #20 nationally by *Bloomberg Businessweek* in 2013 and #45 in 2015.
- Part-time MBA program ranked #34 by *US News* for 2016.
- Full-time MBA ranked #63 in North America in QS TopMBA rankings in 2013
- MBA Program ranked #68 in Aspen Institute Beyond Grey Pinstripes Global 100 in 2007 and #99 in 2009

### 2. Portfolio of complementary graduate professional programs:

- Advocated and led task force exploring doctoral education options for the College of Management; formal proposal to start doctoral program in management approved by Graduate School and other university units in 2014. Proposal currently on hold at provost's office for budgetary reasons.
- Advocated, helped design and managed the entire approval process for a one year, dual-degree program in Global Luxury Management for MGIM launched in fall 2012. Degree offered in partnership with SKEMA Business School in France and the NC State Colleges of Design and Textiles.
- Advocated and managed the approval process for graduate certificate programs in finance, marketing and operations/supply chain management. Approved in April 2015 for fall 2016 launch

- Subsequently added certificate programs in business analytics and business leadership in 2020.
- Helped design and managed the entire approval process for a dual degree Master of Global Innovation Management (MGIM) program. Program started in fall 2008. In a partnership with IAE business school in Aix-en-Provence, students spend fall semester in France and spring in Raleigh followed by an internship. The target audience is students in STEM disciplines who wanted management training and a global experience. The degree was designed so that students can transfer credits toward one year of an MBA if they work for at least two years.
- Wrote proposal for a Master in Supply Chain Engineering and Management (MSCEM) degree and managed entire approval process. This was a one-year pre-experience degree jointly offered by the College of Management and the College of Engineering.
- Led discussions to halt admissions of MGIM and MSCEM after fall 2015 when programs repeatedly failed to meet enrollment targets. Global Luxury Management program terminated in 2021 as part of strategic redirection of Poole College of Management.

### **3. Resources for graduate program success**

- Originated and wrote proposal to charge differential tuition for graduate professional programs in the College of Management. Initial differential for MBA was \$2500 per academic year for full-time students in 2002, increased to \$6500 in 2005 and increased again to \$8000 in 2008. Now at \$13000 with an eight percent increase pending in fall 2017. Premium tuition now brings in over \$5 million annually. It has been used for career services, admissions and advising staff, financial aid, marketing, program enrichment, and faculty hiring.
- Negotiated for more tuition support slots from the Graduate School as enrollment increased. The Poole College of Management originally only had 14 slots in 1993 when I entered administration, all but one of which was allocated to the PhD program in economics. Now CPOM has 95 slots, with most of the new slots going to the MBA program, some going to the Master of Accounting program and the economics PhD support staying level over time (enrollment growth in that program has not been a College objective.)

### **4. Collaboration with academic units (every college at NC State except Education)**

- College of Agriculture and Life Sciences: joint Master of Microbial Biotechnology/MBA launched in 2004; joint Ph.D. program in economics
- College of Design: team taught course in Product Innovation offered since 1996, collaboration recognized in *Business Week* as one of the top D-schools and one of Forbes.com's Most Innovative Business School courses in 2010; supported MBA concentration in Innovation Management with greater emphasis on design thinking; collaboration has resulted in cluster hire funding from provost in "Design and Innovation"
- College of Engineering: courses in technology entrepreneurship jointly taught since 1993; joint Master of Computer Networking degree began in 1999 (one to four COM courses required depending on concentration; this requirement was dropped in 2012); Services Science Management and Engineering (SSME) initiative 2005-2010; graduate certificate in biomedical devices joint with UNC-Chapel Hill started in 2007; joint Master of Industrial Engineering/MBA began in 2008; graduate certificate in Technology Entrepreneurship and Commercialization started in 2009; joint degree in supply chain started in 2014; joint masters in Biomanufacturing/MBA started in fall 2011
- College of Humanities and Social Sciences: graduate certificate in management and communication skills for Professional Science Masters programs started in 2013 (CHASS will focus on communication courses)
- College of Natural Resources: developed joint proposal with CHASS and COM for Sloan center in housing studies (not funded)

- College of Physical and Mathematical Sciences: College of Management provides some courses for Master of Financial Mathematics program; one joint MFM/MBA student to date
- College of Textiles: involved in Product Innovation course; Nancy Cassill from textile and Apparel, Technology, and Management directed luxury program
- College of Veterinary Medicine: joint Doctor of Veterinary Medicine/MBA program launched in 2005
- All colleges: created course in Management Foundations for all graduate students in 2007; guidelines for MS/MBA and PhD/MBA dual degrees approved in 2007
- Campbell Law School: joint JD/MBA approved and launched in 2011
- Note: Goals of joint programs are (1) enhance overall quality of graduate education at NC State; (2) provide feeder programs to MBA and (3) enhance innovation and technology management as cornerstone of degree

## **5. Research management**

- Created position of Director of Research Development in 2005 to assist faculty with grant proposals and to manage awarded grants and contracts. Position staffed in 2006.
- Chair College's Research Committee that allocates up to \$200,000 in internal grant funds annually
- When funds are available, oversee acquisition of new data sets
- Started annual recognition program for research excellence in the college with awards for research excellence and research innovation
- Led NC State task force in Service Science Management and Engineering (SSME), resulting in over \$300,000 in gifts from IBM and Xerox
- Annual expenditures on grants and contracts have increased from \$200-\$300k per year before this position was created to over \$1 million in most years since 2008-09.
- Oversight of Center for Innovation Management Studies

## **6. Outreach and engagement**

- Major accomplishment in corporate engagement was the relationship with IBM on Service Science Management and Engineering (SSME); appointed and chaired task force for NC State to develop services programs in management and engineering; wrote white paper advocating program; presented results to various levels of management to obtain feedback and support; attended and gave presentations at numerous conferences in US and overseas
- Helped create MBA alumni board to provide guidance for alumni activities; with very few alums and all of them fairly young, the focus was on development of a value proposition that will encourage giving in the future. Board phased out in 2011; responsibility for alumni relations now resides in MBA Career Center
- Conducted information sessions at local companies to promote part-time MBA
- Meetings with corporate recruiters for initial outreach or critical discussions
- Substitute for College of Management dean or attend key meetings with him as the situation demands

## **7. MBA program management**

- Encouraged creation of new concentrations in Technology Entrepreneurship in 1995, Innovation Management in 1999, BioSciences Management in 2005 and Services Management in 2006 to position NC State MBA for leadership role in technology management. Services Management dropped in 2013 due to low enrollment and lack of job opportunities.
- Expanded professional staff from three to 20 between 2002 and 2015, including creation of MBA career services office.

- Obtained Graduate School approval to change governance structure of MSM program from university-wide committee to PCOM graduate management faculty in 1994.
- Initiated more active recruiting of students, including major website overhauls, shift to web-based marketing, local information sessions, visits to local companies, MBA forums in Atlanta, New York, and Washington, D.C. plus East Asia, Mexico and India. Visits to MBA Forums discontinued around 2010 due to cost and lack of effectiveness.
- Took the lead in six curriculum overhauls: changes to make the MSM degree accreditable by AACSB in 1995; reduced number of required MSM classes and introduced lockstep core in 1999; split MBA degree requirements between full-time and part-time and added managerial and career effectiveness requirement in 2003; changed most core courses to two-credit hours to reduce core in 2007, also added simulation and case competition to full-time program in 2007 to enhance exposure to business decision making and provide data for assessment; changed all core courses back to three credit hours in 2010 in response to student dissatisfaction with half-semester courses.
- Major curriculum change launched in fall 2016 involving compressed core, required electives in analytics or quantitative skills, required depth area, and exec-ed style approach to teaching organizational behavior.
- Introduced annual student survey and regular focus groups with diverse groups of students to obtain feedback for program improvement
- Changed admissions process from faculty to administrative committee in 1993
- Began offering one-credit-hour courses on weekends in 2007; these courses provide students more choice and allow part-time students to accelerate graduation
- Expanded offerings of study abroad courses; now offering two to four courses per year offered during breaks between semesters; personally took one group to Chile and Argentina in March 2010