

Philip K. Way, Ph.D. Slippery Rock University

Vitae revised January 2019

1. Education and Professional Certification

B.A., Economics: Selwyn College, Cambridge University

M.A., Industrial Relations: University of Warwick

Ph.D., Industrial and Business Studies: University of Warwick

Frank Knox Memorial Fellowship and Visiting Fellowship: Harvard University

Senior Professional in Human Resources (SPHR): Human Resources Certification Institute (Lifetime Certification)

2. Employment

Full-time

1977-79

Nuffield College, Oxford University

A graduate college specializing in the social sciences

Research Assistant (on industrial relations research team led by Lord McCarthy)

1985-2006

University of Cincinnati

A comprehensive public research university, part of the University System of Ohio

Department of Economics, College of Arts and Sciences

Assistant Professor (1985-91)

Associate Professor (1991-2006)

Assistant Head (1993-99)

Director of Undergraduate Studies (1993-98)

Visiting Fellow, University of New South Wales, Sydney, Australia (July-Dec. 1993)

Visiting Scholar, University of Cambridge, U.K. (Sep.-Dec. 1995)

Center for Organizational Leadership, College of Arts and Sciences (2002-06)

Director of Graduate Studies (2003-05)

University Honors Scholars Program

Director (1999-2006)

9/2006-1/2013

University of Alabama at Birmingham

A public research university, part of the University of Alabama System

Associate Provost for Undergraduate Programs (2006-12)

Senior Associate Dean of Arts & Sciences (2011-12)

Concurrent Professor, School of Business

2/2013-

Slippery Rock University

A public master's university with some doctoral degrees, part of the PA State System of Higher Education (PASSHE)

Provost and VP for Academic Affairs (and Student Affairs from June 2014)

Concurrent Professor, College of Business

Interim President (July 2017 – June 2018)

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Part-time/Adjunct

- 1978 **Plater College, Oxford**
A college affiliated with Oxford University: students were members of the University and sat for Oxford University Special Diploma in Social Studies. College now defunct.
- Lecturer in Economics
- 1978-82 **Department for External Studies, Oxford University**
Now Department for Continuing Education
- Lecturer in Economics and Industrial Relations
- 1980-81 **University of Warwick**
- Tutor in Industrial Relations
- 1983-85 **Harvard University**
- Teaching Fellow in Economics

3. Select Honors and Awards

- 1975-76 Keasbey Award, Selwyn College, Cambridge University
1982-83 Frank Knox Memorial Fellowship, Harvard University
1994 UC Faculty Achievement Award
2013-14 ACE Institute for new Chief Academic Officers
2017 AASCU New Presidents Academy

4. Academic Leadership

Slippery Rock University

Interim President (July 2017 – June 2018)

Ultimately responsible for the operation of all facets of the University.

Direct Reports

- VP for Academic and Student Affairs
- VP for Finance, Administrative Affairs, and Advancement Services
- VP for Advancement (interim)
- Chief of Staff
- Athletic Director
- Executive Director, University Communication & Public Relations

Responsibilities and outcomes: examples

- Strategic visioning
 - Responsible for:

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- Leading discussion of SRU mission, vision, goals, and values.
- Providing input on PA System reform.
- Enhancing the campus culture and climate for all stakeholders.

- Results e.g.:
 - Engaged campus in discussion of SRU's values.
 - Sought to ensure a constructive culture existed; doing assessment with consultants to design initiatives.
 - Involved managers in evaluation of NCHEMS report on the future of the PA State System.
 - Presented views on structure of PA higher education to RAND consultants hired by state legislature.

- University organizational structure and shared governance
 - Responsible for:
 - Optimizing structures and centralization/decentralization.
 - Increasing shared governance.

 - Results e.g.:
 - Reviewing organizational models for Advancement. Appointed an Interim VP for Advancement.
 - Honors Program transitioned into an Honors College.
 - Introduced a President's Council (extended Cabinet).
 - Worked with faculty to remodel the University Forum to include more scope for shared governance involving all types of employees.

- Strategic financial decision making and oversight
 - Responsible for:
 - Oversight of budget process.
 - Maintaining financial stability.
 - Growing income.
 - Reducing costs.

 - Results e.g.:
 - Finalized FY17-18 budget with VP Finance.
 - SRU rated second of 14 in State System for low financial risk.
 - Grew tuition income primarily through new program development.
 - Commissioned successful renegotiation of dining contract to enhance options for students.

- Internal relations
 - Responsible for:
 - Close relations with all campus constituencies.

 - Results e.g.:
 - Spent a significant proportion of time with students, staff and faculty e.g.:
 - Most theatre and dance productions, some club meetings, and most formal SGA meetings
 - Biweekly fireside chats in the student center
 - Student groups at the president's house at least twice a week (over 1000 each semester)
 - Lunches with the president in the dining hall, usually once a week
 - At least one game of all sports each season
 - Building breakfasts every semester to get to know employees better and to listen to their opinions
 - Birthday breakfasts for employees each month

- External relations
 - Responsible for:
 - Raising the profile of the university.

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- Advocating for funding and other priorities.
- Partnering with external stakeholders.
- Results e.g.:
 - Government relations, state and local
 - Met with local legislators and community groups multiple times.
 - Worked with county commissioners to present united front to businesses exploring possible locations.
 - State System relations (reported to the Chancellor)
 - Participated in Council of Presidents. Suggested courses of action.
 - Participated in Board of Governors meetings. Presented new program for approval.
 - Local business organizations
 - Attended Allegheny Conference for CEOs, and visited companies to explore partnerships.
 - Alumni relations
 - Met with Alumni Board multiple times to increase campus involvement.
 - Attended many alumni events on and off campus. Met over 2000 alumni for meaningful interactions.
 - Visited alumni in Carolinas, Texas, and Florida.
 - SRU Foundation
 - Attended Board meetings, and meetings with Board members.
 - Secured increase in scholarships for 18-19.
 - Council of Trustees
 - Met with Chair to discuss priorities.
 - Participated in Council meetings. Achieved desired program and policy changes.
- Fundraising
 - Responsible for:
 - Strategic leadership for fundraising efforts in partnership with Foundation.
 - Personal visits to and solicitation of donors.
 - Results e.g.:
 - Met potential donors in SC, NC, TX and FL. Obtained commitment to scholarships and planned giving.
 - Designed matching athletic scholarship challenge.
- Diversity and inclusion
 - Responsible for:
 - Strategic leadership for promoting diversity and inclusion.
 - Results e.g.:
 - Developed diversity and inclusion plan paralleling overall university strategic plan.
 - Engaged campus representatives in World Café approach to developing revised vision for diversity and inclusion.
 - Sponsored national expert speakers on persons with disabilities, micro-aggressions, and intersections between diversity and environmental and sustainability issues.
 - Increased resources to increase hiring of diverse faculty and staff.
 - Created a Presidential Commission on Veterans Affairs.
- Athletics
 - Responsible for:
 - Oversight of athletics administration.
 - Co-chairing meet-and-discuss with union.

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- Input into NCAA and PSAC Presidents discussions.
- Improving customer experience at athletic events. Goal is to increase donations.
- Results e.g.:
 - Resolved issues concerning conduct of coaches.
 - Enhanced experience for attendees of football and basketball games.

Provost and Vice President for Academic Affairs (2013-)

Provost and Vice President for Academic and Student Affairs (ASA) (from June 2014)

Responsible for all academic and student affairs matters. Acted in the President's stead when absent.

Direct Reports

From Spring 2013 to late 2014:

- Associate Provosts for Enrollment Services, IT, and Institutional Research and Budgeting
- Deans of Colleges of Business, Information and Social Sciences; Health, Environment and Science; Education; and Humanities, Fine and Performing Arts
- Directors for Global Engagement; Grants, Research and Sponsored Programs; Center for Teaching Excellence
- Director of the Library (until position eliminated)
- Police Chief
- Assistant to the Provost; Administrative Assistant

June 2014 added:

- Executive Director for Student Development
- Executive Director for Student Health and Wellness
- Executive Director for Student Services
- Director, Student Government Association (SGA) (dotted line)

From late 2014 under new organizational structure:

- Deans of Education, Liberal Arts, Business, and Health, Environment and Science
- Associate Provosts for Enrollment Management, IT, Student Success, Transformational Experiences, and Planning, Resource Management and Assessment
- Police Chief
- Assistant to the Provost; Administrative Assistant

July 2018 added:

- Athletic Director

Responsibilities and Results

Strategic Planning

- Responsible for:
 - Strategic planning for Academic and Student Affairs
 - Chairing the University Strategic Planning Committee which recommends changes in the University plan to the President.
 - Authoring strategic sections of annual Action Plans for the State System.
- Results e.g.:
 - Redesigned and updated Academic Affairs plan. (May 2012)
 - Integrated Academic and Student Affairs plans. (Fall 2014)
 - Significantly revised University Plan. Created metrics and annual goals. (2015-16)

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- Cascading plans down the ASA organization. (Ongoing)
- Oversee goal leadership teams and progress toward goals. (Ongoing)

Organizational Structure

- Responsible for:
 - Working with President on university structure.
 - Integration of Academic and Student Affairs
 - Realigning departments and colleges to produce synergies and increase focus on college missions.
- Results e.g.:
 - With President, reduced VP divisions from 4 to 2: Academic and Student Affairs, and Finance, Administration & Advancement Services.
 - ASA integration: created 5 different or new associate provost positions, each linking academic and student affairs. Notably created innovative Student Success and Transformational Experiences subdivisions.
 - Colleges: shifted several departments to create the College of Business from the College of Business, Information and Social Sciences, and to replace the College of Humanities, Fine & Performing Arts with the College of Liberal Arts.

Finances

- Responsible for:
 - Participation in university budget decisions
 - Maximization of State System performance funding in ASA areas
 - Resource allocation to ASA units
 - Management of auxiliaries (Recreation Center, Dining, Residence Halls, Student Center, Health Services)
- Results e.g.:
 - Reduced expenditures and increased tuition revenue (through new curricula and student markets) to eliminate a 9% deficit in FY 14 and 15.
 - Helped SRU attain most points for performance funding in State System.
 - Introduced new transparent procedures for allocating positions: decisions based on e.g. links to mission and goals, and ROI.
 - Created and paid financial incentives for college and department outcomes linked to ASA strategic plan.
 - SRU has now risen to #2 in the System of 14 universities for its financial stability.

Fundraising

- Responsible for:
 - Developing a culture of fundraising in ASA.
 - Involvement in fundraising activities with individuals and corporations as appropriate.
- Results e.g.:
 - Held fundraising education sessions for deans and directors.
 - Generated fundraising priorities based on ASA strategic plan. 30+ cases for support have been and are being written.
 - Ensured all programs have advisory committees.
 - Partnered with the SRU Foundation to approach corporations, in one case with significant success.

Facilities

- Responsible for:
 - Academic facilities planning
 - Academic master plan which undergirds the facilities master plan
- Results e.g.:
 - Oversaw development of a status report of state of all classrooms.

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- Prioritized refurbishment of classrooms and technology. Created rotation schedule for enhancements.
- Held Faculty Development Day focused on learning spaces.
- Introduced SCALE-UP classrooms and Math Emporium.
- Provided input to Campus Master Planning process including space needs for coming decade.

Enrollment Management and Student Success

- Responsible for:
 - Recruitment in a challenging demographic context
 - Retention and graduation of students at all levels
- Results e.g.:
 - Increased staff focus on graduate students, adult degree-completion students, and international students. Graduate students are now 14% of the total headcount.
 - Advocated for new software, engaged consultants, and added staff.
 - Visited and hosted community college presidents and provosts to fine-tune linkages with SRU, and to pave the way for new articulation agreements for transfer students.
 - Instituted new programs, grew Winter Term, offered more online courses, and located some programs off-campus at two new locations. Online degree-completion programs were introduced.
 - Led a branding exercise: the tag line is “Experience the Difference”.
 - Successfully advocated for more financial aid from SRU and its Foundation.
 - Created the position of Associate Provost for Student Success and integrated academic and student affairs student success staff.
 - Established Student Success Committee to examine retention programs to assess effectiveness, and determine which to relinquish and what others to add.
 - Created an affordability initiative designed to reduce the cost of college for students. Includes an open educational resource component.
 - Established an Office for Inclusive Excellence and hired staff for first-year and transfer transitions and three success coaches.
 - Requested and funded a plan to turn the Honors Program into an Honors College over three years, after performance measures met.
 - Created an Office for Prestigious Scholarships. SRU won its first Goldwater Scholarship in 2016.
 - Fall 16 enrollments were at a historical high. Average SAT scores are rising. Summer 2016 enrollment rose 9%.
 - Graduation rates: 4-year rate has increased from 38 to 53% from 2011 to 2018, while 6-year rate rose from 59 to 66%.

Curricular and Pedagogical Enhancement

- Responsible for:
 - Generating ideas of curricula that would be relevant to students, needed by employers, economical to offer, and acceptable to the state system; faculty remain responsible for the details.
 - Diversifying modalities and locations.
 - Program review and prioritization
 - Increasing high-impact experiences.
 - Integrating the curriculum and co-curriculum.
 - Faculty development
- Results e.g.:
 - Encouraged the successful development of undergraduate degrees in e.g. Petroleum and Natural Gas Engineering, Industrial and Systems Engineering, Civil Engineering, Mechanical Engineering, Corporate Security, Homeland Security, and Dance (BFA); master’s degrees in Physician Assistant Studies, Public Health, Data Analytics, Health Informatics, Health Information Management, Accounting, and Music Therapy; and doctoral degrees in Special Education and Occupational Therapy.
 - Offering certain programs off-campus in Pittsburgh and Harrisville, PA.

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- Increased online course offerings significantly. Two-thirds of graduate students and 13% overall are now online.
- Raised number of students taking Winter courses substantially over several years.
- Provided detailed financial information for departments regarding the costs and revenues associated with their programs to facilitate discussions where necessary about steps to increase viability.
- Increased number of courses including high-impact practices. In process of creating four-year co-curricular and career development plans to parallel academic plans.
- Seeded ideas for general education reform committee to consider, resulting in a brand-new liberal studies program.
- Allocated more resources for faculty development, for instance for online teaching, and for online course certification through Quality Matters.

Student Life

- Responsible for:
 - Residence life
 - Student health services
 - Campus recreation
 - Campus dining
 - Student involvement and leadership
- Results e.g.:
 - Increased living-learning communities.
 - Increased mental health services including technological self-help, health education, and additional staff.
 - Invested heavily in new fitness equipment.
 - Improved variety of food and provided 24/7 dining with consequential increases in student satisfaction.
 - Increased staffing in student involvement and leadership.

Diversity and inclusion

- Responsible for:
 - Minority and first-generation student access and success relative to majority population
 - A positive campus climate for all students regardless of color, gender, sexual orientation, age, disability, socio-economic status etc.
 - Faculty diversity
- Results e.g.:
 - Embedded diversity plan in overall university strategic plan.
 - Awarded colleges with up to \$25K grants for diversity-related projects which increased recruitment and retention of minority students; increased resources for recruiting minority students; successfully argued for additional need-based scholarships.
 - Created Office for Inclusive Excellence designed to increase tailored support for all groups of students so that all are successful.
 - Increased share of enrollment of under-represented minority students to 12.5%.
 - Sponsored visits by deans to conferences and graduate schools to build pipelines of faculty of color.
 - % faculty who are minority is 19%, the second-highest in the State System.

Internationalization

- Responsible for:
 - Study abroad and student exchanges
 - Recruitment and retention of international students
 - Negotiation of partnerships with overseas universities
 - Promoting international courses taught jointly in multiple countries.
- Results e.g.:

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- Increased numbers of students studying abroad: 509 in 2015-16, #1 in the State System and one of the highest rates for master's-granting universities (#25).
- Increased number of incoming international students.
- Visited universities in Vietnam, Sri Lanka, China, New Zealand and Turkey, signing MOUs for exchanges and/or 2+2 agreements, producing small but growing flows of students.

External Relations

- Responsible for:
 - Service learning and volunteerism
 - Enhancing the economic impact of SRU
 - Enriching the social and cultural scene
 - Widening the K-20 pipeline
 - Relationships to the State System relating to academic matters: attendance at CAO meetings
 - Participation in advocacy days at state legislature
 - Program assessment and accreditation
- Results e.g.:
 - Increased student engagement with the community: 58% of students participated in 2016-17.
 - Funded regular workshops on developing service learning courses.
 - Led the introduction of new academic programs to serve employer needs.
 - Increased resources for the Sustainable Enterprise Accelerator to help local businesses.
 - Partnered with underserved high schools to offer enrichment activities to expand the pipeline to college.
 - Seed-funded the Center for Public Humanities which offers programs in the community. Subsequently received several grants, including an NEH grant.
 - Increased resources for SRU's festival of the arts.
 - Increased System understanding of local differences in markets for students and degrees.
 - Acted as a reviewer of new program proposals for the State System.
 - Participated in state government advocacy days and local advocacy and promotion breakfasts for legislators and officials.
 - Oversaw the development of the Middle States CHE Periodic Review Report which was accepted without reservation. Wrote two major sections.
 - Overseeing the self-study for Middle States reaffirmation of accreditation in 2020-21.

Labor Relations and Human Resources and Shared Governance

- Responsible for:
 - Faculty recruitment and retention
 - Ultimate decisions on most personnel matters in ASA, including reappointments, promotions and sabbaticals
 - Labor relations for faculty in ASA
 - Chairing faculty Meet and Discuss meetings each month
 - Ensuring shared governance on all relevant issues
- Results e.g.:
 - Negotiated a "third-way" understanding with the faculty union using a mutual gains bargaining approach to avoid layoffs and gain commitment to recruitment, retention, and curricular change. Generated positive climate and avoided adverse PR.
 - Created labor-management committees to create recommendations on e.g., promotion policies, new university-wide student learning outcomes, general education, and values underlying the strategic plan.
 - Developed strategies to enhance faculty quality, including optimizing search processes (especially advertising), providing attractive packages within the collective bargaining agreement, allocating more start-up funds, and reducing teaching loads in the early years.
 - Revamped onboarding process for new faculty. Worked with the faculty union to ensure adequate new faculty mentoring occurs.

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- Introduced grant writing education and increased financial and release time incentives to write grant applications. Increased financial support for matching funds.
- Repeated winner of Best Colleges to Work For (Chronicle of Higher Education) accolades in various categories.

University of Alabama at Birmingham

Associate Provost for Undergraduate Programs (2006-12); Senior Associate Dean (2011-12)

Responsible for all university-wide undergraduate initiatives, programs, and policies

Direct Reports

- Director, Academic Outreach (to 2010)
- Director, Undergraduate Curriculum
- Director, General Studies
- Director, University Honors Program
- Director, Science & Technology Honors Program
- Director, Global and Community Honors Program
- Director, Experiential Learning Scholars Program
- Director, Early Medical Professional Schools Acceptance Program
- Director, Visual Literacy for Honors Academy
- Director, Office for Undergraduate Research
- Director, Office for Service Learning
- Director, Office for Study Away
- Director, Office for National and International Scholarships
- Project Analyst for Associate Provost (to 2010)
- Administrative Assistant

Dotted-Line Reports

- Director, Athletic Academic Services
- Honors Academy Enrollment Management Coordinator

Responsibilities and Results

Strategic Planning

- Led strategic planning concerning
 - undergraduate education (with undergraduate program leaders) (2008)
 - program review (with Deans) (2007)
 - teaching and learning center (with certain Deans and VPs) (2007)
 - athletics advising (with senior administration in Athletics, Registrar, and advising) (2007)
 - classroom renovations (with Deans with undergraduate programs) (2007)
 - internationalizing UAB (with Deans with undergraduate programs) (2007)
 - advising at UAB (with advisors) (2006)
 - creation of a new honors program (with Deans with undergraduate programs) (2006)
 - online learning (2009) (with faculty)
 - study away (2010) (with faculty)
 - service learning (2010) (with faculty)
- Redrafted undergraduate education section of UAB Strategic Plan following senior administration retreats.
 - Extended scorecard scope and revised goals for undergraduate education.
- Drafted the service to community section of the Scorecard goals.

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Accreditation

- Responsible for implementation of Quality Enhancement Plan for SACS accreditation: focus on writing, quantitative literacy, and ethics and civic responsibility; freshman learning communities and capstone courses.
- Drafted several sections of the Fifth Year Interim Report to SACS in 2010.

Program Review

- Designed system of rotating program review with Dean of Graduate Studies and with decanal input (2007).
- Responsible for coordinating undergraduate program reviews.

Assessment

- Held workshops on assessing student learning for undergraduate program leaders (2008).
- Worked with reporting units to insert goals, plans and outcomes into WEAVE-Online.
- Member, QEP Assessment Committee.

Classifications and Rankings

- Carnegie Foundation Community Engagement Classification (2008)
 - Led successful effort to have UAB classified both in curriculum and outreach and partnerships. Wrote the application.
- President's Higher Education Community Service Honor Roll (2008-11)
 - Led successful application process.
- Chair of Committee on University Rankings with objective of raising standings of UAB.

Academic Programs and Policies

- Undergraduate Programs Council
 - Reorganized to include an Instructional Environment Committee (as well as the pre-existing Articulation and Curriculum Committee and the Academic Programs and Policies Committee).
 - Changed membership to include school representatives nominated by Faculty Senate.
- Generated ideas for new curricula e.g. sports management, leadership, public health.
- Member, Core Curriculum Steering Committee.

Culture of Personal and Social Responsibility

- Co-authored successful grant proposal to AAC&U for membership in Core Commitments Leadership Consortium designed to promote personal and social responsibility.
- Changed organizational structures and introduced programs and policies to increase personal and social responsibility among students at UAB.

Honors Academy

- Led the visioning for, and the establishment of, the Global and Community Leadership Honors Program and the Experiential Learning Scholars Program.
- Established an Honors Academy as the unifying organization for the University Honors Program, Science & Technology Honors Program, Global and Community Leadership Honors Program, the Early Medical Professional Schools Acceptance Program, and school- and department-level honors programs.
- Chair, Honors Academy Council.
- Added Early Acceptance Programs for Dentistry and for Optometry.
- Honors participation increased from 240 to 620 from 2005-06 to 2010-11.

Advising

- Led the development of a long-term plan for advising at UAB.
- Results include first year experience courses (47 in 2010-11), intrusive advising, greater use of technology for advising, and an advising syllabus.
- Established Office for Exploratory Studies for undecided students.
- Expanded student success workshops and Supplemental Instruction.

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Study Away

- Wrote successful membership proposal to, and hosted site visit by, National Student Exchange.
- Expanded Study Abroad Office into the Study Away Office.
- Obtained university funding (\$100K per year) to help students finance study abroad.
- Numbers of students studying abroad and elsewhere domestically have risen by two-thirds from 2005-06 to 2009-10.

Service Learning

- Established Office for Service Learning in 2007 and hired a Director.
- Number of service learning courses has expanded significantly, enrolling 816 students in 2009-10.

Undergraduate Research

- Established Office for Undergraduate Research in 2007 and hired a Director.
- Hold Undergraduate Research Expos twice a year.
- Students in research courses increased from approx. 550 to 820 between 2005-06 and 2009-10.

Prestigious National and International Scholarships

- Enhanced operation of Scholarships Office with use of new scholarships software.
- Introduced a non-credit scholarships course for potential applicants.
- Significant increase in prestigious awards seen from 8 in 2005/06 to 27 in 2009/10.
- Faculty contact for Jack Kent Cooke Scholarships and Goldwater Scholarships; member, UAB Rhodes Scholarship Committee

Strategic Enrollment Management (SEM)

- Designed SEM Initiative (2007): Co-chair of Steering Committee; co-chair of Planning Group; member of several work groups including international admissions, tuition and scholarships, and transfer students.
- Co-led the creation of a mandatory first-year experience course, intrusive advising, and an early alert system.
- Retention to second Fall rose 4% in 2008, and 2% in 2009.
- Increased data through sponsoring BCSSE and ACT Non-Returning Student Surveys.
- Admissions: Chair of Appeals Committees for Freshmen, Transfer, and Adult Students

Academic Outreach

- Chair of committee to create stronger ties with two-year schools through articulation, recruitment, creation of 2+2 programs, and offering programs on 2-year campuses.

Online Learning

- Led initiative to increase online programs.
- Coordinated faculty groups which developed recommendations for online strategy and best online teaching practices.
- Engaged consultants to research external markets and internal readiness.

Branding

- Member of Branding Committee which has worked closely with Lipman Hearne Inc. in creating a brand for UAB.

Technology

- Member, Student Information System (Banner) Committee
- Member, Student System Executive Committee: decides IT priorities.
- Member, Web Presence Committee: enhances web appearance and functionality and determines rules for users.
- Participated in selection of software for Customer Relationship Management system, e-portfolios, study away, articulation, predictive modeling, advising.

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Facilities

- Led the initiative to renovate classrooms and enhance technology on a rotating basis.
- Member, Library Renovations Committee
- Member, Campus Planning Committee

Fundraising

- Participate in creation of fundraising strategies, and active fundraising, for Undergraduate Programs.

Athletics Program

- NCAA Recertification (2007-08)
- Co-Chair of Academic Integrity Subcommittee: wrote self-study on academic integrity.
- Member, Steering Committee
- Member, Athletic Advisory Committee and Academic Standards Sub-Committee (2008-11).

I took on duties related to the College of Arts and Sciences as a Senior Associate Dean (honorific title) on a short-term basis:

Strategic planning for 2020

- Chaired the Strategic Planning Committee for “2020 Vision”.
- Solicited input from faculty and staff through focus groups and web forms.
- Collated input for refinement by Committee.

Scorecards

- Responsible for setting of scorecard goals with Dean, and oversight of performance.

Alignment of four schools within College

- Designed model policies for summer pay, overload pay, workload, and promotion and tenure.
- Held workshops for chairs to design department workload policies.

Graduate education

- Oversaw 9 Ph.D. programs and 15 Master’s programs.
- Chaired the College’s Graduate Programs Committee.
- With Committee, designed graduate student appeal procedure, developed criteria for allocating funding.
- Member of Graduate School’s Administrative Committee.

Planning and budgets

- With Dean, met with chairs annually to discuss plans and determine budget changes.

Curriculum development

- Led faculty in developing new program proposals, e.g. Health and Society.

Program review

- Designed an approach to rotating program review.

Technology

- Led the choice of faculty activity report software.

New and renovated buildings and space

- Led science chairs in exploration of design of state-of-the-art labs.
- Worked with a consultant on space planning for 2020.

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Faculty and staff affairs

- Wrote drafts of promotion and tenure recommendations for Dean.
- Held focus groups to investigate and improve faculty and staff morale.

University of Cincinnati (1985-2006)

Director, University Honors Scholars Program (1999-2006)

Responsible for every aspect of the program, including strategic planning, strategic mapping, outcomes assessment (including a balanced scorecard and other metrics), research, budgeting, finance, recruitment, retention, advising, programming, human resources, technology, information systems, student housing, alumni relations, parent relations, and college and faculty relations.

Highlights:

Strategic Planning, Curriculum, and Assessment

The vision for the Program was based on our vision for an Honors graduate, and the curriculum was redesigned accordingly. Outcomes were tracked and improvements made.

- Vision of an Honors graduate
 - Using input from faculty, students, parents and alumni, a vision of an Honors graduate was established: an honors student should not just be high-achieving, but exhibit leadership potential, a record of community engagement, global awareness, and/or research/creative abilities.
- Curriculum
 - The curriculum changed to emphasize leadership, community engagement, research and creative work, and global studies, in addition to the previous emphasis on interdisciplinary study. I led the design of:
 - An honors freshman seminar emphasizing the focus of the Program for all 500 first-year students;
 - Honors certificate programs in all four areas: the programs involve coursework, a significant non-credit experience, and a capstone;
 - Courses in each area e.g. service learning courses involving helping to build a Habitat for Humanity house, and courses with related study tours to Europe and Central America.
- Assessment
 - Indirect assessment through focus groups and surveys, and direct assessment through analyzing student work products (including portfolios) was conducted continuously.
 - Changes were implemented as a result e.g. by permitting more non-credit experiences:
 - Service activities combined with a reflective paper;
 - Non-credit research e.g. in a lab over the summer;
 - Substantial leadership experiences combined with a reflective paper.

Strategic Enrollment Management

- Recruitment
 - Honors Program grew from 750 students in 1998-99 to nearly 2200 in 2005-06; achieved while maintaining student quality.
 - Recruitment improved such that over 1100 applications were received each year from high-school students. More were received from transfer students.
 - Percentage of first-year students who were students of color rose from approximately 7% in 1999 to 14% in 2004.

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- Retention
 - Retention increased: in 1999-2000, 40% did not meet the minimum GPA for Honors graduation; it declined to only 20% in 2005.
 - Introduced a First Year Experience to enable honors students to make a successful transition from high school to college, including
 - an extended orientation
 - a two-day retreat before the beginning of Autumn Quarter
 - a Welcome Week Conference
 - Myers-Briggs Type Indicator feedback
 - Honors 101, a college survival skills course
 - Mentoring by senior students
 - Learning communities
 - Supplementary instruction
 - Special Honors sections of “killer” courses
 - Weekly freshman seminars
 - Inaugurated a sophomore/junior/senior experience, designed to prepare students for their lives after graduation. The sessions were geared to different paths, including graduate school, international study, and professional careers.

Student Life

- Honors Housing
 - Successfully obtained new residence halls, with half of beds for honors students.
 - Honors classes offered in one new hall.
 - Thematic housing introduced reflecting emphases of program – leadership, service, research, and global awareness.
- Honors Activities
 - Offered several co-curricular activities each week.

Alumni, Parent and Faculty Relations

- Alumni Association
 - Established an Honors Alumni Association with annual magazine and regular meetings.
- Parents Association
 - Established an Honors Parents Association with meetings on Parents Weekend and at Homecoming, and with regular newsletters.
- Faculty Relations
 - Involved faculty Honors Council in all strategic decisions and curricular changes.
 - Faculty Senate represented on Honors Council.

Co-Director, Project to Improve and Reward Teaching (1993-99)

Recruited and mentored 60 departments which engaged in strategic planning to enhance and reward teaching, and then implemented their plans.

Shared responsibilities included

- strategic planning
- assessment of impact
- recruitment of units
- consulting with units regarding plans
- managing monthly PIRT unit meetings and annual conference
- design and participation in development seminars for PIRT units

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- external publicity including presentations on PIRT-related matters
- writing grant applications
- responsible for annual budget

Other Leadership Activities

a. University Level

Presidential Task Force on Pedagogy (1994-95)

Member of Task Force and Rewards for Teaching working group of Task Force
Authored first draft of strategic plan for reward of teaching at UC.

University IDEA (Instructional Development: Excellence through Assessment) Committee

Member (1994-95)
Contributed to discussions and drafted parts of plan; consulted with other colleges to facilitate their assessment efforts.

NCA Reaccreditation Self-Study Committee (1998-99)

Co-authored self-study report chapter and reviewed and critiqued all others.

General Education Course Approval Committee

Member (1993-95)

Writing Across the Curriculum Committee

Member (1992-94)

University Honors Scholars Program

Council Member (1990-91)
Admissions Committee (1997-99)
Director (1999-2006)

Provosts and Deans Committee

Member (1999-2004)

Provost Staff Committee

Member (2004-06)

Cincinnatus Scholarship Selection Committee

Member (2000-06)

Presidential Leadership Medal of Excellence Committee

Chair (2002-06)

b. College Level

A&S Undergraduate Council

Vice-Chair, 1995-96 and Chair, 1996-97

Responsible, with Council, for development of policy relating to undergraduate study; and for oversight of operation.

A&S Assessment Steering Committee

Chair (1994-99)

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Worked with programs to respond to the NCA mandate to assess student academic achievement; authored college assessment plans for graduate and undergraduate programs; consulted with departments to polish and implement plans; responsible for writing report on assessment results; responsible for annual \$14K budget.

Taft Memorial Committee

Member of Taft Faculty Executive Board (1991-95)
Participated in budget and policy deliberations.

Ex-officio member of Taft Memorial Fund Planning Committee (1994-95) and full member (1995-98, and 2001-02)
Participated in strategic planning.

Chair of Lectures Committee (1991-94) and Member (1990-91)
Evaluated applications; allocated 40K budget; jointly responsible for Lecture Series on Europe 1992 (1991), and coordinated Lecture Series on Columbus (1992).

Chair of Grants-in-Aid of Research Committee (1994-95) and Member (1991-94)
Evaluated applications and allocated 208K budget.

Member of Taft Library Committee (1989-91)
Evaluated applications; allocated budget.

c. Department Level

Center for Organizational Leadership

Director of Graduate Studies (2003-05)

Responsible for strategic planning, admissions decisions, financial aid, curriculum redesign and innovations, and certification for graduation.

Committee Chair:

Graduate Studies Committee (2003-05)
Faculty Search Committee (2004)

Committee Member:

Graduate Studies Committee (2003-06)

Department of Economics

Assistant Department Head (1993-99)/Director of Undergraduate Studies (1993-98)

Responsible for, among other things: determination of vision and strategic goals for majors; program assessment; advising system; communications with students; continuous improvement of program; cooperative ventures with other colleges; designed satellite campus version of main campus program.

Committee Chair:

Undergraduate Program Committee (1993-98 and member 1987-90)

Committee on General Education (1993-96)

Designed departmental Gen Ed implementation plan; coached faculty regarding generating courses acceptable to Gen Ed (approximately a dozen proposals submitted or approved.)

Departmental Teaching Committee (1993-95, 1997, and 1998-99)

Committee Member:

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Committee on the Principles Course (1989-99)

Labor and Employment Relations Program Committee (1985-2003)

In particular, revitalized MA in Labor and Employment Relations through curriculum reform based on curriculum survey of top 20 programs in US and surveys of educational needs of professionals: resulted in tripling of enrollments (from 40 to 120) in early 1990s.

Developed proposal for offering program at Raymond Walters College (1997-99).

Graduate Program Committee (1992-94, 1996-99)

Departmental Honors Program Committee (1985-87)

Departmental Staff Policy Committee (1986-87 and 1988-91)

Graduate Student Placement Committee (1985-87, 1989-90)

Teaching Committee (1995-99)

Strategic Planning Committee (1992)

Executive Committee (1985-86, 1987-88)

Department Head's Advisory Committee (1993-99)

Ad-hoc committee to redefine mission, workload policy and RPT criteria and procedures (1998-99)

Decanal Department-Head Review Committee (1987-88)

Decanal Department-Head Performance Criteria Committee (1988)

Decanal Department-Head Review Committee (1997)

UC MAIR/LER Alumni Association

Founder (1987)

Faculty Liaison (1987-2006); helped organize 7 conferences.

UC Society for Human Resource Management

Faculty Advisor (1988-2000)

Chapter won a Superior Merit Award every year, and was ranked #1 (of 300+ chapters in the US) on 6 occasions, coming in top 5 or top 10 for twelve years.

d. External

University Council of IR and HR Programs

Member (1992-97; 2005-06)

Society for Human Resource Management National College Relations Committee

Member (1991-98)

Helped determine policy for college affiliates; judge candidates for scholarships; run national conferences for students.

Cincinnati Industrial Relations Research Association

President (1991-92)
Vice-President (1990-91)
Secretary (1989-90)
Board Member (1988-93)

Greater Cincinnati Human Resources Association

Ex-Officio Board Member (1988-91)

Human Resource Certification Institute

Board Member (1999-2005)
Area III Exam Development Director (1999-2000)
Emerging Issues Director (2001)
National Examination Development Director (2002)
Vice Chair (2003)
Chair (2004)
Past Chair (2005)

Presentations to:

Wabash Valley Human Resources Association, Terre Haute, Indiana, January 1999
Greater Cincinnati Human Resources Association, Cincinnati, Ohio, January 1999
Minnesota Human Resource Association Professionals, Minneapolis, Minnesota, April 1999
Indiana State SHRM Conference, Indianapolis, Indiana, August 1999
Michigan State SHRM Conference, Grand Rapids, Michigan, September 1999
North Dakota State SHRM Conference, Grand Forks, North Dakota, October 1999
Indiana State SHRM Conference, Indianapolis, Indiana, August 2000
North Dakota State SHRM Conference, Minot, North Dakota, September 2000
Minnesota State SHRM Conference, St. Cloud, Minnesota, October 2000
Wisconsin State SHRM Conference, Appleton, Wisconsin, October 2000
Indiana State SHRM Conference, Indianapolis, Indiana, September 2001

National Collegiate Honors Council

Executive Committee (Officer) (2005-07)
Treasurer (2005-07)
Investment Committee (Chair) (2003-07)
Finance Committee (Member) (2001-07)
Ad-hoc Technology Committee (Chair) (2004-07)
Ad-hoc Thematic Workshops Committee (Chair) (2004-07)
Assessment Committee (2000-02)

Mid-East Honors Association

Executive Secretary-Treasurer (2002-06)

5. Scholarly Activities

a. Research Grants (other than travel grants)

1979-82	U.K. Social Science Research Council (approx. \$15,000)
Summer 1986	Taft Research Grant (\$2,500)
Summer 1989	Taft Research Grant (\$3,500)
Autumn 1993	Taft Research/Travel Grant (\$3,500)
June 1994-97	National Science Foundation (\$180,000) (for teaching innovation and evaluation of reforms) (with G.M. Escoe)

b. Publications

Books

Economics in the News, Addison-Wesley, 1990, (with S. Pleeter).

Economics In The News, Addison-Wesley, Second Edition (completely new), 1993, (with S. Pleeter).

Video Guide to Accompany Parkin's Economics, Addison-Wesley, 1993, (with S. Pleeter).

Proceedings of the Eighteenth Annual Southern Human Resources and Industrial Relations Conference, 1997, (edited with N. Brown Johnson).

Academic Departments: How They Work, How They Change, ASHE-ERIC 2000 (with Barbara Walvoord et al.)

Video Guide to Accompany Economics Textbooks, SouthWestern Publishing Company, 2001.

Book Chapters and Articles

'Official Pay Inquiries: The Houghton Committee on Teachers' Pay,' Industrial Relations Journal, January/February 1981, pp. 27-45, (with J.W. Durcan and W.E.J. McCarthy).

'Cash Limits and Public Sector Pay,' Public Administration, Winter 1981, pp. 379-398, (with R.G. Bevan and K.F. Sisson).

'Public Sector Pay Bargaining Under Government Financial Restrictions in the U.S. and the U.K.,' Proceedings of the Thirty-Eighth Annual Meeting of the Industrial Relations Research Association (IRRA), December 1985, IRRA 1986 (Winner of 1986 Dissertation Competition).

'American Enterprise in a Time of Change: The Implications for Labor Relations,' Proceedings of the Thirty-Ninth Annual Meeting of the IRRA, December 1986, IRRA 1987.

'Employer Policies Relating to Substance Abuse in the Workplace,' Proceedings of the Eighth Annual Southern Regional Industrial Relations Academic Seminar, 1987.

'Drug Testing and the Fourth Amendment,' Proceedings of the Ninth Annual Southern Regional Industrial Relations Academic Seminar, 1988.

'New Developments in Employment Flexibility,' Labor Law Journal, August 1988, pp. 552-557.

'Substance Abuse Issues for Employers,' in A. Warner (ed.), Substance Abuse: Meeting the Challenge for Laboratories and Employers, UCMC, 1988, pp. 5-50.

'Divergent Organizational Responses to Substance Abuse,' Labor Law Journal, August 1989, pp. 521-526.

'The Supreme Court, The Fourth Amendment and Drug Testing,' Proceedings of the Tenth Annual Southern Regional Industrial Relations Academic Seminar, 1989.

'Workplace AIDS Policies: Formality and Reality,' Proceedings of the Forty-Second Annual Meeting of the IRRA, December 1989, IRRA 1990.

'Just Saying Yes To Drug Testing: The Determinants Of Employer Policies,' Proceedings of the Eleventh Annual Southern Regional Industrial Relations Academic Seminar, 1990.

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'Union Contract Exercises: Do Students Have A Grievance?', Proceedings of the Eleventh Annual Southern Regional Industrial Relations Academic Seminar, 1990, (with N.E. Waldeck).

'The Changing Environment of U.S. Public Sector Pay Determination' in A.S. Sethi et al., (eds.), Collective Bargaining in the Public Sector in the United States: A Time of Change, Advances in Industrial and Labor Relations, Vol. 5, JAI Press, 1990, pp. 129-158.

'Pay For Performance in Federal Government: An Idea Without A Foundation?', Proceedings of the Ninth Annual Meeting of the Association of Management, 1991, (with L.S. Gravett).

'Employee Retention in Federal Government', Proceedings of the Twelfth Annual Southern Regional Industrial Relations Academic Seminar, 1991, (with L.S. Gravett).

'Staffing Strategies: Organizational Differences in the Use of Temporary Employment', Proceedings of the Forty-Fourth Annual Meeting of the IRRA, January 1992, IRRA 1992.

'Compensation for Relocation: The Economic Underpinnings', Proceedings of the Thirteenth Annual Southern Regional Industrial Relations Academic Seminar, 1992, (with S. Pleeter).

'The Decentralization of Collective Bargaining in Australia: Myth or Reality?', Proceedings of the Fifteenth Southern Industrial Relations and Human Resources Conference, 1994.

'Love at First Sight or a Marriage Made in Hell?: Student Withdrawal Behavior in Introductory College Economics Courses', Proceedings of the Second International Conference on Classroom Research, 1996, (with G.M. Escoe and J.D. Julian).

'Strategic Human Resource Management and the International Transfer of Human Resource Practices', Proceedings of the Seventeenth Industrial Relations and Human Resources Conference, 1996.

'A Survey of Curricula of IR/HR Master's Programs: Common Features, New Directions', Labor Law Journal, 1996, pp. 535-539.

'Implementing Assessment Plans: Motivating Faculty Before and After a Team Visit', A Collection of Papers on Self-Study and Institutional Improvement 1997, NCA 1997 (with M. Goodman).

EconNews Online, Instructional web site for college economics, SouthWestern Publishing Company, www.swcollege.com/bef/econ_news.html, 1997-99 (monthly instalments).

'Student Withdrawal Behavior in Introductory College Economics Courses', Journal of Economics, 1998 (with G.M. Escoe and J.D. Julian).

'Persistence in College: A Human Capital Perspective', Proceedings of the Nineteenth Industrial Relations and Human Resources Conference, 1998 (with G.M. Escoe and J.D. Julian).

'The Strategic Orientation of Human Resource Professionals', Proceedings of the Twentieth Industrial Relations and Human Resources Conference, 1999.

'The Effect of Cooperative Learning on the Achievement, Learning and Attitudes of Students With Different Type Preferences', Proceedings of the Third Conference on Psychological Type in Education, 2000, (with G.M. Escoe and J.D. Julian).

'HR/IR Professionals' Educational Needs and Master's Program Curricula', New Research on Labor Relations And The Performance of University HR/IR Programs, JAI Press 2001, pp. 139-161. Published also in Human Resource Management Review, Vol. 12, Issue 4, Winter 2002, pp. 471-489.

Philip K. Way: Curriculum Vitae

'Attrition Over the College Career: A Moving Target for Retention Strategies', Proceedings of the CSRDE Conference, 2011, (with T. Synco).

Abstracts in Proceedings

'U.K. Public Sector Pay and Government Expenditure Restrictions,' Proceedings of International Industrial Relations Association, IIRA 1986.

'The Impact of Supreme Court Fourth Amendment Decisions on Challenges to Public Sector Drug Testing', Academy of Management Best Papers Proceedings 1990, 1990.

'Relationships in the Workplace: No-Spouse and No-Dating Policies', Proceedings of the Forty-Third Annual Meeting of the IRRA, December 1990, IRRA 1991.

'Temporary Employment: Competing or Joint Explanations?', Proceedings of the Forty-Third Annual Meeting of the IRRA, December 1990, IRRA 1991.

'The Impact of the Demise of Federal Sector Pay Comparability', Proceedings of the Forty-Fifth Annual Meeting of the Industrial Relations Research Association, January 1993, IRRA 1993, (with L.S. Gravett).

'Substance Abuse and Organizational Educational Efforts', Proceedings of the Forty-Sixth Annual Meeting of the Industrial Relations Research Association, January 1994, IRRA 1994, (with N.E. Waldeck).

'The International Decentralization of Collective Bargaining: Convergence or Divergence?', Proceedings of the Forty-Seventh Annual Meeting of the Industrial Relations Research Association, January 1995, IRRA 1995.

Other Publications

'White Collar Labor Market Changes: Discussion,' Proceedings of the Thirty-Eighth Annual Meeting of the IRRA, December 1985, IRRA, 1986.

'Comparative Labor Market Experience and Policies: the U.S. and Europe: Discussion,' Proceedings of the Thirty-Ninth Annual Meeting of the IRRA, December 1986, IRRA, 1987.

'Unions and Collective Bargaining: Discussion,' Proceedings of the Thirty-Ninth Annual Meeting of the IRRA, December 1986, IRRA, 1987.

Book review of J. Sheldrake and R. Saran, Public Sector Bargaining in the 1980s, Journal of Labor Research, 1990, pp. 357-359.

Book review of R. Locke, T. Kochan, and M. Piore, Employment Relations in a Changing World Economy, Industrial and Labor Relations Review, April 1997.

Book review of P. Leisink, J. Van Leemput, and J. Vilrocx (eds.), The Challenges to Trade Unions in Europe: Innovation or Adaptation, Industrial and Labor Relations Review, January 1999.

c. Disciplinary Papers Presented

'Special Cases and Incomes Policy': Nuffield College, Oxford, England, May 1978.

'The U.K. Standing Commission on Pay Comparability: Retrospect and Prospects': Nuffield College, Oxford, England, June 1979.

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- `Cash Limits and Public Sector Pay': Social Science Research Council Industrial Relations Research Unit, University of Warwick, England, Feb. 1980.
- `Public Sector Pay Bargaining in the 1980s': Oxford University Department for External Studies, Annual Industrial Relations Conference, Oxford, England, April 1981.
- `The Growth of Temporary Employment in the U.S.': Le Moyne College, Syracuse, New York, Jan. 1985.
- `U.S. Public Sector Concession Bargaining': Cornell University, Ithaca, New York, Feb. 1985.
- `Eurosclerosis in the U.K.: Is the Patient Recovering? Trends in the British Workforce and Industrial Relations': Brookings Institution, Washington, DC, May 1985.
- `Public Sector Pay Bargaining Under Government Financial Restrictions in the U.S. and the U.K.': IRRA Convention, New York, New York, Dec. 1985.
- `American Enterprise in a Time of Change: The Implications for Labor Relations': IRRA Convention, New Orleans, Louisiana, 1986.
- `Changes in Work Organization and Flexible Compensation': Conference on Flexible Pay, Hidden Valley, Somerset, Pennsylvania, August 1987.
- `Employer Policies Relating to Substance Abuse in the Workplace': Eighth Annual Southern Regional Industrial Relations Academic Seminar, Stetson University College of Law, St. Petersburg, Florida, October 1987.
- `New Developments in Employment Flexibility': IRRA Spring Convention, Cincinnati, Ohio, March 1988.
- `Drug Testing and the Fourth Amendment': Ninth Annual Southern Regional Industrial Relations Academic Seminar, University of Baltimore, Baltimore, Maryland, October 1988.
- `The Pros and Cons of Countering Substance Abuse in the Workplace': Mid-East Honors Association Conference, Columbus, Ohio, March 1989.
- `Divergent Organizational Responses to Substance Abuse': IRRA Spring Convention, Anaheim, California, April 1989.
- `The Supreme Court, The Fourth Amendment and Drug Testing': Tenth Annual Southern Regional Industrial Relations Academic Seminar, West Virginia University, Morgantown, West Virginia, October 1989.
- `Workplace AIDS Policies: Formality and Reality': IRRA Convention, Atlanta, Georgia, December 1989.
- `The Growth of Temporary Employment: An Analysis of Alternative Perspectives': Eastern Economic Association Meeting, Cincinnati, Ohio, March 1990.
- `The Impact of Supreme Court Fourth Amendment Decisions on Challenges to Public Sector Drug Testing.' Academy of Management Annual Meeting, San Francisco, California, August 1990.
- `Just Saying Yes To Drug Testing: The Determinants of Employer Policies': Eleventh Annual Southern Regional Industrial Relations Academic Seminar, Memphis State University, Memphis, Tennessee, October 1990.
- `Union Contract Exercises: Do Students Have A Grievance?': Eleventh Annual Southern Regional Industrial Relations Academic Seminar, Memphis State University, Memphis, Tennessee, October 1990, (with N.E. Waldeck).
- `Relationships in the Workplace: No-Spouse and No-Dating Policies': University of Denver, November 1990;

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Baruch College, New York City; IRRA Convention, Washington, D.C., December 1990; University of Michigan-Flint, February 1991; University of Baltimore, March 1991.

`The Growth of Temporary Employment: Competing or Joint Explanations?': IRRA Convention, Washington, D.C., December 1990.

`Pay-for-Performance in Federal Government: An Idea Without Foundation?': Association of Management, Atlantic City, New Jersey, August 1991, (with L.S. Gravett).

`Employee Retention in Federal Government': Twelfth Annual Southern Regional Industrial Relations Academic Seminar, Atlanta, Georgia, October 1991, (with L.S. Gravett).

`Staffing Strategies: Organizational Differences in the Use of Temporary Employment': IRRA Convention, New Orleans, Louisiana, January 1992.

`Multi-Arena Representation by Unions in the United States': Ninth World Congress of the International Industrial Relations Association, Sydney, Australia, August 1992.

`Compensation for Relocation: The Economic Underpinnings': Thirteenth Annual Southern Regional Industrial Relations Academic Seminar, Dothan, Alabama, October 1992, (with S. Pleeter).

`The Impact of the Demise of Federal Sector Pay Comparability': IRRA Convention, Anaheim, California, January 1993, (with L.S. Gravett).

`Toward a Theory of Bargaining Levels': University of New South Wales, October 1993.

`Substance Abuse and Organizational Educational Efforts': IRRA Convention, Boston, Massachusetts, January 1994.

`The Decentralization of Collective Bargaining in Australia: Myth or Reality?': Fifteenth Annual Southern Industrial Relations And Human Resources Conference, Morgantown, West Virginia, October 1994.

`The International Decentralization of Collective Bargaining: Convergence or Divergence?': IRRA Convention, Washington, D.C., January 1995.

`The Use of Open-Ended Critical Thinking Exercises and Primary Trait Analysis to Measure Performance in Economics': MidWestern Economics Association Annual Meeting, Cincinnati, Ohio, March 1995, (with G.M. Escoe).

`The Curricula and Program Administration of University Master's HR and IR Programs', Academy of Management Annual Meeting, Vancouver, Canada, August 1995.

`Interactive Thematic Courses for Large Introductory Economics Courses': Association for Economic Educators and the National Council of Economic Education Annual Meeting, Dallas, Texas, September 1995, (with G.M. Escoe and J.D. Julian)

`U.S. IR and HR Master's Programs: A Comparative Analysis': IRRA Annual Meeting, San Francisco, California, January 1996.

`Interactive Thematic Courses for Large Introductory Economics Courses': American Economic Association Convention, San Francisco, California, January 1996, (with G.M. Escoe and J.D. Julian).

`Love at First Sight or a Marriage Made in Hell?: Student Withdrawal Behavior in Introductory College Economics Courses': Second International Conference on Classroom Research, Puerto Rico, January 1996, (with G.M. Escoe and J.D. Julian).

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'Student Withdrawal Behavior in Introductory College Economics Courses': Missouri Valley Economics Association, Memphis, Tennessee, March 1996, (with G.M. Escoe and J.D. Julian).

'A Survey of HR/IR Curricula: Common Features, New Directions': Conference on Innovative Teaching in Human Resources and Industrial Relations, Atlanta, Georgia, June 1996.

'Strategic Human Resource Management and the International Transfer of Human Resource Practices': Seventeenth Industrial Relations and Human Resources Conference, Asheville, North Carolina, October 1996.

'Sensory Preferences, Teaching and Testing Styles, and Student Achievement in Introductory Economics Courses': Association for the Study of Higher Education, Memphis, Tennessee, November 1996, (with G.M. Escoe and J.D. Julian).

'Doomed for Not Competing: Why African-American Students Do Less Well in Introductory Economics Courses': Quality Education for Minorities Conference, Cleveland, Ohio, November 1996 (with G.M. Escoe and J.D. Julian).

'A Survey of HR/IR Curricula: Common Features, New Directions': IRRA Annual Meeting, New Orleans, Louisiana, January 1997.

'Gender Differences in the Principles of Economics Course': Missouri Valley Economics Association, St. Louis, Missouri, February 1997, (with G.M. Escoe and J.D. Julian).

'Persistence in College: A Human Capital Perspective', Nineteenth Industrial Relations and Human Resources Conference, Nashville, Tennessee, October 1998 (with G.M. Escoe and J.D. Julian).

'The Effect of Cooperative Learning in Large Introductory Economics Courses', Missouri Valley Economics Association, Memphis, Tennessee, February 1999, (with G.M. Escoe and J.D. Julian).

'What IR/HR Knowledge, Competencies, and Business Awareness Students Need And What HR/IR Master's Programs Offer', Second Conference on Innovative Teaching in Human Resources and Industrial Relations, Atlanta, Georgia, June 1999.

'The Strategic Orientation of Human Resource Professionals', Twentieth Industrial Relations and Human Resources Conference, Atlanta, Georgia, October 1999.

'Problem-Based Learning', Annual Meeting of American Economic Association, Boston, Massachusetts, January 2000.

'The Effect of Cooperative Learning on the Achievement, Learning and Attitudes of Students With Different Type Preferences', Third Conference on Psychological Type in Education, March 2000, (with G.M. Escoe and J.D. Julian).

'From High School to College Honors Programs: What Determines a Successful Transition?', National Collegiate Honors Council Conference, Washington, D.C., October 2000, (with D. Meredith, K. Woods, and T. Frakes).

'HR 101: An Overview of Human Resources', Indiana State SHRM Conference, Indianapolis, Indiana, September 11, 2001, and August 2002, (with C.M. Way).

'Management Education and M&As: Are Managers Acquiring Critical HR Knowledge?', Academy of Management Annual Meeting, Honolulu, Hawaii, August 2005 (with T.K. Dass).

Discussant:

'White Collar Labor Market Changes': IRRA Convention, New York, Dec. 1985.

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`Comparative Labor Market Experience and Policies: the U.S. and Europe': IRRA Convention, New Orleans, Louisiana, Dec. 1986.

`Unions and Collective Bargaining': IRRA Convention, New Orleans, Louisiana, Dec. 1986.

`Current Empirical Research in Labor Economics': Eastern Economic Association, Cincinnati, Ohio, April 1990.

d. Journal Manuscript Reviews

For: Journal of Managerial Issues
Industrial and Labor Relations Review
Labor Studies Journal
The Information Society

e. Book Reviews

For: Dryden Press
Business Publications, Inc.
Addison-Wesley
Southwestern Publishing
MIT Press

f. Grant Application Reviews

For: National Science Foundation

g. Research Conferences Organized

Member of Advisory Committee for Southern IR and HR Conference (1995-).

Co-Organizer of Eighteenth Annual Southern Industrial Relations and Human Resources Conference, Lexington, Kentucky, October 1997.

Successfully suggested and helped organize conference sessions on:

`Corporate Restructuring and Industrial Relations' for IRRA Convention, New Orleans, Louisiana, Dec. 1986.

`Substance Abuse and Labor Relations' for IRRA Convention, Chicago, Illinois, Dec. 1987.

`Employee Rights and Responsibilities' for Southern Regional Industrial Relations Academic Seminar, Morgantown, West Virginia, Oct. 1989.

`AIDS in the Workplace' for IRRA Convention, Atlanta, Georgia, Dec. 1989.

`Health and Safety Issues in the Workplace' for Southern Regional Industrial Relations Academic Seminar, Memphis, Tennessee, October 1990.

`Alternative Employment Arrangements' for Southern Regional Industrial Relations Academic Seminar, Dothan, Alabama, October 1992.

'Strategic Human Resource Management' for Southern Industrial Relations and Human Resources Conference, Asheville, North Carolina, October 1996.

6. Teaching Activities

a. Courses Taught

Human Resource Management:

Compensation (1985-93) (grad.)
Health and Work (1988-2000) (undergrad. and grad.)
Seminar in Personnel (1986-87) (grad.)
Labor and Employment Relations Colloquium (1990-93) (grad.)
Seminar in Labor and Employment Relations (1993) (grad.)
International Human Resource Management (1996-01) (grad.)
Ethical Issues in Employment Relations (1997-99) (grad. and undergrad.)
Strategic Human Resource Management (2002-06) (grad.)
Strategic Leadership for Human Resources (2002) (grad.)

Labor Relations:

Labor Relations (U.S.) (1985-98) (undergrad.)
Labor Relations (U.K.) (1978-81) (undergrad.)

Economics:

Introduction to Economics (1978, 1983-98, 2012) (undergrad.)
Labor Economics (grad. 1985; undergrad. 1990-91)
Manpower Economics (1985-90) (grad.)
Economics of Human Resources (1990-93; 2000-06) (grad.)
Economics of the Auto Industry (1978-81) (adult education)
Capstone Course (1995-2001) (undergrad.)
Economics Teaching Seminar (1996-99) (grad.)

b. Grants

Summer 1991: General Education grant to develop course for Social and Ethical Issues requirement (\$2,800)
Summer 1994: General Education grant to develop course for Social and Ethical Issues requirement (\$2,000)
Summer 1995: Instructional Technology grant (\$2,500)
Spring 1996: Globalization Initiative grant (\$1,500)
1996-97: Strategic Enrollment Management Initiative (\$980)
Autumn 1997: Faculty Development Grant (\$5,000)
Faculty Development Grant (\$2,870)
1997-98: National Science Foundation (\$39,000)
Autumn 1997: Faculty Development Grant (\$2,190)
Winter 1999: Faculty Development Grant (\$5,000)
2007-09: AAC&U Core Commitments (\$60,000) (with M. Kurata)

c. Teaching-Related Presentations (other than scholarly presentations relating to education)

'PIRT (Project to Improve and Reward Teaching) and the Stimulus of a Site Visit', Second Annual National Conference on Rewarding Teaching, Lincoln, Nebraska, March 1994 (with A.K. Carey and B. Walvoord). (Invited)

'Improving and Rewarding Teaching at a Research University', Eastern Economics Association, Washington, DC, March 1994 (coauthored with J.C. Gallo and G.M. Escoe and presented by the latter two).

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'Factors Impacting Student Learning', Kautz Conference on Teaching Economics, Cincinnati, Ohio, April 1994 (with G.M. Escoe).

'Continuous Quality Improvement in Teaching Economics: A Case Study', Kautz Conference on Teaching Economics, Cincinnati, Ohio, April 1994 (with J.C. Gallo).

'Rewarding Teaching: Can Universities Learn from Compensation Practices in the Non-University Sector?', American Association for Higher Education Conference on Faculty Roles and Rewards, Phoenix, Arizona, January 1995 (authored by me and presented with A.K. Carey, D. Hartleb, J. Scanio, and B. Hoskins). Also session organizer. (Competitive)

'Re-Examining Faculty Priorities: How Have Roles, Rewards, and Evaluation Changed?', American Association for Higher Education Conference on Faculty Roles and Rewards, Phoenix, Arizona, January 1995. (Invited)

'Rethinking Incentives for Teaching at the University of Cincinnati', Plenary Speaker, Third Annual Conference on Evaluating and Rewarding Teaching, Lincoln, Nebraska, February 1995. (Invited)

'Units as a Locus of Change: Improving the Climate for Teaching', Third Annual Conference on Evaluating and Rewarding Teaching, Lincoln, Nebraska, February 1995. (Invited)

'Enhancing Teaching and Learning: Changing the Culture of the Department', Keynote Presentation, Meeting of Urban 13 Provosts, Cincinnati, Ohio, April 1995, (with B. Walvoord, J. McDonough, S. Shipley, and A.K. Carey). (Invited)

'Departmental Activities in Teaching', UC Brown Bag Teacher Talk, Cincinnati, Ohio, May 1995. (Invited)

'Beyond Grades: Assessing Classroom Learning to Improve Its Quality and Demonstrate Teaching Effectiveness', American Association for Higher Education Conference on Assessment and Quality, Boston, Massachusetts, June 1995 (with A.K. Carey and B. Walvoord). (Competitive)

'Assessment in the UC College of Arts and Sciences: Approaches, Challenges and Keys to Success', Annual Meeting of the Council of Colleges of Arts and Sciences, Albuquerque, New Mexico, November 1995. (Competitive)

'Collaboration, Culture, and Instructional Development', American Association for Higher Education Conference on Faculty Roles and Rewards, Atlanta, Georgia, January 1996, (with A.K. Carey, B. Walvoord, and J. McDonough). (Competitive)

'Creating a Teaching Culture in the Department', Workshop at Cleveland State University, Cleveland, Ohio, February 1996, (Workshop leader), (with A.K. Carey, B. Walvoord, and J. McDonough). (Invited)

'Creating a Teaching/Learning Culture in the Department', National Workshop, Northern Kentucky, February 1996, (Workshop Leader), (with A.K. Carey, B. Walvoord, J. McDonough, S. Soled, and D. Zorn).

'UC PIRT Incentive Plan', Plenary Speaker, National Conference on Evaluating and Rewarding Teaching, Lincoln, Nebraska, February 1996. (Invited)

'Creating a Culture for Teaching and Learning on the Campus', Conference of Association of University Regional Campuses of Ohio, Middletown, Ohio, April 1996, (with B. Walvoord). (Invited)

'Putting the 'R' Back Into PIRT': PIRT Annual Conference, Shakertown, Kentucky, April 1996.

'Teaching Portfolios', Preparing Future Faculty Tri-State Conference, Cincinnati, Ohio, May 1996. (Invited)

'Assessment of Student Academic Achievement', UC College of Education, Cincinnati, Ohio. (Invited)

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- 'Producing a Plan to Enhance and Reward Teaching', UC PIRT Workshop, Cincinnati, Ohio, May 1996.
- 'Equitable Workloads', UC PIRT Workshop, Cincinnati, Ohio, May 1996.
- 'Assessing Student Learning: Getting the Faculty Moving', American Association for Higher Education Assessment and Quality Conference, Washington, D.C., June 1996. (Competitive)
- 'Innovative Methods of Rewarding Teaching', Conference of National Association of Colleges and Teachers of Agriculture, Crookston, Minnesota, June 1996. (Invited)
- Multiple assessment workshops, Northern Arizona University, Flagstaff, Arizona, September 1996. (Invited)
- 'UC PIRT: The Implementation Phase', College of Education Workshop, Covington, Kentucky, September 1996. (Invited)
- 'Key Issues in Evaluating Students', Ninth Graduate Teaching Effectiveness Workshop, Cincinnati, Ohio, September 1996. (Invited)
- 'Peer Review', Conference on Teaching - Documenting Teacher Performance, Washington State University, Pullman, Washington, October 1996. (Invited)
- 'Enhancing and Rewarding Teaching in Your Academic Unit' and 'Faculty Evaluation' Workshops: University of Idaho, Moscow, Idaho, October 1996. (Invited)
- 'Processes That Work' and 'University of Cincinnati: PIRT Incentive Plan', National Conference on Evaluating and Rewarding Teaching: A Collaborative Effort to Change the Reward System for Teaching, University of Nebraska-Lincoln, Lincoln, Nebraska, November 1996. (Invited)
- 'Creating a Teaching/Learning Culture on Campus', Fifth American Association for Higher Education Conference on Faculty Roles and Rewards, San Diego, California, January 1997 (with A.K. Carey, B. Walvoord, and J. McDonough). (Competitive)
- 'Teaching Portfolios', Graduate Teaching Effectiveness Workshop, UC, January 1997. (Invited).
- 'The Use of Writing in Evaluating Student Achievement in Introductory Economics', Writing Across the Curriculum Third National Conference, Charleston, South Carolina, February 1997 (with G.M. Escoe and J.D. Julian). (Competitive).
- 'Devising a Plan to Improve and Reward Teaching', UC University College, February 1997. (Invited).
- 'Implementing Assessment Plans: Motivating Faculty Before and After a Team Visit', NCA Annual Meeting, April 1997, (with M. Goodman). (Competitive).
- 'Using Student-Generated Data to Enhance the Teaching-Learning Process', Third Annual Lilly Conference on College and University Teaching - South, University of Georgia, May 1997, (with G.M. Escoe). (Competitive)
- 'Measuring Teaching Quality', Ohio State University, May 1997. (Invited).
- 'Successfully Building A Culture of Continuous Improvement Among Faculty', AAHE Conference on Assessment and Quality, Miami, Florida, June 1997, with M. Goodman. (Competitive)
- 'Creating a Teaching/Learning Culture in the Department', California State University Teacher-Scholar Conference, Chico, California, June 1997, (with J. McDonough and B. Walvoord). (Invited)

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'University of Cincinnati: PIRT Incentive Plan', National Conference on Evaluating and Rewarding Teaching: A Collaborative Effort to Change the Reward System for Teaching, University of Nebraska-Lincoln, Lincoln, Nebraska, November 1997. (Invited)

'Overcoming the Challenges of Teaching Large-Enrollment Classes', Annual Meeting of the American Economic Association, Chicago, Illinois, January 1998, (with G.M. Escoe). (Competitive workshop)

'Creating a Teaching/Learning Culture in the Department', Sixth American Association for Higher Education Conference on Faculty Roles and Rewards, Orlando, Florida, January 1998, (with A.K. Carey, S. Soled and B. Walvoord). (Competitive workshop)

'Success in Rewarding Teaching at Research-Oriented Universities: University of Cincinnati Project to Improve and Reward Teaching', Sixth American Association for Higher Education Conference on Faculty Roles and Rewards, Orlando, Florida, January 1998. (Competitive)

'Overcoming the Challenges of Teaching Large-Enrollment Classes', Missouri Valley Economics Association, Kansas City, Missouri, February 1998, (with G.M. Escoe). (Competitive workshop)

'Overcoming the Challenges of Teaching Large-Enrollment Classes', Eastern Economics Association, New York City, New York, February 1998, (with G.M. Escoe). (Competitive workshop)

'Overcoming the Challenges of Teaching Large-Enrollment Classes', MidWestern Economics Association, Chicago, Illinois, March 1998, (with G.M. Escoe). (Competitive workshop)

'Creating a Teaching/Learning Culture in the Department', Seventh American Association for Higher Education Conference on Faculty Roles and Rewards, San Diego, California, January 1999, (with A.K. Carey and S. Soled). (Competitive workshop)

'The Academic Department: Should It Change? How Can It Change?', American Association for Higher Education National Conference on Higher Education, Washington, D.C., March 1999 (with B. Walvoord). (Competitive workshop)

'Teaching Portfolios', Workshop for New Faculty, University of Cincinnati, April 1999.

'Faculty and Student Academic Value Systems', Good Samaritan Hospital, Cincinnati, Ohio.

'Using Quantitative Data and Rigorous Analysis to Assess, Explain, and Improve Student Learning', American Association for Higher Education Conference on Assessment, Denver, Colorado, June 1999. (Competitive session)

'Dancing With The Devil: The Teaching/Learning Center and Institutional Assessment', POD Conference, Lake Harmony, Pennsylvania, October 1999 (with B. Walvoord). (Competitive session)

'Assessing Assessment Systems', Assessment Institute, Indianapolis, Indiana, (with B. LeMaster). (Competitive session)

'Putting Learning at the Center: From Rhetoric to Reality', American Association for Higher Education Forum on Faculty Roles and Rewards, New Orleans, Louisiana, February 2000 (with T. Perzigian et al.) (Competitive workshop)

'How to Change An Academic Department', Department Chairs Conference, Orlando, Florida, February 2000 (with B. Walvoord). (Competitive workshop)

'Assessment of Student Academic Achievement At The Program Level', POD Conference, Vancouver, Canada, November 2000. (Competitive workshop)

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‘The Academic Value Systems of Educational Institutions and Students’, University of Cincinnati Advisors’ Workshop, December 2000. (Invited)

‘Assessment of Student Academic Achievement at the Program Level’, Hillsborough Community College, Tampa, Florida, February 2001. (Invited)

‘Active Learning Strategies That Work in Large and Small Enrollment Courses’, Midwest Economics Association, Cleveland, Ohio, March 2001, (with G.M.Escoe). (Funded by the Kazanjian Foundation)

‘Engaging Assessment: Motivation and Implementation to Enhance Student Learning’, University of Michigan-Flint, Flint, Michigan, April 2001. (Invited)

‘Why Academically-Talented Students Need A Freshman Year Experience and What Is Effective’, International Conference on the First Year Experience, Honolulu, Hawaii, July 2001. (Competitive session)

‘Assessment: The Implications for Faculty Development’, POD Conference, St. Louis, Missouri, October 2001. (Competitive workshop)

‘Going Global: Goals and Opportunities’, National Collegiate Honors Council Conference, Chicago, Illinois, November 2001 (with J. Seger and K. Robinson). (Competitive session)

‘Assessing the First Year Experience for Honors Students: A Longitudinal View’, Workshop on Assessment of First Year Experience, Cincinnati, Ohio, February 2002 (Keynote Speech)

‘Enhancing the Assessment of Student Academic Achievement At The Program Level’, Louisiana State University, Baton Rouge, Louisiana, February-March 2002. (Invited)

‘The MBTI and the Implications for You and Advising’, Workshop for Educational Services Staff, University of Cincinnati, Ohio, August 2002. (Invited)

‘HR Certification for Faculty and Students’, Annual Meeting of the Academy of Management, Seattle, Washington, August 2003. (Competitive)

‘Designing Honors Housing: Finding Common Ground Between Honors Programs and Architects’, National Collegiate Honors Council Conference, Chicago, Illinois, October 2003 (with D. Iacobucci and L. Green). (Competitive session)

‘Assessment of Student Academic Achievement’, Iona College, New York, October 2003. (Invited)

‘Assessment of Student academic Achievement in CET&L Institute Projects’, University of Cincinnati, September 2004 and 2005. (Invited)

‘Helping Academically-Talented Students Transition to College: Issues, Solutions, and Assessment’, FYE Workshop, University of Cincinnati, February 2005 (with D. Brawn, L. Green, and A. Miller).

‘The Achieving Student and Type: Applications in Honors Education’, International Conference of the Association for Psychological Type, Portland, Oregon, July 2005. (Competitive)

‘The Myers-Briggs Type Indicator and the Implications for Student Academic and Career Advising’, University of Cincinnati, August 2005. (Invited)

e. Teaching Conferences Organized

Kautz Conference on Teaching Economics (1994), a two-day national conference featuring the primary authorities on pedagogy in economics, Cincinnati, Ohio, 1994.

Co-Organizer and active member of Advisory Board for national 'Innovative Teaching in Human Resources and Industrial Relations' conference, Atlanta, Georgia, 1996.

Organizer of annual half-day Regional Honors Faculty Development Seminars, University of Cincinnati, (2002-06)

f. Ph.D. Dissertations Advised

Jay Kemen (1989-93)
Linda Gravett (1992-95)
Jack Julian 1998-2001)
Ted Dass (2003-08)

7. Professional Activities

a. Organizational Membership (Current)

AASCU: American Association of State Colleges and Universities
ACPA: College Student Educators International
American Council on Education (ACE)
Association of American Colleges & Universities (AAC&U)
NAFSA: Association of International Educators
NASPA: Student Affairs Administrators in Higher Education
Society for College and University Planning (SCUP)
NAACP

b. Participation in Activities (other than attendance and presentations):

Referee for competitive 'Contributed Papers' session: 'Unions and Collective Bargaining,' IRRA Convention, New Orleans, Louisiana, 1986.

Referee for competitive Poster Sessions for IRRA Annual Meeting, 1997-2000.

8. Community Service

a. Occasional Speaker:

'Economic Effects of North Sea Oil on the British Economy': AUEW Branch, Oxford, England, May 1980.

'Cash Limits and the National Health Service': NHS Training Center, Harrogate, England, Sept. 1981.

'Substance Abuse in Industry': Cincinnati Business Expo, Cincinnati Convention Center, May 6, 1987.

'AIDS in the Workplace': Cincinnati Business Expo, Cincinnati Convention Center, April 20, 1988, Management Development Center, University of Cincinnati, May 10, 1988, and Hamilton Safety Council, February 1989.

'Mutual Gains Bargaining': AAUP Forum, University of Cincinnati, Nov. 29, 1988.

'The Changing Shape of the Workforce': Butler County Managers' Association, Miami University, Oxford, Ohio, Feb. 21, 1990.

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'Making The Most of Your College Years': Alpha Lambda Delta Initiation Ceremony, University of Cincinnati, March 2002.

b. Consultancy:

Avon Products (1988)
Radac Corporation (1987-95)
AAUP (1988)
Northern Kentucky Area Development District (1989-90)
Clovernook Workshop for the Blind (1992-93)
Various universities (1994-2006)
Approximately 60 expert witness cases (1986-2006)