

# Paula C. Morrow

## Education

- Ph.D. 1978 Iowa State University (Organizational Sociology)  
Dissertation: A Theoretical Explication and Empirical Examination  
of a General Systems Model of Organizational Effectiveness
- M.S. 1975 Virginia Tech  
Thesis: Job Satisfaction Among Blue-Collar Women: A Saliency  
Criterion for Measurement
- B.A. 1973 University of Maryland

## Professional Experience

### Iowa State University

- |                          |   |
|--------------------------|---|
| July 2005-Present        | Awarded Max S. Wortman Jr. Professorship in<br>Management |
| July 2003-Present        | Faculty Athletics Representative                          |
| April 2000-Present       | University Professor                                      |
| July 1992-2000           | Director, Industrial Relations Center                     |
| July 1988-2000           | Professor of Management                                   |
| July 1984-June 1986      | Assistant Dean for Graduate Studies                       |
| July 1983-June 1988      | Associate Professor of Management                         |
| May 1982-Present         | Full Member of Graduate Faculty                           |
| September 1978-Present   | Industrial Relations Program                              |
| September 1978-Present   | Gerontology Program                                       |
| September 1978-June 1983 | Assistant Professor of Management                         |
| September 1978-June 1980 | Assistant Professor of Psychology                         |

### Consultant

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|------------------------------------|--|
| 2006                               | Principal Financial Group                        |
| 1996                               | Union Pacific Railroad                           |
| 1983-85, 1987-89, 1993-94, 1999-01 | Iowa Department of Transportation                |
| 1993-94                            | Pioneer Hi-Bred International, Inc. (now DuPont) |
| 1989-90                            | Iowa Department of Employment Services           |
| 1979                               | American Telephone and Telegraph                 |

## Teaching-Management Courses

Organizational Behavior (graduate/undergraduate); Managing Employee Attitudes and Behaviors (graduate); Principles of Management (undergraduate); Human Resources Management (undergraduate); Management Seminar (undergraduate); Facilitated course creation and staffing for "Employment Law for Managers"; Chaired 26 M.S. degree students and served as a committee member on 103 additional M.S./Ph.D. committees (Total =128).

## Refereed Publications (and Presentations of Publications)

Morrow, P.C. and McElroy, J.C. 2007. Efficiency as a mediator in turnover-organizational performance relations. *Human Relations*, 60: 827-849.

Scheibe, K. P., McElroy, J.C., and Morrow, P.C. In press. Object language and impression management: How to use technology and other objects to improve the IT employee image. *Communications of the ACM*.

McElroy, J.C., Scheibe, K. P., and Morrow, P.C. 2007. Computer technology as object language: Revisiting office design. *Computers in Human Behavior*, 23: 2429-2454.

Coyle-Shapiro, J. A-M., Morrow, P.C., and Kessler, I. 2006. Serving two organizations: Exploring the employment relationship of contracted employees. *Human Resource Management*, 45: 561-583.

Coyle-Shapiro, J. A-M. and Morrow, P.C. 2006. Organizational and client commitment among contracted employees. *Journal of Vocational Behavior*, 63: 416-431. (Presented at National Academy of Management meeting, Honolulu, 2005.)

Morrow, P.C. and McElroy, J.C. 2006. Union loyalty antecedents: A justice perspective. *Journal of Labor Research*, 27: 75-87.

Morrow, P.C., Suzuki, S., Crum, M.R., Ruben, R., and Pautsch, G. 2005. The role of leader-member exchange in high turnover work environments. *Journal of Managerial Psychology*, 20(8): 681-711.

Morrow, P.C. and Crum, M.R. 2004. Antecedents of fatigue, close calls and crashes among commercial motor vehicle drivers. *Journal of Safety Research*, 35: 59-69.

Coyle-Shapiro, J. A-M. and Morrow, P.C. 2003. The role of individual differences in employee adoption of TQM orientation. *Journal of Vocational Behavior*, 62: 341-356. (Presented at National Academy of Management meeting, Washington, D.C., 2001.)

Arboleda, A., Morrow, P.C., Crum, M.R., and Shelley II, M.C. 2003. Management practices as antecedents of safety culture within the trucking industry: Similarities and differences by hierarchical level. *Journal of Safety Research*, 34: 189-197.

Crum, M.R. and Morrow, P.C. 2002. The influence of carrier scheduling practices on truck driver fatigue. *Transportation Journal*, 42(1): 20-41.

Coyle-Shapiro, J. A-M., Morrow, P.C., Richardson, R. and Dunn, S.R. 2002. Using profit sharing to enhance employee attitudes: A longitudinal examination of the effects on trust and commitment. *Human Resource Management*, 41: 423-439.

Johnson, W. R., Morrow, P. C., and Jones-Johnson, G. 2002. An evaluation of a perceived overqualification measure across work settings. *The Journal of Psychology*, 136: 425-441. (Presented at Industrial Relations Research Association meeting, New York, January 3, 1999.)

Morrow, P. C. and Leedle, T. 2002. A comparison of job performance and disciplinary records of smokers and nonsmokers. *The Journal of Psychology*, 136: 339-349.

- McElroy, J. C., Morrow, P. C., and Rude, S. N. 2001. Turnover and organizational performance: A comparative analysis of the effects of voluntary, involuntary, and reduction-in-force turnover. *Journal of Applied Psychology*, 86: 1294-1299.
- Crum, M. R., Morrow, P. C., Olsgard, P., and Roke, P. 2001. Truck driving environments and their influence on driver fatigue and crash rates. *Transportation Research Record*, 1779: 125-133. (Presented at Transportation Research Board Annual Meeting, Washington, D.C., 2001.)
- McElroy, J. C., Morrow, P. C., and Laczniak, R. N. 2001. External organizational commitment. *Human Resource Management Review*, 11: 237-256.
- Morrow, P. C., McElroy, J. C., Laczniak, K. S., and Fenton, J. B. 1999. Using absenteeism and performance to predict employee turnover: Early detection through company records. *Journal of Vocational Behavior*, 55: 358-374.
- McElroy, J. C., Wardlow, T. R., and Morrow, P. C. 1999. A career stage analysis of police officer work commitment. *Journal of Criminal Justice*, 27: 507-516.
- Morrow, P. C. and Crum, M. R. 1998. The effects of perceived and objective safety risk on employee outcomes. *Journal of Vocational Behavior*, 53: 300-313. (Presented at Transportation Research Board Annual Meeting, Washington, D.C., 2000.)
- McElroy, J. C., Morrow, P. C., and Crum, M. R. 1997. Organizational and union commitment among railroad employees. *Transportation Research*, 33: 211-221.
- Morrow, P. C. 1997. The measurement of TQM principles and work related outcomes. *Journal of Organizational Behavior*, 18: 363-376.
- Crum, M. R., Morrow, P. C., and Dooley, F. J. 1997. Employee morale in the U.S. class I railroad industry. *Journal of Transportation Law, Logistics, and Policy*, 64: 439-461.
- McElroy, J. C., Morrow, P. C., and Mullen, E. J. 1996. Interorganizational mobility and work related attitudes. *Journal of Organizational Behavior*, 17: 363-374.
- Crum, M. R., Dooley, F. J., and Morrow, P. C. 1995. Employee attitudes about railroad injury compensation. *Transportation Journal*, 35: 15-29.
- McElroy, J. C., Morrow, P. C., Crum, M. R., and Dooley, F. J. 1995. Railroad employee commitment and work related attitudes and perceptions. *Transportation Journal*, 34: 13-24.
- McElroy, J. C., Morrow, P. C., and Fenton, J. B. 1995. Absenteeism and performance as predictors of voluntary turnover. *Journal of Managerial Issues*, 7: 91-98.
- Morrow, P. C., McElroy, J. C., and Phillips, C. M. 1994. Sexual harassment behaviors and work related perceptions and attitudes. *Journal of Vocational Behavior*, 45: 295-309.
- McElroy, J. C. and Morrow, P. C. 1994. Personal space, personal appearance, and personal selling. *Psychological Reports*, 74: 425-426.

- Morrow, P. C., McElroy, J. C., and Elliott, S. M. 1994. The effect of preference for work status, schedule, and shift on work-related attitudes. *Journal of Vocational Behavior*, 45: 202-222.
- McElroy, J. C., Rodriguez, M. M., Griffin, G. C., Morrow, P. C., and Wilson, M. G. 1993. Career stage, time spent on the road, and truckload driver attitudes. *Transportation Journal*, 33: 5-14.
- McElroy, J. C., Morrow, P. C., Power, M., and Iqbal, Z. 1993. Commitment and insurance agents' job perceptions, attitudes, and performance. *Journal of Risk and Insurance*, 60: 363-384.
- Morrow, P. C. 1993. Work adjustment theory: From a distance. *Journal of Vocational Behavior*, 43: 90-97.
- Holt, D. L. and Morrow, P. C. 1992. Risk assessment judgments of auditors and bank lenders: A comparative analysis of conformance to Bayes' theorem. *Accounting, Organizations and Society*, 17: 549-559.
- Khan, L. J. and Morrow, P. C. 1991. The relationship of objective and subjective underemployment to job satisfaction. *Journal of Business Research*, 22: 211-218.
- Morrow, P. C., Eastman, K., and McElroy, J. C. 1991. Concept redundancy and rater naivety in organizational research. *Journal of Applied Social Psychology*, 21: 219-232.
- Goetz, J. F., Morrow, P. C., and McElroy, J. C. 1991. The effect of accounting firm size and member rank on professionalism. *Accounting, Organizations and Society*, 16: 159-165. (Presented at Southeast Region American Accounting Association meeting, Arlington, VA 1989.)
- Morrow, P. C., Mullen, E. J., and McElroy, J. C. 1990. Vocational behavior, 1989: The year in review. *Journal of Vocational Behavior*, 37: 121-195.
- Morrow, P. C., McElroy, J. M., Stamper, B. G., and Wilson, M. A. 1990. The effects of physical attractiveness and other demographic characteristics on promotion decisions. *Journal of Management*, 16: 723-736. (Presented at National DSI meeting, New Orleans, 1989.)
- McElroy, J. C., Morrow, P. C., and Eroglu, S. 1990. The atmospherics of personal selling. *Journal of Personal Selling and Sales Management*, 10: 31-41.
- Morrow, P. C. 1990. Physical attractiveness and selection decision-making. *Journal of Management*, 16: 45-60.
- Morrow, P. C. and Wirth, R. E. 1989. Work commitment among salaried professionals. *Journal of Vocational Behavior*, 34: 40-56.
- Morrow, P. C. and Goetz, J. F. 1988. Professionalism as a form of work commitment. *Journal of Vocational Behavior*, 32: 92-111. (Presented at National Academy of Management meetings, Chicago, 1986.)
- Morrow, P. C., McElroy, J. C., and Blum, M. 1988. Work commitment among Department of

- Transportation employees. *Review of Public Personnel Administration*, 8: 96-104. (Presented at Midwest Business Administration annual meeting, Chicago, 1986.)
- Morrow, P. C. and McElroy, J. C. 1987. Work commitment and job satisfaction over three career stages. *Journal of Vocational Behavior*, 30: 330-346. (Presented at National Academy of Management meeting, New Orleans, 1987.)
- Morrow, P. C., Prell, E. R., and McElroy, J. C. 1986. Attitudinal and behavioral correlates of computer anxiety. *Psychological Reports*, 59: 1199-1204.
- Morrow, P. C. 1986. Predicting retirement age: Towards an understanding of the retirement decision. *International Journal of Management*, 3: 33-40.
- Dobson, C. and Morrow, P. C. 1984. Effects of career orientation on retirement attitudes and retirement planning. *Journal of Vocational Behavior*, 24: 73-83. (Presented at Midwest Sociological Society meeting, Des Moines, 1982.)
- Rathbun, R. A. and Morrow, P. C. 1984. New employee orientation: Saying the right thing in the right place at the right time. *Thrust—The Journal for Employment and Training Professionals*, 6: 1-12.
- Morrow, P. C. and McElroy, J. C. 1984. The impact of physical attractiveness in evaluative contexts. *Basic and Applied Social Psychology*, 5: 171-182.
- Morrow, P.C. 1983. Concept redundancy in organizational research. The case of work commitment. *Academy of Management Review*, 8: 486-500.
- McElroy, J. C. and Morrow, P. C. 1983. An attribution theory of sex discrimination—a note. *Personnel Review*, 12: 11-13.
- McElroy, J. C., Morrow, P. C., and Ackerman, R. J. 1983. Personality and interior office design: Exploring the accuracy of visitor attributions. *Journal of Applied Psychology*, 68: 541-544.
- McElroy, J. C., Morrow, P. C., and Wall, L. C. 1983. Generalizing the impact of object language to other audiences: Peer response to office design. *Psychological Reports*, 53: 315-322. (Presented at National Academy of Management meeting, New York, 1982.)
- Morrow, P. C. 1982. Explorations in macro communication behavior: The effects of organizational feedback on organizational effectiveness. *Journal of Management Studies*, 19: 437-446. (Presented at National Academy of Management meeting, Atlanta, 1979.)
- Morrow, P. C. 1982. Human resources planning and the older worker: Developing a retirement intentions model. *Journal of Occupational Behavior*, 3: 253-261.
- McElroy, J. C. and Morrow, P. C. 1982. Desk placement in the faculty office: Effect of camera angle in slide-simulated office studies. *Psychological Reports*, 50: 675-678.
- Morrow, P. C. 1981. Work related communication, environmental uncertainty, and subunit effectiveness: A second look at the information processing approach to subunit communication. *Academy of Management Journal*, 24: 851-858.

Morrow, P. C. 1981. Retirement preparation programs: Assessing their attendance and efficacy. *Aging and Work*, 4: 244-252. (Presented at National Academy of Management meeting, New York, 1982.)

Morrow, P. C. and McElroy, J. C. 1981. Interior office design and visitor response: A constructive replication. *Journal of Applied Psychology*, 66: 646-650.

Muchinsky, P. M. and Morrow, P. C. 1980. A multidisciplinary model of voluntary employee turnover. *Journal of Vocational Behavior*, 17: 263-290.

Morrow, P. C. 1980. Retirement preparation: A preventive approach to counseling the elderly. *Counseling and Values*, 24: 236-246.

Morrow, P. C. 1979. The unimportance of importance in the measurement of job satisfaction: A reconfirmation. *Replications in Social Psychology*, 1: 59-61.

Morrow, P. C. 1978. Functionalism, conflict theory and the synthesis syndrome in sociology. *International Review of Modern Sociology*, 8: 299-225.

Powers, E. A., Morrow, P. C., Goudy, W. J., and Keith, P. M. 1977. Serial order preference in survey research. *The Public Opinion Quarterly*, 41: 81-85. (Presented at Midwest Sociological meeting, St. Louis, 1976.)

Hillery, G. A., Dudley, C. J., and Morrow, P. C. 1977. Toward a sociology of freedom. *Social Forces*, 55: 685-700. Reprinted in G. A. Hillery, *A Research Odyssey: Developing and Testing a Community Theory*, New Brunswick: Transaction, 1982.

Hillery, G. A. and Morrow, P. C. 1976. The monastery as a commune. *International Review of Modern Sociology*, 6: 139-154. Reprinted in R. S. Cavan and M. S. Das (Eds.), *Communes: Historical and Contemporary*, New Delhi, India: Vikas, 1979. (Presented at Conference on Communes: Historical and Contemporary, Northern Illinois University, DeKalb, IL, 1975.)

## Additional Referred Proceedings/Presentations

Coyle-Shapiro, J. A-M., and Morrow, P.C., 2005. Managing commitment in co-employment contexts. Featured presentation at the 2005 Conference on Commitment, "Commitment in Organizations: Accumulated Wisdom and New Directions, Ohio State University, Columbus, Ohio, October 28-29<sup>th</sup>, 2005.

Coyle-Shapiro, J. A-M., Morrow, P.C., and Kessler, I., 2005. Serving two organizations in the public sector context: Consequences amongst contract employees. Presented at the National Academy of Management meetings, Honolulu, August 8, 2005.

Morrow, P.C. 2004. Does commitment mean the same thing and function in a similar manner across different domains? Presented at the National Academy of Management meetings, New Orleans, August 11, 2004.

Crum, M.R., Morrow, P.C., and Daecher, C. 2002. The influence of carrier scheduling practices on motor coach driver fatigue. *Third International Truck and Bus Safety Symposium Proceedings*, 3: 327-340. (Presented at Third International Truck and Bus Safety Symposium, Knoxville, TN, April 3-5, 2002). Also published in the *Fifth International Conference on Fatigue in Transportation Proceeding* (non-refereed; presented at these meetings by Daecher in Freemantle, Western Australia, March 9 - 13, 2003) and presented at the American Society of Safety Engineers 2004 Professional Development Conference & Exposition in Las Vegas, June 7 - 10, 2004.

Morrow, P. C. InfoIowa '99: Putting commitment and employee loyalty back in the workplace. (Presented at the Iowa Technology Showcase, Des Moines, IA, December 15, 1999.)

Crum, M. R., Morrow, P. C., Roke, P. J., and Miller, J. 1999. Motor carrier scheduling practices and their influence on driver fatigue. *Second International Truck and Bus Safety Symposium Proceedings*, 2: 13-30. (Presented at Second International Truck and Bus Safety Symposium, Knoxville, TN, October 6-8, 1999.)

Dobson, C. and Morrow, P. C. 1997. Are older railroad employees more dedicated? Commitment and work-related attitudes and perceptions among union members. (Presented at Gerontological Society of America meeting, Cincinnati, Ohio, October 1997.)

Morrow, P. C. 1997. Restoring employee loyalty and commitment. (Presented at the Family Values in the Workplace Conference, Murray Bacon Center for Ethics in Business, Ames, IA, September 4, 1997.)

Morrow, P. C. 1991. Professionalism as a construct in organizational behavior. *National Academy of Management Proceedings*, 51: 230-234. (Presented at National Academy of Management meeting, Miami Beach, FL, 1991.)

Dobson, C. and Morrow, P. C. Work attitudes and age: A complex relationship. (Presented at Gerontological Society of America meeting, 1991.)

McElroy, J. C. and Morrow, P. C. 1981. Object language as nonverbal communication: The role of interior office design in impression management. *National Academy of Management Proceedings*, 41: 203-207. (Presented at National Academy of Management meeting, San Diego, CA, 1981.)

Morrow, P. C. and Bokemeier, J. 1979. Attitudes and behavior in organizational settings: Job satisfaction and absenteeism. *Midwest Academy of Management Proceedings*, 22: 221-231. (Presented at Midwest Academy of Management meeting, Cleveland, 1979.)

Morrow, P. C. 1978. Interorganizational communication and interorganizational research: A propositional inventory. *National Academy of Management Proceedings*, 38: 334-338. (Presented at annual National Academy of Management meeting, San Francisco, 1978.)

Morrow, P. C. 1975. Job satisfaction among blue-collar women: A saliency criterion for measurement. *Sociological Research Symposium*, 5: 125-130.

## Books/Chapters in Books

Morrow, P.C. 2006. Part-time employment. In Jeffrey H. Greenhaus and Gerard A. Callanan (Eds.), *Encyclopedia of Career Development*, Volume 2 (pp. 613-616). Thousand Oaks, CA: Sage.

Crum, M. R., Morrow, P. C., and Daecher, C. 2002. *Motor Carrier Scheduling Practices and Their Influence on Driver Fatigue*, Federal Motor Carrier Safety Administration, U.S. Department of Transportation, Contract/grant DTFH61-96-X-00022, Report No. DOT-MC-01-074 (230 pages).  
<http://www.fmcsa.dot.gov/safetyprogs/research/researchpubs.htm>

Morrow, P. C. 1993. *The Theory and Measurement of Work Commitment*. Greenwich, CT: JAI Press. (Featured in "Readers Are Reading," *Academy of Management Review*, July 1994.)

Morrow, P. C. 1985. Retirement planning: Rounding out the career planning process. In D. W. Myers (Ed.), *Employee Problem Prevention and Counseling Handbook* (pp. 301-316). Westport, CT: Greenwood. (Invited book chapter.)

Morrow, P. C. 1985. Employment behavior after age 50. In E. Powers, W. Goudy, and P. Keith (Eds.), *Older Workers in Small Towns* (pp. 13-23). Boston: Kluwer-Nijhoff. (Refereed book chapter.)

Morrow, P. C. and Muchinsky, P. M. 1980. Middle range theory: An overview for organizational research. In C. C. Pinder and L. F. Moore (Eds.), *Middle Range Theory and the Study of Organizations*. Leiden, The Netherlands: Nijhoff, 304-314. (Presented at Conference on Middle Range Theories, Vancouver, British Columbia, Canada, 1978; refereed book chapter.)

Muchinsky, P. M. and Morrow, P. C. 1980. The applicability of middle range theories to the study of organizational effectiveness. In C. C. Pinder and L. F. Moore (Eds.), *Middle Range Theory and the Study of Organizations*. Leiden, The Netherlands: Nijhoff, 33-44. (Presented at Conference on Middle Range Theories, Vancouver, British Columbia, Canada, 1978; refereed book chapter.)

## Non-Refereed Publications

Morrow, P. C. and McElroy, J. C. 2001. Work commitment: An overview of conceptual and methodological developments for the management of human resources. *Human Resource Management Review*, 11: 177-180.

Morrow, P. C. and McElroy, J. C., co-editors. 1993. Special issue on loyalty in a multi-commitment world. *Journal of Business Research*, 26: 1-109.

Maahs, D. E., Morrow, P. C., and McElroy, J. C. 1985. The earnings gap in the 1980s: Its causes, consequences and prospects for elimination. *The Woman CPA*, 47: 14-18. (Editorial board review.)

Maydew, G. L. and Morrow, P. C. 1982. Tax law and women: Implications of the 1981 Tax Act. *The Woman CPA*, 44: 3-7. (Refereed/editorial review.)

McElroy, J. C. and Morrow, P. C. 1981. Interior office design as a form of nonverbal communication: Hidden messages in private office décor. *Management World*, 10: 11-13. (Editorial board review.)

Maydew, G. and Morrow, P. C. 1981. Income tax planning—Tips for women. *Women in Business*, 33: 16-18. (Editorial board review.)

## Book Reviews

Morrow, P. C. 1991. Book review of B. Smith, M. Povall, and M. Floyd. Managing disability at work. In *Journal of Management*, 17: 840.

Morrow, P. C. 1981. Book review of K. Davis and J. N. Newstrom (Eds.). Organizational behavior, readings and exercises. In *Personnel Psychology*, 34: 909-911.

Morrow, P. C. 1981. Book review of E. R. Livernash (Ed.). Comparable worth: Issues and alternatives. In *Personnel Psychology*, 34: 610-614.

Morrow, P. C. 1981. Book review of M. Machlowitz. Workaholics. In *Personnel Psychology*, 34: 405-407.

Morrow, P. C. 1981. Book review of W. M. Jones and R. A. Jones. Two careers—One Marriage. In *Personnel Psychology*, 34: 203-205.

Morrow, P. C. 1980. Book review of J. Hunt. Managing people at work. In *Personnel Psychology*, 33: 872-875.

## Awards, Contracts, and Grants

- \$25,000 Iowa State University Miller Grant. Title: Enhancing student awareness of consumer credit dangers: Which approach is most effective"? (with Virginia Blackburn, lead investigator, and Kay Palan, Sue Ravenscroft, and Karen Terpstra), 2006.
- \$11,000 Iowa State University College of Business Summer Research Grant. Title: "Work scheduling antecedents of accident behavior", 2005.
- \$11,000 Iowa State University College of Business Summer Research Grant. Title: Antecedents and Consequences of External Organizational Commitment: Empirical Development of a New Construct, 2004.
- \$256,531 American Trucking Associations, Trucking Research Institute. Title: Motor carrier scheduling practices and their influence on driver fatigue (with Michael R. Crum, Principal Investigator), 1997-2000.
- 5,000 Iowa State University College of Business Summer Research Grant. Title: Development and evaluation of TQM work practices in a transportation work environment, 1994.

- 5,000 Iowa State University College of Business Summer Research Grant. Title: The effects of sexual harassment on work related attitudes, 1992.
- 108,000 Midwest Transportation Center. Title: The effect of federal and state laws on rail labor and the rail industry: A national transportation policy challenge—Year Two (with Michael R. Crum, Principal Investigator), 1991.
- 15,000 Iowa Department of Employment Services. Title: Organizational survey of the Department of Employment services (with James C. McElroy), 1989.
- 5,000 Iowa State University College of Business Administration Summer Research Grant. Title: The impact of physical attractiveness on employment decision-making, 1988.
- 3,000 Iowa State University College of Business Administration Summer Research Grant. Title: Work commitment in organizational research, 1983.
- 1,000 Iowa State University Graduate College Minigrant. Title: Professional processes among accounting practitioners (with Joe F. Goetz), 1983.
- 650 Council on Library Resources. Title: An investigation of the impact of a changing work environment on job satisfaction and job performance (with Cynthia Dobson and Dilys Morris), 1983.
- 500 Iowa State University Graduate College Minigrant. Title: Work commitment in organizational research (with James C. McElroy), 1982.
- 6,030 Iowa State University Research Foundation and College of Sciences Humanities Research Institute. Title: Impact of work commitment, occupation and sex on retirement plans and attitudes, 1979.

## Professional Associations and Honoraries

- National Academy of Management
- Society for Human Resource Management
- Southern Academy of Management
- Gamma Sigma Delta (National Agriculture Honorary)
- Beta Gamma Sigma (National Business Honorary)
- Sigma Xi
- Phi Kappa Phi (National Scholastic Honor Society)
- Alpha Kappa Phi (National Sociology Honorary)

## Professional Service

- Member, Editorial Review Board, *Journal of Labor Research*, 2003 to present
- Member, Editorial Review Board, *Journal of Vocational Behavior*, 1989 to present
- Member, Editorial Review Board, *Journal of Organizational Behavior*, 1991 to 1999
- Member, Editorial Review Board, *Journal of Occupational and Organizational Psychology*, 1990 to 1995
- Co-editor (with James C. McElroy), special issue of *Human Resource Management Review*, Work Commitment: Conceptual and Methodological Developments for the

Management of Human Resources, Fall 2001

- Co-editor (with James C. McElroy), special issue of the *Journal of Business Research*, Understanding and Managing Loyalty in a Multi-commitment World, May 1991
- Ad hoc reviewer for *Academy of Management Journal*, *Academy of Management Review*, *Journal of Management*, *Human Relations*, *Human Resource Management*, and *Organizational Science*, among others.
- Reviewer for paper selection, Organizational Behavior Division, National Academy of Management meetings, 1987-07
- Reviewer for paper selection, Careers Division, National Academy of Management meetings, 1991, 2002-06
- Reviewer for paper selection, Midwest Academy of Management meetings, 1984-93
- Discussant for Human Resources/Industrial Relations session of Midwest Business Administration Association, 1986
- Membership chairperson–State of Iowa, Personnel–Human Resources Division, Academy of Management, 1980-83
- Reviewer for paper selection, Organizational Communication Division, Academy of Management, 1980 meetings; and discussant for section entitled Information Utilization and Decision Making in Communication

## International Service

- Lectures and study guide preparation on “Motivation.” Nizhni Novogorod State Agricultural Academy, Russian Federation, 1996
- Lectures on “Management in a Market Economy Through U.S. A.I.D.,” Czech and Slovak Federal Republic, 1992. (Universities of Agriculture, Prague, Brno, and Nitra)

## Administrative and Outreach Activities

- Invited speaker at “HR Roundtable” at the PIC meeting in Ames Iowa. Invited by Patty Hazelwood of M2P2, Oct. 5, 2005. “What Can Job Attitudes Do for You?”
- Multi-breakout session speaker (“Driving Motivation: Clearing the Roadblocks to Higher Job Performance” and “Married to the Job: or Should We Just Live Together? Why Commitment May Not Be Part of Your Employees’ Vocabulary” at the Iowa Business Seminar, Strategy Summit: Reaching New Heights, Ft. Dodge, Iowa, January 7, 2004.
- Iowa State University representative to state-level task force to design a new compensation system for K-12 teachers chaired by John Forsyth, CEO, Wellmark, Committee chair, 2000-01
- Served on forum planning and organizing committee of the Industrial Relations Research Association for the “Work is Everyone’s Business” conference held September 21-22, 1999 in Des Moines. Panel discussion on “Iowa Perspectives.”
- Served as director for graduate interdisciplinary program in Industrial Relations (e.g., admissions, placement, public relations, and research assistantships). Served as interim advisor and internship coordinator for all students. Annual enrollment of 30, 1992-00
- Faculty advisor to student chapter of the society for Human Resource Management, 1992-present
- Developed, coordinated, and team taught the initial workshop for the Center for Professional and Executive Development, “Sexual Harassment in the Workplace,” September 1994

- As the Assistant Dean for Graduate Studies (1984-86), directed an interdisciplinary masters program, Business Administrative Sciences (25 students), and the M.B.A. program (60 students). Was instrumental in securing Regents' approval of latter program. First class admitted Fall 1985. Chaired all program advisory committees. Coordinated and administered graduate assistantships for college. Coordinated College of Business off-campus credit programs.

## Committee Service

### University Service

- Major Sanctions Committee, 2004
- Faculty Advisor, Society for Human Resource Management (SHRM), 1992-2006
- University Professor Selection Committee, 2001-03 (Chair, 2001, 2002)
- Faculty Athletics Representative, 2003-present
  - NCAA Division I Progress Toward Degree Waivers Committee, 2004-present
  - Big 12 Administrative Committee, 2004-present
  - Big 12 Handbook Revision Committee, 2004-present
  - Big 12 Strategic Planning Review Committee, 2005
  - ISU Ineligibility Appeals Committee, 2001-02
  - ISU NCAA Recertification Steering Committee, 2000-02
  - ISU NCAA Women's Basketball Regional Championship Steering Committee, 2001-02
  - ISU Search Committees: Senior Woman Administrator (2002-03), Women's Soccer (2000), Women's Basketball (1995), Athletics Directors (1993, 2000), Associate Athletics Director for Business (2004), Volleyball (2004), Women's Golf (2005), Softball (2005)
- Athletics Council, Presidential Appointment, 1999-03
  - Executive Committee, 2000-present (Vice Chair 2001-02)
  - Ex-officio as Faculty Representative (2003-present)
  - Equity Committee, 2000-01
  - Academic Integrity Committee, 1999-2003; Chair 2001-2003
- Provost Search Committee, 2002
- Sexual Harassment Assistor, 1999-present
- Provost Search Committee, 1998-99
- Industrial Relations Advisory Committee, 1991-2000 (Chair, 1992-2000)
- Faculty Advisor, Sudanese Student Association, 2000-01
- *Iowa State Daily* Publications Board, Inc., Presidential Appointment, 1996-99
- College of Business and Department of Economics Joint Task Force, 1997
- Faculty Senate Committee on Professional Development, 1995-96
- Vice-Provost and Graduate College Dean Review Committee, 1994-95
- Faculty Salary Equity Committee, 1993-94
- Gerontology Advisory Committee, 1992-93
- University Library Committee, 1991-93
- Faculty Development Committee, 1989-90
- Faculty Appeals, 1989-90
- Ad hoc Committee to Dismiss a Faculty Member, 1989
- Strategic Planning Committee, Presidential Appointment, 1987-89
- General Graduate Studies Program Review Committee, 1987-90
- Graduate College Scholarship (PACE) Committee, 1984-86

- Academic Programs Committee, North Central Accreditation (10-year review Project), 1984-86
- Off-Campus Courses and Conferences Committee, 1984-86

### College of Business

- Assisted with MBA trip to Europe. Visited plant setting with expertise in supply chain management in Germany, Czech Republic, and Slovakia, April 19-May 3, 2006
- Mentor for new faculty member, Jennifer Blackhurst, LOMIS Department, 2005-06
- MBA Service Learning Project Faculty Sponsor (Story County United Way), 2002
- Task Force to Identify Signature Area for College, 2001 (Chair)
- College of Business Dean's Review Committee, 1999-00
- Graduate Committee, 1998-00
- Accounting and Finance Departments Chair Search Committee (Chair, 1997-98)
- Faculty Development Committee (Chair, 1995-96)
- Dean Search Committee, 1994-95
- Graduate Committee, 1994-95, ex-officio
- Teaching Effectiveness Committee (Chair, 1993)
- Faculty Development Committee (Chair, 1990-91)
- Dean Search Committee, 1988-89
- Promotion and Tenure Committee, 1980-84, 1988-89, 1990-91
- Academic Standards Committee, 1986-87
- Business Administrative Sciences Supervisory Committee, 1984-88 (Chair, 1984-86)
- Search Committee, Pioneer Hi-Bred Endowed Chair, 1985-88
- Curriculum Committee, 1984-86
- Support Services Committee, 1984-85 (assessed need of word processing/computer system; selected system for college)
- American Association of Collegiate Schools of Business Committee, 1984-86

### Long Range Planning Committee, 1984-86

- Library Committee, 1980-83 (Chair, 1981-82)
- Research Committee, 1978-1980, 1982-83
- Space Utilization Committee, 1981-83 (major remodeling undertaken)

### Department of Management

- Management Search Committee (Management of Technology), 2006
- Management Search Committee (Entrepreneurship), 2005
- Screening Committee for Temporary Instructors, Chair, 2003
- Post tenure Review Committee, 2002
- MIS Search Committee, 1996-97
- Management Search Committee, 1993-94
- Promotion and Tenure Committee, 1989-89, 1991-92 (Chair), 2003-04 (Chair)
- Management Search Committee, 1981-83

## Honors

- College of Business Senior Research Award (impact on business researchers over 2-year period), 2007
- Awarded Max S. Wortman, Jr. Professorship in Management, July 2005
- College of Business Research Award (impact on business researchers over 2-year period), 2003
- Awarded University Professor designation, 2000
- ISU Alumni Association's Faculty Citation Award, 1994
- Recipient of Legislative Teaching Award, College of Business, 1991
- Outstanding Faculty Award, School of Business Administration, 1983