

**Dr. William G. Castellano**  
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## **EDUCATION**

### **Rutgers University**

**Ph.D.** Industrial Relations and Human Resource Management

### **Rutgers University**

Graduate School - New Brunswick, N.J.

### **Masters of Science**

Major: Human Resources Management

### **Pace University**

Lubin School of Business - New York, N.Y.

### **Bachelors in Business Administration**

Major: Human Resources Management

Magna Cum Laude

## **ACADEMIC EXPERINCE**

**7/21 – present**

**Rutgers University School of Management and Labor Relations  
Extension Specialist (Professor I) with Tenure, Human Resource  
Management Department  
Executive Director, NJ/NY Center for Employee Ownership  
Associate Director, Institute for the Study of Employee Ownership  
and Profit Sharing**

Helped create the Shares Laboratory to expand our research offerings in equity compensation receiving sponsorships from six major corporations. Established a team of research fellows responsible for generating quarterly equity research reports. Received a \$600,000 in two grants from the Kellogg Foundation to educate underrepresented business owners and advisors about employee ownership business succession strategies.

**7/23 – present**

**Interim Chair, Human Resource Department**

Oversee faculty recruitment and development, appointments and promotions, curriculum offerings, marketing, and operations of the Human Resource Management Department. Implemented the Faculty Compensation Program and the 2024-2025 Sabbatical Program. Developed new policies for classroom caps and use of TAs. Assigned faculty mentors and mentees and ensured all objectives are met.

**8/19 – 7/21**

**Rutgers University School of Management and Labor Relations  
Associate Extension Specialist with Tenure**

**8/17 – 7/19**

**Chair, Human Resource Department  
Executive Director, NJ/NY Center for Employee Ownership**

Oversaw faculty recruitment and development, curriculum offerings, program management,

marketing, and operations of the Human Resource Management Department. Supported the BA Human Resource Management program comprised of over 800 majors and 250 minors, and the Master's HRM program comprised of 150 students from around the world. Established the Center for HR and Leadership Development that provides executive education programs to corporate clients and the NJ/NY Center for Employee Ownership that communicates research on employee ownership and offers programs that promote broad-based equity and employee ownership strategies to business owners.

**2/15 – 8/17                      Rutgers University School of Management and Labor Relations  
Associate Dean for External Engagement/ Associate Extension  
Specialist (with Tenure, 7/15)**

Managed SMLR external engagement activities, including extension and executive/professional education (EPE), marketing and communications. Also, in collaboration with the Associate Dean for Academic Affairs, was responsible for developing and managing international relationships with overseas institutions extending our global reach in teaching and serving our students.

**7/14 – 2/15                      SMLR Executive and Professional Education  
Associate Dean / Professor Professional Practice**

Reorganized the Center for Management Development creating two new executive education functions for the Rutgers Business School and School of Management and Labor Relations. SMLR's Executive and Professional Education (EPE) is an international leader in developing and delivering innovative training solutions for building effective and sustainable organizations.

**8/12 – 7/14                      Rutgers University Center for Management Development  
Executive Director / Clinical Associate Professor**

Executive Director of Rutgers Center for Management Development (CMD) a leading provider of management and executive education programs for more than 50 years, reported to the Deans of the Rutgers School of Business and Rutgers School of Management and Labor Relations. Managed 25 employees generating over \$8 million in annual revenue

**5/11 – 6/13                      Rutgers University SMLR  
Director, Strategic HR Leadership Council / NTT Associate  
Professor**

Established a new Center to advance and shape the field of Human Resource Management by identifying the competencies required by future HR leaders and designing the curriculum to develop those competencies in the next generation of HR professionals. Managed center operations consisting of administration, business development, marketing, career management, and management education services.

**6/09 – 6/13                      Rutgers University  
Director, HRM Undergraduate Programs / NTT Associate Professor**

Developed and oversaw a new HRM undergraduate program responsible for program design, curriculum development, faculty recruitment, program evaluation, strategic planning, marketing and administration. Over a three-year period grew the program to over 600 HR majors and minors.

**Rutgers University Center for Human Resource Strategy**  
**1/08 – 5/10 Associate Director / Instructor**  
**5/10 – 5/11 Director**

Managed a Center to increase collaboration between the world-renowned HR faculty researchers at Rutgers University and senior thought-leaders from many leading global corporations. Established relationships with 25 Chief Human Resource Officers generating \$375,000 in annual revenue

### **EXTENSION SCHOLARSHIP**

### **PUBLICATIONS**

#### **Book**

Castellano, W.G. 2014. **Practices for Engaging the 21<sup>st</sup> Century Workforce: Challenges of Talent Management in a Changing Workplace.** Upper Saddle River, NJ: Pearson Education, Inc.

Book Pending Publication

Castellano, W.G. 2024. **Practices for Managing the Future of Work Today.** Austin Texas: Green Leaf Book Group

#### **Technical Reports**

Castellano, W.G. 2020. Generational Perceptions and Interests in Equity Compensation. An analysis and report of a research study commissioned by Morgan Stanley.

Castellano, W.G. 2020. Conducting Research in Compliance with the EU General Data Protection Regulation (GDPR). Commissioned by Baker McKenzie and Global Equity Organization.

Castellano, W.G. 2013. Strategic Flexible Staffing Model. A report commissioned by Adecco/Beeline.

Castellano, W.G. 2011. Organizational Adaptability: A Framework for Managing Contract Human Capital. An analysis and report created for the U.S. Army's Armament Research, Development and Engineering Center (ARDEC).

Castellano, W.G., Gully, S. M., and Phillips, J. M. 2010. Advertising Messages and Recruiting Effectiveness for Innovation-Oriented Firms. An analysis and report created for Advance/ NJ.com

### **Research Papers**

Castellano, W. et. al. 2024. Global Share Plans Ranking Report: A country-by-country view of support for equity-based compensation. **Global Equity Organization.**

Palmieri, M., Han, J.H., Kruse, D.L., Castellano, W., Klein, F.B., Scharf, A., and Blasi, J.R. 2024. Job Quality of Employee Share Owners in the United States. **Rutgers Shares Laboratory**

Han, J.H., Klein, F.B., Blasi, J., Kruse, D.L., Castellano, W.G., and Scharf, A. 2023. Distribution of Equity Compensation Based on Race. **Rutgers Shares Laboratory.**

Klein, F.B, Blasi, J.R., Kruse, D.L., Han, J.H., Castellano, W.G. 2023. Distribution of Equity Compensation Based on Gender. **Rutgers Shares Laboratory.**

Blasi, J.R, Kruse, D.L., Han, J.H., and Castellano, W.G. 2023. Historical Trends in Equity Compensation, 2002-2018. **Rutgers Shares Laboratory.**

Castellano, W.G., Sutton, K., and Daramola, O. 2021. Understanding the Opportunities for Employee Ownership Among Minority Veteran-Owned Businesses. **Prudential Foundation Grant given to Rutgers Institute for the Study of Employee Ownership and Profit Sharing.**

Castellano, W.G, and Han, J.H. 2020. Five Demographic Trends to Enhance and Evolve Your Equity Plan Now. **Rutgers Institute for the Study of Employee Ownership and Profit Sharing.**

Castellano, W.G. 2019. Top 10 Recommendations to Increase Equity Participation and Ownership. **Rutgers Institute for the Study Employee Ownership and Profit Sharing.**

Blasi, J., Kruse, D., and Castellano, W. 2018. Thinking Strategically About Your Equity Compensation Program Using Academic Research Evidence. **Rutgers Institute for the Study of Employee Ownership and Profit Sharing.**

Castellano, W. 2009. A New Framework of Employee Engagement. **Rutgers University Center for Human Resource Strategy, Piscataway, NJ.**

### **Case Studies**

Caligiuri, P., Castellano, W. 2008. K. Hovnanian's Approach to Preserving Intangible Assets after Acquisitions, **Society for Human Resource Management, Alexandria, VA.**

### **Trade Publications**

Castellano, W.G. 2017. How to be a More Strategic HR Leader in 2017. **Globoforce.com**

Castellano, W.G., Beatty, J.R., 2016. Engagement: A Contrarian Perspective. **Talent Quarterly**, March (9).

Castellano, W. 2004. Creating a Flexible Workforce Strategy to Attract and Retain Talent. **WorkLife Matters Magazine**.

Castellano, W. 2004. Strategies for Flexible Staffing. **Human Capital Magazine**.

### **ACADEMIC RESEARCH**

#### **Peer Reviewed Publications**

Kruse, D., Blasi, J., Kang, S., Kim, J. and Castellano, W.G. (2022). Do employees share owners face too much financial risk? Analysis of the survey of consumer finances. **Industrial and Labor Relations Review**, 75(3), 716-740.

Phillips, J.M., Griswold, K., Shiverdecker, L., Castellano, W.G. (2021). Willkommen, bienvenue, welcome: Language and cultural diversity messages as strategic recruiting tools for multilingual organizations. **International Journal of Human Resource Management**.

Han, J.H., Shin, D.J., Castellano, W.G., Konrad, A.M., Kruse, D.L., and Blasi, J.R. (2020). Creating mutual gains to leverage a racially diverse workforce: The effects of firm-level racial diversity on financial and workforce outcomes under the use of broad-based stock options, **Organization Science**, 31(6), 1515-1537

Castellano, W.G. (2016). Technological advances impact on labor markets and jobs. **France Forum**, November, vol. 63

Phillips, J. M., Gully, S. M., & Castellano, W.G. (2014). Improving recruiting effectiveness for innovative startups: The importance of job advertisement wording. **American Journal of Entrepreneurship**, 7(1), 102-141.

Phillips, J. M., Gully, S. M., McCarthy, J.E., & Castellano, W.G. & Kim, M.S. (2014). Recruiting global travelers: The role of global travel recruitment messages and individual differences in perceived fit, attraction, and job pursuit intentions. **Personnel Psychology**, 67, 153-201.

Gully, S. M., Phillips, J. M., Castellano, W., Han, K., & Kim, A. (2013). A mediated moderation model of recruiting socially and environmentally responsible job applicants.

**Personnel Psychology**, 66(4), 935-973.

### **Manuscripts in Progress**

Castellano, W.G., and Han, J.H. Equity compensation programs and the moderating effect of other HR programs on employee engagement and commitment. To be submitted to **Journal of Management**.

Castellano, W.G., and Han, J.H. Generational and gender perceptions and outcomes of equity compensation programs. To be submitted to **Human Resource Management Journal**.

Castellano, W. G. Contract Human Capital HR Architecture: A Framework for Managing Talent in the Gig Economy. To be submitted to **Journal of Management**.

Castellano, W.G. and Kim, J.O. Employee ownership and the moderating effect of great game of business practices on employee engagement and innovative behaviors. To be submitted to **Human Resource Management Journal**.

### **Dissertation**

Castellano, W.G. 2010. Contract Human Capital HR Architecture. Dissertation submitted to the Graduate School-New Brunswick **Rutgers University**.

### **Thesis**

Castellano, W.G. 2007. A Framework for Managing Contract Human Capital: Contract Human Capital Engagement Modes and HR Configurations. Thesis submitted to the **School of Labor and Management Relations, Rutgers University**.

### **Book Chapters**

Hong, Y., Castellano, W., Lepak, D. 2007. Employee Loyalty and Engagement. **Battleground Business**, p. 149-156, Greenwood Press, Westport, CT.

Lepak, D.P. Jiang, K., Han, K., Castellano, W., and Hu, J. 2012. Strategic HRM Moving Forward: What Can We Learn from Micro Perspectives? In G. Hodgkinson and J. K. Ford (Eds.), **International Review of Industrial and Organizational Psychology**, Chichester, UK: John Wiley & Sons

### **Academic Conference Papers**

Castellano, W.G. 2020. Contract human capital HR architecture: A framework for managing

- talent in the gig economy. **Academy of Management** Virtual Annual Meeting.
- Castellano, W.G. 2019. Top ten recommendations to increase equity participation and ownership. **15<sup>th</sup> Annual CEP and Silicon Valley NASPP Symposium**, Santa Clara, CA.
- Castellano, W.G. and Han, J. 2019. The effects of racial diversity on firm-level outcomes under the use of broad-based stock options. Presented at the **Academy of Management** Annual Meeting, Boston, MA.
- Han, J. and Castellano, W. G. Status or Incentive? The Differential Effects of Employee Ownership Stake on Employee Identity and Motivation. *Paper to be presented at the 18<sup>th</sup> International Labour and Employment Relations Association (ILERA) World Congress, Seoul, Korea, July 2018.*
- Castellano, W.G. 2018. Contract human capital HR architecture: A framework for managing Talent in the Gig economy. Presented at **9<sup>th</sup> International Research Meeting in Business and Management**, July 7, Nice France.
- Gully, S.M., Phillips, J.M. & Castellano, W. 2017. Recruiting to enhance and support global diversity. Presented at the **Academy of Management** Annual Meeting, Atlanta, GA.
- Gully, S. M., Phillips, J. M., Castellano, W., Han, K. J., & Kim, A. (2012). A mediated moderation model of recruiting socially and environmentally responsible job applicants. Presented in Enhancing Employee Fit Through Recruitment, Culture, and Cross-Cultural Adjustment. Cross Divisional Paper session, **Academy of Management** Meeting, [August 3-7](#), Boston, MA.
- Castellano, W.G. 2010. Managing Multiple Sources of Workforce to Achieve Competitive Advantage. Presented at **Strategic Management Society** Annual Conference, September 15, Rome Italy.
- Gully, S.M., Phillips, J.M. & Castellano, W. 2010. Innovation-oriented advertising messages, job seeker goal orientation and recruiting effectiveness. (Under Review at JAP) Presented at the **Academy of Management** Annual Meeting, Montreal, CA.
- Phillips, J. M., Gully, S. M., & Castellano, W. 2009. A model of the role of recruitment messages in applicant diversity and attitudes toward diversity. Interactive paper presented at the **Academy of Management** Annual Meeting, August 7-11, Chicago, IL.
- Castellano, W., Gully, S. M., Phillips, J. M., & Han, K. 2009. A model of the role of recruitment messages in recruiting environmentally responsible applicants. Interactive paper presented at the **Academy of Management** Annual Meeting, August 7-11, Chicago, IL.
- McKay, P., Avery, D., Castellano, W., & Morris, M. 2009. It's cheaper to keep them: A model of the psychological diversity climate-voluntary turnover relationship, presented at the

**Society for Industrial and Organizational Psychology**, New Orleans, LA.

Castellano, W., & Lepak, D. 2008. Contract Human Capital HR Architecture, presented at **Academy of Management**, Anaheim, CA.

Castellano, W., & Lepak, D. 2008. Building HRM Systems for High Involvement, High Commitment Work Environment, presented at **Academy of Management**, Anaheim, CA.

Castellano, W., & Liao, H. 2008. Understanding How Contract Workers Form and Respond to Justice Perceptions, presented at the **Society for Industrial and Organizational Psychology**, San Francisco, CA.

Castellano, W. 2007. A Framework for Managing Contract Human Capital: Contract Human Capital Engagement Modes and Human Resource Configurations, presented at **Academy of Management**, Philadelphia, PA.

Castellano, W. 2007. Applying Institutional Theory to Explain why Organizations Outsource Business Functions, presented at **Academy of Management**, Philadelphia, PA.

## **TEACHING**

**Undergraduate courses** I developed and delivered:

2020 37:533:322:90 Online Building Cultural Agility  
2014 37:533:323:01 Managing the 21<sup>st</sup> Century Workforce  
2012 37:533:313:01 Compensation and Rewards  
2011 37:533:317:01 Career Management  
2011 37:533:322:01 Economics & Demographics of Labor Markets  
2010 37:533:315:01 Global Human Resource Management  
2009 37:533:301:01 Introduction to Human Resource Management

**Graduate courses** I developed and delivered:

2021 38:533:706:90 Online Capstone Class  
2020 38:533:690:90 Online HR Strategy IV  
2020 38:533:665:90 Online Managing the Global Workforce  
2017 38:533:690:02 HR Strategy IV: Aligning Business and HR Strategies  
2011 38:533:665:02 Managing the Global Workforce  
2011 38:533:661:01 CHRS Research Fellows Program  
2010 38:533:690:01 HR Strategy IV: Designing and Implementing Human Capital Strategies  
2008 38:533:540:01 Financial Decisions  
2007 38:533:565:02 Economics and Demographics of Labor Markets

## **EXTENSION OUTREACH**



## CONFERENCE PRESENTATIONS

April 10, 2024. Global Equity Organizational 25<sup>th</sup> Annual Conference, Nashville Tennessee  
Title: “A Country-by-Country View of Support for Equity-Based Compensation”

April 11, 2024. Global Equity Organizational 25<sup>th</sup> Annual Conference, Nashville Tennessee  
Title: “Making the Case for Broad-Based Ownership”

January 13, 2024. Rutgers Kelso Workshop  
Title: “Overview of Shares Lab Equity Compensation Research”

November 2, 2023. Exit Planning Institute Business Conference  
Title: “Unlocking Employee Ownership: Exploring the Power of ESOPs”

October 9 -11. BOA Equity Client Advisory Board Meeting, Savannah Georgia  
Title: “Equity Compensation Trends by Gender and Age”

April 19, 2023. Global Equity Organization. 24<sup>th</sup> Annual Conference, Edinburgh  
Title: “Stop the Quiet Quitting: Using Equity to Adapt to Market Forces.”

January 15, 2023. Rutgers Institute for the Study of Employee Ownership and Profit Sharing  
Kelso Workshop  
Title: “Impact of Equity Compensation Programs on Employees’ Attitudes and Outcomes”

December 8, 2022. Rutgers Alumni Workplace Engagement Business Forum.  
Title: “Managing and Engaging a Multi-Generational Workforce”

July 14, 2022. University of Pennsylvania CEO Employee Ownership Workshop  
Title: “Employee Ownership Research Update”

May 18, 2022. National Association of Stock Plan Professionals San Diego  
Title: “Behavioral Economics: A Key to Understanding Responses to Compensation Changes”

April 28, 2022. Global Equity Organization Conference  
Title: “Behavioral Economics: A Key to Understanding How Employees Make Equity  
Compensation and Financial Decisions”

April 4, 2022. SM Graves Associates Media Project: New Ideas in Economic Development  
Title” Research and Educational Program on Employee Ownership Strategies for Business  
Succession Planning”

January 16, 2022. Rutgers Institute for the Study of Employee Ownership and Profit Sharing  
Kelso Workshop  
Title: “New Online Program to Educate Minority-Owner Business Owners about Employee  
Ownership Strategies for Business Succession Planning”

January 15, 2022. Rutgers Institute for the Study of Employee Ownership and Profit Sharing Kelso Workshop, Panel Discussion Chair  
Title: “Worker Cooperatives and Private Capital”

November 15, 2021. Prudential Foundation Committee.  
Title: “Understanding the Opportunities for Employee Ownership Among Minority Veteran-Owned Businesses”

November 5, 2021. Rutgers Center for Employee Ownership 4<sup>th</sup> Annual Business Conference.  
Title: “What’s New in Equity Compensation Research?”

November 4, 2021. Rutgers Center for Employee Ownership 4<sup>th</sup> Annual Business Conference.  
Title: “What’s New in ESOP Research?”

September 29, 2021 Keynote Speaker at Multi-State Employee Ownership Conference  
Title: “Creating a High Performance Ownership Culture”

June 29, 2021 Rutgers Beyster Symposium  
Title: “Discussant at Bank of America Equity Compensation Research”

June 15, 2021. Equilar Executive Compensation Summit  
Title: “Behavioral Economics: A Key to Understanding Responses to Compensation Changes

April 1, 2021. E-Trade Innovation Learning Series  
Title: “Generational Perceptions and Outcomes of Equity Programs”

September 15, 2020. National Association of Stock Plan Professionals Virtual conference  
Title: “Five Demographic Trends: Perceptions and Outcomes of Equity Compensation Plans”

August 13, 2020. Global Equity Organization Global Conference, Nashville TN  
Title: “Trends in Financial Wellness Programs”

June 24, 2020. Global Equity Organization, NY Chapter Conference  
Title: “Trends in Equity Compensation”

June 17, 2020. Rutgers Beyster Symposium  
Title: “Five Demographic Trends Impacting Equity Plan Strategies”

June 16, 2020. Synergy Client Conference  
Title: “Bridge the Gap: Generational Views in Equity Compensation”

May 14, 2020. Morgan Stanley Thought Leadership Series Client Conference  
Title: “The Equity Plan of Tomorrow Starts Today”

October 29, 2019. Rutgers 3<sup>rd</sup> Annual Employee Ownership Conference  
Title: “Top 10 Recommendations to Increase Equity Participation and Ownership.”

October 22, 2019. Global Equity Organization Americas Regional Conference  
Title: “Keynote Speaker: Bridging the Gap – Generational Perceptions and Interests in Equity Compensation.”

October 2, 2019. GEO Austin Texas Chapter.  
Title: “Building an Ownership Culture”

October 1, 2019. GEO Dallas Texas Chapter.  
Title: “Building an Ownership Culture”

September 30, 2019. GEO Huston Texas Chapter.  
Title: “Building an Ownership Culture”

September 19, 2019. Multi State ESOP Conference.  
Title: “Creating an Ownership Culture.”

June 24, 2019. Beyster Symposium.  
Title: “Do Employee Share Owners Face Too Much Risk?”

April 10, 2019. Global Equity Organization European Conference, Amsterdam NL  
Panel Title: “Back-to-School: 2019 Share Plan Research”

January 24, 2019. Global Equity Organization New York Chapter Symposium.  
Title: “Effective Share Plan Strategies that Impact Organizational Strategic and Financial Outcomes.”

December 3, 2018. New Jersey Labor and Employment Relations Association.  
Panel Title: “How Millennials are Impacting the Workforce and Labor Movement”

November 15, 2018. Global Equity Organization Pan European Regional Event, London  
Keynote Panel Title: “What’s Hot in Academic Research in Share Plans”

October 22, 2018: Rutgers Center for Employee Ownership 2<sup>nd</sup> Annual Conference, New Brunswick NJ  
Title: “Thinking Strategically about your Equity Compensation Program”

October 15, 2018. Garden State Council: SHRM Conference and Expo.  
Title: “Thinking Strategically about your Equity Compensation Program”

May 10, 2018. Morgan Stanley Thought Leadership Conference, Chicago, IL,  
Title: “Key-Take-A-Ways from Equity Compensation Research”

April 25, 2018. Global Equity Organization, 19<sup>th</sup> Annual Conference, Orlando, FL.  
Title: “Getting Your Point Across the Globe- Communication and Measuring the Value of Equity Award Programs”

March 28, 2018. Certified Equity Professional Morgan Stanley Thought Leadership Conference, Santa Clara University.

Title: "Key-Take-Aways from Equity Compensation Research"

October 15, 2017. Garden State Council: SHRM Business Education Workshop.

Title: "HR Strategy at the Edge of Chaos"

July 31, 2017. Rutgers Center for Employee Ownership and Santa Clara Certified Equity Professional Institute Symposium.

Title: "Employee Ownership Strategies: Building High Performance, Inclusive Companies for the 21<sup>st</sup> Century"

June 25, 2017. East China University of Science and Technology, Seminar: Career Development in the VUCA Era

Title: "Succeeding in an Era of Change"

June 22, 2017. East China University of Science and Technology, MBA Business Conference

Title: "Talent Management at the Edge of Chaos"

June 1, 2017. Bloomberg BNA ESOP Conference

Title: "Creating Material Wealth for Business Owners and Labor with ESOPs"

May 25, 2017. Keynote speaker at Kronos Executive Summit

Title: "Talent Management at the Edge of Chaos"

December 8, 2016. Keynote speaker at New Jersey Health Care Talent Network Symposium.

Title: "Leadership in the 21<sup>st</sup> Century Health Care Industry"

November 13, 2016. Keynote speaker at Kronos Leadership Summit.

Title: Talent Management at the Edge of Chaos

July 29, 2016. Certified Equity Professional Institute East Coast Symposium

Title: "Increasing the Return on Equity Compensation Programs"

May 25, 2016. Keynote speaker at the 5<sup>th</sup> Annual CHRO Leadership Summit, Philadelphia PA

Title: "Engagement: A Contrarian Perspective"

October 5, 2015. Garden State Council SHRM Annual Conference.

Title: "Engaging the 21<sup>st</sup> Century Workforce."

September 30, 2015. Keynote speaker Diversity Inc. Special Awards Event.

Title: "High Potentials and the War for Talent"

May 19, 2015. Keynote speaker at the 5<sup>th</sup> Annual CHRO Leadership Summit, Philadelphia PA

Title: "Set Strategy to Handle Chaos"

March 11, 2015. Central NJ Society for Human Resource Management, New Brunswick NJ

Title: "HR's Role in Mergers and Acquisitions"

November 6, 2014. Central NJ Society for Human Resource Management, New Brunswick NJ  
Title: "Global Human Resource Management"

March 12, 2014. Human Capital Institute Executive Roundtable, New York NY  
Title: "Engaging the 21<sup>st</sup> Century Workforce"

August 7, 2012. Cross Divisional Paper session, Academy of Management Meeting.  
Title: "A mediated moderation model of recruiting socially and environmentally responsible job applicants"

April 18, 2012. Keynote speaker at Beeline/Adecco Customer Conference  
Title: "Enhancing Organizational Adaptability: Achieving Success in the New Normal"

November 8, 2011. Strategic Management Society Annual Conference  
Title: "Achieving Organizational Adaptability"

April 1, 2011. Society of Human Resource Management Business Conference  
Title: "HR and the New Normal: Workforce Implications"

December 3, 2010 Avon Executive Speaker Series  
Title: Attracting and Retaining Top Talent

September 15, 2010. Strategic Management Society Annual Meeting  
Title: "Leveraging Human Capital with HR"

August 7, 2010. Academy of Management Interactive Paper  
Title: "Innovation-oriented advertising messages, job seeker goal orientation and recruiting effectiveness"

August 10, 2009. Academy of Management Interactive Paper  
Title: "A model of the role of recruitment messages in applicant diversity and attitudes toward diversity"

August 11, 2008. Academy of Management Symposium on Building HRM Systems for High Involvement, High Performance Work Environments  
Title: "Contract Human Capital HR Architecture"

April 10, 2008. Society for Industrial and Organizational Psychology Poster Session  
Title: "Understanding How Contract Workers Form and Respond to Justice Perceptions"

August 7, 2007. Academy of Management Interactive Paper  
Title: "Applying Institutional Theory to Explain why Organizations Outsource Business Functions"

August 6, 2007. Academy of Management Paper Presentation

Title: "A Framework for Managing Contract Human Capital"

May 17, 2007. Comensura Supplier Conference

Title: "Framework for Managing Contract Human Capital Research Study"

October 21, 2004. Northeast Human Resources Association (NEHR) An Invention Convention  
"Ahead of the Curve"

Title: "Strategic Flexible Staffing"

August 31, 2004. Professionals in Human Resources Associations (PIHRA) Annual  
Conference and Exhibition

Title: "Strategic Flexible Staffing"

April 20, 2004. SHRM Employment Management Association National Conference

Title: "Outsourcing Strategic Staffing"

April 14, 2004. National Association of Purchasing Managers (NAPM) Annual Conference

Title: "Talent Management Procurement Strategies"

July 31, 2003. Human Resources Outsourcing World Conference

Title: "A New Strategy for Outsourcing the Management of a Flexible Workforce and  
Reducing Costs"

June 24, 2003. SHRM 55th Annual Conference and Exposition

Title: "A New Strategy for Managing a Flexible Workforce"

December 5, 2002. Institute for Supply Management (ISM) National Conference

Title: "How to Save a Million Dollars Today: An Innovative Flexible Workforce Management  
Strategy"

September 17, 2002. National Association of Purchasing Managers NY Conference

Title: "A New Paradigm for Purchasing Professional Services in the Human Capital Market"

September 29, 2001. IQPC National Congress on Recruiting and Staffing

Title: "Leveraging Internal and External Staffing Resources"

## **EXTENSION ASSESSMENT AND TEACHING**

### **EXECUTIVE EDUCATION**

#### **Executive/Professional Certificate Programs Designed and Managed:**

2023 "Aligning HR and Business Strategies Program" 4 days.

2023 "Building Cultural Agility" 5 days.

2022 "Managing the Global Workforce" 5 days

2020 "CALE China Senior HR Digital Expert Executive Certificate Program" 5 days

2019 “Participatory Management Certificate Program” 5 days  
2019 “HR at the Crossroads Certificate Program” 5 days  
2019 “HR Functional Excellence Certificate Program” 5 days  
2018 “Leadership for the 21<sup>st</sup> Century Certificate Program” 5 days  
2017 “Certified Healthcare Managers (CHM) Certificate Program” 15 days  
2016 “ECUST China HR Executive Masters Certificate Program” 24 days  
2015 “Essential Management Skills Certificate Program” 6 days  
2014 “NextGen HR Masters Certificate” 5 days  
2014 “Health Policy Excellence Certificate Program” 5 days

**Executive/Professional Education Programs Designed and Delivered:**

August 3, 2023. Renmin/Rutgers University Summer Program  
Title: “Developing Global Leaders”

June 13, 2023. Global Equity Organization Virtual Conference  
Title: “Stop the Quiet Quitting: Using Equity to Adapt to Market Forces.”

May 11 – June 11, 2023. East China University of Science and Technology, MBA Executive Certificate Program  
Title: “Aligning HR and Business Strategies”

September 5 – October 13, 2022. East China University of Science and Technology, MBA Executive Certificate Program  
Title: “Aligning HR and Business Strategies”

October 5, 2022. Coursera Online Course: Employee Ownership and Wealth Inequality  
Title: “10 Recommendations for Designing Equity Compensation Programs “

August 19, 2022. The Great Game of Business Annual Conference  
Title: “Insights and Findings from All Star Company Survey”

August 9, 2022, Renmin University Summer Program at Rutgers  
Title: “Developing Leaders with a Global Mindset”

July 14, 2022. Praxis CEO Workshop at University of Pennsylvania  
Title: “Drivers and Outcomes of a High Performance Ownership Culture”

June 6, 2022. National Veteran-Owned Business Association.  
Title: “Employee Ownership Strategies for Business Succession Planning”

May 24, 2022. Global Equity Organization Virtual Conference  
Title: “Behavioral Economics: A Key to Understanding How Employees Make Equity Compensation and Financial Decisions”

May 6, 2022. Rutgers Foundation True Talks  
Title: “Understanding Multigenerational Workforces”

June 22, 2021. Equilar Executive Compensation Virtual Summit  
Title: “Behavioral Economics: A Key to Understanding Responses to Compensation Changes

April 8, 2021. E-Trade Virtual Innovation Learning Series  
Title: “Generational Perceptions and Outcomes of Equity Programs”

December 14 – 18, 2021. East China University of Science and Technology, MBA Executive Certificate Program  
Title: “Aligning HR and Business Strategies”

November 10 -11, 2021. Rutgers Center for Employee Ownership Online Educational Business Conference  
Title: “Employee Stock Ownership Plans and Equity Compensation”

October 7, 2021. Rutgers Executive and Professional Education /Certified Healthcare Manager Program.  
Title: “Managing Alliances and Inter-Firm Relationships”

January 20, 2021. Rutgers Executive and Professional Education /Certified Healthcare Manager Program.  
Title: “Managing Alliances and Inter-Firm Relationships”

January 6 – 10, 2020. East China University of Science and Technology, MBA Executive Certificate Program  
Title: “Aligning HR and Business Strategies”

October 11, 2019. Rutgers Executive and Professional Education / Participatory Management Certificate Program  
Title: “Building Organizational Citizenship: Understanding Strategic Planning.”

October 7, 2019. Rutgers Executive and Professional Education / Participatory Management Certificate Program  
Title: “Creating an Ownership Culture.”

October 7, 2019. Rutgers Executive and Professional Education // Participatory Management Certificate Program  
Title: “What Participatory Managers Need to Know: Building Trust.”

October 6, 2019. Garden State Chapter Society of HR Management Conference and Expo Business Education Workshop  
Title: “HR Strategy at the Edge of Chaos”

July 10, 2019. Global Equity Organization Learning Webcast  
Title: “Keys to Increasing Employee Equity Participation and Ownership.”

June 10, 2019. Rutgers Executive and Professional Education: HR at the Crossroads



Title: “Aligning and Integrating Business and HR Strategies”

June 4, 2019. Rutgers Executive and Professional Education: Leadership Development

Title: “Leading Global Organizations”

May 23, 2019. NJ Turnpike Authority Executive Leadership Program

Title: “Promoting Employee Motivation and Engagement”

November 27, 2018. Chemours Leadership Development Program

Title: “Managing a Multigenerational and Diverse Workforce”

February 23, 2018. Rutgers University Certified Healthcare Management Program

Title: “Managing Alliances and Inter-Firm Collaboration”

December 4, 2017. Rutgers Executive and Professional Education

Title: “Leading Global Organizations”

November 16, 2017. Rutgers Executive and Professional Education

Title: “Leading Global Organizations”

July 13, 2017. Rutgers Executive and Professional Education

Title: “Leading Global Organizations”

June 18, – June 25, 2017. East China University of Science and Technology, MBA Program

Title: “HR Strategy”

October 15, 2017. Garden State Chapter Society of HR Management Conference and Expo  
Business Education Workshop

Title: “HR Strategy at the Edge of Chaos”

June 5, 2017. Rutgers Executive and Professional Education

Title: “Practices for Engaging the 21<sup>st</sup> Century Workforce”

March 29, 2017. Rutgers Executive and Professional Education

Title: “Leading Global Organizations”

February 28, 2017. Rutgers Executive and Professional Education

Title: “Practices for Engaging the 21<sup>st</sup> Century Workforce”

February 27, 2017. Rutgers Executive and Professional Education

Title: “Aligning Business and HR Strategies”

January 10, 2017. Rutgers Executive and Professional Education.

Title: “Leadership in the 21<sup>st</sup> Century Healthcare Industry”

December 5, 2016. Rutgers Executive and Professional Education

Title: “Practices for Engaging the 21<sup>st</sup> Century Workforce”

October 25, 2016. Rutgers Executive and Professional Education  
Title: "Leading Global Organizations"

May 25, 2016. CHRO Leadership Summit  
Title: "Engagement: A Contrarian Perspective"

May 13, 2016. Rutgers Executive and Professional Education  
Title: "Engagement: A Contrarian Perspective"

March 22, 2016. Rutgers Executive and Professional Education  
Title: "Leading Global Organizations"

March 8, 2016. Rutgers Executive and Professional Education  
Title: "Practices for Engaging the 21<sup>st</sup> Century Workforce"

March 3, 2016. Panasonic HR Executive Program  
Title: "Practices for Engaging the 21<sup>st</sup> Century Workforce"

February 29, 2016. Rutgers Executive and Professional Education.  
Title: "HR Strategy Development"

December 14, 2015. Rutgers Executive and Professional Education  
Title: "Leading Global Organizations"

September 28, 2015. Rutgers Executive and Professional Education  
Title: "HR Strategy Development"

September 23, 2015. Rutgers Executive and Professional Education.  
Title: "Managing a Multigenerational Workforce"

June 24, 2015. Rutgers Executive and Professional Education.  
Title: "Driving Success through Employee Engagement"

May 11, 2015. Rutgers Executive and Professional Education (online)  
Title: Managing a Multigenerational and Diverse Workforce

April 13, 2015. Rutgers Executive and Professional Education  
Title: "Practices for Engaging the 21<sup>st</sup> Century Workforce"

March 16, 2015. Rutgers Executive and Professional Education  
Title: "HR Strategy Development"

March 10, 2015. Rutgers Executive and Professional Education  
Title: "Practices for Engaging the 21<sup>st</sup> Century Workforce"

November 10, 2014. Rutgers Executive and Professional Education

Title: “Practices for Engaging the 21<sup>st</sup> Century Workforce”

July 23, 2014. Rutgers Center for Management Development

Title: “Interviewing Skills for Managers”

November 6, 2013. Rutgers Business School MBA Program

Title: “HR Management of Mergers and Acquisitions”

October 30, 2013. Rutgers Executive Education

Title: “Managing Human Capital”

October 21, 2013. Rutgers Business School MBA Program

Title: “HR’s Role in Mergers and Acquisitions”

October 9, 2013. Rutgers / Johnson & Johnson Executive Education Program

Title: “Organizational Transformational Strategies”

April 24, 2013. Rutgers Center for Management Development

Title: “Engaging the 21<sup>st</sup> Century Workforce”

April 19, 2013. Rutgers Strategic HR Leadership Council

Title: “Developing Future HR Leadership Talent”

March 14, 2013. Rutgers University Center for Management Development

Title: “HR Strategies in an Era of Change”

October 31, 2012. Rutgers University Center for Management Development

Title: “Engaging the 21<sup>st</sup> Century Workforce”

April 12, 2012. Rutgers University Center for Management Development

Title: “HR Strategies in an Era of Change”

September 21, 2011. Rutgers University Center for Management Development

Title: “HR Planning Strategies”

June 14, 2011. Rutgers University Center for Management Development

Title: “HR Strategies in an Era of Change”

December 14, 2010. Avon Leadership Development Speaker Series

Title: “Attracting and Retaining Top Talent”

October 8, 2010. Center for Human Resource Strategy Executive Conference

Title: “21<sup>st</sup> Century Talent Management: The Need for Organizational Adaptability”

April 23, 2010. Center for Human Resource Strategy Research Series

Title: “Who is Generation Y?”

April 16, 2010. Avon World Headquarters CHRS Board of Advisors Meeting  
Title: “Wellness Programs and ROI”

December 1, 2009. Rutgers University Center for Management Development  
Title: “Managing Human Capital”

March 19, 2009. Rutgers University Center for Human Resource Strategy  
Title: “A New Framework of Employee Engagement”

February 6, 2009. Human Capital Institute Roundtable on Managing the Contract Labor Force  
Title: “A Framework for Managing Contract Human Capital”

April 29, 2008. Rutgers University Center for Human Resource Strategy  
Title: “Employee Engagement Research and Strategies”

May 25, 2006. Rutgers University Center for Human Resource Strategy  
Title: “Knowledge-Intensive Teamwork”

February 17, 2006. Rutgers University Executive Human Resource Management Leadership Program  
Title: “HR Outsourcing “

February 18, 2006. Rutgers University Executive Human Resources Management Leadership Program  
Title: “Alternative Sources of Workforces and HR Work”

February 17, 2005. New York Institute of Supply Management Executive Series  
Title: “HR Procurement Strategies”

May 18, 2004. The Conference Board’s Executive Conference on Managing a Maturing Workforce  
Title: “A Workforce Strategy to Retain Transitioning Talent”

February 12, 2004. NAPM Executive Seminar  
Title: “Human Resources Procurement Strategies”

February 5, 2004. Rutgers University Executive Human Resources Management Leadership Program  
Title: “Alternative Sources of Workforces and HR Work”

February 6, 2003. Rutgers University Executive Human Resources Management Leadership Program  
Title: “Strategic Staffing”

February 18, 2002. Rutgers University Center for HR Strategy  
Title: “Leadership versus Management”

September 20, 2001. Corporate Executive Board Recruiting Roundtable  
Title: “Building the World-Class Recruiting Organization”

February 15, 2001. Corporate Leadership Council Executive Series  
Title: “HR in the Internet Age”

## **WEBINARS / WEBCASTS**

November 13, 2020. Rutgers NJ/NY Center for Employee Ownership  
Title: “Five Demographic Trends Transforming Equity Share Plan Strategies.”

April 15, 2020. Rutgers Center for HR and Leadership Development  
Title: “Leading Virtual Teams”

April 2, 2020 Global Equity Webcast  
Title: “What’s Top on Your Mind in These Changing Times?”

February 12, 2020. Global Shares Client Webcast  
Title: “Developing an Ownership Culture to Improve the Return of Share Plan Programs”

January 23, 2020. Computershare Client Webcast.  
Title: “Effective Share Plan Strategies that Impact Organizational Strategic and Financial Outcomes”

August 15, 2019. Rutgers Institute for the Study of Employee Ownership and Profit Sharing.  
Title: “Top Recommendations to Increase Equity Participation and Ownership.”

April 16, 2019. Rutgers Institute for the Study of Employee Ownership and Profit Sharing  
Title: “Creating an Ownership Culture to Enhance Returns on Equity Share Programs

September 13, 2018. Rutgers Center for Employee Ownership  
Title: “Understanding the Research for Enhancing the Return on Your Equity Compensation Program

January 10, 2017. Rutgers Executive and Professional Education.  
Title: “Leadership in the 21<sup>st</sup> Century Healthcare Industry”

May 12, 2016. Rutgers Executive and Professional Education.  
Title: “Engagement: A Contrarian Perspective”

September 23, 2015. Rutgers Executive and Professional Education.  
Title: “Managing a Multigenerational Workforce”

June 24, 2015. Rutgers Executive and Professional Education.

Title: “Driving Success through Employee Engagement”

### **EXTENSION FUNDING**

Kellogg Foundation, 2024: \$300,000 to help underrepresented business owners and business advisors who serve this community learn about business succession strategies.

Shares Laboratory, 2023: \$50,000 (Morgan Stanley, Computershare)

Employee Ownership Sponsors, 2022: \$19,000 funding for 2022 NJ/NY Center for Employee Ownership 5<sup>th</sup> Annual Conference

Employee Ownership Sponsors, 2021: \$6,750 funding for 2021 NJ/NY Center for Employee Ownership 4th Annual Virtual Conference

Prudential Foundation, 2021. \$70,000 to research minority veteran business owner’s readiness to successfully sell their businesses to secure their economic wellbeing.

UBS, 2020. \$20,000 to help small- to mid-size, women- and minority-business owners learn about employee ownership strategies for business succession and sustainability.

Kellogg Foundation, 2020: \$600,000 to help small- to mid-size, women- and minority-business owners learn about employee ownership strategies for business succession and sustainability

Morgan Stanley, 2020: \$35,000 funding to conduct research on generational perspectives and outcomes of equity compensation programs

Employee Ownership Sponsors, 2019: \$14,500 funding for 2019 NJ/NY Center for Employee Ownership 3<sup>rd</sup> Annual Conference

Employee Ownership Sponsors, 2018: \$14,000 funding for the 2018 NJ/NY Center for Employee Ownership 2nd Annual Conference

ESOP Association, 2017; \$40,000 funding for the establishment of the NJ/NY Center for Employee Ownership

### **SERVICE**

HRM Interim Department Chair 2023 - present,  
HRM Department Chair, 2017 – 2019

SMLR Executive Committee, 2014 – 2019; 2021 - present

Rutgers-New Brunswick Innovation and Economic Prosperity Initiatives, 2023 - present

Member of search committee for the Dean of Rutgers University School of Management and Labor Relations, 2023 - 2024

Executive Director NJ/NY Center for Employee Ownership, 2017 - present

Associate Director, and Senior Fellow at Rutgers Institute for the Study of Employee Ownership and Profit Sharing, 2017 - present

Global Equity Organization Board of Directors, Chair of Academic and Government Council, and Fellows Selection Committee, 2018 - present

Exit Planning Institute Board of Directors, 2023 - present

Editorial Board Member, Human Resource Management Journal, 2020 - present

Guest Editor, Journal of Employee Participation and Ownership, 2019 - 2022

Rutgers University Senate, Faculty Senator on Personnel Affairs Committee, 2021 - 2022

Served on A&P Committees: Chair for James Cooney 2022, Karla Katz 2022, Carmen Martino 2022, Francis Ryan 2023, Anne-Michelle Marsden 2023, Hazel-Ann Johnson-Marcus 2023

Rutgers New Brunswick Faculty Council, 2017 - 2021

Series Editor, Emerald Publishing Advances in the Economic Analysis of Participatory and Labor-Managed Firms, 2019 - 2021

Director Center for HR and Leadership Development, 2017 - 2019

SMLR Teaching Evaluation Pilot Project, 2018 - 2019

Associate Dean, SMLR Executive and Professional Education, 2014 - 2017

Member of search committee for the Dean of Rutgers University School of Management and Labor Relations, 2015

Executive Director, Center for Management Development, 2012 - 2014

Director, Strategic HR Leadership Council, 2011 - 2013

Director, SMLR HRM Undergraduate Program, 2009 - 2013

Director, Center for HR Strategy, 2008 - 2011

Member of the PhD. Policy Committee for Rutgers University School of Management and Labor Relations, 2007- 2009

Member of search committee for the Dean of Rutgers University School of Management and Labor Relations, 2006

## **AWARDS**

2020 as part of the Rutgers Institute for the Study of Employee Ownership and Profit Sharing received the Global Equity Organization Judges Award for exceptional achievements in the global equity shares plan industry

2019 Received the Wawa Senior Research Fellowship for the advancement of knowledge of employee ownership strategies: \$25,000

## **PROFESSIONAL AFFILIATIONS**

Global Equity Organization

The Exit Planning Institute

ESOP Association

National Center for Employee Ownership

Academy of Management

Strategic Management Society

Society for Industrial and Organizational Psychology

Society of Human Resource Management

## **PROFESSIONAL EXPERIENCE**

**3/02 – 6/07**                      **Castel Associates, Inc.**  
**Managing Partner**

Managed business development and executive recruiting for a premier Executive Search firm that has a proven track record of success with Fortune 500 companies since 1987.

**3/02-8/04**                      **Flex Corp Systems**  
**Chief Marketing Officer**

Conducted cutting-edge research in global workforce management strategies speaking at numerous HR and business conferences and publishing articles in noted business journals. Grew the outsourcing business from \$2.5 million in revenues to \$30 million



**2/85 - 3/02**                      **Merrill Lynch and Company, Inc.**

**5/97 - 3/02**                      **Senior Vice President, Global Staffing**

Managed Global Staffing focusing on firm-wide development of recruiting strategies, executive search, talent management, vendor management, staffing technologies and recruitment advertising. Developed flexible workforce management strategies for global contingent staffing needs saving the firm over \$6 million annually.

**3/94 - 5/97**                      **Vice President, Organizational Development**

Managed HR Research, HR Policy & Planning and EEO/Community Relations responsible for aligning HR practices and programs with the global business strategy. Assessed the HR strategic fit for two major acquisitions; developed HR and Leadership competency models and a series of corporate management development programs delivered to over 200 managers globally; analyzed global employee engagement survey results and developed business HR management plans; and developed creative work-family programs and policies achieving the goal of being named one of 100 best companies by Fortune and Working Mother magazines

**2/91 - 3/94**                      **Vice President, Individual Investor Group HR**

Provided HR generalist support including employee relations, staffing, compensation and performance management for two business groups consisting of over 4,000 employees nationwide.

**9/89 - 9/91**                      **AVP, Operations, Systems & Technology HR**

**3/85 - 9/89**                      **Employment Manager, Operations, Systems & Technology HR**

**6/79 - 2/85**                      **Manufacturers Hanover Trust**  
**Professional Recruiter**

## **Media**

1. BBC, January 26, 2024. "Mass layoffs often hit middle-managers. The cuts are largely short-sighted."  
<https://www.bbc.com/worklife/article/20240126-mass-layoffs-often-hit-middle-managers-the-cuts-are-largel-short-sighted>
2. Businesswire, April 18, 2023. "Rutgers launches Share Laboratory to study and track equity compensation"  
<https://www.businesswire.com/news/home/20230418006163/en/Rutgers-Launches-%E2%80%9CShares-Laboratory%E2%80%9D-to-Study-and-Track-Equity-Compensation>
3. AP, November 27, 2023. "New incentives could boost satisfaction with in-person work, but few employers are making changes  
<https://apnews.com/article/work-from-home-office-covid-surveys-c3e3a8ef8660c5eec660d493ff121410>

Washington Post, November 27, 2023

[https://www.washingtonpost.com/business/2023/11/27/work-from-home-office-covid-surveys/7f7d3e62-8d17-11ee-95e1-edd75d825df0\\_story.html](https://www.washingtonpost.com/business/2023/11/27/work-from-home-office-covid-surveys/7f7d3e62-8d17-11ee-95e1-edd75d825df0_story.html)

ABC News, November 27, 2023

<https://abcnews.go.com/amp/US/wireStory/new-incentives-boost-satisfaction-person-work-employers-making-105175605>

U.S. News and World report, November 27, 2023

<https://www.usnews.com/news/us/articles/2023-11-27/new-incentives-could-boost-satisfaction-with-in-person-work-but-few-employers-are-making-changes>

4. Fortune, November 27, 2023. “Workers say they’ll return to the office if they are offered certain specific incentives, but few employers are making the changes”  
<https://fortune.com/2023/11/27/workers-return-to-office-certain-incentives-few-employers-making-changes-norc/>
  
5. NJ PBS Spotlight News, September 14, 2022. “Mixed feelings as a return to in-person work gathers pace”  
<https://www.njspotlightnews.org/video/mixed-feelings-as-a-return-to-in-person-work-gathers-pace/>
  
6. NJ PBS Spotlight News, June 20, 2022. “Employers and workers still haven’t solved the return-to-work puzzle.” camera.  
<https://www.njspotlightnews.org/video/employers-and-workers-still-havent-solved-the-return-to-work-puzzle/>
  
7. Asbury Park Press, June 14, 2022. “NJ employers: What do we have to do to get you back in the office?”  
<https://www.app.com/story/money/business/career/2022/06/14/return-to-office-nj-employers-try-enticements-covid-pandemic-eases/7455274001/>
  
8. NJ.com Star Ledger, May 24, 2022. “NJ Transit paid more in overtime in 2021. Here are the reasons why that happened.”  
<https://www.nj.com/news/2022/05/nj-transit-paid-more-in-overtime-in-2021-here-are-the-reasons-why-that-happened.html>
  
9. NJ/PBS Live TV, March 25, 2022. “How NJ’s creatives operate their businesses.”  
<https://www.njtvonline.org/programs/nj-business-beat-with-rhonda-schaffler/how-njs-creatives-operate-their-businesses-t4rfvh/>
  
10. NJ/PBS Live TV, March 4, 2022. “Living with COVID: How the pandemic transformed the workplace in NJ.”  
<https://www.njspotlightnews.org/video/living-with-covid-how-the-pandemic-transformed-the-workplace-in-nj/>

11. Rutgers Today, July 20, 2021. "Tips on striking a balance as we return to the office." [https://www.rutgers.edu/news/tips-striking-balance-we-return-office?utm\\_source=newsletter&utm\\_medium=email&utm\\_campaign=rutgerstoday&utm\\_content=Faculty%20Excellence](https://www.rutgers.edu/news/tips-striking-balance-we-return-office?utm_source=newsletter&utm_medium=email&utm_campaign=rutgerstoday&utm_content=Faculty%20Excellence)
12. NJ.com News, July 12, 2021. "Jersey loves to complain about commuting. But here's why we secretly miss it." <https://www.nj.com/news/2021/07/jersey-loves-to-complain-about-commuting-but-heres-why-we-secretly-miss-it.html>
13. NJ.com News, July 6, 2021. "NJ transit reduced overtime in 202 but some doubled their salaries." <https://www.nj.com/news/2021/07/for-the-first-time-in-years-nj-transit-reduced-overtime-in-2020-here-are-the-top-25-earners.html>
14. NJ.com, June 9, 2021. "N.J. workers likely to split between home and office long-term, survey finds." <https://www.nj.com/news/2021/06/nj-workers-likely-to-split-week-between-home-and-office-long-term-survey-finds.html>
15. NPR Radio Interview, April 19, 2021. "Company Polices on Employee Cellphone Use in the Workplace." <https://www.npr.org/2021/04/21/989400562/fedex-cell-phone-policy-scrutinized-after-mass-shooting>
16. USA Today, January 8, 2021. "What their selfie obsession revealed about the psychology of the pro-Trump rioters." <https://www.usatoday.com/story/tech/2021/01/08/capitol-riot-selfies-why-washington-dc-rioters-used-social-media/6597504002/>
17. Star Ledger NJ.com, May 29, 2020, "N.J. Commuting Will Change Forever as State Slowly Reopens. Here's What to Expect." <https://www.nj.com/coronavirus/2020/05/nj-commuting-will-change-forever-as-state-slowly-reopens-heres-what-to-expect.html>
18. Entrepreneur Magazine, April 21, 2020, "How to Stay Sane While Working From Home: Four ideas for keeping productivity high (and stress low) while working remotely," <https://www.entrepreneur.com/article/348809>
19. The New York Times, March 12, 2020, "How to Work from Home, if You've Never Done It Before." <https://www.nytimes.com/2020/03/12/smarter-living/how-to-work-from-home-if-youve-never-done-it-before.html>
20. Yahoo Finance News and iTV "WHO says Pandemic Threat Very Real As Global Markets Nosedive in Fit of Panic." <https://finance.yahoo.com/news/coronavirus-update-who-says-pandemic-threat-very-real-as-global-markets-nosedive-in-panic-selling-194953837.html>
21. ABC News Apple Podcast, March 6, 2020. How COVID-19 Created a "Ghost Town," and How Employers are Responding. <https://podcasts.apple.com/us/podcast/how-covid-19-created-a-ghost->

[town/id1355180130?i=1000467628714](https://www.linkedin.com/pulse/how-i-thrived-without-college-degree-employees-top-companies-milord/)

22. Financial Times IGNITES, August 5, 2019. How Shops are Rebuilding Trust in HR, Post #MeToo. <https://www.ignites.com/pc/2460013/293183>
23. LinkedIn News, May 13, 2019. How I thrived without a college degree: Employees at top companies explain. <https://www.linkedin.com/pulse/how-i-thrived-without-college-degree-employees-top-companies-milord/>
24. LinkedIn News, April 8, 2019.No degree? No problem. Here are the jobs at top companies you can land without one. <https://www.linkedin.com/pulse/degree-problem-you-can-still-land-jobs-top-companies-joseph-milord/>
25. New Jersey Business Magazine, Leadership Development for Early Career Women: <https://njbmagazine.com/njb-news-now/rutgers-school-management-labor-relations-center-women-work-today-announced-launch-leadership-development-early-career-women-executive-professional/>
26. Gannett/USA Today Network (Asbury Park Press), CHM Program: <https://www.app.com/story/money/business/consumer/2016/10/14/rwjbarnabas-ceo-hospitals/91865274/>
27. Gannett/USA Today Network (mycentraljersey.com), CHM Program: <https://www.mycentraljersey.com/story/news/education/2016/10/31/rutgers-health-care-manager/92375476/>
28. Globoforce, Strategic HRM: <https://resources.globoforce.com/globoforce-blog/how-to-be-a-more-strategic-hr-leader-in-2017#.WCTerp2UKSI.linkedin>
29. NJBIZ, CHM Program: <http://www.njbiz.com/article/20161123/NJBIZ01/161129914/acas-future-is-in-doubt-but-rutgers-remains-confident-in-new-health-care-training-program>
30. Shanghai Daily, ECUST Program: <https://archive.shine.cn/metro/Agreement-to-introduce-US-curriculum-to-local-university/shdaily.shtml>
31. ROI-NJ, NJ/NYCEO: <http://www.roi-nj.com/2017/10/09/finance/esops-may-be-smartest-and-safest-succession-strategy-for-boomer-owners/>

32. New Jersey Business Magazine, NJ/NYCEO: <https://njbmagazine.com/njb-news-now/new-rutgers-center-aims-save-jobs-employee-ownership/>
33. New Jersey 101.5, NJ/NYCEO: <http://nj1015.com/nj-effort-to-get-owners-are-selling-their-companies-to-their-employees/>
34. Gannett/USA Today Network (mycentraljersey.com), NJ/NYCEO: <https://www.mycentraljersey.com/story/money/business/2017/10/15/new-rutgers-center-aims-save-jobs-through-ew-rutgers-center-aims-save-jobs-through-employee-ownershi/755965001/>
35. NJTV, NJ/NYCEO: <https://www.njtvonline.org/news/video/businesses-consider-employee-ownership/>
36. NJBIZ, NJ/NYCEO: <http://www.njbiz.com/apps/pbcs.dll/article?AID=/20171127/NJBIZ01/171129871/stem-ming-the-silver-tsunami-rutgers-center-promotes-concept-of-employee-ownership>
37. Nonprofit Quarterly, NJ/NYCEO: <https://nonprofitquarterly.org/2017/11/27/can-employee-ownership-hold-back-tsunami-small-business-closures/>
38. DealCrunch/CardRates.com, How SMLR Grooms HR Leaders: <https://www.cardrates.com/news/rutgers-smlr-educates-future-hr-leaders/>
39. Office of Sen. Kirsten Gillibrand, Main Street Employee Ownership Act: <https://www.gillibrand.senate.gov/news/press/release/after-meeting-with-businesses-throughout-new-york-that-support-workers-through-employee-ownership-and-pushing-for-legislation-to-help-companies-transition-to-esops-or-co-ops-gillibrand-announces-her-bipartisan-employee-ownership-bill-included-in-national-defense-bill>
40. New Jersey Business Magazine, Management Skills: <https://njbmagazine.com/monthly-articles/management-matters/>
41. The Star-Ledger/NJ.com, Applicant Tracking Software: <https://www.nj.com/expo/news/erry-2018/11/d8e274964e701/should-you-hire-a-professional.html>

42. Institute Press Release:

<https://www.businesswire.com/news/home/20181206005552/en/New-Program-Helps-Businesses-Non-Profits-Create-Ownership>