

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**

8/19 – 7/21 **Associate Extension Specialist with Tenure, Human Resource
Management Department
Executive Director, NJ/NY Center for Employee Ownership**

Research, teaching, and consulting activities focuses on understanding the impact of employee ownership and equity compensation strategies on individual and organizational outcomes, the strategic management of human capital, employee engagement, and developing leaders for the challenges of the 21st century.

8/17 – 7/19 **Rutgers University School of Management and Labor Relations
Chair, Human Resource Department / Associate Extension
Specialist with Tenure
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

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

EXTENSION SCHOLARSHIP

PUBLICATIONS

Book

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

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.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 of 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.

Under Review Peer Reviewed Publications

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. (2020). 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 Han, J.H. Generational and gender perceptions and outcomes of equity compensation programs. 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**, Chinchester, 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. **15th 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 18th 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 **9th 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 21st 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

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 4th Annual Business Conference.
Title: "What's New in Equity Compensation Research?"

November 4, 2021. Rutgers Center for Employee Ownership 4th 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 3rd 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 2nd 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, 19th 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 21st 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 21st 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 5th Annual CHRO Leadership Summit, Philadelphia PA
Title: "Engagement: A Contrarian Perspective"

October 5, 2015. Garden State Council SHRM Annual Conference.
Title: "Engaging the 21st 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 5th 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 21st 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:

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 21st 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:

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 21st 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 21st 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 21st Century Healthcare Industry"

December 5, 2016. Rutgers Executive and Professional Education

Title: "Practices for Engaging the 21st 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 21st Century Workforce"

March 3, 2016. Panasonic HR Executive Program

Title: "Practices for Engaging the 21st 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 21st 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 21st Century Workforce”

November 10, 2014. Rutgers Executive and Professional Education
Title: “Practices for Engaging the 21st 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 21st 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 21st 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: “21st 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"

Executive/Professional Education Programs Newly Designed:

TBD. Aligning HR and Business Strategies, 4 days.

TBD. Building Cultural Agility, 5 days.

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 21st 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

Employee Ownership Sponsors, 2022: \$19,000 funding for 2022 NJ/NY Center for Employee Ownership 5th 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 3rd 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

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

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

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

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

Executive Committee Member Rutgers Institute for Employee Ownership and Profit Sharing, 2017 - present

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

Rutgers New Brunswick Faculty Council, 2017 - 2021

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

SMLR Executive Committee, 2014 – 2019; 2021 - present

HRM Department Chair, 2017 - 2019

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

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

PROFESSIONAL AFFILIATIONS

Global Equity Organization

ESOP Association

National Center for Employee Ownership

Academy of Management

Strategic Management Society

Society for Industrial and Organizational Psychology

Society of Human Resource Management

Media

1. 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/>

2. 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/>
3. 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/>
4. 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>
5. 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/>
6. 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/>
7. 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
8. 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>
9. 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>
10. 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>
11. 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>
12. 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/>

13. 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>
14. 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>
15. 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>
16. 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>
17. 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>
18. Financial Times IGNITES, August 5, 2019. How Shops are Rebuilding Trust in HR, Post #MeToo. <https://www.ignites.com/pc/2460013/293183>
19. 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/>
20. 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/>
21. 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/>

22. Gannett/USA Today Network (Asbury Park Press), CHM Program:
<https://www.app.com/story/money/business/consumer/2016/10/14/rwjbarabas-ceo-hospitals/91865274/>
23. Gannett/USA Today Network (mycentraljersey.com), CHM Program:
<https://www.mycentraljersey.com/story/news/education/2016/10/31/rutgers-health-care-manager/92375476/>
24. Globoforce, Strategic HRM: <https://resources.globoforce.com/globoforce-blog/how-to-be-a-more-strategic-hr-leader-in-2017#.WCTerp2UKSI.linkedin>
25. 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>
26. Shanghai Daily, ECUST Program: <https://archive.shine.cn/metro/Agreement-to-introduce-US-curriculum-to-local-university/shdaily.shtml>
27. ROI-NJ, NJ/NYCEO: <http://www.roi-nj.com/2017/10/09/finance/esops-may-be-smartest-and-safest-succession-strategy-for-boomer-owners/>
28. New Jersey Business Magazine, NJ/NYCEO: <https://njbmagazine.com/njb-news-now/new-rutgers-center-aims-save-jobs-employee-ownership/>
29. New Jersey 101.5, NJ/NYCEO: <http://nj1015.com/nj-effort-to-get-owners-are-selling-their-companies-to-their-employees/>
30. 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-ownership/755965001/>
31. NJTV, NJ/NYCEO: <https://www.njtvonline.org/news/video/businesses-consider-employee-ownership/>
32. 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>

33. Nonprofit Quarterly, NJ/NYCEO: <https://nonprofitquarterly.org/2017/11/27/can-employee-ownership-hold-back-tsunami-small-business-closures/>
34. DealCrunch/CardRates.com, How SMLR Grooms HR Leaders: <https://www.cardrates.com/news/rutgers-smlr-educates-future-hr-leaders/>
35. 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>
36. New Jersey Business Magazine, Management Skills: <https://njbmagazine.com/monthly-articles/management-matters/>
37. The Star-Ledger/NJ.com, Applicant Tracking Software: <https://www.nj.com/expo/news/erry-2018/11/d8e274964e701/should-you-hire-a-professional.html>
38. Institute Press Release: <https://www.businesswire.com/news/home/20181206005552/en/New-Program-Helps-Businesses-Non-Profits-Create-Ownership>