

BARBARA S. LAWRENCE

Anderson Graduate School of Management
University of California, Los Angeles
Los Angeles, CA 90095-1481
barbara.lawrence@anderson.ucla.edu

EDUCATION

- 1983 Ph.D. in Management, Alfred P. Sloan School of Management, Massachusetts Institute of Technology.
1973 M.A. in Administration and Counseling, University of Maryland College Park.
1972 B.M. in Performance, Oberlin College Conservatory of Music.

PROFESSIONAL EXPERIENCE

- 2014– Professor Emeritus, Research Professor, Management and Organizations, Anderson Graduate School of Management.
- 2003–2014 Professor, Management and Organizations, Anderson Graduate School of Management.
- 2012 Visiting Professor, Labor and Employment Relations, University of Illinois Champaign-Urbana.
- 1989–2003 Associate Professor. Strategy and Organizations Group, Human Resource and Organizational Behavior Group, Anderson Graduate School of Management, University of California at Los Angeles.
- 1983–1989 Assistant Professor. Organization and Strategic Studies Group, Anderson Graduate School of Management, University of California at Los Angeles.
- 1977– Organization Consultant and Group Trainer. Profit and not-for-profit organizations, e.g., Electric Power Research Institute, Price-Grabber, J. Paul Getty Museum, MIT Office of Administration and Personnel, Security Pacific Bank, National and Local Head Start Programs, Los Angeles City Government, Digital Equipment Corporation.
- 1974–1977 Counselor, General John Stricker JHS, Baltimore County, MD.
- 1973–1975 Adjunct Faculty, Department of Music, University of Maryland Baltimore County.

AWARDS AND GRANTS

2012-15 NSF Creativ Grant. Enabling Transformation in the Social Sciences, Geosciences, and Cyberinfrastructure Through Stakeholder Alignment and New Institutional Theory, Methods, and Analytics (\$800,000). PI Professor Joel E. Cutcher-Gershenfeld. CoPIs Courtney Flint, Michael Haberman, Barbara Lawrence, Joseph Mark Nolan.

2012-2015 OVCR-COR Transdisciplinary Seed Grant (2 rounds). Lifting the Fog: Network Opportunities for Minorities (\$46,000). PIs Professors Barbara S. Lawrence and Mark Handcock (UCLA Statistics Department).

Everett Cherrington Hughes Award, Academy of Management. Lifetime award for interdisciplinary research linking careers with the broader field organizational studies, August 2010.

Institute for Digital Research and Education, UCLA. January 2009. Salaries of two statisticians for .5 FTE over six months, plus .5 FTE from the High Performance Computing Group for investigating simulation scalability.

Price Center Research Grants, 2006-2007 (\$9,000).

Best Paper Award of the First International Conference of the Iberoamerican Academy of Management, Madrid, Spain, December 1999. Received for: Cardona, Pablo, Lawrence, Barbara S., and Peter Bentler. The Influence of Work and Social Exchange on Organizational Citizenship Behavior.

Outstanding Publication in Organization Behavior, Academy of Management, San Diego, August 1998. Received for: Lawrence, Barbara S. 1997. The Black Box of Organizational Demography. *Organization Science*, 8, 1–22.

Citation of Excellence - Highest Quality Rating, Anbar Electronic Intelligence, MCB University Press, UK, November 1998. Received for: Lawrence, Barbara S. 1997. The Black Box of Organizational Demography. *Organization Science*, 8, 1–22.

Best Symposium Award. Opening the Black Box: Uncovering processes that Connect Demographic Variables to Outcomes Important for Organizational Research. Academy of Management, Boston, August 1997.

Doctoral Student Appreciation Award. Anderson Graduate School of Management, UCLA, 1994.

Ascendent Scholar Award, Western Academy of Management, March 1989.

UCLA Career Development Pre-Tenure Award, 1987–1988.

UCLA Academic Senate Grant. "Occupational Permeability: The Impact of Population Age Change on Occupational Entry," 2000-2001 (\$2,800).

Index Corporation to study "The Evolution of Career Expectations, Internal Labor Markets, and Age Norms," 1988–1995 (approx. \$80,000).

UCLA Academic Senate Grant #4-5909-1990-7 to study "The Effect of Career Perceptions on Employee Performance," 1986–1987 (\$3,200).

National Institute of Health Grant #1 R01 AG04615 to study "Age Grading: The Effect of Age Discrepancies on Work," 1983–1987 (\$204,241).

PUBLICATIONS

- Lawrence, Barbara S., and Neha Parikh Shah. 2017. Homophily: Measures and Meaning. Submitted to *Sociological Methods and Review*.
- Kannan-Narasimhan, Rangapriya, and Barbara S. Lawrence. 2017. How Innovators Reframe Resources in the Strategy-Making Process to Gain Innovation Adoption. *Strategic Management Journal*, Accepted for Publication.
- Cutcher-Gershenfeld, Joel, and Stakeholder Alignment Collaborative.* 2017, March 30. Five Ways Consortia Can Catalyze Open Science. *Nature*, 543(7647), 615-617. doi:10.1038/543615a.
- * (coauthors listed alphabetically) Karen S. Baker, Nicholas Berente, Courtney Flint, Gabriel Gershenfeld, Brandon Grant, Michael Haberman, John Leslie King, Christine Kirkpatrick, Barbara Lawrence, Spenser Lewis, W. Christopher Lenhardt, Matthew Mayernik, Charles McElroy, Barbara Mittleman, Namchul Shin, Shelley Stall, Susan Winter & Ilya Zaslavsky.
- Cutcher-Gershenfeld, Joel, and Stakeholder Alignment Collaborative.* 2016. Build It, But Will They Come? A Geoscience Cyberinfrastructure Baseline Analysis, *Data Science Journal*. X:X, 1-14, DOI: <http://dx.doi.org/10.5334/dsj-2016-008>.
- * (coauthors listed alphabetically) Karen Baker, Nick Berente, Dorothy Carter, Joel Cutcher-Gershenfeld, Leslie DeChurch, Courtney Flint, Gabriel Gershenfeld, Michael Haberman, Christine Kirkpatrick, John L. King, Eric Knight, Barbara Lawrence, Spenser Lewis, Chris Lenhardt, Pablo Lopez, Matt Mayernik, Charles McElroy, Barbara Mittleman, Victor Nichol, Mark Nolan, Namchul Shin, Cheryl Thompson, Susan Winter, Ilya Zaslavsky.
- Lawrence, Barbara S., Hall, Douglas T., and Michael B. Arthur. 2015. Sustainable Careers Then and Now. In De Vos, Ans and Beatrice Van der Heijden (Eds.), *Handbook of Research on Sustainable Careers*. Cheltenham, UK and Northampton MA, USA: Edward Elgar Publishing, 432-449.
- Lawrence, Barbara S., and Najung Kim. 2014. Age. *Wiley Encyclopedia of Management*, 3rd Edition.
- Kannan-Narasimhan, Rangapriya, and Barbara S. Lawrence. 2013. Behavioral Integrity: How Leader Referents And Trust Matter To Workplace Outcomes. *Journal of Business Ethics*, 111(2), 165-178.
- Bolukbasi, Burcu and Stakeholder Alignment Collaborative. 2013. Open Data: Crediting a Culture of Cooperation. *Science*, 342, 1041-1042.
- Lawrence, Barbara S. 2011. Who Is *They*? Inquiries Into How Individuals Construe Social Context. *Human Relations*, (64)6, 749-773.
- Lawrence, Barbara S., and Michael J. Zyphur. 2011. Identifying Organizational Faultlines With Latent Class Cluster Analysis. *Organizational Research Methods*, 14(1), 32-57.

- Lawrence, Barbara S. 2011. Careers, Social Context And Interdisciplinary Thinking. *Human Relations*, 64(1), 58-84.
- Gibson, Donald E., and Barbara S. Lawrence. 2010. Women's and Men's Career Referents: How Gender Composition and Comparison Level Shape Career Expectations. *Organization Science*, 21(6), 1159-1175.
- Lawrence, Barbara S., and Pamela S. Tolbert. 2007. Organizational Demography and Individual Careers: Structure, Norms and Outcomes. In Peiperl, Maury and Gunz, Hugh (Eds.), *Handbook of Career Studies*. Thousand Oaks, CA: Sage, 399-421.
- Lawrence, Barbara S. 2006. Organizational Reference Groups: A Missing Perspective on Social Context, *Organization Science*, 17, 80-100.
- Lawrence, Barbara S. 2005. Career Theory, Career Development, and Career Anchor. In Nicholson, Nigel, Audia, Pino G., & Madan M. Pillutla (Eds.), *Blackwell Encyclopedic Dictionary of Organizational Behavior* (2nd Ed.). Oxford, UK: Blackwell Press, 30-35.
- Lawrence, Barbara S. 2004. How Old You Are May Depend on Where You Work. In Chowdhury, Subir (Ed.), *Next Generation Business Handbook*. Hoboken, NJ: John Wiley & Sons, 986-1006.
- Lawrence, Barbara S. 2004. Levels of Analysis and the Qualitative Study of Quantitative Data. *Research in Multi-Level Issues*, 3, 231—250.
- Cardona, Pablo, Lawrence, Barbara S., and Peter M. Bentler. 2004. The Influence of Social and Work Exchange Relationships on Organizational Citizenship Behavior. *Group and Organization Management*, 29, 219—247.
- Goodman, Paul S., Lawrence, Barbara S., Ancona, Deborah G., and Michael L. Tushman. 2001. Introduction to Time and Organizational Research. *Academy of Management Review*, 26, 507-511.
- Ancona, Deborah G., Goodman, Paul S., Lawrence, Barbara S., and Michael L. Tushman. 2001. Time: A New Research Lens. *Academy of Management Review*, 26, 645--663.
- Lawrence, Barbara S. 1997. The Black Box of Organizational Demography. *Organization Science*, 8, 1–22.
- Lawrence, Barbara S. 1996. Organizational Age Norms: Why is it So Difficult to Know One When You See One? *The Gerontologist*, 36, 209–220.
- Lawrence, Barbara S. 1996. Interest and Indifference: The Role of Age in the Organizational Sciences. In Ferris, Gerald R. (Ed.), *Research in Personnel and Human Resources Management*, (Volume 14). Greenwich, CT: JAI Press, 1–60.
- Lawrence, Barbara S. 1995. Career, Career Theory, Career Development, Life Stage, and Career Anchor. In Nicholson, Nigel. (Ed.), *Blackwell Encyclopedic Dictionary of Organizational Behavior* (1st Ed.). Oxford, UK: Blackwell Press, 44–45, 47–48, 51–53, 296–297.

- Lawrence, Barbara S. 1990. At the Crossroads: A Multiple-Level Explanation of Individual Attainment. *Organization Science*, 1, 65–86 .
- Zenger, Todd R., and Barbara S. Lawrence. 1989. Organizational Demography: The Differential Effects of Age and Tenure Distributions on Technical Communication. *Academy of Management Journal*, 32, 353–376.
- Arthur, Michael B., Hall, Douglas T., and Barbara S. Lawrence (Eds.). 1989. *The Handbook of Career Theory*. Cambridge, UK: Cambridge University Press. Still in press, 2014.
- Arthur, Michael B., Hall, Douglas T., and Barbara S. Lawrence. 1989. Generating New Directions in Career Theory: The Case for a Transdisciplinary Approach. In Arthur, Michael B., Hall, Douglas T., and Barbara S. Lawrence (Eds.), *The Handbook of Career Theory*, Cambridge, UK: Cambridge University Press, pp. 7-25.
- Barney, Jay B., and Barbara S. Lawrence. 1989. Pin Stripes, Power Ties, and Personal Relationships: The Economics of Career Strategy. In Arthur, Michael B., Hall, Douglas T., and Barbara S. Lawrence (Eds.), *The Handbook of Career Theory*, Cambridge, UK: Cambridge University Press, pp. 417-436.
- Lawrence, Barbara S. 1988. New Wrinkles in the Theory of Age: Demography, Norms, and Performance Ratings. *The Academy of Management Journal*, 31, 309–337.
- Lawrence, Barbara S. 1987. An Organizational Theory of Age Effects. In Bacharach, Samuel and Nancy DiTomaso (Eds.), *Research in the Sociology of Organizations*, Vol.5. Greenwich, CN: JAI Press, 37–71.
- Lawrence, Barbara S. 1987. Book Review: Sonnenfeld, J. A., Managing Career Systems: Channeling the Flow of Executive Careers. *Human Resource Management*, 26, 291–295.
- Lawrence, Barbara S. 1984. Historical Perspective: Using the Past to Study the Present. *Academy of Management Review*, 9, 307–312.
- Lawrence, Barbara S. 1984. Age Grading: The Implicit Organizational Timetable. *Journal of Organizational Behavior*, 5, 23–35.
Abstracted in *The Career Center Bulletin*, 1984, 4(2), 6.
Reprinted in *The Institute of Industrial Relations Reprint Series*, No. 352, University of California, Los Angeles, 1986.
- Arthur, Michael B., and Barbara S. Lawrence. 1984. Perspectives on Environment and Career. *Journal of Organizational Behavior*, 5(1), 1–8.
- Lawrence, Barbara S. 1980. The Myth of the Midlife Crisis. *Sloan Management Review*, 21(3), 35–49.
Reprinted in Hill, Raymond, Miller, E., & M. Lowther (Eds.), *Adult Career Transitions: Current Research Perspectives*. Michigan: The Division of Research of the Graduate School of Business Administration, University of Michigan, 1981, 75–97.
- Lawrence, Barbara S. 1979. Book Review: Robbins, P. I., Successful Midlife Career Change. *Sloan Management Review*, 21(1), 59–60.

UNPUBLISHED PAPERS

Lawrence, Barbara S., and Xiao Chen. 2015. Demographic Inertia and Increasing the Percentage of Women on University Faculties. Working paper.

Cutcher-Gershenfeld, Joel et al. (remaining coauthors listed alphabetically). Nicholas Berente, Burcu Bolukbasi, Courtney Flint, Jon Gant, Michael Haberman, John Leslie King, Eric Knight, Barbara Lawrence, Charles McElroy, Ethan Masella, Barbara Mittleman, Mark Nolan, Melanie Radik, Namchul Shin, Susan Winter, and Ilya Zaslavsky. Constraining and Enabling Stakeholder Alignment in Complex Systems. Working paper.

Lawrence, Barbara S., and Michael J. Zyphur. Neighborhoods: A Tacit Social Structure Connecting Individuals and Organizations. Working paper.

PRESENTATIONS (Since 2000)

Demographic Inertia and Increasing the Percentage of Women Faculty. Increasing Inclusion/Reducing Discrimination: What Works? ILR/Cornell Conference, New York, June 2015.

Networks of Career Opportunity: A Unique Study of Social Capital in a Large Organization. California Center for Population Research, UCLA, April 2015.

Exploring the Baseline Limitations of HR Policies for Increasing the Percentage of Women Faculty (with Xiao Chen). Wharton Conference on People and Organizations, Philadelphia, October 2014; University of San Diego, San Diego, November 2014; Anderson Graduate School of Management, March 2015.

Linking Social Networks and Identity Development in Career Research. Academy of Management, Philadelphia, August, 2014.

Academic Life: One Damn Rejection After Another. New Doctoral Student Consortium. Academy of Management, Philadelphia, August 2014.

The Meaning of Faultlines. INGroup Conference, Raleigh, North Carolina, July 2014.

The Role of Age in Work and Employment Relations. University of Leuven, Leuven, Belgium, June 2014.

Are We There Yet? The Effect of the Probability of Leaving on the Eventual Percent Women in an Organization (with Xiao Chen, Jim Blythe & Cathy McGrath). Rotman School of Management, University of Toronto, November 2013.

Micro Institutional Logics In Early Stage Innovations: A Process Model (with Rangapriya Kannan-Narasimhan). European Group of Organization Studies, Montreal, July 2013.

The Effect of Retention on the Percent Women Faculty (with Xiao Chen).

Labor and Employment Relations, University of Illinois at Urbana-Champaign, December 2012.

Who Is *They*? New Perspectives On Social Context.

Labor and Employment Relations, University of Illinois at Urbana-Champaign, April 2012;
Sauder School of Business, University of British Columbia, Canada, May 2012.

Neighborhoods: A Multiple Attribute Social Structure Connecting Individuals And Organizations (with Mike Zyphur).

Work and Organizational Psychology, Department of Management, Technology, and Economics, ETH, Zurich Switzerland, March 2012.

Are We There Yet? The Effect Of Probability Of Leaving On The Eventual Percent Women In An Academic Department (with Jim Blythe, Xiao Chen and Cathy McGrath).

Wharton 4th Annual Conference on Work and Organizations, Wharton, October 2011; MIT Sloan School of Management, January 2012.

Sensegiving In Nascent Innovations (with R. Kannan-Narasimhan).

Academy of Management, San Antonio, August 2011.

Everett Cherrington Hughes Award Keynote: Organizational Reference Groups And

Neighborhoods: The Importance Of The Not-Everyday In Making Sense Of Careers.
Academy of Management, Montreal, August 9, 2010.

Tacit Social Contexts: Connecting Individuals & Organizations (with Mike Zyphur). Desautels Faculty of Management, McGill University, March 25, 2010.

The Accumulation of Disadvantage: A Computational Model And Empirical Validation Of The Impact of Perceptual Diffusion on Career Advancement (with Jim Blythe, Xiao Chen, Cathy McGrath & Phil Ender).

Jointly sponsored by the Center for Computational Analysis of Social and Organizational Systems, School of Computer Science; Heinz School of Public Policy & Management; and Tepper School of Business, Carnegie Mellon University, March 22, 2010.

The Accumulation of Disadvantage: The Impact of Perceptual Diffusion on Career Advancement (with Jim Blythe, Xiao Chen, Cathy McGrath & Phil Ender). Organization and Management, Merage School of Business, UCI, Irvine, November 2009. Intra-Organizational Networks Conference, University of Kentucky, September 27-28, 2008.

Neighborhoods: A Tacit Social Structure Connecting Individuals and Organizations (with Michael Zyphur).

Academy of Management, Chicago, August 2009.

The Accumulation Of Disadvantage: A Simulation Of How Perceptual Diffusion Influences The Proportion Of Women In Leadership Positions (with Jim Blythe & Cathy McGrath).

Center for Gender in Organizations, Simmons School of Management, Boston, March 2009.

Diffusion Of Structural Knowledge In Networked Agents (with Jim Blythe & Cathy McGrath).

Sunbelt International Social Networks Conference, San Diego, March 2009.

How Individuals Construe Social Context In Fuzzy Work Environments. University of Maastricht, the Netherlands, Fall 2008; Stanford University, February 2009.

Understanding Entrepreneurial Opportunity Exploitation Within Organizations (with Rangapriya Kannan-Narasimhan & Eric Flamholtz).
Academy of Management, Anaheim, August 2008.

With Or Without You: Job Performance With And Without Friends.
Academy of Management, Anaheim, August 2008 (with Neha Shah).

Should I Stay? Simulating The Effects Of Perceptual Diffusion On Retention Of Women In Work Organizations.
International Sunbelt Social Network Conference, Florida, January 2008; UCI Social Network Research Group, Irvine, May 2008 (with Jim Blythe & Cathy McGrath).

Perspectives From the 1970s and the “Birth” of the Careers Division.
Academy of Management, Philadelphia, August 2007 (with Brooke Derr, Douglas T. Hall and Jeffrey Sonnenfeld).

The Impact of Organizational Reference Groups on Career Achievement.
Academy of Management, Philadelphia, August 2007.

Cracks in the American Dream: Generational Faultlines Creating Social Conflict. Academy of Management, Philadelphia, August 2007.

What Creates Trust And Cooperation? Affect, Fairness, Social Motives, And Behavioral Integrity.
Academy of Management, Philadelphia, August 2007 (with Priya Kannan-Narasimhan).

Homophily: Meaning and Measures.
International Sunbelt Social Network Conference, Corfu, Greece, May 2007 (with Neha Shah).

Expressive Network Isolates: High Performance Through Trust.
International Sunbelt Social Network Conference, Corfu, Greece, May 2007 (with Neha Shah).

Organizational Reference Groups: Explaining Variation in Age Judgments of Managerial Careers.
Sociology Department, Case-Western Reserve University, March 2007.

The Company They Keep: The Impact of Time on the Composition of Organizational Reference Groups.
American Sociological Association, Montreal, August 2006.

Exploring Social Context: Emic and Etic Perspectives.
Academy of Management, Honolulu, August 2005 (with Monica Higgins, Candace Jones, and Mark Mortensen).

Organizational Reference Groups: How People Constitute the Human Component of Their Work Environment.

Academy of Management, Honolulu, August 2005.

Organizational Reference Groups: A Missing Perspective on Social Context.
Singapore Management University, April 2005; Wharton School, University of Pennsylvania, May 2005.

Organizational Reference Groups: Resolving the Problem of the Assumed Group. Harvard Business School, October 2003; University of California Irvine, October 2003; London Business School, November 2003; Anderson Graduate School of Management, February 2004; Massachusetts Institute of Technology, March 2004.

The Effect of Gender and Social Comparison Referents on Expected Achievement in Organizations.
Academy of Management, Seattle, August 2003 (with Donald E. Gibson).

An Outcome-Based Theory of Work Motivation, Academy of Management, Seattle, August 2003 (with Pablo Cardona & Alvaro Espejo).

In Search of Synergy: Balancing Research, Teaching, Administrative and Other Demands.
Academy of Management, Washington, D.C., August 2001.

The Insular World of Managers.
Organization Science Winter Conference, Colorado, February 2001.

Markers, Meanings, and Multiple Levels: The Use of Time in Organizational Research.
Academy of Management, Toronto, August 2000.

Careers Research: Past, Present, and Future.
Academy of Management, Toronto, August 2000.

OTHER PROFESSIONAL ACTIVITIES

Presenter. Academic Life: One Damn Rejection After Another. New Doctoral Student Consortium. Academy of Management, Philadelphia, 2014.

Doctoral Training Seminars. University of Leuven, Leuven, Belgium, June 2014. Work and Organizational Psychology, Department of Management, Technology, and Economics, ETH, Zurich Switzerland, March 2012. Carroll School of Management, Boston College, 2009. University of Maastricht, the Netherlands, Fall 2008.

Invited Discussant. Distangling the Impact of Reference Groups on Career Identity. Academy of Management, Boston, 2012.

Invited Discussant. It's About Time: New Developments in Organizational Temporality. Academy of Management, Boston, 2012.

Invited Discussant. Conceptualizing Age in Work Settings. Academy of Management, Boston, 2012.

Senior Faculty. Careers in Motion. Academy of Management, Boston, 2012.

Senior Faculty. OMT International Junior Faculty Paper Development Workshop. Academy of Management, San Antonio, 2011.

Senior Faculty. Careers in the Rough: A Research Development Workshop. Academy of Management, San Antonio, 2011, 2014-2017.

Senior Faculty. Early Academic Career Consortium. Academy of Management, San Antonio, 2011.

Senior Faculty. OB Junior Faculty Consortium. Academy of Management, Montreal, 2010, Boston, 2012.

Member. Best Paper Awards Committee, Careers Division, Academy of Management, Montreal 2010.

Senior Faculty. OMT Junior Faculty Consortium. Academy of Management, Chicago, 2009.

Senior Faculty. OMT Dissertation Workshop. Academy of Management, 2008.

Senior Faculty. Coalition for Faculty Diversity Publishing Workshop. Academy of Management, August 2006—2008, 2010—2017.

Senior Faculty. Careers “In the Rough”: Research Development Workshop, Academy of Management, 2007, 2010—2017.

Best Regional Paper Award Committee. Academy of Management, 2007.

Best Paper Award Committee. *Academy of Management Review*, 2004—2005.

Outstanding Publication in Organizational Behavior Award Committee, Academy of Management, 1993–1994, 1998–1999, 2000—2001, 2003—2004.

Senior Editor. *Organization Science*, 1995–2004.

Editorial Board. *Organization Science*, 1991–1994, 2004—.

Editorial Board. *Journal of Organization Behavior Education*, 2002—2010.

Editor, *Academy of Management Review*, Special Issue on Time (with Paul Goodman, Deborah Ancona, and Mike Tushman), 2001.

Senior Faculty. OB/OT/OD Junior Faculty Consortium, Academy of Management, Washington, D.C., August 2001, August 2005.

Award Committee. The Everett Cherrington Hughes Award for Careers Scholarship, Academy of Management, Toronto 2000.

Project Research Advisory Group, New Organizational Forms for the Information Age, Fuqua School of Business, Duke University, January 1996–1999.

Editorial Board. *Administrative Science Quarterly*, 1992–1996.

Editorial Board. *The Academy of Management Journal*, 1988–1993.

Executive Board. MESO: An Organization for the Integration of Micro and Macro Organizational Behavior, 1994–2001.

External Advisor. Review of undergraduate and graduate programs, Department of Management, The University of Utah, March 1994.

Ethics Task Force, Academy of Management, 1992–1993.

Past President's Best Paper Award Committee, Western Academy of Management, March 1992.

Dissertation Proposal Award Selection Committee, College on Organization, The Institute of Management Science, November 1991.

Faculty Member. Doctoral Consortium, Organizational Behavior/Organization Development and Change/Organization and Management Theory, Academy of Management, 1991.

Professional Division Policy Committee, Academy of Management, 1988–1989.

Careers Division, Academy of Management. Past-Chairperson, 1989–1990; Chairperson (Elected), 1988–1989; Chairperson-Elect (Elected), 1987–1988; Program Chairperson (Elected), 1986–1987; Pre-Conference Workshop Chairperson (Elected), 1985–1986; Steering Committee (Elected Member), 1983–1986.

Co-Editor. *Journal of Organizational Behavior*, (formerly *Journal of Occupational Behaviour*) Special Issue on "Environment and Career," M. B Arthur, 1985.

Program Review Committees. Academy of Management. Careers Division, 1983–1984; History Division, 1984.

Member of the Academy of Management, American Sociological Association, American Psychological Association, Society for Industrial and Organizational Psychology.

Reviewer for *The Academy of Management Journal*, *Organization Science*, *Administrative Science Quarterly*, *The Academy of Management Review*, *The Journal of Organizational Behavior*, *Human Relations*, *IEEE Transactions on Engineering Management*, *Management Science*, *Sociology of Education*, *Journal of Applied Psychology*, *Sloan Management Review*, *Journal of Management*, *Group and Organization Management*, *Community, Work and Family*, *Industrial Relations*, *Journal of Management Studies*, *Journal of Small Business Management*, *Organizational Research Methods*, *MIS Quarterly*, *M@n@gement*, *Psychology and Aging*, Cambridge University Press, Oxford University Press, *Journal of Occupational and Organizational Psychology*, *Human Relations*, *International Review of Administrative Sciences*.