

## CURRICULUM VITAE

### PETER B. BERG

School Human Resources and Labor Relations  
Michigan State University  
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**LANGUAGES:** Fluent in German

### ACADEMIC BACKGROUND

- 1993            **University of Notre Dame**, Ph.D., Economics
- 1988            **University of Notre Dame**, M.A.
- 1984            **Ruhr-Universität Bochum**, Fulbright Scholar, non-matriculating
- 1983            **Illinois Wesleyan University**, B.A.

### APPOINTMENTS

- 2021-2024    **Executive Board Member**, Labor and Employment Relations Association, USA
- 2020-2021    **Fellow**, Big Ten Academic Alliance Academic Leadership Program
- 2020-         **Editorial Board Member**, *Work, Aging and Retirement*, Oxford University Press.
- 2020-         **Member**, CenHRS Scientific Advisory Committee
- 2020-2021    **Member**, Consensus Study on Understanding the Aging Workforce and Employment at Older Ages, Committee on Population, National Academies of Sciences, Engineering, and Medicine.
- 2019-2024    **Director**, School of Human Resources and Labor Relations, Michigan State University
- 2015-2019    **Associate Director for Academic Programs**, School of Human Resources and Labor Relations, Michigan State University

- 2015-17 **President**, Industry Studies Association, USA
- 2015- **Editorial Board Member**, *Industrial and Labor Relations Review*, Cornell University.
- 2013-19 **Executive Board Member**, Industry Studies Association, USA
- 2011- **Professor**, School of Human Resources and Labor Relations, Michigan State University
- 2009- **International Advisory Board Member**, *British Journal of Industrial Relations: an international journal of employment relations*. Wiley-Blackwell. London.
- 2009-2011 **Co-Chair**, *Work and Employment Relations Network*, an interest section of the Labor and Employment Relations Association, USA
- 2008-2015 **Editorial Board Member**, *WSI-Mitteilungen*, the journal of the Economic and Social Science Institute of the Hans-Böckler-Foundation, Germany
- 2004-2007 **Executive Board Member**, Labor and Employment Relations Association, USA
- 2006 **Visiting Professor**, Work and Organisational Studies, School of Business, University of Sydney, Australia (*Fulbright Senior Scholar*)
- 2003- **Co-investigator and Member**, *CRIMT* (Inter-University Research Centre on Globalization and Work) *Research Network*. This virtual research network is managed at the University of Montreal and funded by the Canadian Social Science and Humanities Research Council.
- 2002-2011 **Associate Professor**, School of Labor and Industrial Relations, Michigan State University
- 2000- **Research Associate**, Economic Policy Institute, Washington DC
- 1999-2002 **Assistant Professor**, School of Labor and Industrial Relations, Michigan State University
- 1993-1998 **Research Economist**, Economic Policy Institute, Washington DC
- 1992 **Visiting Fellow**, *Wissenschaftszentrum Berlin* (WZB), Division of Labor Markets and Employment, Berlin, Germany; Spring
- 1989-1990 **Visiting Fellow**, *Institut für sozialwissenschaftliche Forschung* (ISF), Munich, Germany

## PUBLICATIONS

### ***Books***

- 2000 **Manufacturing Advantage: Why High Performance Work Systems Pay Off**, Ithaca,

NY: Cornell/ILR University Press. (Eileen Appelbaum, Thomas Bailey, Peter Berg, and Arne L. Kalleberg)

Named one of the 10 best books in the Princeton University list of *Noteworthy Books in Industrial Relations and Labor Economics* in 2000.

2000 Editor, **Creating Competitive Capacity: Labor Market Institutions and Workplace Practices in Germany and the United States**, Berlin: Edition sigma.

### *Journal Articles and Book Chapters*

2022 **Ad Hoc, Limited, and Reactive: How Firms Respond to an Aging Workforce.** In *Overtime: America's Aging Workforce and the Future of Working Longer*, Lisa F. Berkman and Beth C. Truesdale (eds.), Oxford: Oxford University Press. (Peter Berg and Matt Piszczek)

2022 **Understanding the Aging Workforce: Defining a Research Agenda,** *Consensus Study Report of the National Academies of Sciences, Engineering, and Medicine.* Washington D.C.: The National Academies Press. (Coauthor and committee member)

2022 **Organizational Response to Workforce Aging: Tensions in Human Capital Perspectives.** *Work, Aging, and Retirement.* Vol. 8, Issue 1, January. (Peter Berg and Matt Piszczek)

2020 **Can Policy Facilitate Partial Retirement? Evidence from a Natural Experiment in Germany.** *ILR Review: Industrial and Labor Relations Review.* Vol. 73, Issue 5. October. (Peter Berg, Mary Hamman, Matthew Piszczek, and Christopher Ruhm)

2020 **Work-Family Policy Attribution: Implications for Person-Environment Fit.** *Human Resource Management Review* vol. 30, Issue 2. June (Matt Piszczek and Peter Berg)

Selected as Finalist in the Best Article of the Year Award by the journal.

2018 **Flexible Careers across the Life Course: Advancing theory, research, and practice.** *Human Relations.* January. Vol. 71. Issue 1. (Jenny Thomlinson, Marian Baird, Peter Berg, Rae Cooper)

2018 **Negotiating Flexibility: External Contracting and Working Time Control in German and Danish Telecommunications Firms,** *ILRReview: Industrial and Labor Relations Review.* Vol. 71. Issue 1. (Virginia Doellgast and Peter Berg).

2017 **The Relationship between Establishment Training and the Retention of Older Workers: Evidence from Germany,** *International Labour Review.* December. Vol. 156. Issue 3/4 (Peter Berg, Mary Hamman, Matt Piszczek, and Christopher Ruhm).

- 2014 **Working-Time Configurations: A Framework for Analyzing Diversity across Countries.** *ILRRReview: Industrial and Labor Relations Review*. Vol 67. No. 3. July. (Peter Berg, Gerhard Bosch, and Jean Charest).
- 2014 **Expanding the Boundaries of Boundary Theory: Regulative Institutions and Work-Family Role Management.** *Human Relations*. 67(12). December. (Matt Piszczek and Peter Berg)
- 2014 **The Limits to Equality Bargaining in the United States.** *Journal of Industrial Relations*, vol. 56, no. 2. April (Peter Berg and Matt Piszczek).
- 2014 **Work-life Flexibility Policies: Do Unions affect Employee Access and Use?** *ILRRReview: Industrial and Labor Relations Review*. Vol. 67, issue 1, January. (Peter Berg, Ellen Ernst Kossek, Kaumudi Misra, Dale Belman).
- 2013 **Collective bargaining and public policy: Pathways to work-family policy adoption in Australia and the United States** *European Management Journal*, vol.31, issue 5, October (Peter Berg, Ellen Kossek, Marian Baird, Richard Block).
- 2013 **Work-Life Balance**, in Vicki Smith (ed.) *Sociology of Work: An Encyclopedia*, Thousand Oaks: Sage Publications. (Peter Berg and Matt Piszczek)
- 2010 **Collective Bargaining as a Form of Participation in the United States and Europe.** In *The Oxford Handbook of Participation in Organisations*, Adrian Wilkinson, Peter Gollan, Mick Marchington, and David Lewin (eds.) Oxford: Oxford University Press. (Richard N. Block and Peter Berg).
- 2010 **Cleaning and Nursing in Hospitals: Institutional Variety and the Reshaping of Low-Wage Jobs.** In *Low Wage Work in the Wealthy World*, Jerome Gautie and John Schmitt (eds). New York: Russell Sage Foundation. (Philippe Mehaut, Peter Berg, Damian Grimshaw, and Karen Jaehrling, with Marc van der Meer and Jacob Eskildsen).
- 2009 **Joint Responsibility Unionism: A Multi-plant Model of Collective Bargaining Under Employment Security,** *Industrial and Labor Relations Review*. Vol. 63, no. 1 October (Richard N. Block and Peter Berg). pp 59-80.
- 2009 **Vocational Training in the United States.** In *Vocational Training in the 21st Century: A Comparative Perspective on Systems and Innovations in Ten Countries*, Gerhard Bosch and Jean Charest, (eds.) London: Routledge. This book is part of the series Studies in Employment and Work Relations in Context. (Tom Bailey and Peter Berg)
- 2008 **Working Time Flexibility in the German Employment Relations System: Implications for Germany and Lessons for the United States,** *Industrielle Beziehungen (The German Journal of Industrial Relations)*, vol. 15, issue 2, pp. 133-150.
- 2006 **Confiance et Lieux de Travail de Haute Performance**, in Askenazy Philippe, Cartron Damien, de Coninck Frédéric, Gollac Michel (eds.), *Organisation et intensité du travail*,

Toulouse : Octares Editions., (Arne L. Kalleberg and Peter Berg).

- 2006 **L'effet des Pratiques de Travail de Haute Performance sur le Stress Professionnel: Conclusions D'une Enquête Auprès de Travailleurs Américains.**, in Askenazy Philippe, Cartron Damien, de Coninck Frédéric, Gollac Michel (eds.), *Organisation et intensité du travail*, Toulouse : Octares Editions (Peter Berg and Arne L. Kalleberg).
- 2006 **Employee Control of Working Time: International Comparisons**, in Rene Haak (ed): *The Changing Structure of Labour in Japan, Japanese Human Resource Management - between Continuity and Innovation*. Basingstoke: Palgrave Macmillan. (Peter Berg, Eileen Appelbaum, Thomas Bailey, and Arne L. Kalleberg).
- 2005 **Dignity at Work for Low Wage, Low Skill Service Workers**, *Relations industrielles / Industrial Relations*. Vol. 60, No. 4, December. pp. 657-682 (Peter Berg and Ann Frost).
- 2005 **Organizations and the Intersection of Work and Family: A Comparative Perspective**, in Pam Tolbert, Paul Thompson, Stephen Ackroyd, and Rose Batt (eds). *The Oxford Handbook of Work and Organization*. Oxford: Oxford University Press. (Eileen Appelbaum, Thomas Bailey, Peter Berg, and Arne L. Kalleberg)
- 2004 **Contesting Time: International Comparisons of Employee Control of Working Time**, *Industrial and Labor Relations Review*, April. vol. 57, no. 3 pp. 331-349. (Peter Berg, Eileen Appelbaum, Thomas Bailey, and Arne L. Kalleberg)
- 2004 **The Economic Dimension of the Employment Relationship**, in Jackie Coyle-Shapiro, Lynn Shore, Susan Taylor, Lois Tetrick (eds). *The Employment Relationship: Examining Psychological and Contextual Perspectives*. Oxford: Oxford University Press. (Richard N. Block, Peter Berg, and Dale Belman)
- 2003 **Comparing and Quantifying Labor Standards in the United States and the European Union**, *International Journal of Comparative Labour Law and Industrial Relations*, vol. 19, issue 4, pp. 441-467. (Richard N. Block, Peter Berg, and Karen Roberts)
- 2003 **Balancing Work and Family: The Role of High Commitment Environments**, *Industrial Relations*, vol. 42, no. 2 pp. 168-188 (Peter Berg, Eileen Appelbaum and Arne L. Kalleberg)
- 2003 **The Effects of Work Restructuring on Low-wage, Low-skill Workers in U.S. Hospitals**, in Eileen Appelbaum, Annette Bernhardt, Richard Murnane, Low Wage Workers and Work Restructuring, New York: Russell Sage Foundation (Eileen Appelbaum, Peter Berg, Ann Frost, and Gil Preuss).
- 2003 **Collective Bargaining in Context: Comparing the United States and Europe** in Richard N. Block, ed. Bargaining for Competitiveness: Law, Research, and Case Studies, Kalamazoo: W. E. Upjohn Institute for Employment Research (Richard N. Block and Peter Berg).
- 2003 **Health Care: Sparrow Health Systems, Lansing, Michigan, and Professional**

- Employees Council of Sparrow Hospital/Michigan Nurses Association** in Richard N. Block, ed. Bargaining for Competitiveness: Law, Research, and Case Studies, Kalamazoo: W. E. Upjohn Institute for Employment Research, (Michael Polzin and Peter Berg).
- 2003 **The Relationship Among Collective Bargaining, Employment Protection or Creation and Competitiveness: The Case of General Motors – Lansing, Michigan and the United Automobile Workers Local 652:** in Richard N. Block, ed. Bargaining for Competitiveness: Law, Research, and Case Studies, Kalamazoo: W. E. Upjohn Institute for Employment Research, (Richard N. Block and Peter Berg).
- 2002 **Shared Work, Valued Care**, *Economic and Industrial Democracy: An International Journal*, Volume 22(1), January. (Eileen Appelbaum, Thomas Bailey, Peter Berg, and Arne L. Kalleberg) [not refereed]
- 2002 **Shared Work/Valued Care: New Norms for Organizing Market Work and Unpaid Care Work**, in Hugh Mosley, Jacqueline O'Reilly, Klaus Schömann (eds). *Labour Markets, Gender and Institutional Change: Essays in Honour of Günther Schmid*, Cheltenham: Edward Elgar. (Eileen Appelbaum, Thomas Bailey, Peter Berg, and Arne L. Kalleberg).
- 2001 **Effect of High Performance Work Practices on Employee Earnings in the Steel, Apparel, and Medical Electronics and Imaging Industries.** *Industrial and Labor Relations Review*. Volume 54, No. 2A, March. (Tom Bailey, Peter Berg, and Carola Sandy)
- 2001 **Do High Performance Work Systems Pay Off?**, in David Foden, Jürgen Hoffmann, and Rob Scott (eds), *Globalisation and the Social Contract*, Brussels: European Trade Union Institute. (Eileen Appelbaum, Thomas Bailey, Peter Berg, and Arne L. Kalleberg).
- 2001 **Team Models of Work Organization and Outcomes for Low-Skilled Workers in American Hospitals**, in *Proceedings of the Fifty-Third Annual Meeting of the Industrial Relations Research Association*. (Peter Berg, Ann Frost and Gil Preuss)
- 2001 **High Performance Work Systems and Labor Market Structures**, in Ivar Berg and Arne L. Kalleberg (eds.) *A Sourcebook on Labor Markets: Evolving Structures and Processes*. New York: Plenum Press. (Eileen Appelbaum and Peter Berg)
- 2001 **Do High Performance Work Systems Pay Off?** in Steven Peter Vallas (ed) *The Transformation of Work*. Research in the Sociology of Work, vol. 10. Amsterdam: JAI, an imprint of Elsevier Science. (Eileen Appelbaum, Thomas Bailey, Peter Berg, and Arne L. Kalleberg).
- 2000 **Modular Production: Improving Performance in the Apparel Industry**, in Casey Ichniowski, et al. (eds.) *The American Workplace*. Cambridge: Cambridge University Press. (Peter Berg, Eileen Appelbaum, Thomas Bailey, and Arne L. Kalleberg)
- 2000 **Introduction: The Significance of Labor Market Institutions and Workplace Practices in the New Economy.** in Peter Berg (ed). *Creating Competitive Capacity:*

*Labor Market Institutions and Workplace Practices in Germany and the United States.*  
Berlin: edition sigma.

- 2000      **Balancing Work and Family: Effects of High Performance Work Systems and High Commitment Workplaces**, in Eileen Appelbaum (ed) *Balancing Acts: Easing the Burdens and Increasing the Options for Working Families*. Washington, DC: The Economic Policy Institute. (Eileen Appelbaum, Peter Berg, and Arne L. Kalleberg)
- 1999      **The Effects of High Performance Work Practices on Job Satisfaction in the United States Steel Industry**. *Relations industrielles / Industrial Relations*. Vol. 54, No. 1.
- 1999      **High Performance Work Systems: Giving Workers a Stake**, in Margaret Blair and Thomas Kochan (eds.), *The New Relationship: Human Capital in the American Corporation*, Washington DC: Brookings Institution. (Eileen Appelbaum and Peter Berg)
- 1999      **Financial Market Barriers to High Performance Work Organizations**, in Ray Marshall (ed.), *Back to Shared Prosperity: The Growing Inequality of Wealth and Income in America*. Armonk: M.E. Sharpe. (Eileen Appelbaum and Peter Berg)
- 1999      **Comparative Industrial Relations**, in Ellen Kossek and Richard Block (eds.). *Managing Human Resources in the 21<sup>st</sup> Century: From Core Concepts to Strategic Choice*. Cincinnati: South-Western College Publishing. (Peter Berg and Eunmi Chang)
- 1997      **Balancing Work and Family: Evidence from Surveys of Manufacturing Workers**, in Paula B. Voos (ed.), *Proceedings of the Forty-Ninth Annual Meeting of the Industrial Relations Research Association*. (Eileen Appelbaum and Peter Berg)
- 1997      **Work Reorganization and Flexibility in Job Design**, in David Lewin, Daniel J.B. Mitchell, Mahmood A. Zaidi (eds), *The Human Resource Management Handbook*, Greenwich, CT: JAI Press Inc. (Eileen Appelbaum and Peter Berg)
- 1996      **The Performance Effects of Modular Production in the Apparel Industry**, *Industrial Relations*, Vol. 35, No. 3, July. (Peter Berg, Eileen Appelbaum, Thomas Bailey, and Arne L. Kalleberg)
- 1996      **Training: A Plan for all Workers**, in Todd Shaffer and Jeff Faux (eds.), *Reclaiming Prosperity: A Blueprint for Progressive Economic Reform*, Armonk, NY: M.E. Sharpe.
- 1996      **Financial Market Constraints and Business Strategy in the USA**, in Jonathan Michie and John Grieve Smith (eds), *Creating Industrial Capacity: Towards Full Employment*, Oxford: Oxford University Press. (Eileen Appelbaum and Peter Berg)
- 1994      **Strategic Adjustments in Training: A Comparative Analysis of the United States and German Automobile Industries**, in Lisa Lynch (ed), *Training and the Private Sector*, National Bureau of Economic Research Volume, Chicago: University of Chicago Press.
- 1994      **The German Training System**, in Richard Layard, Ken Mayew, and Geoffrey Owen (eds.), *Britain's Training Deficit*, London: Avebury.

- 1993 **Human Resource Development in the United States and Germany**, *International Contributions to Labour Studies*, Vol. 3. (Kirsten Wever and Peter Berg)

### ***Other Publications***

- 2018 Berg, P. & Piszczek, M.M.. **Retirement-proof your company**. *Harvard Business Review* digital article. November 14th, 2018. <https://hbr.org/2018/11/retirement-proof-your-company>
- 2015 Berg, P., Hamman, M., Piszczek, M.M., & Ruhm, C. **The Relationship between Establishment Training and the Retention of Older Workers: Evidence from Germany**. NBER Working Paper Series, No. 21746.
- 2015 Berg, P., Hamman, M., Piszczek, M.M., & Ruhm, C. **The Relationship between Establishment Training and the Retention of Older Workers: Evidence from Germany**. IZA Discussion Paper Series, No. 9508, November.
- 2015 Berg, P., Hamman, M., Piszczek, M.M., & Ruhm, C. **Can Policy Facilitate Partial Retirement? Evidence from Germany**. IZA Discussion Paper Series, No. 9266.
- 2015 Berg, P., Hamman, M., Piszczek, M.M., & Ruhm, C. **Can Policy Facilitate Partial Retirement? Evidence from Germany**. NBER Working Paper Series, No. 21478.
- 2015 Essay Review: **Representing Worker Interests: Past, Present, and Future**; *Social Service Review*. (Peter Berg).
- 2010 **Fostering Flexibility Beyond the Collective Bargaining Agreement**, *Issue Brief*, available at [TheSustainableWorkforce.org](http://TheSustainableWorkforce.org). (Peter Berg and Ellen Kossek).
- 2010 **Awareness of and Access to Work-life Flexibility by Middle Class, Unionized Workers**, *Issue Brief*, available at [TheSustainableWorkforce.org](http://TheSustainableWorkforce.org). (Peter Berg and Ellen Kossek).
- 2010 **The Use of Work-life Flexibility Policies and Practices by Middle Class, Unionized Workers**, *Issue Brief*, available at [TheSustainableWorkforce.org](http://TheSustainableWorkforce.org). (Peter Berg and Ellen Kossek).
- 2006 **What is Europe doing to balance work and family?** in Sweet, Stephen, Marcie Pitt-Catsouphes, Joshua Mumm, Judith Casey, and Christina Matz. *Teaching Work and Family: Strategies, Activities, and Syllabi*. Washington DC: American Sociological Association. (This publication describes a teaching activity).
- 2004 **International Perspectives on Organizational Performance**, On-line Encyclopedia Entry, *Sloan Work and Family Research Network*, Boston College. (Peer reviewed).



[http://www.bc.edu/bc\\_org/avp/wfnetwork/](http://www.bc.edu/bc_org/avp/wfnetwork/)

- 2001 **Shared Work Valued Care: New Norms for Organizing Market Work and Unpaid Care Work**, Report from the Economic Policy Institute, Washington, DC. (Eileen Appelbaum, Thomas Bailey, Peter Berg, and Arne L. Kalleberg)
- 1997 **Balancing work and family: Evidence from Surveys of Manufacturing Workers**, Technical Working Paper, No. 223, *Economic Policy Institute*, Washington, D.C., November. (Eileen Appelbaum and Peter Berg)
- 1997 **The Effects of Workplace Practices on Job Satisfaction in the United States Steel Industry**, Technical Working Paper, No. 224, *Economic Policy Institute*, Washington, D.C., September.
- 1996 **Comparative Public Policies in Germany and the United States**, contributor to this seminar series paper of the *American Institute for Contemporary German Studies*, Johns Hopkins University, Number 16, January.
- 1996 **The Economic Case for Corporate Responsibility to Workers**, Issue Brief #111, *Economic Policy Institute*, Washington, D.C., April. (Eileen Appelbaum, Dean Baker and Peter Berg)
- 1995 **Work Reorganization and Flexibility in Job Design**, Technical Working Paper, No. 204, *Economic Policy Institute*, Washington, D.C., August. (Eileen Appelbaum and Peter Berg)
- 1995 **The Performance Effects of Modular Production in the Apparel Industry**, Technical Working Paper, No. 216, *Economic Policy Institute*, Washington, D.C., August. (Peter Berg, Eileen Appelbaum, Thomas Bailey, and Arne L. Kalleberg)
- 1995 **Financial Market Constraints and Business Strategy in the United States**, Technical Working Paper, No. 236, *Economic Policy Institute*, Washington, D.C., June. (Eileen Appelbaum and Peter Berg)
- 1994 **The Role of Labor Market Institutions in Employee Training: Comparing the United States and Germany**, Working Paper Series, No. 114, *Economic Policy Institute*, Washington, D.C., 1994. (Kirsten Wever, Thomas Kochan, and Peter Berg)
- 1994 **Training and High Performance Work Systems in the New Germany**, Technical paper, No. 201, *Economic Policy Institute*, Washington, D.C., December.

#### WORK IN PROGRESS

Is it Bad to be Green in a Greying Firm? An Analysis of the Impact of Postponed Retirements on Younger Workers Wage Growth. Manuscript. (Peter Berg, Marissa Eckrote, Mary Hamman, Daniela Hochfellner, Matt Piszczek, and Christopher Ruhm)

Organizational HR Practice Responses to Pension Reform. Manuscript. (Matt Piszczek , Peter Berg, Daniela Hochfellner, and Christopher Ruhm)

### BOOK REVIEWS

- 1997      **On the Line at Subaru-Isuzu: The Japanese Model and the American Worker**, by Laurie Graham. Ithaca: ILR-Cornell University Press, 1995, reviewed in *Administrative Science Quarterly*, December. (Eileen Appelbaum and Peter Berg)
- 1994      **Retraining - Not Redundancy: Innovative Approaches to Industrial Restructuring in Germany and France**, by Gerhard Bosch. Geneva: International Institute for Labour Studies, 1990, reviewed in *Industrial and Labor Relations Review*, v. 47, n. 4, July.

### RESEARCH GRANTS

- 2016      Principal Investigator on grant entitled “Changes in Pensionable Ages and their Effect on Establishments” **The Alfred P. Sloan Foundation**, (\$487,203).
- 2011      Principal Investigator on grant entitled “The influence of the employment environment on working longer: New evidence from the LIAB” **The Alfred P. Sloan Foundation**, (\$419,000).
- 2011      Principal Investigator on grant entitled “An International Comparative Analysis of the Impact of Working-Time Configurations on Older Workers,” **The Alfred P. Sloan Foundation**, (\$49,900).
- 2009      Recipient of a seed money grant from the **Michigan State University College of Social Science Dr. Gwen Andrew Faculty Initiatives Fund for the project** “Gradual Retirement in Germany: Firm Responses to Pension Reform.” (\$4,280).
- 2008      Co-Principal Investigator on grant entitled “Construction Work Organization: Developing a Representative Survey,” **Center for Construction Training and Research, National Institute for Occupational Safety and Health** (\$96,000).
- 2007      Co-Principal Investigator on a grant supporting ongoing research on work-life flexibility in unionized organizations. **Family Research Initiative, Michigan State University** (\$7,500)
- 2005-2006      Recipient of a **Fulbright Senior Scholar Research Award** to study work-life flexibility practices in Australia. I was in residence for seven months in 2006 at the University of Sydney. (\$20,000)
- 2005-2010      Co-Principal Investigator on a grant entitled “Work-Life Flexibility in Unionized Organizations.” This study includes site visits to eight unionized organizations and a survey of workers at each site. **The Alfred P. Sloan Foundation** (\$397,000).

- 2000-2001 Co-Principal Investigator on a 1.5 year grant entitled “Business Organizations and Working Families: What Can Companies Do to Promote Work-Life Balance.” This is an international study that includes visits with companies in the US and in Germany, Sweden, The Netherlands, Italy, Japan, and Australia. **The Alfred P. Sloan Foundation.** (\$497,000)
- 2000-2001 Co-Principal Investigator on a two year grant entitled “The Transformation of Low-skilled Work and Careers in the North American Health Care Industry.” The research supported by this grant will examine the effects of work restructuring in hospitals on low-wage workers. **Russell Sage and Rockefeller Foundations Future of Work Program.** (\$393,000)
- 1998 Principal Organizer. Conference on Germany’s Competitive Capacity: Reassessing the Role of Labor Market Institutions in the New Economy. Grants from **the German Marshall Fund, the Friedrich Ebert Foundation, and the Hans Boeckler Foundation,** October. (\$68,000)
- 1993-1998 Co-Principal Investigator, Cross Industry Employee/Employer Survey Project, a 2.5 million dollar grant from the **Alfred P. Sloan Foundation.**
- 1989-1990 Dissertation Research Grant, **German Academic Exchange Service (DAAD),** Germany.
- 1989 Travel Grant for Field Research in the United States, **O’Neil Research Travel Fund, University of Notre Dame.** (\$1,000)
- 1988 Pre-Dissertation Grant for Research in Germany, **Council for European Studies, Columbia University.** (\$3,000)
- 1988 Seed Money Grant for Research in Germany, **Helen Kellogg Institute for International Studies, University of Notre Dame.** (\$2,790)

#### AWARDS

- 2005-6 **Fulbright Senior Scholar Award,** Council for International Exchange of Scholars, Research award, University of Sydney in Australia.
- 2000 **Outstanding Young Scholar Award,** Industrial Relations Research Association of the United States.
- 1993 **Graduate School Award in the Social Sciences,** University of Notre Dame, Notre Dame, Indiana.  
This award is given annually to the Ph.D. graduate in the social sciences with the best dissertation and research record.
- 1983-1984 **Fulbright Scholarship,** Institute for International Education, Ruhr-Universität Bochum, Germany

1983 **Outstanding Senior**, Illinois Wesleyan University, Bloomington, Illinois.

### TEACHING

- 2003- Ph.D. Seminar in Employment Relations Theory and Research (multiple years)
- 2005 PhD independent study on workplace flexibility practices and work-family outcomes.
- 2001 Masters-level independent study on temporary help agencies in Japan
- 1999 Masters-level independent study on high performance work systems
- 1999- Since coming to Michigan State University, I have taught the following courses multiple years to graduate students at the Masters Level
- Collective Bargaining
  - International and Comparative IR-HR Systems
  - German Employment Relations, Study Abroad course in Berlin (2005, 2007)
  - Human Resource Practices and Employment Relations in China, Study abroad course (2010, 2012, 2015)

### SERVICE

- 2019- Director, School of Human Resources and Labor Relations, Michigan State University
- 2015-2019 Member of MSU College of Social Science, Graduate Directors, Graduate Curriculum, and Associate Directors Committees
- 2018 Co-Chair, Subcommittee on undergraduate education, SHRLR Advisory Board
- 2015-2017 President, Industry Studies Association
- 2015 Chair, Faculty Advisory Committee, School of Human Resources and Labor Relations.
- 2013-2015 Elected Member, Faculty Advisory Committee, School of Human Resources and Labor Relations.
- 2013-2019 Member, Executive Board, Industry Studies Association.
- 2012-2014 Member, program committee for Labor and Employment Relations Association January Meeting.
- 2012-2013 Chair, program committee for the Industry Studies Association Annual Conference in May 2013.
- 2011-2012 Co-chair, program committee for the Industry Studies Association Annual Conference in

May 2012.

- 2011-2012 Chair, Labor economics/employment relations position search committee, School of Human Resources and Labor Relations
- 2010- Member, Curriculum subcommittee, SHLR Advisory Board
- 2010-2011 Elected Member, annual performance review committee, School of Human Resources and Labor Relations.
- 2009- Member, SLIR PhD. Program Committee.
- 2009-2011 Member, Labor and Employment Relations Association Development Committee.
- 2009-2011 Program committee member and coordinator of the research stream *Labor Markets, Organizations, and Employment Relations* for the Industry Studies Association Annual Conference in May 2010.
- 2009-2010 Co-Chair, International subcommittee, SLIR Advisory Board
- 2008-2009 Chair, Faculty Advisory Committee, School of Labor and Industrial Relations
- 2007-2008 Elected Member, Faculty Advisory Committee, School of Labor and Industrial Relations
- 2007-2008 Chair, Director Search Committee, School of Labor and Industrial Relations
- 2003-2004 Chair, Director Review Committee, School of Labor and Industrial Relations
- 2003-2005 Chair, Faculty Advisory Committee, School of Labor and Industrial Relations
- 2003-2009 Chair, Ph.D. Program Committee, School of Labor and Industrial Relations
- 2002-2004 Coordinator, SLIR Seminar Series, School of Labor and Industrial Relations
- 2001-2003 Member, Dean's Advisory Council, College of Social Science, MSU
- 1999-2000 Elected Member, Faculty Advisory Committee, School of Labor and Industrial Relations

### **SELECTED PROFESSIONAL PRESENTATIONS AND SEMINARS**

- 2023 Presentation, "Employer Responses to an Older Workforce," *Northern Lakes Economic Symposium*, Boyne, May.
- 2022 Research Seminar, "The Role of Collective Voice in Organizational Responses to Workforce Aging," *Schwartz Center for Economic Policy Analysis, New School for Social Research*, November (online)
- 2022 Presentation, "The Role of Collective Voice in Organizational Responses to Workforce

Aging,” *International Labor and Employment Relations Association*, Barcelona, September.

- 2019 Presentation, “Organizational HR Practice Responses to Workforce Aging,” *Labor and Employment Relations Annual Meeting*, Cleveland, June.
- 2019 Presentation, “Workforce Aging and Human Capital Flows in Organizations: A Comparative Study of Germany and the United States,” *Industry Studies Association Annual Conference*, Nashville. May.
- 2019 Presentation, “Workforce Aging and Human Capital Flows in Organizations: A Comparative Study of Germany and the United States,” *Work and Care Symposium*, University of Sydney, Australia, February.
- 2018 Presentation, “Responding to Incongruences: Shifting Forms of Worker Representation,” *Toward New Theories in Employment Relations Conference at MIT*, Sloan School of Management, May.
- 2018 Presentation, “Employer Interests and the Aging Workforce,” *National Press Foundation*, Washington DC, March.
- 2017 Presentation, “Human Capital Pipelines Amidst an aging workforce,” *Labor and Employment Relations Annual Meeting*, Los Angeles, June.
- 2015 Presentation, “Schedule inequality and equality bargaining in Australian Workplace Agreements,” *Labor and Employment Relations Annual Meeting*, Pittsburgh, PA, June.
- 2015 Presentation, “Employment Relations in the United States and Future Prospects for Employee Representation,” *Seminar Capital University of Business and Economics*, Beijing China, May.
- 2014 Presentation, “Conceptualizing Flexible Careers,” *Worldwide Universities Network “Flexible Careers Network” Workshop*, University of Leeds, UK. November.
- 2014 Presentation, “Precarious work arrangements and worker voice,” *EINet Measurement Working Group*, University of Chicago, September.
- 2014 Presentation at Symposium: Rethinking U.S. Labor Standards to Meet the Work and Family Needs of the Current Workforce. *Work Family Researchers Network Meeting*, New York City, June.
- 2014 Presentation, “Working Time Configurations: A Framework for Analyzing Diversity across Countries” *CRIMT Conference: New Frontiers for Citizenship at Work*, Montreal. May.
- 2014 Presentation, “The Relationship between establishment training efforts and retention of older workers: Evidence from Germany,” *Seminar at the University of Illinois School of Labor and Employment Relations*, February.

- 2014 Presentation, “Workplace Flexibility: a Workplace Perk for the Most Valued Workers or Compensation for Those Who Need It Most?” Symposium, Labor and Employment Relations Association / Allied Social Science Association meeting, Philadelphia, January
- 2013 Presentation, “United States Labor Standards and the Need for Reform,” invited research seminar at *Institute for Work, Skills, and Training* at the University of Duisburg / Essen, Germany. October
- 2013 Presentation, “Expanding the Boundaries of Boundary Theory,” invited research seminar at the Department of Management, *London School of Economics*. London, UK. October
- 2013 Presentation, “The Relationship between Establishment Training Efforts and Retention of Older Workers: Evidence from Germany,” *People and Organizations* Conference at the Wharton School of Business, University of Pennsylvania, Philadelphia. October
- 2013 Presentation, “Supply of and Demand for Gradual Retirement: Evidence from a German Policy Experiment,” Meeting of the Labor and Employment Relations Association at the Allied Social Science Association meeting, San Diego, January.
- 2012 Presentation, “Do Unions Matter for Work-life Flexibility Policy Access and Use?” 64th Annual Meeting of the Labor and Employment Relations Association, Chicago. January.
- 2012 Presentation, “Dual-Track Equality Bargaining in the United States,” Equality Bargaining Symposium: International and Comparative Dimensions, University of Sydney, Australia, March.
- 2012 Presentation, “Do Unions Matter for Work-Life Flexibility Policy Access and Use?” seminar, Department of Management, Monash University, Australia, March.
- 2012 Presentation, “The Role of Institutions in Work-Family Boundary Management,” Work-Family Research Network Biennial Meeting, New York City, June.
- 2012 Presentation, “The Relationship between Establishment Training Efforts and Retention of Older Workers: Evidence from Germany. Meeting of the International Labor and Employment Relations Association, Philadelphia. July.
- 2011 Presentation, “Do Unions Matter for Work-Life Flexibility Policy Access and Use?” Seminar, Industrial and Labor Relations School, Cornell University. November.
- 2011 Presentation, “Collective Bargaining and Public Policy: Pathways to Work-life Flexibility in Australia and the United States,” 63<sup>rd</sup> Annual Meeting of the Labor and Employment Relations Association, Denver. January.
- 2010 Presentation, “Bargaining for Work-life Flexibility,” seminar at the AFL-CIO Headquarters, Washington DC, October.
- 2010 Presentation, “The Collective Bargaining Pathway to Work-life Flexibility,” Seminar entitled *Doing What Works: Unions and Workplace Flexibility*, Georgetown University

Law School, October.

- 2010 Participant, “White House Forum on Workplace Flexibility” Eisenhower Executive Office Building, Washington DC. March.
- 2009 Presentation on “The Impact of Work-Family Flexibility in Unionized Organizations” at the conference “The Union Role: Creating 21st Century Workplace Policies to Support Working Families.” Harry Van Arsdale Jr. Center for Labor Studies, Empire State College, State University of New York. November.
- 2009 Presented paper “Explaining Differences in Collectively Bargained Work-Life Flexibility Policies and Practices in Australia and the United States” at 15<sup>th</sup> World Congress of the International Industrial Relations Association. Sydney, Australia, August.
- 2009 Presentation on “Recent Developments in Labor-Management Relations in the United States,” Peter L. Drucker Speaker Series Seminar at Nanjing University Business School, Nanjing, China, May.
- 2008 Presentation on “International Research and Comparative Methodologies,” Work and Organisational Studies Department, School of Business, University of Sydney, Australia, November.
- 2008 Presentation on “Adding from the top or building from the bottom: Local labor union strategies on work-life flexibility in U.S. and Australian Universities,” Alfred P. Sloan Foundation Industry Studies Annual Conference, Boston, May
- 2008 Presentation on “The Effect of Individual and Collective Voice on Employee Experiences with Flexible Working Time Policies and Practices,” at the 60<sup>th</sup> Annual Meeting of the Labor and Employment Relations Association, New Orleans. January.
- 2008 Presentation on “Collective Bargaining as Employee Participation in Organizations,” at the 60<sup>th</sup> Annual Meeting of the Labor and Employment Relations Association, New Orleans. January.
- 2007 Presentation on “The current and expected high-road restructuring possibilities in the health care industry,” *High Road Health Care Charrette*, Service Employees International Union Office. November.
- 2007 Presenter at two workshops, “Working Time,” and the “The Social Dynamics of Comparative Institutional Advantage,” Magog III: Rethinking Institutions for Work and Employment in a Global Era. This conference is a biennial meeting of the CRIMT virtual research network. Magog, Quebec. October.
- 2007 Presentation on “Adding a Collective Unionized Voice perspective to Work-life Research,” Annual Meeting of the Academy of Management. Philadelphia. August. (with Ellen Kossek and Kaumudi Misra).
- 2007 Presented the paper “The Development of Time Flexibility within German Employment Relations,” Society for the Advancement of Socio-Economics (SASE) Annual meeting,



Copenhagen, Denmark. June.

- 2007 Presentation on “Addressing Tensions in Work-Family Balance in the United States and Australia: A Comparison of Public Policy Approaches,” conference entitled *What Public Policies for Work in a Global Era*. University of Montreal. Montreal. May.
- 2006 Presentation “In Search of Balance: Work-family policies and practices in the United States” Symposium on *Women, Work and Family in the US and Australia: Pathways and Possibilities*, Women and Work Research Group, University of Sydney, Australia. September.
- 2006 Presentation on “Work-life Balance Tensions in the United States and Australia,” research seminar at the Centre for Work and Life, University of South Australia, Adelaide. June.
- 2006 Presentation on “High Performance Work Systems,” seminar at the Department of Industrial Relations, Queensland State Government, Brisbane, Australia, June.
- 2006 Presentation on “High Performance Work Systems,” research seminar at Nanjing University Business School, Nanjing, China, May.
- 2006 Presentation on “High Performance Work Systems,” research seminar at the Samsung Economic Research Institute (SERI), Seoul, Korea, May.
- 2006 Presentation on “High Performance Work Systems,” research seminar at Yonsei University Business School, Seoul, Korea, May.
- 2006 Presentation on “Work-life Balance Tensions in the United States and Australia,” research seminar at the Centre for Work, Leisure, and Community Research and the Department of Industrial Relations, Griffith University, Brisbane, Australia, May.
- 2006 Presentation on “Work-life Balance Tensions in the United States: Drawing Comparisons with Australia,” research seminar at the Discipline of Work and Organisational Studies, School of Business, University of Sydney, Australia, March.
- 2006 Presented the paper “Contesting Time: International Comparisons of Employee Control of Working Time” at the research forum on *Industrial relations and workplace flexibility: international comparative perspectives*, Hawke Research Institute for Sustainable Societies, University of South Australia, Adelaide. February.
- 2006 Keynote Address, “The Many Faces of Flexibility,” at the 20<sup>th</sup> Conference of the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ), Adelaide, February 3.