

CHARLIE O. TREVOR

Professor

Department of Management and Human Resources

Wisconsin School of Business

University of Wisconsin-Madison

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EDUCATION

- Ph.D. Cornell University, ILR School, January, 1998
Major: Human Resource Management Minors: OB, Research Methods
- M.L.I.R. Michigan State University, March, 1992
Major: Labor and Industrial Relations
- M.A. Michigan State University, December, 1990
Major: Exercise Science
- B.A. Valparaiso University, May, 1983
Majors: Mathematics, Psychology

ACADEMIC EXPERIENCE

- August, 2019 – present. Ruth L. Nelson Professor of Business, Department of Management & Human Resources, School of Business, University of Wisconsin-Madison.
- August, 2015 – July, 2019. Pyle-Bascom Professor and Department Chair, Department of Management & Human Resources, School of Business, University of Wisconsin-Madison.
- March, 2014 – July, 2015. Professor and Keller Fellow, Department of Management & Human Resources, School of Business, University of Wisconsin-Madison.
- July, 2004 – March, 2014. Associate Professor, Department of Management & Human Resources, School of Business, University of Wisconsin-Madison.
- August, 2007 – December, 2007. Visiting Scholar. Cornell University.
- June, 2000 – June, 2004. Assistant Professor, Department of Management & Human Resources, School of Business, University of Wisconsin-Madison.

January, 1998 – June, 2000. Assistant Professor, Department of Management & Organization, Smeal College of Business Administration, Pennsylvania State University.

August, 1997 – December, 1997. Lecturer, Department of Management & Organization, Smeal College of Business Administration, Pennsylvania State University.

ARTICLES

Trevor, C.O., & Piyanontalee, R. 2020. Discharges, poor-performer quits, and layoffs as valued exits: Is it really addition by subtraction? Annual Review of Organizational Psychology and Organizational Behavior, 7, 181-211.

Pieper, J., Trevor, C.O., Weller, I., & Duchon, D. 2019. Referral hire presence implications for referrer turnover and job performance. Journal of Management, 45, 1858-1888.

Nyberg, A.J., Pieper, J.R., & Trevor, C.O. 2016. Pay-for-performance's effect on future employee performance: Integrating psychological and economic principles toward a contingency perspective. Journal of Management, 42, 1753-1783.

[2017 HR Division Scholarly Achievement Award for Best Published Manuscript]

Davis, P., Trevor, C.O., & Feng, J. Creating a more quit-friendly national workforce? 2015. Individual layoff history and voluntary turnover. Journal of Applied Psychology, 100, 1434-1455.

Trevor, C.O., Gerhart, B., & Reilly, G. 2012. Reconsidering pay dispersion's effect on the performance of interdependent work: Reconciling sorting and pay inequality. Academy of Management Journal, 55, 585-610.

Hausknecht, J.P. & Trevor, C.O. 2011. Collective turnover at the group, unit, and organizational levels: Evidence, issues, and implications. Journal of Management, 37(1), 352-388.

Trevor, C.O., 2010. What teachers want: Teacher preferences regarding nontraditional pay approaches. Washinton D.C.: Economic Policy Institute. Briefing Paper #266.

Hausknecht, J.P., Trevor, C.O., & Howard, M.J. 2009. Unit-level voluntary turnover rates and customer service quality: Implications of group cohesiveness, newcomer concentration, and size. Journal of Applied Psychology, 94, 1068-1075.

Nyberg, A.J. & Trevor, C.O., 2009. After layoffs, help survivors be more effective. Harvard Business Review, 87(6): 15. (Selected for Reprint in Summer 2010 print issue of HBR OnPoint)

Trevor, C.O., & Nyberg, A. 2008. Keeping your headcount when all about you are losing theirs: Downsizing, voluntary turnover rates, and the moderating role of HR practices. Academy of Management Journal, 51, 259-276.

[2009 HR Division Scholarly Achievement Award for Best Published Manuscript]

Lee, T., Gerhart, B., Weller, I., & Trevor, C.O. 2008. Distinct voluntary turnover paths and determinants: A Competing Risks Approach. Academy of Management Journal, 51, 651-671.

Trevor, C.O., & Wazeter, D.L. 2006. A contingent view of reactions to objective pay conditions: Interdependence among pay structure characteristics and internal and external referents. Journal of Applied Psychology, 91, 1260-1275.

Sturman, M.C., Trevor, C.O., Boudreau, J., & Gerhart, B. 2003. Is it worth it to win the talent war? Using turnover research to evaluate the utility of performance-based pay. Personnel Psychology, 56, 997-1035.

Hausknecht, J., Trevor, C.O., & Farr, J.L. 2002. Retaking ability tests in a selection setting: Implications for practice effects, training performance, and turnover. Journal of Applied Psychology, 87, 243-254.

Trevor, C.O. 2001. Interactions among actual ease of movement determinants and job satisfaction in the prediction of voluntary turnover. Academy of Management Journal, 44, 621-638.

Sturman, M.C., & Trevor, C.O. 2001. The implications of linking the dynamic performance and turnover literatures. Journal of Applied Psychology, 86, 684-696.

Welbourne, T.M., & Trevor, C.O. 2000. The roles of departmental and position power in job evaluation. Academy of Management Journal, 43, 761-771.

Graham, M., & Trevor, C.O. 2000. Managing new pay program introductions to enhance the competitiveness of multinational corporations. Competitiveness Review, 10, 136-154.

Trevor, C.O., & Graham, M. 2000. Deriving the market wage: Three decision areas in the compensation survey process. World at Work Journal, 9(4), 69-76.

Trevor, C.O., Gerhart, B., & Boudreau, J.W. 1997. Voluntary turnover and job performance: Curvilinearity and the moderating effects of salary growth and promotions. Journal of Applied Psychology, 82, 44-61.

Gerhart, B., & Trevor, C.O. 1996. Employment variability under different managerial compensation systems. Academy of Management Journal, 39, 1692-1712.

ONGOING RESEARCH

Work in Progress

Ko, Y., & Trevor, C.O. Impending Exit and Employee Performance: Do Leavers Phone It In? [in preparation for submission to Journal of Management]

Ko, Y., & Trevor, C.O. The Tenuous Relationship Between Working From Home and Job Performance: Lessons From the COVID-19 Pandemic [in preparation for submission to Personnel Psychology]

Trzebiatowski, T., Piyanontalee, R., & Trevor, C.O. Talent Dispersion and Team Performance. [in preparation for submission to Journal of Management]

Davis, P., & Trevor, C.O. Driven to excel or damaged goods: Layoff effects on promotions and pay growth in reemployment. [in preparation for submission to Academy of Management Journal]

Hausknecht, J.P., Trevor, C.O., & Davis, P. Human Capital Consequences of Reduced Employment Levels: Effects of Layoffs on Business Unit Performance through Employee Engagement, Job Performance, and High Performer Turnover [data collection stage]

Trevor, C.O., Hausknecht, J.P., & Davis, P. Why the best and worst leave and what they find elsewhere: Job performance effects on employment transitions. [in preparation for submission to Academy of Management Journal]

Jayasinghe, M., Ko, Y., & Trevor, C.O. A New Look at the Relationship between Absence and Turnover.

BOOK CHAPTERS

Gerhart, B., Trevor, C.O., & Graham, M.E. 1996. New directions in compensation research: Synergies, risk, and survival. In G.R. Ferris (Ed.) Research in Personnel and Human Resources Management, (Vol. 14, pp. 143-203).

OTHER PUBLICATIONS

Trevor, C.O. 2006. Reach for the Stars: Managing and Retaining Top Performers. UPDATE, 24(1), 12-15. University of Wisconsin-Madison School of Business.

Trevor, C.O., & Graham, M. 1999. Deriving the market wage: Three decision areas in the compensation survey process. Technical report for the American Compensation Association's Emerging Scholars Program

PRESENTATIONS

Trzebiatowski, T., & Trevor, C.O. Talent Dispersion and Team Performance. Presented at 2016 Academy of Management Meetings, Anaheim.

Davis, P., & Trevor, C.O. 2014. Driven to Excel or Damaged Goods: Layoff Effects on Promotions and Pay Growth in Reemployment. Presented at 2014 Academy of Management Meetings, Philadelphia.

Davis, P., Feng, J., & Trevor, C.O. 2013. Free to Quit or Obligated to stay: The effects of prior layoffs on voluntary turnover. Presented at the 2013 Academy of Management Meetings, Orlando.

Nyberg, A.J., Pieper, J.R., & Trevor, C.O. 2010. Employee Performance as a Function of an Integrative Pay-for-Performance Framework. Academy of Management Meetings, Montreal.

Trevor, C.O., Gerhart, B., & Reilly, G. 2007. Reconciling Competing Perspectives on Pay Dispersion Effects on Organizational Performance: The Criticality of Accounting for Pay Strategies and Employee Inputs. Presented at the Cornell University School of Industrial & Labor Relations.

Trevor, C.O., Hausknecht, J.P., & Howard, M.J. 2007. Why top talent leaves: Performance effects on reasons for quitting. Paper presented at the 22nd Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

Hausknecht, J.P., Trevor, C.O., & Howard, M.J. 2007. How voluntary and involuntary turnover rates affect customer service. Paper presented at the Center for Advanced Human Resource Studies Fall Sponsor Meeting, Ithaca, New York.

Trevor, C.O., Gerhart, B., & Reilly, G. 2006. Reconciling Competing Perspectives on Pay Dispersion Effects on Organizational Performance: The Criticality of Accounting for Pay Strategies and Employee Inputs. Presented at the 2006 Academy of Management meetings in Atlanta.

Trevor, C.O., Gerhart, B., & Reilly, G. 2006. Reconciling Competing Perspectives on Pay Dispersion and Team Performance: The Criticality of Accounting for Pay Strategies and Employee Inputs. Research seminar at Cornell University (November, 2006).

Hausknecht, J.P., Trevor, C.O., & Howard, M.J. 2006. Unit-Level Antecedents of Customer Perceptions of Service Quality. Presented at the 2006 Society of Industrial and Organizational Psychologists meetings in Dallas.

- Trevor, C.O., & Wazeter, D.L. 2003. Making sense of multiple pay outcomes: Reactions to interactions among pay dispersion, pay relative to internal and external referents, and external pay policy. Research seminar at Cornell University (November, 2003).
- Sturman, M.C., Trevor, C.O., Boudreau, J., & Gerhart, B. 2003. Is it worth it to win the talent war? Using turnover research to evaluate the utility of performance-based pay. Presented at the 2003 Academy of Management meetings in Seattle.
- Trevor, C.O., & Gerhart, B. 2003. Organizational downsizing and voluntary turnover rates of survivors. Presented at the 2003 Society of Industrial and Organizational Psychologists meetings in Orlando.
- Trevor, C.O., & Graham, M. 2000. Discretionary decision-making in market wage derivation: What do compensation professionals rely upon and does it really matter? Presented at the 2000 Academy of Management meetings in Toronto.
- Trevor, C. O., & Sturman, M. C. 2000. The effects of performance slope and velocity on voluntary turnover. Presented at the 2000 Society for Industrial and Organizational Psychology Conference in New Orleans.
- Sturman, M. C., & Trevor, C. O. 2000. The implications of employee turnover on studies of dynamic performance. Presented at the 2000 Society for Industrial and Organizational Psychology Conference in New Orleans.
- Oh, H., Kilduff, M., & Trevor, C.O. 1999. Using a classic data set to study technology adoption by small medical practices. Presented at the 15th EGOS (European Group for Organization Studies) Colloquium, University of Warwick, United Kingdom.
- Trevor, C.O. 1998. Establishing new relationships within a traditional voluntary turnover model: A multidimensional approach to actual ease of movement in the job market. Paper presented at the 1998 Academy of Management meetings in San Diego, CA.
- Welbourne, T.M., & Trevor, C.O. 1996. The effects of departmental and positional power on job evaluation outcomes: A dual level analysis of power and resource allocation. Cornell University Working Paper, Center for Advanced Human Resource Studies. Paper presented at 1996 Academy of Management meetings in Cincinnati, OH.
- Gerhart, B., Boudreau, J.W., & Trevor, C.O. 1995. Voluntary turnover and job performance: Curvilinearity and the moderating effects of salary growth, promotions, and labor demand. Cornell University Working Paper, Center for Advanced Human Resource Studies. Paper presented at 1995 Academy of Management meetings in Vancouver, B.C.

IN THE MEDIA

Selected press references to:

Trevor, C. O. & Nyberg, A.J., (2008). Keeping your headcount when all about you are losing theirs: Downsizing, voluntary turnover rates, and the moderating role of HR practices. *Academy of Management Journal*, 51(2): 259-276:

Business Week.com (May 1, 2009). The tricky truth about downsizing. By Freek Vermeulen

Time Magazine.com (February 5, 2009). Married to the Job. By Nancy Gibbs
<http://www.time.com/time/magazine/article/0,9171,1877389,00.html>

National Public Radio – Nevada (February 11, 2009). “State of Nevada” On-air interview.

Time Magazine (February, 1, 2009). After layoffs, there’s survivor’s guilt. By Barbara Kiviat.

US News & World Report (April, 21, 2008 issue). By Matthew Bandyk

Business Week (April 21, 2008). News you need to know. Think Before You Fire (p. 004) —Edited by Harry Maurer & Cristina Linblad

Harvard Business Review (May 1, 2008). Halting the Exodus After a Layoff. (# 2 most-recommended HBR article by site visitors in 2008.

MIT Sloan Management Review (October 1, 2009). Which way should you downsize in a crisis? By C. Zatzick, ML. Marks, & R.D. Iverson.

USNews.Com Setting the Tone for Turnover, By Matthew Bandyk, Posted April 9, 2008.

<http://www.usnews.com/articles/business/best-in-business/2008/04/09/setting-the-tone-for-turnover.html>

Washington Business Journal Weekly (February 20, 2009). The talent fight heats up. By Jennifer Nycz-Conner.

The Boston Globe – Sunday edition (January 11, 2008). Downsized, but still in the game.

http://www.boston.com/jobs/news/articles/2009/01/11/downsized_but_still_in_the_game/ By Maggie Jackson.

HR Magazine (November 1, 2008 Cover story). Layoff aftermath: Learn how to minimize the aftereffects of layoffs. By Susan J. Wells.

Tilburg University, Spring 2008 – Top 10 Articles, Papers & Books

<http://www.tilburguniversity.nl/faculties/fsw/departments/hrs/pmc/paper/>

Management R&D: Economic Analysis of Business Practice. (April 23, 2008).

The Hidden Costs of Layoffs. <http://managementrandd.blogspot.com/>

Business Finance. (April 17, 2008). Best Practices for Finance Executives The Downside of Downsizing. by Brannen, Laurie.

Medical Device Guru (April 21, 2008). Rutledge, Paula . Downsizing can set off an exodus among retained employees, study suggests.

<http://www.medicaldeviceguru.com/showthread.php?p=2509>

HR.BLR.com (Business and Legal Reports: Leader in Compliance Information). May 7, 2008.

- Milwaukee Journal Sentinel. (May 10, 2008). Job cuts can result in more downsizing than anticipated: Voluntary exodus rises, UW researchers find. Dresang, Joel p. D1.
- HR Magazine (June 1, 2008). Schramm, Jennifer. Future Focus: Not a time for layoffs?
- Montreal Gazette (Circ. 195,000). (July 26, 2008). Cutting productivity: the real downside to downsizing. By Nebenzahl, Donna.
- The Globe and Mail: Canada's National Newspaper. (January 26, 2009). Altruism at work: Spreading the Pain. By Sarah Boesveld.
- Society For Human Resource Management (Spring 2009). Workplace Visions. "Can Sustainability initiatives survive in a tough economy?"
- Business and Finance (May 7, 2009). "The Tricky Truth about Downsizing" by Freek Vermeulen.
- SmartPlanet (May 27, 2009). 'Lean and lame' – why downsizing doesn't work. By Joe McKendrick <http://www.smartplanet.com/business/blog/business-brains/lean-and-lame-why-downsizing-doesnt-work/219/>
- Management Tools (Bain & Company) Downsizing. http://www.bain.com/management_tools/tools_downsizing.asp?groupcode=2
- The Ombuds Blog (May 01, 2009). "Study shows ombuds mitigate hidden costs of downsizing". <http://ombuds-blog.blogspot.com/2009/05/study-shows-ombuds-mitigate-hidden.html>
- London Business School (April, 30, 2009; June 24, 2009) <http://freekvermeulen.blogspot.com/2009/06/who-can-downsize-without-detriment.html>
- MIT Sloan Management Review (September 25, 2009). "Which way should you downsize in a crisis?" by Christopher D. Zatzick, Mitchell L. Marks and Roderick D. Iverson.
- Manager's Success "Managing After Downsizing" <http://www.managerssuccess.com/managing-after-downsizing.html>
- Express Computer (India's Only IT Business Weekly) (August 24, 2009). Righting downsizing in Asia. By Kyle Lundby, Brenda Kowske, & Siddartha Partha. <http://www.expresscomputeronline.com/20090824/technologylife02.shtml>
- College and University Professional Association for Human Resources "Human Resources Perspectives on Downsizing in Higher Education --- CUPA-HR Economic Issues Task Force--- A CUPA-HR Set of Working Documents on Issues and Strategies"
- The Australian Psychological Society, LTD "Coping in difficult financial times: Information for businesses – Managing your business' workforce as Australia emerges from the global financial crisis" <http://www.psychology.org.au/community/topics/financial/business/>
- HR Voice.org (January 29, 2009). "Laying off staff? Please, don't shoot yourself in the foot" by Helen Luketic. <http://www.hrvoice.org/story.aspx?storyid=5560&issueid=887&pagemode=displaystory®ionid=10>

RESEARCH INTERESTS

Voluntary employee turnover
HR strategy

Pay antecedents and consequences
Downsizing/Layoffs

TEACHING INTERESTS

Human Resource Management
Negotiations

Compensation
Research Methods

WORK EXPERIENCE

Courses Taught

UW-Madison: Negotiations (undergrad/grad)
UW-Madison: Data to Decisions (grad)
UW-Madison: Seminar in HR Metrics (undergrad)
UW-Madison: Employee Compensation (undergrad/grad)
UW-Madison: Research Methods (grad)
UW-Madison: Seminar in HR Strategy and High Performance Work Systems (undergrad)
Pennsylvania State University, Employee Compensation (undergrad)
Pennsylvania State University, Human Resource Management (undergrad)

Corporate

Human Resources Representative, Marathon Oil Company, Findlay, OH (4/92 - 8/93).

Actuary/Data Base Analyst, Hewitt Associates, Lincolnshire, IL (1/84 - 9/87).

Other Academic Experience

August, 1993 – July, 1997. Research Assistant, Department of Human Resource Studies, School of Industrial & Labor Relations, Cornell University.

March, 1991 – June, 1991. Research Assistant, School of Labor & Industrial Relations, Michigan State University.

September, 1987 – December, 1990. Research Assistant, Youth Sport Institute, Department of Physical Education and Exercise Science, Michigan State University.

GRANTS

- Center for Advanced Human Resource Studies (CAHRS). 2015. Human Capital Consequences of Reduced Employment Levels: Effects of Layoffs on Business Unit Performance through Employee Engagement, Job Performance, and High Performer Turnover (\$90,000).
- UW Graduate School Competition; Social Sciences Division. 2014. The Influence of Layoffs on the Performance Outcomes of Victims and Survivors (\$21,000).
- UW Center for Cooperatives. 2008. Employee Performance in Worker Cooperatives (\$10,000).
- UW-Madison School of Business. 2002. To support research on pay and training effects on attitudes and organizational performance.
- UW-Madison School of Business. 2001. To support research on unemployment rates, job performance, and voluntary turnover (\$2,500).
- Pennsylvania State University. 1998. Compensation strategy and decisions (\$5,000).
- American Compensation Association's Emerging Scholars Program. 1997. To support research on compensation practitioner decision-making. (\$5,000).

SERVICE - INTERNAL

UW-Madison

University

- 2019-present UW-Madison Athletic Board
- 2011-13 Graduate School Research Committee (Social Sciences)
- 2008-09 Undergraduate Recruitment, Admissions, and Financial Aid
- 2007-08 Undergraduate Recruitment, Admissions, and Financial Aid
- 2005-06 Undergraduate Recruitment, Admissions, and Financial Aid

School of Business

- 2019-present Faculty Director, SHRM MBA specialization
- 2015-19 MHR Department Chair
- 2021-2022, 2014-16, 2017-2018 Subcommittee
- 2005-13 Ph.D. and Research Committee
- 2005-06 Editorial Board for UPDATE (UW SOB publication)
- 2005-06 Ph.D. Committee
- 2004-05 Research Committee
- 2003-04 Research Committee
- 2002-03 Recruiting Committee

2000-01 Diversity Committee

Management & Human Resources Department

2015-19 MHR Department Chair
2017-18 Recruiting Committee (Chair)
2009-13 Ph.D. Committee (Chair)
2008-09 Recruiting Committee
2008-09 Ph.D. Committee (Chair)
2007-08 Recruiting Committee
2007-08 Ph.D. Committee (Chair)
2005-06 Ph.D. Committee (chair)
2004-05 Recruiting Committee (chair)
2003-04 Recruiting Committee
2002-03 Recruiting Committee
2001-02 Recruiting Committee
2002-03 Faculty advisor for student organization SHRM (Society for Human Resource Management)

Industrial Relations Institute

2002-03 Master's Admissions Committee
2001-02 Master's Admissions Committee

Pennsylvania State University

Department of Management & Organizations

1999-00 Recruiting Committee
1999-00 Faculty Advisor for approximately 50 students
1998-99 Faculty Advisor for approximately 50 students
1997-98 Faculty Advisor for approximately 50 students
1999-00 Faculty Activity Committee (faculty performance evaluation)
1998-99 Faculty Activity Committee (faculty performance evaluation)
1999-00 New curriculum development (HR option for mgt. majors)

SERVICE - FIELD

Academy of Management Journal editorial board (July, 2004 - current)
International Journal of Human Research Management editorial board (current)
Journal of Management editorial board (current)
Personnel Psychology editorial board (2015-2018)
Academy of Management HR Division Scholarly Achievement Award selection committee (2011, 2012)
Academy of Management HR Division Scholarly Achievement Award selection committee (Chair, 2010)
Academy of Management HR Division Scholarly Achievement Award selection committee (Co-Chair, 2018)
Cornell Hotel & Restaurant Quarterly editorial board (August, 2006 - current)

Panel on Research – HR Doctoral Consortium, 2007 Academy of Management
Committee on Best Paper in HRM – 2003 Academy of Management
Doctoral committee – Jie Feng (MHR Department, UW-Madison)
Doctoral committee (Chair) – Paul Davis (MHR Department, UW-Madison)
Doctoral committee (Chair) – Jenna Pieper (MHR Department, UW-Madison)
Doctoral committee – Linda Brothers (MHR Department, UW-Madison)
Doctoral committee – Tae Heun Lee (IR Institute, UW-Madison)
Doctoral committee – Jang Ho Choi (IR Institute, UW-Madison)
Doctoral committee – Kyeitek Oh (IR Institute, UW-Madison)
Doctoral committee – June-Young Kim (MHR Department, UW-Madison)
Panelist - Strategic Human Capital and Entrepreneurship conference (Madison, WI, 2019)
Panel on Job Search – HR Doctoral Consortium, 2002 Academy of Management
Discussant – HR Strategy session, 2001 Academy of Management
Panel on Job Search – HR Doctoral Consortium, 2000 Academy of Management
Doctoral committee - Holleen Krogh (Department of Psychology, Penn State)
Doctoral committee – John Hausknecht (Department of Psychology, Penn State)
Ad hoc reviewer, Academy of Management Journal
Ad hoc reviewer, Personnel Psychology
Ad hoc reviewer, Organization Science
Ad hoc reviewer, Industrial Relations
Member, Academy of Management

EDUCATIONAL HONORS/AWARDS

HR Division Scholarly Achievement Award [2017 award “presented to the author(s) of the most significant article in human resource management published in recognized journals and research annuals that are generally available to Division members in 2016.”]
HR Division Scholarly Achievement Award [2009 award “presented to the author(s) of the most significant article in human resource management published in recognized journals and research annuals that are generally available to Division members in 2008.”]
Outstanding Reviewer Award for Academy of Management Journal (2014-15)
Outstanding Reviewer Award for Academy of Management Journal (2007-08)
Outstanding Reviewer Award for Academy of Management Journal (2006-07)
Outstanding Reviewer Award for Academy of Management Journal (2004-05)
Nominated for Owens Scholarly Achievement Award (best paper in an I-O Psychology journal) (with M. Sturman), 2001
Cornell Hotel School Scholarly Achievement Award (with M. Sturman), 2001
Society for Human Resource Management Scholarly Research Award (with M. Sturman and M. Williams), 2000
ILR Fellowship, Cornell University, 1996
Invited participant, Human Resources Doctoral Student Consortium, AOM, 1996

School of Industrial & Labor Relations Fellowship, Cornell University, 1996
Sage Graduate Fellowship, Cornell University, 1993-94
School of Labor and Industrial Relations Fellowship, Michigan State Univ., 1991
Graduate Fellowship, Michigan State University, 1987-1989
Phi Kappa Phi Academic Honor Society, inducted 1989