



College of Business

UNIVERSITY OF CENTRAL FLORIDA

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College of Business
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EDUCATION

- 1987 Ph.D. in Industrial Relations, University of Wisconsin-Madison.
- 1982 M.A. in Public Policy, University of Michigan.
- 1980 B.A. in Economics, University of Michigan.

ACADEMIC APPOINTMENTS

- 2012-
Present Professor of Management, College of Business Administration, University of Central Florida.
- 2007-
2012 Professor of Management, Lee Business School, University of Nevada-Las Vegas.
- 2007-
2012 Visiting Professor, School of Management, Zhejiang University, Hangzhou China.
- 1999-
2007 Gatton Endowed Professor of Management, The School of Management, Gatton College of Business and Economics, University of Kentucky.
- 2001-
2004 Visiting Professor, Department of Human Resources ESC-Dijon Bourgogne, France. (Visited four times over this period.)
- 1998-
1999 Professor, Department of Management, Louisiana State University.
- 1997 Visiting Fulbright Research Scholar, Department of Management, University of Melbourne, Melbourne Australia.



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- 1993-1998 Associate Professor, Department of Management, Louisiana State University (tenured 1994).
- 1986-1993 Assistant/Associate Professor (without tenure), Department of Management and Organizations, University of Iowa.

ADMINISTRATIVE POSITIONS

- 2012-Present **Dean and Professor of Management, College of Business Administration
University of Central Florida**

Chief academic and administrative officer for a college with five departments and two centers that contain approximately 125 faculty, 80 staff and 9000 students; Responsible for development and implementation of a strategic vision for the College within the framework of the University's strategic plan; Manage a budget of about \$35 million; Responsible for all academic programs and services of the College; Provide intellectual and academic leadership to the faculty in all matters related to curriculum, the student experience, research, and faculty development. Ensure maintenance of AACSB accreditation; Work with a variety of internal and external stakeholders to build community relations, communicate the College's successes and enhance revenue streams; Report to the Provost; Member of University's Provost Council; Chair College's Executive Committee; ***For a description of major accomplishments as Dean see pages 4 to 6 of my vita. For university-related service at UCF see page 20.***

- 2007 - 2012 **Dean and Professor of Management, Lee Business School
University of Nevada Las Vegas**

Chief academic and administrative officer for a college with six departments and four centers that contain approximately 100 faculty, 40 staff and 4000 students; Responsible for development and implementation of a strategic vision for the College within the framework of the University's strategic plan; Manage a budget of about \$14 million; Responsible for all academic programs and services of the College; Provide intellectual and academic leadership to the faculty in all matters related to curriculum, the student experience, research, and faculty development. Ensure maintenance of AACSB accreditation; Work with a variety of internal and external stakeholders to build community relations, communicate the College's successes and enhance revenue streams; Report to the Provost; Member of University's Academic Council; Chair College's Executive Committee; ***For a description of major accomplishments as Dean see pages 6 to 8 of my vita. For university-related service at UNLV see pages 20 to 21.***



2006-2007 **Senior Associate Dean and Gatton Professor of Management, Gatton College of Business and Economics, University of Kentucky**

Responsible for working with the department chairs to implement effective faculty recruitment, selection, merit review, and promotion and tenure systems; Serve as associate dean for research, promoting research opportunities and creating seamless grant application and administrative processes for faculty. Work with the Associate Dean for Administration to ensure administrative support for faculty and accurate reporting of key assessment metrics to central administration and external accreditation bodies. Work with the Associate Dean for Undergraduate Affairs to ensure successful implementation of new Undergraduate Resource Center and associated enrichment activities. Work with the Dean on strategic planning and budgeting issues, identification and development of new opportunities that will lead to distinctive, revenue generating, high quality programs and communicate the college's successes to important stakeholders. ***For a description of the major activities I undertook in my various Associate Dean roles, please see pages 8 to 9 of my vita. For university related service at UK see page 21.***

2003-2006 **Associate Dean of Faculty and Special Programs, Gatton College of Business and Economics, University of Kentucky.**

As associate dean for faculty, responsible for working with the academic directors and department chairs to implement effective faculty recruitment, selection, orientation, merit evaluation, and promotion and tenure systems. Serve as associate dean for research, promoting research opportunities and creating seamless grant application and administrative processes for faculty. Work with the Associate Dean for Administration to ensure adequate administrative and technical support for faculty and accurate reporting of key assessment metrics to central administration and external accreditation bodies.

As associate dean for special programs, work with the Dean to identify and develop new opportunities that will lead to distinctive high- quality programs, generate resources for the college, and communicate the college's successes to important stakeholders.

2004-2007 **Academic Director, Sloan Center for a Sustainable Aluminum Industry, Gatton College of Business and Economics, University of Kentucky.**

Partnered with colleagues from the College of Engineering, Gatton College, and the University of Kentucky Vice President for Research in an initiative that lead to the establishment of a Sloan Industry Center devoted to research on the Aluminum Industry; Served as lead writer of a grant application that lead to a \$300,000 award from the Alfred P. Sloan Foundation and \$150,000 from the State of Kentucky.



Combined with support from Industry (secured by CSAI's executive director), the new center has a budget of over \$800,000 for three years to fund faculty research. Currently serve as academic director of the center, chairing CSAI's Committee on Research Operations and co-chairing its Steering Committee. More about CSAI can be found at www.sustainablealuminum.org. Information on the Sloan Industry Center program can be found at www.sloan.org.

1999-
2004

Director Center for Labor Education & Research, Gatton College of Business and Economics, University of Kentucky.

Charged with leading a state-mandated unit of four to five staff tasked with performing research and providing continuing education programs of interest to labor union leaders throughout the Commonwealth of Kentucky; Responsibilities included strategic planning, program development and marketing, hiring, evaluating, and developing staff, and conducting research. During my tenure as director the center increased revenues, expanded the number of workers served, reduce personnel costs and revived its dormant research function. We also reengaged the labor movement by developing a ten member advisory board of influential union leaders.

Jan. 2003-
July 2003

Acting Associate Dean of Academic Affairs. Gatton College of Business and Economics

Responsible for day-to-day operation of the college including budgetary and administrative oversight; Ensured units stayed within budgets, complied with university policies on expenditures and personnel issues, and chaired faculty committee that made recommendations to the Dean on appointments and renewals of endowed professorship. Lead Dean transition team as we concluded Dean Furst's twenty years of leadership and prepared for Dean Sudharshan arrival.

Jan.1998-99

Department Chair and Professor of Management, William W. Rucks Department of Management, Louisiana State University.

Elected to chair department of fourteen faculty and two support staff; Responsible for all aspects of departmental administration including faculty recruitment and selection, promotion and tenure, annual performance review, curriculum development, course scheduling and budgeting. Because the department had been recently endowed, I was responsible for working with the Dean and faculty to develop a plan to disburse and provide stewardship over endowment income. I also worked with the newly created external advisory board to develop a proposal that received state seed funding to launch a program that provides management Ph.D. students with the opportunity to gain real-world experience by working for a year at an advisory board member firm.



MAJOR ACCOMPLISHMENTS AS DEAN AT UCF

2012-
Present

Market-Responsive Undergraduate Curriculum Revisions

The goal is to develop a more market-sensitive curriculum in partnership with industry that prepares students for success in today's economy. More than 50% of the college's graduates work in Central Florida. Seventy percent work in Florida. **Results:** (1) Revised requirements for four degree programs and added selective admission criteria designed to increase rigor and develop deep specialists in Accounting, Finance, Marketing and Human Resources. (2) Worked with local industry to develop and implement new Integrated Business Degree designed to develop strong cross-functional employees to work in the small and medium-sized employers that dominate Central Florida. (3) Restructured the College's Core Business Curriculum to place greater emphasis on data analysis. (4) Added a Bloomberg smart lab that allows students to become certified in high-demand analytic skills.

2012-
Present

An Engaging Student Experience that Emphasizes Post-Graduation Success

The goal is to create a more transformative environment that helps students make good career choices, instills in them the mindsets that will equip them for today's marketplace and provide them with the professional polish necessary to be career-ready day one. Results: (1) Transformed the CBA advising center into a professional development center, re-staffing the unit with seven human resources/employee recruitment professionals. (2) Developed a new four course sequence of one credit hour courses that integrate career exploration, student competency and professional development activities throughout the business school experience. This new model has contributed to an 11% increase in the number of students graduating with a new full-time job offer in hand. (3) Created the Exchange, where, every day, at least 100 students have a conversation with a business or community leader about something important to their future. In its first year of operation The Exchange has hosted 170 speakers in more than 200 Exchanges reaching over than 16,000 students. (4) Promoted experiences like the Failure Competition, Case Competition, and Joust that are meant to help students develop important mindsets such as getting out of your comfort zone, taking smart risks, seeking out people who are different from you, and data-driven decision-making.

2012-
Present

Building and Promoting a Faculty of Visionary Thought-Leaders

The goal is to attract, develop, and retain faculty who can help people see the world differently, position them as thought-leaders and broadcast their accomplishments in



ways that improve and sharpen perceptions of the College among all stakeholders. **Results:** (1) Attracted 15 new faculty to the school including four endowed chairs and several senior faculty while rebuilding the Finance Department. (2) Featured faculty at the Presidents' Focus Breakfast where we embarked on a "take the ball" campaign that personally linked 15 of our best faculty to 40 influential community leaders. (3) Launched a highly visible "Dean Speakers Series" at the Citrus Club, featuring Ted-like talks by faculty each month. These events have routinely drawn 70 to 100 attendees and have gained a corporate sponsor for the next five years. It also yielded a \$1 million estate gift. (4) Worked with the faculty to create a new employee evaluation system that emphasizes innovation and impact over activity and secured its approval from central administration overcoming concerns it was a radically different approach than those used by other units under the collective bargaining agreement.

2012-
Present

Growing Partnerships with Other Units on Campus

The College aspires to become the cross-roads of campus. We seek to do this by creating opportunities for collaboration with people from across the university and in the community to build signature programs, commercialize ideas, and develop high-demand cross-disciplinary programs. **Results:** (1) Worked with the College of Sciences to design and launch a new Business Analytics track in our Professional Masters of Science in Management Program. (2) Opened the UCF Blackstone Launchpad and set the record for most student generated business ideas by any member of the Blackstone Launchpad consortium...we more than doubled the prior record. (3) Launched a daytime professional MBA program with a focus on STEM students and M.D.s in 2016 with the help of the College of Medicine.

2012-
Present

Creating a Sustainable Business Model

We aspire to create a more diversified portfolio of revenue streams that lead to greater predictability in budgeting and financial self-sufficiency for the college. **Results:** (1) Worked with campus partners to create a new budget model for the 11 colleges that comprise UCF. The model automatically adds and reallocates resources based on changes in student credit hours, provides incentives for funded research, growth in endowment for faculty, and degree efficiency and sets aside resources for strategic investment; (2) Increased revenue from market-rate graduate programs, adding about \$500,000 annually to our overall college budget; (3) Created a corporate partnership program that has generated more than \$200,000 in annual funds to the college and connected our students with more than 50 of the top employers in Central Florida; (4) Raised about \$18 million in private philanthropy and



corporate support including a \$7 million dollar estate gift to fund scholarships for students of single parents.

MAJOR ACCOMPLISHMENTS AS DEAN AT UNLV

2010-
2012

“Prepare to Compete” Positioning for College

Initiated and implemented a comprehensive strategy to create a more focused, smaller, high-quality College of Business at UNLV organized around the virtues of competition. The plan prepared students compete through skill development, repeated competition and good developmental feedback. In creating this new culture and marketing this approach, the College leveraged a unique part of Las Vegas’ heritage and created a truly distinctive experience that resonated with high achieving students and donors, while differentiating the College from our peers.

2008-
2012

Undergraduate Curriculum Revision

Initiated and lead the first major revision of the College’s undergraduate core curriculum in twenty years. Launched in 2010, the new curriculum moved the College closer to a professional school model that focuses on skill development and provides students with a holistic approach to understanding business in a global economy. Rather than consider core courses as previews to the majors, each core course is taught as if it were the last course a student will ever get on the subject and focuses on the core skills and competencies managers need to work effectively in cross-functional teams. To accommodate these changes in the core, undergraduate major requirements in the College were cut from 27 to 24 credit hours

2007-
2012

Fundraising and External Stakeholder Relations

Increased the College’s endowment from \$5.5 million to \$11.5 million in first two years. Averaged \$620,000 in unrestricted fundraising for last two years, while increasing the total number of donors from 500 to 700. Worked with President on naming gift of \$15 million.

Expanded our Executive Advisory Board from 23 to 28 members. Recruited nine new members to the EAB. Expanded the Board’s mission to include student mentoring, guest lecturing, advice to the Dean on improving college services, and assistance in peer-to-peer fundraising.

Created new Director of Communication position and worked closely with her to develop and implement new biannual College of Business publication distributed to



alumni and friends of the College. Created new position of Alumni Relations and Small Gifts coordinator to strengthen our relationship with our UNLV College of Business Alumni Chapter and increase unrestricted private donations.

2007-
2012

The Student Experience

Improved the student experience in the College by strengthening academic as well as career advising and increasing student engagement through co-curricular and enrichment activities.

Hired a new Assistant Dean for Undergraduate Programs. Working closely with the Assistant Dean we have revamped academic advising and established a student mentoring program that pairs students with alumni and executives in and around Las Vegas. Established a student ambassador's program as well as a Council of Student Organization Presidents to help us promote a culture of student engagement in the college. Experimenting with a First-Year Experience Course for business majors designed to help them transition from high school to college and sharpen their career goals.

Established *the Global Entrepreneurship Experience*, a program that recruits twenty high-achieving students straight out of high school to go through a four year experience that teaches them the fundamentals of business as well as social entrepreneurship. These students have majors from across the university (e.g., engineering, physics, math, music, business) and receive full academic scholarships for four years while participating in the program. Each cohort is sponsored by a private donor who provides the scholarship money as well as support for the program director. The first cohort was funded by Wells Fargo and represented about a \$500,000 financial commitment over four years.

At the graduate level, improved the student experience with the establishment and recruitment of a professional director of MBA programs. Worked with the new director to reorganize the MBA center; placed a greater emphasize and more resources on career advising; established an executive mentor program for students in our EMBA program interested in senior-level management positions; and launched an MBA student-lead consulting firm to assist nonprofits and small business on operational and strategic issues.

2012

Strategic Planning

Chaired a faculty committee to develop a new mission and strategic plan for the College that aligned with the University's new vision. The mission sought to leverage the unique characteristics of Las Vegas (e.g., entrepreneurship, real estate development, sustainability, entertainment) to find solutions to business problems



that improved management practice and enhanced social welfare. A key part of the strategy was to focus on repositioning ourselves through stronger curriculum, signature experiences developed in partnership with the local community, a more engaged student body and cluster hiring that builds distinctiveness while adding disciplinary strength.

2008-
2009

Maintenance of AACSB Accreditation

Coordinated the efforts of the College Executive Committee and several ad hoc faculty groups to develop new faculty sufficiency guidelines, assurance of learning procedures, and financial plans consistent with our mission and AACSB accreditation requirements. Co-authored fifth-year (75 pages) and sixth-year (52 pages) review reports for accreditation teams that documented our compliance with accreditation standards. Arranged and oversaw fifth-year site visit by accreditation team. Developing and implementing plan to significantly reduce College's reliance on part-time instructors in undergraduate pre-core and core courses.

MAJOR SPECIAL PROJECTS AS ASSOCIATE DEAN AT GATTON

2003-
2007

MBA Program Redesign and Implementation

Responsible for all aspects of MBA program redesign and implementation; Oversaw activities of the Fall 2003 Ad Hoc MBA redesign committee charged with developing a new program architecture. Primary responsibilities included providing background curriculum materials on other MBA programs, data on MBA program applicants at peer institutions, and participation in committee meetings. Lead Spring 2004 Ad Hoc redesign committee charged with developing the new Immersive MBA curriculum. Primary responsibilities included providing curriculum information from other programs; soliciting comments from local businesses and other friends of the college about program elements; attending meetings and engaging in discussion of program attributes; preparing materials for submission of program specifics to faculty. Result was complete overall of the MBA program with a new process-oriented, immersive format that can be completed in one calendar year. Gained graduate school approval for the new program in Fall of 2004.

Oversaw MBA Center staff, program marketing, recruitment, assurance of learning outcomes, and admission of students to the new program as well as our Evening MBA program. Coordinated and provided logistical support for all faculty teaching in the program. Chaired College's MBA Policy Committee.

2004-
2007

Project Destiny Program



Developed pilot program designed to facilitate undergraduate business major self-discovery, expand students' horizons, equip students to better manage their professional careers, and empower students to become fully-engaged citizens of the Gatton College community. Worked with student groups and Assistant Dean of Undergraduate Programs to develop new orientation program for undergraduate students that includes special sections of the University's highly successful academic orientation course specifically designed for aspiring business school students; peer-mentoring; and various social events designed to highlight career and international opportunities for Gatton students.

Program is now in its ninth year. Hired a full-time Project Destiny Coordinator who reported to me for two years and was responsible for day-to-day implementation of the program. Starting fall 2006, this position reported to a new associate dean for undergraduate affairs and is located in a new Undergraduate Resource Center.

2005-
2007

Global Scholars Program

Spearhead initiative to create new honors-type program in international business leadership to attract high-achieving high school students to the Gatton College. Program is the College's first attempt at admitting students directly into the college as freshman and includes a series of special courses, seminars, and enrichment activities for students throughout their four years at Gatton. The program also requires students to spend a semester abroad at one of our partner institutions. Worked with Project Destiny coordinator on marketing, recruitment, and admission of students to the program..

2003-
2007

TEI-Piraeus MBA Program Initiative

Assisted Dean in negotiating partnership contract with TEI-Piraeus to bring Gatton MBA program to Athens Greece; Primary responsibility for all issues related to program approval, and implementation including: SACS and UK Graduate School approvals; student applications and admissions; adjunct graduate faculty status for TEI program instructors; UK faculty staffing and compensation issues; and program evaluation. Worked with counterpart at TEI-Piraeus to continue to develop and administer the program, now enrolling its fourth cohort of students. Incoming classes under my direction grew from 32 to 58 students.

2005-
2007

Faculty Merit Review and Workload Revision

Chair faculty committee to revise method of determining faculty teaching, research and service obligations as well as evaluating their contributions in each area. Faculty approved new workload policy in spring 2005. New Merit Review System put in place



for Spring 2007.

PUBLICATIONS

A. Refereed Journals

Jack Fiorito and Paul Jarley. "Understanding Organizing Activity Among U.S. National Unions." **Industrial Relations Journal**. Vol. 41 No. 1 (January) 2010. P. 74-92.

Nancy Brown Johnson and Paul Jarley. "Unions as Social Capital: The Impact of Trade Union Youth Programs on Young Workers' Political and Community Engagement." **Transfer**. Vol. 11 No. 4 (Winter) 2005: 605-616.

Paul Jarley, "Unions as Social Capital: Renewal Through a Return to the Logic of Mutual Aid." **Labor Studies Journal**. Vol. 29 No. 4 (Winter) 2005: 1-26.

Nancy Brown Johnson and Paul Jarley. "Justice and Union Participation." **British Journal of Industrial Relations**. Vol. 42 No. 3 (September) 2004: 543-562.

Jack Fiorito, Paul Jarley, and John Delaney. "Information Technology, U.S. Union Organising, and Union Effectiveness." **British Journal of Industrial Relations**. Vol. 40 No. 4 (December) 2002: 627-658.

Paul Jarley, Bill Harley, and Richard Hall. "Innovation in Australian Unions." **Industrial Relations**. Vol. 41, No. 2(April) 2002, pp. 228-248.

Paul Jarley, Timothy D. Chandler and Larry Faulk. "Maintaining a Scholarly Community: Casual Authorship and the State of IR Research." **Industrial Relations**. Vol. 40 No. 2 (April) 2001, pp. 338-343.

Jack Fiorito, Paul Jarley, and John T. Delaney. "The Adoption of Information Technology by U.S. National Unions." **Relations Industrielles/Industrial Relations**. Vol. 55 No. 3 (Summer) 2000, pp. 451-476.

Paul Jarley, Jack Fiorito, and John T. Delaney. "National Union Governance: An Empirically-Grounded Systems Approach." **Journal of Labor Research**, Vol. 21, No. 2. (Spring) 2000, pp. 227-246.

Jack Fiorito, Paul Jarley, John Thomas Delaney and Bob Kolodinsky, "Unions and Information Technology: From Luddities to Cyberunions?" **Labor Studies Journal**, Vol. 24. No. 1 (Spring) 2000, pp. 14-24.



Paul Jarley, Timothy D. Chandler, and Larry H. Faulk II, "Are We All Playing the Same Game?: Publication Patterns and Research Productivity in Management Journals." *Human Relations*, Vol. 51, No. 6 (June) 1998, pp. 1-26.

Paul Jarley, Jack Fiorito, and John Thomas Delaney, "A Structural Contingency Approach to Democracy and Bureaucracy in U.S. National Unions." *Academy of Management Journal*, Vol. 40, No. 4 (August) 1997, pp. 831-861.

Susan Schwochau, John Thomas Delaney, Paul Jarley, and Jack Fiorito, "Employee Participation and Assessments of Support for Organizational Policy Changes." *Journal of Labor Research*, Vol. 18, No. 3, (Summer) 1997, pp. 379-401.

Jack Fiorito, Lee P. Stepina, Paul Jarley, John Thomas Delaney and Mike Knudstrup, "Visions of Success: National Leaders' Views on Union Effectiveness." *Labor Studies Journal*, Vol. 22, No. 1 (Spring) 1997, pp. 1-18.

John Thomas Delaney, Paul Jarley, and Jack Fiorito, "Planning for Change: Determinants of Innovation in U.S. National Unions." *Industrial and Labor Relations Review*, Vol. 49, No. 4 (July) 1996, pp. 597-614.

Jack Fiorito, Paul Jarley, and John Thomas Delaney, "National Union Effectiveness in Organizing: Measures and Influences." *Industrial and Labor Relations Review*, Vol. 48, No. 4, (July) 1995, pp. 613-635.

Paul Jarley and Sarosh Kuruvilla, "American Trade Unions and Public Approval: Can Unions Please All of the People All of the Time?" *Journal of Labor Research*, Vol. 15, No. 2, (Spring) 1994, pp. 97-116.

Jack Fiorito and Paul Jarley, "Associate Membership Programs: Innovation and Diversification in National Unions." *Academy of Management Journal*, Vol. 35, No. 5, (December) 1992, pp. 1070-1085.

Craig A. Olson, Gregory G. Dell'Omo, and Paul Jarley, "A Comparison of Interest Arbitrator Decision-Making in Experimental and Field Settings." *Industrial and Labor Relations Review*, Vol. 45, No. 4, (July) 1992, pp. 711-723.

Paul Jarley, "The Effect of Interest Arbitration on Salary Dispersion Among Employers: Evidence From Wisconsin." *Industrial Relations*, Vol. 31, No. 2, (Spring) 1992, pp. 292-308.

Craig A. Olson and Paul Jarley, "Arbitrator Decisions in Wisconsin Teacher Wage Disputes." *Industrial and Labor Relations Review*, Vol. 44, No. 3, (April) 1991, pp. 536-547.



Paul Jarley and Jack Fiorito, "Unionism and Changing Employee Views Toward Work." *Journal of Labor Research*, Vol. 12, No. 3, (Summer) 1991, pp. 223-229.

Paul Jarley and Cheryl Maranto, "Union Corporate Campaigns: An Assessment." *Industrial and Labor Relations Review*, Vol. 43, No. 5, (July) 1990, pp. 505-524.

Paul Jarley and Jack Fiorito, "Associate Membership Status: Unionism or Consumerism?" *Industrial and Labor Relations Review*, Vol 43, No. 2, (January) 1990, pp. 209-224.

Paul Jarley, Sarosh Kuruvilla, and Douglas Casteel, "Member-Union Relations and Union Satisfaction." *Industrial Relations*, Vol. 29, No. 1, (Winter) 1990, pp. 128-134.

Barry A. Gerhart and Paul Jarley, "Comment on Louis Jacobson's A Tale of Employment Decline in Two Cities: How Bad Was the Worst of Times?" *Industrial and Labor Relations Review*, Vol. 40, No. 2, (January) 1987, pp. 280-284.

B. Books and Book Chapters

Fiorito, J. T., & Jarley, P. (2008). Trade Union Morphology. In Blyton, P., Bacon, N., Fiorito, J., & Heery, E. (Eds.), *The Sage Handbook of Industrial Relations* London, England and Thousand Oaks, CA: Sage. pp. 189-208..

Jack Fiorito, Paul Jarley, and John T. Delaney. "Change to Win: Can Structural Reform Revitalize the American Labor Movement?. In David Lewin and Bruce E. Kaufman (eds.) *Advances in Industrial and Labor Relations*: Greenwich, Connecticut: JAI Press 2007.

Paul Jarley, "American Unionism at the Start of the Twenty-first Century: Going Back to the Future?" In Peter Fairbrother and Gerard Griffin (eds) *Changing Prospects for Trade Unionism: Comparisons Between Six Countries*. London: Continuum. 2002. pp. 200-237.

Jack Fiorito, Paul Jarley, and John T. Delaney. "National Unions as Organizations." In G. Ferris (ed.) *Research in Personnel and Human Resource Management*. Oxford: Elsevier Science Ltd. 2001 pp. 231-268.

Paul Jarley, Jack Fiorito and John T. Delaney, "What's Inside the Black Box? Union Differences, Innovations, and Outcomes." In David Lewin and Bruce E. Kaufman (eds.) *Advances in Industrial and Labor Relations. Vol. 8* Greenwich, Connecticut: JAI Press, 1998. pp. 139-182.

Jack Fiorito, Paul Jarley, and John Thomas Delaney, "National Union Effectiveness." In Sam Bacharach, Ronald Seeber, and David Walsh (eds.) *Research in the Sociology of Organizations: Special Issue on Labor Relations and Unions*. Greenwich, Connecticut: JAI Press Inc., 1993. pp. 111-137.



Jeanne Prial Gordus, Paul Jarley, and Louis A. Ferman, *Plant Closings and Economic Dislocation*. Kalamazoo, Mich.: The UpJohn Institute for Employment Research, 1981.

C. Published Proceedings Papers

Paul Jarley, Jack Fiorito, and John T. Delaney. "Do Unions Control Their Own Destiny?" *Proceedings of the 50th Annual Meeting of the Industrial Relations Research Association*, Madison, WI: IRRA, pp. 274-280.

Jack Fiorito, Lee P. Stepina, Paul Jarley, and John Thomas Delaney, "National Union Effectiveness: Top Union Leaders' Views." *Proceedings of the 47th Annual Meeting of the Industrial Relations Research Association*, Madison, WI: IRRA, pp.317-326.

Jack Fiorito, Paul Jarley, and John Thomas Delaney, "Organizing Effectiveness Among U.S. National Unions." Selected for *Best Paper Proceedings of the 53rd Annual Meeting of the Academy of Management*, Atlanta, Georgia, (August) 1993, pp. 111-115.

Paul Jarley, Jack Fiorito, and John T. Delaney, "Embracing the Committee on the Evolution of Work Report: What Have Unions Done?" *Proceedings of the 44th Annual Meeting of the Industrial Relations Research Association*, Madison, WI: IRRA, 1992. pp. 500-511.

Paul Jarley and Cheryl Maranto, "Strategic Implications of Union Corporate Campaigns." *Proceedings of the 43rd Annual Meeting of the Industrial Relations Research Association*, Madison, WI: IRRA, 1991, pp 85-95.

Paul Jarley, "The Impact of Wisconsin's Mediation-Arbitration Law on Bargaining Outcomes: Dissertation Abstract." *Proceedings of the 40th Annual Meeting of the Industrial Relations Research Association*, Madison, WI: IRRA, 1988 p. 320-322.

D. Reports

Paul Jarley, UFCW Local 1099; **2002 Membership Survey: Results and Recommendations**. Lexington, KY: CLEAR (March 10) 2003.

Paul Jarley, **UFCW Local 1099: 2001 Steward Survey: Final Results and Recommendations**. Lexington, KY: CLEAR (January 9) 2002.

Paul Jarley, **UFCW Local 227: 2001 Steward Survey: Preliminary Results**. Lexington, KY:



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CLEAR, (December 3) 2001.

Paul Jarley, **Kentucky Local Union Survey: Report to the Kentucky State AFL-CIO Executive Board**. Lexington KY: CLEAR (March 16) 2001.

Paul Jarley, **Results from the KASE Membership Survey**. Lexington KY: CLEAR (August 18) 2000.

Paul Jarley, **Results of the TFA Membership Survey**. Lexington KY: CLEAR (June 10) 2000.

Jack Fiorito, Paul Jarley and John Thomas Delaney, **Building Electronic Ties That Bind: Information Technology and National Unions**. Interim Report on the Survey of Union Information Technology. Tallahassee, FL: Florida State University, (October) 1997.

John Thomas Delaney, Jack Fiorito, and Paul Jarley, **Union Innovation and Effectiveness: Results from the National Union Survey**. Iowa City, IA: Industrial Relations Institute, (May) 1991.

Paul Jarley, Russell Whitesel, and Daniel Fernbach, **Analyses of Employer and Employee Experience under Wisconsin's Mediation-Arbitration Law**. Madison, WI: Wisconsin Legislative Council, 1985.

Paul Jarley, (ed.) **Response to Major Layoffs and Plant Closings**. Lansing, MI: Michigan Department of Mental Health, 1980.

E. Book Reviews

Paul Jarley, "Review of Unions and Communities Under Siege: American Communities and the Crisis of Organized Labor." by Gordon L. Clark, **Industrial and Labor Relations Review**, Vol. 44, No. 3 (April) 1991, pp. 563-565.

F. Other Publications

John T. Delaney, Jack Fiorito, and Paul Jarley, "Evolutionary Politics? Union Differences and Political Activities in the 1990s." **Journal of Labor Research**, Vol. 20, No.3 (Summer) 1999, pp. 277-298. (This is an invited paper included in a special issue.)

Paul Jarley, "Distributive Bargaining," "Integrative Bargaining," "Intraorganizational Bargaining," and "Union Voice." Entries in Lawrence H. Peters, Stuart A. Youngblood, and Charles R. Greer (eds.) **The Blackwell Dictionary of Human Resource Management**. London: Basil Blackwell.



Paul Jarley and Jack Fiorito, "Unions in the Heartland: A Fertile Soil?" *Iowa Business*, Vol. 2, No. 1, (January) 1990, pp. 1-8.

CONFERENCE PRESENTATIONS

Paul Jarley, A Heretic's Research Agenda for Union Renewal. Comments presented before the Methodology Workshop at the International Colloquium on Union Renewal. University of Montreal, November 2004.

Nancy Brown Johnson and Paul Jarley, Social Capital, Union Participation and Civic Engagement among Young Workers. Paper presented at the International Colloquium on Union Renewal. University of Montreal, November 2004.

Paul Jarley, Nancy Brown Johnson and Jack Fiorito. "Enhancing the Efficacy Perceptions of Union Stewards." Paper presented at the 56th meeting of the Industrial Relations Research Association, Washington D.C. January 2004.

Paul Jarley. "Unions as Social Capital: Renewal Through a Return to the Logic of Mutual Aid?" Paper presented at the International Industrial Relations Association Meetings: Berlin Germany September 2003.

Nancy Johnson and Paul Jarley. "Antecedents of Organizational Justice." Paper presented at the 55th Annual Meeting of the Industrial Relations Research Association Washington D.C. January 2003.

Jack Fiorito and Paul Jarley. "Union Organizing Commitment: Rhetoric and Reality." Paper presented at the 55th Annual Meeting of the Industrial Relations Research Association Washington D.C. January 2003.

Nancy Johnson and Paul Jarley. "A Mobilization Theory of Union Participation." Paper presented at the 54th Annual Meeting of the Industrial Relations Research Association: New York, N.Y. January 2002.

Paul Jarley, John T. Delaney, and Jack Fiorito. "A Conceptual and Empirical Look at Union Governance Structures." Paper presented at the Conference on Union Governance and Democracy, Georgia State University, May 1999.

Paul Jarley, Roderick D. Iverson, and Donna Buttigieg, "Organizing where no Majority is Required: Exploring Variations in Union Vitality and Recruiting Activities across Australian Workplaces." Paper presented at the 51st Annual Meeting of the Industrial Relations Research Association: New York, N.Y. January 1999.



Paul Jarley, "Contrasting New Forms: The Emergence of Managerial-Service and Empowerment Unionism in Australia and the United States." Paper presented at the 1998 Work, Employment And Society Conference on "The New Unionism," Cambridge, United Kingdom, September 1998.

Jack Fiorito, John Delaney, and Paul Jarley, "Innovation and Change in American Unions: Then & Now: Results from Two Surveys of National Unions." Paper presented at the Annual Meeting of the Canadian Industrial Relations Research Association, Ottawa Ontario Canada, June 1998.

Paul Jarley, Bill Harley, and Richard Hall, "Innovation and Change in Australian Trade Unions." Paper to be presented at the Annual Meeting of the Canadian Industrial Relations Research Association, Ottawa Ontario Canada, June 1998.

Jack Fiorito, Paul Jarley and John Thomas Delaney, "Information Technology in National Unions: From Luddites to Cyberunions." Paper presented at the 5th Collective Bargaining Group Conference, May 1998 Champaign-Urbana.

Paul Jarley, Jack Fiorito, and John T. Delaney. "What's Inside the Black Box? Union Differences, Innovations and Outcomes." Competitive Papers: the 1998 Industrial Relations Research Association/Advances in Industrial and Labor Relations Competition Winners. Paper presented at *the 50th Annual Meeting of the Industrial Relations Research Association*: Chicago, Ill, Jan. 1998. Paul Jarley, Bill Harley, John T. Delaney, Jack Fiorito, and Richard Hall, "Toward Identifying Evolutionary Tracks: Emerging National Union Configurations in Australia and the United States." Paper presented at the Third International Conference on Emerging Union Structures: Reshaping Labor Market Institutions. Australian National University, Canberra, Australia, December 1997.

Timothy D. Chandler, Paul Jarley and Larry Faulk, "Publishing While Perishing: Industrial Relations Research Patterns and Productivity in an Era of Decline." Paper Presented at *the 49th Annual Meeting of the Industrial Relations Research Association*. New Orleans, LA. January 1997.

Paul Jarley, Jack Fiorito, and John Thomas Delaney, "Learning from Success: National Union Configurations and Organizing Effectiveness." Paper presented before the AFL-CIO/Cornell University Conference on Union Organizing. April 1996.

Paul Jarley, Timothy D. Chandler, and Elyssa Blanton Schultz, "Publication Productivity in Top-Tier Management Journals." Paper Presented at the 1995 Meeting of the Association on Employment Practices and Principles, New Orleans, LA. 1995.

Paul Jarley, Jack Fiorito, and John Thomas Delaney, "What's the Difference? An Analysis of U.S. National Unions." Paper presented at the Annual Meeting of the Industrial Relations Research Association, Boston, Massachusetts, (January) 1993. An abstract appears in the *Proceedings of the 45th Annual Meeting of the Industrial Relations Research Association*, Madison, WI: IRRA, 1993, p. 555.



Paul Jarley and Sarosh Kuruvilla, "Public Opinion and Trade Union Density: An International Comparison." Paper presented at the Third Bargaining Group Conference, Berkeley, California, (March) 1992.

Jack Fiorito and Paul Jarley, "An Organizational Perspective on Associate Membership Programs." Paper presented at the Academy of Management Annual Meeting, Personnel/Human Resource Division, Miami Beach, Florida, (August) 1991.

Paul Jarley and Cheryl Maranto, "Union Corporate Campaigns: A Market Model Analysis of Announcements and Tactics." Paper presented at the Annual Meeting of the Industrial Relations Research Association, Atlanta, Georgia, (December) 1989. An abstract appears in the *Proceedings of the 42nd Annual Meeting of the Industrial Relations Research Association*, Madison, WI: IRRA, 1990, p. 562.

Daniel G. Gallagher, Jack Fiorito, Paul Jarley, Yeon-Ang Jeong, and Mitsuru Wakabayashi, "Dual Commitment in Japan: Preliminary Observations." Paper presented at the Annual Meeting of the Industrial Relations Research Association, New York, New York, (December) 1988. An abstract appears in the *Proceedings of the 41st Annual Meeting of the Industrial Relations Research Association*, Madison, WI: IRRA. 1989, p. 598.

Jack Fiorito and Paul Jarley, "Worker Views of Unions." Comments before the AFL-CIO/ Cornell University Conference on Challenges for Unions, (October) 1989.

Paul Jarley, "An Overview of Experience under Wisconsin's Mediation-Arbitration Law." Paper presented at the 40th Annual Meeting of the Industrial Relations Research Association, Chicago, Illinois, (December) 1987.

Craig A. Olson, Greg Dell'Omo, and Paul Jarley, "A Comparison of Arbitrator Decision-Making in Experimental and Field Settings." Paper presented at the 1987 Annual Meeting of the American Econometric Association, Chicago, Illinois, (December) 1987.

Paul Jarley, "Interest Arbitration and Salary Dispersion." Paper presented at the 13th Annual Meeting of the Eastern Economic Association, Washington, D.C., (March) 1987.

INVITED SEMINARS

2009 "Entrepreneurship and Management Education." Zhejiang University.

2008 "Managed Activism and Union Renewal." Monash University Conference on Unions in the Twenty-First Century and Beyond: The Environment, Politics, and Education. Melbourne Australia.



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- 2005 "A Theory of Managed Activism for Union Renewal" CRMIT-Magog II Meeting on Rethinking Institutions for Work and Employment in a Global Era. University of Montreal.
- 2001 "The Study of Unions as Organizations." Ecole Superior de Commerce, Dijon France.
- 1997 "Configurational Approaches to the Study of National Unions." University of Queensland.
- 1997 "Refining and Extending Configurational Approaches to the Study of National Unions." Australian Center for Industrial Relations Research and Teaching. University of Sydney.
- 1997 "Emerging National Union Types: Preliminary Evidence from America and Australia." University of New South Wales.
- 1997 "Toward Convergence?: Early Observations on the Evolution of American and Australian National Unions." University of Melbourne.
- 1997 "Toward Convergence?: Early Observations on the Evolution of American and Australian National Unions." Monash University.
- 1996 "Exploring National Union Configurations." University of Oregon.
- 1992 "Understanding Differences in American National Unions." Wayne State University.
- 1992 "The Policies, Practices and Structures of American National Unions." Vanderbilt University.
- 1991 "Associate Membership Programs as Evidence of Innovation and Diversification in National Unions." Wayne State University.
- 1988 "Associate Membership Status: Unionism or Consumerism?" University of Minnesota.

OUTSIDE GRANT AWARDS

2004. Paul Jarley and Subodh Das. "The Center for a Sustainable Aluminum Industry." A Proposal Submitted to the Alfred P. Sloan Foundation. (Proposal for \$300,000 as part of a \$800,000 in external funding from Sloan, State and Industry sources).
2004. "The Impact of Trade Union Youth Programs on Young Workers' Political Engagement and Participation," Center for Information and Research on Civic Learning and Engagement: \$50,000 for one year. (with Nancy Johnson).
- 2000 A Proposal to Globalize Human Resource Management Curricula: Using Web-based



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Teaching Technologies to Enrich Cross-cultural Case Analysis. Proctor and Gamble Curriculum Development Program. \$126,550 over three years.

- 1999 Louisiana Board of Regents Enhancement Grant to fund Fellowships in Applied Management Education (\$42,000).
- 1992 AFL-CIO Grant for National Union Survey (\$2,700)

CONTRACT RESEARCH

- 2002 Union Membership Survey, United Food and Commercial Workers Union Local 1099.
Union Steward Survey, United Food and Commercial Workers Union Local 227
Union Membership Survey, United Food and Commercial Workers Union Local 1099
- 2000 Membership Survey, AFT-Kentucky

HONORS AND AWARDS

- 1998 E. J. Ourso College of Business Excellence in Research and Contribution to Scholarship Award.
- 1996 Fulbright Senior Research Scholar Award -completed at the Department of Management and Industrial Relations, University of Melbourne, Melbourne Australia, May-August 1997.
- 1991 Outstanding Paper Award, Personnel and Human Resources Division, Academy of Management Annual Meetings.
- 1990 Teacher of the Year, Department of Industrial Relations and Human Resources, University of Iowa.
- 1988 Old Gold Summer Research Fellowship- University of Iowa.
- 1987 Old Gold Summer Research Fellowship - University of Iowa.
- 1986 Academic Excellence in Wisconsin Public Sector Labor Relations, Wisconsin Public Employer Labor Relations Association.
- 1984 Nonresident Scholarship - University of Wisconsin.



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1983 Nonresident Scholarship - University of Wisconsin.

1981 University Fellowship - University of Michigan.

COURSES TAUGHT

A. Semester-Length

International

March 2002 Strategic Human Resource Management. ESC Dijon (France).

March-April
2001 Human Resource Management. ESC Dijon (France).

July 2000 International Human Resource Management, CCSA Summer Program
Kings College, London

UK:

GS: 103 Larger World Issues in Business
MGT: 320 Introduction to Human Resources and Industrial Relations

LSU:

EMBA 7500 Legal Regulation of Business
BADM 7160 Negotiation, Persuasion, and Influence in Organizations
MGT 7500 Labor-Management Relations
MGT 3500 Introduction to Labor Relations
MGT 4523 Government Regulation of Human Resource Management

Iowa:

6J:150 Protective Labor Legislation
6J:153 Collective Bargaining
6J:161 International Industrial Relations
6J:253 Economics of Industrial Relations
6J:257 Legal Issues in Human Resource Management
6J:270 Research Seminar in Management and Organizations

B. Short-Courses: Executive Development



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Basics of Discrimination Law, LSU Executive Program, 2001-2005
Indonesian Executive Education Program (co-taught with Nancy Johnson), Sept/Oct. 2002.
An In-Basket Training Exercise for Human Resource Managers, LSU Executive Program 2001-02
The American's with Disabilities Act: A Legal Primer, LSU Executive Program 2000
A Sexual Harassment Legal Primer, LSU Executive Program, 1998-2000
Economics of Discrimination, GOALS-Clark University Project 1992.

C. Short Courses: Union Leadership Training

Last Chance Agreements at Arbitration (May 2001).
Joint Conflict Resolution Training for Stewards and Supervisors (May 2001)
Organization Development Exercise (TFSA Leadership Conference April 2001).
Unions and the Internet (January 2001)
Integrative and Distributive Bargaining (multiple times as part of 3 Day Bargaining School Training.)
Procedural Bargaining (KNA Leadership Conference March 2001)
Effective Grievance Handling (multiple times.)
Stewards and the Law (multiple times as part of 3-Day New Steward Training Institute.)
Dispute Resolution Skills for Union Stewards (April 2000 (5 times), June and November. 2001)
Balancing Work and Family Obligations, (March 2000, November 2000)
The Future of Unions, CLEAR 25th Anniversary Conference, Nov. 1999
Public Sector Collective Bargaining, Iowa Labor Center.
Collective Bargaining Program, Iowa Labor Center.

COURSES DEVELOPED

- MAN 432 Workplace Conflict (course developed for undergraduate program at UK). Taught under title: Managing Employment Relations.
- EMBA 7500 Legal Regulation of Business. Course developed for Executive MBA curriculum. It is taken by all second year students.
- BADM 7160 Negotiation, Persuasion, and Influence in Organizations. Course developed as core course for MBA students.
- 6J:257 Legal Issues in Human Resource Management. Course developed for inclusion in MBA concentration in Human Resource Management.
- 6J:270 Research Seminar in Management and Organizations. Course developed for Ph.D. Students in Management and Organizations.



DISSERTATION COMMITTEES

John Anderson, University of Kentucky
Numkrit Jeraputtiruk, University of Kentucky
Tamela Ferguson, Management, LSU (Chair)
Michelle Dean, Management, LSU (Co-chair)
Elyssa Blanton Schultz, Management. LSU.
Carol Carnevale, Management and Organizations. University of Iowa.
Mary Connerley, Management and Organizations. University of Iowa.
Yeon-Ang Jeong, Industrial Relations and Human Resources. University of Iowa.
Seung Kim, Economics. University of Iowa.
Sarosh Kuruvilla, Industrial Relations and Human Resources. University of Iowa.
Jaeki Lee, Economics. University of Iowa.
Rod D. Raeshler, Economics. University of Iowa.
Mike Segalla, Industrial Relations and Human Resources. University of Iowa.

UNIVERSITY, COLLEGE AND DEPARTMENTAL SERVICE

Member of the UCF Budget Realignment Committee 2015-2016, 2016-17

Member of the UCF IT Governance Committee 2015-2016, 2016-17

Member of SACS Substantive Change Review Committee for an American University in Incheon South Korea, 2014

Member of the UCF Budget Contingency Committee 2012-2013

Member, Ad Hoc Committee on Differential Tuition at UNLV, 2009

Chair, Midtown UNLV Academic Committee, 2008

Chair, Search Committee, Dean of the UNLV College of Sciences, 2007

Member, First Year Student Experience at UNLV, 2007

Member, Oversight Committee, Center for Manufacturing Lean Program Income Distribution Plan, UK College of Engineering. 2004-2005; 2005-2006; 2006-2007

Member, University Research Advisory Council, 2003-2004; 2004-2005; 2006-2007

Chair, Search Committee, Dean of the Gatton College of Business 2002-2003.



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Member, Search Committee, Von Allmen Chair in Accountancy. 2001-2002.

Chair, Search Committee, Director of Douglas Von Allmen School of Accountancy, 2000-2001.

Member, Search Committee, Chair in Accountancy. 1999-2000

Recruiting Committee, Management Area, 2000-2001.

Promotion and Tenure Committee, Gatton College of Business and Economics, 1999-2000.

Louisiana State University College of Business Administration Policy Committee, 1995-1996, 1996-1997, 1997-1998.

Recruiting Committee, Department of Management, LSU 1996-1997.

Graduate Committee, Department of Management, LSU 1993-1994, 1994-1995.

University of Iowa Business School Undergraduate Policy Committee: 1987-1988, 1988-89.

Graduate Studies Director, Department of Industrial Relations and Human Resources, University of Iowa, May 1989-Sept. 1989.

Graduate Studies Committee, Dept. of Management and Organizations, University of Iowa 1989-90, 1990-91, 1991-1992.

Student Academic Advisor, Masters Program in Industrial Relations and Human Resources, Dept. of Management and Organizations, University of Iowa, 1990-91, 1991-92.

PROFESSIONAL SERVICE

Co-Editor, *Labor Studies Journal* 2001-2005.

Editorial Board Member, *Journal of Labor Research*. 2009- Present.

Occasional Reviewer for: *Academy of Management Journal*, *British Journal of Industrial Relations*, *Industrial and Labor Relations Review*, *Industrial Relations*, *Industrial Relations Journal*, *Journal of Applied Psychology*, *Labor Studies Journal*, *Relations Industrielles/Industrial Relations*.

Member, Selection Committee for the 1995 Scholarly Achievement Award, Human Resources Division, Academy of Management.

Panelist, "Doctoral Consortium" 47th Annual Meeting of the Industrial Relations Research



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Association, Washington, D.C. 1995.

Panelist, "Careers Session." HR Doctoral Consortium, 1994 Meeting of the Academy of Management.

Member, Selection Committee for the 1994 Scholarly Achievement Award, Human Resources Division, Academy of Management.

Session Chairperson, "Competitive Papers in Industrial Relations." 47th Annual Meeting of the Industrial Relations Research Association, Boston, MA. 1994.

Manuscript Reviewer for the Academy of Management HR Division: 1992-1995

Manuscript Reviewer for the 1993 Meeting of the Association on Employment Practices and Principles, Public Sector Division.

PROFESSIONAL DEVELOPMENT ACTIVITIES

October 1989 AFL-CIO/ Cornell University Conference on Challenges for Unions.

May 1990 Collective Bargaining Group Conference on Transformations in American Industrial Relations held at Purdue University.

March 1992 Collective Bargaining Group Conference on Developments in International Industrial Relations held at University of California-Berkeley.

PROFESSIONAL MEMBERSHIPS

Association to Advance Collegiate Schools of Business
Industrial Relations Research Association.
Academy of Management.