

LARRY W. HUNTER

EDUCATION

- 1994 *Ph.D., Sloan School of Management, Massachusetts Institute of Technology*
Major Field: Industrial Relations and Human Resource Management; Minor Field: Economics
Dissertation: *Building Employment Relationships: The Case Of The Massachusetts Long-Term Care Industry* (committee members: Paul Osterman (chair), Thomas Kochan, Michael Piore).
- 1986 *M.A., Lincoln College, Oxford University, U.K.*
First Class Honors: Philosophy, Politics and Economics; Thouron Scholar
- 1984 *B.Sc.Econ., The Wharton School, University of Pennsylvania*
Major concentrations: Management (Labor Relations); Political Science. Summa cum laude.
Harry S. Truman Scholar (awarded 1982); Benjamin Franklin Scholar.
Beta Gamma Sigma Honorary. Presidential Scholar 1980

POSITIONS HELD

- 2015- present Dean and Professor of Management
Carson College of Business, Washington State University
- Led all programs and faculty across four physical campuses and online
 - Fostered creation and implementation of system-wide strategic plan for college
 - Increased annual all-funds budget by nearly 50% in 7 years to over \$45M in 2021-22
 - Achieved budget surplus in each year
 - Facilitated faculty growth of over 50% to 90 faculty across 5 departments by 2021-22
 - Modernized undergraduate program through curricular and co-curricular innovation
 - Improved rigor, placement rates, and market recognition without limiting accessibility
 - Introduced “EDGE” program for first-generation and underrepresented students
 - Partnered across WSU to establish programs serving non-business learners
 - Mobilized college to double size of MBA program by focusing on growth of online offerings
 - Cultivated research environment to increase rates of publication, citations, and media mentions
 - Generated over \$35M in philanthropic donations and commitments to the college
 - Represented college internally across WSU system and externally with stakeholders
- 2012-2015 Senior Associate Dean
Wisconsin School of Business, University of Wisconsin-Madison
- Oversaw faculty and academic affairs for all business programs at state flagship campus
 - Supported dean and guided department chairs in creating and implementing strategy for WSB
 - Managed diversity and inclusion strategy and supervised WSB Director of Diversity
- 2011-2014 Associate Dean, Full-time MBA
Wisconsin School of Business, University of Wisconsin-Madison
- Led nationally ranked full-time MBA program
 - Facilitated curriculum innovation for distinct MBA model emphasizing career specialization

- 2008-2015 Associate Professor of Management and Human Resources
Pyle-Bascom Professor in Leadership
Wisconsin School of Business, University of Wisconsin-Madison
- 2007-2012 Faculty Director, MBA Career Specialization in Strategic Human Resource Management
Wisconsin School of Business, University of Wisconsin-Madison
- 2006-2007 Associate Professor of Management and Human Resources
Procter and Gamble-Bascom Professor in Total Quality
Wisconsin School of Business, University of Wisconsin-Madison
- 2005-2006 Associate Professor of Management and Human Resources
Wisconsin School of Business, University of Wisconsin-Madison
- 2002-2005 Assistant Professor of Management and Human Resources
Wisconsin School of Business, University of Wisconsin-Madison
- 1994-2002 Assistant Professor of Management,
Management Department, The Wharton School, University of Pennsylvania

RESEARCH AND PUBLICATIONS

Articles in refereed journals

- Jayasinghe, Mevan & Larry W. Hunter (2020). "The Impact of Suppliers' Adoption of Voluntary Labour Codes/Certifications on Job Quality in Global Supply Chains: The Sri Lankan Case of Garments without Guilt." *British Journal of Industrial Relations* 58 (4), 844-873.
- Hunter, Larry W. & Harry C. Katz (2012). "The impact of globalization on human resource management and employment relations in the US automobile and banking industries," *International Journal of Human Resource Management* 23 (10), 1983-1998.
- Kochan, Thomas A., Mauro F. Guillen, Larry W. Hunter, & Siobhan O'Mahony (2009). "Introduction to the Special Research Forum - Public policy and management research: Finding the common ground," *Academy of Management Journal* 52 (6), 1088-1100.
- Hunter, Larry W. and Sherry M.B. Thatcher (2007). "Feeling the heat: Effects of stress, commitment, and job experience on performance," *Academy of Management Journal* 50 (4), 953-968.
- Reiter, Jerome P., Elaine L. Zanutto, and Larry W. Hunter (2005). "Analytical Modeling in Complex Surveys of Work Practices." *Industrial and Labor Relations Review* 59(1), pp. 82-100.
- Chadwick, Clint, Larry W. Hunter, and Stephen M. Walston (2004). "The effects of downsizing practices on hospital performance." *Strategic Management Journal* 25 (5), pp. 405-428.
- Skuratowicz, Eva, and Larry W. Hunter (2004). "Where do women's jobs come from? Job resegregation in an American bank." *Work and Occupations* 31 (1), pp. 73-110.
- Hunter, Larry W. and John J. Lufkas (2003). "Opening the Box: Information Technology, Work Practices, and Wages." *Industrial and Labor Relations Review* 56 (2): pp. 224-243.
- Hunter, Larry W., John Paul MacDuffie, and Lorna Doucet (2002). "What Makes Teams Take? Employee Reactions to Work Reforms," *Industrial and Labor Relations Review* 55(3): pp. 448-472.

Hunter, Larry W. (2001). "Considering *What Workers Want*," *Journal of Labor and Employment Law* 3(3): pp. 421-447.

Hunter, Larry W, Annette Bernhardt, Katherine L. Hughes, and Eva Skuratowicz. (2001). "It's Not Just the ATMs: Firm Strategies, Work Restructuring, and Workers' Earnings in Retail Banking," *Industrial and Labor Relations Review* 54 (2A), pp: 402-424.

Hunter, Larry W. (2000). "The adoption of innovative work practices in service establishments," *The International Journal of Human Resource Management* 11 (3): pp. 477-496.

Hunter, Larry W. (2000). "What determines job quality in nursing homes?" *Industrial and Labor Relations Review* 53 (3): pp. 463-481.

Hunter, Larry W. (1998). "Can strategic participation be institutionalized? Union representation on American corporate boards," *Industrial and Labor Relations Review* 51 (4): pp. 557-578.

Book Chapters

Friedman, Ray, Larry W. Hunter, & Ying Chen (2008). Union-Management conflict: Historical trends and new directions. In C.K.W. De Dreu and M.J. Gelfand (Eds.). *The Psychology of conflict and conflict management in organizations* (pp. 353-384). New York: Lawrence Erlbaum.

Valcour, P. Monique, and Larry W. Hunter (2004). "Technology, Organizations, and Work-Life Integration," forthcoming in Ellen Ernst Kossek and Susan J. Lambert, eds., *Work and Life Integration: Organizational, Cultural, and Individual Perspectives*, Lawrence Erlbaum Press, pp. 61-84.

Appelbaum, Eileen, and Larry W. Hunter (2004). "Union Participation In Strategic Decisions Of Corporations," in Richard Freeman, Joni Hersch, and Lawrence Mishel, eds., *Emerging Labor Market Institutions for the 21st Century*, University of Chicago Press, pp. 265-292.

Batt, Rosemary, Larry W. Hunter, and Steffanie Wilk (2003). "How and When Does Management Matter? Job Quality and Career Opportunities for Call Center Workers," in E. Appelbaum, A. Bernhardt, and R. J. Murnane, eds., *Low-Wage America: How Employers Are Reshaping Opportunity in the Workplace*, Russell Sage Foundation, pp. 270-315.

Frei, Frances X., Patrick T. Harker, and Larry W. Hunter (2000), "Inside the Black Box: What Makes a Bank Efficient," in S. Zenios and P. Harker (eds.), *The Performance of Financial Institutions*. Cambridge University Press, pp. 259-311.

Frei, Frances X., Patrick T. Harker and Larry W. Hunter (1999). "Retail Banking," in David C. Mowrey (ed.), *U.S. Industry in 2000 : Studies in Competitive Performance*. Washington, DC: National Academy Press, pp. 179-214.

Hunter, Larry W. (1999). "Transforming retail banking: Inclusion and segmentation in service work," in Peter Cappelli (ed.), *Employment Practices and Business Strategy*. New York: Oxford University Press, pp. 153-192.

Other Articles

Hunter, Larry W. (2007). "Employment relations practices in American retail banking," *Bulletin of Comparative Labour Relations*, 63, *Globalization and Employment Relations in Retail Banking*, pp. 133-153.

Hunter, Larry W. (2006). "Interactive work in financial services," *Perspectives on Work* 10 (2), pp. 24-27.

Hunter, Larry W. (2003). "Myths and methods of Downsizing," pp. 149-154 in J. Pickford, ed., *Mastering People Management*, London: Prentice Hall-Financial Times.

Hunter, Larry W. (1996). "Choices and the high-performance workplace," *Mastering Management Series*, Part 11, *Financial Times*, London, pp. 2-4; reprinted (1997) in George Bickerstaffe (ed.), *The Complete MBA Companion*. London: Pitman Publishing

Harker, Patrick T. and Larry W. Hunter (1995). "Engineering products for customer value," *Bank Management* 71 (2), pp. 52-57; reprinted (1996) in James W. Cortada and John A. Woods (eds.), *The Quality Yearbook 1996*. New York: McGraw Hill, pp. 105-113.

Hunter, Larry W. and Robert B. McKersie (1992). "Can 'Mutual Gains' Training Change Labor-Management Relationships?" *Negotiation Journal* 8, p. 319-330; reprinted (2000) in Michael Wheeler (ed.), *Teaching Negotiation: Ideas and Innovations*. Cambridge, Mass: PON Books. pp. 131-142.

Conference proceedings

Hunter, Larry W. and John J. Laffas (1998). "Information technology, work practices, and wages," *Proceedings of the 50th annual meeting of the Industrial Relations Research Association*, pp. 110-117. Madison, Wis: IRRA.

Hunter, Larry W. and Frits Pil (1995). "How do you survey firms?" Paula B. Voos (ed.), *Proceedings of the 47th annual meeting of the Industrial Relations Research Association*, pp. 152-162. Madison, Wis: IRRA.

North, Monica L. and Larry W. Hunter (1992). "Relational demography in internal labor markets: Determinants of progress in a pay-for-knowledge system," Jerry L. Wall and Lawrence R. Jauch (eds.), *Academy of Management Best Papers Proceedings 1992*, pp. 279-283. (Refereed.)

Monographs

Lovell, Malcolm, Susan Goldberg, Larry W. Hunter, Thomas A. Kochan, John Paul MacDuffie, Andrew Martin, and Robert McKersie (1992). "Making it together: The Chrysler - UAW Modern Operating Agreement," Washington, D.C.: Department of Labor.

Friedman, Raymond, Charles Heckscher, Chip Hunter, Robert McKersie, Elaine Landry, and Lawrence Susskind (1990). "Joint Training in Negotiation As a Strategy for Encouraging More Cooperative Approaches to Collective Bargaining," Washington, D.C.: Department of Labor.

Book Reviews

(2010) Review of *Never Good Enough: Health Care Workers and the False Promise of Job Training* by Ariel Ducey. *Administrative Science Quarterly* 55 (1): 162-164.

(2004) Review of *The New Workplace: A Guide to the Human Impact of Modern Working Practices*, edited by David Holman, Toby D. Wall, Chris W. Clegg, Paul Sparrow, and Ann Howard. *British Journal of Industrial Relations* 42(1): 185-188.

(1999) Review of *Modern Manors: Welfare Capitalism since the New Deal*, by Sanford M. Jacoby, *Administrative Science Quarterly* 44(4): 826-829.

(1997) Review of “*Organizations in America: Analyzing Their Structures and Human Resource Practices* by Arne Kalleberg, David Knoke, Peter Marsden, and Joe L. Spaeth.” *Industrial & Labor Relations Review* 50(4): 702-704

Selected Conference Presentations

“Lessons from Recently Tenured Faculty,” INFORMS Annual Meeting, Combined Colloquia, November 2007.

“Huggin’ and Kissin’ vs. Knowing What’s Right for the Customer: Doing Gender in Bank Branches,” presented at the 102nd Annual Meeting of the American Sociological Association, New York, NY, August 2007 (with Eva Skuratowicz).

“High Road Competitive and Employment Strategies: Pathways to the American Dream – Banking and Financial Services,” presented at the National Policy Forum of the Labor and Employment Relations Association, Washington, DC, June 2007.

“Human resource practices and diversification strategies in financial services,” presented at the Sloan Industry Studies annual meeting, Cambridge, Mass., May 2007 (with Hyowook Chiang, Cheryl Grim, John C. Haltiwanger, Larry W. Hunter, Ron Jarmin, Nicole Nestoriak, Kristin Sandusky, and Jeongil Seo).

“Employment Relations in the Auto and Banking Industries in the USA,” presented at the 58th annual meeting of the Labor and Employment Relations Association, Boston, Mass., January 2006 (with Harry Katz).

“Globalization and jobs in financial services,” presented at the Sloan Industry Studies Annual Meeting, Cambridge, Mass., December 2005.

“Internal labor markets and diversification strategies in financial services,” presented at the National Bureau of Economic Research summer workshop, Boston, Mass., July 2004 (with Hyowook Chiang, Cheryl Grim, John C. Haltiwanger, Larry W. Hunter, Ron Jarmin, Nicole Nestoriak, Kristin Sandusky, and Jeongil Seo).

“Firm performance, workforce quality, and workforce churning,” presented at the National Bureau of Economic Research summer workshop, Boston, Mass., July 2004, with Benjamin Campbell, Hyowook Chiang, John C. Haltiwanger, Larry W. Hunter, Ron Jarmin, Nicole Nestoriak, Timothy Park, and Kristin Sandusky.

“Who and how: Determinants of individual skill acquisition in call center jobs,” presented at the 56th Annual Meeting of the Industrial Relations Research Association, San Diego, January 2004 (with Monique Valcour and Steffanie Wilk).

“Employment dynamics and firm performance,” presented at the 56th Annual Meeting of the Industrial Relations Research Association, San Diego, January 2004 (with Hyowook Chiang, John Haltiwanger, Ron Jarmin, Nicole Nestoriak, Tim Park and Kristin Sandusky).

“Moving up from the bottom: The impact of training and skills on mobility in call centers,” presented at the 54th Annual Meeting of the Industrial Relations Research Association, Atlanta, January 2002 (with Rosemary Batt and Steffanie Wilk).

“The New Service Organizations,” Corporate Strategies for the Digital Economy, Sloan Foundation, Cambridge, Mass., April 2001.

“Union Participation In Strategic Decisions Of Corporations” presented at the NBER /MacArthur Foundation Conference on Emerging Labor Market Institutions for the 21st Century, August 2000 (with Eileen Appelbaum).

“Taking a global perspective on the teaching of industrial relations and human resources,” presented at the 2nd IRHR Teaching Conference, Atlanta, June 1999.

“Firm strategies and work restructuring in retail banking,” presented at the Sloan Foundation conference on industry studies and wage outcomes, Madison, Wisc: March 1999.

“Shrinking successfully: The effects of best practice downsizing on organizational performance,” presented at the 51st Annual Meeting of the Industrial Relations Research Association, New York, January 1999 (with Clint Chadwick and Steve Walston).

“Employee involvement and entrepreneurialism: Compatibilities and contradictions in the transformation of small business units,” presented at the 11th World Congress of the International Industrial Relations Association, Bologna, Italy, September 1998.

“Services and the adoption of high-involvement management practices,” presented at the Academy of Management Annual Meeting, San Diego, August 1998.

“Restructuring and the continuing devaluation of women’s managerial jobs,” presented at the meetings of the American Sociological Association, San Francisco, August 1998 (with Eva Skuratowicz).

“What makes a high performance workplace? Evidence from retail bank branches”, presented at the Sixth Bargaining Group Conference, University of Illinois at Urbana-Champaign, May 1998, the Conference on Understanding the Service Workplace, University of Pennsylvania, October 1998, and the Academy of Management Annual Meeting, Chicago, August 1999 (with Lorin Hitt).

“Information technology, work practices, and wages,” presented at the 50th Annual Meeting of the Industrial Relations Research Association, Chicago, January 1998 (with John J. Lafkas).

“Innovation in Retail Banking,” presented at *America's Industrial Resurgence: Sources and Prospects*, Science, Technology, and Economic Policy Board of the National Science Foundation, Washington, D.C., December 1997 (with Frances X. Frei and Patrick T. Harker.)

“Changing employment relationships: The Massachusetts nursing home industry 1960 - 1992,” presented at the Southern Industrial Relations / Human Resources Conference, Lexington, Kentucky, October 1997.

“Extending the high-performance workplace: Innovative practices in customer service firms,” presented at the Academy of Management Annual Meeting, Boston, Mass., August 1997.

“Inside the black box: What makes a bank efficient?” presented at the Conference on the Performance of Financial Institutions, Wharton Financial Institutions Center, May 1997. (With Frances X. Frei and Patrick T. Harker.)

“When fit doesn’t happen: The limits of business strategy as an explanation for variety in human resource management practices,” presented at the Academy of Management Annual Meeting, Cincinnati, Ohio, August 1996.

“Lousy jobs: Why do organizations choose human resource practices that reinforce the position of the working poor?” presented at the Academy of Management Annual Meeting, Cincinnati, Ohio, August 1996.

“What does transformation mean to workers? The effects of the New Industrial Relations on union employees’ attitudes,” presented at the 48th Annual Meeting of the Industrial Relations Research Association, San Francisco, January 1996; at the Academy of Management Annual Meeting, Vancouver, B.C., August 1995; at the MIT Industrial Relations Seminar Series, Cambridge, Mass., May 1995 (with J.P. MacDuffie and Lorna Doucet).

“Efficiency in financial services: The impact of human resources, technology and process design in retail banking,” presented at the INFORMS 1996 Manufacturing and Service Operations Management Conference, New Orleans, October, 1995.

“Employee-employer-customer interaction: Implications for industrial relations theory,” presented at the 10th World Congress of the International Industrial Relations Association, Washington, D.C., June 1995.

“Holding on to brainpower: Managing experts' turnover in high-technology firms,” presented at the Conference on Human Resources and the Resource-Based View of the Firm, Philadelphia, 1994 (with Naren D. Udayagiri).

MAJOR GRANTS AND NATIONAL AWARDS

Sloan Foundation. 2003-2004. “Firms, Workforce Quality and Growth: The Financial Services Sector.” \$91,000.

Outstanding Young Scholar Award, Industrial Relations Research Association, 2001.

Excellence in Education Award (for teaching in Human Resources), Industrial Relations Research Association, 2001.

Russell Sage Foundation joint with Rockefeller Foundation: The Future of Work Program, 1999-2001. “The Quality of Jobs and Mobility Opportunities for Customer Service and Sales Workers.” (with Rosemary Batt and Steffanie Wilk, \$295,336).

National Science Foundation: Transformations to Quality Organizations Program, 1996-2001. “HighPerformance workplaces in services: Integration of practices and delivery channels in retail banking.” (CoInvestigator, Grant No. SBR95-14886 from the Transformation to Quality Organizations Program at the National Science Foundation. PI, Patrick T. Harker. \$296,770)

EDITORIAL ACTIVITIES

Editorial review boards

Academy of Management Journal, 1998– 2010

Guest editor, special research forum, Public Policy Implications of Management Research: People, Technology and Globalization, December 2009

British Journal of Industrial Relations
International advisory board, appointed 2007

Industrial Relations Journal.
2003 – 2008

Ad hoc reviewing

Work and Occupations
Industrial and Labor Relations Review
Industrial Relations
British Journal of Industrial Relations
Organization Science
Journal of Applied Psychology
Human Relations
Journal of International Business Studies
Administrative Science Quarterly
Social Science Quarterly
Production and Operations Management
Management Science
National Science Foundation
Sloan Foundation
Russell Sage Foundation

TEACHING

School of Business, University of Wisconsin-Madison

Undergraduate and graduate programs:

Management and Human Resources 612, *Employee and Labor Relations*
Management and Human Resources 613, *Human Resource Skills for Managers*
Management and Human Resources 628, *Bargaining, Negotiating, and Dispute Settlement*

MBA

Management and Human Resources 728, *Bargaining, Negotiating, and Dispute Settlement*
Management and Human Resources 765, *Topics: Capstone in Strategic HR Management*
Chosen Most Admired Professor by MBA Students, 2004-05

Executive MBA

Negotiations Module
General Business 710: *Ethical Leadership* (as part of teaching team)

Doctoral Program

Management and Human Resources 871, *Research Seminar in Personnel Management*

The Wharton School, University of Pennsylvania

Undergraduate Division

Management 104, *Industrial Relations and Human Resource Management*
Management 244, *Personnel Management*
David W. Hauck Award for Outstanding Undergraduate Teaching, 1995

Rapaport Award for Core Undergraduate Teaching, 2000
Undergraduate Division Excellence in Teaching Award, 1993-1997; 2000, 2002.

Graduate Division

Management 621, *Managing People at Work, MBA Core Teaching Award, 2000*
Management 751, *The Strategic Management of Human Assets*

Doctoral Division

Management 918, *Research Seminar in Industrial Relations and Human Resources*
Recognition as "Outstanding Course among all Ph.D. Courses taken," 2000

Executive Education

Wharton Direct/Distance Learning
Managing the Workplace (Course Integrator)
Other Executive Education
Managing Services: Human Resources
Corestates Program for Overseas Bankers: Strategic Human Resource Management
Advanced Management Program

Other Executive Education London

Business School
Coordination through Negotiation: IBM Client Executive Programme Project
HOPE: Millwood, Virginia; Prague, Czech Republic
The Strategic Management of Human Resources in Health Care Organizations
Athens Laboratory of Business Administration, Greece
Managing the Workplace in the 21st Century

Other Teaching

Sloan School of Management (teaching assistant)
Undergraduate Program
Labor in Industrial Society
Master's and Sloan Fellows Programs
Human Resource Management and Industrial Relations
Power and Negotiation
Research Methods

PROFESSIONAL ACTIVITIES AND SERVICE

Professional Affiliations and Memberships

Founding Member, Industry Studies Association
Past president, 2019-present
President, 2017-2019
Vice president and president-elect, 2015-2017
ISA Conference Coordinating Committee 2012-2017
Chair, Program Committee, Annual Conference, 2010-11, 2011-12

Member, Labor and Employment Relations Association, 1987 - present.
Co-Chair, Doctoral Consortium, 1989.
Work & Employment Relations Network.
Young professionals' development committee, 1998-2000.

Coordinator, national doctoral student workshop, 1999.
Faculty advisor, national doctoral student workshop, 2000-2010
Education Committee, 2001-2009
Vice-Chair, Program Committee of the LERA Annual Meeting, 2009-2010.
Industry Studies Track Editor, Employment Policy Research Network, 2010-present.

Member, Academy of Management, 1990 - present.
Conflict Management Division
Human Resources Division
Organization and Management Theory Division

Member, American Sociological Association, 1999-present.

Other activities

Sloan Foundation Industry Studies Program
Coordinator, Professional Development Workshop, 2007, 2008.
Early Career Development Committee, 2004-2008
Program Committee, Annual Meeting, 2005

Associate Fellow, Centre for the study of Skills, Knowledge, and Organizational Performance (SKOPE),
Oxford University, U.K., 1999 – 2012
Guest speaker at SKOPE events in October 2008 (Oxford, U.K.); November 2008 (London, U.K.)

Fellow of the Wharton Financial Institutions Center, 1996-2012

Fellow, University of Pennsylvania Institute on Aging, 1994-2002

Organizer and co-chair, Conference, Understanding the Service Workplace, Philadelphia, Pa., Oct. 1998
(with Rosemary Batt, Barbara Gutek, and Len Schlesinger).