

August 2018

Mary E. Graham

Work Address

Department of Sport Management
Syracuse University
David B. Falk College of Sport and Human
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Academic Positions

Syracuse University, Syracuse, NY
Professor of Sport Management, Tenured, 2012-present
Provost Faculty Fellow, 2018-present
David B. Falk College of Sport and Human Dynamics

Clarkson University, Potsdam, NY
Professor of Organizational Studies (on leave 2012-2013), 2012-2013
Associate Professor with Tenure, School of Business, 2003-2012
Assistant Professor, School of Business, 2000-2003

The George Washington University, Washington, DC, 1998-2000
Visiting Assistant Professor, School of Business

Georgia State University, Atlanta, GA, 1995-1998
Assistant Professor, J. Mack Robinson College of Business

Awards and Honors

Taiwan Fellowship, Ministry of Foreign Affairs, Republic of China, Spring 2018
Syracuse University (University College) Innovative Program Development Fund Award, 2016
Clarkson University Phalanx Commendable Service Award, 2011
Outstanding Reviewer Award, Academy of Management Conference, 2011
Co-PI, American Association of University Women Grant, \$5000, 2008
Visiting Scholar, Federal Reserve Bank of Atlanta, Dec. 2-5, 2008; Jan 6-8, 2014
Clarkson University Newell Faculty Fellow, 2000-2007
Clarkson University John W. Graham Research Award, 2003
Clarkson University Outstanding New Teacher Award, 2002

Undergraduate and MBA Teaching

(traditional and distance)

Strategic Human Resource Management, Performance Management

Rewards Management, Workforce Diversity

Leading Organizational Change Organizational Behavior

Managing the Sport Organization, Research Methods

Executive Education

Syracuse University Maxwell School Executive Education for Chinese Executives

Syracuse University Masters in Public Administration Seminar

Clarkson University Engineering and Global Operations Management M.S. Program

Clarkson University Global Supply Chain Management Executive Seminar

HEC – Montreal, Safety Management in the Power Industry for Chinese Executives

Education

Ph.D. Cornell University, School of Industrial and Labor Relations, Ithaca, NY, 1995.

Areas of Concentration: Human Resource Studies, Organizational Behavior.

M.S. in Industrial and Labor Relations, Cornell University, 1993.

C.P.A. (Certified Public Accountant), New York State, 1987 (inactive).

B.S. in Accounting, cum laude, LeMoyne College, Syracuse, NY, 1985.

Publications

Refereed Articles:

Graham, M.E., Belliveau, M.A., & Hotchkiss, J.L. 2017. "The View at the Top or Signing at the Bottom? Forms of Responsibility for Women's Representation in Management." *Industrial and Labor Relations Review*, 70: 223-258. [DOI: 10.1177/0019793916668879].

DeWaters, J.E., B. Qaqish, M.E. Graham, & S.E. Powers. 2013. "Designing an energy literacy questionnaire for middle and high school youth." *Journal of Environmental Education*, 44: 56-78.

Bansak, C., Graham, M.E. & Zebedee, A. 2012. "Business Cycles and Gender Diversification: An Analysis of Establishment-Level Gender Dissimilarity." *American Economic Review* (May 2012 Papers and Proceedings issue), 102: 561-565.

Bansak, C.A., Graham, M.E., and Zebedee, A.A. 2011. "The Effects of Gender Composition of Top Management on the Economic Fallout." *Applied Economics Letters*, 18: 1603-1607.

Ronnenberg, S.K., Graham, M.E., & Mahmoodi, F. 2011. "The Important Role of Change Management in Environmental Management System Implementation." *International Journal of Operations and Production Management*, 31: 631-647.

Fisher, S.L., Graham, M.E., Vachon, S., and Vereecke, A. 2010. "Don't Miss the Boat: Research on HRM and Supply Chains." *Human Resource Management*, 49: 813-828.

Graham, M.E. & Hotchkiss, J. 2009. "A More Proactive Approach to Addressing Gender-Related Employment Disparities in the United States." *Gender in Management: An International Journal*, 24: 577-595. This paper received a "Highly Commended Award" from the Emerald Literati Network.

Graham, M.E., Kennavane, E. & Wears, K.H. 2008. "Review of Diversity Management Content in Introductory Human Resource Management Textbooks." *Academy of Management Journal of Learning and Education*, 7: 429-433.

Graham, M.E. & Bansal, P. 2007. "Consumer Willingness to Pay for Airline Reputation." *Corporate Reputation Review*, 10: 189-200.

Graham, M.E. & Tarbell, L.M. 2006. "The Importance of the Employee Perspective in Conceptualizing HR Professionals' Credibility." *Human Resource Management*, 45: 337-355.

Roehling, M., Boswell, W., Caliguiri, P., Feldman, D., Graham, M., Guthrie, J., Morishima, M., & Tansky, J. 2005. "The Future of HR Management: Research Needs and Directions." *Human Resource Management*, 44: 207-216.

Graham, M.E. & Hotchkiss, J. 2002. "Systemic Assessment of Employer Equal Employment Opportunity Efforts as a Means of Reducing the Gender Earnings Gap." *Cornell Journal of Law and Public Policy*, 12(1): 169-201.

Elvira, M.M. & Graham, M.E. 2002. "Not Just a Formality: Pay System Formalization and Sex-Related Earnings Effects." *Organization Science*, 13: 601-617.

Graham, M.E. & Cable, D.M. 2001. "Consideration of the Incomplete Block Design for Policy Capturing Research." *Organizational Research Methods*, 4: 26-45.

Cable, D. & Graham, M.E. 2000. "Determinants of Organizational Reputation Among Job Seekers." *Journal of Organizational Behavior*, 21: 929-947.

Graham, M.E., Hotchkiss, J.L. & Gerhart, B. 2000. "Discrimination by Parts: A Fixed-Effects Analysis of Starting Pay Differentials Across Gender." *Eastern Economic Journal*, 26: 9-28.

Graham, M.E. & Trevor, C.O. 2000. "Managing New Pay Program Introductions to Enhance the Competitiveness of Multinational Corporations (MNCs)." *Competitiveness Review*, 10: 136-54.

Graham, M.E. & Welbourne, T.M. 1999. "Gainsharing and the Relative Pay Satisfaction of Women and Men." *Journal of Organizational Behavior*, 20: 1027-1042.

Graham, M.E., Welsh, J.R., & Mueller, G. 1997. "In the Land of Milk and Money: One Dairy Farm's Strategic Compensation System." *Journal of Agribusiness*, 15: 171-188.

Manuscripts In Progress:

Graham, M.E., Walia, B., & Robinson, C.B. "Women Executives and NFL Player Arrests."
[Targeted Journal: *Journal of Organizational Behavior*]

Fang, M., Graham, M.E., Koulikoff-Souvion, M., Puaux, S., & Yeh, J. "Strategic Human Resource Management in Buyer-Supplier Relationships." [Survey Revision in Process].

Book Chapters:

Fisher, S., Graham, M.E., & Compeau, M. (2008). "Starting from Scratch: Understanding the Learning Outcomes of Undergraduate Entrepreneurship Education." In C. Leitch & R. Harrison (eds.), *Entrepreneurial Learning: Conceptual Frameworks and Applications*, 313-340. London: Routledge.

Graham, M.E. & McHugh, P.M. (2008). "Labor Stakeholder Views of HR Professionals: Implications for Graduate HR Education." In V. Scarpello (Ed.) *Handbook of Human Resource Management Education*. 315-330. Los Angeles: SAGE Publications.

Graham, M.E., Murray, B., & Amuso, L. (2002). "Stock-Related Rewards, Social Identity, and the Attraction and Retention of Employees in Entrepreneurial SME's." In Katz, J. & T.M. Welbourne (eds.), *Managing People in Entrepreneurial Organizations*, 5: 107-145. London: Elsevier Science.

Tolbert, P.S., Graham, M.E., & Andrews, A.O. (1999). "Group Gender Composition and Group Relations: Theories, Evidence and Issues." In Powell, G. (ed.), *Handbook of Gender and Work*, 179-202. Thousand Oaks, CA: SAGE Publications.

Gerhart, B., Trevor, C.O. & Graham, M.E. (1996). "New Directions in Compensation Research: Synergies, Risk, and Survival." In Ferris, G. (ed.), *Research in Personnel and Human Resources Management*, 14: 143-203. Greenwich, CT: JAI Press, Inc.

Refereed Proceedings:

DeWaters, J.E., Powers, S.E. and M. Graham, "Developing an Energy Literacy Scale." In: *Proceedings of the 114th Annual ASEE Conference & Exposition (Honolulu HI, June, 2007, session AC 2007-1069, on CD).*

DeWaters, J., Powers, S., and Graham, M. 2006. "Partners in Engineering: Outreach Efforts Provide Holistic Engineering Education for Middle School Girls." In Proceedings: American Society for Engineering Education 2006 Annual Conference and Exhibition, June 18-21, Chicago, Illinois.

Powers, S.E., Graham, M., Schwob, T., and Dewaters, J. "Diversity in K-12 Initiatives to Attract a Diverse Pool of Engineering Students." In: Proceedings of the Frontiers in Education Conference, (Boulder CO November 5-8, 2003).

Graham, M.E. & Cable, D.M. 1998. "A Comparison of Full Versus Fractional Designs in Policy-Capturing Studies." *Academy of Management Journal Best Papers Proceedings 1998*, RM: B1-B7. (This paper won the Sage/Research Methods Division Best Paper Award for the 1998 Academy Meetings).

Graham, M.E. & Gerhart, B. 1994. "Starting Salary Differences Between Women and Men: Organization-Level Findings." Proceedings of the Forty-Sixth Annual Meeting of the Industrial Relations Research Association. Madison, WI: IRRA, pp. 379-387.

Other Publications:

Graham, M.E. 2006. Book Review of *Why Men Earn More*. *Human Resource Management Journal*, 45: 511-513.

Graham, M.E. 2001. Book Review of *A Lifetime of Labor: The Autobiography of Alice H. Cook*. *Industrial and Labor Relations Review*, 54: 723-724.

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

Graham, M.E. 1995. Book Review of *New Policies for the Part-Time and Contingent Workforce* by Virginia L. duRivage (Ed.). *Industrial and Labor Relations Review*, 48: 856-857.

Graham, M.E. 1993. Book Review of *Forbidden Grounds, The Case Against Employment Discrimination Laws* by R.A. Epstein. *Industrial and Labor Relations Review*, 46: 734-735.

Conference Presentations

Graham, M.E., Walia, B., and Robinson, C. "Management Composition and Player Arrests in the National Football League." Presented at the 2017 EEO Datanet Conference, U.S. Equal Employment Opportunity Commission, Washington, DC, June 2017.

Graham, M.E., MacDonald, T., and Pauline, G.A. "Navigating Career Success: Developing a Guide for Women in Sport Management." Presented at the Seneca Falls Dialogues Conference, October 2016.

Graham, M.E., Belliveau, M.A., & Hotchkiss, J.L. "The View at the Top or Signing at the Bottom? Forms of Responsibility for Women's Representation in Management." Presented at the 2015 Cornell University Organizations and Inequality Conference, New York, New York.

Graham, M.E., Belliveau, M.A., & Hotchkiss, J.L. "Symbol or Substance? HR Executives and Women in Management." Presented at the 2014 Academy of Management Meetings, Philadelphia, PA.

Graham, M.E., Belliveau, M., and Hotchkiss, J.L. "Getting more than a few good women: Change in the gendered distribution of authority in groups as a function of internal versus external accountability." Presented by M. Belliveau at the 8th Annual INGRoup Conference, July 11-13, 2013, Atlanta, Georgia.

Claye-Puau, S., Graham, M.E., and Koulikoff-Souvion, M. "Supply Chain Relationship Strategy, Human Resource Strategy, and Firm Performance. Presented by S. Claye-Puau at the European Operations Management Association Annual Conference, June 8-12, 2013, Dublin, Ireland.

Bansak, C., Graham, M.E. and Zebedee, A.A. "Business Cycles and Gender Diversification: An Analysis of Staffing Patterns by Industry and Firm Size." Paper presented at the Southern Economic Association Meetings, November 2011, Washington, DC.

Graham, M.E. "The Importance of Change Management in the Implementation of HR Metrics and Scorecards," Invited webcast, Institute for Human Resources (HR.com), September 21, 2011.

Graham, M.E., Harrison, A., Koulikoff-Souvion, M., & Puau, S. & Vachon, S. "Strategic Human Resource Management in Buyer-Supplier Relationships." Presented at the Value Proposition of Human Capital mini-conference of the Strategic Human Capital Interest Group of the Strategic Management Society. Fisher College of Business, Ohio State University, June 17-18, 2011.

Graham, M.E. & Hotchkiss, J.L. "Symbol or Substance? HR Executive Status and the Proportions of Women Managers." Presented at the 2010 Southern Management Association Meetings, St. Pete Beach, FL.

Invited participant, WAGE Project \$mart \$tart Roundtable. June 19-20, 2010, Babson College.

Bansak, C., Graham, M.E., and Zebedee, A.A. "The Effects of Gender Composition of Top Management on the Economic Fallout." Presented by A. Zebedee at the 2010 Allied Social Science Associations Conference (American Economic Association), Atlanta, GA.

Graham, M.E. "Salary Negotiation Workshop." Invited presentation at the 2009 Annual Convention of the American Association of University Women, St. Louis, MO.

Bridge, D., Graham, M.E. and McHugh, P.P. "Class Action Workplace Litigation: Does it Matter to Job Applicants?" Presented by P. McHugh at 2009 Meeting of the Labor and Employment Relations Association. San Francisco, CA.

Invited participant, "100 Thought Leaders" at SHRM's Leadership Summit on Diversity and Inclusion. April 7-8, 2008, Washington, DC.

Graham, M.E. & Hotchkiss, J. "Human Resource Structural Factors and Proportions of Women Managers: A Multilevel Study." Presented at the 2008 American Sociological Association Meetings, Boston, MA.

Graves, S.K., Graham, M.E., & Mahmoodi, F. "The Important Role of Change Management in Environmental Management System Implementation." Presented at the 2007 Academy of Management Meetings, Philadelphia, PA.

Graham, M.E. "Understanding Workplace Discrimination: Implications for Employer and Public Policy Responses." Symposium organized for the 2006 Academy of Management Meetings, Atlanta, GA.

Graham, M.E. & Hotchkiss, J.M. "Which Industries are the Best Employers for Women? Application of a Gender Equal Employment Opportunity Scorecard." Paper presentation in above symposium, 2006 Academy of Management Meetings, Atlanta, GA.

Graham, M.E. Symposium Presenter, "HR Education: Its Present and Its Future." 2006 Academy of Management Meetings, Atlanta, GA.

Graham, M.E., Aeschbacher, A. Dewaters, J., & Powers, S. "Gender Differences in Engineering Pay Expectations Among Middle Schoolers." Paper presented at 2002 American Society of Engineering Education Conference. Montreal, Canada.

Graham, M.E. & McHugh, P. "The future of human resource management education: The views of organized labor." Invited paper at an "HRM Town Meeting" at the 2002 Academy of Management Meetings. Denver, CO.

Graham, M.E. & Bansal, P. "Consumers' willingness to pay for corporate reputation: The context of airline companies." Paper presented at the 2001 Academy of Management Meetings. Washington, D.C.

Trevor, C.O. & Graham, M.E. "Deriving the market wage: Three decision areas in the compensation survey process." Paper presented, at the 2000 Academy of Management Meetings. Toronto, Canada.

Elvira, M.M. & Graham, M.E. "Reward Method and the Gender Wage Gap: Can Compensation Systems Explain Wage Inequality?" Paper presented at the 1999 Academy of Management Meetings. Chicago, IL.

Graham, M.E. & Hotchkiss, J. "A New Way of Assessing Employer Compliance with Anti-Discrimination Laws." Presented at the 1999 Industrial Relations Research Association Meetings. New York, NY.

Bansal, T. & Graham, M.E. "Organizational Reputation and Legitimacy: Overlapping or Distinct Constructs?" Symposium presentation at the 1997 Academy of Management Meetings. Boston, MA.

Cable, D. & Graham, M.E. "Determinants of Organizational Reputation Among Job Seekers: A Verbal Protocol Analysis." 1997 Academy of Management Meetings. Boston, MA.

Graham, M.E. "Employee Responses to Two Pay Policy Changes: An Organizational Justice Perspective." 1997 Industrial Relations Research Association. Meetings, New Orleans, LA.

Graham, M.E. & Tolbert, P. "Social Influences on Organizational Justice Judgements: A Theoretical Model." Presented at the 1996 Academy of Management Meetings. Cincinnati, OH.

Graham, M.E. & Welbourne, T.M. "Contented No More: Gainsharing and the Paradoxical Female Worker." Presented at the 1995 Academy of Management Meetings. Vancouver, Canada.

Thesis Committee Work

Chairperson, M.S. in Management Systems:

2002: Amber Aeschbacher

2003: Bethany Brown, Alicia Mayville

2004: Cheryl Cole, Kerry Twomey

2006: Shannon Graves

2009: Kristy Langtry

Doctoral Committee Member:

2009: Diane Bridge, Management, George Washington University.

2011: Jan DeWaters, Civil and Environmental Engineering, Clarkson University.

Other Professional Experience

Research Assistant/Teaching Assistant, 1990-1995

School of Industrial and Labor Relations, Cornell University.

Project Assistant, 7/94-10/94

Central Europe Human Resources Education Initiative, Cornell University.

Prepared and taught compensation lectures in the Slovak Republic.

Human Resource Staffer, 1991, 1982

International Business Machines, Kingston, NY, 6/91-8/91.

Eastman Kodak Company, Rochester, NY, 6/82-8/82.

Legislative Aide, 1987-1990

U.S. House of Representatives:

- Congresswoman Louise M. Slaughter.

- Housing and Consumer Interests Subcommittee of the Select Committee on Aging.

Tax Accountant, 1985-1987

Bonadio, Insero & Co., Rochester, NY.

Professional Memberships

Academy of Management

American Sociological Association

Society for Human Resource Management

Service

Syracuse University:

University Senator, 2018-present.

First Year Experience Course Design Subcommittee, 2018-present.

Middle States Accreditation Self-Study Group

Standard III: Design and Delivery of the Student Learning Experience, 2016-2017.

University Scholars Selection Committee, 2015-2017.

Associate Provost's Ad Hoc Committee on Learning Outcomes and Assessment, 2017.

Falk College HDFS Promotion Review Committee Member, 2016.

Falk College Strategic Planning Representative, 2014-2015.

Falk College Faculty Council Representative, 2014-present.

Falk College Seed Grant Review Committee, 2016-2017.

SPM Promotion and Tenure Committee Member, 2016.

SPM Search Committee Member – Analytics Faculty, 2016, 2017.

SPM Faculty advisor to 25 students in Sport Management.

SPM Graduation Admissions Committee, 2014-2016.

SPM Steering Committee Member – Sport Management Strategic Planning Initiative, 2013.

SPM Intra-University Transfer Committee, 2013-2014.

SPM Search Committee, Internship Coordinator, Fall 2013.

Clarkson University:

University Senior Vice President and Provost Search, Faculty Subcommittee, 2011-2012
University Tenure Review Committee, 2009-2012
University Gender Issues Committee, 2008-2012
University Honorary Degree Committee, 2010-2012
University Pension Administrative Committee, 2010
University Library Committee, 2010-2013
Institute for Sustainable Environment Affiliate, 2011-2012
Chair, CUSB Strategic Hiring Committee, 2007-2009
Chair, CUSB Undergraduate Policy Committee, 2008-2009, 2011-2012
Chair, CUSB Graduate Policy Committee, 2004-2006
Chair, Selection Committee for Organizational Studies recruiting, 2001-2003
University HR Director and HR Generalists Search Committee, 2009
CFO Advisory Committee on Human Resource Management, 2008
University Middle States Accreditation Subcommittee, 2007-2009
CUSB MBA Application Review Committee, 2008
CUSB Organizational Studies recruiting committee, 2006, 2007
University Institutional Review Board, 2005-2006
CUSB Undergraduate Policy Committee, 2002-2004
CUSB Faculty Senator, 2002-2003.
University Institute and Center Committee, Summer 2004
CUSB Research Committee, 2001
CUSB Selection committee for Accounting faculty position, 2000-2001
CUSB Undergrad. curriculum design committee - Accounting/Finance concentration, 2000-2001
University Advisor for Society for Human Resource Management student chapter, 2002-2005
University Advisor for Society of Professional Women student chapter, 2000-2002

Professional:

Editorial board member, *Human Resource Management*, 2010-present.
Guest Co-Editor, special issue of *Human Resource Management*, "Human Resource Management and the Supply Chain", 2010.
Associate Editor, *Human Resource Management*, 2004-2009.

Editorial board member, *Human Resource Management Review*, 1998-2000, 2003-2013.

Editor, newsletter of the GDO division of the Academy of Management, 2001-2003.

Ad hoc reviewer for *Academy of Management Journal*, *Administrative Science Quarterly*, *Organizational Behavior and Human Decision Processes*, *Eastern Economic Journal*, *Organization Science*, *Group & Organization Management*, & *Sex Roles*.

Reviewer for Academy of Management Meetings, 1996-2002, 2005-2006, 2008-2011, 2014.

Reviewer for Southern Management Association Meetings, 1997-2000, 2010.

Reviewer of proposed book, *Introduction to Executive Compensation*, for Academic Press, 2000.

Reviewer *Strategic Human Resource Management*, by J. Mello, for Thomson Learning, 2003.

External Committee Work:

Seneca Falls Dialogues Advisory Committee Member, 2017-present

WAGE Project / AAUW Leadership Group, 2010-2013

Advisory Board, Institute for Human Resources, Workforce Planning & Analytics Certification Program, 2010-2012

Academy of Management, HR Division, Scholarly Achievement Award Committee, 2010

Academy of Management, GDO Division, Best Dissertation Committee, 2006-2009

World at Work (American Compensation Assn.) Academic Partnership Committee, 2000-2002

Journal of Management Education, Best Educator Award Committee, 2000

Cornell University President's Advisory Committee on the Status of Women, 1991-1995

Community Service:

AAUW Start Smart Salary Negotiations Certified Facilitator, 2010-present

Start Smart Salary Negotiations Workshop Leader:

Syracuse University, November 2017

College, April 2016

Utica College, April 2013

North Country Community College, 2012

Clarkson University, 2009-2012

First Unitarian Universalist Society Finance Committee, 2014-2017

First Unitarian Universalist Society Capital Campaign Committee, 2015-2017

Race Volunteer: 2014 Empire State Marathon and 2014 Mountain Goat

Camp Invention, Leadership Team, SUNY Canton, 2010-2012

Canton Central School District, Parent Rep., Special Education Programs, 2010-2012

St. Lawrence Valley Renewal House, Board of Directors, 2000-2003