

CURRICULUM VITA
ARIEL AVGAR

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EDUCATION

Ph.D. Cornell University
ILR School, Ithaca, NY (2008)

LL.B & B.A. Hebrew University, Jerusalem, Israel (2001)
Law and Sociology

ACADEMIC POSITIONS

Professor, ILR School, Cornell University (2021-present)

Associate Professor, ILR School, Cornell University (2016-2021)

Senior Associate Dean for Outreach and Sponsored Research (2022-present)

Associate Dean for Outreach (2019-2022)

Associate Director, Scheinman Institute on Conflict Resolution at the ILR School, Cornell University (2017-present)

Associate Dean for Graduate Online Education, School of Labor and Employment Relations, University of Illinois at Urbana-Champaign (2015-2016)

Associate Professor, School of Labor and Employment Relations (with tenure) and College of Medicine (courtesy), University of Illinois at Urbana-Champaign (2014-2016)

Assistant Professor, School of Labor and Employment Relations, University of Illinois at Urbana-Champaign (2008-2014)

Lecturer & Assistant Director for Research, Scheinman Institute on Conflict Resolution at the School of Industrial and Labor Relations, Cornell University (2007)

Research Associate, Scheinman Institute on Conflict Resolution at the School of Industrial and Labor Relations, Cornell University (2005-2006)

EDITORIAL POSITIONS/BOARDS

Editor-in-Chief, *Labor and Employment Relations Association Annual Research Volume*, 2013-2020

Editorial Board, *Negotiation Journal*, November 2019-present

Editorial Board, *Journal of Management*, 2010-present

Guest editor (with Adrienne Eaton, Rebecca Givan, and Adam Seth Litwin) of a special issue on the consequences of change in healthcare for organizations, *Work and Occupations* (2020)

Guest editor (with Adrienne Eaton, Rebecca Givan, and Adam Seth Litwin) of a special issue on organizational healthcare research. *Industrial and Labor Relations Review* (2016)

Guest editor (with David Lipsky and Ryan Lamare) of a special issue on organizational dispute resolution. *Advances in Industrial and Labor Relations* (2016)

AWARDS, RECOGNITION, AND FELLOWSHIPS

Highly Commended Award Winner from the Literati Network Awards for Excellence (2020)
Eunkyung Lee, **Ariel Avcgar**, Daejeong Choi, and Won-Woo Park. (2019). “The dual effects of task conflict on team creativity: Focusing on the role of team-focused transformational leadership”
International Journal of Conflict Management, 30(1): 132-154.

Outstanding Review Award from the Literati Network (2020)

Ralph Gomory Best Industry Studies Paper Award from the Industry Studies Association (2018)
Adam Seth Litwin, **Ariel Avcgar**, and Edmund Becker (2017) “Superbugs vs. Outsourced Cleaners: Employment Arrangements and the Spread of Health Care–Associated Infections”.

Robert Stern Award for Teaching and Mentoring from the ILR School, Cornell (2018).

2016 Faculty Teaching Excellence Award from the School of Labor and Employment Relations, UIUC

1st Runner-Up Luis Aparicio Prize, International Labour and Employment Relations Association (2015)

John T. Dunlop Scholar Award from the Labor and Employment Relations Association (2013)

2012 Faculty Teaching Excellence Award from the School of Labor and Employment Relations, UIUC

Best Paper-New Directions Award (2012), Academy of Management Conflict Management Division
Eric Neuman and **Ariel Avcgar**. “Blind spots and mirages: A dyadic approach to the study of team conflict.”

Outstanding Author Contribution Award Winner from the Literati Network Awards for Excellence (2012)
Ariel Avcgar and Sarosh Kuruvilla. (2011). “Dual alignment of industrial relations activity: From strategic choice to mutual gains.” *Advances in Industrial and Labor Relations*, 18: 1-39.

Susan C. Eaton Research Grant (2011; with Monica Bielski Boris and Robert Bruno)
Research Project: *Examining the voice face of unions: A strategic approach to union facilitated voice*.

Arnold O. Beckman Research Award from the UIUC Campus Research Board (2011; with Eric Neuman)
Research Project: *Structuring conflict: The moderating effects of network structures on the consequences of workplace conflict*.

Highly Commended Award Winner from the Literati Network Awards for Excellence (2011)
Ariel Avcgar. (2010). “Negotiated capital: Conflict, its management, and workplace social capital.”
The International Journal of Conflict Management, 21(3): 236-259.

Top ten most downloaded *International Journal of Conflict Management* article (2011; six months after publication)

Ariel Avgar. (2010). “Negotiated capital: Conflict, its management, and workplace social capital.” *The International Journal of Conflict Management*, 21(3): 236-259.

2009 Faculty Teaching Excellence Award from the School of Labor and Employment Relations, UIUC
2008 Faculty Teaching Excellence Award from the School of Labor and Employment Relations, UIUC

Thomas A. Kochan and Stephen R. Sleigh Best Dissertation Award from the Labor and Employment Relations Association (2008)

University of Illinois at Urbana-Champaign “List of Teachers Rated as Excellent”:

- LER 542 *Collective Bargaining*, spring 2008, fall 2010, spring 2016
- LER 590EO, *SHRM and the Entrepreneurial Firm*, fall 2008; 2009, spring 2012; spring 2014; fall 2015
- LER 543 *Workplace Dispute Resolution*, spring 2009, fall 2009, fall 2010, spring 2011, spring 2012, fall 2012, fall 2013; spring 2014; spring 2015; fall 2015, spring 2016
- LER 556 *Industrial Relations Theory*, fall 2012; spring 2015

Faculty Fellow in Entrepreneurship, Academy for Entrepreneurial Leadership, UIUC (2008)

Harvard Law School Program on Negotiation Graduate Research Fellow (academic year 2006-2007)

General Mills Award for Exemplary Graduate Assistant Teaching, Cornell School of Industrial and Labor Relations (2006)

Dissertation Research Grant, Cornell University ILR School Research Committee (2006)

Benjamin Miller Fellowship Award, Cornell University ILR School (2005)

PUBLICATIONS

Articles: Refereed and Invited

Amy Shaw, Joanna Ringel, **Ariel Avgar**, Catherine A. Riffin, John Kallas, and Madeline R. Sterling, (accepted). “Addressing the paid care shortage: Identifying predictors of willingness to provide paid care in New York State”. *Journal of the Medical Directors Association*.

Madeline Sterling, Crystal W. Cene, Joanna Ringel, **Ariel Avgar**, and Erin E. Kent. (in press). “Rural-urban differences in family and paid caregiving utilization in the United State: Findings from the Cornell National Social Survey”. *The Journal of Rural Health*.

Madeline Sterling, Joanna Ringel, Catherine Riffin, Jacklyn Cho, and **Ariel Avgar**. (2022). “Utilization and contributions of care of home care workers and the perceived care quality: Evidence from a New York State Household Survey”. *Innovation in Aging*.

Phoebe Strom, Chris Collins, **Ariel Avgar**, and Kate Ryan. (2022) “Drawing the line: How the workplace shapes perceptions of sexual harassment”. *Personnel Psychology*.

Anthony Poon, Vaidehi Hussain, Julia Loughman, **Ariel Avgar**, Madeline Sterling, and Nicola Dell. (2021). “Computer-mediated peer support needs of home care workers: Emotional labor and the politics of professionalism”. *Proceedings of the ACM on Human-Computer Interaction*. 5(2):1-32.

Aleksandra Zarska, **Ariel Avgar**, and Madeline Sterling. (2021). "The relationship between working conditions, worker outcomes, and patient care: A theoretical model for frontline health care workers". *The American Journal of Medical Quality*, 36(6): 429-440.

Ariel Avgar. (2021). "Relational exchange in nonunion firms: A configurational framework for the study of workplace dispute resolution and voice". *ILR Review*, 74(3): 607-636.

Ariel Avgar, Adrienne Eaton, Rebecca K. Givan, and Adam Seth Litwin. (2020). "Paying the price for a broken healthcare system: Rethinking employment, labor, and work in a post-pandemic world". *Work and Occupations*, 47(3): 267-279.

Madeline R. Sterling, Emily Tseng, Anthony Poon, Jacklyn Cho, **Ariel Avgar**, Lisa M. Kern, Claire K. Ankuda, Nicola Dell. "It's just not a job where you can work from home: Experiences of home health care workers during covid-19 in New York City: (2020). *JAMA Internal Medicine*, 180(11): 1452-1459.

Madeline Sterling, Joanna Bryan, Jacklyn Cho, and **Ariel Avgar**. (2020). "Heart failure training and job satisfaction: A survey of home care workers caring for adults with heart failure in New York City". *Ethnicity and Disease*, 30(4): 575-582.

Ariel Avgar. (2020). "Integrating conflict: A proposed framework for the interdisciplinary study of workplace conflict and its management". *ILR Review*, 73(2): 281-311

David B. Lipsky, **Ariel Avgar**, and Ryan Lamare. (2020). "Organizational conflict resolution and strategic choice: Evidence from a survey of Fortune 1000 companies." *ILR Review*, 73(2): 431-455.

Eunkyung Lee, **Ariel Avgar**, Daejeong Choi, and Won-Woo Park. (2019). "The dual effects of task conflict on team creativity: Focusing on the role of team-focused transformational leadership" *International Journal of Conflict Management*, 30(1): 132-154.

Ariel Avgar, Monica Bielski Boris, Robert Bruno, and Wonjoon Chung. (2018). "Worker voice and union revitalization: The role of contract enforcement at SEIU". *Labor Studies Journal*, 43(3): 209-233.

Ariel Avgar, Prasanna Tambe, and Lorin Hitt. (2018). "Built to learn: How work practices employee learning during healthcare information technology implementation". *MIS Quarterly*, 42(2): 645-659.

Adam Seth Litwin, **Ariel Avgar**, and Edmund R. Becker. (2017). "Superbugs vs. outsourced cleaners: Employment arrangements and the spread of healthcare-associated infections." *ILR Review*, 70(3): 610-641.

David B Lipsky, **Ariel Avgar**, James Ryan Lamare. (2016). "Introduction: New research on managing and resolving workplace conflict". *Advances in Industrial and Labor Relations*, 22: ix-xxvii.

Ariel Avgar*, Adrienne E. Eaton*, Rebecca Kolins Givan*, Adam Seth Litwin*. (2016). "Editorial essay: Introduction to a special issue on work and employment relations in health care." *ILR Review*, 69(4): 787-802.

Ariel Avgar. (2016). "Treating conflict: The adoption of a conflict management system in a hospital setting". *Advances in Industrial and Labor Relations*, 22: 211-246.

Ariel Avgar, Julie Sadler, Paul F. Clark, and WonJoon Chung. (2016). "Labor management partnership and employee voice: Evidence from the healthcare setting." *Industrial Relations*, 55(4): 576-603.

David B. Lipsky, Ronald, L. Seeber, and **Ariel Avgar**. (2015). "From the negotiating arena to conflict management". *Negotiation Journal*, October 2015.

Ariel Avgar and Eric Neuman. (2015). "Seeing conflict: A study of conflict accuracy in work teams." *Negotiations and Conflict Management Research*, 8(2): 65-84.

Eunkyung Lee, Woonki Hong, and **Ariel Avgar**. (2015). "Containing conflict: A relational approach to the study of high-involvement work practices." *International Journal of Human Resource Management*, 26(1): 100-122.

Edmund Becker, Kenton Johnson, Jaeyong Bae, Jason Hockenberry, **Ariel Avgar**, Sandra Liu, Ira Wilson, Arnold Milstein. (2015). "Variations in patients' hospital care experience by states' strategy for Medicaid expansion: 2009-2013". *Patient Experience Journal*, 2(1): 124-142.

Edmund R. Becker, Jason M. Hockenberry, Jaeyong Bae, **Ariel Avgar**, Sandra Liu, Ira Wilson, and Arnold Milstein. (2014). "Factors in patients' experience of hospital care: Evidence from California, 2009–2011." *Patient Experience Journal*, 1(1): 95-110.

Ariel Avgar*, Eunkyung Lee*, and WonJoon Chung. (2014). "Conflict in context: Conflict, employee outcomes, and the moderating role of social capital and discretion." *The International Journal of Conflict Management*, 25(3): 276-303.

Ariel Avgar, J. Ryan Lamare, David B. Lipsky, and Abishek Gupta. (2013). "Unions and ADR: The relationship between labor unions and workplace dispute resolution in U.S. corporations." *Ohio State Journal on Dispute Resolution*, 28: 63.

Tashlin Lakhani, Sarosh Kuruvilla, and **Ariel Avgar**. (2013). "From the firm to the network: Global value chains and employment relations theory." *British Journal of Industrial Relations*, 51(3): 440-472.

Dana Beth Weinberg, **Ariel Avgar**, Noreen Sugrue, and Dianne Cooney-Miner. (2013). "The importance of high performance work environments in hospitals." *Health Services Research*, 48(1): 319-332.

Ariel Avgar, Adam Seth Litwin, and Peter Pronovost. (2012). "Drivers and barriers in health IT adoption: A proposed framework." *Applied Clinical Informatics*, 3(4): 488-500.

David Lipsky and **Ariel Avgar**. (2012). "Caregivers and computers: Key lessons from the adoption and implementation of EMR in New York State nursing homes." *Advances in Industrial and Labor Relations*, 20: 75-104.

Adam Seth Litwin, **Ariel Avgar**, Peter Pronovost. (2012). "Measurement error in performance studies of health information technology." *Applied Clinical Informatics*, 3(2): 210-220.

Ariel Avgar, Niti Pandey, and Kiwook Kwon. (2012). "Discretion in context: A moderated mediation model of the relationship between discretion and turnover intentions." *Industrial Relations*, 51(1): 106-128.

Ariel Avgar. (2011). "The ombudsman's ability to influence perceptions of organizational fairness: Toward a multi-stakeholder framework." *Journal of the International Ombudsman Association*, 4(1): 5-15.

Dana Beth Weinberg, Dianne Cooney-Miner, Jennifer N. Perloff, Lynn Babington, and **Ariel Avgar**. (2011). "Building team capacity: Promoting collaborative interdisciplinary teamwork in the absence of teams." *Medical Care*, 49(8): 716-723.

Ariel Avgar and Sarosh Kuruvilla. (2011). "Dual alignment of industrial relations activity: From strategic choice to mutual gains." *Advances in Industrial and Labor Relations*, 18: 1-39.

Ariel Avgar, Rebecca Givan, and Mingwei Liu. (2011). "A delicate balance: Work life balance and performance outcomes in hospitals." *British Journal of Industrial Relations*, 49(4): 717-741.

Ariel Avgar, Rebecca Givan, and Mingwei Liu. (2011). "Patient-centered, but employee delivered: Patient care innovation, turnover and organizational outcomes in hospitals." *ILR Review*, 64(3): 423-440.

Ariel Avgar. (2010). "Negotiated capital: Conflict, its management, and workplace social capital." *The International Journal of Conflict Management*, 21(3): 236-259.

Rebecca Givan, **Ariel Avgar**, and Mingwei Liu. (2010). "Having your cake and eating it too? Human resource management practices and organizational performance in hospitals." *Advances in Industrial and Labor Relations*, 17: 31-67.

David B. Lipsky and **Ariel Avgar**. (2008). "Toward a strategic theory of workplace conflict management." *Ohio State Journal on Dispute Resolution*, 24 (1): 143-190.

David B. Lipsky and **Ariel Avgar**. (2006). "Online dispute resolution through the lens of bargaining and negotiations theory: Toward an integrated model." *Toledo Law Review*, 38(1): 47-88.

Tove H. Hammer and **Ariel Avgar**. (2005). "The Impact of unions on job satisfaction, organizational commitment, and turnover." *Journal of Labor Research* 26(2): 241-266. Also published as a chapter in James T. Bennett and Bruce E. Kaufman (Eds.) *What Do Unions Do? A Twenty-Year Perspective*. New Brunswick, NJ: Transaction Publishers, 2007 (346-373).

David B. Lipsky and **Ariel Avgar**. (2004). "Research on employment dispute resolution: Towards a new paradigm?" *Conflict Resolution Quarterly*, 22(1-2): 175-189.

Best Paper Proceedings

Eric Neuman and **Ariel Avgar**. (2013). "A Bridge over Troubled Water? The Push and Pull of Team Conflict on Between-Team Network Ties." *OB Division, Best Paper Proceedings, Academy of Management*. Orlando, FL.

Eric Neuman and **Ariel Avgar**. (2012). "Blind spots and mirages: A dyadic approach to the study of team conflict." *CM Division, Best Paper Proceedings, Academy of Management*. Boston, MA.

Ariel Avgar*, Kiwook Kwon*, and Niti Pandey*. (2010). "Discretion in context: A moderated mediation model of the relationship between discretion and turnover intentions." *HR Division, Best Paper Proceedings, Academy of Management*. Montreal, Canada.

Edited Volumes

Ariel Avgar and Alexander Colvin (editors). (2016). *Conflict Management*. Oxford, UK: Taylor and Francis.

Ariel Avgar and Timothy Vogus (editors). (2016). *The Evolving Healthcare Landscape: How Employees, Organizations, and Institutions Adapt and Innovate*. Champaign, IL: LERA Research Volume Series (distributed by ILR Press).

Book Chapters, Proceedings, and Other Publications

Ariel Avgar and Stacey Owens, and Phoebe Strom. (2020). “Mutual gains and employee voice.” In Adrian Wilkinson, Jimmy Donaghey, Tony Dundon and Richard Freeman (Eds.) *The Handbook of Research on Employee Voice*. Edward Elgar Press.

Lourdes R. Guerrero, **Ariel Avgar**, Erica Phillips, and Madeline Sterling. (2020; Letter to the Editor). “They are essential workers now, and should continue to be: Social workers and home health care workers during COVID-19 and beyond. *Journal of Gerontological Social Work*.

Adrian Wilkinson, **Ariel Avgar**, Michael Barry, and Paula Mowbray. (2020). “Voice bundles: A model to integrate employee and patient-care voice practices and outcomes in healthcare”. In Adrian Wilkinson, Jimmy Donaghey, Tony Dundon, and Richard Freeman (Ed.), *Handbook of Research on Employee Voice*. Northampton, MA: Edward Elgar.

Alexander J.S. Colvin and **Ariel Avgar**. (2018). “Knowns and unknowns in the study of workplace dispute resolution: Towards and expanded research agenda”. In Adrian Wilkinson, Tony Dundon, Jimmy Donaghey, and Alexander Colvin (Eds.) *Routledge Companion to Employment Relations*. Abington, UK: Routledge Press, 2018

Ariel Avgar and Timothy Vogus. (2016). “Complexity and its consequences: The evolving landscape of health care”. In Ariel Avgar and Timothy Vogus (Eds.) *The Evolving Healthcare Landscape: How Employees, Organizations, and Institutions Adapt and Innovate*. Champaign, IL: LERA Research Volume Series (distributed by ILR Press), 2016.

Ariel Avgar and Alexander Colvin. (2016). “Introduction: Towards and integration of conflict research”. In Ariel C. Avgar and Alexander Colvin (Eds.) *Conflict Management*. Oxford, UK: Taylor and Francis, 2016.

Ariel Avgar, Eric J. Neuman, and WonJoon Chung. (2016). “Social structure and conflict: A relational approach to the study of conflict and its management in organizations.” In Richard Saundry, Paul Latrielle (Eds.) *Reframing Resolution: Innovation and Change in the Management of Workplace Conflict*. London: Palgrave Macmillan, 2016.

David B Lipsky, **Ariel Avgar**, J. Ryan Lamare. (2016). “The evolution of conflict management policies in U.S. corporations: From reactive to strategic”. In Richard Saundry, Paul Latrielle (Eds.) *Reframing Resolution: Innovation and Change in the Management of Workplace Conflict*. London: Palgrave Macmillan, 2016.

Ariel Avgar. (2015). “Internal resolution of employment disputes.” In Alfred Feliu, Wayne Outten, Jackie Drucker, Barry Winograd, and Allan Bloom (Eds.) *ADR in Employment*. BNA Books.

J. Ryan Lamare, David B. Lipsky, and **Ariel Avgar** (2015). “Empirical Evidence in Critical Issues in Employment Arbitration.” In Alfred Feliu, Wayne Outten, Jackie Drucker, Barry Winograd, and Allan Bloom (Eds.) *ADR in Employment*. BNA Books.

Ariel Avgar and Adam Seth Litwin. (2014). “Examining a healthcare problem through an employment relations lens: Explaining the health information technology paradox.” *Perspectives on Work*.

David B. Lipsky, **Ariel Avgar** and J. Ryan Lamare. (2014). “Conflict Resolution in the United States.” In William K. Roche, Paul Teague, and Alexander Colvin (Eds.) *The Oxford Handbook on Conflict Management*. Oxford University Press.

Ariel Avgar and Eunkyung Lee. (2011). "Social capital in negotiation: Leveraging the power of relational wealth." In M. Benoliel (Ed.) *Negotiation Excellence: Successful Deal Making*. World Scientific.

David B. Lipsky and **Ariel Avgar**. (2010). "The conflict over conflict management." *Dispute Resolution Journal*, 65(2-3): 11.

Ariel Avgar*, Lorin Hitt*, and Prasanna Tambe*. (2010). "The effects of organizational factors on healthcare IT adoption costs: Evidence from New York nursing homes." In *Proceedings from the 43rd HICSS Annual Conference*.

Ariel Avgar. (2009). "Unexplored drivers for adopting employer ADR programs: The need for a stakeholder perspective." *Dispute Resolution Journal* 64(4): 8.

David B. Lipsky, **Ariel Avgar**, and J. Ryan Lamare. (2009). "Organizational strategies for the adoption of electronic medical records: Toward an understanding of outcome variation in nursing homes." *Proceedings from the 61st Labor and Employment Relations Annual Meeting*.

David B. Lipsky, Ronald Seeber, **Ariel Avgar**, and Rocco Scanza. (2007). "The politics of evaluation: Lessons from the evaluation of dispute resolution programs." In Labor and Employment Relations Association, *Proceedings from the 59th Annual Meeting*.

Ariel Avgar* and Julie Sadler*. (2006). "Challenges and opportunities in the field of industrial relations: A graduate student perspective." *Perspectives on Work*, 10(1): 45-47.

Reviews and Reports

Ariel Avgar, Maria Fitzpatrick, Melissa Bjelland, Hassan Enayati, Martha Johnson, and Phoebe Strom. (2020). A report on potential effects of New York's proposed minimum nurse staffing legislation. Submitted to the NYS Department of Health.

Ariel Avgar. (2017). A review of "The challenge to change: Reforming health care on the front line in the United States and the United Kingdom." *Perspectives on Work*.

Ariel Avgar. (2015). A review of "Co-operative workplace dispute resolution: Organizational structure, ownership, and ideology." *Organization Studies*, 36(9): 1265-1268.

Ariel Avgar. (2013). A review of "The modernization of the nursing workforce: Valuing the healthcare assistant." *British Journal of Industrial Relations*.

David Lipsky and **Ariel Avgar**. (2009). "Caregivers and computers: The effects of electronic medical records on employment and labor relations in nursing homes." Report submitted to the New York State Quality Care Oversight Committee and 1199SEIU Training and Employment Funds, November 2009.

Ariel Avgar. (2008). "The inextricable link between labor law and industrial relations transformation: A review of fading corporatism: Israel's labor law and industrial relations transition." *Comparative Labor Law and Policy Journal*, 30(1): 135-141.

Ariel Avgar. (2008). A review of "Fading corporatism: Israel's labor law and industrial relations transition." *Industrial and Labor Relations Review*, 62(1): 135-137.

David B. Lipsky, Rocco M. Scanza, and **Ariel Avcgar**. (2006). "The U.S. equal employment opportunity commission internal dispute resolution program: An evaluation of resolve." Report submitted to the U.S. EEOC, June 2006.

Sarosh Kuruvilla and **Ariel Avcgar**. (2006). Review of "Gurus, Hired Guns, and Warm Bodies." *Industrial and Labor Relations Review*, 59(2): 326-329.

Papers in Progress

Ariel Avcgar. "Conceptualizing conflict: Ideas and beliefs about workplace conflict and their implications for union and nonunion dispute resolution models". Under review at *Advances in Industrial and Labor Relations*.

Ariel Avcgar, Ryan Lamare, and Alexander Colvin. (2020). "Arbitration under pressure: Accounting for firms' use of mandatory arbitration". In preparation for submission to the *ILR Review*.

John McCarthy, **Ariel Avcgar**, and Justin Vinton. (2020). "A systems approach to labor-management partnership: The multi-level effects of partnership on organizational commitment and performance". In preparation for submission to the *ILR Review*.

Phoebe Strom, **Ariel Avcgar**, and Harry Katz. (2020). "Clinical integration and implications for employee wellbeing". In preparation for submission to *Health Services Research*.

INVITED TALKS

- **Ariel Avcgar**. "Employment relations in the healthcare setting: Lessons that COVID-19 taught us that we already knew"

Cardiff University Health and Organisations and Policy Studies and Employment Research Unit (April 2021)

- **Ariel Avcgar**. "Workplace conflict in the healthcare setting: Assessing consequences, contextual factors, and management strategies"

Toronto University, Institute of Health Policy, Management, and Evaluation. (December, 2020)

- **Ariel Avcgar**. "Hiding in Plain Sight: Fixing a Broken Healthcare System by Paying Attention to Workers and their Working Conditions,"

Penn State University, State College. (March, 2019).

Tel Aviv University, Department of Labor Studies. (December, 2018)

DC-based ILR Alums (October, 2018)

- **Ariel Avcgar**. "A Balancing act: Four themes from the study of organizational innovations in healthcare."

Presentation made to top leadership at the Indiana University Health System in Indianapolis, IN (February 2011).

Presentation made to fourth year UIUC College of Medicine students as part of their Medicine and Society Clerkship (February 2011, 2012, 2013, 2014).

Presentation made as part of Inter-University IR/HR Doctoral Methods course (with Rebecca Givan; April 2011).

Presentation to Blue Cross Blue Shield healthcare representatives (September 2011).

Presentation to LER alums and to faculty from the College of Medicine as part of a teleconference series on innovations in healthcare (October 2011).

Invited for presentation at the 64th Labor and Employment Relations Association Annual Meeting in Chicago, IL as part of the Healthcare Industry Council Section Meeting (January 2012).

- **Ariel Avgar.** “Employing technology: Organizational learning, work design, and the adoption of health information technology.”

Vanderbilt University, Owen Graduate School of Management (November 2011).

University of Illinois at Urbana-Champaign, Psychology Department SPO Brownbag Series (November 2011).

Michigan State University, School of Human Resources and Labor Relations (February 2012).
MIT, Sloan School of Management (April 2012).

- **Ariel Avgar.** “Negotiated capital: Conflict, its management, and social capital.”

University of Illinois at Urbana-Champaign, School of Labor and Employment Relations (November 2006)

University of South Carolina, Moore School of Business (November 2006).

Penn State University, Department of Labor Studies and Employment Relations (November 2006).

Queen University, Belfast, Northern Ireland, ESRC Seminar Series (April 2013).

OTHER PRESENTATIONS AND CONFERENCES

Ariel Avgar. (2021). "Research Mentor for Healthcare Management Division Workshop," Academy of Management Annual Meeting, Virtual.

Ariel Avgar. (2021). "Facilitator, Hot Topics, Changing Nature of Work." Academy of Management Healthcare Management Division, Virtual.

Ariel Avgar. (2020). "Facilitator, Hot Topics, Changing Nature of Work." Academy of Management Healthcare Management Division, Virtual.

Ariel Avgar, Phoebe Strom, and Harry Katz. (2020). “Clinical integration and implications for employee well-being”. Presented at the 10th International Labor and Employment Relations Association Regional Congress for the Americas.

Ariel Avgar, Ryan Lamare, and Alexander Colvin. (2020). "Arbitration under pressure: Accounting for firms' use of mandatory arbitration". Presented at the 10th International Labor and Employment Relations Association Regional Congress for the Americas.

Ariel Avgar, Phoebe Strom, and Harry Katz. (2020). "Clinical integration and implications for employee wellbeing". Presented at 72nd Labor and Employment Relations Association Annual Meeting (virtual).

Ariel Avgar, (2020). Discussant for "Approaching the Study of Technology and Work through Multiple Lenses". 72nd Labor and Employment Relations Association Annual Meeting (virtual).

Adam Seth Litwin, **Ariel Avgar**, and Edmund Becker. (2019). "Superbugs vs. outsourced cleaners: Employment arrangements and the spread of healthcare-associated infections," Presented at Antimicrobial Resistance: Research Synergies in Human and Animal Medicine, College of Veterinary Medicine, College of Veterinary Medicine.

Ariel Avgar. (2019). "Facilitator, Hot Topics, Changing Nature of Work." Academy of Management Healthcare Management Division, Boston, MA.

Ariel Avgar. (2019). "Research Mentor for Healthcare Management Division Workshop," Academy of Management Annual Meeting, Boston, MA.

Ariel Avgar (Organizer). (2019). Consequences of Change in Healthcare for Organizations, Workers, and Patients, Cornell ILR School and Rutgers School of Management and Labor Relations, Rutgers University.

Ariel Avgar. (2018). Varieties of union substitution: Models of dispute resolution and voice substitutes in nonunion firms." International Labor and Employment Relations Association annual meeting in Seoul, South Korea.

Ariel Avgar. (2018). "Integrating conflict: A proposed framework for the interdisciplinary study of workplace conflict and its management." Presented at the 70th Labor and Employment Relations Annual Meeting in Baltimore, MD.

Ariel Avgar. (2018). (Moderator), Labor Management Partnership in Healthcare: Learning from Experience, "Senior Leaders and Frontline Issues," Cornell, Rutgers, Johns Hopkins, and LERA, Baltimore, MD.

Ariel Avgar, Phoebe Strom, Harry Katz, John August, Adam Seth Litwin. (2018). "Clinical integration and implications for employee wellbeing," Presented at Industry Studies Association Annual Meeting in Seattle, WA.

Ariel Avgar. (2018) "Varieties of Union Substitution: Models of Dispute Resolution and Voice Substitutes in Nonunion Firms." Presented at an MIT and ILRR Special Conference on Industrial Relations Theory in Boston.

Ariel Avgar. (2017). "Integrating conflict: A proposed framework for the interdisciplinary study of workplace conflict and its management." Presented at an ILRR Special Conference Honoring David Lipsky, in Ithaca, NY.

David Lipsky, **Ariel Avgar**, and Ryan Lamare. (2017). "Organizational conflict resolution and strategic choice: Evidence from a survey of fortune 1000 companies," Presented at an ILRR Special Conference Honoring David Lipsky, in Ithaca, NY.

Ariel Avgar. (2017). Discussant for a session “Updating theory of the employment relationship: A proposed model and critiques.” Presented at the 69th Labor and Employment Relations Annual Meeting in Anaheim, CA.

Ariel Avgar. (2017). “Rethinking the field of employment Relations: Alternative dispute resolution” (based on chapter with Alexander Colvin). Presented at the 69th Labor and Employment Relations Annual Meeting in Anaheim, CA.

Ariel Avgar. (2017). Panelist at the LERA 2nd Annual Junior Faculty Consortium. 69th Labor and Employment Relations Annual Meeting in Anaheim, CA.

Ariel Avgar. (2017) Chair of a session “Perspectives from the Editorial Review Process: A Discussion with Editors and Authors.” Presented at the 69th Labor and Employment Relations Annual Meeting in Anaheim, CA.

Christina Frye, Wonjoon Chung, **Ariel Avgar**, and Edmund Becker. (2017). “Workforce factors and affiliate networks: Going beyond meaningful use of health information technology.” Presented at the 2017 Industry Studies Association Conference in Washington, DC.

Ariel Avgar. (2017). Chair of a session “The value added ‘third side’ role of the Federal Government in labor dispute resolution”. Presented at the 2017 Industry Studies Association Conference in Washington, DC.

Ariel Avgar. (2016). “Treating conflict: A conflict management system in a hospital setting.” Presented at the FMCS National Labor-Management Conference in Chicago, IL.

Ryan Lamare, David B. Lipsky, and **Ariel Avgar.** (2016). “Commitment and conflict management systems: Evidence from large U.S. firms”. Presented at the 68th Labor and Employment Relations Annual Meeting in Minneapolis, MN.

Ariel Avgar. (2016). Discussant for LERA/ISA joint session “Health system changes and their effects on workers, trade unions and organizations”. 68th Labor and Employment Relations Annual Meeting in Minneapolis, MN.

Ariel Avgar. (2016). Chair of a session “Writing and publishing books in our fields: Insights and considerations”. 68th Labor and Employment Relations Annual Meeting in Minneapolis, MN.

Sunjin Pak and **Ariel Avgar.** (2016). “Modeling the reciprocal relationship between task conflict and high involvement work practices”. Presented at the 2016 Academy of Management Annual Meeting in Anaheim, CA.

Ariel Avgar. (2016). Facilitator. “Healthcare Management Division research incubator: Research in the rough”. 2016 Academy of Management Annual Meeting in Anaheim, CA.

Adam Seth Litwin, **Ariel Avgar**, and Edmund Becker. (June 2015). “Superbugs vs. outsourced cleaners: Employment arrangements and the spread of healthcare-associated infections.” Presented at the 67th Labor and Employment Relations Annual Meeting in Pittsburgh, PA.

Eric Neuman and **Ariel Avgar.** (July 2014). “A bridge over troubled water? The push and pull of team conflict on between-team network ties.” Presented at the 2014 International Association of Conflict Management in Leiden, Netherlands

Eric Neuman and **Ariel Avgar**. (July 2014). "The effects of reported dyadic conflict on perceptions of team-level conflict." Presented at the 2014 International Association of Conflict Management in Leiden, Netherlands.

David Lipsky, **Ariel Avgar**, and J. Ryan Lamare. (2014). "The strategic underpinnings of conflict management practices in U.S. corporations: Evidence from a new survey of Fortune 1000 companies." Presented at the 66th Labor and Employment Relations Annual Meeting in Portland, OR.

Ariel Avgar, Adam Seth Litwin, Edmund Becker. (October 2013). "Electronic health records and hospital performance: Examining the intervening role of organizational features and institutional structures." Paper presented at the Wharton People and Organizations Conference in Philadelphia, PA.

Ariel Avgar, Deborah Rupp, and WonJoon Chung. (August 2013). "Mediator emotional intelligence and moral identity as predictors of disputant justice perceptions." Presented at the 2013 Academy of Management Annual Meeting in Orlando, FL.

Eric Neuman and **Ariel Avgar**. (August 2013). "A bridge over troubled water? The push and pull of team conflict on between-team network ties." Presented at the 2013 Academy of Management Annual Meeting in Orlando, FL.

Ariel Avgar and Eric Neuman. (July 2013). "Blind spots and mirages: A study of conflict accuracy in work teams." Presented at the 2013 International Association for Conflict Management Annual Meeting in Tacoma, WA.

Ariel Avgar, Julie Sadler, Paul F. Clark, and WonJoon Chung. (June 2013). "Labor management partnership and employee voice: Evidence from the healthcare setting." Presented at the 65th Labor and Employment Relations Annual Meeting in St. Louis, MO.

Ariel Avgar, Prasanna Tambe and Lorin Hitt. (May 2013). "Decoupled learning: Organizational learning during outsourced healthcare information technology implementations." Presented at the 2013 Industry Studies Association Annual Meeting in Kansas City, MO.

Eric Neuman and **Ariel Avgar**. (August 2012). "Blind spots and mirages: A dyadic approach to the study of team conflict." Presented at the 2012 Academy of Management Annual Meeting in Boston, MA.

David B. Lipsky, **Ariel Avgar**, J. Ryan Lamare, and Abishek Gupta. (July 2012). "The antecedents of workplace conflict management systems in U.S. corporations: Evidence from a new survey of fortune 1000 companies." Presented at the International Labor and Employment Relations Association in Philadelphia, PA

Eric Neuman and **Ariel Avgar**. (March 2012). "Teams and intra-organizational network dynamics: The role of team conflict." Presented at the International Network for Social Network Analysis in Redondo Beach, CA.

Ariel Avgar and David B. Lipsky. (February 2012). "New information technology and employee voice: Breaking out of the traditional voice boundaries." Presented at the University of Nevada at Las Vegas William S. Boyd Law School Symposium on Workplace Democracy.

Ariel Avgar. (January 2012). "A balancing act: Four themes from the study of organizational innovations in healthcare." Presented at the 64th Labor and Employment Relations Association Annual Meeting in Chicago, IL as part of the Healthcare Industry Council Section Meeting.

Paul F. Clark, Julie Sadler, and **Ariel Avgar**. (January 2012). "Partnering for patients: A case study of unit-based collaboration in healthcare." Presented at the 64th Labor and Employment Relations Association Annual Meeting in Chicago, IL.

Ariel Avgar and Rebecca Givan. (December 2011). "Globalizing anchored industries: The effects of globalization on the health care industry." Presented at the British Journal of Industrial Relations 50th Anniversary Conference in London.

Sarosh Kuruvilla, Tashlin Lakhani, and **Ariel Avgar**. (December 2011). "Global value chains and employment relations theory." Presented at the British Journal of Industrial Relations 50th Anniversary Conference in London.

Eunkyung Lee, Woonki Hong, and **Ariel Avgar**. (November 2011). "Containing conflict: A relational approach to the study of HPWS." Presented at the 2011 Southern Management Association Annual Meeting in Savannah, GA.

Ariel Avgar, Prasanna Tambe and Lorin Hitt. (August 2011). "Employee discretion, organizational learning, and healthcare information technology implementation." Presented at the 2011 Academy of Management Annual Meeting in San Antonio, TX.

Ariel Avgar, Eunkyung Lee and WonJoon Chung. (August 2011). "The effect of task conflict on employees: The moderating role of social capital and discretion." Presented at the 2011 Academy of Management Annual Meeting in San Antonio, TX.

Adam Seth Litwin and **Ariel Avgar**. (August 2011). "Measurement error in performance studies of health IT: Lessons from the management literature." Presented at the 2011 Academy of Management Annual Meeting in San Antonio, TX.

Ariel Avgar, Monica Bielski Boris, Robert Bruno, and WonJoon Chung. (January 2011). "Inside the voice face of unions: A strategic approach to union facilitated voice." Presented at the 63rd Labor and Employment Relations Association Annual Meeting in Denver, CO.

David Lipsky and **Ariel Avgar**. (January 2011). "Caregivers and computers: Key EMR adoption and implementation lessons from the New York State Demonstration Project." Presented at the 63rd Labor and Employment Relations Association Annual Meeting in Denver, CO.

Ariel Avgar, Kiwook Kwon, and Niti Pandey. (August 2010). "Discretion in context: A moderated mediation model of the relationship between discretion and turnover intentions." Accepted for presentation at the 2010 Academy of Management Annual Meeting in Montreal, Canada.

Brianna Caza, Timothy Vogus, **Ariel Avgar**, and Mathew Grimes. (August 2010). "Things are not always as they seem: Power and status in critical care departments." Presented at the 2010 Academy of Management Annual Meeting in Montreal, Canada.

Ariel Avgar. (May 2010). Panel moderator for session titled "New technology for high quality, sustainable healthcare delivery." Presented at the Cornell University International Healthcare Conference in New York, NY.

David Lipsky and **Ariel Avgar**. (May 2010). "Caregivers and computers: The effects of electronic medical records on employment and labor relations in nursing homes." Presented at the Cornell University International Healthcare Conference in New York, NY.

Ariel Avgar, Rebecca Givan, and Mingwei Liu. (May 2010). "A delicate balance: Work life balance and performance outcomes in hospitals." Presented at the Sloan Industry Studies Conference in Chicago, IL.

Ariel Avgar, Rebecca Givan, and Mingwei Liu. (March 2010). "A delicate balance: Work life balance and performance outcomes in hospitals." Presented at the International Labor Conference in Rutgers, NJ.

Ariel Avgar, Prasanna Tambe, and Lorin Hitt. (January 2010). "The effects of organizational factors on healthcare IT adoption costs: Evidence from New York nursing homes." Presented at the 43rd Annual HICSS Conference in Hawaii.

Ariel Avgar. (January 2010). "Treating conflict: A case study of a conflict management in a hospital setting." Presented at the 62nd Labor and Employment Relations Association Annual Meeting in Atlanta, GA.

Ariel Avgar. (August 2009). "After the storm: Organizational restructuring and its implications for conflict and dispute resolution." Presented at the 2009 Academy of Management Annual Meeting in Chicago, IL.

Rebecca Givan, **Ariel Avgar**, and Mingwei Liu. (May 2009). "Patient centered but employee delivered: Patient care restructuring, turnover, and organizational outcomes." Presented at the Sloan Foundation Industry Studies Annual Conference in Chicago, IL.

Rebecca Givan, **Ariel Avgar**, and Mingwei Liu. (April 2009). "Work practices and organizational outcomes in hospitals: Toward a multi-stakeholder framework." Presented at the Sloan Foundation Healthcare Networking Conference in New York, NY.

David B. Lipsky, **Ariel Avgar**, and J. Ryan Lamare. (January 2009). "Organizational strategies for the adoption of electronic medical records: Toward an understanding of outcome variation in nursing homes." Presented at the 61st Labor and Employment Relations Association Annual Meeting in San Francisco, CA.

Rebecca Givan, **Ariel Avgar**, and Mingwei Liu. (September 2008). "Patient centered but employee delivered: Patient-centered-care, turnover, and organizational outcomes." Presented at the Healthcare Labor Markets in a Global Context Conference (sponsored by the Sloan Foundation) in Urbana, IL.

Ariel Avgar. (June 2008). "To err is social: Conflict, social capital and medical errors in nursing homes." Presented at Werner Institute on Negotiation and Dispute Resolution Healthcare Conference in Omaha, NE.

Rebecca Givan, **Ariel Avgar**, and Mingwei Liu. (January 2008). "Having your cake and eating it too? Teams, employee voice, HR practices, and health outcomes." accepted to the 11th Annual AILR/LERA Best Paper Competition, and presented at the 60th LERA Annual Meeting in New Orleans, LA.

Ariel Avgar. (October 2007). "Fighting fire with fire: Hospital restructuring and organizational conflict." Presented at the 7th Association for Conflict Resolution 7th Annual Meeting in Phoenix, AZ.

Ariel Avgar. (January 2007). "Treating conflict? Dispute resolution in the healthcare industry." Presented at the 59th LERA Annual Meeting in Chicago, IL.

David B. Lipsky, Ronald Seeber, **Ariel Avgar**, and Rocco Scanza. (January 2007). "The politics of evaluation: Lessons from the evaluation of dispute resolution programs." Presented at the 59th LERA Annual Meeting in Chicago, IL.

Ariel Avgar and Hyunji Kwon. (August 2006). "Organizational restructuring and the transformation of workplace conflict." Presented at the 2006 Academy of Management Annual Meeting in Atlanta, GA.

David B. Lipsky and **Ariel Avgar**. (April 2006). "Online dispute resolution through the lens of bargaining and negotiations theory: Toward an integrated model." Presented at the University of Toledo College of Law International Symposium on Online Dispute Resolution in Toledo, OH.

Ariel Avgar and Hyunji Kwon. (January 2005). "Workplace restructuring and alternative dispute resolution: An endogenous perspective." Presented at the 57th Industrial Relations Research Association Annual Meeting in Philadelphia, PA.

Tove H. Hammer and **Ariel Avgar**. (January 2005). "The impact of unions on job satisfaction, Organizational commitment, and turnover." Paper accepted to the 57th Industrial Relations Research Association Annual Meeting in Philadelphia, PA.

David B. Lipsky and **Ariel Avgar**. (September 2004). "Research on employment dispute resolution: Towards a new paradigm?" Presented at the 4th Association for Conflict Resolution Annual Conference in Sacramento, CA.

Ariel Avgar and Assaf Ben-Shoham. (August 2004). "Cooperation in the workplace: Modeling the inner workings of labor-management cooperation." Presented at the 2004 Academy of Management Annual Meeting in New Orleans, LA.

RESEARCH GRANTS

- Nicki Dell (PI), Deborah Estrin, Madeline Sterling, and **Ariel Avgar** (Co-PIs). "The Future of Home Health Care Work: Designing Technologies for Equity, Privacy, and Trust". NSF Grant (\$1,499,881.00).
- Adrian Wilkinson, Michael Barry, Paula Mowbray (Chief Investigators), and **Ariel Avgar** (Partner Investigator). "Exploring the role and outcomes of employee voice in a hospital setting", Australian Research Council Grant (\$168,000).
- Avgar, A. C. (Principal), Lamare, R. (Principal), Lipsky, D. (Principal) "Organizational Conflict Management Strategies in a Changing Landscape: A Proposal for a Conflict Resolution Survey of Fortune 1000 Firms," Sponsored by Center for Advanced Human Resource Studies, \$20,000.
- Avgar, A. C., Katz, H. C. Colvin, Alexander J.S., "The Organizational Reconstruction of Public Dispute Resolution for Workplace Conflict in Anglo-American Countries," Sponsored by ILR School International Programs, \$38,100. (March 2019 – June 2020).
- Avgar, A. C. (Principal), Sterling, M. (Principal), "The Low Wage Healthcare Workforce in Turbulent Times," Sponsored by Douglas Wigdor, \$100,000 (March 2019-Present).
- 2019. Survey of Fortune 1000 Firms' Conflict Management Practices (with Lamare and Lipsky). National Academy of Arbitrators (\$50,000).
- 2019-2020. The Organizational Reconstruction of Public Dispute Resolution for Workplace Conflict in Anglo-American Countries (with Colvin, and Katz). ILR School International Programs (\$38,000).
- 2018. The Taylor Law at 50: Bright Spots and Pressure Points, Sponsored by Pierce Memorial Fund-ILR, (\$10,000).

- 2018. Conflict and Its Resolution to the Changing World of Work – Conference and Special Issue Honoring David B. Lipsky (with Colvin and Katz) Sponsored by Pierce Memorial Fund--ILR School, (\$25,000).
- 2012-2014. Patient-centered care: What factors drive outcomes in the hospital setting? (Becker, PI). Patient-Centered Outcome Research Institute (\$600,152).
- 2012-2014. The moderating effects of network structures on the consequences of workplace conflict (with Neuman). UIUC Campus Research Board (\$16,169).
- 2012-2014. Examining the "voice face" of unions: A strategic approach to union facilitated voice (Bielski Boris, PI). UIUC Campus Research Board (\$9,630).
- 2011-2013. The moderating effects of network structures on the consequences of workplace conflict (with Neuman). UIUC Campus Research Board (\$9,890).
- 2011-2013. Group network characteristics and workplace conflict (with Neuman and Lee). University of Illinois Center for Human Resource Management (\$8,000).
- 2010-2012. Leadership and team conflict management strategies (with Neuman and Lee). University of Illinois Center for Human Resource Management (\$8,000).
- 2009-2010. Relationships between team coordination and quality of care and patient outcomes (Weinberg, PI). Commonwealth Fund (\$50,000).
- 2009-2010. Consequences of electronic medical records for healthcare employees and organizations (Lipsky, PI).The New York State Quality Care Oversight Committee (\$200,000).
- 2008-2010. Inter-professional relationships in healthcare (Caza, PI). University of Illinois Center for Human Resource Management (\$9,500).

TEACHING

- Seminar on Conflict and Conflict Management in Organizations (ILRLR 7070)
- Mediating Organizational Conflicts (ILRLR 6028/4028)
- Labor Relations (ILRLR 2050)
- Managing and Resolving Conflict (ILRLR 6012/4012)
- Workplace Dispute Resolution (LER 543).
- Strategic Human Resource Management and the Entrepreneurial Firm (LER 590EO).
- Collective Bargaining (LER 542).
- Industrial Relations and Strategic Human Resource Management Theory (LER 556).

PROFESSIONAL SERVICE

- Ad-Hoc Reviewer:
American Journal of Infection Control; British Journal of Industrial Relations; Economics of Education Review; The Gerontologist; Health Affairs; Health Services Research; Human Relations; Industrial and Labor Relations Review; Industrial Relations; Industrial Relations Journal; International Journal of Conflict Management; International Journal of Human Resource Management; Journal of Management; Patient Experience Journal; Negotiation and Conflict Management Review; Medical Care; Relations Industrielles/Industrial Relations
- Poster Session Chair, Labor and Employment Relations 65th, 66th and 67th 68th Annual Meetings
- Industry Studies Association's Labor Markets, Organizations, and Employment Relations Stream Coordinator (2016-2020)

UNIVERSITY/SCHOOL SERVICE

- Faculty Representative to the Cornell University Council Administrative Board (2020- present)
- Co-chair of ILR Committee to explore master's program for labor-focused students (2020-present)
- ILR Dean Search Committee (spring 2019)
- ILR Teaching Advisory Committee (2018- present)
- ILR Search Committee, Assistant Dean for HR (fall 2016, fall 2018)
- ILR Faculty Search Committees (2018, 2019)
- LER Faculty Search Committee (fall 2009)
- LER M.H.R.I.R Admissions and Financial Aid Committee (2009 and 2010; spring 2012)
- LER Speaker Seminar Committee (2008 and 2009)
- Chair, LER Speaker Seminar Committee (2010)
- PhD Advisory Committee (2010-2015)
- Campus Fulbright Interview Committee (Fall 2010)
- Member, University of Illinois Entrepreneurship Roundtable (April 2011-2016)
- Member, Illinois Leadership Coordinating Committee (Chair of the Research Sub-Committee) (2011-2015)
- Board Member, University of Illinois Center for Human Resource Management (2012-2014)
- Campus Online Learning Operations Advisory Committee (2015-2016)
- LER Faculty Search Committee (spring 2013, fall 2013)

- Chair, LER Ad Hoc Committee on Revenue Generation (2013)
- Chair, LER Academic Affairs Committee (2013)
- Chair, LER Online Master's Degree Committee (2014)
- LER Faculty Search Committee (fall 2014, spring 2015)
- LER Executive Committee (2014-2016)