

## **CHRISTOPHER J. COLLINS**

School of Industrial and Labor Relations  
Cornell University  
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### **FACULTY POSITIONS:**

Sept. 2022 – Present – PROFESSOR, Department of Human Resource Studies, School of Industrial and Labor Relations, Cornell University. Masters-Level Classes Taught: HR Strategy, HR Leadership, Organizational Consulting, Design Thinking. Doctoral-Level Classes Taught: Macro Human Resources, Micro Human Resources.

2006-September 2022– ASSOCIATE PROFESSOR, Department of Human Resource Studies, School of Industrial and Labor Relations, Cornell University. Undergraduate-Level Classes Taught: Business Strategy, Staffing, Organizational Consulting. Masters-Level Classes Taught: HR Strategy, HR Leadership, Organizational Consulting, Metrics and Analytics. Doctoral-Level Classes Taught: Macro Human Resources, Micro Human Resources.

2000-2006 – ASSISTANT PROFESSOR, Department of Human Resource Studies, School of Industrial and Labor Relations, Cornell University. Undergraduate-Level Classes Taught: Introduction to Human Resource Management; Staffing, Training, and Development; Business Strategy. Masters-Level Classes Taught: Staffing. Doctoral-Level Classes Taught: Macro Human Resources, Micro Human Resources

1998-2000 - INSTRUCTOR, Department of Management and Organizations, Robert H. Smith School of Business, University of Maryland. Undergraduate-level Classes Taught: Business Strategy

### **ADMINISTRATIVE EXPERIENCE:**

2019-Present – Director of Graduate Studies, ILR School, Cornell University

2018-2019 – Faculty Director Executive Masters in Human Resource Management, ILR School, Cornell University

2008-2018 – Director Center Advanced HR Studies, ILR School, Cornell University.

2006-2008 – Director ILR Executive Education, ILR School, Cornell University.

### **EDUCATION:**

Ph.D., May 2000, University of Maryland at College Park.

Major: Organizational Behavior; Minor: Human Resources.

- Dissertation Title: Organizational Knowledge-Creation Capability: Examining the Link between Strategic Human Resource Practices and Performance in High Technology Organizations.
- Dissertation Co-Chairs: Dr. Kenneth G. Smith and Dr. Cynthia Kay Stevens.

M.B.A., 1992, University of Buffalo

*Major:* Human Resource Management & Organizational Behavior

B.A., Magna cum laude, 1989, Mercyhurst College

*Major areas:* Management and Accounting

### **AWARDS AND HONORS:**

Finalist, Scholarly Achievement Award, Human Resource Division of the Academy of Management, 2005. Collins, C. J. & Smith, K. G., for Existing knowledge, knowledge creation capability and the rate of new product introduction in high technology firms published in the *Academy of Management Journal*.

Finalist, Scholarly Achievement Award, Human Resource Division of the Academy of Management, 2003. Collins, C. J. & Clark, K. D., for Strategic Human Resources Practices and Top Management Team Social Networks: An Examination of the Role of HR Practices in Creating Organizational Competitive Advantage published in the *Academy of Management Journal*.

2<sup>nd</sup> Place, McKinsey Best Paper Award, Strategic Management Society Annual Conference, 2000. Smith, K. G., Collins, C. J., Clark, K. D., Stevens, C. K (2000) The organizational advantage: Combining and exchanging resources to create value.

Finalist, McKinsey Best Paper Award, Strategic Management Society Annual Conference, 2000. Clark, K. D., Collins, C. J. Smith, K. G. (2000) Strategic decision-making in high velocity environments: A theory revisited and a test.

Coach, Cornell HR Games Team, Winner of the National HR Games, SHRM National Conference 2002, 2003.

Coach, Cornell Case Team, Winner of the Vanderbilt/GE Human Capital Case Competition 2012, 2013, 2014, 2015

Coach, ILR Case Team, Winner of the Ohio State Human Capital Case Competition 2013, 2016, 2020

Best Reviewer Award, Academy of Management Journal 2007-2008, 2016-2017

General Mills Award for Exemplary Graduate Teaching, 2020

## **RESEARCH GRANTS:**

- CAHRS Research Grant, 2020 – “The role of HR practices in reducing workplace sexual harassment”
- CAHRS Research Grant, 2019 – “The impact of Technology on Recruitment and Perceptions of Employer Brands”
- CAHRS Research Grant, 2017 – “The Future of Work and Implications for HR”
- CAHRS Research Grant, 2014 – “Engaging At-Risk Employees in Organizational Health and Wellness Programs”
- CAHRS Research Grant, 2012 – “The Interactive Effects Leadership and HR Practices on Employee Engagement and Organizational Performance”
- CAHRS Research Grant, 2009 – “The impact of HR practices on firm innovation”
- CAHRS Research Grant, 2007 – “The interactive effects of leadership and HR practices on employee engagement and organizational performance”
- CAHRS Research Grant, 2006 – “The effects of negative information on employment brand equity and applicant attraction”
- CAHRS Research Grant, 2005 – “Recruiting experienced, currently employed talent through the use of effective brands”
- CAHRS Research Grant, 2003 – “Recruitment advertising, diversity management practices, and firm-level diversity outcomes”
- CAHRS Research Grant, 2002 – “Employment brand equity and firm recruitment performance”
- CAHRS Research Grant, 2001 – “Recruitment and employment brand equity”
- CAHRS Research Grant, 2000 – “Human resources and firm social capital”

## **EXTERNAL CORPORATE FUNDING:**

- 1999-2000 – \$15,000, Recruitment Practices and Student Job Choice. Contributing organizations: Applied Materials, Lockheed Martin, and Raytheon.
- 2004-2005 – \$30,000, Human Resource Practices and Firm-Performance in Small Companies. Contributing organization: GevityHR.
- 2005-2006 – \$40,000, Longitudinal Study on the Effects of HR Practices on Small Company Performance. Contributing organization: GevityHR.
- 2006-2007 - \$60,000, Longitudinal Study on the Effects of HR Practices on Small Company Performance. Contributing organization: GevityHR.

## **RESEARCH:**

### **Refereed Publications:**

- Collins, C. J., & Stevens, C. K. (2002). The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: A brand equity approach to recruitment. *Journal of Applied Psychology*, 87(6), 1121-1133.
- Shane, S., Locke, E. A., Collins, C. J. (2003). Entrepreneurial Motivation. *Human Resource Management Review*, 13, 257-279.

- Collins, C. J., Clark, K. D. (2003). Strategic Human Resources Practices and Top Management Team Social Networks: An Examination of the Role of HR Practices in Creating Organizational Competitive Advantage. *Academy of Management Journal*, 46(6), 740-752.
- Collins, C. J., Hanges, P., & Locke, E. A. (2004). The relationship of need for achievement to entrepreneurship: A meta-analysis. *Human Performance*, 17, 95-117.
- Collins, C. J., & Han, J. (2004). Exploring applicant pool quantity and quality: The effects of early recruitment practice strategies, corporate advertising, and firm reputation. *Personnel Psychology*, 57, 685-717.
- Roberson, Q. M., Collins, C. J., & Oreg, S. (2005). The effects of recruitment message specificity on applicant attraction to organizations. *Journal of Business and Psychology*, 19(3), 319-339.
- Smith, K. G., Collins, C. J., Clark, K. D. (2005). Existing knowledge, knowledge creation capability and the rate of new product introduction in high technology firms. *Academy of Management Journal*, 48, 346-357.
- Collins, C. J., Smith, K. G. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high technology firms. *Academy of Management Journal*, 49, 544-560.
- Collins, C. J. (2007). The interactive effect of recruitment practices and product awareness on job seekers' employer knowledge and application behaviors. *Journal of Applied Psychology*, 92, 180-190.
- Kehoe, R. R., & Collins, C. J. (2008). Exploration and exploitation strategies and the equifinality of HR Systems. *Research in Personnel and Human Resources Management*, 27, 149-176.
- Kanar, A., Collins, C. J., Bell, B. S. (2010). A comparison of the effects of positive and negative information on job seekers' organizational attraction and attribute recall. *Human Performance*, 23(3), 193-212.
- McClellan, E. & Collins, C. J. (2011) High commitment HR practices, employee effort, and firm performance: Investigating the effects of HR practices across employee groups within professional services firms. *Human Resource Management*, 50 (3), 341-364.
- Allen, M., Ericksen, J. A., & Collins, C. J. (2013) Human resource management, employee exchange relationships, and performance in small businesses. *Human Resource Management*, 52, 153-174.
- Kanar, A.M., Collins, C. J., Bell, B. S. (2015). Changing an unfavorable employment reputation: The roles of recruitment message-type and familiarity with employer. *Journal of Applied Social Psychology*, 45, 509-521.
- Collins, C. J., & Kehoe, R. (2017). Examining strategic fit and misfit in the management of knowledge workers. *Industrial and Labor Relations Review*, 70 (2), 308-335.

- Kehoe, R., & Collins, C. J. (2017). Human resource management and unit performance in knowledge-intensive work. *Journal of Applied Psychology*, 102, 1222-1236.
- McClellan, E., & Collins, C. J. (2019). Expanding the concept of fit in strategic human resource management: An examination of the relationship between HR practices and charismatic leadership on organizational outcomes. *Human Resource Management*, 58 (2), 187-202.
- Collins, C. J. (2021). Expanding the resource-based view model of strategic human resource management. *International Journal of Human Resource Management*, 32(2), 331-358.
- Collins, C. J., & Martinez-Moreno, J. E. (2022). Recruitment brand equity for unknown employers: Examining the effects of recruitment message claim verifiability and credibility on job pursuit intentions. Accepted for publication at *Human Resource Management*, 61, 585-597.
- Strom, P., Collins, C. J., Avgar, A. C., & Ryan, K. (2022). Drawing the line: How the workplace shapes the naming of sexual harassment. Accepted for Publication at *Personnel Psychology*, <https://doi.org/10.1111/peps.12496>

### **Conference Proceedings:**

- Collins, C. J., & Stevens, C. K. (1999) Recruitment and job choice: The effects of early recruitment practices on the decision to apply. *Academy of Management Conference Proceedings*.
- Han, J., & Collins, C. J. (2002). The effects of company recruitment practices on job seekers' perceived employment brand equity and intentions to pursue job opportunities. *Academy of Management Conference Proceedings*.
- Sovina, J., & Collins, C. J. (2003). The effects of organizational brand equity on employment brand equity and recruitment outcomes. *Academy of Management Conference Proceedings*.

### **Book Chapters and Non-Refereed Articles:**

- Taylor, M. S., & Collins, C. J. (2000). Strategic Recruitment. In Cooper, C.L., & Locke, E. A. (Eds.) *I/O Psychology: Practice and Theory Book*. Oxford: Blackwell.
- Collins, C. J. (2001). Employment brand equity and the changing needs of employees. In *Linking Employee Evolution to the HR Revolution*. Newark, NJ: The Prudential Insurance Company of America.
- Clark, K. D., & Collins, C. J. (2002). Strategic Decision Making in High Velocity Environments: A Theory Revisited and a Test. M.A. Hitt, R. Amit, C. Lucier & R.D. Nixon (Eds.), *Creating Value: Winners in the New Business Environment*. Oxford, UK: Blackwell Publishers.
- Collins, C. J., Allen, M., & Snell, S. S. (2004). Entrepreneurial human resource strategy. In Hitt, M. A. (Eds.), *Entrepreneurship Encyclopedia*. Oxford, UK: Blackwell Publishers.

- Clark, K. D., & Collins, C. J. (2005). Strategic human resource management of top management team social networks: Controlling executive relationships for enhanced organizational performance. J. Duval-Hamel and F. Bournois (Eds.), *Encyclopaedia of Executive Governance*, European School of Management Press, Paris.
- Collins, C. J., & Kehoe, R. R. (2008). Strategic recruitment and selection. In J. Storey, P. Wright, & D. Ulrich (Eds.), *The Routledge Companion to Strategic Human Resource Management*. London, Routledge.
- Collins, C. J. (2011). Alternative Systems of Human Resources Practices and Performance in Small Entrepreneurial Organizations. In Ron Burke and Cary Cooper (Eds.), *Human Resource Management in Small Business: Achieving Peak Performance*. Oxford, Blackwell.
- Collins, C. J., & Bell, B. S. (2012). The state of the art in performance management: Learnings from discussions with leading organizations. *People & Strategy*, 36 (2), 50-52.
- Collins, C. J., & Kanar, A. (2013). Employer Brand Equity and Recruitment Research. In Daniel Cable and Trevor Yu (Eds.), *The Oxford Handbook of Recruitment*. Oxford: Oxford University Press.
- Collins, C. J. (2013). HRM Strategies. In Eric Kessler (Ed.), *Encyclopedia of Management Theory*. Los Angeles, Sage.
- Collins, C. J. (In Press). An expanded model of HR strategy, social capital, and firm performance: The moderating effects of organizational contingencies and resource orchestration In Peter D. Sherer (Ed.), *A Research Agenda for Strategic Human Resource Management: Bringing Variety in Forms, Theory, Methodology And Outcomes*. Elgar.

### **Manuscripts Under Review:**

- Collins, C. J., & McClean, E. Examining the Micro-Foundations of Employee-Based Resources. Received 2<sup>nd</sup> Revise and Resubmit at *Journal of Management*.
- Tillou, C., Collins, C. J., & Guclu, B. A Multifoci Analysis of the Influence of Commitment on Consultants' Intention to Leave. Revise and Resubmit at *Management International*.

### **Work in Progress:**

- Collins, C. J., Sikora, D. & Allen, M. Do HR practices make a difference? Examining the paths of high commitment HR practices while controlling for leadership and past performance. In preparation to submit to *Personnel Psychology*.
- Collins, C. J. When do HR practices lead to firm performance and productivity? An examination of how business strategy and work design limit the positive effects of HR systems. Data analysis stage.

- Collins, C. J. Examining the effects of past performance, espoused HR philosophy, and line managers in the creation of employees' perceptions of HR practices. Data analysis stage.
- Strom, P. & Collins, C. J. Imprinting and sexual harassment: When, where, and how do prior work experiences effect individuals' propensity to name sexual harassment behaviors. Data analysis stage.
- Strom, P. & Collins, C. J. The interactive effects of HR practices and leadership behaviors on individual and group perceptions of a climate for diversity, inclusion, and equity. Data collection stage.
- Martinez-Moreno, J. E, & Collins, C. J. Who said that? Using the search-experience marketing perspective to understand the impact of recruitment source on applicant perceptions. Data collection stage.

### **Paper Presentations:**

- Martinez-Moreno, J. E, & Collins, C. J. (2019). Understanding the impact of job information from different sources on applicant attraction. Academy of Management Meetings, Boston.
- Siedenberger, S., & Collins, C. J. (2018). Can government agencies compete with for-profit companies for software talent? Examining the role of employer branding and government attitudes in attracting student applicants. Academy of Management Meetings, Chicago.
- Bell, B. S., & Collins, C. J. (2018). Examining the barriers to participation in health and wellness programs. Academy of Management Meetings, Chicago.
- Collins, C. J. (2017). When does HR matter most? Incorporating CEO human capital into the relational framework of strategic human resource management. Academy of Management Meetings, Atlanta.
- Collins, C. J. (2017). Panelist, Future Directions in Strategic Human Resource Management Research, Professional Development Workshop. Academy of Management Meetings, Atlanta.
- McClean, E., & Collins, C.J. (2016). Resource Orchestration: Examining the role of CEOs in the mediated model of strategic human resource management. Academy of Management Meetings, Vancouver.
- Kehoe, R. A., & Collins, C. J. (2015). High-commitment and Relational HR Systems: An Exploration of alternative paths to innovation and unit performance. SMS Annual Meetings, Denver.
- McClean, E., & Collins, C.J. (2014). Leadership capability makes a difference: Exploring when high commitment HR practices impact firm performance in small businesses. Academy of Management Meetings, Philadelphia.
- McClean, E., & Collins, C.J. (2011). The interaction between HCHR practices and charismatic leadership on organizational outcomes. Academy of Management Meetings, San Antonio.
- Collins, C.J., Allen, M. A., & Sikora, D. (2011). Examining the interactive effects of high commitment HR, charismatic leadership, and past firm performance. Strategic Management Society Annual Meetings, Miami.

- Kehoe, R. A., & Collins, C. J. (2009). Strategic human resource management, social climate, and product launch success. Academy of Management Meetings, Chicago.
- Collins, C. J., & Kehoe, R. A. (2008). HR systems, employee outcomes, and firm performance in software firms. Academy of Management Meetings, Anaheim, CA.
- McClellan, E., & Collins, C. J. (2008). The role of HR practices and discretionary effort of two employee groups on customer service orientation and firm performance. Academy of Management Meetings, Anaheim, CA.
- Roberson, Q. M., Collins, C. J., & Kehoe, R. A. (2008). A business case for diversity: The effects of diversity management practices, leader diversity, and diversity reputation on firm performance. Academy of Management Meetings, Anaheim, CA.
- Rheinhardt, R., Collins, C. J., & Roberson, Q. M. (2007). An Investigation of the Relationship between Organizational Diversity and Financial Performance. Academy of Management Meetings, Philadelphia, PA.
- Collins, C. J. & Allen, M. (2006). Examining the effects of HR systems on employee outcomes in small and medium enterprises. Academy of Management Meetings, Atlanta, GA.
- Allen, M. & Collins, C. J. (2006). Strategic human resource management and firm performance: What can we learn from small businesses? Academy of Management Meetings, Atlanta, GA.
- Kanar, A. M., & Collins, C. J. (2006). Can an organization overcome a negative image? A longitudinal experimental examination of the effects of recruitment advertisements on job seekers' perceptions of organizational image. Academy of Management Meetings, Atlanta, GA.
- Clark, K. D., Maggitti, P. G., Collins, C. J. (2005). TMT Potency and Strategic Decision-Making Speed: The Critical Role of Motivation. Strategic Management Society, Orlando, Florida.
- Collins, C. J. (2005). Examining the effects of different HR systems on organizational intellectual capital in software and information technology consulting firms. Academy of Management Meetings, Honolulu.
- Ericksen, J. A., Collins, C. J., & Allen, M. (2005). Human resource management principles, workforce ambidexterity, and firm performance. Academy of Management Meetings, Honolulu.
- Kanar, A. M., Collins, C. J., & Bell, B. S. (2005). The influence of information source, content, and valence on job seekers' beliefs about potential employers. Academy of Management Meetings, Honolulu.



- Collins, C., Roberson, Q., & Yeung, S. (2005). Diversity information in recruitment advertisements and organizational attraction. Society for Industrial and Organizational Psychology Annual Conference, Los Angeles.
- Clark, K. D., Collins, C. J., & DiGregorio, D. (2004). A comprehensive model of strategic decision making: Impacts of demography, process, power, and networks of executives on three decision outcomes. Strategic Management Society, San Juan, Puerto Rico.
- DiGregorio, D., Smith, K. G., Clark, K. D., & Collins, C. J. (2004). Human capital, social capital, and executive compensation: An empirical study of intra-organizational value appropriation. Strategic Management Society, San Juan, Puerto Rico.
- Jiang, L., Clark, K. D., Collins, C. J., Smith, K. G., & Tesluk, P. (2004). TMT potency and firm innovation: A contingency perspective. Strategic Management Society, San Juan, Puerto Rico.
- Sovina, J., & Collins, C. J. (2003). The effects of organizational brand equity on employment brand equity and recruitment outcomes. Academy of Management Meetings, Seattle, WA.
- Collins, C. J. (2003). Human resource practices, core employee social capital, and firm innovation. Academy of Management Meetings, Seattle, WA
- Clark, K. D., Collins, C. J., & Smith, K. G. (2003). The role of HR practices in the creation of top management team social networks: A study across two countries. International Human Resource Management Conference, Limerick, Ireland.
- Collins, C. J., Clark, K. D., Smith, K. G., & Flood, P. (2003). Human resource practices, firm knowledge creation, and innovation in U.S. and Irish high-technology firms. International Human Resource Management Conference, Limerick, Ireland.
- Collins, C. J. (2002). Strategic human resource management and the development of social capital between core knowledge workers. Industrial Relations Research Association Meetings, Washington, DC.
- Han, J., & Collins, C. J. (2002). The effects of company recruitment practices on job seekers' perceived employment brand equity and intentions to pursue job opportunities. Academy of Management Meetings, Denver.
- Kang, S. C., Collins, C. J., Morris, S. (2002). HRM, social capital, and organizational knowledge creation. Academy of Management Meetings, Denver.
- Morris, S., Snell, S. A., Kang, S. C., & Collins, C. J. (2002). Extending the human resource architecture: Implications from social capital theory. Academy of Management Meetings, Denver.
- Collins, C. J., & Clark, K. D. (2001) The Importance of Internal Social Networks: An Examination of How the Relationships Between Top Management Team Members and Core Employees Affect Firm Innovation. Academy of Management Meetings, Washington, D.C.

- Collins, C. J. (2001) Strategic human resource management: Managing knowledge for success in dynamic competitive environments. Conference on Understanding the Dynamic Organization, Cornell University, Johnson Graduate School of Business.
- Stevens, C. K., Collins, C. J., Dragoni, L. (2001) A policy capturing approach to uncovering dimensions of initial employment brand equity. Society for Industrial and Organizational Psychology Conference, San Diego.
- Smith, K. G., Collins, C. J., Clark, K. D., Stevens, C. K. (2000) The organizational advantage: Combining and exchanging resources to create value. Strategic Management Society Conference, Vancouver. Finalist for Best Conference Paper Prize.
- Clark, K. D., Collins, C. J. Smith, K. G. (2000) Strategic decision-making in high velocity environments: A theory revisited and a test. Strategic Management Society Conference, Vancouver.
- Smith, K. G., Collins, C. J., Clark, K. D., Stevens, C. K. (2000) The creation of adaptive efficiency: The interplay of physical, human, social, and intellectual capital. Academy of Management Meetings, Toronto.
- Collins, C. J. (2000) Strategic human resources and the development of organizational social capital. Academy of Management Meetings, Toronto.
- Collins, C. J., & Stevens, C. K. (1999) Recruitment and job choice: The affects of early recruitment practices on the decision to apply. Academy of Management Meetings, Chicago.
- Collins, C. J., & Stevens, C. K. (1999) Changing perceptions of image: How recruitment affects students' perceptions of and organization's image. Society for Industrial/Organizational Psychology Conference, Atlanta.
- Clark, K., Collins, C. J., Smith, K. G., Stevens, C. K. (1999) A Relational Approach to Top Management Groups: Social Capital, Information Processing, Co-optation, and Efficiency. Society for Industrial/Organizational Psychology Conference, Atlanta.
- Gannon, M.J., Thomas, J., Kristof, A. L., Collins, C. J., Gupta, A., & Salam, S. (1997). Cultural metaphors as frames of reference for nations: A six-country study. Academy of Management Meetings, Boston.

**PROFESSIONAL ASSOCIATIONS:**

- Academy of Management, Faculty Member  
Strategic Management Society, Faculty Member  
Society for Human Resource Management

**PROFESSIONAL SERVICE:**

Advisory Boards:

*New York HR People and Strategy 2016 - Present*

Editorial Boards:

*Academy of Management Journal - 2004-Present*

*Personnel Psychology – 2010 – 2016*

*Journal of Applied Psychology – 2008 – 2011*

Journals:

Ad Hoc Reviewer for *Personnel Psychology*

Ad Hoc Reviewer for *Journal of Applied Psychology*

Ad Hoc Reviewer for *Human Resource Management Journal*

Ad Hoc Reviewer for *Academy of Management Review*

Ad Hoc Reviewer for *Academy of Management Perspectives*

Ad Hoc Reviewer for *Industrial and Labor Relations Review*

Ad Hoc Reviewer for *Journal of Management*

Ad Hoc Reviewer for *Organization Science*

Ad Hoc Reviewer for *Human Resource Management Journal*

Ad Hoc Reviewer for *Human Resource Management*

Ad Hoc Reviewer for *The International Journal of Human Resource Management*

Ad Hoc Reviewer for *Human Resource Management*

Ad Hoc Reviewer for *Journal of Vocational Behavior*

Advisor:

2001-2007	Student Chapter, Society for Human Resource Management, Cornell University
2002-2007	Cornell University HR Games Team, including coaching Winner of the National HR Games in 2002 and 2004
2007-2018	Human Capital Association, Cornell University
2011-Present	Cornell Human Capital Case Competition Team
2010-Present	Cornell HR Case Competition Team
2010-Present	MILR Emerging Leaders