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## Education

- Ph.D. 1996. Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA,
- M.A. 1981. Anthropology, University of Kentucky, Lexington, KY  
Visiting student, Universidad Autonoma Metropolitana, Mexico City, 1977-78
- B.A. 1973. History, Cornell University, Ithaca, New York  
Study in Absentia, Bristol University, Bristol, England, 1972

## Academic Positions

- 2011-present: Editor, *ILR Review*, ILR School, Cornell University
- 2010-present: Full Professor, Alice Hanson Cook Professor of Women and Work, HR Studies and International & Comparative Labor, ILR School, Cornell University
- 2001-2010: Associate Professor, Alice Hanson Cook Professor of Women and Work, Human Resource Studies, ILR School, Cornell University
- 1995-2001: Assistant Professor, Human Resource Studies, ILR School, Cornell University

## Awards

George R. Terry Book Award for Best Contribution to Management Knowledge, Academy of Management 2016 – Runner-up: *Private Equity at Work: When Wall Street Manages Main Street* (with Eileen Appelbaum)

Academic Fellow Scholarly Achievement Award, Labor and Employment Relations Association, 2012

HR Scholarly Achievement Award, Academy of Management, Best Paper in HR Studies 2012 - Runner-up for: "An Employment Systems Approach to Turnover: HR Practices, Quits, Dismissals, and Customer Satisfaction." *Academy of Management Journal*, 54(4): 695-717 (with Alex Colvin)

HR Scholarly Achievement Award, Academy of Management, Best Paper in HR Studies 2011 - Finalist for: "How Supervisors Influence Performance: A Multi-level Study of Coaching and Group Management in Technology-mediated Services." *Personnel Psychology*, 63, 265-98 (with Helen Liu)

HR Scholarly Achievement Award: Best Paper in HR Studies, Academy of Management, 2003: *Managing Customer Services: Human Resource Practices, Quit Rates, and Sales Growth.* *Academy of Management Journal*. 45(3):587-597

Scholar in Residence, Russell Sage Foundation, 2001-2002.

Outstanding Young Scholar Award, Industrial Relations Research Association. 2000.

Teaching Award, General Mills Award for Best Graduate Teaching, ILR School, Cornell U. 1998.

Outstanding Undergraduate Teaching Nomination, Cornell Inter-Fraternity Council, 1997.

Dissertation Prize: Zenon and Clotilde Zannetos Prize for Best Dissertation, Sloan School, MIT, 1996.

### **Invited Professorships, Keynote Addresses, Public Lectures**

Hallsforth Visiting Professor. 2018. Manchester Business School, U. of Manchester, UK. May-June.

Public Address. 2017. "Wall Street and Main Street: Management Dilemmas, Sustainability, Inequality." Sir John Cass's Foundation Lecture. British Academy. London. March 2.

Keynote Address. 2016 "Implications of Private Equity Activity in the Health Care Sector." Conference on "Fairer Futures: Reshaping Care for Older People," University of Manchester, September 12.

Keynote Address. 2015. "Financial Innovation and Inequality: Challenges for Labor Research and Practice." Annual International Conference of the Interuniversity Research Centre on Globalization and Work (CRIMT), HEC Montreal, May 21-23.

Keynote Address. 2012. "The Impact of Financialization on Management and Labor." British Sociological Association. April 12.

John Lovett Memorial Address. 2012. "The Impact of Financialization on Management and Employment Outcomes." 20th Annual Conference, University of Limerick, Ireland. April 10.

Keynote Address. 2010. 40th Anniversary Conference. Laboratoire Economique et Social du Travail, Centre de Recherche National de Science (LEST,CNRS), Aix-en-Provence, U. of Marseille, France. May 27-28.

Visiting Professor. 2009, 2010. Laboratoire Economique et Social du Travail, Centre de Recherche National de Science (LEST,CNRS), Aix-en-Provence, U. of Marseille, France.

Keynote Address. 2009. "Beyond the Enterprise: Widening the Horizons of International HRM." Cardiff University, England. March 31.

Hallsforth Visiting Professor. 2008. Manchester Business School, U. of Manchester, UK. October.

Otto Monsted Guest Professor. 2006-08. Danish Technical University, Copenhagen, Denmark.

Visiting Professor, 2007. Universite Rovira i Virgili, Reus, Catalonia, Spain. May-June.

Keynote Address. 2007. "In Search of Balance: Human Resource Studies in the 21<sup>st</sup> Century." 5th International Conference of the Dutch HRM Network. Tilburg University, Netherlands. Nov. 9-10.

Milton Derber Lecture, University of Illinois. 2007. "Good Jobs, Good Service: Redesigning Service Sector Work in the Global Information Age." May 1.

International Visiting Fellow, 2006. University of Warwick, UK. Advanced Institute of Management, Economic and Social Research Council, UK

Keynote Address. 2006. "The Globalization of Service Work." Conference on Innovation in Services. Manchester University, June 15-17.

Keynote Address. 2006. "The Relevance of HR in the Global Economy." Conference on Socially Responsive Approaches to Employment and Work. Australian Centre for Research on Employment and Work (ACREW), sponsored by Monash University and Kings College, London. Prato, Italy, July 3-5.

## Publications

### Books

Appelbaum, Eileen, and Rosemary Batt. 2014. *Private Equity at Work: When Wall Street Manages Main Street*. New York: Russell Sage Foundation.

Ackroyd, Stephen, Rosemary Batt, Paul Thompson, and Pam Tolbert, eds. 2004. *Oxford Handbook of Work and Organization*. London: Oxford.

Appelbaum, Eileen, and Rosemary Batt. 1994. *The New American Workplace: Transforming Work Systems in the U.S.* Ithaca, New York: Cornell ILR Press. Third printing. Princeton University List of Top Books in Industrial Relations and Labor Economics, 1994. Korean translation, 1996. Japanese translation, 2003.

### Refereed Articles

Batt, Rosemary, John Kallas, and Eileen Appelbaum. 2020. "Path Dependency versus Social Unionism in Healthcare: Bringing Employers Back In." Special issue of *Work and Occupations*, "Consequences of Change in Healthcare for Organizations, Workers, and Patients," 47(3): 406–436.

<https://journals.sagepub.com/toc/woxb/current>

Batt, Rosemary, and Eileen Appelbaum. 2020. "The Agency Costs of Private Equity: Why do Limited Partners Still Invest?" *Academy of Management Perspectives*. Online first. February.

<https://journals.aom.org/doi/10.5465/amp.2018.0060>

Lee, Jae Eun, Rosemary Batt, and Lisa Moynihan. 2019. "Strategic Dilemmas: How Managers use HR Practices to Meet Multiple Goals." *British Journal of Industrial Relations*. 57(3): 513–539.

<https://onlinelibrary.wiley.com/doi/abs/10.1111/bjir.12433>

Batt, Rosemary. 2018. "When Wall Street Manages Main Street: Managerial Dilemmas, Sustainability, and Inequality." *The Journal of the British Academy*. 6: 65-96. Sir John Cass's Foundation Lecture, The British Academy, read March 2, 2017. <https://www.thebritishacademy.ac.uk/sites/default/files/JBA-6-Batt.pdf>

Chicu, Dorina, Mireia Valverde, Gerard Ryan, and Rosemary Batt. 2016. "The Service-Profit Chain in Call Centre Services," *Journal of Service Theory and Practice*, 26(5):616-641.

Liu, Xiangmin, Danielle van Jaarsveld, Rosemary Batt, and Ann Frost. 2014. "The Influence of Capital Structure on Strategic Human Capital: Evidence from US and Canadian Firms." *Journal of Management*, 40(2):422-448. <https://journals.sagepub.com/doi/abs/10.1177/0149206313508982>

Appelbaum, Eileen, Rosemary Batt, and Ian Clark. 2013. "Implications of Financial Capitalism for Employment Relations Research: Evidence from Breach of Trust and Implicit Contracts in Private Equity Buyouts." *British Journal of Industrial Relations*, 51(3):498-518. <https://onlinelibrary.wiley.com/doi/abs/10.1111/bjir.12009>

Batt, Rosemary, and Michel Hermans. 2012. "Global Human Resource Management: Bridging Strategic and Institutional Perspectives," in Joshi Aparna, Joseph Martaccio, and Liao Hui, eds., *Research in Personnel and Human Resource Management (RPHRM)*, Vol. 31:1-52.

Batt, Rosemary, and Mallika Banerjee. 2012. "The Scope and Trajectory of Strategic HR Research: Evidence from American and British Journals." *International Journal of Human Resource Management*, 23(9-10):1739-62. <https://www.tandfonline.com/doi/abs/10.1080/09585192.2011.610933>

Batt, Rosemary, and Alexander Colvin. 2011. "An Employment Systems Approach to Turnover: HR Practices, Quits, Dismissals, and Customer Satisfaction." *Academy of Management Journal*, 54(4): 695-717.

Batt, Rosemary, Hiro Nohara, and Hyunji Kwon. 2010. "Employer Strategies and Wages in New Service Activities: A Comparison of Coordinated and Liberal Market Economies. *British Journal of Industrial Relations*, 48(2):400-35.

Liu, Xiangmin, and Rosemary Batt. 2010. "How Supervisors Influence Performance: A Multi-level Study of Coaching and Group Management in Technology-mediated Services." *Personnel Psychology*, 63, 265-98. Finalist: 2011 HR Scholarly Achievement Award, Academy of Management.

Batt, Rosemary, David Holman, and Ursula Holtgrewe. 2009. "The Globalization of Service Work: Comparative Institutional Perspectives on Call Centers." Introduction to a Special Issue of *Industrial and Labor Relations Review*. 62(4):453-88.

Batt, Rosemary and Hiro Nohara. 2009. "How Institutions and Business Strategies Affect Wages: A Cross National Study of Call Centers." *Industrial and Labor Relations Review*. 62(4):533-52.

Doellgast, Virginia, Rosemary Batt, and Ole Sorensen. 2009. "National Differences, Institutional Change, and New Forms of Labour Market Segmentation: Evidence from European Call Centres." Introduction to a special issue of *European Journal of Industrial Relations*, 15(4):1-23.

Liu, Xiangmin, and Rosemary Batt. 2007. "The Economic Pay-offs to Informal Training in Routine Service Work." *Industrial and Labor Relations Review*. 61(1); 75-89.

Batt, Rosemary. 2004. "Who Benefits from Teams? Comparing the Outcomes for Managers, Supervisors, and Workers." *Berkeley Journal of Industrial Relations*. 43(1): 183-213.

Katz, Harry, Rosemary Batt, and Jeffrey Keefe. 2003. "The Revitalization of the CWA: Integrating Collective Bargaining, Political Action, and Organizing." *Industrial and Labor Relations Review*. 56(4) (July):573-590.

Batt, Rosemary, and Monique Valcour. 2003. "Human Resource Practices as Predictors of Work/Family Outcomes and Employee Turnover." *Berkeley Journal of Industrial Relations*. 42(2):189-222.

Batt, Rosemary. 2002. "Managing Customer Services: Human Resource Practices, Quit Rates, and Sales Growth." *Academy of Management Journal*. 45(3):587-597.

Batt, Rosemary, Alex Colvin, and Jeffrey Keefe. 2002. "Employee Voice, Human Resource Practices, and Quit Rates: Evidence from the Telecommunications Industry." *Industrial and Labor Relations Review*. 55(4) (July):573-594.

Colvin, Alex, Rosemary Batt, and Harry Katz. 2002. "How High Performance Human Resource Practices and Workforce Unionization Affect Managerial Pay." *Personnel Psychology*, 54(4): 903-35.

Batt, Rosemary, and Lisa Moynihan. 2002. "The Viability of Alternative Call Center Production Models," *Human Resource Management Journal (HRMJ)*. October.

Batt, Rosemary. 2001. "Explaining Intra-Occupational Wage Inequality in Telecommunications Services: Customer Segmentation, Human Resource Practices, and Union Decline." *Industrial and Labor Relations Review* 54(2A):425-49.

Batt, Rosemary. 2001. "The Economics of Teams among Technicians." *British Journal of Industrial Relations* 39(1):1-25.

Batt, Rosemary. 2000. "Strategic Segmentation and Frontline Services: Matching Customers, Employees, and Human Resource Systems." *International Journal of Human Resource Management*. 11(3):540-61.

Batt, Rosemary. 1999. "Work Organization, Technology, and Performance in Customer Service and Sales." *Industrial and Labor Relations Review*, 52(4):539-564. (Reprinted in Samuel Estreicher, ed., Kluwer Publications. *Proceedings of the 52nd NYU Annual Conference on Labor Law*.)

Batt, Rosemary, and Owen Darbishire. 1997. "Institutional Determinants of Deregulation and Restructuring: Comparative International Evidence from Telecommunications Services." In Suzanne K. Smith and Adrienne M. Birecree, eds., *International Contributions to Labour Studies*, annual labor issue of the *Cambridge Journal of Economics*. December.

Batt, Rosemary, and Eileen Appelbaum. 1995. "Worker Participation in Diverse Settings: Does the Form Affect the Outcomes?" *British Journal of Industrial Relations*. 33(3):353-78.

Appelbaum, Eileen, and Rosemary Batt. 1993. "Policy Levers for High Performance Production Systems." In *International Contributions to Labour Studies*, annual labor issue of the *Cambridge Journal of Economics*.

Osterman, Paul, and Rosemary Batt. 1993. "Employer Centered Training for International Competitiveness." *Journal of Policy Analysis and Management* 12(3):456-477.

### Chapters in Books

Appelbaum, Eileen, and Rosemary Batt. 2020. "The Potential for Good Jobs in Hospitals and Outpatient Care," In Paul Osterman, ed., *Creating Good Jobs: An Industry-Based Strategy*. Cambridge: MIT Press, pp. 145-186.

Batt, Rosemary, Tashlin Lakhani, JaeEun Lee, and Can Ouyang. 2020. "The Changing Nature of the Restaurant Industry: Implications for the Quality of Jobs, Wages, and Inequality," In Paul Osterman, ed., *Creating Good Jobs: An Industry-Based Strategy*. Cambridge: MIT Press, pp. 187-235.

Appelbaum, Eileen, and Rosemary Batt. 2019. "Are Lower Private Equity Returns the New Normal?" in M. Wright, K. Amess, N. Bacon, and D. Siegel, eds., *The Routledge Companion to Management Buyouts*. London: Routledge, pp. 248-277.

Batt, Rosemary. 2018. "The Financial Model of the Firm, the 'Future of Work', and Employment Relations," in A. Wilkinson, T. Dundon, J. Donaghey and A. Colvin, eds., *The Routledge Companion to Employment Relations*. London: Routledge, pp. 465-479.

Batt, Rosemary, and Eileen Appelbaum. 2017. "The Networked Organization: Implications for Jobs and Inequality," in D. Grimshaw, C. Fagan, G. Hebson and I. Tavora, eds., *Making Work More Equal: Understanding The International, Societal, And Systemic Effects On The Organisation Of Employment*. Manchester: Manchester University Press, pp 70-89.

Batt, Rosemary and Eileen Appelbaum. 2015. "Investors as Managers: How Private Equity Firms Manage Labor and Employment Relations," in Christian Weller, ed., *Inequality, Uncertainty, and Opportunity: The Varied and Growing Role of Finance in Labor Relations*. Champaign-Urbana, Illinois: LERA.

Appelbaum, Eileen, Rosemary Batt, and Jae Eun Lee. 2014. "Financial Intermediaries in the United States: Development and Impact on Firms and Employment Relations," in Howard Gospel, Andrew Pendleton, and Sigurt Vitols, eds., *Financialization, New Investment Funds, and Labour: An International Comparison*. Oxford: Oxford University Press.

Batt, Rosemary, and Eileen Appelbaum. 2012. "Mondialisation, nouveaux acteurs financiers et changement institutionnel : réflexions sur l'héritage du LEST", in Mendez A., Tchobanian R., Vion A. (dir), *Travail, compétences et mondialisation. Les dynamiques sociétales en question*, Paris, Armand Colin, Coll Recherches p. 19-33.

Lloyd, Caroline, Claudia Weinkopf, and Rosemary Batt. 2010. "Restructuring Customer Service: Labor Market Institutions and Call Center Workers in Europe and the United States," in G. Bosch, J. Gautie, G. Mason, K. Mayhew, W. Salverda, J. Schmitt, and N. Westergaard-Nielsen, eds., *Low Wages in a Wealthy World*. New York: Russell Sage Foundation, pp 421-466.

Batt, Rosemary. 2007. "Service Strategies: Marketing, Operations, and Human Resource Practices," in Peter Boxall, John Purcell, and Patrick Wright, eds., *The Oxford Handbook of Human Resource Management*. Oxford: Oxford University Press.

Batt, Rosemary, Virginia Doellgast, and Hyunji Kwon. 2006. "Service Management and Employment Systems in U.S. and Indian Call Centers," in S. Collins and L. Brainard, eds., *Brookings Trade Forum 2005: Offshoring White-collar Work – The Issues and Implications*. Washington, D.C.: The Brookings Institution. [reprinted in Mohan Thite and Bob Russell, 2009. *The Next Available Operator: Managing Human Resources in Indian Business Process Outsourcing Industry*. Sage Publications].

Batt, Rosemary. 2004. "Introduction, Part I: The Division of Labor," in Stephen Ackroyd, Rosemary Batt, Paul Thompson, and Pam Tolbert, eds. *Oxford Handbook of Work and Organization*. London: Oxford.

Batt, Rosemary and Virginia Doellgast. 2004. "The Organization of Work," in S. Ackroyd, R. Batt P. Thompson, and P. Tolbert, *Oxford Handbook of Work and Organization*. London: Oxford University Press.

Batt, Rosemary, and Lisa Moynihan. 2003. "The Viability of Alternative Call Center Production Models," in Stephen Deery and Nick Kinnie, eds., *Call Centres and Human Resource Management: A Cross National Perspective*. London: Palgrave Macmillan (reprint of HRMJ article).

Batt, Rosemary, Larry Hunter, and Steffanie Wilk. 2003. "How and When Does Management Matter? Job Quality and Career Opportunities for Call Center Workers," in Eileen Appelbaum, Annette Bernhardt, and Richard Murnane, eds., *Low Wage America: How Employers are Reshaping Opportunity in the Workplace*. New York: Russell Sage Foundation.

Batt, Rosemary, and Virginia Doellgast. 2003. "Organizational Performance in Services," in David Holman, Toby Wall, Chris Clegg, Paul Sparrow, and Ann Howard, eds., *The New Workplace: People, Technology, and Organization: A Handbook and Guide to the Human Impact of Modern Working Practices*. England: Wiley and Sons.

Roehling, Pat, Rosemary Batt, and Phyllis Moen. 2003. "When Work Spills Over into Home and Home Spills Over into Work," in Phyllis Moen, ed., *It's About Time: Adaptive Strategies Over the Life Course*. Ithaca: Cornell University Press.

Valcour, Monique, and Rosemary Batt. 2003. "The Family-Responsive Employer: A Definition and Empirical Test," in Phyllis Moen, ed., *It's About Time: Couples and Careers: Adaptive Strategies Over the Life Course*. Ithaca: Cornell University Press.

Keefe, Jeffrey, and Rosemary Batt. 2002. "Telecommunications Services: Union-Management Relations in an Era of Industry Re-Consolidation," in Paul Clark, John Delaney, and Ann Frost, eds., *Collective Bargaining: Current Developments and Future Challenges*. Madison, Wisconsin: IRRA.

Batt, Rosemary, and Theresa Welbourne. 2002. "Revisiting the Union-Performance Relationship: Evidence from Entrepreneurial Firms," in Jerome Katz and Theresa Welbourne, eds., *Managing People in Entrepreneurial Organizations: Advances in Entrepreneurship, Firm Emergence, and Growth*. Vol 5. JAI Press.

Batt, Rosemary and Owen Darbshire. 2001. "Deregulation and Restructuring in Telecommunications Services in the United States and Germany," in Kirsten Wever, ed., *Labor, Business, Banks, and Change in Germany and the United States*. Kalamazoo, MI: W.E. UpJohn Press.

Batt, Rosemary. 2000. "Labor Market Institutions and Restructuring in Deregulated Telecommunications Services," in Peter Berg, ed., *Creating Competitive Capacity*. Berlin: edition sigma Verlag.

Batt, Rosemary, and Jeffrey Keefe. 1999. "Human Resource and Employment Practices in Telecommunications Services." In Peter Cappelli, ed., *Employment Practices and Business Strategy*. Oxford: Oxford University Press.

Keefe, Jeffrey, and Rosemary Batt. 1997. "The United States," in H. Katz, ed., *Telecommunications: Restructuring of Work and Employment Relations Worldwide*. Ithaca: Cornell University ILR Press.

Batt, Rosemary. 1996. "The Changing Nature of Managerial Jobs: Evidence From Telecommunications Services," in Paul Osterman, ed., *Broken Ladders: Changing Managerial Careers and Internal Labor Markets*. Oxford: Oxford University Press.

Kochan, Thomas, Lee Dyer, and Rosemary Batt. 1992. "International Human Resource Studies: A Framework for Future Research," in D. Lewin, P. Scherer, and O. Mhell, eds., *The Future of Industrial Relations and Human Resource Management Research*, pp. 309-337. Madison, WI: IRRA.

### Other Articles and Proceedings

Batt, Rosemary. 2019. "LERA's Identity Crisis at 75." *LERA Perspectives on Work*. Vol 23. <http://www.lerachapters.org/OJS/ojs-2.4.4-1/index.php/LERAMR/issue/view/584/showToc>

Appelbaum, Eileen, and Rosemary Batt. 2020. "Private Equity Buyouts in Healthcare: Who Wins, Who Loses?" Institute for New Economic Thinking and Center for Economic and Policy Research. Working Paper 118. March 15. <https://www.ineteconomics.org/perspectives/blog/private-equity-buyouts-in-healthcare-who-wins-who-loses>

Appelbaum, Eileen, and Rosemary Batt. 2020. "Why It's So Hard to End Surprise Medical Bills." Washington, D.C.: Center for Economic and Policy Research. February. <https://cepr.net/wp-content/uploads/2020/02/2020-02-Surprise-Medical-Bills-Appelbaum-and-Batt.pdf>

Appelbaum, Eileen, and Rosemary Batt. 2019. "Private Equity and Surprise Medical Billing: How Investor-owned Physician Practices Are Driving up Healthcare Costs." Institute for New Economic Thinking. September 4. <https://www.ineteconomics.org/perspectives/blog/private-equity-and-surprise-medical-billing>

Lee, Jae Eun and Rosemary Batt. 2019. "What's HR Got to do with it? A Look at its Effects on the Bottom Line in Service-Based Organizations." CAHRS Research Link. March 3. <http://est05.esalestrack.com/eSalesTrack/Content/Content.ashx?file=4b17c345-857f-42bd-b84b-4762ea190d0a.pdf>



Appelbaum, Eileen, and Rosemary Batt. 2017. "How Private Equity Firms are designed to Earn Big While Risking Little of Their Own." *LSE Business Review*. January 23.

<https://blogs.lse.ac.uk/businessreview/2017/01/23/how-private-equity-firms-are-designed-to-earn-big-while-risking-little-of-their-own/>

Appelbaum, Eileen, and Rosemary Batt. 2016. "What is Private Equity and why does it Matter?" *Perspectives on Work*. Champaign-Urbana, Ill: Labor and Employment Relations Association.

Batt, Rosemary. 2012. "The Globalization of Service Work: Comparative Institutional Perspectives on Call Centers." *Perspectives on Work*. Champaign-Urbana, Ill: Labor and Employment Relations Association.

Rousseau, Denise, and Rosemary Batt. 2007. "Global Competition's Perfect Storm: Why Business and Labor Cannot Solve their Problems Alone." *Academy of Management Perspectives* 21(2):16-23.

Batt, Rosemary. "Electronic Monitoring and Control at Work: The Industrialization of Service Work Who is it good for?" *Perspectives on Work*. Champaign-Urbana, Ill: Labor and Employment Relations Association.

Appelbaum, Eileen, Rosemary Batt, and Carrie Leana. 2003. "Social Capital at Work," *Perspectives on Work*. Champaign-Urbana, Ill: Labor and Employment Relations Association.

van Jaarsveld, Danielle, and Rosemary Batt. 2002. "Changes in Employment and Working Conditions among Technical & Professional Workers." *Proceedings of the 54<sup>st</sup> Annual Meetings of the IRRA*. Madison, WI: IRRA Series.

Batt, Rosemary. 1999. "Changing Internal Labor Markets in Service and Sales Occupations." Symposium on the Changing Nature of Industrial Relations and Work in the Telecommunications Industry. *Proceedings of the 51<sup>st</sup> Annual Meetings of the IRRA*. Madison, WI: IRRA Series.

Batt, Rosemary, and Michael Strausser. 1998. "Labor Market Outcomes of Deregulation in Telecommunications Services." *Proceedings of the 50<sup>th</sup> Annual Meetings of the IRRA*. Madison, WI: IRRA Series.

Batt, Rosemary. 1996. "The Outcomes of Self-Directed Teams in Services." Paper presented in the Session on "Work Redesign in the Service Sector." *Proceedings of the Forty-Eighth Annual Meeting of the IRRA*. Madison, WI: IRRA Series.

Wever, Kirsten, Rosemary Batt, and Saul Rubenstein. 1996. "Innovation in Isolation: Labor-Management Partnerships in the United States," Monograph prepared for the International Labor Organization, Geneva. *Economic and Labour Relations Review*. Summer.

### **Work in Progress**

Ouyang, Can, and Rosemary Batt. "The Effect of Franchise Growth on Franchisees' Investment in Human Resource Management." Working Paper

Batt, Rosemary, and Tashlin Lakhani. "Franchisor Control Mechanisms and the Quality of Jobs in Franchisee Units." Working Paper.

Schmitt, John, Eileen Appelbaum, and Rosemary Batt. "Gender Wage Gaps in Health Care Occupations." Working Paper.

### **Technical Reports and White Papers**

Appelbaum, Eileen, and Rosemary Batt. 2020. "Private Equity Buyouts in Healthcare: Who Wins, Who Loses?" Working Paper No. 118 Institute for New Economic Thinking." March 15.

<https://www.ineteconomics.org/research/research-papers/private-equity-buyouts-in-healthcare-who-wins-who-loses>; [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3593887](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3593887)

Appelbaum, Eileen, and Rosemary Batt. 2017. "Organizational Restructuring in U.S. Healthcare Systems: Implications for Jobs, Wages, and Inequality" (Washington, DC: Center for Economic and Policy Research, September). <http://cepr.net/publications/reports/organizational-restructuring-in-us-healthcare-systems>

Appelbaum, Eileen and Rosemary Batt. 2016. "Are Lower Private Equity Returns the New Normal?" Washington, D.C.: Center for Economic and Policy Research. June.

<http://cepr.net/publications/reports/are-lower-private-equity-returns-the-new-normal>

Appelbaum, Eileen and Rosemary Batt. 2016. "Fees, Fees, and More Fees: How Private Equity Abuses Its Limited Partners and U.S. Taxpayers." Washington, D.C.: Center for Economic and Policy Research. May. <http://cepr.net/publications/reports/private-equity-fees-2016-05>

Bernhardt, Annette, Rosemary Batt, Susan Houseman and Eileen Appelbaum. 2016. "Domestic Outsourcing in the U.S.: A Research Agenda to Assess Trends and Effects on Job Quality." Department of Labor Conference Paper on the Future of Work. February 17.

[https://www.dol.gov/asp/evaluation/completed-studies/Future\\_of\\_work\\_research\\_agenda\\_to\\_assess\\_trends\\_and\\_effects\\_on\\_job\\_quality.pdf](https://www.dol.gov/asp/evaluation/completed-studies/Future_of_work_research_agenda_to_assess_trends_and_effects_on_job_quality.pdf)

Appelbaum, Eileen and Rosemary Batt. 2014. "Private Equity at Work Buying High When Financial Markets are Flying High May Mean Disappointing Returns." Washington, D.C. Center for Economic Policy Research Issue Brief. May. <http://cepr.net/documents/buying-high-2014-05.pdf>

Batt, Rosemary, Tashlin Lakhani, and Jae Eun Lee. 2014. "A National Study of Human Resource Practices, Turnover, and Customer Service in the Restaurant Industry." January 15.

<https://www.ilr.cornell.edu/sites/ilr.cornell.edu/files/National-Study-of-Human-Resource-Practices-High-Turnover-and-Customer-Service-in-the-Restaurant-Industry.pdf>

Batt, Rosemary, and Eileen Appelbaum. 2013. "The Impact of Financialization on Management and Employment Outcomes." UpJohn Institute Working Paper 13-191.

[https://research.upjohn.org/up\\_workingpapers/191/](https://research.upjohn.org/up_workingpapers/191/)

Appelbaum, Eileen, and Rosemary Batt. 2012. A Primer on Private Equity in the United States: Management, Employment, and Sustainability. Washington, D.C.: Center for Economic and Policy Research. February. <http://cepr.net/publications/reports/primer-on-private-equity>

Holman, David, Rosemary Batt, and Ursula Holtgrewe. 2007. The Global Call Center Report: International Perspectives on Management and Employment. <https://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1011&context=reports>

Batt, Rosemary, Virginia Doellgast, Hyunji Kwon, Mudit Nopany, and Priti Nopany. 2005. Indian Call Center Industry Report: Strategy, HR Practices, and Performance. National Benchmarking Report. July. <https://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1006&context=cahrswp>

Batt, Rosemary, Virginia Doellgast, and Hyunji Kwon. 2005. "US Call Center Industry 2004: National Benchmarking Report, Strategy, HR Practices, and Performance." <http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1005&context=cahrswp>

Batt, Rosemary, Alex Colvin, Harry Katz, and Jeff Keefe. 2004. Telecommunications 2004: Business Strategy, HR Practices, and Performance. October. <https://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1021&context=cahrswp>

Batt, Rosemary, Eileen Appelbaum, and Carrie Leana. 2002. "Social Capital at Work." White paper prepared for the Alfred P. Sloan Foundation.

Batt, Rosemary, Susan Christopherson, Ned Rightor, and Danielle Van Jaarsveld. 2001. *Net Working: Labor Market Challenges for the New Media Workforce*. Washington, D.C.: Economic Policy Institute.

Batt, Rosemary, Alex Colvin, Harry Katz, and Jeffrey Keefe. "Telecommunications 2000: Strategy, Human Resource Practices, and Performance." <https://digitalcommons.ilr.cornell.edu/hrpubs/2/>

Osterman, Paul, and Rosemary Batt. 1993. *A National Policy for Workplace Training: Lessons from State and Local Experience*. Washington, D.C.: The Economic Policy Institute. March.

Batt, Rosemary, and Paul Osterman. 1993. *Workplace Training Policy: Case Studies of State and Local Experiments*. Working Paper No. 105. Washington, D.C.: The Economic Policy Institute. March.

### Popular Articles, Blogs

Eileen Appelbaum and Rosemary Batt. 2020. "COVID-19 Bailouts Make It Clear: It's Time to Reexamine the Tax-Exempt Status of Profit-Making Academic Medical Centers." *The American Prospect*. September 28.

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## **Academic Presentations**

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Batt, Rosemary, John Kallas, and Eileen Appelbaum. 2019. "Institutional Legacies and Social Unionism in Healthcare: Bringing Employers Back in." LERA Annual Meetings, June 15, Cleveland, Ohio.

Batt, Rosemary, John Kallas, and Eileen Appelbaum. 2019. "Institutional Legacies and Social Unionism in Healthcare: Bringing Employers Back in." Labor Research Action Network Conference, June 12, Cleveland, Ohio.

Batt, Rosemary, John Kallas, and Eileen Appelbaum. 2019. "Institutional Legacies, Union Power, and Organizational Restructuring in Healthcare." Conference on Consequences of Changes in Healthcare Rutgers University. January 11.

Batt, Rosemary. 2018. "The Agency Costs of Private Equity: Why do Pension Funds Still Invest?" Boston University School of Law. Annual Law Review Symposium, "Institutional Investor Activism in the Trump Era: Responses to a Changing Landscape." November 16-17.

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Batt, Rosemary and Eileen Appelbaum. 2015. Investors as Managers: How Private Equity Firms Manage Labor and Employment Relations. Eastern Economics Association Annual Meetings, February 27-29, Sheraton Hotel, NYC.

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Batt, Rosemary. 1998. "Strategy in Context: Strategic Segmentation and HR Practices in Service Delivery." Conference: "The Service Workplace," Wharton, U. of Pa. Philadelphia, PA, Oct. 16-17.

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Batt, Rosemary. 1996. "Comparing Team-Based Work Systems in Manufacturing and Services." Paper presented in the Session on "High Performance Work Transformations in Advanced Manufacturing." Annual meeting, American Association for the Advancement of Science. Baltimore, MD., Feb. 8-13.

Batt, Rosemary. 1995. "Assessing Change in the Service Sector." Workshop on Economic Adjustment and Mutual Learning, USA-Germany. Wissenschaftszentrum Berlin. December 15-16.

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## **Teaching**

### **Undergraduate**

Human Resource Management; The Design of Work Systems: Comparative International Perspectives; Introduction to Globalization; Globalization at Work; Working in the New Economy: The Sociology of Work.

### **Professional Masters**

Strategic Human Resource Management; Semester in Manufacturing; Competing in Services; Globalization and Strategic HR Management; HR Implications of Mergers & Acquisitions.

### **PhD Seminars**

Comparative Work Systems and Industrial Performance; Interdisciplinary Perspectives on the Organization of Work; Comparative Institutional Perspectives on Work and Employment

### **European School of Management (Ecole Supérieure de Commerce de Paris)**

Professional Masters Program (Jan.-Feb., 2009).

## **Grants, Fellowships**

Grant Award. 2020. "Private Equity Ownership of Cheese and Milk Processing Operations and the Pandemic." Institute for New Economic Thinking Foundation. \$10,000.

Grant Award. 2019. "Financialization and Restructuring of Hospitals and Health Systems." Spitzer Family Charitable Trust. October. \$150,000.

Grant Award. 2019. "Hospital Market Consolidation and Health Care Worker Wages." Arnold Ventures, LLC. \$250,000.

Grant Award. 2019. "Franchising and Labor Market Outcomes." Alfred P. Sloan Foundation. \$132,000.

Grant Award. 2019. "HR Management Practices, Employee Turnover, and Unit Performance in the Restaurant Industry" CAHRS grant. \$65,134.

Grant Award. 2018. "Private Equity's Engagement with Health Care." Institute for New Economic Thinking Foundation. \$49,800.

Grant Award. 2016. "Organizational Restructuring in U.S. Health Care Systems: Implications for Low Wage Workers." Kellogg Foundation. \$250,000.

Grant Award. 2015. "Franchising and Low Wage Work." Russell Sage Foundation. \$136,000.

Grant Award. 2014. "Working Group on Franchising." Russell Sage Foundation. \$24,000.

Grant Award. 2014. "Working Group on Domestic Contracting." Russell Sage Foundation. \$27,000.

Grant Award. 2014. "Private Equity at Work." Russell Sage Foundation. \$30,000.

Grant Award. 2013. "Private Equity at Work." Russell Sage Foundation. \$35,000.

Grant Award. 2012. "The Role of Financial Intermediaries in the Health Care Sector." Alfred P. Sloan Foundation (with Eileen Appelbaum). \$124,851.

Grant Award. 2012. "What Shapes Adoption and Outcomes of HR Management Practices in the Restaurant Industry?" CAHRS, Cornell University (with John Hausknecht). \$33,000.

Grant Award. 2012. "Employment Practices, Turnover, and Customer Service in the Restaurant Industry," Rockefeller Foundation (with John Hausknecht). \$199,967.

Grant Award. 2012. "Private Equity at Work." Russell Sage Foundation. \$35,000.

Grant Award. 2007. Alfred P. Sloan Foundation, Industry Studies Conference November. \$384,000.

Grant Award. 2007. Alfred P. Sloan Foundation, Industry Studies Conference July. \$41,000.

Grant Award. 2006. Alfred P. Sloan Foundation, Industry Studies Grant for Conference: Global Call Center Industry. November. \$35,000.

Grant Award. 2006. Rosemary Batt, Mingwei Liu, Xiangmin Liu, and Sunghoon Kim. 2006. "Corporate Strategy, Institutional Pressures, and Human Resource Practices in China," CAHRS, ILR School, Cornell University (\$15,000).

Grant Award. 2005. Rosemary Batt. "Global Call Center Industry Project." CAHRS, ILR School, Cornell University (\$22,000).

Grant Award. 2004. Rosemary Batt. "The Global Call Center Industry Project: Supplemental Award." Russell Sage Foundation (\$83,000).

Grant Award. 2003. Rosemary Batt. "The Global Call Center Industry Project." Russell Sage Foundation (\$262,000).

Grant Award. 2003. Rosemary Batt. "Global Call Center Industry Project." CAHRS, ILR School, Cornell University (\$29,000).

Grant Award. 2002. Eileen Appelbaum, Batt, Rosemary and Carrie Leana. Research Network on Social Capital. Alfred P. Sloan Foundation Officers Grant (\$45,000).

Grant Award. 2002. Eileen Appelbaum, Batt, Rosemary, and Carrie Leana. Social Capital at Work: Background Paper. Alfred P. Sloan Foundation Officers Grant (\$45,000).

Grant Award, 2001. Katz, Harry, Rosemary Batt, and Jeffrey Keefe. The Impact of Technological Change on Work, Skills, Training, and Income in Telecommunications Services. Alfred P. Sloan Foundation (\$487,000).

Grant Award, 2001. Batt, Rosemary. "The Quality of Jobs and Mobility Opportunities for Customer Service and Sales Workers." ILR School, Cornell (\$10,000).

Grant Award, 1998. Batt, Rosemary, Larry Hunter, and Steffanie Wilk. "The Quality of Jobs and Mobility Opportunities for Customer Service and Sales Workers." Russell Sage and John D. Rockefeller Foundations, The Future of Work Program (\$295,000).

Grant Award, 1998. Christopherson, Susan, Rosemary Batt, and Ned Rightor. "Skills, Training, and Careers of New Media Workers in Silicon Alley." Alfred P. Sloan Foundation (\$30,000).

Grant Award, 1997. Batt, Rosemary, and Michael Strausser. "The Development of Technical Knowledge, Skills, and Abilities Among Engineers." ILR School, Cornell University (\$10,000).

Grant Award, 1997. Batt, Rosemary. "Work Redesign and Information Technology for Service Occupations." Center for Advanced Human Resource Studies, ILR School, Cornell University (\$28,000).

Grant Award, 1997. Batt, Rosemary, Harry C. Katz, and Jeffrey Keefe. "Work Organization, Human Resource Practices, and Labor Market Outcomes in Telecommunications Services." Alfred P. Sloan Foundation (\$415,000).

Grant Award, 1995. Batt, Rosemary, Jean Clifton, and Harry Katz. "Employee Choices for Training in a Downsizing Environment." Center for Advanced Human Resource Studies, ILR School, Cornell University (\$16,500).

Fellowship, 1994-95. Social Science Research Council, German American Young Scholars Institute, "Globalization, Social Policy, and Semi-Sovereign Welfare States in Europe and North America.

Fellowship, 1993-94. MIT Industrial Performance Center Fellowship, funded by Coopers&Lybrand.

Fellowship, 1992. MIT Industrial Performance Center Doctoral Fellowship, funded by the Alfred P. Sloan Foundation.

Fellowship, 1990. John D. and Catherine T. MacArthur Foundation Scholar Award, MIT Center for International Studies.

Fellowship, 1989. American Association of University Women Educational Foundation.

### **Other External Research and Work Experience**

Work and Technology Institute, Washington, D.C.: Comparative study of work innovations at Corning, Inc. 1996.

Office of Technology Assessment, U.S. Congress, Washington, D.C.: Study of service sector productivity: telecommunications services industry. 1994.

Economic Policy Institute, Washington, D.C.: Report on competitive strategies and work innovations in U.S. firms, funded by the Sloan Foundation, New York. 1992.

Economic Development Institute, The World Bank: Evaluation studies of community and labor participation in World Bank development projects in Brazil. 1989.

Rockefeller Foundation: Report on employment and social welfare effects of changing patterns of global food production and trade, with David Barkin and Billie DeWalt. 1988.

Staff Representative, National Union of Hospital and Health Care Employees, 1199, SEIU, 1981-1986.

Research Analyst, Lawyers Committee for Civil Rights, Washington, D.C.: Wrote investigative report: "The Politics of Federal Aid to Education," an analysis of state compliance with civil rights and education statutes. 1974-6

Research Analyst, U.S. Department of Justice, Civil Rights Division, Wash., D.C. 1973

### **Languages**

Spanish, French

### **Professional Affiliations**

Academy of Management: 1993-present

American Sociological Association: 2007-present

Labor and Employment Relations Association: 1992-present

Society for the Advancement of Socio-Economics: 2006-present

American Association of University Women: 1995-present

Economic Policy Institute, Research Associate

Wharton Financial Institutions Center, Sloan Fellow: 2001- present

### **Service**

Scientific Committee Member: Chair in Industrial Relations and Firm Competitiveness (Dialogue social et compétitivité des entreprises), ESCP Europe Business School, France (2016-present)

Academy of Management:

Chair & Executive Committee: Critical Management Studies Group, 2004-8

Alfred P. Sloan Foundation:

Advisory Committee: The Impacts of Outsourcing on the U.S. Workforce, 2018-2020

Conference Co-Chair, Industry Studies Conference, 2008 & 2009

Advisory Committee: Industry Studies Best Paper Competition: 2006-08

Advisory Committee for the Program on Work Redesign and Work/Family, 1995-6.

Labor and Employment Relations Association:

Academic Program Chair, 2012

Program Co-Chair, 2011

Executive Board, 2009-2011

Work and Employment Relations Section Co-chair, 2007-09

Editorial Board, 2002-08; Program Co-chair, 2004

Special Strategic Membership Committee, 2003

50<sup>th</sup> Anniversary Advisory Committee, 1996



Russell Sage Foundation: Advisory Committee on Low Wage Europe Project: 2004-08

Editor, *ILR Review*, 2011 – present

Editorial Boards:

*Human Relations; J. of Industrial Relations; New Technology, Work, and Employment; Journal of Industrial Relations, British Journal of Industrial Relations*

National Research Council: Committee on Techniques for the Enhancement of Human Performance, 1997-99. Member of committee responsible for the book: *The Changing Nature of Work: Implications for Occupational Analysis*. Washington, DC: National Academy Press. 1999.

Adhoc Referee for Professional Journals

*Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, American Sociological Review, British Journal of Industrial Relations, Cambridge Journal of Economics, Human Relations, Industrial and Labor Relations Review, Industrial Relations, Human Resource Management Journal, Organization Science, Personnel Management, Journal of Policy Analysis and Management, Work, Technology, and Employment.*

Cornell University:

Co-Director, Gender and Global Change Program, 2003-08  
Institute for Social Sciences: Reviewer, Small Grants Program, 2005-2006  
Hatfield Committee for Innovation in Teaching Economics, 2005-08  
Academic Freedom and Professional Standards Committee, 2006-08  
Outside member, Tenure Committee (various) 2003-2009  
Committee on Education and Academic Discipline, 1996-98

ILR School, Cornell University:

Dean's Search Committee, 2019  
Chair, Human Resource Studies Department, 2016-2019  
Dean's Search Committee, 2014  
Representative, Faculty Senate, 2009-2011  
Personnel Committee, 2006-09  
International Programs Committee (2003-present)  
Center for Advanced Human Resource Studies, Advisory Board (2003-2009)  
Resident-Extension Committees (various) 2004-2008  
Tenure and 3<sup>rd</sup> Year Review Committees (various) 2004-09  
Recruitment Committees in HR, ICL (various) 2004-09  
Graduate Committee, 2003-06  
Undergraduate Curriculum Committee, 2004-5  
Dean's Search Committee, 2004-5  
Dean's Search Committee, 1998  
Teaching Committee, 1996-02