

# Adam Seth Litwin

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(revised 10/25/21)

## EDUCATION

- PhD** Massachusetts Institute of Technology  
Sloan School of Management  
2008
- Dissertation:** Information Technology and the Employment Relationship:  
An Examination of the Adoption and Use of Electronic Health  
Records
- Committee:** Thomas A. Kochan (chair), Erik Brynjolfsson, and Emilio J.  
Castilla
- MSc** London School of Economics  
Industrial Relations and Human Resource Management  
*Rotary Foundation Ambassadorial Fellow*  
*first-class honours with highest distinction, 1999*
- BS** University of Pennsylvania  
Wharton School  
concentration: Public Policy & Management  
*summa cum laude and Phi Beta Kappa, 1998*
- BA** University of Pennsylvania  
School of Arts & Sciences  
major: American History  
*highest honors in major, summa cum laude, and Phi Beta Kappa, 1998*

## REFEREED & INVITED ARTICLES

- Litwin, Adam Seth, and Jessica HF Hammerling. Forthcoming. "Understanding the Impact of Novel Technologies at Work Through an Industry Studies Lens." *Industrial and Labor Relations Review*.
- Litwin, Adam Seth. Forthcoming. "Notes for Human Resource Managers Confronting Technological Change on the Frontlines of Health Care Delivery." In Aoife M. McDermott, Paula Hyde, Ariel C. Avgar, and Louise Fitzgerald (Eds.), *Research Handbook on Contemporary Human Resource Management for Health Care*. Northampton, MA: Edward Elgar.
- Litwin, Adam Seth. Forthcoming. "Technological Change on the Frontlines of Health Care Delivery." *Industrial and Labor Relations Review*.
- Litwin, Adam Seth. Forthcoming. "Leveraging Technological Change to Address Racial Injustice and Worker Shortages in Frontline Care Delivery." *BMJ Leader*.
- Litwin, Adam Seth, and Or Shay. Forthcoming. "What Do Unions Do...for Temps? Collective Bargaining and the Wage Penalty." *Industrial Relations*.

- Litwin, Adam Seth. Forthcoming. "Technological Change and Frontline Care Delivery Work: Toward the Quadruple Aim." *Advances in Health Care Management*.
- Litwin, Adam Seth, and Sherry M. Tanious. 2021. "Information Technology, Business Strategy and the Reassignment of Work from In-House Employees to Agency Temps." *British Journal of Industrial Relations*, 59(3): 816-847.
- Avgar, Ariel C., Adrienne E. Eaton, Rebecca Kolins 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 & Occupations*, 47(3): 267-279.
- Litwin, Adam Seth, Adrienne E. Eaton. 2018. "Complementary or Conflictual? Formal Participation, Informal Participation, and Organizational Performance." *Human Resource Management*, 57(1): 307-325.
- Litwin, Adam Seth. 2017. "Collective Bargaining and Technological Investment: The Case of Nurses' Unions and the Transition from Paper-Based to Electronic Health Records." *British Journal of Industrial Relations*, 55(4): 802-830.
- Litwin, Adam Seth, Ariel C. Avgar, and Edmund R. Becker. 2017. "Superbugs vs. Outsourced Cleaners: Employment Arrangements and the Spread of Healthcare-Associated Infections." *Industrial and Labor Relations Review*, 70(3): 610-641.
- Avgar, Ariel C., Adrienne E. Eaton, Rebecca Kolins Givan, and Adam Seth Litwin. 2016. "Editorial Essay: Introduction to a Special Issue on Work and Employment Relations in Health Care." *Industrial and Labor Relations Review*, 69(4): 787-802.
- Litwin, Adam Seth. 2015. "Nose to Tail: Using the Whole Employment Relationship to Link Worker Participation to Operational Performance." *Advances in Industrial and Labor Relations*, 21: 143-176.
- Eigen, Zev J. and Adam Seth Litwin. 2014. "Justice or Just between Us? Empirical Evidence of the Trade-Off between Procedural and Interactional Justice in Workplace Dispute Resolution." *Industrial and Labor Relations Review*, 67(1): 171-201.
- Litwin, Adam Seth, and Phillip H. Phan. 2013. "Quality over Quantity: Reexamining the Link between Entrepreneurship and Job Creation." *Industrial and Labor Relations Review*, 66(4): 833-873.
- Litwin, Adam Seth. 2013. "Not Featherbedding, but Feathering the Nest: Human Resource Management and Investments in Information Technology." *Industrial Relations*, 52(1): 22-52.
- Avgar, Ariel C., Adam Seth Litwin, and Peter J. Pronovost. 2012. "Drivers and Barriers in Health IT Adoption: A Proposed Framework." *Applied Clinical Informatics*, 3(4): 488-500.
- Litwin, Adam Seth, Ariel C. Avgar, and Peter J. Pronovost. 2012. "Measurement Error in Performance Studies of Health Information Technology: Lessons from the Management Literature." *Applied Clinical Informatics*, 3(2): 210-220.
- Litwin, Adam Seth. 2011. "Technological Change at Work: The Impact of Employee Involvement on the Effectiveness of Health Information Technology." *Industrial and Labor Relations Review*, 64(5): 863-888.
- Kochan, Thomas A., and Adam Seth Litwin. 2011. "The Future of Human Capital: An Employment Relations Perspective." In Alan Burton-Jones and John-Christopher Spender (Eds.), *Oxford Handbook of Human Capital*, pp. 647-670. New York: Oxford University Press.
- Baird, Marian, and Adam Seth Litwin. 2005. "Rethinking Work and Family: The Making and Taking of Parental Leave in Australia." *International Review of Psychiatry*, 17(5): 385-400.

**SELECT BOOK REVIEWS, OP-EDS, & NON-SCHOLARLY PIECES**

- Litwin, Adam Seth, and Sherry M. Tanius. 2021. "Information Technology and the Push from In-House Employees to Agency Temps." *LSE Business Review*, September 15<sup>th</sup>.
- Litwin, Adam Seth. 2020. "Let COVID Show Us How Health Care Can Best Harness New Technologies." *The Hill*, June 23<sup>rd</sup>.
- Litwin, Adam Seth. 2020. "Our Hospitals' Outsourced Janitors Make Us All Sicker." *The Hill*, May 4<sup>th</sup>.
- Litwin, Adam Seth, Ariel C. Avgar, and Edmund R. Becker. 2018. "Reflection for *ILR Review* on the Ralph Gomory Best Industry Studies Paper Award." *Industrial and Labor Relations Review*, 71(5): 1010-1012.
- Litwin, Adam Seth. 2014. Review of *Cleaning Up: How Hospital Outsourcing Is Hurting Workers and Endangering Patients*, by Dan Zuberi. *Work & Occupations*, 41(4): 518-520.
- Avgar, Ariel C., and Adam Seth Litwin. 2013. "Explaining the Health Information Technology Paradox." *Perspectives on Work*, 17(1-2): 15-18.
- Litwin, Adam Seth, and Phillip H. Phan. 2012. "The Quality of Jobs Created by Entrepreneurs." *Perspectives on Work*, 16(1-2): 13-16.
- Litwin, Adam Seth. 2011. "Companies Must Renew Commitment to Workers." *Baltimore Sun*, September 15<sup>th</sup>.
- Litwin, Adam Seth. 2009. Review of *Employment Relationships: New Models of White-Collar Work*, edited by Peter Cappelli. *British Journal of Industrial Relations*, 47(3): 607-608.
- Barrett, Betty, Kevin Long, Lydia Fraile, and Adam Seth Litwin. 2004. "Counting the Global Aerospace Workforce." *Perspectives on Work*, 7(2): 13-15.

**TECHNICAL REPORTS & WHITE PAPERS**

- Hyman, Louis, Erica Groshen, Adam Seth Litwin, Martin T. Wells, Kwelina Thompson, and Kyrylo Chernyshov. 2020. "Seattle Ride-Sharing Hours and Earnings Study." White paper prepared for Uber Technologies, Inc., Lyft, Inc., and the Seattle City Council.
- Litwin, Adam Seth. 2020. "Technological Change in Healthcare Delivery: Its Drivers and Consequences for Work and Workers." White paper prepared for the University of California at Berkeley Institute for Research on Labor and Employment and the Kellogg Foundation.
- Eaton, Adrienne, Deborah Konitsney, Adam Seth Litwin, and Nicole Vanderhorst. 2011. "The Path to Performance: A Study of High-Performing Unit-Based Teams at Kaiser Permanente." White paper prepared for Kaiser Permanente.
- Litwin, Adam Seth. 2005. "The Employment of Women in North America." White paper prepared for North American Commission for Labor Cooperation.
- Barrett, Betty, Lydia Fraile, Adam Seth Litwin, and Joel Cutcher-Gershenfeld. 2004. "Strategies for Workforce Flexibility and Capability: The New Job Families at Boeing-St. Louis." Technical report prepared for U.S. Department of Labor.

## AWARDS & GRANTS

- Post-Pandemic Re-Energizing Faculty Research Engagement and Success (ReFRESH) grant, **Office of the Vice Provost for Research and Innovation**, Cornell University, 2021.
- Fulbright U.S. Scholar Award**, Institute of International Education/Council for International Exchange of Scholars, 2020.
- Luis Aparicio Prize, **International Labour and Employment Relations Association**, 2018.
- “Technological Change and the Evolution of Frontline Work in the Healthcare Sector” grant, **W.K. Kellogg Foundation**, 2018.
- Ralph Gomory Best Industry Studies Paper Award (for “Superbugs vs. Outsourced Cleaners: Employment Arrangements and the Spread of Health Care-Associated Infections”), **Industry Studies Association**, 2018.
- “Ideas Worth Teaching” Award (for designing and teaching the course “Technological Change at Work”), **Aspen Institute Business & Society Program**, 2018.
- Labor and Employment Relations Association** Refereed Papers Competition (for “Job Classification, Union Status, and Frontline Worker Voice in U.S. Hospitals”), selection, 2018.
- “Technology and the Evolution of Work” theme project grant (for “The Impact of Technological Change on Work and Workers in Healthcare: An Industry Studies Approach”), **Cornell University—ILR School**, 2017.
- Duncan M. MacIntyre Award for Exemplary Teaching, **Cornell University—ILR School**, winner, 2017.
- Labor and Employment Relations Association** Refereed Papers Competition (for “Collective Bargaining and Technological Investment: The Case of Nurses’ Unions and the Transition from Paper-Based to Electronic Health Records”), selection, 2017.
- CIRHR Director’s Debate, **University of Toronto Centre for Industrial Relations and Human Resources**, selected speaker for semi-annual public lecture, 2017.
- Institute for the Social Sciences Small Grant Award (for “Labor Unions, Worker Voice, and the Spread of Healthcare-Associated Infections”), **Cornell University**, grantee, 2015.
- John T. Dunlop Outstanding Young Scholar Award, **Labor and Employment Relations Association**, winner, 2015.
- (Inaugural) Emerging Scholar Award in Employee Participation and Ownership endowed by the Foundation for Enterprise Development, **Academy of Management**, Human Resources Division, winner, 2013.
- Kauffman Firm Survey Promising Paper Award (for “Quality over Quantity: Reevaluating the Link between Entrepreneurship and Job Creation”), **Ewing Marion Kauffman Foundation**, selection, 2012.
- Labor and Employment Relations Association** Refereed Papers Competition (for “Justice or Just between Us? Empirical Evidence of the Trade-Off between Procedural and Interactional Justice in Workplace Dispute Resolution”), selection, 2012.
- (Inaugural) Kauffman Firm Survey Contributor Award, **Ewing Marion Kauffman Foundation**, winner, 2011.
- Labor and Employment Relations Association** Refereed Papers Competition (for “Not Featherbedding, but Feathering the Nest: Human Resource Management and Investments in Information Technology”), selection, 2011.

- Alfred P. Sloan Foundation** Industry Studies Dissertation Prize, first place, 2009.
- Labor and Employment Relations Association** Dissertation Award, honorable mention, 2009.
- Best Paper Derived from a Recent Dissertation (for “Technological Change at Work: The Impact of Employee Involvement on the Effectiveness of Health Information Technology”), **Academy of Management**, Healthcare Management Division, finalist, 2009.
- Kaiser Permanente** Labor Management Trust, postdoctoral research fellowship, 2008–2009.
- Best student paper (for “The Influence of Employment Relations on the Performance Impact of an Electronic Health Record System: Early Results from a Multi-method, Longitudinal Field Study”), **University Council of Industrial Relations and Human Resources Programs**, winner, 2008.
- Summer fellowship for initiating dissertation research on the integration of technology and employment strategy, Industrial Performance Center, **Alfred P. Sloan Foundation**, 2005–2008.
- Henning Fellowship, **Massachusetts Institute of Technology**, 2004–2008.
- Behavioral and Policy Sciences research funding, Sloan School of Management, **Massachusetts Institute of Technology**, 2002–2008.
- Sloan School Doctoral Fellowship, full tuition and stipend, **Massachusetts Institute of Technology**, 2004–2008.
- Presidential Fellowship, full tuition and stipend, **Massachusetts Institute of Technology**, 2002–2003.
- Leverhulme Trust, “Future of Trade Unions in Modern Britain” Programme, Centre for Economic Performance, **London School of Economics**, Discussion Paper publication assistance, 2000.
- Industrial Relations Department’s best/highest graded master’s thesis, **London School of Economics**, 1999.
- Rotary Foundation** Ambassadorial Fellowship, 1999.
- Frederick W. Meier-Phi Beta Kappa Prize for best undergraduate thesis, university-wide, **University of Pennsylvania**, 1998.
- Thomas C. Cochran Prize for top honors thesis in American History, **University of Pennsylvania**, 1998.
- Department of History Research Grant for senior honors thesis, **University of Pennsylvania**, 1997.
- Benjamin Franklin Scholar, research-oriented, university-wide, general honors program, **University of Pennsylvania**, 1995–1998
- AFL-CIO** Grant for Aspiring Employment Relations Scholars, 1996.
- Anna M. Vincent Trust/**Mellon Bank** Fellowship, 1994–1998.

**SELECT SEMINAR & CONFERENCE PRESENTATIONS<sup>†</sup>**University Research Seminars

Cornell University  
 Johns Hopkins University  
 Lehigh University  
 London School of Economics  
 Massachusetts Institute of Technology  
 Michigan State University  
 New York University  
 Rutgers University  
 University of California—Los Angeles  
 University of Illinois—Urbana-Champ.  
 University of Minnesota—Twin Cities  
 University of Toronto  
 Vanderbilt University

Conferences & Mini-Conferences

Labor and Employment Relations  
 Association  
 Industry Studies Association  
 Org. Theory in Healthcare Association  
 Academy of Management  
 Wharton People & Orgs. Conference  
 Ewing Marion Kauffman Foundation  
 Technology and the Business of Health  
 Int'l Labour Process Conference  
 Association for Conflict Resolution  
 Aspen Institute's "Towards Shared  
 Prosperity"

**ACADEMIC & PROFESSIONAL WORK EXPERIENCE**

*Associate Professor of Industrial and Labor Relations.* ILR School, Cornell University. August 2014 – present.

*J. William Fulbright Visiting Professor of Work & Organisational Studies.* University of Sydney Business School. August 2022 – May 2023.

*Assistant Professor of Management.* Carey Business School, Johns Hopkins University. August 2008 – July 2014.

*Assistant Professor of Medicine* (secondary appointment). Armstrong Institute for Patient Safety and Quality, School of Medicine, Johns Hopkins University. May 2012 – July 2014.

*Research Affiliate.* Network on Outsourcing, Upjohn Institute, July 2020 – present.

*Academic Affiliate.* The Worker Institute, ILR School, Cornell University, July 2015 – present.

*Research Affiliate.* Employment Policy Research Network, May 2011 – present.

*Visiting Scholar.* Faculty of Economics and Business, University of Sydney. June 2005.

*Research Assistant.* Labor Aerospace Research Agenda (LARA), Massachusetts Institute of Technology. March 2003 – May 2004; February 2005 – June 2005.

*Visiting Policy Analyst.* North American Commission for Labor Cooperation, Washington, DC. August 2004 – November 2004.

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<sup>†</sup> A complete and more-detailed list of seminar and conference presentations, including paper titles, specific departments/centers visited, and dates, is available upon request.

*Research Assistant.* Board of Governors of the Federal Reserve System, Washington, DC.  
June 2000 – August 2002.

*Research Economist.* Econsult Corporation. September 1999 – June 2000.

## **TEACHING EXPERIENCE**

### Cornell University

Labor Relations/Collective Bargaining (undergraduate, graduate)

Technological Change at Work (undergraduate, graduate)

The Future of Work (executive)

Freshman Colloquium (undergraduate)

### Johns Hopkins University

Strategic Human Capital (graduate, executive)

People & Markets (graduate)

Leading Healthcare Organizations (graduate)

Cohesive Approaches to Managing People (executive)

Innovations in Healthcare Leadership (executive)

Organizations: Leadership & Transformation (executive)

Employment Policy (undergraduate)

Topics in Human Resource Management (undergraduate)

### Massachusetts Institute of Technology

People & Organizations (undergraduate)

Managerial Psychology (undergraduate)

## **DOCTORAL STUDENT ADVISING**

Arun Karpur, PhD candidate in Organizational Behavior, ILR School, Cornell University, committee member.

Vera Khovanskaya, PhD candidate in Information Science, Faculty of Computing and Information Science, Cornell University, committee member (initially placed at University of California—San Diego).

Nikolaus Krachler, PhD, ILR School, Cornell University, committee member (initially placed at Kings College London).

Bradley Weinberg, PhD in International & Comparative Labor, ILR School, Cornell University, committee member (initially placed at Queens University).

## UNIVERSITY SERVICE

- Ad Hoc Appointment and Tenure Committee, College of Agriculture and Life Sciences, Cornell University, member (2020).
- Graduate Board Oral Examination Committee, Department of Economics, Krieger School of Arts & Sciences, Johns Hopkins University, member (2011-2014).
- University-Wide Faculty Library Advisory Committee, Johns Hopkins University, member (2010-2014).
- Phi Beta Kappa Selection Committee, Krieger School of Arts & Sciences, Johns Hopkins University, member (2009-2014).
- Committee to Develop Undergraduate Requirement in Quantitative Data Analysis, School of Arts & Sciences, University of Pennsylvania, member (1996-1998).

## SCHOOL SERVICE

- PhD Program Review Committee, ILR School, Cornell University, member (2021- ).
- Seidman Prize (to recognize accomplishments by graduate and undergraduate students in collective bargaining, labor history, labor law, union administration, and arbitration) Award Selection Committee, ILR School, Cornell University, chair (2020-).
- Theme Project (“Technology and the Evolution of Work”) Award Selection Committee, ILR School, Cornell University, member (2019).
- Undergraduate Admissions Committee, ILR School, Cornell University, member (2018-2021).
- Faculty Search Committee, Department of Human Resource Studies, ILR School, Cornell University, member (2018).
- Labor Relations, Law, and History/International and Comparative Labor departmental research workshop, ILR School, Cornell University, organizer (2016-2018).
- Graduate Committee, ILR School, Cornell University, member (2014-2018).
- Ad Hoc and Departmental Appointment and Tenure Committees, ILR School, Cornell University, chair or member (multiple cases).
- Dean’s Research Scholars Selection Committee, Johns Hopkins Carey Business School, member (2013-2014).
- Admissions Advisory Committee, Johns Hopkins Carey Business School, member (2012-2014).
- Faculty Library Advisory Committee, Johns Hopkins Carey Business School, member (2010-2014).
- Management and Marketing Curriculum Committee, Johns Hopkins Carey Business School, member (2009-2011).
- Hiring Assessment Committee, Johns Hopkins Carey Business School, member (2008-2010).



## PROFESSIONAL SERVICE

*Industrial and Labor Relations Review*, associate editor (2018- ); series editor for “Novel Technologies at Work” (2021- ).

Labor and Employment Relations Association, conference program committee, member (2018-2021); nominating committee, member (2021-).

“Symposium on Labor-Management Partnerships in Healthcare,” conference co-organizer (2018).

“Consequences of Change in Healthcare for Organizations, Workers, and Patients,” conference co-organizer and guest co-editor of related special issue of *Work & Occupations* (2017-2020).

Industry Studies Association annual conference, program committee co-chair (2016-2019); track organizer, Labor Markets, Organizations, and Employment Relations (2011-2016).

*Journal of Industrial Relations*, editorial board, member (2015- ).

Academy of Management HR Division, Award Selection Committee, Emerging Scholar Prize in Employee Participation, chair (2014-2015); member (2014-16).

“Work and Employment Relations in Health Care,” conference co-organizer and guest co-editor of related special issue of *Industrial and Labor Relations Review* (2014-2016).

Labor and Employment Relations Association, Junior Faculty Steering Committee, chair (2012-2015).

Labor and Employment Relations Association, Work and Human Resources Network interest section, co-chair (2013-2015).

Industry Studies Association, Early Career Development Committee, chair (2012-2013); member (2011-2013).

Labor and Employment Relations Association annual meetings, workshop organizer, PhD student consortium (2004).

ad hoc reviewer, *Industrial and Labor Relations Review*, *Industrial Relations*, *British Journal of Industrial Relations*, *Human Resource Management*, *Human Resource Management Journal*, *Journal of Industrial Relations*, *Work & Occupations*, *Strategic Organization*, *Journal of Business Research*, *Communications of the ACM (Association for Computing Machinery)*, *Health Affairs*, *Advances in Health Care Management*, *Applied Clinical Informatics*, *Journal of the American Medical Informatics Association*, *Medical Care*, University of Toronto Press, and Sage *Quantitative Applications in the Social Sciences* (aka the “little green books”).

conference reviewer, Academy of Management, Industry Studies Association, and Labor and Employment Relations Association

## PROFESSIONAL AFFILIATIONS

Labor and Employment Relations Association (LERA)

Industry Studies Association (ISA)

Academy of Management (AoM)

Healthcare Information and Management Systems Society (HIMSS)