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EDUCATION

Ph.D., New School for Social Research, 1999.
Major: Economics
Dissertation Title: Rates of Growth, Interest and Profit

M.A., New School for Social Research, 1997.
Major: Economics

B.A., Elmira College, 1993.
Major: Economics

PROFESSIONAL POSITIONS

Academic

Lecturer, Department of Economics, College of Arts and Sciences, Cornell University Ithaca, NY
(August 15, 2013 to present)

Program Director, Institute for Compensation Studies, School of Industrial and Labor Relations,
Cornell University, Ithaca, NY (August 15, 2013 to June 30, 2016)

Instructor, Department of Economics, College of Arts and Sciences, New York University, New
York, NY (August 15, 1997 to May 30, 1999)

Adjunct Instructor, LaGuardia Community College, Queens, NY (January 1, 1996 to June 1,
1997)

Government

Board of Directors, Bucks County Office of Employment and Training (February 1, 2010 to June
30, 2012)

Professional

CEO, Thomas Econometrics, Bristol, PA (December 1, 2010 to present)

Director, MGC, Philadelphia, PA (September 1, 2009 to November 30, 2010)

Principal Economist, LECG, Philadelphia, PA (February 1, 2003 to August 31, 2009)

Managing Consultant, LECG, Philadelphia, PA (August 1, 2003 to January 31, 2007)

Senior Economist, Center for Forensic Economic Studies, Philadelphia, PA (June 1, 1999 to July
31, 2003)

TEACHING

Teaching Experience

Cornell University

ILRLE 5400	Graduate Labor Economics (Fall 2016)
ECON 1110	Introductory Microeconomics (Fall 2016, Fall 2015)
ECON 3430	Compensation, Incentives and Productivity (Spring 2016)
ILRLE 2400	Economics of Wages and Employment (Spring 2015, Spring 2014)
ILRLE 4970	Field Research (Fall 2014, Spring 2015, Fall 2015)
ILRLE 4980	Internship (Fall 2014, Spring 2015, Fall 2015)
ILRLE 4490	Directed Studies (Fall 2014)

New York University

ECON-UA 1	Principles of Macroeconomics
ECON-UA 2	Principles of Microeconomics
ECON-UA 266	Introduction to Econometrics

Supervision of Student Research

Cornell University

- ICS Student Research Program, "E-commerce and Economic Inequality" (Summer 2016)
- ICS Student Research Program, "Variable Compensation and Innovation" (Fall 2015, Spring 2016)
- ILR Research Committee Undergraduate Research Fellows Program, "Workplace Inequality and Race" (Summer 2015, Fall 2015, Spring 2016)
- ICS Student Research Program, "Illinois Salary Survey" (Fall 2013, Spring 2014, Fall 2014)
- ICS Student Research Program, "Historical Logging Salaries" (Fall 2014)
- ICS Student Research Program, "Executive Compensation in Nonprofits" (Fall 2014)
- ICS Student Research Program, "Superstar and Executive Compensation" (Fall 2014)
- ICS Student Research Program, "Superstar Pay, CEO Pay and Professional Athlete Compensation" (Fall 2013)
- ICS Student Research Program, "Pulse of New York – Income Distribution" (Fall 2013)
- ICS Student Research Program, "Mental Health and Labor Market Outcomes" (Fall 2013)
- ICS Student Research Program, "Gender, Risk Preferences and Pay Mix" (Fall 2013)
- ICS Student Research Program, "Compensation in College Sports" (Fall 2013)
- ICS Student Research Program, "Effects of Immigration on Labor Force Participation Among Highly Educated Women" (Fall 2013)

Non-Credit Instruction

Cornell University

- Cornell Executive Management Program, "Risk Management" (July 2016)
- e-Cornell Certificate in Compensation, ILRHR 571 "Measuring and Compensating For Performance" (Spring 2016)

e-Cornell Certificate in Compensation, ILRHR 572 “Attracting and Retaining Talent with Performance Pay” (Spring 2016)

e-Cornell Certificate in Compensation, ILRHR 573, “Assessing the Financial, Strategic and People-Related Return on Pay for Performance” (Spring 2016)

Cornell Executive Management Program, “Compensation” (March 2016)

ILR School, ILRHR 6510 guest lecture, “Disability Considerations in HR Policy and Practice” (February 2016)

Scheinman Institute, ILR School, 2-day program, “Finance and Compensation for Collective Bargainers” (February 2016)

ICS Advanced Certificate in Performance Pay, Metrics and Practice Alignment, ILR School, 2-day program, “Evaluating Performance-Based Compensation Programs: Tools and Techniques” (November 2015)

ILR School, ILRID 3200 guest lecture, “Calculation of Economic Damages” (September 2016)

ILR School / Compass Institute, Bangkok, 2-day program, “Business Problem Solving and Effective Decision Making for Leaders” (June 2015)

ICS Advanced Certificate in Performance Pay, Metrics and Practice Alignment, ILR School, 2-day program, “Optimizing Pay for Performance and Managing Compensation Change” (June 2015)

ICS Advanced Certificate in Performance Pay, Metrics and Practice Alignment, ILR School, 2-day program, “Executive Compensation, Key Talent and Superstar Pay for Performance” (June 2015)

e-Cornell Certificate in Human Resources, ILRHR 522, “Compensation and Total Rewards” (Spring 2015)

ILR School, ILRHR 2600 guest lecture, “A Primer on Pay for Performance” (April 2015)

ICS Advanced Certificate in Performance Pay, Metrics and Practice Alignment, ILR School, 2-day program, “Evaluating Performance-Based Compensation Programs: Tools and Techniques” (November 2014)

ICS Advanced Certificate in Performance Pay, Metrics and Practice Alignment, ILR School, 2-day program, “Beyond Base Pay: Using Incentives to Drive Performance” (June 2014)

Awards and Honors

Cornell University, 400-Club Breakfast Student-Invited Faculty Member (April 2016)

New York University Economics Student Association Student Appreciation Award, May 1999,

College of Arts and Sciences Excellence in Undergraduate Teaching Award, New York University (1998)

SERVICE

House Fellow, Alice Cook House, Cornell University (September 2016 to present)

Football Academic Success Team, Cornell University (February 2016 to present)

Committee Member, ILR eLearning Planning Committee, Cornell University (June 2014 to June 2015)

Committee Member, ILR Program Evaluation Committee, Cornell University (June 2014 to June 2015)

INTELLECTUAL CONTRIBUTIONS

Awards and Honors

Edith and Henry Johnson Award for Outstanding Dissertation, New School for Social Research (1999)

Schwartz Center for Economic Policy Analysis Dissertation Fellowship, New School for Social Research (September 1998 to May 1999)

Published Intellectual Contributions

Articles

Thomas, S. R. (2016). A New Approach to the Pay-Performance Question". *Workspan*, June

Thomas, S. R. (2015). It's Not Just the Money That Matters". *Workspan*, November

Thomas, S. R. (2012). A Conversation with OFCCP Director Shiu about "Good Jobs for Everyone". *The OFCCP Digest*, 2 (7), 2.

Thomas, S. R. (2012). OFCCP Proposes Utilization Goal for Disabled Individuals. *The OFCCP Digest*, 2 (2), 2.

Thomas, S. R. (2011). How the OFCCP's Thirst for Data Will Impact You. *The OFCCP Digest*, 1 (2), 2.

Thomas, S. R. (2010). The Changing Landscape of Compensation Equity Enforcement. *Corporate Counselor*.

Thomas, S. R. (2010). The Gender Pay Gap: A Closer Look at the Underlying Causes. *Bloomberg Law Report*, 11.

Thomas, S. R. (2009). Five Standards for an OFCCP-Compliant Compensation Self-Evaluation. *Compensation & Benefits Review* (41).

Thomas, S. R. (2008). Self-Audits as a Mechanism to Understand the How and Why of Compensation. *Journal of Compensation and Benefits*, 24 (4).

Thomas, S. R. (2008). Are Your Employees 'Fairly' Compensated? A 10-Point Inspection. *Mealey's Litigation Report: Employment Law*, 4 (11), 6.

Book Chapters

Thomas, S. R. (1997). "United Kingdom Business Cycles: Stylized Facts and the Marginal Cost / Marginal Productivity Debate" in Edward J Nell (Ed.), *Transformational growth and the Business Cycle*. London: Routledge.

Thomas, S. R. (1997). "Appendix: The Postwar Empirics of the United States and the United Kingdom" in Edward J Nell (Ed.), *Transformational Growth and the Business Cycle*. London: Routledge.

Books

Thomas, S. R. (2013). *Compensating Your Employees Fairly: A Guide to Internal Pay Equity*. New York, NY: Apress / Springer Science&Business.

Thomas, S. R. (2011). *Statistical Analysis of Adverse Impact: A Practitioner's Guide*. Bloomington, IN: Authorhouse.

Presentations and Lectures

Thomas, S. R., Cornell University Social Impact Conference, "Coffee Chat About The National Debt," Cornell University, Ithaca, NY (February 27, 2016)

Thomas, S. R., "Pay Transparency: Understanding the Pros and Cons of Creating a Transparent Culture," Business and Legal Research, online (February 24, 2016)

Thomas, S. R., Alice Cook House Wednesday Discussions, "Causes and Consequences of the Gender Pay Gap," Alice Cook House, Cornell University, Ithaca, NY (November 15, 2015)

Thomas, S. R., 2015 Northeast Dairy Convention, "Using Total Rewards to Improve Employee Retention," Northeast Dairy Foods Association, Canandaigua, NY (August 10, 2015)

Thomas, S. R., Fall 2014 Executive Compensation Conference, "Aligning Pay with Performance: An Economic Perspective," The Conference Board, San Francisco, CA (September 30, 2014)

Thomas, S. R., Institute for Human Resources, "The Optics of Executive Compensation," Institute for Human Resources, online (September 9, 2014)

Thomas, S. R., Barrington, L., 2014 ILR Summer Fellows Series, "The Optics of Executive Compensation," ILR School, Cornell University, New York, NY (July 17, 2014)

Thomas, S. R., Barrington, L., "Pay Equity: What President Obama's New Executive Order Means for You and Your Employees," Kenexa, online (May 21, 2014)

Thomas, S. R., Barrington, L., Compensation Webinar Series, "Pay Equity: Understanding the Relationship Between Pay Transparency, Compensation Communications and Perceptions," BLR, online (May 13, 2014)

Barrington, L. (Leader), Thomas, S. (Presenter & Author), Livingston, B. A. (Presenter Only), Cornell ILR School Webcast, "5 Years After Ledbetter: ILR Perspectives," ILR Online, Ithaca, NY (January 29, 2014)

Thomas, S. R., EEOC Enforcement Trends & Litigation Bootcamp, "Equal Pay for Equal - or Comparable - Work: Effective Pay Practices that Don't Breed Equal Pay Act or Job Segregation Claims," BLR, online (October 17, 2013)

Thomas, S. R., NILG Annual Conference, "Means, Medians and Multiple Regression: Examining Compensation for Internal Equity," National Industry Liaison Group, Indianapolis, IN (July 30, 2013)

Thomas, S. R., SHRM Annual Conference, "Using Quantitative Tools to Examine Compensation for Equity and Fairness," SHRM, Chicago, IL (June 18, 2013)

Thomas, S. R., "Managing the Risk of Litigation with Compensation Reviews," Avant Resources, online (November 20, 2012)

Thomas, S. R., "If I Shred It Will I Dread It? A Primer on EEO Document Retention," Avant Resources, online (November 13, 2012)

Thomas, S. R., "Statistics and Adverse Impact," University of Maryland, College Park, MD (October 1, 2012)

Thomas, S. R., North Florida Compensation and Benefits Association Members Meeting, "Examining Compensation for Internal Equity," Jacksonville, FL (September 27, 2012)

Thomas, S. R., Texas Total Rewards Conference, "Examining Compensation for Internal Equity," Richardson, TX (September 17, 2012)

Thomas, S. R., Annual Florida State SHRM Conference, "The Compensation Review: Evaluate Internal Pay Equity and Manage Compensation Discrimination Litigation," Orlando, FL. (August 27, 2012)

Thomas, S. R., Annual Illinois State SHRM Conference, "Compensation Reviews," Oakbrook Terrace, IL (August 6, 2012)

Thomas, S. R., Compensation Conference, "Compensation in 2012: Examining Your Pay Systems for Discrimination," WorldatWork, online (July 17, 2012)

Thomas, S. R., "Preventive Pay Equity Audits: Fairness & EEOC Compliance," Center for Competitive Management, online (July 17, 2012)

Thomas, S. R., "If I Shred It Will I Dread It? A Primer on EEO Document Retention," Avant Resources, online (July 11, 2012)

Thomas, S. R., "Compensation Data, Analysis and AAPs: What You Need to Know," Institute for Human Resources, online (June 11, 2012)

Thomas, S. R., "HR Metrics: What You're Tracking and Why Nobody Cares," Avant Resources, online (May 15, 2012)

Thomas, S. R., "Compensation in 2012: Examining Your Pay Systems for Discrimination," Kenexa, online (April 19, 2012)

Thomas, S. R., HRA-NCA Monthly Association Meeting, "The Changing Landscape of Pay Equity Enforcement," Washington, DC (March 28, 2012)

Thomas, S. R., "Managing the Risk of Employment Litigation with a Compensation Self-Audit," ComplianceOnline, online (March 27, 2012)

Thomas, S. R., "The HR Practitioner's Guide to Adverse Impact," ComplianceOnline, online (March 27, 2012)

Thomas, S. R., "If I Shred It Will I Dread It? A Primer on EEO Document Retention," Avant Resources, online (March 9, 2012)

Thomas, S. R., HR Virtual Conference, "Avoiding (Un)intentional Discrimination When Recruiting Via Social Media," Institute for Human Resources, online (January 11, 2012)

Thomas, S. R., Compensation Virtual Conference, "The Compensation Review: How to Use the Most Important Tool in the Risk Management Arsenal," Institute for Human Resources, online (December 13, 2011)

Thomas, S. R., Compensation Virtual Conference, "What's Causing the Gender Pay Gap?" Institute for Human Resources, online (October 27, 2011)

Thomas, S. R., Annual Conference - Ohio State SHRM, "Be a Compliance Rock Star: Working Proactively with the EEOC and Department of Labor," Sandusky, OH (September 22, 2011)

Thomas, S. R., Compensation Virtual Conference, "Recent Developments in Compensation Analysis," Institute for Human Resources, online (June 6, 2011)

Thomas, S. R., Continuing Legal Education, "Examining Class Certification Issues in Employment Discrimination Litigation with Statistics," Insurance Society of Philadelphia, Philadelphia, PA (March 5, 2011)

Thomas, S. R., 37th Annual Institute on Employment Law, "Evaluation of Economic Damages in Wrongful Termination Litigation," Practising Law Institute (2008)

Thomas, S. R., Eastern Economics Association Annual Conference, "Financial Innovation and the Reconstruction of Monetary Aggregates in the Postwar United States," New York, NY (March 5, 1998)

Thomas, S. R., Allied Social Sciences Meeting, "United Kingdom Business Cycles: Stylized Facts and the Marginal Cost / Marginal Productivity Debate," Post Keynesian Economics Group, New Orleans (January 5, 1997)

Media Contributions

Internet

Compensation Café. "Lipstick on Pigs and Other Tales of Transparency" (July 18, 2016)

Compensation Café. "Breaking Out Of The 'Best Practices' Ant Farm" (June 15, 2016)

Compensation Café. "The Secret Pay Gap" (May 18, 2016)

Compensation Café. "Lessons from The Panama Papers" (April 19, 2016)

Compensation Café. "TSR: The 'Secret Ingredient' For Executive Compensation?" (March 22, 2016)

Monster.com. provided expert commentary on Obama's proposed "First Job" Funding (March 2, 2016)

Compensation Café. "Your Brain on Incentives" (February 22, 2016)

Compensation Café. "Are You Cultivating Superchickens?" (January 19, 2016)

Compensation Café. "Uber, Mall Santas and the Gig Economy" (December 22, 2015)

Compensation Café. "It's What You Say AND How You Say It" (November 20, 2015)

Refinery29. provided expert commentary on salary transparency (November 2, 2015)

Compensation Café. "Autonomy, Incentives and Motivation" (October 22, 2015)

Compensation Café. "What Citizen Scientists Can Teach Us About Incentives" (September 22, 2015)

Compensation Café. "Extreme Pay Transparency" (August 25, 2015)

Monster.com. provided expert commentary on trends in internal pay equity (February 25, 2015)

BenefitsPro. provided expert commentary on pay transparency (September 24, 2014)

Business and Legal Research. provided expert commentary in "Raising the Minimum Wage: The Discussion Continues" (June 10, 2014)

Magazine

Time Magazine. interview - provided expert commentary on salary transparency (November 3, 2015)

Research for the Real World. provided expert commentary on incentive compensation (November 1, 2015)

Money Magazine. "The 5 Best Jobs You've Never Heard Of" - provided expert commentary on new / emerging occupations and careers for 2015 (December 16, 2014)

Money Magazine. interviewed regarding current and future trends and techniques in talent acquisition, talent retention and pay for performance (October 22, 2014)

Newspaper

The Virginian-Pilot. provided expert commentary on bonuses and variable compensation (February 11, 2016)

San Jose Mercury News. interview by Michelle Quinn regarding pay transparency and Google employee salary disclosure (July 30, 2015)

New York Times. quoted on the increasing use of performance-based pay (May 25, 2015)

Cornell Daily Sun. Ithacans React to Tipped-Worker Minimum Wage Increase provided expert commentary regarding impact of new NY state minimum wage increase for tipped workers (February 25, 2015)

Radio

NPR - Marketplace Business Radio. interview regarding salary increases and performance pay (October 27, 2015)

CBC - Daybreak Kamloops. interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - Daybreak North (Prince George). interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - Edmonton AM. interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - Information Morning Halifax. interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - Island Morning (Charlottetown). interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - On The Island (Victoria). interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - Radio Noon Montreal. interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - Superior Morning (Thunder Bay). interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - The Eyeopener (Calgary). interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - The Morning Edition (Regina). interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - The St. John's Morning Show. interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - The Trailbreaker (Yellowknife). interview regarding pay transparency and Google employee salary disclosure (August 11, 2015)

CBC - A New Day (Whitehorse). interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Daybreak South (Kelowna). interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Information Morning Cape Breton. interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Information Radio Winnipeg. interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Kitchener-Waterloo Morning Edition. interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Morning North (Sudbury). interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Ontario AM. interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Ottawa Morning. interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Saskatoon Morning. interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Vancouver Early Edition. interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

CBC - Windsor Morning. interview regarding pay transparency and Google employee salary disclosure (August 10, 2015)

NPR Air Talk with Larry Mantle. live interview on the gender wage gap and pay transparency (April 9, 2014)

NPR Press Play with Madeline Brand. live interview on the gender wage gap and pay transparency (April 5, 2014)

NPR Radio Times with Marty Moss-Coane. live interview on the gender wage gap and pay transparency (April 4, 2014)

Uptown Radio - Columbia University. expert commentary on increase in New York State minimum wage for tipped workers (April 4, 2014)

Television

Canadian Broadcasting Company. Appeared on "The Exchange with Amanda Lang" to discuss increasing use of variable pay (May 26, 2015)

Other

What's Working in Human Resources. quoted extensively in "Experts Give Their Solutions to Difficult Workplace Problems" (December 2010)

Best Practices in Compensation and Benefits. quoted extensively in "Changes Loom for HR Structure, Pay Practices" (February 2010)

Best Practices in Compensation and Benefits. quoted extensively in "Self-Audit of Comp Plans Reveal Strengths, Weaknesses" (July 2008)

Editorships and Chairmanships

Journal

"The Journal of Business and Human Resource Management", Editorial Review Board Member. (September 23, 2015 - Present)

RESEARCH

Research in Progress

"Performance Pay and Innovation"

Examination of the relationship between innovation and performance pay, investigating whether extrinsic rewards (i.e., compensation) crowds out intrinsic motivation and if so, how performance pay can be used to mitigate this impact and serve as a backstop in periods of waning intrinsic motivation throughout the project lifecycle