WILLIAM H. GLICK H. Joe Nelson III Professor of Management

Jesse H. Jones Graduate School of Business Rice University

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Education

PhD., Business Administration, University of California at Berkeley Organizational Behavior and Industrial Relations, 1981

A.B., University of Michigan Psychology, 1975

Employment

Rice University Jesse H. Jones Graduate School of Business Dean, 2005 to 2016 H. Joe Nelson III Professor of Management, 2005 to present

Shanghai Jiao Tong University Visiting Professor, Fall 2016

Arizona State University Professor, 1995 to 2005 Dean's Council of 100 Distinguished Scholar, 1995 to 2005 Chair of Department of Management, 1995 to 2005

INSEAD

Visiting Professor, Spring 2002

The University of Texas at Austin Associate Professor, 1987 to 1995 Director Business Honors Program 1993 to 1995 Assistant Professor 1981 to 1987

Boards and Committees

AACSB International - The Association to Advance Collegiate Schools of Business, Board Member 2007 - 2017 Immediate Past Chair, 2016-2017 Chair, 2015-2016 Vice Chair/Chair Elect, 2014-2015 Member, Business Accreditation Task Force 2018 - 2020 Chair, Committee on Accreditation Policy 2016- 2017 Chair, Nominating Committee 2016-2017

Boards and Committees (continued)

AACSB International - The Association to Advance Collegiate Schools of Business (continued) Member, CEO Search Committee, 2013 – 2015 Chair, Committee on Accreditation Policy, 2016-2017 Parliamentarian, AACSB Annual Business Meeting 2017 Chair, Executive Committee 2015-2016 Member, Executive Committee 2012-present Chair, Committee on Issues in Management Education 2014-2015 Member, Committee on Issues in Management Education 2009-2017 Representative to Responsible Science Initiative, 2015-2017 Secretary-Treasurer, 2013-2014 Chair, AACSB 100th Anniversary Committee, 2014-2016 Chair, Articles and Bylaws Committee, 2008 - 09, 2011- 2012 Chair, Finance & Investment Committee, 2012 – 2014 Co-Chair, Private Research Deans Affinity Group, 2009 – 2015 Member, Special Committee on Global Accreditation Strategy, 2009 - 2011 Chair, Compensation Committee, 2015 – 2016 Member, Compensation Committee, 2012 – 2017 Member, Blue Ribbon Committee on Accreditation Quality, 2011 - 2013 Chair and presenter, Multiple conferences 2007- Present Community for Responsible Research in Business and Management, Founding Member, 2016 - present Big Brothers Big Sisters of Greater Houston, Honorary Board Member, December 2007 – 2010 Big Brothers Big Sisters Lone Star, Advisory Board Member, 2011 – Present

Graduate Management Admission Council, Professional Standards Committee, July 2008 - 2011

Greater Houston Partnership, Education Policy/Strategic Planning Committee, March 2009-2010

- Leadership Circle for Vision 2020, a national organization dedicated to social and economic gender equality, 2010 2017
- Panton, Inc., a rapidly growing firm offering a search oriented, cloud-based information platform and graphics processing for information-rich industries including casualty insurance, trucking, agriculture and mid-stream oil & gas. Board Member, 2015- September 2016
- Peak AI Solutions, a rapidly growing firm offering data science and AI technology solutions for the energy industry. Board Member, 2017-present

Awards

- One of 33 Charter members of the Academy of Management's Journals Hall of Fame. Bronze Level. Hall of Fame membership is based on publication of a minimum of 10 refereed articles in any of the journals published by the Academy. These are considered premier journals in the field.
- One of the top 100 authors in management based on the numbers of citations to their research in five top management journals. As of 2001, 417 citations received from these top management journals. By mid-2012, total citation count from Scopus and Web of Science from all journals was roughly 2,575 citations. 18 articles appear in premier journals with a total of 9 articles receiving more than 100 citations each.

ASU College of Business Dean's Council of 100 - Scholar

Raymond E. Miles Distinguished Scholar Award from the Department of Management at the University of North Texas. 2001.

Awards (continued)

- Best Article of the Year <u>Academy of Management Journal</u>. Award from the Academy of Management for the article, "Fit equifinality, and organizational effectiveness: A test of two configurational theories" Doty, D.H., Glick, W.H., and Huber, G.P. 1993.
- Ascendent Scholar Award presented by the Southern Management Association, November 1987 Annual Meeting.
- Best Competitive Paper Award from the Organization Behavior Division of the Academy of Management, 1983 Annual Meeting. "Job characteristics and job responses: Cause and effect or common methods variance?" G. Douglas Jenkins, Jr., William H. Glick and Nina Gupta.

Grants

- Rice Education Entrepreneurship Programs. Funded by the Houston Endowment Inc. 2008 to 2016 (\$14,615,000).
- Integrating People, Products, and Processes. Joint project with Arizona State University College of Business, Arizona State University College of Engineering, Hughes Missile Systems Corporation, Texas Instruments, and Motorola Governments Group. Funded by the U.S. DARPA under the Affordable Multiple Missile Manufacturing Initiative. 1995 to 1996. Vicki Smith-Daniels and Dan Shunk Co-Principal Investigators. William H. Glick - Associate Investigator.
- Mapping Work and Information Flows. William H. Glick. Research grant funded by International Business Machines. 1984 to 1994 (\$1,263,811). Research was one of six winners of the 1993 IBM Academy of Science and Technology New Idea Competition.
- Organizational Design: Proposed Theoretical and Empirical Research. George P. Huber and William H. Glick. Research grant funded by Army Research Institute. 1985 to 1990 (\$1,514,96).
- Longitudinal Field Research Methods for Studying Organizational Processes. (George P. Huber, William H. Glick, Andrew H. Van de Ven, and Scott Poole. Grant from the National Science Foundation, Program on Decision, Risk, and Management. 1988 to 1989 (\$80,000).
- Restructuring the Texas Thrift Industry. Sim B. Sitkin, David B. Jemison, and William H. Glick. Research Grant from the McCallister Chair, The University of Texas at Austin. 1988 to 1989 (\$21,200).
- Developing Researchers in the Organizational Sciences: Methods for Improving Program Success. William H. Glick and C. Chester Miller. Special Research Grant from the University Research Institute, The University of Texas at Austin. 1985 to 1986.
- A Competitive Field Test of Social Information Processing and the Job Characteristics Approach. Summer Research Award from the University Research Institute, The University of Texas at Austin. 1984.

Spurgeon Bell Centennial Fellowship, The University of Texas at Austin. 1983.

Grants (continued)

- Assessing and Improving Job and Organizational Design with Social Network Analysis and Workflow Diagrams. Faculty Academic Development and Research Committee Research Grant. 1983.
- Antecedents and Consequences of Perceptions of Job Characteristics. William H. Glick and Brian E. Graham-Moore. Research Grant from the University Research Institute, The University of Texas at Austin. 1982-1983.
- The Impact of Rater-Ratee Similarity in the Selection of Job Applicants. Doctoral Dissertation Grant, National Council on Employment Policy, U.S. Department of Labor. 1980 to 1981.

Flood Fellowship. University of California at Berkeley. 1976 to 1977.

Publications

- Glick, W.H., Tsui, A., and Davis, G.F. 2018. The moral dilemma of business research. <u>BizEd</u>, <u>17</u>(3), 32-37.
- McKiernan, P. and Glick, W.H. 2017. Why care about impact? EFMD Global Focus, 11 (1), 18-21.
- Glick, W.H. 2015. Gazing forward, looking back. AACSB BizEd, September/October, 14(5), 52-56.
- Miller, C.C., Washburn, N.T., and Glick, W.H. 2013. The myth of firm performance. <u>Organization</u> Science, 24, 948-964.
- Glick, W.H., Miller, C.C. and Cardinal, L.B. 2008. Reality check on career success and weak paradigms: Chance still favors the hearty soul. Journal of Organizational Behavior, <u>29</u>, 715-723.
- Glick, W.H. 2008. Rain man or pied piper? Moving business schools beyond media rankings with mass customization and stakeholder education. <u>Academy of Management Perspectives</u>, <u>22</u>, 18-23.
- Skilton, P.F., Wiseman, R.M., Glick, W.H. 2008. Managing for impact in business research programs: Scope and collaboration. In M. A. Rahim (Ed.) <u>Current Topics in Management</u>, <u>13</u>, 179-198. New Brunswick, NJ: Transaction Publishers.
- Glick, W.H., Miller, C.C., and Cardinal, L.B. 2007. Making a life in the field of organization science. Journal of Organizational Behavior. 817-835.
- C.C. Miller, d. ogilvie, & W.H. Glick. 2006. Assessing the External Environment: An Enrichment of the Archival Tradition. In D. J. Ketchen and D. D. Bergh (Eds.) <u>Research methodology in strategy and</u> management. 97-122. Elsevier.
- Glick, W.H. 2006. Withstanding the competitive wave. In Aspatore Books Staff (Ed.) <u>Business school</u> <u>management: Top educational leaders on creating a strong school reputation, offering competitive</u> programs, and thriving in the educational marketplace: Inside the minds. Aspatore.
- Miller, C.C., Glick, W.H., and Cardinal, L.B. 2005. The allocation of prestigious positions in organizational science: Accumulative advantage, sponsored mobility, and contest mobility. Journal of Organizational Behavior, 26, 489-516.

Publications (continued)

- Anand, V., Glick, W.H., and Manz, C.C.. 2002. Thriving on the knowledge of outsiders: Tapping organizational social capital. Academy of Management Executive, 16, 87-101.
- Beekun, R.I., and Glick, W.H. 2001. Organization structure from a loose coupling perspective: A multidimensional approach. <u>Decision Sciences</u>, <u>32</u>, 227-250.
- Chattopadhyay, P., Glick, W.H., and Huber, G. P. 2001. Organizational actions in response to threats and opportunities. Academy of Management Journal, 44, 937-955.
- Beekun, R.I., and Glick, W.H. 2001. Development and test of a contingency framework of coupling: Assessing the covariation between structure and culture. Journal of Applied Behavioral Science, <u>37</u>, 385-407.
- Chattopadhyay, P., Glick, W.H., Miller, C.C., and Huber, G.P. 1999. Determinants of executive beliefs: Functional conditioning and social influence. <u>Strategic Management Journal</u>. 20, 763-789.
- Anand, V., Manz, C.C., and Glick, W.H. 1998. An organizational memory approach to information management. <u>Academy of Management Review</u>, <u>23</u>, 796-809.
- Doty, D.H., and Glick, W.H. 1998. Common methods bias: Does common methods variance really bias results? Organizational Research Methods, 374-406.
- Miller, C.C., Burke, L.M., and Glick, W.H. 1998. Cognitive diversity among upper echelon executives: Implications for strategic decision processes. <u>Strategic Management Journal</u>, <u>19</u>, 39-58.
- Beyer, J.M., Chattopadhyay, P., George, E., Glick, W.H., ogilvie, dt, and Pugliese, D. 1997. The selective perception of managers revisited. <u>Academy of Management Journal</u>, <u>40</u>, 716-737.
- Miller, C.C., Cardinal, L.B., and Glick, W.H. 1997. Retrospective reports in organizational research: A reexamination of recent evidence. <u>Academy of Management Journal</u>, <u>40</u>, 189-204. (To be republished in <u>Comportamento Organizacional E Gestão</u>.)
- Glick, W.H. 1997. Definitions for "Business process reengineering", "Business processes", and "Information technology enablers". In L.H. Peters, S.A. Youngblood, and C.R. Greer (Eds.), <u>The Blackwell dictionary of human resource management</u>. Oxford, UK: Blackwell.
- Waller, M.J., Huber, G.P., and Glick, W.H. 1995. Functional background as a determinant of what executives perceive. <u>Academy of Management Journal</u>, <u>38</u>, 943-974.
- Doty, D.H., and Glick, W.H. 1994. Typologies as a unique form of theory building: Towards improved understanding and modeling. <u>Academy of Management Review</u>, <u>19</u>, 230-251.
- Doty, D.H., Glick, W.H., and Huber, G.P. 1993. Fit equifinality, and organizational effectiveness: A test of two configurational theories. Academy of Management Journal, <u>36</u>: 1196-1251.
- Huber, G.P., and Glick, W.H. (Eds.). 1993. Organizational change and redesign: Ideas and insights for improving performance. New York: Oxford.

Publications (continued)

- Glick, W.H., Miller, C.C., and Huber, G.P. 1993. The impact of upper-echelon diversity on organizational performance. In G.P. Huber and W.H. Glick (Eds.). <u>Organizational change and redesign: Ideas and insights for improving performance</u>. New York: Oxford.
- Huber, G.P., Sutcliffe, K.M., Miller, C.C., and Glick, W.H. 1993. Understanding and predicting organizational change. In G.P. Huber and W.H. Glick (Eds.). <u>Organizational change and redesign:</u> Ideas and insights for improving performance. New York: Oxford.
- Huber, G.P., and Glick, W.H. 1993. Sources and forms of organizational change. In G.P. Huber and W.H. Glick (Eds.). <u>Organizational change and redesign: Ideas and insights for improving</u> performance. New York: Oxford.
- Glick, W.H. and Huber, G.P. 1993. What was learned about organizational change and redesign? In G.P. Huber and W.H. Glick (Eds.) <u>Organizational change and redesign: Ideas and insights for improving performance</u>. New York: Oxford.
- Glick, W.H. 1992. Avoidance, confrontation, dramatical interpretations, flattery, and mutual understanding for coping with diversity (Review of <u>Creating alternative realities at work: The</u> <u>quality of work life experiment at FoodCom</u> by Michael K. Moch and Jean M. Bartunek). <u>Contemporary Psychology</u>, <u>37</u>: 806-807.
- Miller, C.C., Glick, W.H., Wang, Y.D., and Huber, G.P. 1991. Understanding technology structure relationships: Theory development and meta-analytic theory testing. <u>Academy of Management Journal</u>, 34: 370-399.
- Glick, W.H., Huber, G.P., Miller, C.C., Doty, D.H., and Sutcliffe, K.M. 1990. Studying changes in organizational design and effectiveness: Retrospective event histories and periodic assessments. <u>Organization Science</u>, <u>1</u>, 293-312.
- Huber, G.P., Miller, C.C., and Glick, W.H. 1990. Developing more encompassing theories about the relationships between organizational design and organizational effectiveness. <u>Organization Science</u>, <u>1</u>, 11-40.
- Roberts, K.H., Glick, W., Weissenberg, P., Bedeian, A., Whetton, D., Miller, H., Pearce, J., and Klimoski, R. 1990. Reflections on the field of organizational behavior. <u>Journal of Management</u> <u>Systems</u>, 2, 25-38.
- Berlinger, L.R., Glick, W.H., and Rodgers, R.C. 1988. Job enrichment and performance improvement. In J.P. Campbell and R.J. Campbell (Eds.) <u>Productivity in Organizations: New Perspectives from</u> Industrial and Organizational Psychology: 219-254. San Francisco: Jossey-Bass.
- Glick, W.H. 1988. Organizations are not central tendencies: Shadowboxing in the dark, round 2. Academy of Management Review, 13, 133-137.
- Glick, W.H., and Doty, D.H. 1988. A technology for using organizational theory: As easy as ABCE? (Review of <u>Organizational design: The organizational audit and analysis technology</u>, by Kenneth D. Mackenzie). <u>Contemporary Psychology</u>, 33, 345-347.

Publications (continued)

- Glick, W.H., Jenkins, G.D., Jr., and Gupta, N. 1986. Method versus substance: How strong are underlying relationship between job characteristics and attitudinal outcomes? <u>Academy of Management Journal</u>, 29, 441-464.
- Cox, C.L., and Glick, W.H. 1986. Resume evaluations and cosmetics use: When more is not better. <u>Sex</u> <u>Roles, 14</u>, 51-58.
- Glick, W.H. 1986. Review of <u>Leaders and managers: International perspectives on managerial behavior</u> <u>and leadership</u> edited by J.G. Hunt, D. Hosking, C.A. Schriesheim, and R. Stewart. <u>Administrative</u> <u>Science Quarterly</u>, 31, 149-152.
- Glick, W.H. 1985. Conceptualizing and measuring organizational and psychological climate: Pitfalls, in multi-level research. Academy of Management Review, 10, 601-616.
- Glick, W.H., and Roberts, K. H. 1984. Hypothesized interdependence, assumed independence. Academy of Management Review, 9, 722-735.
- Banks, C.G., and Glick, W.H. 1984. Good taste in organizational behavior: 57 varieties (Review of <u>Perspectives on behavior in organizations</u>, edited by J.R., Hackman, E.E. Lawler, III, and L.W. Porter). <u>Contemporary Psychology</u>, <u>29</u>, 62-63.
- Roberts, K.H., Glick, W.H., and Rotchford, N.L. 1982. A frame of reference approach to investigating part and full time workers. International Review of Applied Psychology, <u>31</u>, 327-343.
- Roberts, K.H., and Glick, W. 1981. Job characteristics approach to job re-design: A review and critique. Journal of Applied Psychology, <u>66</u>, 193-217.
- Glick, W.H. 1982. The impact of rater-rate similarity in the selection of job applicants: An empirical test of four cognitive social psychological theories. Doctoral dissertation, University of California at Berkeley, 1981. Dissertation Abstracts International, 42, 5179A-5180A.
- Glick, W.H. 1980. Problems in cross level inference. In K.H. Roberts, and L. Burstein (Eds.), <u>Methodology of Social and Behavioral Science: Aggregation Issues in Organizational Science</u>, <u>6</u>, 17-30.
- Glick, W.H. Mirvis, P., and Hardin, D. 1977. Union satisfaction and participation. <u>Industrial Relations</u>, <u>16</u>, 145-151.

Proceedings

- Wang, Y.D., and Glick, W.H. 1994. Computerized automation, structural design, and performance: An integration of the technological imperative and the organizational choice perspectives. In R.N. Osborn and L.R. Jauch (Eds.), <u>The Best in Management Worldwide: Linking Management Scholarship</u>. Dallas, TX.
- Busch, E.A., Jarvenpaa, S.L., Tractinsky, N., and Glick, W.H. 1991. External versus internal perspectives in determining a firm's progressive use of information technology. In: G. DeSanctis (ed.), <u>Twelfth annual international conference on information systems New York</u>.

Proceedings (continued)

- Doty, D.H., Glick, W.H., and Huber, G.P. 1991. Fit and equifinality: A clarification and test of Miles and Snow's (1978) theory. In D.F. Ray (Ed.), <u>Proceedings of the Southern Management</u> <u>Association</u>, pp. 340-342.
- Beekun, R.I., Glick, W.H., and Carsrud, A.L. 1986. User Systems Analysis: Organizational design foundations of a Management Support System. In: O. Brown and H.W. Hendrick (Ed.), <u>Second International Symposium on Human Factors in Organizational Design and Management</u>: 311-314. Amsterdam: North Holland.
- Ahmadi, R., Mukherjee, S., and Glick, W.H. 1986. Automated simulation and organization analysis: The transfer of engineering technology. In: O. Brown and H.W. Hendrick (Eds.), <u>Second</u> <u>International Symposium on Human Factors in Organizational Design and Management</u>: 323-325. Amsterdam: North Holland.
- Carsrud, A.L., Glick, W.H., and Beekun, R.I. 1986. Applications of User Systems Analysis technology in the workplace: A case study in work and information flows. In: O. Brown and H.W. Hendrick (Eds.), <u>Second International Symposium on Human Factors in Organizational Design and Management</u>; 327-329. Amsterdam: North Holland.
- Glick, W.H., and Beekun, R.I. 1984. A theoretical overview of User Systems Analysis. In: H.W. Hendrick and O. Brown (Eds.), <u>First International Symposium on Human Factors in Organizational</u> <u>Design and Management</u>: 161-165. Amsterdam: North Holland.
- Krus, E.J., Jr., Carsrud, A.L., and Glick, W.H. 1984. Interactive organizational workflow analyses: An approach to problem solving in organizations. In: H.W. Hendrick and O. Brown (Eds.), <u>First International Symposium on Human Factors in Organizational Design and Management</u>: Amsterdam: North Holland.
- Jenkins, G.D., Jr., Glick, W.H., and Grupta, N. August 1983. Job characteristics and employee responses. Proceedings of the Annual Meeting of the Academy of Management, Dallas, Texas.

Blogs

- Glick, W.H. March 13, 2018. Building Momentum! Responsible Research in Business and Management Blog at: https://www.rrbm.network/building-momentum-bill-glick/
- Glick, W.H. January 29, 2016. Transforming business education for global prosperity. AACSB Blog at: http://www.aacsb.edu/blog/2016/january/transforming-business-education-for-global-prosperity
- Glick, W.H. July 5, 2016. An historic year: Centennial celebration, collective vision for business education, new mission and vision. AACSB Blog at: <u>http://www.aacsb.edu/blog/2016/july/historic-year-centennial-celebration-collective-vision-business-education-new-mission-vision</u>

Conferences

Glick, W.H. 2010-2017. Chaired multiple AACSB conferences including ICAM 2016, Deans 2016, Accreditation 2010

Conferences (continued)

- Glick, W.H. April 1998. Meso Organization Studies Group Annual Meeting: Alliances, Identity, and Innovation.
- Glick, W.H., Beyer, J.M., Kilbourne, L. and Brittain, J. Coordinators. April 1995. Texas Conference on Organizations: Exceptional Organizations: Learning from Outlier Cases.
- Glick, W.H., Beyer, J.M., Kilbourne, L. and Brittain, J. Coordinators. April 1994. Texas Conference on Organizations: Alternative Views on Change.
- Glick, W.H., Beyer, J.M., and Brittain, J. Coordinators. April 1993. Texas Conference on Organizations: Cooperation and Competition Within and Between Organizations.
- Glick, W.H. and Brittain, J. Coordinators. April 1992. Texas Conference on Organizations: Globalization and Diversity.
- Glick, W.H. and Brittain, J. Coordinators. April 1991. Texas Conference on Organizations: Leadership for the 1990's.
- Huber, G.P., Glick, W.H., Van de Ven, A., and Poole, S. Coordinators. September 1988. National Science Foundation Conference on Longitudinal Field Research Methods for Studying Organizational Processes, Austin, Texas.

Conference Presentations for AACSB International

- Glick, W.H. 2006-present. Multiple presentations at international and regional conferences for AACSB International. Many of these presentations are tied to my roles on the AACSB Board of Directors and my service as Vice Chair/Chair Elect, Chair and Immediate Past Chair for the Board. Selected presentations appear below:
 - Glick, W.H. 2017. Connect with your best future with AACSB. Presented at the National Chiao Tung University, Hsinchu, Taiwan.
 - Robinson, T., Glick, W.H., & Salleh, A. 2015. The AACSB Visioning Initiative: Envisioning the future and transforming management education worldwide. Presented at the AACSB Asia Pacific Annual Conference, Xi'An, China.
 - Robinson, T., Iñiguez de Onzoño, S., & Glick, W.H. 2016. The Visioning Initiative: Envisioning the future and transforming management education worldwide. Presented at the AACSB Deans' Conference, Miami, FL.
 - Glick, W.H. & Huss, H.F. 2014. Industry partnerships and the implications on accreditation. Presented at the AACSB Annual Accreditation Conference, Baltimore, MD.
 - Glick, W.H. & Reid, R. 2012. Blue Ribbon Committee on accreditation quality: An examination of the new proposed standards. Presented at the AACSB Associate Deans Conference, Houston, TX.

Conference Presentations

- Uhl-Bien, M., Tsui, A.S., Sitkin, S.B., Glick, W.H., Zaheer, S., & Bjorkman, I. 2018. Responsible research call to action: Improving lives by improving research impact. Professional Development Workshop presented at the Academy of Management, Chicago.
- Tsui, A.S. & Glick, W.H. 2018. From amoral to responsible research in management and business. Presented at the 4th Humanistic Management Preconference at the Academy of Management, Chicago.
- George, G., Glick, W.H., Liang, N., & Tsui, A. 2017. Responsible research in business and management in China: New initiatives to increase useful knowledge. Keynote panel presentation at the Annual Meeting of the Academy of Management, Atlanta.
- George, G., Glick, W.H. Dyllick, T.L., & Markides, C. 2017. At the interface of management science and practice: A community for responsible research. Presented at the Annual Meeting of the Academy of Management, Atlanta.
- Glick, W.H. 2017. A vision of responsible research in business and management. Presentation to the annual meeting of the strategic board of CEMS: The global alliance in management education, Barcelona.
- Glick, W.H., Abdel-Khalik, George, G., & Tsui, A. 2017. Responsible research in business and management: Striving toward credible and useful knowledge. Presented at the AACSB Annual Deans' conference, New Orleans.
- Glick, W.H. 2016. Transforming business education for global prosperity. Presented at the 6th International Business School Shanghai Conference, Shanghai, China.
- Glick, W.H. 2016. Future of business education: Celebrating 50 years and future opportunities. Presented at Symposium Celebrating 50th Anniversary of the Zarb School of Business at Hofstra University, New York, NY.
- Brittain, D., & Glick, W.H. 2015. Shared leadership. Leadership Circle Updates presented at the Fifth National Congress of Vision 2020, Nashville, TN.
- Chen, V.C., Glick, W.H., Lorange, P., Mintzberg, H., & Spender, J.C. 2015. Designing the future of business schools: Persistent problems in changing contexts. Showcase symposium presented at the Annual Meeting of the Academy of Management, Vancouver, BC.
- Glick, W.H. 2009. Value of research: Weak measures, dissensus, and making a difference. Paper for symposium, "The quality of organizational science: Metrics, perceptions and politics". Presented at the Annual Meeting of the Academy of Management, Chicago, IL.
- Glick, W.H. 2009. Thought Leadership on Risk Change. Presented at the Engineering and Construction Contracting Association Conference, Lost Pines, TX.
- Glick, W.H. 2008. Teaching iniative. (Invited session chair.) Deans Conclave held in conjunction with the SMS Special Conference "Emerging India: Strategic innovation in a flat world." Indian School of Business, Hyderabad, India.

- Glick, W.H. 2008. What else could upset the pineapple cart?: Trends in graduate management education. AACSB ICAM Conference Honolulu, HI.
- Glick, W.H. 2007. Promoting research in business schools: what should be included, how to measure it and how to reward it.(Invited panelist.) CLADEA Annual Conference, Miami, FL.
- Glick, W.H. 2007. Strategic management and the B-School curriculum: A panel of deans. Plenary session at the Strategic Management Society Annual Conference, San Diego, CA.
- Glick, W.H. 2006. Work-life balance. Presented in the Organizational Behavior Division Doctoral Consortium at the Annual Meeting of the Academy of Management, Atlanta, GA.
- Glick, W.H. 2006. Partnership between universities, regions and business to shape and nurture the knowledge and know-how of the future. Presented at the La Baule World Investment Conference in La Baule, France.
- Washburn, N.T., Glick, W.H., Gomez-Mejia, L.R. 2006. Not all risk taking is born equal: The influence of perceptions on risk taking outcomes. Presented at the Annual Meeting of the Academy of Management, Atlanta, GA.
- Glick, W.H., Washburn, N.T., and Miller, C.C. 2005. The myth of firm performance. Presented at the Annual Meeting of the Academy of Management, Honolulu HI.
- Glick, W. H., Miller, C. C., and Washburn, N. Measuring firm performance: Cooked books versus fickle markets versus subjective perceptions. Presented at the 2004 Annual Meetings of the Strategic Management Society. San Juan, PR.
- Wang, Y.D., Yang, C., Wang, K.Y., and Glick, W.H. 2004. Comparing job satisfaction, organizational commitment, and turnover intention between public and private employees: the Case of Taiwan. Presented at the Annual Meeting of the Academy of Management. New Orleans, LA.
- Glick, W.H. 2002. Methodological flaws the kill papers. Ph.D. Project sponsored panel session on research methodology at the Annual Meetings of the Academy of Management, Denver, CO.
- Glick, W.H., and Anand, V. 2002. Configurations of knowledge management practices: Three ideal types. Presented at the Third European Conference on Organizational Knowledge, Learning, and Capabilities. Athens, Greece.
- Skilton, P., and Glick, W.H. 1999. Who Learns What, and When?: Understanding the Development of Collaboration and Coordination Competence in Pluralistic Knowledge Processes. Presented at the Annual Meeting of the Academy of Management. Chicago, IL.
- Skilton, P., Glick, W.H., and Wiseman, R.M. 1999. Knowledge Management of Management Scholars: Pluralism, Collaboration, and Knowledge Productivity. Showcase symposium at the Annual Meeting of the Academy of Management. Chicago, IL.
- Kilbourne, L.M., Miller, C.C., Cardinal, L.B., Glick, W.H., and Wang, Y.D. 1998. The structure of academic careers in organization science: Accumulative advantage, uncertainty, and homogenization perspectives. Presented at the Annual Meeting of the Academy of Management. San Diego, CA.

- Miller, C.C., Burke, L.M., and Glick, W.H. August 1996. Cognitive diversity among upper echelon executives: Implications for strategic decision processes. Presented at the Annual Meeting of the Academy of Management. Cincinatti, OH.
- Chattopadhyay, P., and Glick, W.H. August 1995. Organizational actions in response to threats and opportunities. Presented at the Annual Meeting of the Academy of Management. Vancouver, B.C.
- Miller, C.C., Cardinal, L.B., and Glick, W.H. August 1995. The sky is not falling: Retrospective reports are not fiction. Poster paper presented at the Annual Meeting of the Academy of Management. Vancouver, British Columbia.
- Glick, W.H. March, 1995. Typological Theory Building: An Approach to Simplifying Large Scale MESO Research on Organizational Change and Redesign. Paper presented at the Annual Meeting of Meso. Dallas, Texas.
- Glick, W.H., and Doty, D.H. August 1994. Configurations of job and organizational design: Building theory to reduce barriers to understanding. Showcase Symposium presented at the Annual Meeting of the Academy of Management. Dallas, Texas.
- ogilvie, d., Glick, W.H., and Miller, C.C. August 1994. Reconceptualizing complexity: Toward a more sophisticated approach to assessing task environments. Presented at the Annual Meeting of the Academy of Management. Dallas, TX.
- Glick, W.H., Beyer, J.M., Chattopadhyay, P., George, E., Knoll, K., ogilvie, dt, Pugliese D., and Saxena, S. August 1993. The selective perception of managers revisited. Presented at the Annual Meeting of the Academy of Management. Atlanta, GA.
- Doty, D.H., and Glick, W.H. August 1992. Failing in fives: A cross-sectional and longitudinal test of Mintzberg's theory. Paper presented at the Annual Meeting of the Academy of Management. Las Vegas, NV.
- Glick, W.H. May 1992. Sand, bricks, or walls: A critical realist's interpretation. Paper presented at the Annual Meetings of the Society for Industrial and Organizational Psychology. Montreal. (Invited Symposium)
- Huber, G.P., Sutcliffe, K.M., Glick, W.H., Miller, C.C. August 1991. Determinants of organizational changes: A comparison of their relative impact. Paper presented at the Annual Meeting of the Academy of Management. Miami, FL.
- Glick, W.H., ogilvie, dt, and Miller, C.C. August 1990. Assessing dimensions of task environments: Intra-industry and aggregate industry measures. Paper presented at the Annual Meeting of the Academy of Management. San Francisco, CA.
- Glick, W.H., Miller, C.C., and Huber, G.P. August 1990. Upper level differentiation in organizations: Structural, demographic, and cognitive influences on organizational effectiveness. Showcase symposium paper presented at the Annual Meeting of the Academy of Management. San Francisco, CA.

- Glick, W.H. Research: Techniques and issues. Invited presentations for Doctoral Students/Young Professors Consortium. 1990 Annual Meeting of the Southwest Division of the Academy of Management. Dallas, TX.
- Doty, D.H., and Glick, W.H. August 1989. Construct validity in organizational research: Good news-Bad news. Paper presented at the Annual Meeting of the Academy of Management. Washington, D.C.
- Huber, G.P. Sutcliffe, K., and Glick, W.H. August 1989. Environmental determinism and strategic choice: Empirical analyses of their relationships and subcomponent relationships. Paper presented at the Annual Meeting of the Academy of Management. Washington, D.C.
- Glick, W.H., Doty, D.H., and Huber, G.P. August 1989. Multi-dimensional fit, equifinality, and organizational effectiveness: A test of Mintzberg's theory. Paper presented at the Annual Meeting of the Academy of Management. Washington, D.C.
- Glick, W.H. April 1989. The utility of the social information processing framework for understanding behavior and attitudes at work. Paper presented at the Annual Meetings of the Society of Industrial and Organizational Psychology. Boston, MA.
- Glick, W.H., and Huber, G.P. September 1988. A program of longitudinal field research to increase organizational effectiveness. Paper presented at the National Science Foundation Conference on Longitudinal Field Research Methods for Studying Organizational Processes, Austin, TX.
- Huber, G.P., Sutcliffe, K., and Glick, W.H. August 1988. Strategic choice and environmental determinism as determinants of strategic organizational change behaviors. Paper presented at the Annual Meeting of the Academy of Management. Los Angeles, CA.
- Doty, D.H., and Glick, W.H. April 1988. Method Variance in I/O Research: Major Effect of Mythical Beast? Paper presented at the Annual Meetings of the Society of Industrial and Organizational Psychology. Dallas, TX.
- Glick, W.H., Carsrud, A.L., Doty, D.H., and Beekun, R.I. August 1987. A relational approach to interdependencies and coordination: A field study. Paper presented at the Annual Meeting of the Academy of Management. New Orleans, LA.
- Berlinger, L.R., Glick, W.H., and Rodgers, R.C. August 1986. Job enrichment increases performance: Wishful thinking or a dream come true?: A Meta-Analysis. Paper presented at the Annual Meeting of the Academy of Management. Chicago, IL.
- Beekun, R., and Glick, W.H. August 1986. Reinterpreting organizational theories from a network analysis perspective. Paper presented at the Annual Meeting of the Academy of Management. Chicago, IL.
- Roberts, K.H., Glick, W.H., Pearce, J.L., Miller, H., Klimoski, R.J., Weissenberg, P., Whetton, D.A. and Orton, D. August 1986. What is Y?: Defining organizational behavior through labels, contributions, and themes. Presented at the Annual Meeting of the Academy of Management. Chicago, IL. (Invited symposium).

- Glick, W.H., and Drexler, J.A. Jr. August 1986. Assessing Individual, Group, and Divisional Properties: An Empirical Demonstration of Issues in Multilevel Research. Presented at the Annual Meeting of the Academy of Management. Chicago, IL. (Invited symposium).
- Miller, C.C., Cardinal, L.B., Rogers, D.L., Wang, Y.D., Kilbourne, L.M., Glick, W.H., and Rodgers, R.C. August 1985. Developing researchers in organization and management theory: Methods of improving program success. Presented at the Annual Meeting of the Academy of Management. San Diego, CA. (Invited symposium).
- Glick, W.H., and Bhagat, R.S. August 1985. Utilization of American organizational science in the Asian context: Views from abroad. Presented at the Annual Meeting of the Academy of Management. San Diego. (Invited symposium).
- Glick, W.H., Jenkins, G.D., Jr., and Gupta, N. August 1984. Frogs in ponds, people in organizations: How important are social cues? Paper for symposium, "Field tests of the social information processing approach to task design". Presented at the Annual Meeting of the Academy of Management. Boston, MA.
- Glick, W.H., Graham-Moore, B.E., and Schilhabel, L. August 1984. Antecedents and consequences of perceptions of job characteristics: An empirical test of two theories. Presented at the Annual Meeting of the Academy of Management. Boston, MA.
- Cox, C.L. and Glick, W.H. August 1983. Cosmetics use and resume evaluations. Presented at the Annual Meeting of the Academy of Management. Dallas, TX.
- Glick, W.H. August 1982. Explaining the similarity effect: A comparison of four theories. Presented at the Annual Meeting of the Academy of Management. New York, NY.
- Rotchford, N., and Glick, W.H. August 1979. Comparative model of job responses across work schedules. Presented at the Annual Meeting of the American Psychological Association. New York, NY. (Invited symposium).
- Glick, W.H. and Roberts, K.H. August 1979. Proximal and distal environmental influences on individuals. Presented at the Annual Meeting of the American Psychological Association. New York, NY. (Invited symposium).
- Roberts, K.H., and Glick, W.H. August 1979. Missing persons in cross-national research: part-time workers. Presented at the Annual Meeting of the Academy of Management. Atlanta. (Invited symposium).
- Glick, W.H., and Roberts, K.H. August 1978. Inconsistencies in specification of theories and data analytic procedures. Presented at the Annual Meeting of the American Psychological Association. Toronto, Canada. (Invited symposium).
- Roberts, K.H., and Glick, W.H. August 1978. Cross-situational replicability of instrumentation. Presented at the Annual Meeting of the International Congress of Applied Psychology. Munich, West Germany. (Invited symposium).

Virtual Event Presentations

Glick, W.H. May 29, 2018. A Vision of Responsible Research in Business and Management: Striving for Useful & Credible Knowledge. Presentation for the 2018 Research Methods Division of the Academy of Management and the Consortium for the Advancement of Research Methods and Analysis (RMD-CARMA) Doctoral Student and Junior Faculty Virtual Consortium event on Designing and Managing Your Dissertation or Large Research Project. (Invited Virtual Presentation posted at: https://www.dropbox.com/sh/1w041a2npzmv77a/AACQQ8LWSsdSUd-c0vTJEVbMa?dl=0)

Tsui, A.S., and Glick, W.H. March 5, 2018. From Amoral to Responsible Management Research. A Necessary Conversation hosted by the International Humanistic Management Association. (Invited Virtual Presentation)

Invited Presentations

Various presentations at AACSB, GMAC, IBSSC, IIT Global Conference, INSEAD, Erasmus University, London Business School, ESC-Toulouse, University of Arkansas, University of Minnesota, University of Wisconsin, Northwestern University, University of Houston, University of North Texas, University of Arizona, American University, Shanghai Jiao Tong University, Rice University, and National Chiao Tung University.

Senior Editorial Roles

1998 to 2004 Organization Science, Senior Editor

Editorial Boards

Organization Science	1997
Organizational Research Methods	1996 to 2004
Journal of Management	1992 to 1996
Academy of Management Review	1990 to 1996
Academy of Management Journal	1984 to 1990

Associate Guest Editor

1991 <u>Organization Science</u>, Special Issues on Longitudinal Research Methods for Studying Processes of Organizational Change.

Special Issue Editorial Board

Communication Research Special Issue on "Micro-Macro Issues in Communication" 1990.

<u>Academy of Management Journal</u> Special Research Forum on "The Sociology of Management as a Science" 1996.

Ad Hoc Review Activities

Academy of Management Review Academy of Management Journal Administrative Science Quarterly Communication Research Decision Support Systems Industrial Relations Journal of Applied Psychology Journal of Organizational Behavior

Ad Hoc Review Activities (continued)

Journal of Management Inquiry Journal of Management Studies Journal of Psychology Management Science Organization Science Organizational Behavior and Human Decision Processes Personnel Psychology Psychological Bulletin Strategic Management Journal Harper and Row, Publishers PWS-Kent, Publishers Academy of Management Annual Meetings (Organizational Behavior, Organizations and Management Theory, and Personnel and Human Resources Divisions) Strategic Management Society Annual Meetings

Professional Associations

Academy of Management Institute For Operations Research and the Management Sciences Strategic Management Society

Professional Service

- Outstanding Publication Award Committee, Academy of Management, Organizational Behavior Division, 1993 and 1996
- INFORMS, Journal Review Committee to Evaluate Organization Science and Recommend a new Editor, 1996-1997

INFORMS Doctoral Dissertation Award Committee, 2001

Academy of Management, Facilitator for multiple years for Professional Development Workshops for Cognition in the Raw (Managerial and Organizational Cognition Division) and Three Conversations on Organizational Knowledge (Multiple Divisions), 1999 to 2004.

Teaching Accomplishments

Courses Taught

Organizational Behavior Business Process Redesign Research Design Consulting Skills for Change Management Projects Course for Information Management Program Organizational Forms for Supply Chain Management * Organizational Structure, Technology, and Information Systems * Organizational Learning and Organizational Identity * Professional Services Firms: Leading from the Middle * one credit modules

Teaching Effectiveness

Teaching evaluations at ASU average 1.5 on a 5 point scale (1 = Excellent)

Administrative Accomplishments

Dean of the Jesse H. Jones Graduate School of Business at Rice University 2005 to 2016

Mission

"We excel at developing principled, innovative, thought leaders in global communities." *Vision*

"JGSB is a premier business school honoring the legacy of Jesse Jones through big ideas creating value, enhancing learning and top talent. This vision is viewed through the lens of real value delivered to our stakeholders (knowledge creation and value-added business education) and stakeholder assessment of our value creation (student quality and demand; effectiveness of the learning process; engagement by alumni, corporations and community; and philanthropic support). The JGSB will be known for thought leadership that drives action and global value creation."

Accomplishments Toward the Vision

- Developed and completed a \$65,000,000 capital campaign focused on scholarships, faculty and programs.
- Built full-time faculty to a peak of 64 (up from 48 in Fall 2005). Increased the number of excellent faculty holding endowed chair positions from 13 to 22.
- Improved faculty recruiting and research support, contributing to an increase in research productivity in the top 45 academic and practitioner journals tracked by the *Financial Times*. The increased productivity led to a top 28 intellectual contribution ranking among *Financial Times* Full-time MBA programs in the U.S. Four faculty members also were recognized among the most prolific scholars in recent publications in marketing and management.
- Pushed efforts to demonstrate the value of faculty research to the broader public through the launch of Rice Business Wisdom.
- Enhanced faculty teaching quality, resulting in an "A" from *Businessweek* for the MBA for Professionals program and rated top 10 for Best Professors by *Princeton Review* for three consecutive years.
- Supported and developed current faculty leading to promotions for the majority of full-time faculty continuing from 2005.
- Strategically increased staff support to leverage faculty resources and deliver programmatic excellence. Staff quality enhanced through selective hiring, internal development, and continuous process improvements.
- Significantly revised curriculum in existing programs and launched five new programs: Rice MBA for Professionals (weekday evening and weekend options), Rice Undergraduate Business Minor, Rice Education Entrepreneurship Program, Ph.D. in Business and Masters in Accounting.
- The Rice MBA is the only full-time program to ever rise from below top 40 to top 25 in the U.S. across all three of the most important global rankings including top 10 in Businessweek. And Rice accomplished this climb to excellence in just a decade from 2006 to 2016: Bloomberg Businessweek, from unranked to No. 8; U.S. News, from No. 44 to No. 25; Financial Times, from No. 41 to No. 24 (in the U.S.). Rice is also the only school to ever reach top 20 in Businessweek without being ranked by either Businessweek or U.S. News prior to 1999. Rice gained more in the sum of those publications' rankings than any other school from 2006 to 2016.
- The Rice MBA for Professionals is now ranked No. 3 among part-time programs by Businessweek. Financial Times ranks the Rice MBA No. 7 among U.S. based executive MBA programs.

Dean of the Jesse H. Jones Graduate School of Business at Rice University 2005 to 2016 Accomplishments Toward the Vision (continued)

- Doubled total enrollment while improving selectivity and admissions standards. All three Rice MBA programs are now typically among top 25 in student quality metrics. In the Rice MBA full-time program, average *GMAT scores increased from 602 to 690* and *selectivity moved to 24th place in the 2014 US News top 50*. Graduates report very positive outcomes placing the Rice MBA full-time program *No. 10 in 'salary percentage increase'* in the U.S. among alumni 3 years post graduation and *No. 26 in 'aims achieved'* in the U.S. Rice MBA for Executives admissions standards also improved with *average work experience up to 19 years*. *And, the executives ranked 1st in both 'salary percentage increase' and 'aims achieved' in the U.S. among alumni 3 years post graduation with an annual salary of roughly \$218,340*. Student quality for the Rice MBA for Professionals was ranked *A*+ *for "Caliber of Classmates"* and *consistently among the top 10 part-time MBA* programs ranked by Businessweek. Graduate entrepreneurship program is also consistently among top 10 and hosts the world's richest business plan competition.
- Established Rice MBA as a *diversity leader* across all three programs in terms of percentages of women and underrepresented minorities. Among *US News Top 50 Full-Time MBA Programs*, our percentages of underrepresented minorities typically rank among the top 15 and our percentages of women are generally among the top 20. Based on our benchmarking of top part-time programs, our underrepresented minority percentage typically ranks among the top 5. Although comparative data is not available among EMBA programs, our percentage of underrepresented minorities is probably among the top 5 nationally. In 2014, the Rice MBA was invited to join Forté, a consortium promoting women into successful careers. We are also proud supporters of the PhD Project, dedicated to increasing the number and employment of under represented PhD qualified business faculty.
- Followed the vision of Jesse H. Jones to develop and/or create several local and global community-oriented activities, including: Rice Summer Business Institute for under-served high school students; Rice Education Entrepreneurship Program to develop innovative leadership for K-12 under-served schools; Houston Oriented Social Enterprise Case Analysis as a capstone course for Rice MBA for Executives and for Professionals; and Rice Board Fellows program that engages Rice MBA students on local non-profit boards.
- Reached out to the business community with more symposia, speaker events and Action Learning Projects. This has contributed to the creation of a network of 50 corporate investors.
- Value to alumni and employers is up significantly across all three Rice MBA programs with Professional MBA graduates ranked top 10 in salary increases while in the program by Businessweek. In the U.S., full-time and EMBA graduates have both ranked among the top 15 in aims achieved, top 25 in salary 3 years after graduation and top 10 in percentage salary increase from matriculation to 3 years after graduation by Financial Times. (Part-time programs not ranked by Financial Times. All rankings domestic only.)
- Developed strong corporate relations program to connect to major recruiters, employers of fully employed students, donors, executive education and alumni.
- Increased alumni giving participation rate by more than 30 percent with current use gifts to the annual fund totaling more than five times prior annual giving.
- With first year graduate enrollments increasing over 80 percent, the addition of an undergraduate minor, modest tuition increases consistent with peer schools, rapid growth in executive education and increased philanthropic support, total revenues for the Jones School have increased 70 percent from FY06 through FY16.

Chair of the Department of Management at Arizona State University 1995 to 2005

Departmental Vision developed in 1995

"to be internationally recognized as a top 20 leader in research and education that develops and promotes effective managerial practices. We will be an inclusive, ethical community of trust, fun, teamwork, and self-leadership characterized by open communication, innovation, and collaborative relationships with our internal and external stakeholders."

Accomplishments Toward the Vision

In teaching, Department of Management faculty and doctoral students won a large share of the teaching awards within the school and university. They also won multiple national awards and recruited two faculty who appeared in the Business Week listing of best professors.

In the 2005 U.S. News & World Report rankings:

- the W. P. Carey School of Business moved to a 25th ranking among undergraduate programs while the management major moved to 19thth rank
- the W. P. Carey MBA full-time program was ranked 29th (13th among public schools)
- the W. P. Carey MBA evening program was ranked 17th
- In rankings based on publications in premier journals (AMJ, AMR, ASQ, & SMJ) over the 1997-2001 period, *ASU's Management research productivity ranked 3rd internationally* (<<u>http://www.kelley.indiana.edu/ardennis/rankings/></u>). In a related article (Trieschman, et al., 2001, AMJ) covering a previous time period, ASU's Management research ranked 21st internationally.
- The ASU Department of Management *ranked 1st internationally in* the number of faculty among the 33 charter members inducted into *the Academy of Management's Journals Hall of Fame*.
- The Department ranked 2nd in terms of the number of frequent authors in the <u>Strategic</u> <u>Management Journal</u>.
- The Department *ranked* 3rd *internationally in the number of faculty among the top 100 authors on the basis of the numbers of citations to their research* in top management journals. Five ASU faculty are listed on the web at <u>http://www.orgstudies.org/</u> : Bob Hoskisson, Luis Gomez-Mejia, Anne Tsui, Blake Ashforth, and Bill Glick. The other top schools are Stanford (1st), Michigan (2nd), and Wharton (tied for third place with W. P. Carey), Texas (5th), and tied for sixth place are Columbia, Tuck, Washington, and Texas A&M.
- This level of productivity also contributed to a 32nd research rank for ASU's W. P. Carey School of Business in the Financial Times with an overall ranking of 64th for our W. P. Carey MBA. Management faculty members contributed roughly half of the publications for the school for this school level ranking.
- Launched a dramatically revised undergraduate major in management based on significant input from recruiters, alumni, executives, and corporate universities. The new curriculum is designed to develop team-skilled, collaborative managers with the capability to solve people & process problems, and communicate in a project-oriented, digital environment.
- Through collaborative teamwork, management faculty members involved in the W. P. Carey MBA core have greatly improved all three core courses offered by the department. These courses have been among the top five core courses for the past three years.
- In executive education, the department took the lead in several custom programs including the Ford Executive Leadership program (Bill Glick, Faculty Director), General Dynamics, Motorola, Arizona Public Service, ON Semiconductor, and Arizona Department of Health and Human Services (Tom Keller, Faculty Director).

Chair of the Department of Management at Arizona State University 1995 to 2005 Accomplishments Toward the Vision (continued)

Professionally, the department was represented on the editorial boards of almost all of the top journals. Three journals were edited by faculty members and two other members served as senior editors and associate editors. Three individuals are Fellows of the Academy of Management and two are Fellows of both the Society for Industrial/Organizational Psychology and the American Psychological Association. Department faculty have also served in numerous leadership roles in professional associations and throughout the university.

Director Business Honors Program at the University of Texas College of Business 1993 to 1995

- Grew the size of the Business Honors Program from roughly 35 entering students per year to 130 students per year while increasing the admissions standards.
- Average student in the program was in the top 3 % of their high school class with SAT scores above 1350 and a strong record of taking leadership positions and volunteering in the community. Based on these admissions standards, the program was among the top 5 Business Honors Programs internationally.
- Instituted direct admissions from high school into the Business Honors Program to boost university recruiting efforts for National Merit Scholars and other top candidates. Main competition for students came from the top Ivy League programs.
- Improved student placement very significantly during this period by working closely with recruiters. Roughly 40% of the graduating class of 1995 went into management consulting, with several going to McKinsey, Booz & Allen, Bain, etc. Many of these firms came to campus specifically to recruit the Business Honors Program students and were then encouraged to talk to the MBA students while on campus. Prior to 1993, few of the Business Honors Program students went into consulting.