

CURRICULUM VITAE
WAYNE EASTMAN

Professor
Supply Chain Management Department
Rutgers Business School—Newark and New Brunswick

Work:	Home:
Rutgers University	217 Highland Avenue
Rutgers Business School	Orange, N.J. 07050
Room 966	
1 Washington Park	
Newark, NJ 07102	
Office: (973) 353-1001	
Cell: (973) 494-6082	
weastman@business.rutgers.edu	

EDUCATION

Harvard Law School, Cambridge, Mass., J.D. 1981.

Harvard University, Cambridge, Mass., A.B. 1977.
(Government major)

ACADEMIC HONORS AND AWARDS

Magna cum laude, Harvard Law School.
Magna cum laude and Phi Beta Kappa, Harvard College.
Valedictorian and National Merit Scholar, Chatham High School, Chatham, NJ.

EMPLOYMENT

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

Professor, Rutgers Business School	2017-present
Associate Professor, Faculty of Management and Rutgers Business School- Newark and New Brunswick	1997-2017
Assistant Professor, Graduate School of Management.	1991-1997
Lecturer, Graduate School of Management.	1990-1991
Coadjutant, Graduate School of Management.	1984-1990

NATIONAL LABOR RELATIONS BOARD

Board Attorney (Region 22, Newark, NJ); investigated and tried unfair labor practice cases	1988-1990
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Self-employed;
wrote unpublished philosophical novel. 1987-1988

FRIED, FRANK, HARRIS, SHRIVER & JACOBSON
Associate (litigation department). 1985-1987

MANHATTAN DISTRICT ATTORNEY'S OFFICE
Assistant District Attorney (Frauds
Bureau and Rackets Bureau); investigated
and tried white-collar crime cases. 1981-1985

RESEARCH SUMMARY [see my RBS faculty website
<http://www.business.rutgers.edu/faculty-research/directory/eastman-wayne> for links to
some of my articles, as well as to some of my teaching materials and to my public
scholarship]

My theoretical research focuses on business ethics, with an emphasis on emotions and their role in solving the Prisoner's Dilemma and other social games, as well as on the relationship between emotions and reasoning. My book with Palgrave Macmillan, *Why Business Ethics Matters: Answers from a New Game Theory Model*, brings together the game-theoretic side of my research program with the critical, humanistic side. "Ideology as Rationalization and as Self-Righteousness: Psychology and Law as Paths to Critical Business Ethics," my 2013 paper in *Business Ethics Quarterly*, the top academic journal in my field, exemplifies the critical, humanistic side of my work, and my earlier post-tenure article in *BEQ*, "The Importance of Value Diversity in Corporate Life," exemplifies the analytical side.

The jacket blurb for my book: "Wayne Eastman passes F. Scott Fitzgerald's test for a first-rate intelligence--being able to hold two opposing ideas in mind, while still being able to function--with flying colors. Intelligent readers will be persuaded by his account of how reason and emotion interact in opposing yet complementary ways to yield ethical judgments that have helped us solve the most challenging and important social games we face." -Robert H. Frank, Henrietta Johnson Louis Professor of Management and Professor of Economics, Cornell University

TEACHING SUMMARY

I have taught business ethics and business law effectively in a wide variety of programs, including the MBA, PAMBA, Newark undergraduate, Ph.D, off-campus, EMBA, IEMBA, and online MACCY programs. Over many years I have maintained an overall record of above-average instructor ratings (over 4.0 Q9 average from 2001 to the present). In individual cases in which my ratings have not been above average, I have worked to adjust my approach and have returned to above-average or significantly above-average ratings in later semesters and years. Post-tenure, I have developed a strong academic and professional interest in pedagogy and in the relationship of the K-12 and

higher education systems. That interest has been reflected in my efforts as SCM vice chair to help colleagues innovate and improve as teachers, in my service from 2006 to 2016 on the South Orange-Maplewood Board of Education, in my lobbying with other school board members for reforms in New Jersey education law, and also in my public scholarship.

SERVICE SUMMARY

Currently, I serve as the Dean's Special Advisor on Procedural Matters, responsible for advising Dean Lei on matters related to law and process. Previously, from 2009 through June 2016, I served as Vice Chair of the SCMMS and then the SCM Department, with a broad range of responsibilities focusing on recruiting and faculty development, enhancing teaching through establishing policies and through mentoring/coaching, fostering a high-aspiration, collegial departmental culture, and general policy-making and administration. The rise of supply chain management at Rutgers Business School over my time as vice chair was a team effort with a key leader, SCMMS chair and now RBS Dean Lei Lei, with whom I worked closely. As a member of the managerial team, I believe I played a role in our success in growing from a small MBA and New Brunswick-only undergraduate program when I joined the department shortly after it launched to what it is now: a nationally ranked stand-alone SCM department that has the second largest undergraduate supply chain program in the country (1000 SCM majors now, compared to 112 in 2011 in the early part of my time as vice chair). As vice chair and in my post-tenure service in general, I have had a particular focus on working with department colleagues, other departments, and other parts of the University to build, and to gain approval, for new courses and programs, notably the undergraduate supply chain program, a revised version of the MBA supply chain program, the online SCM master's program, and a new core class in my core field of business ethics. I was PI on a \$300,000 grant for the US Department of Labor to work with other research universities and with community colleges on developing supply chain curricula to be taught online by our community college partners, Essex County College and Union County College, to underserved students. I advised 2014 Ph.D. graduate Witaya Siripanwattana, and have served on the committees for Andika Pratima, Rose Kiwanuka, Deirdre Collier, Ron Strauss, Chris Young, and Marguerite Schneider. I have served as chair of the department's Recruiting Committee, and have served as the PEC chair for merit increases. At the school level, I served for years on the Nominating Committee and serve as faculty Parliamentarian. Through the RBS Communications office, I frequently speak with reporters. Over the years, I have been heavily involved in community service, and more recently I have been involved in public scholarship related to that service; I just published a peer-reviewed article that draws on my experience in trying to improve student learning in my home district of South Orange-Maplewood, a racially integrated K-12 district with just under 7,000 students and a budget of \$125,000,000. I served as a Board of Education member from 2006-2015, and as President from 2015-2016. I have regularly served as a reviewer for the Society for Business Ethics and Academy of Management (SIM Division) annual conferences, and as an Associate Editor for the SIM Division; I also serve as an ad hoc reviewer for *Business*

Ethics Quarterly, and have served over the years as an ad hoc reviewer for a variety of journals in business ethics and management.

REFEREED BOOK

Eastman, W. "Why Business Ethics Matters: Answers from a New Game Theory Model." (Palgrave Macmillan, 2015).

REFEREED JOURNAL PUBLICATIONS

Freedson, M. & Eastman, W. "The Politics and Practice of Literacy Pedagogy: Ideology and Outcomes in Two Racially Diverse Settings." *Kappa Delta Pi Record*. 52:4. 162-167. (2016)

Eastman, W. "Ideology as Rationalization and as Self-Righteousness: Psychology and Law as Paths to Critical Business Ethics." *Business Ethics Quarterly*. 23: 527-560 (2013).

Young, C. & Eastman, W. "The Structural Failures of the Heavenly Markets." *Rationality and Society*. 25: 46-89 (2013).

Eastman, W. & Collier, D. "The Optimal Bargain between the Elite and the Majority: Party and Managerial Ideologies as Devices to Control Politicians and Managers." *Journal of Group Decision and Negotiation*. 21:475-494 (2012).

Eastman, W. & Santoro, M. "The Importance of Value Diversity in Corporate Life." *Business Ethics Quarterly* 13: 433-452 (2003).

Viswanath, P.V. & Eastman, W. "Bondholder-Stockholder Conflict: Contractual Covenants vs. Court-Mediated Ex-Post Settling-Up." *Review of Quantitative Finance and Accounting* 21: 157-177 (2003).

Eastman, W. & Santoro, M. "Voting for Your Boss: An Economic Argument for Workplace Democracy." *University of Pennsylvania Journal of Law and Social Change* 6: 37-54 (2002).*

Eastman, W. "Why Are You Working at the Firm?" *Hastings Women's Law Journal*, 13: 325-344 (2002).*

Eastman, W. & Bailey, J.R. "Mediating the Fact-Value Antinomy: Patterns in Legal and Managerial Rhetoric, 1890-1990." *Organization Science*, 9: 232-245 (1998).

J.R. Bailey & Eastman, W. "Mediation in Moderation," (response to Ann Connell & Walter Nord's comment on Eastman & Bailey, above). *Organization Science*, 9: 250-251 (1998).

Eastman, W. "Working for Position: Women, Men, and Managerial Work Hours." *Industrial Relations*, 37: 51-66 (1998).

Eastman, W. "Telling Alternative Stories: Heterodox Versions of the Prisoners' Dilemma, the Coase Theorem, and Supply-Demand Equilibrium." *Connecticut Law Review*, 29: 727-825 (1997).*

Eastman, W. "Ideology and Formality: The Eternal Golden Snarl." *Connecticut Law Review*, 29: 849-865 (1997) (rejoinder to Robert Birmingham's reply to "Telling Alternative Stories").

Eastman, W. "Overestimating Oneself and Overlooking the Law: Psychological Supports for Employment at Will." *Journal of Employee Responsibilities and Rights*, 10: 21-36 (1997).

Chen, C.C. & Eastman, W. "Toward a Corporate Civic Culture for Multicultural Organizations." *Journal of Applied Behavioral Science*, 33: 454-470 (1997).

Eastman W. "How Coasean Bargaining Entails a Prisoners' Dilemma." *Notre Dame Law Review*, 73: 89-101 (1996).*

Eastman, W. "'Everything's Up for Grabs': The Coasean Story in Game-Theoretic Terms." *New England Law Review*, 31: 1-37 (1996).*

Eastman, W. & Bailey, J. R. "Epistemology, Action, and Rhetoric: Past and Present Connections in Organizational Scholarship." *Journal of Applied Behavioral Science*, conclusion of special issue, "Science and Service in Management Scholarship," 32: 455-462 (1996).

Bailey, J. R. & Eastman, W. "Tensions Between Science and Service in Organizational Scholarship." *Journal of Applied Behavioral Science*, introduction of special issue, "Science and Service in Management Scholarship," 32: 350-355 (1996).

Eastman, W. "Is It Time Yet for a Statute to End Employment at Will?: Lessons from the History of Workers' Compensation." *Journal of Individual Employment Rights*, 4: 15-29 (1995).

Bailey, J. R. & Eastman, W. "Positivism and the Promise of the Social Sciences." *Theory and Psychology*, 4: 505-524 (1994).

Eastman, W. & Bailey, J. R. "Examining the Origins of Management Theory: Value Divisions in the Positivist Program." *Journal of Applied Behavioral Science*, 30: 313-328 (1994).

Eastman, W. "Organization Life and Critical Legal Thought: A Psychopolitical Inquiry and Argument." *New York University Review of Law and Social Change*, 19: 721-796 (1992).*

*Law review article: Law reviews are treated as refereed journals in this list, consistent with the practice that law reviews as the major outlets for legal scholarship will be counted as refereed journals for a faculty member for whom law is a central field.

PIPELINE: BOOK PROPOSAL, WORKING PAPERS, AND OTHER PROJECTS

a) Business ethics and game theory

Eastman, W. "The Spirit of Modernity: The Rise of Business Ethics and the Transformation of Political Ethics" (book proposal)

Eastman, W. "The Meaning(s) of Your Life: Psychological Ethics and Business Ethics" (book proposal)

Eastman, W. "The Social Gene and the Selfish Gene." (presented at Economics and Public Policy Department Seminar at the University of Texas-Dallas)

Eastman, W. "A New Approach to Game Theory" (presented at SCM Department seminar)

Eastman, W. "Who Leads?" (presented at SBE).

Eastman, W. "Advantageous Altruism: Egalitarian, Magnanimous, Forgiving, Sympathetic, and Servant Leadership."

Eastman, W. "Modeling Moral Education Related to Political Ideology: Liberalism, Conservatism, and Business Ethics" (presented at SBE).

- b) Critical business ethics. I will be editing a special topic forum of the *Business and Professional Ethics Journal* on critical business ethics--see <https://www.pdcnet.org/bpej/Calls-for-Submissions> Some of the ideas in the papers listed below will be incorporated into my editor's introduction and conclusion.

Bryan, N., Eastman, W., Poucki, S. & Quarshie, A. "Bringing Human Trafficking into Executive Suites and Academia: Challenges and Opportunities" (presented at 2014 AOM conference, SIM Division, Aug. 2014).

Kiwanuka, R., Eastman, W., Bryan, N., Zhao, Y. & Lyons, K. "Collective Action by and for Small Producers in the Kenyan Coffee Supply Chain: A Critical Business Ethics Analysis."

Eastman, W. & Young, C. "A Born and Raised Liberal and a Born and Raised Conservative Investigate the Socio-Economic Correlates of Political Ideology: A Backstory, an Empirical Story, and Reflections for Business Ethicists."

Eastman, W. & Bryan, N. "The Faustian Spirit of Capitalism and its Opponents: A Critical Business Ethics Analysis of Wall Street and its Occupiers." (presented at 18th IESE Conference for Financial and Accounting Ethics, July 2014).

c) Public scholarship

M. Freedson & W. Eastman. "Becoming Genuinely Critical: Questioning Ourselves as Literacy Educators." .

W. Eastman & M. Freedson. "Teaching Children about Business Ethics: A Research Project in Newark and South Orange."

BOOK CHAPTERS

Eastman, W. "Hierarchy-Enhancing Versus Hierarchy-Leveling Perspectives in Organizations: Valuing Value Diversity in the New Economy, in Nancy DiTomaso, Corinne Post(ed.) *Diversity in the Work Force (Research in the Sociology of Work, Volume 14)* Emerald Group Publishing Limited, pp.165 - 181 (2004).

ENCYCLOPEDIA ARTICLES

Nonrefereed:

"The Economics of Human Trafficking" (forthcoming 2017). 8000 word article for Sage Encyclopedia of Human Trafficking.

"Conservatism," "Liberalism," and "Politics." 2000 word articles for the International Encyclopedia of Organization Studies (Sage, chief editors Stewart Clegg and James R. Bailey, 2007).

Refereed:

Eastman, W. "Critical Legal Studies." Encyclopedia of Law and Economics, Vol. 1: 754-789 (Edward Elgar, 2000).

BOOK REVIEWS

Eastman, W. A review of *Managing the Organizational Melting Pot: Dilemmas of Workforce Diversity* (reviewing Pushkala Prasad, Albert J. Mills, Michael Elmes & Anshuman Prasad, eds.). *Academy of Management Review*, 23: 357-360 (1998).

Eastman, W. "Squeezed for Time: Should Cutting Work Hours Be a Priority for Environmentalists?" (reviewing Juliet B. Schor, *The Overworked American: The Unexpected Decline of Leisure*). *Organization & Environment*, 10: 444-448 (1997).

Eastman, W. & Bailey, J. R. "Impossible Indeed: The Crucible of Modern Selfhood" (reviewing Gerald N. Izenberg, *Impossible Individuality: Romanticism, Revolution, and the Origins of Modern Selfhood, 1787-1802*). *Theory and Psychology*, 5: 597-603 (1995).

BEST PAPERS CONFERENCE PROCEEDINGS

Eastman, W. & Bailey, J. R. (1994). "Values and Assumptions in Management Theory: An Historical and Pedagogical Typology." *Best Papers Proceedings 1994*, Academy of Management: 169-174.

CONFERENCE PROCEEDINGS

Eastman, W. (2016). "144 Matrices/Beautiful Lies." Society for Business Ethics conference, Anaheim, August 2016.

Eastman, W, Stansbury, J. (2015). "Resolved: We Already Have Enough Business Ethics." Society for Business Ethics conference, Vancouver, August 2015.

Bryan, N., Eastman, W., Poucki, S. & Quarshie, A. (2014). "Bringing Human Trafficking into Executive Suites and Academia: Challenges and Opportunities" 2014 Academy of Management Proceedings (forthcoming), 2014 Academy of Management conference; Social Issues in Management Division).

Azadegan, A., Mahdikani, M., Eastman, W. & Linderman, K. (2014). "Contingencies on Benefiting from JIT Practices: Operating in Resource Scarce and Complex Environments." 2014 Academy of Management Proceedings; 2014 Academy of Management conference (Operations Management Division).

Eastman, W. (2013). "Means and Ends in Managerial and Legal Scholarship." 2013 Academy of Management Proceedings, 2013 Academy of Management conference (Social Issues in Management division).

Eastman, W. (2012). "Who Leads?" August 2012 Society for Business Ethics conference in Boston.

Eastman, W. (2010). "Modeling Moral Education Related to Political Ideology." August 2010 Society for Business Ethics conference in Montreal.

Eastman, W. (2009). "Combining Calculation and Culture." August 2009 Academy of Management conference in Chicago (Operations Management division).

Eastman, W. (2009). "Mr. Bentham, Meet Mr. MacIntyre: Value Competition, Value Contradiction, and Value Consensus." August 2009 Society for Business Ethics conference in Chicago.

Eastman, W. (2008). "Building Better Agents." August 2008 Society for Business Ethics conference in Anaheim.

Eastman, W. and Santoro, M. (2001). "The Importance of Value Diversity in Moral Free Space." August 2001 Society for Business Ethics conference in Washington, D.C.

Eastman, W. (1996). "And the Final 'Jeopardy!' Answer Is...: The Role of Desert Considerations in Decisions Under Risk." Academy of Management annual conference in Cincinnati.

Eastman, W. & Bailey, J. R. (1994). "Positivist Precursors of Early Twentieth Century Management Theory: Auguste Comte and John Stuart Mill." 1994 Proceedings, Eastern Academy of Management.

Eastman, W. (1993). "Toward Critical Management Theory: The Implications of Critical Legal Studies and Feminist Legal Criticism for Management Studies." Paper presented at the Academy of Management conference in Atlanta.

Eastman, W. (1992). "Legislation to End Employment-at-Will?: Lessons from Workmen's Compensation." Proceedings of the 1992 Annual National Conference on Employee Responsibilities and Rights: 102-105.

REFEREED CONFERENCE PRESENTATIONS

W. Eastman, "Managing for Social Welfare." Paper presentation at the Society for Business Ethics conference, Chicago, August 2018.

Cohen, M., Eastman, W. Marens, R. "History and Business Ethics." Panel presentation at the Society for Business Ethics conference, Chicago, August 2018.

Cohen, M., Eastman, W., Hsieh, N., Marens, R. "Scoundrel Time." Panel presentation at at the Society for Business Ethics conference, Anaheim, August 2016.

Eastman, W., Azadegan, A., Lei, L., Melamed, B. & Chen, W. (2014). "Expert Managers as Participants in Behavioral Experiments: What Makes for a Fitting incentive and Context." Abstract presentation at Decision Sciences conference, Tampa, Nov. 2014.

Eastman, W. Bryan, N., Stansbury, J. Wray-Bliss, E. & Young, C. (2014). "Critical Business Ethics." Panel presentation at the Society for Business Ethics conference, Philadelphia, Aug. 2014.

Bryan, N., Eastman, W., Poucki, S., Jacquet, J. & Latonero, M. (2014). "Negotiating Responsible Intervention at the Intersection of Business, Human Rights and Social Good: Critical Perspectives on Privacy, Data and Technological Disruption." Panel presentation at the Society for Business Ethics conference, Philadelphia, Aug. 2014.

Bryan, N., Eastman, W., Poucki, S. Shavers, A. & Johnson, C. (2014). "Negotiating the Power of Words: Creating Space for Human Trafficking in Management Discourse." Panel presentation at the Academy of Management conference, Philadelphia, Aug. 2014 (Social Issues in Management Division).

Eastman, W. & Bryan, N. (2014). "The Faustian Spirit of Capitalism and its Opponents: A Critical Business Ethics Analysis of Wall Street and its Occupiers." 18th IESE Conference for Financial and Accounting Ethics, Barcelona, July 2014).

Gale, D., Eastman, W., and Guerette, R. (2003). "An Attitudinal Survey of Suburbanites' Propensity to visit Newark". Paper presented at the March 2003 Urban Affairs Conference in Cleveland by co-author Dennis Gale.

Eastman, W. (2002). "Racial Specialization by Real Estate Offices: Neutrality, Individual Discrimination, or Neighborhood Discrimination." Paper presented at the March 2002 Urban Affairs Association annual meeting in Boston.

Eastman, W. (2001). "The Ideological Hand." September 2001 American Political Science Association annual convention in San Francisco.

Eastman, W. (1995). "The Logic of the Two-Person Coase Theorem in Game-Theoretic Terms." Paper presented at the American Law and Economics Association annual conference in Berkeley, CA.

Chen, C. C. & Eastman, W. (1994). "Toward a Corporate Civic Culture of Racial Diversity." Paper presented at the Work Team Dynamics and Productivity in the Context of Diversity conference in Greensboro, NC.

Eastman, W. (1994). "Administering Labor Law: Politics, Legal Doctrine, and Working Life in the NLRB." Paper presented at the Law and Society Association conference in Phoenix.

Eastman, W. and Viswanath, P. V. (1994). "Conflict Between Stockholders and Bondholders: An Efficiency Rationale for Legal Complexity." Paper presented at the Eastern Finance Association conference in Boston.

Eastman, W. and Viswanath, P. V. (1994). "Stockholder-Bondholder Conflict and Implicit Contracts." Paper presented at the Financial Management Association conference in St. Louis.

Bailey, J. R. & Eastman, W. (1993). "Promise and Dilemma in Social Science." Paper presented at the CHEIRON (social science historians) conference in Durham, NH.

NON-REFEREED CONFERENCE AND SEMINAR PRESENTATIONS (partial list)

Eastman, W. (2016). "The Social Gene and the Selfish Gene." Presented at University of Texas-Dallas Economics and Public Policy Department seminar.

Eastman, W. (2015). "Business Ethics Education in the U.S.: Parallels with Thailand." Presented at Suan Dusit University, Bangkok, Thailand.

Eastman, W. (2015). "A New Approach to Game Theory." Presented at SCM Department seminar.

Eastman, W. (2010). "The Ethics of Evolved Human Nature: The Utility of Competitiveness, Shame, Egoism, Altruism, and Calculation in 2 x 2 Games." Presented at NYU Paduano Business Ethics Seminar.

Eastman, W. (2010). "A Solution Concept for 2 x 2 Games." Presented at SCMMS department seminar.

Eastman, W. (2009). "Optimization through Value Competition." Presented at SCMMS department seminar.

Eastman, W. (2007). "Beyond the Washington Consensus." Presented at an RBS Foreign Trade group seminar.

Eastman, W. (2007). "Conditions for Democratic Success." Presented to invited guests from the Rutgers-Newark Political Science department.

Eastman, W. (2007). "A Model of Group-Splitting." Presented to ABEIS department seminar.

Eastman, W. and Sidney, M. (2003). "Fair Housing Activism in the Newark Metropolitan Area." Presented at a Cornwall Center Faculty Colloquium.

Eastman, W. (2000). "A Theory of Ideology." Presented at a Management Colloquium at the University of Lund, Sweden.

Eastman, W. (2000). "Modeling Threat Advantage." Presented at a European Law Research Center conference at Harvard Law School.

Eastman, W. (1999). "Democracy in Workplaces, Schools, and Families"; April and October presentations; October presentation for a Rutgers Faculty of Management Department Seminar (International Business and Business Environment Department).

Eastman, W. (1994). "Critical Approaches to Law: How They Apply to Management." Presented at a Faculty of Management Department Seminar (Organization Management Department).

Eastman, W. (1993). "Law and Economics as Rhetoric." Presented at a Rutgers Law School Faculty Colloquium.

Eastman, W. & Viswanath, P. V. (1992). "Dealing with Bondholder Dispossession." Presented at a Faculty of Management Department Seminar (Finance/Economics Department).

Eastman, W. (1992). "Nietzsche and Business Ethics." Presented at a Rutgers faculty seminar series on research in applied ethics.

SELECTED SERVICE TO THE UNIVERSITY

Vice Chair, Supply Chain Management Department (previously Supply Chain Management and Marketing Sciences Department, 2009-2016).

Helped originate (with A. Azadegan, R. Leuschner, D. Klock,) Online Master's program in Supply Chain; program recently approved by Board of Governors. 2012-Current.

Principal Investigator on \$306,000 (indirect costs) TAACCCT LINCS grant. 2013-current.

Lead faculty on Rutgers Supply Chain Africa initiative; raised \$12,500 for R.Kiwanuka, W. Eastman research in Kenya and South Africa; wrote case and reports. (2008-2012).

RBS Faculty Parliamentarian and Nominating Committee member; previous Faculty Secretary; in these governance roles, I have worked to respect our bylaws and other rules without having them become intrusive.

University Senator, Newark at Large, 2013-current.

SELECTED SERVICE TO THE COMMUNITY

South Orange-Maplewood Board of Education, 2006-2016. President, 2015-2016. Chair, Finance Committee; Chair, Policy Committee.

GlobalSOMA, Inc., A New Jersey Non-Profit Corporation, 2011-current. Founding President; Treasurer.

First Unitarian-Universalist Church of Essex County, Orange, New Jersey. Committee on Ministry, 2007-2014; President, 2005-2007, Board of Trustees, 2001-2005, President, 1998-2000, Board of Trustees, 1994-1998.

Morris-Union-Sussex-Essex Fair Housing Council, Maplewood, NJ. 501(c)(3) corporation. Founding President, 1999-2004.

South Orange-Maplewood Community Coalition on Race. Executive Committee member and officer, 2000-2005; member, Monitoring, Evaluation, Research, and Testing Committee, 1996-2000.

Friends and Neighbors, Maplewood, NJ. Member, Social Action Committee, 1993-1996.

SELECTED PUBLIC SCHOLARSHIP

EDUCATION

“What We Can Learn from Each Other: Education, Business, and Business Education.” (2014). Internal memo for the South Orange-Maplewood Board of Education.

“On Being a Teacher: Reflections on K-12 and College-University Education.” (2013). Internal memo for the South Orange-Maplewood Board of Education.

“A Flawed Vision and a Proposal to Make it Better.” (2012). Internal memo for the South Orange-Maplewood Board of Education; later an op-ed in South Orange Patch and Maplewood Patch.

“A Twenty-First Century Vision and Mission for Our Schools: Leading in a World of Competition, Cooperation, and Innovation.” (2012). Posted on Pai-Eastman-Bennett 2012 campaign website.

“Report to the South Orange-Maplewood Board of Education by the Global Education & Innovation Task Force.” (2012). With Gleason, M., Gaudelli, W. & Daugherty, E. Internal report for South Orange-Maplewood Board of Education.

“Tenure Reform from an Educator’s Perspective.” Delivered at 12/9/10 Senate Education Committee hearing in Trenton (T. Ruiz, D-Newark, Chair).

“Why New Jersey Should End Administrative Tenure.” (2009) Delivered at 12/3/09 Assembly Education Committee hearing in Trenton (J. Cryan, D-Union, Chair).

“Black Student Performance in South Orange-Maplewood: A Comparison to Other Districts in the DFG. (2007). Internal memo for the South Orange-Maplewood Board of Education.

“Year 0: How We Now Compare to Our DFG.” (2007). Internal memo for the South Orange-Maplewood Board of Education.

“Objectivity in Academic Placement.” (2006). Internal memo for the South Orange-Maplewood Board of Education.

“The Achievement Gap in South Orange and Maplewood.” (2006) PowerPoint summary.

“South Orange-Maplewood Academic Performance on the 2005 School Report Card: An Analysis.” (2006) Posted on Eastman-Payne-Parrish 2006 campaign website.

“Property Owners and Non-Resident Students.” (2006). Posted on Eastman-Payne-Parrish 2006 campaign website.

“Data-Oriented Steps to Address the Achievement Gap” (2003) Memo to Superintendent’s Diversity and Equity Council.

“The Pro-Segregative Impact of the Present School Report Cards/Rankings System.” (2001). Internal memo to the Board of Trustees of the Morris-Union-Sussex-Essex Fair Housing Council.

INTEGRATION AND REAL ESTATE MARKETS

“A Social Justice Vision for Our Towns.” (2013). Posted on GlobalSOMA website: <http://www.globalsoma.net/a-social-justice-vision-for-south-orange-and-maplewood/>

GlobalSOMA website: <https://www.globalsoma.net>

GlobalSOMA Facebook page: <https://www.facebook.com/pages/GlobalSOMA/156628677739448?sk=wall>

“Four-Group Diversity in New York Metro Area Counties and Communities in NJ, NY, and CT.” (2013). Internal memo for GlobalSOMA Board of Trustees.

“Proposal for a new SO-M group—Global Outreach SO-M.” (2010). Initial memo sent to recruit people to the first meeting to discuss a new non-profit.

“Racial Specialization by Real Estate Offices: Neutrality, Individual Discrimination, or Neighborhood Discrimination?” Presented at 2002 Urban Affairs Association convention.

“New Directions for Fair Housing Advocacy in the Newark Metropolitan Area: Creating Measures for Broker Performance and Understanding the Local Strategic Context.” (2001). With M. Sidney. Proposal to Joseph C. Cornwall Center.

“Problems with Free Markets in Real Estate and Church Attendance: A Challenge for Unitarian Universalists.” (2000). Internal memo for Board of Trustees, First Unitarian Universalist Church of Essex County.

“Previous Testing Results—Preliminary Analysis.” (1999). Internal Community Coalition on Race memo.

“Anti-Solicitation Laws Will help the Community,” *News-Record of South Orange and Maplewood*, May 16, 1996.

“Another Look at Economics and Integration,” *News-Record of South Orange and Maplewood*, March 28, 1996.

“A Look at the Future of Integration.” *News-Record of South Orange and Maplewood*, January 11, 1996.

“Ideal Community has Successful Integration.” *News-Record of South Orange and Maplewood*, March 2, 1995.

OTHER

“Faculty Insight: Hoping for a Convergence on a "Big America" Vision.” (2012). Written for RBS Communications. <http://www.business.rutgers.edu/news/faculty-insight-hoping-convergence-big-america-vision>

“Faculty Insight: A Memo to the Absent Democrats: What Comes Next?” Written for RBS Communications. (2011). <http://www.business.rutgers.edu/news/2011/02/24/faculty-insight-memo-absent-democrats-what-comes-next>

“Faculty Insight: Art Critics as a Model for Business Columnists and Business Academics.” (2010). Written for RBS Communications. <http://www.business.rutgers.edu/news/2010/03/12/faculty-insight-art-critics-model-business-columnists-and-business-academics>

“Faculty Insight: How Harvard Resembles Old Hollywood.” (2010). <http://www.business.rutgers.edu/news/2010/11/15/faculty-insight-how-harvard-resembles-old-hollywood>

“Faculty Insight: Robbed by Oslo - Business Leaders as Peacemakers Whose Successes Were Overlooked.” (2009). Written for RBS Communications.

<http://www.business.rutgers.edu/news/2009/12/10/faculty-insight-robbed-oslo-business-leaders-peacemakers-whose-successes-were-overlo>

“Faculty Insight: The Unrecognized Successes of Clintoncare and the Implications for Obamacare.” (2009). Written for RBS Communications.

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