
CURRICULUM VITAE

EDWIN A. LOCKE

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Education and General Information

1960	B.A.	Harvard University
1962	M.A.	Cornell University
1964	Ph.D.	Cornell University

Major Field:	Industrial Psychology
Minor Fields:	Industrial Sociology, and Experimental Psychology
Dissertation:	The relationship of intentions to motivation and affect. Unpublished doctoral dissertation, Cornell University, 1964.

Membership in Professional Organizations:

- American Psychological Association (Fellow)
- Society for Industrial & Organizational Psychology (Fellow)
- Academy of Management (Fellow)
- Association for Psychological Science (Fellow)
- International Association of Applied Psychology (Fellow)

Consulting, Management Development Programs, and Business Talks

Wakefern Foods; U. S. Civil Service Commission; American Society for Association Executives; Life Insurance Marketing and Research Association; Seaboard Collectors Association; Washington Area Ford Dealers Executive Club; Holy Cross Hospital; Planning Executives Institute; Defense Intelligence Agency; International Personnel Management Association; Inhilco, Inc.; Prince Georges and Montgomery County Libraries; Blue Shield of Maryland; U.S. Post Office; B'nai B'rith Women; Office of the Assistant Secretary of Defense; U.S. Red Cross; IBM; Banner Life Insurance Company; Kodak; Md. State Legislature; Washington Gas Light Co.; Mercantile Mortgage Corp.; National Retail Merchants Association; Freddie Mac; Health Facilities Association of Maryland; McDonnell Douglas; Douglas Aircraft; Montgomery County Department of Social Services; Westinghouse Corp.; Marriott Corp.; Pet Foods, Inc., Hutchinson Technologies

Work Experience

1964 - 66	Associate Research Scientist, American Institutes for Research.
1966 - 70	Research Scientist, American Institutes for Research.
1967 - 69	Assistant Professor of Psychology, University of Maryland
1970 - 72	Associate Professor of Business Administration, University of Maryland.
1972 - 2001	Professor of Business and Management, and of Psychology, University of Maryland.
1984 - 1996	Chair, Management & Organization Faculty, University of Maryland
1998 - 2001	Dean's Professor of Leadership and Motivation, University of Maryland
2001- present	Professor Emeritus, University of Maryland

Funded Research Projects (Since 1964 included the following:)

Analysis of helicopter pilot performance (Office of the Army Surgeon General)
The effects of goals and intentions on task choice, performance level and satisfaction (Office of Naval Research)
The motivational effects of knowledge of results (National Institutes of Mental Health)
The nature of job satisfaction (American Institute for Research)
The attitudes of solid waste management employees
Lecture note-taking among college students.
Study skills and study motivation
An experimental study of job enrichment (U.S. Civil Service Commission)
Goal setting as a motivational technique,
Basic research on goal getting (Office of Naval Research)
Competition and goal setting (Office of the Assistant Secretary of Defense for Installations)
Group goals and strategies (Army Research Institute)

Publications (*books)

1. Locke, E. A. (1961). What's in a name? American Psychologist (comment), 16, 607.
2. Locke, E. A., & Hulin, C. L. (1962). A review and evaluation of the validity studies of activity vector analysis. Personnel Psychology, 15, 25-42.
3. Locke, E. A. (1963). The development of criteria of student achievement. Educational and Psychological Measurement, 23, 299-307.
4. Locke, E. A. (1963). Some correlates of classroom and out-of-class achievement. Journal of Education Psychology, 54, 238-248.
5. Locke, K. D., Locke, E. A., Morgan, G. A., & Zimmermann, R. R. (1964). Dimension of social interactions among infant rhesus monkeys. Psychological Reports, 15, 339-349.
6. Locke, E. A. (1964). Determinism. American Psychologist (Comment), 19, 846-847.
7. Locke, E. A., Smith, P. C., Kendall, L. M., Hulin, C. L., & Miller, A. M. (1964). Convergent and discriminant validity for areas and rating methods of job satisfaction. Journal of Applied Psychology, 48, 313-319.
- *8. Breer, P. E. & Locke, E. A. (1965). Task experience as a source of attitudes, Homewood, Illinois: Dorsey.
9. Locke, E. A. (1965). A test of Atkinson's formula for predicting choice behavior. Psychological Reports, 16, 963-964.
10. Locke, E. A. (1965). The relationship of task success to task liking and satisfaction. Journal of Applied Psychology, 49 379-385.
11. Locke, E. A. (1965). The interaction of ability and motivation in performance. Perceptual and Motor Skills, 21, 719-725.
12. Zavala, A., Locke, E. A., Van Cott, H. P., & Fleishman, E. A. (1965). Studies of helicopter pilot performance: I: The analysis of maneuver dimensions. Human Factors, 7, 273-283.
13. Locke, E. A., Zavala, A., & Fleishman, E. A. (1965). Studies of helicopter performance: II: The analysis of task dimensions. Human Factors, 7, 285-307.

14. Locke, E. A. (1966). The relationship of intentions to level of performance. Journal of Applied Psychology, 50, 60-66.
15. Locke, E. A. (1966). The relationship of task success to task liking: A replication. Psychological Reports, 18, 552-554A
16. Locke, E. A. (1966). The contradiction of epiphenomenalism. British Journal of Psychology, 57, 203-204.
17. Locke, E. A. (1966). Logical relationships of questions to issues in verbal conditioning studies. Psychological Reports, 19, 291-298.
18. Locke, E. A., & Bryan, J. F. (1966). Cognitive aspects of psychomotor performance. Journal of Applied Psychology, 50, 286-291.
19. Locke, E. A. (1966). A closer look at level of aspiration as a training procedure: A re-analysis of Fryer's data. Journal of Applied Psychology, 50 417-420.
20. Locke, E. A. & Bryan, J. F. (1966). The effects of goal-setting, rule-learning, and knowledge of score on performance. American Journal of Psychology, 79, 451-457.
21. Locke, E. A. (1966). Relationship of task success to satisfaction: Further replication. Psychological Reports, 19, 1132.
22. Ewen, R. B., Smith, P. C., Hulin, C. L., & Locke, E. A. (1966). An empirical test of the Herzberg two-factor theory. Journal of Applied Psychology, 50, 544-550.
23. Locke, K. D., Locke, E. A., & Dean, L. R. (1966). A comparison of the attitudes of civil defense directors and community leaders. Journal of Applied Behavioral Science, 2, 413-430.
24. Locke, E. A. (1967). Further data on the relationship of task success to liking and satisfaction. Psychological Reports, 20, 246.
25. Locke, E. A., & Bryan, J. F. (1967). Performance goals as determinants of level of performance and boredom. Journal of Applied Psychology, 51, 120-130.
26. Bryan, J. F., & Locke, E. A. (1967). Goal-setting as a means of increasing motivation. Journal of Applied Psychology, 51, 274-277.
27. Locke, E. A. (1967). Relationship of goal level to performance level. Psychological Reports, 20, 1068.

28. Locke, E. A. (1967). The case against licensing of psychologists. The Industrial Psychologist, 4, No. 3, 25-29.
29. Locke, E. A. (1967). The motivational effects of knowledge of results: Knowledge or goal-setting? Journal of Applied Psychology, 51, 324-329.
30. Bryan, J. F., & Locke, E. A. (1967). Parkinson's law as a goal-setting phenomenon. Organizational Behavior & Human Performance, 2, 258-275.
31. Locke, E. A. (1967). The relationship of success and expectation to affect on goal-seeking tasks. Journal of Personality and Social Psychology, 7, 125-134.
32. Locke, E. A., & Bryan, J. F. (1968.) Grade goals as determinants of academic achievement. Journal of General Psychology, 79, 217-228.
33. Locke, E. A., Bryan, J. F., & Kendall, L. M. (1968). Goals and intentions as mediators of the effects of monetary incentives on behavior. Journal of Applied Psychology, 58, 104-121.
34. Locke, E. A. (1968). Toward a theory of task motivation and incentives. Organizational Behavior & Human Performance, 3, 157-189.
35. Locke, E. A., & Bryan, J. F. (1968). Goal-setting as a determinant of the effect of knowledge of score on performance. American Journal of Psychology, 81, 398-407.
36. Locke, E. A., Cartledge, N., & Koepfel, J. (1968). The motivational effects of knowledge of results: A goal-setting phenomenon? Psychological Bulletin, 70, 474-485.
37. Locke, E. A. (1968). The effects of knowledge of results, feedback in relation to standards, and goals on reaction time performance. American Journal of Psychology, 81, 566-574.
38. Locke, E. A., & Bryan, J. F. (1968). Knowledge of score and goal difficulty as determinants of work rate. Journal of Applied Psychology, 53, 59-65.
39. Locke, E. A., & Bryan, J. F. (1969). The directing function of goals in task performance. Organizational Behavior & Human Performance, 4, 35-42.
40. Locke, E. A. (1969). What is job satisfaction? Organizational Behavior and Human Performance, 4, 309-336.
41. Locke, E. A. (1969). Purpose without consciousness: A contradiction. Psychological Reports, 25, 991-1009.

42. Locke, E. A. Reply to Eysenck et al. (1969). Bulletin of the British Psychological Society (Correspondence), 22, 162.
43. Locke, E. A., Cartledge, N., & Knerr, C. (1970). Studies of the relationship between satisfaction, goal-setting and performance. Organizational Behavior & Human Performance, 5, 135-158.
44. Locke, E. A. (1970). Job satisfaction and job performance: A theoretical analysis. Organizational Behavior & Human Performance, 5, 484-500.
45. Locke, E. A. (1970). The supervisor as "motivator": His influence on employee performance and satisfaction. In B. Bass, R. Cooper, and J. Haas (Eds.), Managing for accomplishment, Lexington, Mass.: Heath Lexington, 57-67.
46. Mobley, W. H., & Locke, E. A. (1970). The relationship of value importance to satisfaction. Organizational Behavior & Human Performance, 5, 463-483.
47. Schneider, J., & Locke E. A. (1971). A critique of Herzberg's incident classification system and a suggested revision. Organizational Behavior & Human Performance, 6, 441-457.
48. Locke, E. A. (1971). Is "Behavior Therapy" behavioristic? (An analysis of Wolpe's psychotherapeutic methods). Psychological Bulletin, 76, 318-327.
49. Locke, E. A. (1972). Critical analysis of the concept of causality in behavioristic psychology. Psychological Reports, 31, 175-197.
50. Locke, E. A. (1972). In "defense" of defense mechanisms: Some comments on Bobbit and Behling. Journal of Applied Psychology, 56, 297-298.
51. Locke, E. A. (1973). Satisfiers and dissatisfiers among white collar and blue collar employees. Journal of Applied Psychology, 58, 67-76.
52. Locke, E. A., & Whiting, R. J. (1974). Sources of satisfaction and dissatisfaction among solid waste management employees. Journal of Applied Psychology, 59, 145-156.
53. Harris, T. C., & Locke, E. A. (1974). Replication of white-collar-blue-collar differences in sources of satisfaction and dissatisfaction. Journal of Applied Psychology, 59, 369-370.
54. Locke, E. A. (1974). Is violence itself necessarily bad? American Psychologist (Comment), 29, 149.

55. Latham, G. P., & Locke, E. A. (1975). Increasing productivity with decreasing time limits: A field replication of Parkinson's Law. Journal of Applied Psychology, 60, 524-526.
56. Locke, E. A. (1975). Personnel attitudes and motivation. Annual Review of Psychology, 26, 457-480.
- **57. Locke, E. A. (1975). Guide to effective study. New York: Springer. (Revised in 1998 under the title: Study methods and study motivation, by Second Renaissance Books, New Milford, CT).
58. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology, Chicago: Rand McNally, 1297-1349.
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60. Locke, E. A., Sirota, D., & Wolfson, A. D. (1976). An experimental case study of the successes and failures of job enrichment in a government agency. Journal of Applied Psychology, 61, 701-711.
61. Locke, E. A. (1976). Legislating the quality of work life: Locke's reply to Lawler's rebuttal. The Industrial Organizational Psychologist, (Nov.), 14, 24.
62. Locke, E. A. (1977). Comments on I/O Psychology in Sweden. The Industrial-Organizational Psychologist, (Feb.).
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64. Locke, E. A. (1977). An empirical study of lecture note-taking among college students. Journal of Educational Research, 71, 93-99.
65. Locke, E. A. (1978). Job satisfaction reconsidered-reconsidered. American Psychologist (Comment), 33, 854-855.
66. Locke, E. A. (1978). The ubiquity of the technique of goal setting in theories of and approaches to employee motivation. Academy of Management Review, 3, 594-601.
67. Locke, E. A., Mento, T., & Katcher, B. (1978). The interaction of ability and motivation in performance: An exploration of the meaning of moderators. Personnel Psychology, 31, 269-280.

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69. Locke, E. A. (1979). Myths in "The myths of the myths about behavior mod in organizations." Academy of Management Review, 4, 131-136.
70. Locke, E. A. (1979). Behavior modification is not cognitive--and other myths: A reply to Ledwidge. Cognitive Theory and Research, 3, 119-125.
71. Latham, G. P., & Locke, E. A. (1979). Goal setting: A motivational technique that works. Organizational Dynamics, 8(2), 68-80.
72. Locke, E. A. (1980). Latham vs. Komaki: A tale of two paradigms. Journal of Applied Psychology, 65, 16-23.
73. Locke, E. A. (1980). Attitudes and cognitive processes are necessary elements in motivational models (Debate). In B. Karmel (Ed.), Point and counterpoint in organizational behavior. Hinsdale, Ill.: Dryden, 17-45.
74. Locke, E. A., Feren, D., McCaleb, V., Shaw, K., & Denny, A. (1980). The relative effectiveness of four methods of motivating employee performance. In Duncan, Gruneberg and Wallis (Eds.), Changes in working life, London: J. Wiley.
75. Mento, A. J., Cartledge, N. D., & Locke, E. A. (1980). Maryland vs. Michigan vs. Minnesota: Another look at the relationship of expectancy and goal difficulty to task performance. Organizational Behavior & Human Performance, 25, 419-440.
76. Locke, E. A. (1980). Behaviorism and psychoanalysis: Two sides of the same coin. The Objectivist Forum, 1(1), 10-15.
77. Locke, E. A., Mode, A. S., & Binswanger, H. (1980). The case against medical licensing. Medicolegal News, 8(5), 13ff.
78. Locke, E. A. (1980). Mig Pilot (review). Objectivist Forum, 1(4), 10-15.
79. Bartlem, C., & Locke, E. A. (1981). The Coch and French study: A critique and reinterpretation. Human Relations, 34, 555-566.
80. Locke, E. A., Shaw, K. N., Saari, L. M., & Latham, G. P. (1981). Goal setting and task performance: 1969-1980. Psychological Bulletin, 90, 125-152.
81. Locke, E. A. (1981). Comment on Neider: The issue of interpretation of experiments. Organizational Behavior & Human Performance, 28, 425-430.

82. White, F., & Locke, E. A. (1981). Perceived determinants of high and low productivity in three occupational groups: A critical incident study. Journal of Management Studies, 18, 375-381.
83. Locke, E. A. (1982). The ideas of Frederick W. Taylor: An evaluation. Academy of Management Review, 7, 14-34.
84. Locke, E. A. (1982). Goal setting. In C. Heyel (Ed.), Encyclopedia of management, 3rd Edition, New York: Van Nostrand Reinhold.
85. Locke, E. A. (1982). Licensing (comment). American Psychologist, February, 239.
86. Schilit, W., & Locke, E. A. (1982). A study of upward influence in organizations. Administrative Science Quarterly, 27, 304-316.
87. Locke, E. A. (1982). The relationship of goal level to performance with a short work period and multiple goal levels. Journal of Applied Psychology, 67, 512-514.
88. Locke, E. A. (1982). Critique of Bramel and Friend (Comment). American Psychologist, July, 858-859.
89. Locke, E. A. (1982). Employee motivation: A discussion. Journal of Contemporary Business, 11, 71-81 (abridged version of #74).
90. Locke, E. A. (1982). Soul of a new machine (review), Objectivist Forum, 3(1), 5-9.
91. Locke, E. A. (1982). Ayn Rand and psychology. Objectivist Forum, 3,(5)5-8 & (6)12-15.
92. Locke, E. A. (1983). Performance appraisal under capitalism, socialism, and the mixed economy. In F. Landy, S. Zedeck, & J. Cleveland (Eds.), Performance measurement and theory. Hillsdale, N. J.: L. Erlbaum.
93. Locke, E. A. (1983). Joe Morgan-Computer Elements (Case). National University Consortium, Systems organization coursebook. Dubuque, Iowa: Kendall-Hunt.
94. Locke, E.A. (1983). Handbook of organizational behavior management (Review), Contemporary Psychology, 28, 681-682.
95. Locke, E. A., Fitzpatrick, W., & White, F. (1983). Job satisfaction and role clarity among university and college faculty. Review of Higher Education, 28, 681-682.

96. Locke, E. A. (1983). Eleven entries in R. Harre and R. Lamb (Eds.), Encyclopedic dictionary of psychology. Oxford: Blackwell.
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- *98. Locke, E. A., & Latham, G. P. (1984). Goal setting: A motivational technique that works. Englewood Cliffs, NJ: Prentice Hall.
99. Locke, E. A., & Latham, G. P. (with Alain Gosselin) (1984). Goal setting for individuals, groups and organizations. Chicago: Science Research Associates.
100. Locke, E. A. (1984). Inside the criminal mind (review). Objectivist Forum, 5(2), 8-15.
101. Locke, E. A., Frederick, E., Lee, C., & Bobko, P. (1984). The effects of self-efficacy, goals and task strategies on task performance. Journal of Applied Psychology, 69, 241-251.
102. Locke, E. A. (1984). Job satisfaction. In M. Gruneberg & T. Wall (Eds.), Social psychology and organizational behavior. Chichester, England: Wiley.
103. Taylor, S., Locke, E. A., Lee, C., & Gist, M. (1984). Type A behavior and faculty productivity: What are the mechanisms? Organizational Behavior & Human Performance, 34, 402-418.
104. Locke, E. A., Frederick, E., Buckner, E. & Bobko, P. (1984). Effects of previously assigned goals on self-set goals and performance. Journal of Applied Psychology, 69, 694-699.
105. Locke, E. A. (1984). Les techniques tayloriennes considerees du point de vue des theories et des pratiques contemporaines. In M. deMontmollin & O. Pastre (Eds.). Le Taylorisme, Paris: Editions La Decouverte.
106. Locke, E. A., & Shaw, K. N. (1984). Atkinson's inverse-U curve and the missing cognitive variables. Psychological Reports, 55, 403-412.
107. Henne, D., & Locke, E. A. (1985). Job dissatisfaction: What are the consequences? International Journal of Psychology, 20, 221-240.
108. Locke, E. A., & Latham, G. P. (1985). The application of goal setting to sports. Journal of Sport Psychology, 7, 205-222.
109. Schweiger, D. M., Anderson, C. R., & Locke, E. A. (1985). Complex decision making: A longitudinal study of process and performance. Organizational Behavior & Human Decision Processes, 36, 245-272.

110. Locke, E. A. (1986). Generalizing from laboratory to field: Ecological validity or abstraction of essential elements? In E. A. Locke (Ed.), 1986, #111 below.
- *111. Locke, E. A. (Ed.) (1986). Generalizing from laboratory to field settings. Lexington, MA: Lexington Books.
112. Locke, E. A., Schweiger, D. M., & Latham, G. P. (1986). Participation in decision making: When should it be used? Organizational Dynamics, 14,(3), 65-79.
113. Somers, R. L, Locke, E. A., & Tuttle, T. (1985-86). Adding competition to the management basics. National Productivity Review, Winter, 7-21.
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115. Locke, E. A. (1986). Job attitudes in historical perspective. In D. Wren & J. Pearce (Eds.), Papers dedicated to the development of modern management, Academy of Management, 5-11.
116. Locke, E. A., Motowidlo, S. J., & Bobko, P. (1986). Using self-efficacy theory to resolve the conflict between goal theory and expectancy theory in organizational behavior and industrial/organizational psychology. Journal of Social and Clinical Psychology, 4, 328-338.
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118. Locke, E. A. (1987). How to motivate employees. State Legislatures, 13(1), 30-31.
119. Locke, E. A., & Somers, R. L. (1987). The effects of goal emphasis on performance on a complex task. Journal of Management Studies, 24(4), 405-411.
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122. Gist, M. E., Locke, E. A., & Taylor, S. (1987). Organizational behavior: Group structure, stress and effectiveness. Journal of Management, 13, 237-257.

123. Wood, R. E., & Locke, E. A. (1987). The relation of self-efficacy and grade goals to academic performance. Educational and Psychological Measurement, 47, 1013-1024.
124. Locke, E. A., Latham, G. P., & Erez, M. (1988). The determinants of goal commitment. Academy of Management Review, 13, 23-39.
125. Latham, G. P., Erez, M., & Locke, E. A. (1988). Resolving scientific disputes by the joint design of crucial experiments by the antagonists: Application to the Erez-Latham dispute regarding participation in goal setting. Journal of Applied Psychology, 73, 753-772.
126. Lee, C., Locke, E. A., & Earley, P. C. (1988). Preliminary empirical analysis of a goal setting measure. Eastern Academy of Management Proceedings, 128-130.
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129. Locke, E. A. (1989). Review of S. Srivastva (Ed.), Executive power. Contemporary Psychology, 34, 259-260.
130. Lee, T. W., Locke, E. A., & Latham, G. P. (1989). Goal setting theory and job performance. In L. Pervin (Ed.), Goal concepts in personality and social psychology, Hillsdale, NJ: L. Erlbaum.
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133. Leana, C. R., Locke, E. A., & Schweiger, D. M. (1990). Fact and fiction in analyzing research on participative decision-making: A critique of Cotton, Vollrath, Frogatt, Lengnick-Hall, and Jennings. Academy of Management Review, 15, 137-146.
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140. Chesney, A. A., & Locke, E. A. (1991). An examination of the relationships among goal difficulty, business strategies, and performance on a complex management simulation task. Academy of Management Journal, 34, 400-424.
141. Locke, E. A., & Latham, G. P. (1991). The fallacies of common sense "truths": A reply to Lamal. Psychological Science, 2, 131-2.
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143. Kirkpatrick, S. A., Locke, E. A., & Latham, G. P. (1991). Using goal setting to improve performance. King of Prussia, PA: Organizational Design & Development.
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146. Latham, G. P., & Locke, E. A. (1991). Self-regulation through goal setting. Organizational Behavior and Human Decision Processes, 50, 212-247.
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149. Lee, C., Bobko, P., Earley, P. C., & Locke, E. A. (1991). An empirical analysis of a goal setting questionnaire. Journal of Organizational Behavior, 12, 467-482.
- *150. Locke, E. A., & 7 others (1991). The essence of leadership, New York: Lexington- Macmillan.
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330. Locke, E. A. (2019) What makes writing about goal work. *AMD Guideposts, 5(2)* 1-2.
331. Locke, E. A. & Latham, G. P. (2019) Does prospect theory add or subtract from our understanding of goal directed motivation. In Stone, D. L., Dulebohn, J. H. (Eds) *The only thing that is constant in HRM today is change*. Charlotte, NC: Information Age Publishing, 19-41.
332. Locke, E. A. & Baum, J. R. (2019) Passion and entrepreneurship. In R. J. Vallerand & N. Houliort (Eds.) *Passion for work: Determinants and consequences*. New York: Oxford.
333. Locke, E. A. & Schattke, K. (2019) Intrinsic and extrinsic motivation: Time for expansion and clarification. *Motivation Science, 5(4)* 277-290.
334. Locke, E. A. (2019) Some observations about goals, money and cheating in business. *Organizational Dynamics, 48*, 1-5
335. Schippers, M., Morisano, D., Locke, E. A., Scheepers, A. W. A., Latham, G. P. & Jong, E.M. (2020) Writing about personal goals and plans regardless of goal type boosts academic performance. *Contemporary Educational Psychology, 60*, 1-10.
336. Locke, E. A. & Latham, G. P. (2020) Building a theory by induction: The example of goal setting theory. *Organizational Psychology Review*, DOI:10.1177/2041386620921931, 1-17.

337. Locke, E. A. (2020) Socialism's real agenda. *Capitalism Magazine*, Oct. 2.
338. Locke, E. A. (2020) Reason and individualism. *Capitalism Magazine*, Oct. 15.
339. Locke, E. A. & Kenner, E. (2021) Why do New Year's resolutions typically fail? *Capitalism Magazine*, Jan. 6.
340. Locke, E. A. (2021) Let us be clear once and for all: Socialism is not at root about economics, *Capitalism Magazine*, March 31
341. Locke, E. A. (2021) Capitalism is egoism for all. *Capitalism Magazine*, May 20.
342. Locke, E. A. (2021) The mind of the dictator. *Capitalism Magazine*, June 17.
343. Locke, E. A. (2021) Some comments on the issue of slavery in America. *Capitalism Magazine*, July 7.
344. Locke, E. A. & Lathan, G. P. (in press) How can we do management research that is valid and useful? In D. L. Stone & J. H. Dulebohn (Eds.) *Research in Human Resource Management*.
345. Locke, E. A. (in press) The intellectual core of leadership. *Journal of Managerial Issues*.
346. Locke, E. A. (in press) What is motivation? In M. Bong, S-il Kim & J. Marshall (Eds). *Motivation Science: Controversies and Insights*, Oxford University Press.

Op-Eds

Over 40 published, 1997-2006

Papers Delivered at Professional Meetings

1. Locke, E. A. Importance and satisfaction in several job areas. American Psychological Association, 1961.
2. Locke, E. A. Dimensions of aggressive behavior. American Psychological Association, 1962.
3. Locke, E. A. A study of criteria of student achievement. Eastern Psychological Association, 1962.
4. Locke, E. A. & Kendall, L. M. Choices of task difficulty under three conditions of incentive. American Psychological Association, 1963.
5. Locke, E. A. What is job satisfaction? American Psychological Association, 1968.
6. Locke, E. A. The supervisor as motivator: His influence on goal-setting. University of Rochester Conference on the Task-Oriented manager (Office of Naval Research).
7. Locke, E. A. Job satisfaction and job performance: A theoretical analysis. Midwestern Psychological Association, 1969.
8. Locke, E. A. Purpose without consciousness: A contradiction. American Psychological Association, 1969.
9. Locke, E. A. The concept of causality in contemporary psychology. American Psychological Association, 1970.
10. Locke, E. A. What is systematic desensitization? American Psychological Association, 1971.
11. Locke, E. A. Discussion with Annual Review Author. American Psychological Association, 1974.
12. Locke, E. A. Recent developments in motivation theory and Research. American Institute for Decision Sciences, 1974.
13. Locke, E. A. Licensing and individual rights. Teacher Leadership Program of Baruch College Symposium on "Testing Issues in the Licensing, Employment, and Promotion of Educational Personnel", 1975.

14. Locke, E. A. The myths of behavior mod in organizations. Academy of Management, 1975.
15. Locke, E. A. The ubiquity of the concept of goal setting in philosophies of employee motivation. American Psychological Association, 1976.
16. Locke, E. A. Participation in decision making. Academy of Management, 1977.
17. Locke, E. A. The role of cognitive variables in motivation (Debate). Academy of Management, 1977.
18. Locke, E. A. Work motivation (discussion hour leader). Academy of Management, 1977.
19. Locke, E. A. Understanding why job enrichment works. Society for Organizational Behavior, 1977.
20. Locke, E. A. Studies of participation in decision making. Society for Organizational Behavior, 1977.
21. Locke, E. A. Orthogonal manipulation of expectancy and goal difficulty: Effects on performance. Society for Organizational Behavior, 1978.
22. White, F. & Locke, E. A. Perceived determinants of productivity. Academy of Management, 1978.
23. Locke, E. A. The relative effectiveness of four methods of motivating employee performance. NATO International Conference of Changes in the Nature of Work Life, Thessaloniki, Greece, and American Psychological Association, 1979.
24. Locke, E. A. Cognitive psychology: The psychology of the future. American Psychological Association, 1980.
25. Locke, E. A. The effects of feedback/feedforward, probability of success and personal goals on task performance. Academy of Management, 1981.
26. Locke, E. A. Narcissism vs. reason in organizations. Academy of Management, 1982.

27. Zubritsky, E., Cousins, E., & Locke, E. A. The effects of previously assigned goals on self-set goals and performance. American Psychological Association, 1982.
28. Locke, E. A. Leadership (symposium). Eastern Academy of Management, 1982.
29. Locke, E. A., to & others Relation of goals, self-efficacy, and task strategies performance. American Psychological Association, 1983.
30. Locke, E. A. Intellectual heroes. Academy of Management, 1985.
31. Locke, E. A. Goal setting. International Congress of Applied Psychology, 1986.
32. Locke, E. A. Work motivation and values. Academy of Management, 1986.
33. Locke, E. A. Application of goal setting to sports. North American Society for the Psychology of Sport and Physical Activity, 1986.
34. Locke, E. A. Goal setting and task complexity (Chair). American Psychological Association, 1986.
35. Locke, E. A. Values of industrial-organizational psychology. Symposium at Society of Industrial and Organizational Psychology, 1988.
36. Locke, E. A. Control theory and goal theory (Debate). Society for Industrial and Organizational Psychology, 1989.
37. Locke, E. A. Group goal setting symposium (Discussant). Academy of Management, 1989.
38. Locke, E. A. Job dissatisfaction and action. Academy of Management, 1990.
39. Locke, E. A. Advancing understanding of human motivation: The study of conscious goal setting in I/O Psychology. American Psychological Society, 1991.

40. Locke, E. A. Panel discussion on theory building. Society for Industrial & Organizational Psychology, 1992.
41. Locke, E. A. Goal setting, time perspective and ambition. International Congress of Psychology, 1992.
42. Locke, E. A. Goals and self-efficacy as mediators of the effects of monetary incentives. Society for Organizational Behavior, 1992.
43. Locke, E. A. Distinguished Scientific Contribution Award Address, Society for Industrial & Organizational Psychology, 1994.
44. Locke, E. A. Business heroes in fact & fiction. Academy of Management, 1994.
45. Locke, E. A., Durham, C. C. & Poon, J. Knowledge seeking as a strategy to attain goals. Society for Organizational Behavior, (Toronto), 1994, and Society for Industrial & Organizational Psychology, 1995.
46. Durham, C. C. & Locke, E. A. The relationship of dysfunctional thinking, self-esteem, locus of control, neuroticism & job attributes on job satisfaction. Society for Industrial & Organizational Psychology, 1995.
47. Kristof, A. & Locke, E. A. Champions of continuous improvement. Society for Industrial & Organizational Psychology, 1995.
48. Locke, E. A. (Debate), The bell curve and beyond. Society for Industrial & Organizational Psychology, 1995.
49. Locke, E. A. The effects of leader role and goals on team strategies & effectiveness. New York University, Dept. of Psychology, 1995.
50. Locke, E. A. Goals and self-efficacy as mediators and causal links. International Conference on Work Motivation, 1996.
51. Audia, G. & Locke, E. A. The dangers of success for strategic decision makers operating in dynamic task environments. Academy of Management, 1996. (Presented by Audia)

52. Knight, D.,
Durham, C. C.,
& Locke, E. A. The effects of leadership style (role) and goals
group strategies and performance. Academy of
Management, 1996. (Presented by Durham)
53. Locke, E. A. The effects of leadership style (role) and goals on
group strategies and performance. Society for
Organizational Behavior, 1996.
54. Locke, E. A. Participation in 2 panel discussions on leadership
and integrity. Society for Industrial and
Organizational Behavior, 1997.

55. Durham, C. C. & Locke, E. A. Effect of task and pay interdependence and their mediators on performance. Academy of Management, 1998.
56. Audia, G. & Locke, E. A. Individual routines and the effectiveness of strategic decision-makers in changing environments. Academy of Management, 1998.
57. Locke, E. A. The traits of great wealth creators. Society for Organizational Behavior, 1998.
58. Locke, E. A. & Judge, T. Core evaluation research. Society for Organizational Behavior, 1999.
59. Locke, E. A. Understanding motivation by studying conscious goals: A 35-year odyssey. American Psychological Association, 1999 and Southeastern Psychological Association, 2000.
60. Tracy, K., Locke, E. A. & Renard, M. Conscious goal setting versus subconscious motives: Longitudinal and concurrent effects on the performance of entrepreneurial firms. Academy of Management, 1999. (Presented by lead author)
61. Locke, E. A. Future issues in self-efficacy research. Academy of Management, 1999.
62. Locke, E. A. Contrasting perspectives on social identification in organizations (Panel discussion). Academy of Management, 1999.
63. Locke, E. A. Motivation, cognition and action. Australian I/O Psychology meeting, 1999.
64. Locke, E. A. Motivation, cognition and action: An analysis of studies of task goals and knowledge. Third International Conference on Work Motivation, Sydney, Australia, 1999.
65. Locke, E. A. & Bartol, K. M. Incentives and motivation: Principles and issues for further research. Society for Industrial & Organizational Psychology, 1999.

66. Locke, E. A. Teaching I/O psychology and OB through principles. Society for Industrial & Organizational Psychology, 2001.
67. Locke, E. A. The challenge of creating a leadership theory adequate to guide leadership development. Kravis Leadership Institute, 2001.
68. Locke, E. A. Programmatic research. New Doctoral Student Consortium, Academy of Management, 2001.
69. Locke, E. A. Leadership and entrepreneurship. Academy of Management, 2001.
70. Quigley, N., Locke, E. A. & others Incentives and knowledge sharing. Academy of Management, 2001. (Presented by leader author)
71. Locke, E. A. Control theory vs. goal theory: Which is the proper model? (Debate). Society for Industrial & Organizational Psychology, 2002.
72. Durham, C. C., Locke, E. A. & Judge, T. The relationship of core evaluations to behavior the job. Society for Industrial & Organizational & Psychology, 2002.
73. Srivastava, A., Locke E. A. & Judge, T. Dispositional causes of task satisfaction: The mediating role of chosen level of task complexity. Society for Industrial & Organizational Psychology, 2002.
74. Locke, E. A. & scholars: Latham, G. Long-term scientific collaboration between What makes it work? Society for Industrial & Organizational Psychology, 2002.
75. Locke, E. A. The nature of consciousness and its relationship to action. 43rd Conference of the German Society for Psychology, Berlin, 2002.
76. Locke E. A. & Stajkovic, A. Work motivation: What we know and what we don't. Society for Industrial & Organizational Psychology, 2003.

77. Locke, E. A. Entrepreneurial Success Symposium (Discussant). Society for Industrial & Organizational Society, 2003.
78. Locke, E. A. Emotional intelligence (Debate). Society for Industrial & Organizational Psychology, 2003.
79. Locke, E. A. Contemporary cases of corporate corruption, Any relevance for I-O psychology? (Panel discussion), Society for Industrial & Organizational Psychology, 2003.
80. Locke, E. A. Senior Faculty Consortium on Retirement, Academy of Management, 2003.
81. Locke, E. A. Democracy (in the workplace) is wrong. Academy of Management, 2003.
82. Locke, E. A. Programmatic research (Doctoral Student Consortium). Academy of Management, 2002,2003.
83. Locke, E. A. Goals and sub-conscious priming. Master Tutorial, Society for Industrial and Organizational Psychology, 2004. (with Alex Stajkovic)
84. Locke, E. A. Reconsidering outcomes of a positive self-concept (Discussant). Society for Industrial & Organizational Psychology, 2004.
85. Locke, E. A. Goal setting, goal orientation and self-regulatory focus (Symposium). Society for Industrial & Organizational Psychology, 2004.
86. Locke, E. A. Dispositional factors in job attitudes and affective reactions at work (Discussant). Society for Industrial & Organizational Psychology, 2005.
87. Locke, E. A. Two studies of subconscious priming. Society for Industrial & Organizational Psychology, 2005.
88. Locke, E. A. The relationship between general traits and situationally specific goals in new ventures. Society for Industrial & Organizational Psychology, 2005.
89. Srivastava, A., Empowering leadership and performance: The

- Bartol, K. M. & Locke, E. A. linking roles of team efficacy and knowledge sharing. Academy of Management, 2005.
90. Locke, E. A. Theory building by induction (Lifetime Achievement Award Address). Academy of Management, 2005.
91. Locke, E. A. Goal theory (Symposium on Theory Development). Academy of Management, 2005.
92. Locke, E. A. Ethics in business organizations: Why are they needed? What should be taught? Who Should Do it? American Psychological Society, 2005.
93. Locke, E. A. New developments in goal setting research. International Congress of Applied Psychology, 2006
94. Locke, E. A. Building a theory of goal setting and task performance by induction. Association for Psychological Science, 2006
95. Locke, E. A. Organizational and managerial wisdom (panel), Academy of Management, 2006
96. Srivastava, A. & Locke, E. A. Dispositional causes of job satisfaction: Seeking complexity in jobs as a mediator. Academy of Management, 2006. (Delivered by first author)
97. Locke, E. A. What happens to performance when conscious and subconscious goals are in conflict? Academy of Management, 2007.
98. Locke, E. A. Society The psychology of entrepreneurship (panelist),. for Industrial and Organizational Psychology, 2007.
99. Locke, E. A. Checking in with the scientist-practitioner model: How are we doing? (panelist). Society for Industrial and Organizational Psychology, 2007.
100. Locke, E. A. Speaker at new doctoral student consortium. Academy Of Management, 2008.
101. Locke, E. A. Are CEO's overpaid? (panelist) Society for Industrial

and Organizational Psychology, 2009.

102. Locke, E. A. Goal setting, self-efficacy and performance: New research directions (discussant). Society for Industrial and Organizational Psychology, 2009.
103. Locke, E. A. & Stajkovic, A. Does subconscious priming have conscious mediators? Society for Industrial and Organizational Psychology, 2009.
104. Locke, E. A. Goal Setting and Goal Management (discussant) Academy of Management, 2009
105. Locke, E. A. OB lifetime achievement award winners speak out, Academy of Management, 2009
106. Locke, E. A. Presenter, New doctoral student consortium, Academy of Management, 2009
107. Locke, E. A. Success in academia: Panel discussion, Academy of Management, 2009
108. Locke, E. A. New findings in goal setting research, (discussant) Society for Industrial & Organizational Psychology, 2010,
109. Locke, E. A. The future of shared leadership (panelist) Society for Industrial and Organizational Psychology, 2011
110. Locke, E. A. The relevance and viability of subconscious goals in the workplace.. Society for Industrial & Organizational Psychology, 2011.
111. Locke, E. A. Then and Now in Management History (with G. Latham), Academy of Management, 2011
112. Locke, E. A. The effects of having learning and performance goals simultaneously (w. others) Academy of Management, 2011
113. Locke, E. A. Shared Leadership (panelist), Academy of Management, 2011

114. Locke, E. A. How the Hypothetico-Deductive Method Undermines Theory Building, Academy of Management, 2012
115. Y. A. Yeo & Locke, E. A. Comparing Four Approaches to Pay Satisfaction , Academy of Management, 2012
116. Locke, E. A. Motivation panel, Discussant, Academy of Management, 2012
117. Locke, E. A. Whatever Happened to the Conscious Mind? Association for Psychological Science, 2013
- 118 a, b. Locke, E. A. Morality of Capitalism, two panels, Academy of Management, 2013
119. Locke, E. A. Can Money Buy Happiness? Academy of Management, 2013
- 120 a, b. Locke, E. A. Goal Setting Theory (replaced Gary Latham twice), Academy of Management, 2013
121. Locke, E. A. How to Create a Successful New Theory, Academy of Management, 2014
122. Locke, E. A. Goals and Personal Development symposium, Chair (Best Management Education and Development Symposium Award)
123. Locke, E. A. The Illusion of Determinism, Association for Psychological Science
124. Locke, E. A. Panel: Have We Failed at Replication, American Psychological Association, 2017
125. Locke, E. A. Socialism's Dirty Little Secrets, Foundation of a Free Society Conference, Clemson University
126. Locke, E. A. Extrinsic motivation (panel), Association for Psychological Science
127. Locke, E. A. Motivation, British Psychological Society, UK

Universities where I have delivered guest lectures (not included in preceding list)

American University
Ashland University
Arizona State University
Auburn University
Baruch College
Carnegie-Mellon
*Fitchburg State
Clemson University
George Mason University
George Washington University
Hong Kong Polytechnic University
Humboldt University, Berlin
Indiana-Purdue University at Indiana
Malaysia (talks at two universities)
McGill University (Canada)
Michigan State
*Morehouse College
New South Wales Graduate School of Management (Australia)
New York University
North Carolina
*North Carolina State
*Notre Dame
*Penn State (3)
*Stevens Institute of Technology
Technion (Israel Institute of Technology) (2)
Tennessee
University of California (Berkeley, 2)
University of Southern California
University of Dortmund, (Germany)
University of Florida
University of Houston (2)
University of Melbourne (Australia)
University of Munich
University of Salamanca (Spain)
University of Washington
University of Wisconsin (2)

Yale(2)

*Distinguished Visiting Speaker

Honors, Awards, and Professional Recognition

Scholarly Awards and Recognition

Fellow, Society for Industrial and Organizational Psychology (American Psychological Association)

Fellow, Academy of Management

Fellow, Association for Psychological Science

Fellow, International Association of Applied Psychology

Distinguished Scientific Contribution Award, Society for Industrial & Organizational Psychology, 1993.

Career Achievement Award, Academy of Management (Human Resources Division), 1997.

Lifetime Achievement Award in Organizational Behavior, Academy of Management, Organizational Behavior Division, 2005 (first recipient)

James McKeen Cattell Fellow Award, American Psychological Society (now Association for Psychological Science), 2005-2006.

Distinguished Scholarly Contributions to Management Award, Academy of Management, 2006

Honored by FABBS Foundation, 2010

Ranked 2nd in scholarship, in study with data analyzed by Shelley Kirkpatrick, among 576 management faculty from 32 leading business schools (1989).

Included in A. Bedeian (Ed.) Management Laureates, Vol. 2, JAI Press, 1993 (invited chapter)

Scholarly Impact Award, Journal of Management, 2012

Included in K. Smith and M. Hitt (Eds.) Great Minds in Management, 2005 (invited chapter).

Citations

Citation count in 2004 supervised by Dr. Henry Sims comparing all management professors at eight leading universities (Berkeley, Carnegie Mellon, Duke, Maryland, Michigan, NYU, North Carolina, Southern California): Ranked #1 with 4,925

A later count by Dr. Tim Judge in March, 2006, totaled 9,442. The higher total for the more recent count is apparently due to the later date and wider scope of the 2006 search (e.g., more journals were included).

Ranked 18th out of 150 most-cited scholars in citations in selected management journals, 1981-2004 (from article by Podsakoff, *J. of Management*, 2009)

One of only two scholars who made the most cited list in each of five time periods between 1981 and 2004 in Podsakoff study (above)

Ranked #17 of 384 management scholar in citations, *Academy of Management Perspectives*, 2012

Citations in OB textbooks: Ranked #4; Most cited authors in General Management textbooks, Ranked #1: study by Herman, Aguinis et al in *Academy of Management Learning and Education*, 2018.

Article #329 in *Management Science* was the third most downloaded in 89 APA journals (encompassing 4500 articles) in 2019.

Most recent citation count on Google Scholar 7/21: Citations 150,109; H index: 141; 110: 294

Best Paper Awards and Citation Classics

Article published in 1968 (#34 in publications list, p. 5 of vitae) was cited as a "Citation Classic," i.e., one of the most cited articles in the Social Sciences.

Article by Locke, Shaw, Saari & Latham, published in 1981 (#80 in publications list, p. 9 of vitae) was also cited as a "Citation Classic," Current Contents, Social & Behavioral Sciences, 1992, 24 (32)8.

Outstanding Paper in Organizational Behavior published in 1988 (#125 in publications list; p. 12 of vitae) with Latham and Erez, Academy of Management. (This article was included in P. Frost and R. Stablein, 1992, Doing exemplary research. Newbury Park, CA: Sage.)

Outstanding paper in Organizational Behavior published in 2000 (#216 in publications list; p. 19 of vitae) with Pino Audia and Ken G. Smith, Society for Industrial and Organizational Behavior. (This paper was one of three finalist for Best Paper in the Academy of Management Journal, 2000.)

One of five finalists for best HR article (with Robert Baum) published in 2004, Human Resources Division of the Academy of Management.

Reprinted "Classics"

Article published in 1968 (#34 in publications list, p. 5 of vitae) included in C. L. Cooper (Ed.), International library of critical writings in psychology, Vol. 1, Industrial and organizational psychology, (1991), Hants, England: E. Elgar.

Three articles by Locke & colleagues (#s 34, 80, & 125 in publication list of vitae) included in Cary Cooper's Fundamentals of Organizational Behavior (2002), Sage, 4 Vol. series.

Invited Chapters for Important Anthologies or Annuals (selected examples)

Author of Annual Review of Psychology chapter, 1975.

Author of chapter on Job Satisfaction in Dunnette's Handbook of Industrial and Organizational Psychology (1976).

Author (with D. Henne) of "Work Motivation Theories," article in Cooper & Robertson (Eds.) International Review of Industrial & Organizational Psychology, (1986).

Invited Addresses at International Conferences

The International Congress of Applied Psychology, Munich, 1978 (was not able to attend)
NATO Conference on Changes in the Quality of Working Life, Thessaloniki, Greece, 1979
International Conference on Taylorism, Paris, 1983
Interamerican Congress of Psychology, Caracas, 1985
International Congress of Applied Psychology, Jerusalem, 1986
Recruit Co., Japan, 1982
International Congress of Psychology, Brussels, 1992
International Conferences on Work Motivation (Israel & Australia)
43rd Conference of the German Society for Psychology, Humboldt University, Berlin, 2002
International Congress of Applied Psychology, Athens, 2006
Munich Symposium on Motivation, 2014

Assessments of Goal Setting Theory

Goal Setting Theory was rated 2nd of 15 theories by 127 scholars, based on 11 combined criteria, and it was rated 2nd in validity and 1st in practical utility (C. Lee & P. Earley, 1992), Organizational Development Journal, 10, No. 4, 37-42.

Goal setting theory was ranked # 1 in importance by organizational behavior scholars out of 73 OB/management theories. Miner, J. B. (2003). Academy of Management Learning and Education, 2, 250-268.

Editorial Board Experience (various years)

Journal of Applied Psychology

Organizational Behavior & Human Decision Processes

Human Resources Management Review

Human Resources Planning Journal

Journal of Management

Academy of Management Discoveries (Founding Advisory Board)

Occasional reviewer for:

Academy of Management Journal, Academy of Management Review,
Administrative Science Quarterly, American Psychologist, Group &

Organizational Studies, Human Relations, Human Performance Human Systems Management, International Journal of Psychology, Journal of Applied Psychology, Journal of Applied Social Psychology, Journal of Business, Journal of Business Ethics, Journal of Higher Education, Journal of Management Inquiry, Journal of Management Studies, Journal of Occupational Behavior, Journal of Occupational Psychology, Journal of Organizational Analysis, Journal of Personality and Social Psychology, Journal of Social & Clinical Psychology, Journal of Sport & Exercise Psychology, Military Psychology, Motivation & Emotion, National Science Foundation, Personality and Social Psychology Bulletin, Psychological Bulletin, Psychological Reports, Psychological Review, Psychology and Aging, Sociology and Social Research and other journals.

Doctoral Student Dissertation Awards

Dissertation Chair for Robert Baum, Winner Best Dissertation Award, Entrepreneurship Division, Academy of Management, 1996.

Co-Chair of Dissertation for Amy Kristof-Brown, Winner Best Dissertation Award, Human Resources Division, Academy of Management, 1998.

Member Dissertation Committee of Suzanne Masterson, Winner Ralph Alexander Best Dissertation Award, Human Resource Division, Academy of Management, 1999.

University of Maryland Awards

Outstanding Faculty Award, College of Business and Management Alumni Association, 1980

Distinguished Teacher-Scholar Award, University of Maryland, College Park, 1983-84

Distinguished Teacher Award-Division of Behavioral and Social Sciences, 1985

Top 15% of Teachers, College of Business & Management (several times)

Krowe Teaching Award for teaching excellence, MBA Program, 1992

Krowe Teaching Award for teaching innovation, MBA Program, 1996

Miscellaneous

My published articles have been widely reprinted in books of readings (including one translated into German and French).

Courses Taught

Business and Management

Personnel Management (Undergraduate) (Introductory Course and Advanced Course)
Organizational Behavior (Undergraduate)
Human Motivation (lab) (Undergraduate)
Behavioral Factors in Management (MBA)
Organizational Behavior (MBA)
Theory of the Industrial Work Group (Doctoral)
Work Morale and Motivation (Doctoral)
Performance Appraisal (Doctoral)
Business Heroes in Fact & Fiction (MBA)

Psychology

Introductory Psychology (Undergraduate)
Industrial Psychology (Undergraduate)
Human Cognition (Undergraduate)
Work Motivation (Doctoral)
Job Attitudes and Satisfaction (Doctoral)
Leadership and Social Factors in Work Organizations (Doctoral)
Thinking Processes (Doctoral)
Theories of Leadership (Doctoral)

University Honors Program

Conceptions of Man's Nature from Plato to Rand (Undergraduate)

Freshman Seminars and Honors Program

Individual Rights from Cicero to Rand (Undergraduate)

University Service and Committee Work

Service - Representative Activities

Campus & Division

Campus P&T Review Committee
Campus Library Committee

Faculty Senate
Campus Committee to select Associate Provost for Academic Affairs
Chair & Member, Senate Adjunct Committee on Student Conduct
General Committee on Student Affairs
Individual Studies Tutor
Division P&T Review Committee
Faculty Grievance Panel
Adjunct Committee on Human Relations
Senate Adjunct Committee on Teaching Effectiveness
Student Club Advisor
Many talks to dormitories, and community organizations

College

Chair & member, Graduate Committee
College P&T Study Committee
College Jr.& Senior Review Committees
Professional Development Programs Teacher
Ad hoc committee on class size
College Committee to design new building
Chair, Human Subjects Committee
Chair & Member, College Teaching Committee
Member, Long Rang Planning Committee
Ad hoc salary review committee
Executive Committee (1984-1996)
Chair, Management & Organization Faculty (1984-1996)
Judge, MBA Case Competition
New Dean Search Committee
Numerous Guest Lectures
Numerous Doctoral Dissertation Committees