

STEVEN G. ALLEN

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105 Windyrush Lane
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PERSONAL DATA:

Born March 17, 1952 in Louisville, Kentucky
Married to Linda L. Pattison since 1978, no children

CURRENT POSITIONS:

Professor of Economics and Business Management, North Carolina State University, 1987 - .
Director, Master of Business Administration program, North Carolina State University, 1993 - .
Research Associate, National Bureau of Economic Research, 1986 - .

PREVIOUS POSITIONS:

1983-1987, Associate Professor of Economics and Business, North Carolina State University.
1983-1986, Research Economist, National Bureau of Economic Research.
1978-1983, Assistant Professor of Economics and Business, North Carolina State University.
1977-1978, Instructor of Economics, Harvard University.
1974-1977, Teaching Fellow, Harvard University.

EDUCATION:

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|---------------------------|-------------|--------------------------|------|
| Harvard University | Economics | Ph.D. | 1978 |
| Michigan State University | Economics | M.A. | 1974 |
| Michigan State University | Mathematics | B.A. with high honors | 1973 |

SOCIETY MEMBERSHIPS:

American Economic Association
Industrial Relations Research Association
Econometric Society
Society of Labor Economists

JOURNAL ARTICLES:

"Compensation, Safety, and Absenteeism: Evidence from the Paper Industry," Industrial and Labor Relations Review, January 1981, pp. 207-218.

"An Empirical Model of Work Attendance," Review of Economics and Statistics, February 1981, pp. 77-87.

"How Much Does Absenteeism Cost?" Journal of Human Resources, Summer 1983, pp. 379-393.

"Much Ado About Davis-Bacon: A Critical Review and New Evidence," Journal of Law and Economics, October 1983, pp. 707-736.

"Trade Unions, Absenteeism, and Exit-Voice," Industrial and Labor Relations Review, April 1984, pp. 331-345.

"Unionized Construction Workers are More Productive," Quarterly Journal of Economics, May 1984, pp. 251-274.

"A Comparison of Pension Benefit Increases and Inflation," Monthly Labor Review, May 1984, pp. 42-46, with Robert Clark and Daniel Sumner.

"Why Construction Industry Productivity Is Declining," Review of Economics and Statistics, November 1985, pp. 661-669.

"Unionization and Productivity in Office Building and School Construction," Industrial and Labor Relations Review, January 1986, pp. 187-201.

"The Effect of Unionism on Productivity in Privately and Publicly Owned Hospitals and Nursing Homes," Journal of Labor Research, Winter 1986, pp. 59-68.

"Post-Retirement Adjustments of Pension Benefits," Journal of Human Resources, Winter 1986, pp. 118-137, with Robert Clark and Daniel Sumner.

"Union Work Rules and Efficiency in the Building Trades," Journal of Labor Economics, April 1986, pp. 212-242.

"Unions, Pension Wealth, and Age-Compensation Profiles," Industrial and Labor Relations Review, July 1986, pp. 502-517, with Robert Clark.

"Can Union Labor Ever Cost Less?" Quarterly Journal of Economics, May 1987, pp. 347-373.

"Relative Wage Variability in the United States 1860-1983," Review of Economics and Statistics, November 1987, pp. 617-626.

"Why Do Pensions Reduce Mobility?" Proceedings of the Fortieth Annual Meeting, Industrial Relations Research Association, 1987, pp. 204-212, with Robert Clark and Ann McDermed.

"Productivity Levels and Productivity Change Under Unionism," Industrial Relations, Winter 1988, pp. 94-113.

"Further Evidence on Union Efficiency in Construction," Industrial Relations, Spring 1988, pp. 232-240.

"Declining Unionization in Construction: The Facts and The Reasons," Industrial and Labor Relations Review, April 1988, pp. 343-359.

"The Pension Cost of Changing Jobs," Research on Aging, December 1988, pp. 459-471, with Robert Clark and Ann McDermed.

"Why Construction Industry Productivity Is Declining: Reply," Review of Economics and Statistics, August 1989, pp. 547-549.

"Changes in the Cyclical Sensitivity of Wages in the United States, 1891-1987," American Economic Review, March 1992, pp. 122-140.

"Pensions, Bonding, and Lifetime Jobs," Journal of Human Resources, Summer 1993, pp. 463-481, with Robert Clark and Ann McDermed.

"Labor Market Flexibility and Unemployment in Chile and Uruguay," Estudios de Economía, Noviembre 1994, pp. 127-146, with Gastón Labadie and Adriana Cassoni.

"Updated Notes on the Interindustry Wage Structure," Industrial and Labor Relations Review, January 1995, pp. 305-321.

"Unit Costs, Legal Shocks, and Unionization in Construction," Journal of Labor Research, July 1995.

"Post-Retirement Increases in the 1980s: Did Plan Finances Matter?" Research in Aging, June 1995, Vol. 17, No. 2, pp. 190-208, with Robert Clark and Ann McDermed.

"Some Principles of Economics for Human Resource Management," Labor Law Journal, August 1996, pp. 549-554.

"Wages and Employment after Reunionization in Uruguay," Cuadernos de Economía, Agosto 1996, Vol. 33, No. 3, pp. 277-293, with Adriana Cassoni and Gastón Labadie.

"Technology and the Wage Structure," Journal of Labor Economics, April 2001, Vol. 19, No. 2, pp. 440-483.

"The Impact of a New Phased Retirement Option on Faculty Retirement Decisions," Research on Aging, November 2001, Vol. 26, No. 6, pp. 671-693, with Linda Ghent and Robert Clark.

PAPERS IN COLLECTION:

"Unions and Employment in Uruguay," in James Heckman and Carmen Pages, eds., Law and Employment: Lessons from Latin American Deregulation, London: Basil Blackwell, 2003, forthcoming, with Adriana Cassoni and Gastón Labadie.

"Has Job Stability Vanished in Large Corporations?" in David Neumark, ed., On the Job: Is Long-Term Employment a Thing of the Past? New York: Russell Sage Foundation, 2000, pp. 196-223, with Robert L. Clark and Sylvester Schieber.

"Quantitative Flexibility in the U.S. Labor Market," in Edward Amadeo and Susan Horton (eds.), Labour Productivity and Flexibility, London: Macmillan, 1997, with Richard Freeman.

"Reforming the Labor Market in a Liberalized Economy: The Case of Uruguay," in Gustavo Marquez (ed.), Reforming the Labor Market in a Liberalized Economy, Baltimore, Johns Hopkins, 1995, pp. 137-191, with Gastón Labadie and Adriana Cassoni.

"Declining Unionization in Construction: Fresh Facts and New Reasons," Work Place Topics, symposium on issues for the future of labor/management relations edited by Michael Gordon, Vol. 4, No. 1, June 1994, pp. 45-60.

"IRCA and Seasonal Farm Labor in North Carolina," in Philip Martin et al (eds.), Immigration Reform and U.S. Agriculture, Publication Number 3358, University of California, Division of Agriculture and Natural Resources, Oakland, 1995, pp. 159-176, with Daniel Sumner.

"Developments in Collective Bargaining in Construction in the 1980s and 1990s," in Paula Voos (ed.), Contemporary Collective Bargaining in the Private Sector, Industrial Relations Research Association, 1994, pp. 411-445.

"Post-Retirement Increases in the 1980s," in John Turner and Daniel Beller (eds.), Trends in Pensions 1992, Washington, DC: USGPO, 1992, pp. 319-339, with Robert Clark and Ann McDermed.

"Immigration and Seasonal Labor Usage by North Carolina Tobacco Growers," in Farrell Delman, Thomas Slane, and Michael Manon (eds.), Current Issues in Tobacco Economics, Volume 4, Princeton, NJ: Tobacco Merchants Association, 1991, pp. 35-60, with Daniel Sumner.

"Human Resource Policies and Union-Nonunion Productivity Differences," in Daniel J.B. Mitchell and Jane Wildhorn (eds.), The Effective Use of Human Resources: A Symposium on New Research Approaches, Los Angeles, CA: UCLA Institute of Industrial Relations, Monograph and Research Series, Vol. 52, 1990, pp. 49-82.

"Unions and Productivity Growth," in Handbook of Health Care Human Resources Management, 2nd ed., Norman Metzger (Ed.) Rockville, Md.: Aspen, 1990, pp. 491-502.

"Pension Wealth, Age-Wealth Profiles, and the Distribution of Net Worth," in Robert E. Lipsey and Helen Stone Tice (eds.), The Measurement of Saving, Investment, and Wealth, Chicago: University of Chicago, 1989, pp. 689-731, with Robert Clark and Ann McDermed.

"Discussion of 'The Retirement Decision in Cross-National Perspective'," by Alex Inkeles and Chikako Usui," in Issues in Contemporary Retirement, Rita Ricardo-Campbell and Edward Lazear (Eds.) Stanford, Ca.: Hoover Institution, 1988, pp. 297-306.

"Unions and Job Security in the Public Sector," in When Public Sector Workers Unionize, Richard B. Freeman and Casey Ichniowski (Eds.) Chicago: University of Chicago, 1988, pp. 271-296.

"Pensions and Firm Performance," in Human Resources and Firm Performance, Morris Kleiner et al (Eds.) Madison, Wis.: Industrial Relations Research Association, 1987, pp. 196-242, with Robert Clark.

"Inflation and Pension Benefits," in The Handbook of Pension Statistics: 1985, Richard Ippolito and Walter Kolodrobtz (Eds.) Chicago: Commerce Clearing House, 1986, pp. 177-250, with Robert Clark and Daniel Sumner.

MANUSCRIPTS AND WORKING PAPERS:

"Phasing into Retirement," presented at Society of Labor Economists meeting in April 2001, under review at *Industrial and Labor Relations Review*, with Robert Clark and Linda Ghent.

"The Effects of Unions on Employment: Evidence from an Unnatural Experiment in Uruguay," NBER Working Paper No. 7501, with Adriana Cassoni and Gastón Labadie.

"The Impact of Labor Market Policies on the Wage Structure: Evidence from Chile and Uruguay," presented at Econometric Society meetings in Santiago Chile, August 1997, with Gastón Labadie.

OTHER PUBLICATIONS:

"Discussion of Refereed Papers – Labor Economics and Labor Markets," Proceedings of the Forty-Ninth Annual Meeting," Industrial Relations Research Association, January 4-6, 1997, pp. 366-367.

"Reformas del mercado laboral ante la liberalización de la economía: El caso de Uruguay," Interamerican Development Bank, Serie de Documentos de Trabajo 177, with Adriana Cassoni and Gastón Labadie.

"Is Flexibility the Answer? Benefits and Costs of U.S. Labor Market Flexibility" in Economia, Capital & Trabalho, published by the economics department at the Pontifícia Universidade Católica do Rio de Janeiro (with Richard Freeman).

"Labor Market Flexibility and Economic Performance in Uruguay and Chile," final report to the Tinker Foundation, 1994, with Gastón Labadie.

Testimony before the Commission on Agricultural Workers, Raleigh, North Carolina, September 28, 1990, in Report of the Commission on Agricultural Workers, Appendix II: Hearings and Workshops (Washington: U. S. Government Printing Office, 1993): 297-301.

"Post-Retirement Increases," final report to U.S. Department of Labor, October 1991, with Robert Clark and Ann McDermed.

"Trends in Earnings and Compensation," NC State Economist, February 1989.

"Job Mobility, Older Workers, and the Role of Pensions," final report to U.S. Department of Labor, November 1986, with Robert Clark and Ann McDermed.

"Unionization and Productivity in the Construction Industry," final report to U.S. Department of Labor, May 1985.

"Inflation and Pension Benefits," final report to U.S. Department of Labor, August 1983, with Robert Clark and Daniel Sumner.

"Unions and Productivity," Tar Heel Economist, August 1986.

"Determinants of Wage Levels in North Carolina," Tar Heel Economist, November 1979 (with Robert M. Fearn).

"Employment and Wage Changes in North Carolina," NCSU Economics Information Report No. 60, January 1980 (with Robert M. Fearn and Paul S. Stone).

Predicting Occupational Employment Patterns in North Carolina, prepared for the N.C. Department of Commerce, December 1981 (with Y. Brannon, L. Charest, J. McIntyre and D. Norris).

Prevailing Wage Laws Are Not Inflationary: A Case Study of Public School Construction Costs, Center to Protect Workers' Rights, December 1980 (with David Reich).

Absenteeism and the Labor Market, Ph.D. thesis, Department of Economics, Harvard University, 1978.

BOOK REVIEWS:

Alan L. Gustman and Thomas L. Steinmeier, Pension Incentives and Job Mobility (Kalamazoo, Mich.: Upjohn Institute for Employment Research, 1995) in Industrial and Labor Relations Review, Vol. 49, No. 4, July 1996, pp. 761-2.

Barry Hirsch, Labor Unions and the Economic Performance of Firms (Kalamazoo, Mich.: Upjohn Institute for Employment Research, 1991) in Journal of Labor Research, Vol. 13, No. 4, pp. 439-441.

Robert C. Feenstra, Ed., The Impact of International Trade on Wages (Chicago: University of Chicago Press, 2000) in Industrial and Labor Relations Review, Vol. 55, No. 2, January 2002, pp. 357-358.

OTHER PROFESSIONAL ACTIVITY:

Testimony before the Commission on Agricultural Workers, Raleigh, September 1990.

Committee on Construction Productivity, Building Research Board, National Research Council, 1985.

Board of Reviewers, Industrial Relations, 1989-present.

Associate of the Employee Benefit Research Institute Fellows program, 1994-present.

Economics Network, Center to Protect Workers' Rights, 1995-2000.

SOURCES OF RESEARCH SUPPORT:

Inter-American Development Bank, study of labor mobility and employment adjustment in Uruguay, \$75,000, 1997-99, with Gastón Labadie and Adriana Cassoni.

International Development Research Center, study of labor market flexibility in the U.S., \$10,000, with Richard Freeman, 1994-95.

Inter-American Development Bank, study of wage determination in Uruguay, \$40,000, 1994.

Tinker Foundation, study of labor market flexibility in Uruguay and Chile, \$94,500, 1992-93.

U.S. Department of Labor, Pension and Welfare Benefits Administration, study of post-retirement increases in pension benefits, \$90,920, 1988-1991.

National Science Foundation, analysis of changes in wage rigidity in the U.S. between 1860 and today, \$82,640, 1987-1991.

North Carolina Tobacco Foundation, analysis of impact of immigration reform on seasonal farm labor markets, with Daniel Sumner, \$62,000, 1987-1991.

U.S. Department of Labor, Assistant Secretary for Policy, analysis of effects of pensions on labor mobility, \$113,714, 1985-1986, with Robert Clark and Ann McDermed.

National Science Foundation, analysis of decline in productivity and unionization in the construction industry, \$63,907, 1984-1986.

Sloan Foundation and National Bureau of Economic Research, analysis of effects of unions in the public sector on employment adjustments over time, \$5,000, 1984-1986.

U.S. Department of Labor, Employment and Training Administration, study of unionization and productivity in the construction industry, \$73,000, 1982-1984.

U.S. Department of Labor, Labor-Management Services Administration, study of post-retirement adjustments of private pension benefits, \$184,724, 1981-1983, with Robert Clark and Daniel Sumner.

National Bureau of Economic Research, seed money for unionization and productivity in construction industry study, \$1,390, 1981.

North Carolina Department of Commerce, study of how to obtain more accurate information about occupational employment patterns in N.C., with staff at the North Carolina State University Center for Urban Affairs and Community Services, \$10,000, 1981.

Building and Construction Trades Department, AFL-CIO, study of effect of unions on productivity in the construction industry, approximately \$20,000, 1979-1980.

North Carolina State University Faculty Research and Professional Development Fund, seed money for study of recent changes in U.S. wage structure, \$1,400, 1979-1980.

U.S. Department of Labor, Manpower Administration Doctoral Dissertation Grant, economic analysis of absenteeism and the effect of absenteeism on wages and productivity, \$10,000, 1976-1978.

PRESENTATIONS AT WORKSHOPS, PROFESSIONAL MEETINGS AND CONFERENCES:

Academy of Management
American Economic Association
Cornell NYSSILR/AFL-CIO

Econometric Society -- North American Meetings
Econometric Society -- World Congress
Federal Mediation and Conciliation Service
Hoover Institution
Industrial Relations Research Association
Interamerican Development Bank
National Bureau of Economic Research
Public Service Commission of Canada
Russell Sage Foundation
Southern Economic Association

Columbia Business School
Columbia University
Cornell University
Duke University
Fuqua School of Business
Harvard University
Indiana University
Kenan-Flagler Business School
Miami University
Michigan State University
North Carolina State University
Oberlin College
Princeton University
Purdue University
Temple University
University of Chicago
University of Chile
University of Guadalajara
University of Maryland
University of North Carolina at Chapel Hill
University of South Carolina
University of Toronto
University of Wisconsin
Vanderbilt University
Virginia Polytechnic Institute and State University
The Wharton School

HONORS AND AWARDS:

Listed in "Economists Hall of Fame" in Loren C. Scott and Peter M. Mitias, "Trends in Rankings of Economics Departments in the U.S.: An Update," Economic Inquiry, April 1996, pp. 378-400. Ranked 13th in U.S. in pages published 1984-93 in Top 36 journals and 10th in pages published in Top 5 journals.

Economic Conference of the President and Vice-President, lead presentation at session two "Strains on Working Families in the New Economy," Emory University, Atlanta, March 28, 1995.

Initiated into Sigma Beta Delta, honorary society in management, May 6, 1994.

Outstanding Research Award, College of Management, North Carolina State University, October 1993 (first award given by college).

Fulbright Award to lecture in Uruguay at the Centro de Estudios de la Realidad Economica y Social, June-July 1991; follow-up award, July 1993.

Most articles published in top industrial relations journals 1983-88, as tabulated by Michael E. Gordon and Julia E. Purvis, "Journal Publication records as a Measure of Research Performance in Industrial Relations," Industrial and Labor Relations Review, October 1991, pp. 194-201.

Distinguished Research and Literary Publication Award, School of Humanities and Social Sciences, North Carolina State University, April 1986 (first award given by school, publications between July, 1982 and June, 1985 were eligible).

Allyn Young Award for excellence in teaching Economics 10 at Harvard (awarded twice, 1974-75 and 1975-76 academic years)

COURSES TAUGHT AT NORTH CAROLINA STATE UNIVERSITY:

| | |
|---------|--------------------------------|
| EC 201H | Economics I (Honors section) |
| EC 302 | Intermediate Macroeconomics |
| BUS 330 | Human Resource Management |
| BUS 332 | Industrial Relations |
| EC 431 | Labor Economics |
| ECG 507 | Economics for Managers (micro) |
| BUS 530 | Human Resource Management |
| ECG 532 | Economics of Trade Unions |
| BUS 583 | Management Practicum |
| ECG 630 | Labor Economics |

ADMINISTRATIVE ASSIGNMENTS AT NORTH CAROLINA STATE UNIVERSITY:

Director, Master of Business Administration program, 2002-present.

Director, Master of Science in Management program, 1993-2002

Teaching evaluation committee, Department of Business Management, 1999-2000

Search committee, dean for College of Management, 1998-99.

Chair, Team C: Curriculum, AACSB accreditation self study report, College Of Management, 1998-2000.

Chair, College of Management website committee, 1998-2000

Chair, Institutional Effectiveness and Strategic Planning Committee, Department of Business Management, 1998-99

University Committee on International Programs, 1995-1997

Labor Workshop chairman, 1983-1994

Chairman, hiring priorities committee, Department of Business Management, fall 1992

University Honors Council, 1992-93

Director, Undergraduate Honors Program, 1987-91

Undergraduate Curriculum, 1979-82, 1987-89, 1990-91; chair, 1981-82, 1988-89, 1990-92

Center for Economics and Business Studies, 1986-1987
Honors and Awards, 1985-1986
Graduate Admissions, 1982-1985
Library, 1983-1984

MAJOR ACCOMPLISHMENTS AS MBA DIRECTOR:

1. Program name changed from Master of Science in Management to Master of Business Administration, 2002.
2. Tuition surcharge enacted 2002; revenues dedicated to career services, management skills training, and increased admissions activity.
3. Fall enrollment increased from 159 in 1992 to 210 in 2002.
4. Application volume increased from 109 in fall 1993 to over 250 in fall 2002.
5. Percentage of students admitted on provisional basis declined from 71 in fall 1992 to less than 5 percent in fall 2002.
4. Average years of working experience of matriculating students increased from 3 in fall 1993 to 6.2 in fall 1999.
5. New curriculum developed and implemented in fall 1995. Program now focuses on management of information, operations, and technology and emphasizes business processes over traditional functions. Requirements added in management, strategy, and international. All students must do practicum where they analyze an issue or process facing a real organization. Most courses are now taught in two-credit hour, half semester modules.
6. New curriculum developed and implemented in fall 1999. Reduction in required classes accompanied by increase in concentration classes and electives. Students must enter in fall and go through program in cohort. Return to full-semester, three-credit-hour classes. Faculty team launched to supervise core.
7. Four star rating in initial Peterson's Guide to MBA Programs, one of only three programs at that level or above in North Carolina.
8. Initiated more active recruiting of students, including information sessions advertised in local paper, visits to local companies, MBA forums in Atlanta, New York, and Washington, D.C., subscription to GMASS data base.
9. Obtained Graduate School approval to change governance structure of MSM program.
10. Developed and implemented program to get summer school courses taught regularly for evening students.
11. Designed and implemented surveys of students and alumni.
12. Initiated practice of regular focus groups with MBA students to get feedback on program.
13. Expanded offerings of evening courses.
14. Changed admissions process from faculty to administrative committee.
15. Developed brochure for MSM, as well as brochure and CD-ROM to promote graduate programs in College of Management.
16. Obtained and administered ten-fold increase in budget for graduate assistance and four-fold increase in tuition remission.
17. All of the above items occurred during my tenure as MSM/MBA director. They would not have happened without the contributions of Carol Smith and Pam Bostic in the MSM office and the cooperation and support of faculty, department heads, and deans in the College and the University.

COURSES TAUGHT AT HARVARD:

EC 10 Principles of Economics

EC 970 Sophomore Tutorial
EC 1010B Intermediate Macroeconomic Theory (assistant to James
 Duesenberry, Elisabeth Allison)
EC 1550 Business Organization and Behavior in Industrial Countries
 (assistant to Richard Caves)