

August, 2014

Curriculum Vita: James Terborg

Personal Data

Name: James Robert Terborg

Title: Carolyn S. Chambers Professor of Management (1989-2013)

Birth: April 13, 1948; Oak Park, Illinois

Office Address: Charles H. Lundquist College of Business
University of Oregon
Eugene, Oregon 97403
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Education

B.A. 1970 Calvin College; Major: Psychology

M.S. 1972 Eastern Michigan University; Major: Experimental Psychology

Ph.D. 1975 Purdue University; Major: Organizational Psychology

Professional Experience

2014- present Senior Associate Dean for Faculty Affairs, Lundquist College of Business

2011-2014 Chair, Department of Management, University of Oregon

2006 – 2010 Academic Director, Warsaw Sports Marketing Center

1998-2002 Academic Director, Oregon Executive MBA

1997-1998	Co-Chair, Department of Management, University of Oregon
1994-1999	Director, Institute of Industrial Relations, University of Oregon
1991-1997	Adjunct Research Scientist, Oregon Research Institute, Eugene, Oregon
1990-1991	Director, Institute of Industrial Relations, University of Oregon
1989-present	Carolyn S. Chambers Professor of Management
1989-1993	Associate Dean for Academic Affairs, College of Business Administration, University of Oregon
1987-1988	Chair, Department of Management, University of Oregon
1986-1987	Visiting Research Scientist, Oregon Research Institute, Eugene, Oregon
	Professor, Department of Management, University of Oregon
1983-1986	Chair, Department of Management, University of Oregon
1980-1983	Associate Professor, Department of Management, University of Oregon
1978-1980	Associate Professor, Department of Psychology, University of Houston
1975-1978	Assistant Professor, Department of Psychology, University of Illinois - Urbana
1970-1975	Held various teaching and research positions at Eastern Michigan University and Purdue University, including Teaching Assistant, Research Fellow, Research Assistant, and Graduate Instructor

Awards

1974	David Ross Pre-doctoral Fellowship for Research awarded by Purdue University.
1984	Elected Fellow in the American Psychological Association.

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| 1988 | Charter Fellow in the American Psychological Society |
| 1991 | First Place, Donald A. Watson Award for Outstanding Teaching,
College of Business Administration |
| 1993 | Second Place, Donald A. Watson Award for Outstanding Teaching,
College of Business Administration |
| 1996 | Outstanding Publication for 1995, <u>Journal of Organizational
Behavior</u> . |
| 1997 | Harry R. Jacobs Distinguished Teaching Award, Lundquist College of
Business |

Professional Affiliations

American Psychological Association (Member since 1975, Fellow since 1984)

Member of Division 14 Education and Training Committee, 1977-1980; 1984-1986.
Member of Division 14 Program Committee, 1984

Academy of Management (Member since 1976)

Member of Organizational Behavior Program Committee, 1979, 1983, 1986, 1999.
Member of Executive Committee, Organizational Behavior Division, 1983, 1985-1990.
Chair, Organizational Behavior Awards Committee, 1983.
Member of Organizational Behavior Awards Committee, 1984.
Member of Organizational Behavior Doctoral Program Committee, 1985.
Program Chair, Organizational Behavior Division, 1986-1987.
Division Chair Elect, Organizational Behavior Division, 1987-1988.
Division Chair, Organizational Behavior Division, 1988-89, 1989-90

Society for Organizational Behavior (Member since 1976)

American Psychological Society (Member since 1988, Fellow since 1988)

Editorial Board Memberships

Journal of Applied Psychology, 1982-1987

Academy of Management Journal, 1984-1989

American Journal of Health Promotion, 1986-1992

Journal of Employee Assistance Program Research, 1991 - 1992

Journal of Quality Management, 1996-2002.

Journal of Sport Management, 2009 - 2013

Instructional Information

Undergraduate Courses:	Industrial Psychology Organizational Psychology Psychology and Industrial Relations Human Resource Management Management and Organizational Behavior Business Leadership
Graduate Courses & Seminars:	Motivation and Quality of Worklife Foundations of Industrial and Organizational Psychology Organizational Effectiveness Organizational Theory Behavioral Science and Management Psychology and Industrial Relations Organizational Psychology Women in Organizations Management and Organizational Behavior Strategy Implementation Case Writing in Sports Business
Executive Education:	Managing Organizations Strategy Workshop Performance Management, Rotterdam School of Management Grader: Inter Company Project, Rotterdam School of Management

College and University Committee Memberships (Partial List)

College

Search Committee, Industry Director, Warsaw Sports Marketing Center, 2008

Search Committee, Director of Career Services Center (Chair), 1991
Faculty Search Committee, University of Oregon, 1981-82, 1982-83, 1983-84, 1984-85,
1987-88, 1995-96, 2004-2008
Scholarship and Award Committee, University of Oregon, 1980-81, 1981-82.
Research and Publication Committee, University of Oregon, 1980-81, 1981-82.
Masters Program Committee, University of Oregon, 1981-82, 1982-83, 2006-07
Promotion and Tenure Committee, (Chair) University of Oregon, 1983-84,
1984-85, 1985-86, 1995-96, 2009-10.
Teaching Effectiveness Committee, University of Oregon, 1985-86.
Administrative Council, University of Oregon, 1983-86, 1987-1993.
Oregon Executive MBA, Academic Committee, 1995-96, 1996-97, 1997-98.
Administrative Council, 1997-98
Search Committee, Faculty Support Services, 1997-98
Alpha Kappa Psi, Faculty Advisor, 2003-2004

University

Mitchell Prize Review Panel, University of Houston, 1979-80.
Status of Women Committee, University of Oregon, 1982-83, 1983-84.
Management Service Recognition Award Selection Committee, 1983-84.
Westmoreland Student Housing Advisory Board, 1984-85, 1985-86.
University Research Committee, 1984-85, 1985-86.
University Accreditation Self-Study Task Force, 1985-86.
Faculty Advisory Council, 1987-89 (Chair, 1988-89).
Distinguished Service Award, 1988-89
Presidential Campus Screening Committee, 1988-89
State Board Visitation Panel, (Chair) 1988-89
Campus Planning Committee, 1989-90
Dean Search Committee, School of Architecture and Allied Arts (Chair), 1991.
Honorary Degree Task Force, 1991.
Council of Deans, 1990-91.
Graduate Teaching Fellow Contract Negotiation Committee, 1991.
Planning Task Force: Oregon Joint Professional Schools of Business, 1992-1994.
International College Strategic Planning Committee, 1992.
Budget Recommendation Team for Administration, 1993
U of O Administrative Review Committee, 1993 (Chair)
University Senate, 1994-95, 1998-00
Legislative Session UO Faculty Advisory Group, 1994-96.
University Scholarship Committee, 1996-97
Distinguished Teaching Awards Committee, 1996-97
University Solution Team (Convener) 1997-98
University Post-Tenure Review Task Force, 1998-99

Interinstitutional Faculty Senate, 1999-2000
Faculty Personnel Committee, 2002-2003
Professional Distinctions Committee, 2004-2010
Board Member, The Duck Store 2003- present

Research Interests

Sports and Business

Employee Involvement

Quality and Productivity

Research Grants and Contracts

Access and Treatment Occupational Sex Discrimination. From the David Ross Foundation, Purdue University, 1973-74. \$4,000.

Investigation of Effort, Role Perception Accuracy, and Work Performance. From the University of Illinois Research Board, 1975-76. \$5,780.

Relationships Among Employee Attitudes and Job Behaviors. From the University of Illinois Research Board, 1976-77. \$4,800.

Factors Affecting New Graduate Student Socialization. From the University of Illinois Research Board, 1977-78. \$5,000.

Organizational Effectiveness: A Longitudinal, Multivariate Investigation. From the Army Research Institute, 1977-79. \$39,040.

Individual and Group Behavior in Response to External Organizational Stress. From the National Institute of Education, 1977-78. \$8,796.

Organizational Effectiveness. From the Office of Naval Research, 1979-81. \$39,000.

Investigation of Employee Turnover. From the Office of the Vice-Chancellor for Finance and Operations, University of Houston, 1979. \$4,000.

Critical Issues in Organizational Effectiveness. From the Office of Naval Research, 1981-82. \$45,000.

Evaluation of N.I.O.S.H. Curriculum Materials. From the National Institute for Occupational Safety and Health, 1985. \$9,993.

Evaluation of Smoking Cessation Programs and Smoking Policies in the Worksite. Faculty Summer Research Grant, College of Business Administration, University of Oregon, 1989. \$5,000.

Worksite Issues in Organizational Health Promotion From the National Heart, Lung and Blood Institute, 1991-1995. \$2.4 million.

Impact of Increases in the Minimum Wage on the Restaurant Industry. Contract from the Oregon Restaurant Association to the University of Oregon Office of Research and Sponsored Programs. 1999. \$3,788.

Defining and Measuring Athletic Department Effectiveness. Kilkenny Faculty Summer Research Grant, 2009. \$30,000

Athletic Department Mission Statements. Lundquist College of Business Summer Research Award, 2010. \$6,000

Publications in Refereed Journals

1974 Peters, L. H., Terborg, J. R., & Taynor, J. Women as managers scale (WAMS): a measure of attitudes toward women in managerial positions. Journal Supplement Abstract Service, 1974, Ms. No. 585.

Terborg, J. R., & Peters, L. H. Some observations on the wording of item-stems for attitude questionnaires. Psychological Reports, 1974, 35, 463-466.

1975 Peters, L. H., & Terborg, J. R. The effects of the temporal placement of unfavorable applicant information and of attitude similarity on personnel selection decisions. Organizational Behavior and Human Performance, 1975, 13, 279-293.

Terborg, J. R., & Ilgen, D. R. A theoretical approach to sex discrimination in traditionally masculine occupations. Organizational Behavior and Human Performance, 1975, 13, 352-376.

Ilgen, D. R., & Terborg, J. R. Sex discrimination and sex- role stereotypes: Are they synonymous? No! Organizational Behavior and Human Performance, 1975, 14, 154-157.

1976 Terborg, J. R. The motivational components of goal setting. Journal of Applied Psychology, 1976, 61, 613-621.

- Terborg, J. R., Castore, C. H., & DeNinno, J. A. A longitudinal field investigation of the impact of group composition on group performance and cohesion. Journal of Personality and Social Psychology, 1976, 34, 782-790.
- 1977 Terborg, J. R. Validation and extension of an individual differences model of work performance. Organizational Behavior and Human Performance, 1977, 18, 188-216.
- Terborg, J. R., Peters, L. H., Ilgen, D. R., & Smith, F. Organizational and personal correlates of attitudes toward women as managers. Academy of Management Journal, 1977, 20, 89-100.
- Terborg, J. R. Women in management: A research review. Journal of Applied Psychology, 1977, 62, 647-664.
- 1978 Terborg, J. R., & Miller, H. E. Motivation, behavior, and performance: A closer examination of goal setting and monetary incentives. Journal of Applied Psychology, 1978, 63, 29-39.
- 1979 Miller, H. E., & Terborg, J. R. Job attitudes of part-time and full-time employees. Journal of Applied Psychology, 1979, 64, 380-386.
- 1980 Terborg, J. R., Howard, G. S., & Maxwell, S. E. Evaluating planned organizational change: A proposed method for the assessment of Alpha, Beta and Gamma change. Academy of Management Review, 1980, 5, 109-121.
- Terborg, J. R., Richardson, P., & Pritchard, R. D. Person-situation effects in the prediction of performance: An investigation of ability, self-esteem and reward contingencies. Journal of Applied Psychology, 1980, 65, 574-583.
- 1981 Terborg, J. R. Interactional psychology and research on human behavior in organizations. Academy of Management Review, 1981, 6, 569-576.
- 1982 Terborg, J. R., & Davis, G. A. Evaluation of a new method for assessing change to planned job redesign as applied to Hackman and Oldham's Job Characteristic Model. Organizational Behavior and Human Performance, 1982, 29, 112-128.
- Terborg, J. R., Maxwell, S. E., & Howard, G. S. On the measurement and control of beta change: Problems with the Bedeian, Armenakis, and Gibson (1980) technique. Academy of Management Review, 1982, 7, 292-295.
- Terborg, J. R., Lee, T. W., Smith, F. G., Davis, G. A., and Turbin, M. S., Extension of the Schmidt and Hunter validity generalization procedure to the prediction of absenteeism behavior from knowledge of job satisfaction and organizational commitment. Journal of Applied Psychology, 1982, 67, 440-449.

- 1983 Terborg, J. R., and Ungson, G. R. Strategic policy and management compensation: A longitudinal study of bonus pay and unit performance. Proceedings of the Academy of Management, 1983, 43, 292-296.
- Terborg, J. R., and Shingledecker, P. S. Employee reactions to supervision and work evaluation as a function of subordinate and manager sex. Sex Roles, 1983, 9, 813-824.
- 1984 Terborg, J. R., and Lee, T. W. Extension of turnover research: A predictive study of organizational turnover rates for a two-year period. Academy of Management Journal, 1984, 27, 793-810.
- 1985 Terborg, J. R., and Ungson, G. R. Group administered bonus pay and retail store performance: A two-year study of management compensation. Journal of Retailing, 1985, 61, 63-77.
- Russell, J. S., Terborg, J. R., and Powers, M. L. Organizational performance and organizational level training and support. Personnel Psychology, 1985, 38, 849-863.
- 1986 Anderson, R. L., & Terborg, J. R. Managing employee beliefs in work redesign interventions. Proceedings of the Academy of Management, 1986, 12, 225-228.
- 1987 Vecchio, R. P., & Terborg, J. R. Salary increment allocation and individual differences. Journal of Occupational Behaviour, 1987, 8, 37-43.
- 1988 Glasgow, R., & Terborg, J. R. Occupational health promotion programs to reduce cardiovascular risk. Journal of Consulting and Clinical Psychology, 1988, 56, 365-373
- Anderson, R. L., & Terborg, J. R. Employee beliefs and support for a work redesign intervention. Journal of Management, 1988, 14, 493-503
- 1990 Fisher, K. J., Glasgow, R. E., and Terborg, J. R. Worksite smoking cessation: A meta-analysis of long-term quit rates from controlled studies. Journal of Occupational Medicine, 1990, 32, 429-439.
- 1994 Glasgow, R. E., Terborg, J. R., Hollis, J. F., Severson, H. H., Fisher, K. J., Boles, S. M., Pettigrew, L. E., Foster, L. S., Strycker, L. A., & Bischoff, S. Modifying dietary and tobacco use patterns in the worksite: The Take Heart Project. Health Education Quarterly, 21, 69-82.
- Singer, B., Terborg, J.R., & Mayer, S.J. Attitudinal, circadian, circumstantial and subject selection explanations of shiftwork effects on health. Journal of Occupational Medicine, 36, 66-69.

- Fisher, K. J., Glasgow, R. E., Severson, H. H., & Terborg, J. R. Organizational characteristics associated with smokeless tobacco use. Health Values, 1994 18, 34-40.
- 1995 Glasgow, R. E., Terborg, J. R., Hollis, J. F., Severson, H. H., & Boles, S. M. Take Heart: Results from the initial phase of a worksite wellness program. American Journal of Public Health, 1995, 85, 209-216.
- Koh, W. L., Steers, R. M. & Terborg, J. R. The effects of transformational leadership on teacher attitudes and student performance in Singapore. Journal of Organizational Behavior, 1995, 16, 319-333. Outstanding Publication for 1995 as chosen by Editorial Board.
- Terborg, J. R., Hibbard, J., & Glasgow, R. E. Behavior change at the worksite: Does social support make a difference? American Journal of Health Promotion, 10, 125-131.
- 1997 Glasgow, R.E., Terborg, J.R., Strycker, L.A. Boles, S.M., Severson, H.H., & Hollis, J.F. Take Heart II: Replication of a Worksite Health Promotion Trial. Journal of Behavioral Medicine, 20, 143-161.
- 1998 Terborg, J.R. Health Psychology in the United States: A Critique and Selected Review. Applied Psychology: An International Review, 47, 199-217.
- 1999 Terborg, J.R. Open Book Management as a Source of Competitive Advantage for U.S. Firms. Journal of Practical Global Business, 1, 41-49.
- Terborg, J.R. Cost-Benefit Analysis. Proceedings of the 10th World Conference on Tobacco and Health.
- 2002 Terborg, J.R. & Burton, R. Making Business a Game. Marketing Management, 11, 40-45.
- Moshavi, D., & Terborg, J.R. The job satisfaction and performance of contingent and regular customer service representatives: A human capital perspective. International Journal of Service Industry Management, 13, 333-347.
- 2005 Wolfe, R., Weick, K., Usher, J., Terborg, J. et. al.. Sport and Organizational Studies. Journal of Management Inquiry. 14, 182-210.

- 2007 Singell, L. & Terborg, J. Employment Effects of Two Northwest Minimum Wage Initiatives. Economic Inquiry, 45, 40-55.
- 2007 Wolfe, R., Babiak, K., Cameron, K., Quinn, R., Smart, D., Terborg, J., & Wright, P. Moneyball: A Business Perspective. International Journal of Sport Finance, 2, 249-262.
- 2008 Bryant, S., & Terborg, J. The Impact of Peer Mentor Training on Creating and Sharing Organizational Knowledge. Journal of Management Issues, 20, 11-29.

Chapters in Edited Books

- 1979 Terborg, J. R. & Zalesny, M. D. Women as managers: A review of research on occupational sex discrimination. In Current Issues in Personnel Management, K. M. Rowland, M. London, G. R. Ferris, and J. L. Sherman (Eds.), Boston: Allyn & Bacon, 1979.
- Terborg, J. R. Women as managers scale (WAMS). In J. E. Jones & J. W. Pfeffer (Eds.), 1979 Annual Handbook for Group Facilitators. LaJolla, CA.: University Associates, 1979.
- 1981 Terborg, J. R., & Komocar, J. Individual and group behavior in schools as a function of environmental stress. In S. B. Bacharach (Ed.), Organizational Behavior in Schools and School Districts. New York: Praeger, 1981.
- 1982 Terborg, J. R., Zalesny, M. D., & Tubbs, M. E. Socialization experiences of women and men graduate students in male sex-typed and non-sex-typed career fields: A longitudinal investigation. In H. J. Bernardin (Ed.), Women in the Work Force. New York: Praeger, 1982.
- 1984 Terborg, J. R. Working women and stress. In T. Beehr and R. Bhagat (Eds.), Human Stress and Cognition in Organizations. New York: Wiley, 1984.
- 1986 Terborg, J. R. Health promotion at the worksite: A research challenge for personnel and human resources management. In K. H. Rowland and G. R. Ferris (Eds.), Research in Personnel and Human Resources Management, Vol. 4, Greenwich, CT: JAI Press, 1986.

- 1987 Terborg, J. R., & Russell, J. S. The economic impact of valid employee selection practices for entry level management under typical, best, and worst case scenarios. In R. S. Schuler and S. A. Youngblood (Eds.), Readings in Personnel and Human Management, New York: West, 1987.
- 1988 Terborg, J. R. The organization as a context for health promotion. In S. Oskamp & S. Spacapan (Eds.), Social Psychology and Health: The Claremont Symposium on Applied Social Psychology, Newbury Park, CA: Sage Publishers, 1988
- 1989 Terborg, J. R. Methodological implications of the organizational context for research on worksite health promotion programs. In J. LaRosa & K. Johnson (Eds.), Proceedings of the Conference on Methodological Issues in Worksite Research. National Heart, Lung, and Blood Institute, Washington, D. C.: 1989.
- 1995 Terborg, J. R. Computer Simulation: A promising technique for evaluation of health promotion programs at the worksite. In R. Kaman (Ed.), Worksite health promotion economics. Champaign, IL: Human Kinetics Publishers, 1995
- 1997 Terborg, J. R. & Glasgow, R. E. Worksite interventions: A brief review of health promotion programs at work. In A. Brown, C. McManus, S. Newman, J. Weinman, & R. West (Eds.), Cambridge Handbook of Psychology, Health and Medicine. London: Cambridge University Press.

Terborg, J.R. Health Promotion, in L.H. Peters, S.A. Youngblood, & C.R. Greer (Eds.), The Blackwell Dictionary of Human Resource Management, Blackwell Publishers, Oxford, England.

Terborg, J.R. Smoking Cessation, in L.H. Peters, S.A. Youngblood, & C.R. Greer (Eds.), The Blackwell Dictionary of Human Resource Management, Blackwell Publishers, Oxford, England.

Terborg, J.R. Wellness, in L.H. Peters, S.A. Youngblood, & C.R. Greer (Eds.), The Blackwell Dictionary of Human Resource Management, Blackwell Publishers, Oxford, England.

Book Reviews

- 1977 Terborg, J. R. Review of "Work, Productivity, and Job Satisfaction" by R. A. Katzell and D. Yankelovich. Journal of Business, 1977, 50, 546-548.
- 1983 Terborg, J. R. Review of "Assessing Organizational Effectiveness" by Raymond Zamumoto. Journal of Management Studies, 1983, 20, 499-501.

Other Publications, Papers and Presentations

McCormick, E. J., Tiffin, J., & Terborg, J. Workbook for Industrial Psychology. Cincinnati: Tri-State Offset Company, 1974 (79 pages).

Terborg, J. R., and Ilgen, D. R. Sex discrimination toward women in a traditionally masculine occupation: A theoretical approach. Presented at the 82nd Annual Convention of the American Psychological Association, New Orleans, August 1974.

Terborg, J. R., and Castore, C. H. The effects of group member ability and attitude similarity on group performance, cohesion, and satisfaction. Presented at the 47th Midwestern Psychological Association Convention, Chicago, May 1975.

Jacoby, J. and Terborg, J. R. The managerial philosophies scale. Published by: Teleometrics International, Conroe, Texas, Copyright 1975.

Terborg, J. R. Expectancy-utility models. Presented at the 19th Annual Conference of the Midwest Division of Academy of Management, St. Louis, April, 1976.

Terborg, J. R. Integration of women in management positions: A research review. Presented at the 84th Annual Convention of the American Psychological Association. Washington, D. C., September 1976. Also listed in Resources in Education, 1977, Ms. #ED 132 708.

Miller, H. E., & Terborg, J. R. Behavioral processes of motivation: A closer examination of goal setting and monetary incentives. Presented at the 49th Midwestern Psychological Association Convention. Chicago, May 1977.

Terborg, J. R. Theoretical issues and current research in integrating women and minority groups in the organization. Paper presented at the Annual Meeting of the Southwest Academy of Management. Dallas, Texas, March 1978.

Miller, H. E., Terborg, J. R., & Hom, P. W. Part-time and full-time worker differences: An exploratory investigation. Paper presented at the 50th Midwestern Psychological Association Convention. Chicago, May 1978.

Miller, H.E., Turbin, M., & Terborg, J.R. The use of ability and motivation as cues for judging performance: Some observations with orthogonal and correlated cues. Paper presented at the 50th Midwestern Psychological Association Convention, Chicago, May 1978.

- Terborg, J. R., & Zalesny, M. D. The socialization of women graduate students in traditional and non-traditional academic disciplines. Paper presented at the 86th Annual Convention of the American Psychological Association, Toronto, August 1978.
- Terborg, J. R. Motivation and the goal setting process: An attempt at clarification. Paper presented at the 38th Annual Meeting of the Academy of Management. San Francisco, August 1978.
- Terborg, J. R., & Miller, H. E. Directions for research on part-time and full-time employee attitudes and behaviors. Paper presented at the 87th Annual Convention of the American Psychological Association. New York, August 1979.
- Terborg, J. R., Richardson, P., & Pritchard, R. D. Ability, motivation, and performance. Paper presented at the 87th Annual Convention of the American Psychological Association. New York, August 1979.
- Terborg, J. R. What is industrial-organizational psychology? Paper presented at the Workshop for High School Teachers of Psychology, sponsored by the National Science Foundation, Richards Kasschau, principal investigator. Houston, 1979.
- Coverdale, S. H., & Terborg, J. R. A re-examination of the Mobley, Horner and Hollingsworth model of turnover: A useful replication. Paper presented at the 40th Annual Meeting of the Academy of Management, Detroit, August 1980.
- Shingledecker, P. S., & Terborg, J. R. Employee reactions to performance appraisal as a function of subordinate and manager sex. Paper presented at the 40th Annual Meeting of the Academy of Management, Detroit, August 1980.
- Terborg, J. R., Zalesny, M. D., and Tubbs, M. E. Socialization experiences of women and men graduate students in male sex-typed and non-sex-typed career fields: A longitudinal investigation. Invited paper given at the Fourth Annual Symposium on Applied Behavioral Science, Virginia Polytechnic Institute, Blacksburg, Virginia, May 1981.
- Terborg, J. R., and Ungson, G. R. Strategic policy and management compensation: A longitudinal study of bonus pay and unit performance. Paper presented at the 43rd Annual Meeting of the Academy of Management, Dallas, August 1983.
- Terborg, J. R., Howard, G. S. Rationale for the Terborg, Howard, and Maxwell method for the detectional measurement of alpha, beta, and gamma change. Paper presented in the symposium "New Directions in the Measurement of Alpha, Beta, and Gamma Change" at the 43rd Annual Meeting, Academy of Management, Dallas 1983.

- Terborg, J. R. Corporate Wellness Programs and Organizational Benefits. Paper presented at the 3rd Health and Fitness in the Workplace Conference, Eugene, Oregon, January 1984.
- Terborg, J. R., Spacapan, S., Shingledecker, P., and Morgan, C. Changing jobs vs. changing organizations: Predicting transfer and turnover from personal characteristics, attitudes, and withdrawal cognitions. Paper presented at the 44th Annual Meeting of the Academy of Management, Boston, August 1984.
- Terborg, J. R., and Carroll, S. An empirical investigation of two techniques for measurement of alpha, beta, and gamma change at the individual level of analysis. Paper presented in the symposium, "Empirical Research on the Change Typology," at the 44th Annual Meeting of the Academy of Management, Boston 1984.
- Russell, J. S., Terborg, J. R., and Powers, M. L. The influence of training and organizational support on organizational performance. Paper presented at the 92nd Meeting of the American Psychological Association, Toronto, August 1984.
- Terborg, J. R. Putting "organizations" back into organizational behavior. Invited presentation, University of Washington, April, 1985.
- Terborg, J. R. Organization theory and effectiveness: Comparing predictions from human resource, structural contingency and resource dependence models. Paper presented at the 45th Meeting of the Academy of Management, San Diego, August 1985.
- Terborg, J. R. Pushes and pulls in research for the rest of the decade. Invited speaker, OB-OD-OMT Doctoral Student Consortium, 45th Annual Meeting of the Academy of management, San Diego, August 1985.
- Terborg, J. R. A cost-benefit analysis of occupational health promotion programs. Paper presented at the conference "Strategic Human Resource Management," Duke University, June, 1986.
- Terborg, J. R. Stress, employee health, and current social trends. Paper presented in the symposium, "Job Stress: Should Efforts be Made to Control It?," at the 46th Annual Meeting of the Academy of Management, Chicago, August, 1986.
- Terborg, J. R. An empirical investigation of organizational effectiveness using the data envelopment analysis method. Paper presented in the symposium, "Organizational effectiveness: A longitudinal perspective of the field and promising directions for future research," at the 46th Annual Meeting of the Academy of Management, Chicago, August, 1986.

- Terborg, J. R., & Russell, J. S. Computer simulation of employee selection utility: Using Lotus 1-2-3 for teaching, research, and practice. Presented in the symposium, "The impact of micro-computers in the human resource classroom," at the 46th Annual Meeting of the Academy of Management, Chicago, August, 1986.
- Terborg, J. R., Mayer, S. J., & Bretheim, D. R. Attitudinal, behavioral and physiological correlates of employee health care costs. Presented at the 94th Meeting of the American Psychological Association, Washington, D.C., August, 1986.
- Terborg, J. R. Health promotion at the worksite. Presented at the 11th Annual Meeting of the Society for Organizational Behavior, San Diego, CA, October, 1986.
- Terborg, J. R. Issues in cost effectiveness/cost benefit analysis: An occupational health promotion program demonstration. Oregon Research Institute, Eugene, OR, October, 1986.
- Terborg, J. R. The organization as a context for health promotion. Presented at the 4th Annual Claremont Symposium on Applied Social Psychology, Claremont, CA, February, 1987.
- Terborg, J. R., & Russell, J. S. Practicality and sensitivity of selection utility parameters in various scenarios. Presented at the 2nd Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA, April, 1987.
- Vecchio, R. P., & Terborg, J. R. Salary increment allocation and individual differences. Presented at Annual Meeting of the Western Academy of Management, Los Angeles, CA, April, 1987.
- Terborg, J. R. Psychological aspects of occupational health and safety. Presented at the 1987 Northwest Occupational Health Conference, Portland, OR, October, 1987.
- Terborg, J. R. Routinized prosocial behavior and organizational effectiveness. Presented at the Symposium on Work Motivation and Organizational Effectiveness, Leichlingen, West Germany, October, 1987.
- Terborg, J. R. Methodological implications of the organizational context for research on worksite health promotion programs. Presented at the conference on Methodological Issues in Worksite Research, Airlie, Virginia, April, 1988.
- Komocar, J., & Terborg, J. R. Human resource system practices, external resource dependence, and organizational performance. Presented at the 48th Annual Meeting of the Academy of Management, Anaheim, CA, August, 1988.

- Terborg, J.R. Cost-benefit analysis of the Adolph Coors wellness program. College of Business Administration, University of Oregon, Eugene, OR, 1989.
- Terborg, J. R., & Mayer, S. J. Work group norms toward safety and health. Presented at the First Annual Symposium on Group Dynamics, Texas A & M University, College Station, Texas, April, 1989.
- Fisher, K. J., Glasgow, R. E., Terborg, J. R., and Hibbard, J. H. A meta-analysis of controlled studies of worksite smoking cessation. Presented at the Seventh World Conference on Tobacco and Health. Perth, Australia, March, 1990.
- Terborg, J. R. Improving employee participation and adherence in health promotion programs. Presented at the Fifth Annual Conference of the Society of Industrial and Organizational Psychology. Miami Beach, Florida, April, 1990.
- Terborg, J. R. Applying a behavior costing approach to the evaluation of worksite health promotion programs. Presented at the First Conference on the Economic Impact of Worksite Health Promotion Programs. Fort Worth, Texas, May, 1990
- Terborg, J. R. Health issues at work. Invited presentation for Doctoral Student/Junior Faculty Consortium, Personnel and Human Resources Management, 50th Annual Meeting of the Academy of Management. San Francisco, California, August, 1990.
- Terborg, J. R. One answer to the demand for accountability: Applying behavior costing and capital budgeting techniques to worksite health promotion programs. 2nd Annual Conference on Health Promotion. Hilton Head, South Carolina, March, 1991.
- Koh, W. L., Terborg, J. R., and Steers, R. M. The impact of transformational leadership on organizational commitment, organizational citizenship behavior, teacher satisfaction, and student performance. Paper presented at the 51st Annual Meeting of the Academy of Management. Miami, Florida, August, 1991.
- Glasgow, R. and Terborg, J. Reducing Cholesterol and Tobacco Use Through Oregon Worksites. Presented at the annual meeting of the Oregon Public Health Association, Eugene, OR., September, 1991.
- Glasgow, R., Severson, J., Fisher, J., Terborg, J. and Hollis, J. Organizational Influences on Employee Health Behavior: The Take Heart Project. Presented at the annual meeting of the Society of Behavioral Medicine, New York, March, 1992.
- Glasgow, R., Terborg, J., Severson H. and Hollis, J. Organizational Influences on Employee Smoking Behavior. Presented at the annual meeting of the Western Psychological Association. Portland, OR, May, 1992.

- Fisher, J., Glasgow, R., Terborg, J., Hollis, J. and Severson, H. Enhancing the Health of Employees and Companies: Baseline Data from the Take Heart Project. Presented at the annual meeting of the American Public Health Association, Washington, D.C., November, 1992.
- Terborg, J. Application of Behavioral Costing Techniques to the Adolph Coors Wellness Program. Presented at the 2nd Annual APA/NIOSH Conference on Work Stress, Washington, D.C., November, 1992.
- Singer, B., Terborg, J. and Mayer, S. Attitudinal, Circadian, Circumstantial and Subject Selection Explanations of Shiftwork Effects on Health. Presented at the 2nd Annual APA/NIOSH Conference on Work Stress, Washington, D.C., November, 1992.
- Terborg, J., Bischoff, S., Glasgow, R., Severson, H. and Hollis J. A Replication and Extension of Karasek's Model of Job Strain and Work Stress. Presented at the 2nd Annual APA/NIOSH Conference on Work Stress, Washington, D.C., November, 1992.
- Terborg, J. R. Using Computer Simulations to Evaluate the Economic Impact of Worksite Health Promotion Programs. Presented at the 2nd Conference on the Economic Impact of Worksite Health Promotion Programs, Buffalo, N.Y., May, 1993.
- Terborg, J.R. Applying the Philosophy of Total Quality Management to the Teaching of Management and Organizational Behavior. Presented as part of the symposium "Integrating Total Quality Concepts and Principles into Management Education and Organizational Development" at the 53rd Annual Meeting of the Academy of Management, Atlanta, GA, August, 1993
- Glasgow, R.E., Strycker, L.A., Terborg, J.R., Severson, H., & Hollis, J. Changes in Worksite Activities and Employee Health Behaviors as a Result of the Take Heart Project. Presented at the Annual Meeting of the Oregon Public Health Association, Bend, OR, October, 1993.
- Terborg, J. R. Computer Simulations and Cost-Benefit Analysis of Worksite Health Promotion Programs. Presented at the 15th Annual Meeting of the Society of Behavioral Medicine, Boston, April, 1994.
- Glasgow, R., Severson, H. H., Terborg, J. R., Hollis, J., Boles, S. M., & Strycker, L. Take Heart: Initial Results of Worksite Health Promotion Program. Presented at the 15th Annual Meeting of the Society of Behavioral Medicine, Boston, April, 1994.
- Terborg, J.R. Workshop on cost-effectiveness and cost-benefit analysis. Presented at the 7th National Health Promotion Conference, Brisbane, Australia, February, 1995.

- Terborg, J.R. Occupational Safety and Health and Health Promotion in the United States. Presented as part of the symposium "Occupational Health and Safety and Workplace Health Promotion - Towards a Balanced Alliance" at the 7th National Health Promotion Conference, Brisbane, Australia, February, 1995.
- Terborg, J.R. What's Working and What's Not Working in Worksite Health Promotion. Keynote address at the 7th National Health Promotion Conference, Brisbane, Australia, February, 1995.
- Bischoff, S.J., & Terborg, J.R. Job Strain and PAQ Job Dimensions: Effects on Employee Heart Disease Risk. Presented at the 55th National Meetings of the Academy of Management, Vancouver, British Columbia, August, 1995.
- Glasgow, R.E., & Terborg, J.R. Lessons from Take Heart: What Does Not Work...And What Might. Presented at the Fourth International Congress on Behavioral Medicine, March 13-16, 1996, Washington, D. C.
- Terborg, J.R. Contemporary Management in the United States. Invited presentation, July, 1996, Senshu University, Japan.
- Terborg, J.R. A cost-benefit analysis of the Coors Wellness Program. Invited presentation. Health management Research Center, University of Michigan, March, 1997.
- Terborg, J.R. Cost-benefits of Health Promotion. Invited presentation. 10th World Conference on Tobacco and Health. Beijing, China, August, 1997.
- Terborg, J.R. Open Book Management and Employee Involvement: Some Early Thoughts for Research. Paper presented at the 21st Annual Meeting of the Society for Organizational Behavior. Eugene, OR Oct. 25-26, 1997.
- Moshavi, D. & Terborg, J.R. The Impact of Contingent Work on Service Delivery and Customer Satisfaction. Paper presented at the conference Understanding the Service Workplace. Wharton Financial Institutions Center, The Wharton School, University of Pennsylvania, Philadelphia, PA. Oct. 16-17, 1998.
- Terborg, J.R. Making Business a Game. Paper presented at the conference Sport and Organizational Studies: Exploring Synergy, University of Michigan, Nov. 2-4, 2000

- Terborg, J.R. Making Business a Game: Basketball as a Model for Management and Organization. Paper presented at the 61st Annual Meeting of the Academy of Management, Washington D.C., August 6, 2001.
- Singell, L.D., & Terborg, J.R. Production, Labor Utilization, and Employment Effects of the Oregon Minimum Wage: A Survey and Natural Experiment in the Restaurant Industry. Paper presented at Duke University (Sept. 12, 2001) and Georgia State University (Sept. 14, 2001)
- Bryant, S., & Terborg, J.R. A Field Study on the Impact of Peer Mentoring on Organizational Knowledge Creation and Sharing. Paper presented at the 63rd. Annual Meeting of the Academy of Management, Seattle, WA., August 4, 2003
- Terborg, J.R. & Burton, R. NCAA Needs More Than Rules and Rewards. Sports Business Journal, May 5-11, 2003.
- Singell, L., & Terborg, J.R. The Oregon Minimum Wage: A Living Wage or a Job Killer? Oregon Economic Forum, Oct., 2004.
- Terborg, J.R. Lies, Damn Lies and Sabermetrics: An Issue of Organizational Context. 65th Annual Meeting of the Academy of Management, Honolulu, Hawaii, August, 2005
- Terborg, J.R. Sustainable Human Resources. Guest Editorial, The Register Guard, Sept. 5, 2005
- Terborg, J.R. Tacit Knowledge and the Collective Mind: Offensive and Defensive Lines, Invited presentation, Division of Kinesiology, University of Michigan, Sept., 15, 2005.
- Parmiagiani, A. & Terborg, J.R. Experience on the Line: The Impact of Firm-Specific Knowledge and Experience on NFL Performance. Best Paper Proceedings, 69th Annual Meeting of the Academy of Management, Chicago, August 2009

Working Paper

- Parmigiani, A., & Terborg, J.R. Experience on the line: The impact of organizational and shared experience of interdependent and independent work groups on performance.