

CURRICULUM VITAE (as of 11/11/05) of JILL W. GRAHAM, Ph.D.

BIOGRAPHICAL DATA

Present rank: Associate Professor of Management
Work address: Dept. of Management, School of Business Administration, Loyola University Chicago, 25 E. Pearson, #1346, Chicago, IL 60611 USA Phone: 312/915-6540 Fax: 312/915-6988 E-mail: jgraham@luc.edu
Home address: 2439 Ashland Ave., Evanston, IL 60201 USA
Place and date of birth: Fort Dix, New Jersey USA, 04/05/46
Citizenship: USA

EDUCATION

Ph.D. Northwestern University, Evanston, IL.
1979-83 Major field: Organizational Behavior
Minor fields: Psychology (Social Psychology)
Sociology (Social Theory)
Doctoral dissertation: Principled Organizational Dissent
Doctoral advisor: L.L. Cummings
Honors: Northwestern University Scholar, 1979-82
Department of Organization Behavior Research Assistant, 1979-82
Center for Urban Affairs and Policy Research Fellow, 1980-81

MBA Northwestern University Kellogg Graduate School
1972-75 of Management, Evanston, IL
Majors: Industrial Relations, Marketing, and Public Management
Honors: Graduated as a "Distinguished Scholar, With Honors"

B.A. Wellesley College, Wellesley, MA
1964-68 Major field: Political Science
Minor field: Philosophy
Honors: Graduated as a "Durant Scholar," Magna Cum Laude

PROFESSIONAL EMPLOYMENT RECORD

a) Teaching, professional or research positions held prior to Loyola appointment:

1983-86: Assistant Professor in the Industrial Relations Management Department, University of British Columbia Faculty of Commerce (Vancouver, Canada), teaching organizational

behavior to both undergraduate and MBA students, and a business strategy game to upper level undergraduates.

1982: Instructor in Northwestern University's Division of Continuing Education (Evanston, IL), teaching an upper level undergraduate course in organizational behavior.

1980-81: Research Assistant to Christopher Jencks, Northwestern University Professor of Sociology and Urban Affairs (Evanston, IL).

1976-79: Program Coordinator of the Public Management Program in Northwestern University's Graduate School of Management (Evanston, IL).

1975-76: Organizer, researcher, casewriter and faculty member for a public sector collective bargaining workshop sponsored by the Louisiana Municipal Association and the Governmental Services Institute at Louisiana State University (Baton Rouge, LA).

1974-75: Research Assistant to Hervey A. Juris, Professor of Industrial Relations, Northwestern University Graduate School of Management (Evanston, IL).

1969-72: Assistant to the Director, College Advisory Program, Illinois Department of Children and Family Services (Chicago).

1968: Instructor of English, Miles College (Birmingham, AL).

b) Date of first appointment at Loyola: August 12, 1986

c) Rank at which first appointed: Assistant Professor

d) Principal University and Department teaching and service responsibilities at Loyola:

Courses Taught

"Microenterprise Consulting" (MGMT-335/GSB-435: a service-learning elective for undergraduate seniors and advanced MBA students)

"Strategy and Organization" (GSB-430: integrative capstone course for MBA students)

"Strategic Management" (MGMT-304: integrative capstone course for undergraduate seniors)

Committee Service

Member of the School of Business Graduate Curriculum Committee (2003 - 2004).

Member of the Magis Program Advisory Committee (2002 -> 2005)

Member of the Advisory Board of the Center for Urban Research and Learning (1996 -> 2005).

Member of the Business Law Center Advisory Board (1999 -> 2003)

Member of the Student Affairs Committee of LU's Board of Trustees (1998 - 2002).

Member of the School of Business Undergraduate Curriculum Committee (1999-2000).

Chair of the Academic Opportunity Fund Committee (1998 - 1999): Set policy for and made grants from a fund established by the University to foster entrepreneurial development of new academic programs and products for Loyola.

Member of the Community Fund Advisory Committee (1996 - 1997)

Outside member of Michael Fleischman's dissertation committee, Loyola University Department of Sociology (1989 - 1997).

Member of the University Conduct Board (1988 - 1992).

Member of the Advisory Board of the Center for Values in Business (1988 - 1992).

Other Service

Presenter and panelist for "Can Business Be a Calling?," an event sponsored by Loyola's School of Business Administration, the Dean's Advisory Council, and University Ministry (November 2003)

Presentation on "Economic Development in the Inner City: The Social Responsibility of Business" to a group of university students from Michigan visiting Chicago for an "urban plunge experience" (October 2002)

Presentation on "Working Collaboratively with Community Groups to Design a Community Food Cooperative in Austin: A Case Study" at Loyola's Center for Urban Research and Learning (February 2002)

Primary contact person and initial interviewer for a faculty position in the Management Department (Summer 1999)

Presentation on "Value-Driven Strategic Management" to a group of Russian participants in the International Visitor Program (of the U.S. Information Agency), during their visit to Loyola (February 1998)

Presentation on "Inner-City Microenterprise Consulting as Service-Learning by Business Students," at Loyola's conference on "Welfare Reform and the Poor -- A Catholic, Jesuit University and Community Response" (March 1997)

Provided "Mini Classroom Presentation" program component of "A Day With the President" (September 1996)

Featured speaker at the monthly prayer breakfast of Water Tower professional schools (November 1996)

Moderator of The Second Graduate Student and Professional Ethics Seminar: "Business and University Mentorship: An Effective Way to Address the Changing Nature of Work?", Loyola Center for Ethics Across the University (March 1995).

Organizer and coordinator of a faculty support/study group focused on moral reasoning by students intending to pursue careers in business, culminating in a faculty development workshop in May 1990 entitled "Moral Reasoning Across the Curriculum" (1988-90). Participation in follow-up faculty development workshops at Loyola in 1991 and 1992.

Organizer and coordinator of a research support group within the Department of Management (1988-90).

Crusade of Mercy Solicitation Captain (1987).

Consultant to and participant in University Ministry's Hunger Week; service as ad hoc spiritual director when asked to do so by University Ministry (1986 ->).

PROFESSIONAL ACTIVITIES

a) Membership in professional and learned societies:

Academy of Management
Society for Business Ethics
Society for Industrial and Organizational Psychology

b) Academic or professional awards and distinctions:

2000 "Community Leadership Award" presented by the New City YMCA LEED Council to Jill W. Graham and Loyola's School of Business Administration "for linking MBA graduate students to entrepreneurship students to provide technical assistance and mentoring."

Selection by Beta Gamma Sigma as a Richard D. Irwin Fellow for the 1991-92 academic year.

Winner of the 1984 S. Rains Wallace Dissertation Award, given by the Society for Industrial and Organizational Psychology, Division 14 of the American Psychological Association.

Recipient of the award for "Best Paper Based Upon a Dissertation," given by the Organizational Behavior Division of the Academy of Management, 1984.

c) Professional service and experience:

Member of the Leadership Quarterly Editorial Board, 1992 - 2000

Ad hoc reviewer since coming to Loyola for:

Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Business Ethics Quarterly
Employee Responsibilities and Rights Journal
Journal of Business Ethics
Journal of Business Research
Journal of Management
Journal of Management Studies
Journal of Organizational Behavior
Leadership Quarterly
Organization Science
Psychological Bulletin
Psychological Reports.

Respondent for a paper session at "Business As a Calling and the Calling of Business," Fifth International Symposium on Catholic Social Thought and Management Education, Bilbao, Spain, July 2003.

Chair for a paper session at "Business As a Calling and the Calling of Business," Fifth International Symposium on Catholic Social Thought and Management Education, Bilbao, Spain, July 2003.

Reviewer for the Annual Meeting of the Society for Business Ethics, 2003.

Presentation to Loyola's Center for Urban Research and Learning Seminar Series on "Working Collaboratively with Community Groups to Design a Community Food Cooperative in Austin: A Case Study," February 2002.

Panelist for a symposium entitled "Partnering: Co-Researching, Co-Authoring, Co-Publishing," Annual Meeting of the Interdisciplinary Students of Organizations, Chicago, IL, October 1996.

Discussant for a symposium entitled "Speaking Up (Voice) or Opting Out (Exit)" at the annual meeting of the Academy of Management, Vancouver, CA, August 1995.

Discussion Leader for a paper session entitled "New Perspectives on Charismatic Leadership" at the annual meeting of the Academy of Management, Vancouver, CA, August 1995.

Member, Organizational Behavior Program Committee, Academy of Management, 1994-95.

Discussant for a paper session entitled "Empowerment and Trust" at the annual meeting of the Academy of Management, Atlanta, GA, August 1993.

Chaired a paper session entitled "Ethical and Emotional Contracts in Organizations" at the annual meeting of the Academy of Management, New Orleans, LA, August 1987.

Co-chair of a symposium entitled "Prosocial Behavior and Organizational Citizenship: Historical and Contemporary Perspectives" at the annual meeting of the Academy of Management, Chicago, August 1986.

Chaired a paper session entitled "Work Rewards and Performance" at the annual meeting of the Academy of Management, San Diego, CA, August 1985.

Assisted in conference planning, and chaired a paper session entitled "What Are the Ethical Considerations When Studying Organizations Through a Cultural Perspective?" at the University of British Columbia International Conference on Organizational Culture and the Meaning of Life in the Workplace, Vancouver, Canada, April 1984.

Chaired a paper session entitled "Organizational Culture" at the annual meeting of the Western Academy of Management, Vancouver, Canada, April 1984.

Member, Western Academy of Management Program Committee, 1983-84 and 1984-85.

d) Other public service:

Member of the board of directors of Citizens Lighthouse Community Land Trust, a grass-roots community organization in Evanston, IL seeking to establish a community land trust as a way to create and sustain low-cost housing in Evanston, 2004-2005.

Member of the Bishop's Task Force on District Re-Alignment and Apportionment, Northern Illinois Conference of The United Methodist Church, 2004-2005.

Active member of United Church of Rogers Park, with which my long-time church (Wheadon United Methodist Church in Evanston, IL) merged in 2003. Since 1976, I have served in local church offices concerning church governance, finance, personnel management, and supervision/support of seminary field education students. Currently, I serve as the church representative to the District Board of Stewards, on the Finance Committee, and on the Investments Advisory Task Force. I also coordinate the church's weekly soup kitchen 1-2 times per month, and teach occasional pie-making sessions for the soup kitchen.

Member of the Board of Directors of Good News Partners, a faith-based community development organization in Chicago's Rogers Park community (1992 - 2005). Currently, I chair the Personnel Committee, and serve as a business consultant to local start-up business enterprises supported by Good News Partners.

Member of the Board of Directors of the Institute for Spiritual Leadership (1996 - 2002), served as Treasurer (1997-99), and on the Finance Committee (1997 - 2002).

Chair of the Human Relations Commission of the City of Evanston, IL, 1978-80.

RESEARCH AND PROFESSIONALLY RELATED SCHOLARLY AND CREATIVE ACTIVITIES

a) Areas of special interest and accomplishment in discipline:

Microenterprise as an economic development strategy
Organizational citizenship behavior
Organizational loyalty
Principled organizational dissent
Servant leadership
Value-driven strategic management

b) Research or equivalent grants received:

1999-2002: Economic Development component of Loyola Center for Urban Research and Learning (CURL) grant from U.S. Dept. of Housing and Urban Development (\$111,851)

1993: Loyola University Ethics Fellow (Fall Semester sabbatical to study value-driven strategic management)

1992: School of Business Administration Summer Research Grant (\$5500).

1988: School of Business Administration Summer Research Grant (\$5000).

c) Published research:

"Promoting Civic Virtue Organizational Citizenship Behavior: Contemporary Questions Rooted in Classical Quandaries from Political Philosophy." *Human Resources Management Review*, 10(1), 2000, 61-77.

"Servant-Leadership and Enterprise Strategy," in Larry Spears (ed.), *Insights on Leadership: Building Better Institutions Through Servant-Leadership* (John Wiley & Sons), 1997, 145-156.

"Business Plan Proposals for Inner-City Neighborhoods: A Strategic Management Assignment for MBA Students at Loyola University Chicago." *Journal of Business Ethics*, 15, 1996, 87-94.

"Leadership, Moral Development, and Organizational Citizenship Behavior." *Business Ethics Quarterly*, 5(1), 1995, 41-52.

"A Funny Thing Happened on the Way to Publication: Newcomers' Perspectives on Publishing in the Organizational Sciences," in L.L. Cummings and P.J. Frost (eds.), *Publishing in the Organizational Sciences*, 2nd edition (an earlier edition was published in 1985, see below), (Sage), 1995, 113-131, Co-author: R.E. Stablein.

"Organizational Citizenship Behavior: Construct Redefinition, Operationalization, and Validation," *Academy of Management Journal*, 37(4), 1994, 765-802, Co-authors: Linn Van Dyne and Richard Dienesch.

"Commitment and the Covenantal Organization," *Journal of Managerial Issues*, 5(3), 1993, 483-502, Co-author: Dennis W. Organ.

"Hirschman's Loyalty Construct," *Employee Responsibilities and Rights Journal*, 5(3), 1992, 191-200, Co-author: Michael Keeley.

"An Essay on Organizational Citizenship Behavior." *Employee Responsibilities and Rights Journal*, 4(4), 1991, pp. 249-270.

"Exit, Voice and Ethics," *The Journal of Business Ethics*, 10(5), 1991, 349-355, Co-author: Michael Keeley.

"Predictors and Moderators of Employee Responses to Employee Participation Programs," *Human Relations*, 44(6), 1991, 551-568, Co-author: Anil Verma.

"Servant-Leadership: Inspirational and Moral," *The Leadership Quarterly*, 2(2), 1991, 105-119.

"Principled Organizational Dissent: A Theoretical Essay," in B.M. Staw and L.L. Cummings (eds.), *Personality and Organizational Influence*, (JAI Press), 1990, 235-286. This article (originally published in volume 8 of *Research in Organizational Behavior*, see below) was selected as one of seven papers from the entire ROB series to appear in this book of topical readings suitable for classroom use in a doctoral seminar in organizational behavior.

Response to Richard M. Weiss's Commentary on Jill W. Graham's Review (*AMR*, 1988) of "Managerial Ideology and the Social Control of Deviance in Organizations," *Academy of Management Review*, 15(3), 1990, 558-59.

"Transformational Leadership: Fostering Followers' Autonomy, Not Automatic Followership," in James G. Hunt, B. Rajaram Baliga, H. Peter Dachler, and Chester A. Schreisheim (eds.), *Emerging Leadership Vistas*, (Lexington Books), 1988, 73-79.

"Principled Organizational Dissent: A Theoretical Essay," in B.M. Staw and L.L. Cummings (eds.), *Research in Organizational Behavior*, 8, (JAI Press), 1986, 1-52.

"A Funny Thing Happened on the Way to Publication: Newcomers' Perspectives on Publishing in the Organizational Sciences," in L.L. Cummings and P.J. Frost (eds.), *Publishing in the Organizational Sciences*, (Irwin), 1985, 138-154, Co-author: R.E. Stablein.

Book Reviews

Marcia P. Miceli and Janet P. Near, "Blowing the Whistle: The Organizational and Legal Implications for Companies and Employees," *Administrative Science Quarterly*, 38(4), 1993, 683-685.

Gilbert W. Fairholm, "Values Leadership: Toward a New Philosophy of Leadership," *Leadership Quarterly*, 3(4), 1992, 379-382.

Richard M. Weiss, "Managerial Ideology and the Social Control of Deviance in Organizations," *Academy of Management Review*, 13(2), 1988, 334-336.

Brent Fisse and John Braithwaite, "The Impact of Publicity on Corporate Offenders," *Administrative Science Quarterly*, 30(4), 1985, 600-604.

Contribution to Another's Published Work

Response to a solicited contribution concerning the ultimate challenge of leadership appears in "Words From Leaders," *Perdido: Leadership with a Conscience*, 10(4), 2003, 4-9.

d) Research accepted for publication:

e) Research submitted for publication:

"Gathering Information and Exercising Influence: Two Forms of Civic Virtue Organizational Citizenship Behavior with Different Antecedents," under review at the *Employee Responsibilities and Rights Journal*, Co-author: Linn Van Dyne.

f) Research in progress:

Follow-up investigation of the impact of microenterprise consulting by Loyola business students. Eighty-three consulting projects were completed for potential entrepreneurs or struggling businesses from 1995 through 2005 in courses I taught in Loyola's Graduate School of Business.

I would like to learn if the aspiring entrepreneurs who were served ever started their businesses and, if so, how they are

doing; and to what extent, in retrospect, they found the students' work helpful. Similarly, for clients whose existing businesses were struggling, how are they doing now; and to what extent, in retrospect, was the students' work helpful? For both groups, I also would like to investigate the extent to which the socio-economic status of the client has improved, and if a contribution was made as well to the revitalization of an economically distressed community in Chicago. Finally, about the Loyola student-consultants themselves, what impact did the experience of using their fledgling business knowledge and skills to serve needy clients have on their own career choices, their values, and their future life goals?

g) Paper presentations:

"The Positive Potential of Organizational Politics: Redeeming Civic Virtue in the Workplace," presented at the Annual Meeting of the Association on Employment Practices and Principles, Baltimore, MD, October 2005, Co-author: Linn Van Dyne.

"Gathering Information and Exercising Influence: Two Forms of Civic Virtue Organizational Citizenship Behavior with Different Antecedents," presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, FL, April 2003, Co-author: Linn Van Dyne.

"The Salutary Effects of Servant-Leadership on Moral Development and Organizational Citizenship Behavior," presented at *Beyond the Cliches of Leadership: A Conference on Justice, Meaning, and Wellness in Organizations*, Gonzaga University, Spokane, WA, October 2001.

"Microenterprise Consulting for Inner-City Entrepreneurs: Service-Learning for Advanced Business Students," presented at the second annual conference of Colleagues in Jesuit Business Education, Cleveland, OH, July, 1999.

"Business Students and Inner-City Business: A Service-Learning Experiment-in-Progress," invited presentation at an international symposium sponsored jointly by Loyola University Chicago (Center for Urban Research and Learning) and the University of Birmingham (UK), Birmingham, UK, March, 1997.

"Business Students and Inner-City Business: A Service-Learning Experiment-in-Progress," paper presented at the annual meeting of the Academy of Management, Cincinnati, OH, August, 1996.

"Civic Virtue: A Neglected Form of Organizational Citizenship Behavior," paper presented at the annual meeting of the Academy of Management, Vancouver, BC, Canada, August, 1995.

"Value-Driven Strategic Management," presentation to Loyola University's Faculty Ethics Fellows, Chicago, IL, September, 1994.

"A Servant Leadership Perspective on Management Education and Development in a Postmodern World," paper presented at the annual meeting of the Academy of Management, Dallas, TX, August, 1994.

"Servant-Leadership in Organizations," invited presentation at the "International Conference on Servant-Leadership," sponsored by The Robert K. Greenleaf Center, Indianapolis, IN, October, 1992.

"Servant-Leadership in Nonprofit Organizations," invited presentation at a conference on "Leadership As Service to Society" hosted by the Jepson School of Leadership Studies, University of Richmond, July, 1992.

"Getting Out the 'Vote': Encouraging Responsible Organizational Participation, Once Participation Rights Are Won," paper presented at the annual meeting of the Society for Industrial and Organizational Psychology (Division 14 of the American Psychological Association), Montreal, May, 1992.

"Getting Out the 'Vote': Encouraging Responsible Organizational Participation, Once Participation Rights Are Won," invited presentation in the Faculty Research Seminar Series, Loyola University School of Business, Chicago, April, 1992.

"Principled Dissent and Organizational Citizenship Behavior," invited presentation to a doctoral seminar at the University of Minnesota's Carlson School of Business Administration, Minneapolis, November, 1991.

"Servant Leadership: Inspirational and Moral," presentation to the Annual Seminar of Beta Gamma Sigma, Seattle, October, 1991.

"Loyalty: Activator and/or Suppressor of Employee Voice?," paper presented (on behalf) at the annual meeting of the American Psychological Association, San Francisco, August 1991.

"Hirschman's Loyalty Construct," paper presented at the annual meeting of the Council on Employee Responsibilities and Rights, Orlando, Florida, November 1990.

"Servant Leadership," paper presented at the annual meeting of the Academy of Management, San Francisco, August 1990.

"Organizational Citizenship Behavior," invited presentation in the Faculty Research Seminar Series, Loyola University School of Business, Chicago, February 1990.

"Whistleblowing As Organizational Citizenship and/or Civic Duty", paper presented at the annual meeting of the American Society of Criminology, Reno, Nevada, November 1989.

"A Critical Look at The Moral Dimension: Toward a New Economics, by Amitai Etzioni," invited presentation in the Series of Discussions of Ethical Issues, Loyola University Committee on Values and Ethics, Chicago, October 1989.

"Normative Issues in Hirschman's Exit, Voice and Loyalty Framework" (with Michael Keeley), paper presented at the annual meeting of the Council on Employee Responsibilities and Rights, Orlando, Florida, October 1989.

"Organizational Citizenship Behavior and Prosocial Organizational Behavior: What's the Difference?," invited presentation at Washington University's School of Business, St. Louis, Missouri, May 1987.

"Organizational Citizenship Informed by Political Theory," paper presented at the annual meeting of the Academy of Management, Chicago, August 1986.

"The Essence of Leadership: Fostering Follower Autonomy, Not Automatic Followership," paper presented at the Eighth Biennial Leadership Symposium, Lubbock, Texas, July 1985.

"Prosocial Organizational Behavior and the Debate Over Human Nature," invited presentation at the University of Washington's Philosophical Forum, Seattle, January 1985.

"Principled Organizational Dissent," paper presented at the annual meeting of the Society of Industrial and Organizational Psychology, Division 14 of the American Psychological Association, Toronto, August 1984.

"Organizational Response to Principled Organizational Dissent," paper presented at the annual meeting of the Academy of Management, Boston, August 1984.

"Dissent and Interorganizational Relations," (with L.L. Cummings), paper presented at the annual meeting of the Academy of Management, Boston, August 1984.

"Organizational Control From the Bottom Up," paper presented at the annual meeting of the American Sociological Association, Detroit, September 1983.

"Dissent in Organizations as a Response to Perceived Injustice," paper presented at the annual meeting of the Academy of Management, Dallas, August 1983.

"The Role of Organizations in Sexual Conflict," paper presented at the annual meeting of the Academy of Management, Dallas, August 1983.

"Principled Organizational Dissent Among Federal Government Employees," paper presented at the Fourth Annual I/O & OB Graduate Student Convention, Chicago, March 1983.

"Leadership: A Critical Analysis," paper presented at the annual meeting of the Academy of Management, New York, August 1982.