

# Adam Seth Litwin

Associate Professor of Industrial and Labor Relations

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## EDUCATION

- PhD** Massachusetts Institute of Technology  
Sloan School of Management  
2008
- Dissertation:** Information Technology and the Employment Relationship:  
An Examination of the Adoption and Use of Electronic Health  
Records
- Committee:** Thomas A. Kochan (chair), Erik Brynjolfsson, and Emilio J.  
Castilla
- MSc** London School of Economics  
Industrial Relations and Human Resource Management  
*Rotary Foundation Ambassadorial Fellow*  
*first-class honours with highest distinction, 1999*
- BS** University of Pennsylvania  
Wharton School  
concentration: Public Policy & Management  
*summa cum laude and Phi Beta Kappa, 1998*
- BA** University of Pennsylvania  
School of Arts & Sciences  
major: American History  
*highest honors in major, summa cum laude, and Phi Beta Kappa, 1998*

## REFEREED & INVITED ARTICLES

- Litwin, Adam Seth, Adrienne E. Eaton. 2018. "Complementary or Conflictual? Formal Participation, Informal Participation, and Organizational Performance." *Human Resource Management*, 57(1): 307-325.
- Litwin, Adam Seth. 2017. "Collective Bargaining and Technological Investment: The Case of Nurses' Unions and the Transition from Paper-Based to Electronic Health Records." *British Journal of Industrial Relations*, 55(4): 802-830.
- Litwin, Adam Seth, Ariel C. Avgar, and Edmund R. Becker. 2017. "Superbugs vs. Outsourced Cleaners: Employment Arrangements and the Spread of Healthcare-Associated Infections." *Industrial and Labor Relations Review*, 70(3): 610-641.
- Avgar, Ariel C., Adrienne E. Eaton, Rebecca Kolins Givan, and Adam Seth Litwin. 2016. "Editorial Essay: Introduction to a Special Issue on Work and Employment Relations in Health Care." *Industrial and Labor Relations Review*, 69(4): 787-802.
- Litwin, Adam Seth. 2015. "Nose to Tail: Using the Whole Employment Relationship to Link Worker Participation to Operational Performance." *Advances in Industrial and Labor Relations*, 21: 143-176.

- Eigen, Zev J. and Adam Seth Litwin. 2014. "Justice or Just between Us? Empirical Evidence of the Trade-Off between Procedural and Interactional Justice in Workplace Dispute Resolution." *Industrial and Labor Relations Review*, 67(1): 171-201.
- Litwin, Adam Seth, and Phillip H. Phan. 2013. "Quality over Quantity: Reexamining the Link between Entrepreneurship and Job Creation." *Industrial and Labor Relations Review*, 66(4): 833-873.
- Litwin, Adam Seth. 2013. "Not Featherbedding, but Feathering the Nest: Human Resource Management and Investments in Information Technology." *Industrial Relations*, 52(1): 22-52.
- Avgar, Ariel C., Adam Seth Litwin, and Peter J. Pronovost. 2012. "Drivers and Barriers in Health IT Adoption: A Proposed Framework." *Applied Clinical Informatics*, 3(4): 488-500.
- Litwin, Adam Seth, Ariel C. Avgar, and Peter J. Pronovost. 2012. "Measurement Error in Performance Studies of Health Information Technology: Lessons from the Management Literature." *Applied Clinical Informatics*, 3(2): 210-220.
- Litwin, Adam Seth. 2011. "Technological Change at Work: The Impact of Employee Involvement on the Effectiveness of Health Information Technology." *Industrial and Labor Relations Review*, 64(5): 863-888.
- Kochan, Thomas A., and Adam Seth Litwin. 2011. "The Future of Human Capital: An Employment Relations Perspective." In Alan Burton-Jones and John-Christopher Spender (Eds.), *Oxford Handbook of Human Capital*, pp. 647-670. New York: Oxford University Press.
- Baird, Marian, and Adam Seth Litwin. 2005. "Rethinking Work and Family: The Making and Taking of Parental Leave in Australia." *International Review of Psychiatry*, 17(5): 385-400.

## BOOK REVIEWS & NON-SCHOLARLY PIECES

- Litwin, Adam Seth. 2014. Review of *Cleaning Up: How Hospital Outsourcing Is Hurting Workers and Endangering Patients*, by Dan Zuberi. *Work & Occupations*, 41(4): 518-520.
- Avgar, Ariel C., and Adam Seth Litwin. 2013. "Explaining the Health Information Technology Paradox." *Perspectives on Work*, 17(1-2): 15-18
- Litwin, Adam Seth, and Phillip H. Phan. 2012. "The Quality of Jobs Created by Entrepreneurs." *Perspectives on Work*, 16(1-2): 13-16.
- Litwin, Adam Seth. 2009. Review of *Employment Relationships: New Models of White-Collar Work*, edited by Peter Cappelli. *British Journal of Industrial Relations*, 47(3): 607-608.
- Barrett, Betty, Kevin Long, Lydia Fraile, and Adam Seth Litwin. 2004. "Counting the Global Aerospace Workforce." *Perspectives on Work*, 7(2): 13-15.

## TECHNICAL REPORTS & WHITE PAPERS

- Eaton, Adrienne, Deborah Konitsney, Adam Seth Litwin, and Nicole Vanderhorst. 2011. "The Path to Performance: A Study of High-Performing Unit-Based Teams at Kaiser Permanente." White paper prepared for Kaiser Permanente.

Litwin, Adam Seth. 2005. “The Employment of Women in North America.” White paper prepared for North American Commission for Labor Cooperation.

Barrett, Betty, Lydia Fraile, Adam Seth Litwin, and Joel Cutcher-Gershenfeld. 2004. “Strategies for Workforce Flexibility and Capability: The New Job Families at Boeing-St. Louis.” Technical report prepared for U.S. Department of Labor.

## AWARDS & GRANTS

Ralph Gomory Best Industry Studies Paper Award (for “Superbugs vs. Outsourced Cleaners: Employment Arrangements and the Spread of Health Care-Associated Infections”), **Industry Studies Association**, 2018.

“Ideas Worth Teaching” Award (for designing and teaching the course “Technological Change at Work”), **Aspen Institute Business & Society Program**, 2018.

“Technology and the Evolution of Work” theme project grant (for “The Impact of Technological Change on Work and Workers in Healthcare: An Industry Studies Approach”), **Cornell University—ILR School**, 2017.

Duncan M. MacIntyre Award for Exemplary Teaching, **Cornell University—ILR School**, winner, 2017.

**Labor and Employment Relations Association** Refereed Papers Competition (for “Collective Bargaining and Technological Investment: The Case of Nurses’ Unions and the Transition from Paper-Based to Electronic Health Records”), selection, 2017.

CIRHR Director’s Debate, **University of Toronto Centre for Industrial Relations and Human Resources**, selected speaker for semi-annual public lecture, 2017.

Institute for the Social Sciences Small Grant Award (for “Labor Unions, Worker Voice, and the Spread of Healthcare-Associated Infections”), **Cornell University**, grantee, 2015.

John T. Dunlop Outstanding Young Scholar Award, **Labor and Employment Relations Association**, winner, 2015.

(Inaugural) Emerging Scholar Award in Employee Participation and Ownership endowed by the Foundation for Enterprise Development, **Academy of Management**, Human Resources Division, winner, 2013.

Kauffman Firm Survey Promising Paper Award (for “Quality over Quantity: Reevaluating the Link between Entrepreneurship and Job Creation”), **Ewing Marion Kauffman Foundation**, selection, 2012.

**Labor and Employment Relations Association** Refereed Papers Competition (for “Justice or Just between Us? Empirical Evidence of the Trade-Off between Procedural and Interactional Justice in Workplace Dispute Resolution”), selection, 2012.

(Inaugural) Kauffman Firm Survey Contributor Award, **Ewing Marion Kauffman Foundation**, winner, 2011.

**Labor and Employment Relations Association** Refereed Papers Competition (for “Not Featherbedding, but Feathering the Nest: Human Resource Management and Investments in Information Technology”), selection, 2011.

**Alfred P. Sloan Foundation** Industry Studies Dissertation Prize, first place, 2009.

**Labor and Employment Relations Association** Dissertation Award, honorable mention, 2009.

- Best Paper Derived from a Recent Dissertation (for “Technological Change at Work: The Impact of Employee Involvement on the Effectiveness of Health Information Technology”), **Academy of Management**, Healthcare Management Division, finalist, 2009.
- Kaiser Permanente** Labor Management Trust, postdoctoral research fellowship, 2008-2009.
- Best student paper (for “The Influence of Employment Relations on the Performance Impact of an Electronic Health Record System: Early Results from a Multi-method, Longitudinal Field Study”), **University Council of Industrial Relations and Human Resources Programs**, winner, 2008.
- Summer fellowship for initiating dissertation research on the integration of technology and employment strategy, Industrial Performance Center, **Alfred P. Sloan Foundation** (\$4,100), 2005-2008.
- Henning Fellowship, **Massachusetts Institute of Technology** (approx. \$30,000 each year), 2004-2008.
- Behavioral and Policy Sciences research funding, Sloan School of Management, **Massachusetts Institute of Technology** (\$5,000), 2002-2008.
- Sloan School Doctoral Fellowship, full tuition and stipend, **Massachusetts Institute of Technology** (\$45,940 per year), 2004-2008.
- Presidential Fellowship, full tuition and stipend, **Massachusetts Institute of Technology** (\$45,940), 2002-2003.
- Leverhulme Trust, “Future of Trade Unions in Modern Britain” Programme, Centre for Economic Performance, **London School of Economics**, Discussion Paper publication assistance, 2000.
- Industrial Relations Department’s best/highest graded master’s thesis, **London School of Economics**, 1999.
- Rotary Foundation** Ambassadorial Fellowship (approx. US\$25,000), 1999.
- Frederick W. Meier-Phi Beta Kappa Prize for best undergraduate thesis, university-wide, **University of Pennsylvania**, 1998.
- Thomas C. Cochran Prize for top honors thesis in American History, **University of Pennsylvania**, 1998.
- Department of History Research Grant for senior honors thesis, **University of Pennsylvania**, 1997.
- Benjamin Franklin Scholar, research-oriented, university-wide, general honors program, **University of Pennsylvania**, 1995-1998
- AFL-CIO** Grant for Aspiring Employment Relations Scholars (\$2,000), 1996.
- Anna M. Vincent Trust/**Mellon Bank** Fellowship (\$8,000), 1994-1998.

**SELECT SEMINAR & CONFERENCE PRESENTATIONS<sup>†</sup>**University Research Seminars

Cornell University  
 Johns Hopkins University  
 Lehigh University  
 London School of Economics  
 Massachusetts Institute of Technology  
 Michigan State University  
 New York University  
 Rutgers University  
 University of California—Los Angeles  
 University of Illinois—Urbana-Champ.  
 University of Minnesota—Twin Cities  
 University of Toronto  
 Vanderbilt University

Conferences & Mini-Conferences

Labor and Employment Relations  
 Association  
 Industry Studies Association  
 Org. Theory in Healthcare Association  
 Academy of Management  
 Wharton People & Orgs. Conference  
 Ewing Marion Kauffman Foundation  
 Technology and the Business of Health  
 Int'l Labour Process Conference  
 Association for Conflict Resolution

**ACADEMIC & PROFESSIONAL WORK EXPERIENCE**

*Associate Professor of Industrial and Labor Relations.* ILR School, Cornell University. August 2014 – present. [clock stoppage: 2015-2016]

*Assistant Professor of Management.* Carey Business School, Johns Hopkins University. August 2008 – July 2014. [10-year tenure clock/clock stoppage: 2012-2013]

*Assistant Professor of Medicine* (secondary appointment). Armstrong Institute for Patient Safety and Quality, School of Medicine, Johns Hopkins University. May 2012 – July 2014.

*Academic Affiliate.* The Worker Institute, ILR School, Cornell University, July 2015 – present.

*Research Affiliate.* Employment Policy Research Network, May 2011 – present.

*Visiting Scholar.* Faculty of Economics and Business, University of Sydney. June 2005.

*Research Assistant.* Labor Aerospace Research Agenda (LARA), Massachusetts Institute of Technology. March 2003 – May 2004; February 2005 – June 2005.

*Visiting Policy Analyst.* North American Commission for Labor Cooperation, Washington, DC. August 2004 – November 2004.

*Research Assistant.* Board of Governors of the Federal Reserve System, Washington, DC. June 2000 – August 2002.

*Research Economist.* Econsult Corporation. September 1999 – June 2000.

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<sup>†</sup> A complete and more-detailed list of seminar and conference presentations, including paper titles, specific departments/centers visited, and dates, is available upon request.

## **TEACHING EXPERIENCE**

### Cornell University

Labor Relations/Collective Bargaining (undergraduate, graduate)

Technological Change at Work (undergraduate, graduate)

Freshman Colloquium (undergraduate)

### Johns Hopkins University

Strategic Human Capital (graduate, executive)

People & Markets (graduate)

Leading Healthcare Organizations (graduate)

Cohesive Approaches to Managing People (executive)

Innovations in Healthcare Leadership (executive)

Organizations: Leadership & Transformation (executive)

Employment Policy (undergraduate)

Topics in Human Resource Management (undergraduate)

### Massachusetts Institute of Technology

People & Organizations (undergraduate)

Managerial Psychology (undergraduate)

## **DOCTORAL STUDENT ADVISING**

Arun Karpur, PhD candidate in Organizational Behavior, ILR School, Cornell University, committee member.

Vera Khovanskaya, PhD candidate in Information Science, Faculty of Computing and Information Science, Cornell University, committee member.

Nikolaus Krachler, PhD candidate in International & Comparative Labor, ILR School, Cornell University, committee member.

Bradley Weinberg, PhD in International & Comparative Labor, ILR School, Cornell University, committee member.

## **UNIVERSITY SERVICE**

Graduate Board Oral Examination Committee, Department of Economics, Krieger School of Arts & Sciences, Johns Hopkins University, member (2011-2014).

University-Wide Faculty Library Advisory Committee, Johns Hopkins University, member (2010-2014).

Phi Beta Kappa Selection Committee, Krieger School of Arts & Sciences, Johns Hopkins University, member (2009-2014).

Committee to Develop Undergraduate Requirement in Quantitative Data Analysis, School of Arts & Sciences, University of Pennsylvania, member (1996-1998).

**SCHOOL SERVICE**

- Labor Relations, Law, and History/International and Comparative Labor departmental research workshop, ILR School, Cornell University, organizer (2016-2018)
- Graduate Committee, ILR School, Cornell University, member (2014-2018).
- Dean's Research Scholars Selection Committee, Johns Hopkins Carey Business School, member (2013-2014).
- Admissions Advisory Committee, Johns Hopkins Carey Business School, member (2012-2014).
- Faculty Library Advisory Committee, Johns Hopkins Carey Business School, member (2010-2014).
- Management and Marketing Curriculum Committee, Johns Hopkins Carey Business School, member (2009-2011).
- Hiring Assessment Committee, Johns Hopkins Carey Business School, member (2008-2010).

**PROFESSIONAL SERVICE**

- Industrial and Labor Relations Review*, associate editor (2018- )
- Industry Studies Association annual conference, program committee co-chair (2016- ); track organizer, Labor Markets, Organizations, and Employment Relations (2011-2016).
- Journal of Industrial Relations*, editorial board, member (2015- )
- Academy of Management HR Division, Award Selection Committee, Emerging Scholar Prize in Employee Participation, chair (2014-2015); member (2014-16).
- "Work and Employment Relations in Health Care," conference co-organizer and guest co-editor of related special issue of *Industrial and Labor Relations Review* (2014-2016).
- Labor and Employment Relations Association, Junior Faculty Steering Committee, chair (2012-2015).
- Labor and Employment Relations Association, Work and Human Resources Network interest section, co-chair (2013-2015).
- Industry Studies Association, Early Career Development Committee, chair (2012-2013); member (2011-2013).
- Labor and Employment Relations Association annual meetings, workshop organizer, PhD student consortium (2004).
- ad hoc reviewer, *Industrial and Labor Relations Review*, *Industrial Relations*, *British Journal of Industrial Relations*, *Human Resource Management*, *Human Resource Management Journal*, *Journal of Industrial Relations*, *Work & Occupations*, *Journal of Business Research*, *Communications of the ACM (Association for Computing Machinery)*, *Applied Clinical Informatics*, *Journal of the American Medical Informatics Association*, *Medical Care*, and Sage *Quantitative Applications in the Social Sciences* (aka the "little green books").
- conference reviewer, Academy of Management, Industry Studies Association, and Labor and Employment Relations Association

**PROFESSIONAL AFFILIATIONS**

Labor and Employment Relations Association (LERA)

Industry Studies Association (ISA)

Academy of Management (AoM)

Healthcare Information and Management Systems Society (HIMSS)