

**Joseph A. Alutto**  
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## **EDUCATION**

1962 BBA Manhattan College - Business Administration  
1965 MA University of Illinois - Industrial Relations  
1968 PhD Cornell University - Organizational Behavior

## **ACADEMIC EXPERIENCE**

July 1, 2014 – present Distinguished Professor of Organizational Behavior, Max M. Fisher College of Business, The Ohio State University

July 1, 2013 – June 30, 2014 Interim President, The Ohio State University

Chief executive officer for the six campuses of The Ohio State University, which has an annual budget of \$5.2 billion and a student population of more than 60,000. A major public research university and the state's leading comprehensive teaching and research institution, Ohio State has 14 colleges offering more than 160 undergraduate majors, 115 Master's programs, and 100 doctoral and professional degree programs. Ohio State was ranked 18<sup>th</sup> among the nation's best public universities in the *U.S. News & World Report's* 2013 edition of "America's Best Colleges."

October 11, 2007 – June 30, 2013 Executive Vice President and Provost, The Ohio State University

Chief academic officer of The Ohio State University. As executive vice president and provost, was responsible for the administration, coordination, and development of all academic functions of the university. Ohio State's 14 colleges and five regional campuses reported to the provost, as did the following units of the university: Academic Misconduct, ADA Coordinator Office, Arts Initiative, Office of the CIO, Comprehensive Cancer Center, Diversity and Inclusion, Enrollment Services, Graduate School, Human Resources, Institutional Research and Planning, International Affairs, Outreach and Engagement, John Glenn School of Public Affairs, Office of Research, ROTC, Strategic Planning, Student Life, The Women's Place, Undergraduate Education, University Center for Advancement of Teaching, University Libraries, University Senate, and Wexner Center for the Arts. In coordinating all university budgetary commitments he served as chair for the university's Integrated Financial Planning Committee and Senior Management Council. Creating and supporting an environment that advances the university's mission of

achieving international distinction in education, scholarship, and public service required that the executive vice president and provost interact with the offices of all vice presidential areas; participate in all Board of Trustees meetings; have strong working relationships with the University Senate and its committees and with student and staff governance organizations; and actively collaborate with such statewide and regional organizations as the Ohio Board of Regents and the Inter-University Council of Ohio, as well as with national associations that include the AACU, AAU, ACE, APLU, and CIC.

July 1, 2007 - October 10, 2007      Interim Executive Vice President and Provost,  
The Ohio State University

July 1, 2007 - September 30, 2007      Interim President, The Ohio State University

2002-2007    Executive Dean of the Professional Colleges, The Ohio State University

The professional colleges cluster includes Fisher College of Business, College of Education and Human Ecology, College of Engineering, College of Food, Agricultural, and Environmental Sciences, Moritz College of Law, and College of Social Work. As Executive Dean, was responsible for coordinating activities among cluster members and representing cluster interests in university-wide deliberations. The Executive Dean served on key planning and implementation committees of the university (e.g., President's Cabinet, Deans' Steering Committee, President's Council on Women's Issues, University Budget Advisory Committee) providing guidance to the president and provost on university-wide matters.

1991-2007    Dean and John W. Berry, Sr. Chair in Business and Professor of Management,  
Max M. Fisher College of Business, The Ohio State University

Chief administrative officer responsible for all academic and non-academic operations of the Fisher College involving 110 faculty, 120 staff members, 5,000 graduate and undergraduate students and an operating budget of over \$55 million. Initiatives have focused on: reallocating instructional resources to focus on graduate (MBA and PhD) programs while also upgrading undergraduate programs (e.g., introduction of two new honors programs and business minor concentration); planning for and constructing a new six-buildings, \$135 million campus for the college (ground breaking occurred June 1995 with completion in June 2002); creating a six-building living-learning center for MBA students; expanding executive education programs; redesigning internal governance structures to provide greater emphasis on faculty, staff and student participation in program planning and implementation activities; creating special centers of excellence (e.g., Service Leadership, International Business, Operational Excellence, Information Technology, Entrepreneurship); expanding international programs; raising over \$165 million in private giving; increasing the college's permanent endowment to over \$130 million; significantly improving external rankings for MBA and undergraduate programs; and enhancing support for faculty research.

1976-1990 Dean, School of Management, State University of New York at Buffalo

Chief administrative officer responsible for all academic and non-academic operations of the school. Accomplishments included: *Business Week* ranking of school as one of 40 best in the U.S.; establishment by Bilateral Protocol of first MBA program based in People's Republic of China; securing \$4 million in funding from the United States and People's Republic of China to fund first ten years of China based MBA Program; creation of Regional Economic Assistance Center; establishment of Center for Management Development resulting in NUCEA Region II Awards for Outstanding Non-Credit Program Development (1985), Marketing Plan Innovations (1988) and NUCEA National Award for Innovative Certificate and Non-Traditional Degree Programs (1990); organizing facilities design, fund generation and movement of all faculty and staff to the new Jacobs Management Center; fourfold increase in external research funding; creation of five funded chairs and three alumni professorships; reaccreditation of all programs and initial accreditation of accounting programs by AACSB; development of new programs in management information systems, international management (with special emphases on Mexico, Eastern Europe, Indonesia, Japan and China), financial institutions and markets, and health care management; establishment of a career development and placement office in the school as well as an alumni and corporate development office; creation of six regional, national and international external executive advisory boards for academic programs; creation of International Executive Program; development of joint programs with faculties of engineering and social sciences; generation of support for dean's summer fellowship program for faculty; securing support for multiple student fellowship programs; implementation of the first on-campus individualized budgeting system for all faculty and staff; chairing multiple university-wide committees.

1966-1991 Clarence S. Marsh Professor, Professor, Associate Professor, Assistant Professor  
State University of New York at Buffalo, School of Management  
Department of Organization and Human Resources

Activities included: lecturing widely in executive development programs for senior and middle-level managers focusing on structural characteristics of organizations, matrix forms of design, performance and productivity, leadership, quality control and improvement processes, and conflict management; research focusing on comparative analyses of professional employment systems, studies of patterns of participation in organizational decision making, analysis of structural design and performance; teaching courses in organizational theory and analysis, research methods, organizational design strategies, leadership and the comparative analysis of professional occupations; acted as dissertation chairman for 12 completed PhDs; committee activities included PhD, MBA, Curriculum and Inter-University Advisory Committee to the Survey Research Center; Executive Committee of the Graduate School; Faculty Review Committee and Committee on Promotion and Evaluation Standards; served as a "reviewer-referee" for *Management Science*, *Social Forces*, *Industrial and Labor Relations Review*, *Administrative Science Quarterly*; member, Editorial Review Board, *Academy of Management Review*, 1981-84; 1972-74 served as Chairman, PhD Program, responsible for program design, policy development and program administration; 1975-76 Associate Dean, responsible for all internal resource allocation and internal university relationships.

- 1974-1975 Visiting Professor of Behavioral Science, Graduate School of Industrial Administration, Carnegie Mellon University.
- 1971-1972 Visiting Associate Professor of Industrial Sociology, Department of Sociology, Brock University.
- 1968-1972 Off-Campus Faculty Member, Cornell University, New York State School of Industrial and Labor Relations.

## **SELECTED PUBLICATIONS**

### **Books and Monographs**

Dansereau, F., J. Alutto, and F. Yammarino. *Theory Testing in Organizational Behavior: The Varient Approach*. Englewood Cliffs, N.J.: Prentice-Hall, 1984.

Dansereau, F., J. Alutto and F. Yammarino. *Instructors Manual: Theory Testing in Organizational Behavior: The Varient Approach*. Englewood Cliffs, N.J.: Prentice Hall, 1984.

### **Articles and Book Chapters**

Alutto, J. "Culture, Levels of Analysis, and Cultural Transition" in F. Dansereau and F. Yammarino. *The Many Faces of Multi-Level Issues- Research in Multi-Level Issues, Vol I.*, Elsevier Science Ltd., 2002.

Alutto, J. "Just-in-Time Management Education in the 21<sup>st</sup> Century." *HR Magazine*, 21<sup>st</sup> Century HR, Vol. 44, No. 11, January 2000.

Dansereau, F., F. Yammarino, S. Markham, J. Alutto, J. Newman, M. Dumas, S. Nachman, T. Naughton, K. Kim, S. Al-Kelabi, S. Lee, and T. Keller. "Individualized Leadership: A New Multiple-Level Approach" in Dansereau, F. and Yammarino, F. (Eds) *Leadership: The Multiple-Level Approaches*. JAI Press, 1998.

Dansereau, F., F. Yammarino, S. Markham, J. Alutto, J. Newman, M. Dumas, S. Nachman, T. Naughton, K. Kim, S. Al-Kelabi, S. Lee, and T. Keller. "Extensions to the Individualized Leadership Approach: Placing the Approach in Context" in Dansereau, F. and Yammarino, F. (Eds) *Leadership: The Multiple-Level Approaches*. JAI Press, 1998.

Dansereau, F., F. Yammarino, S. Markham, J. Alutto, J. Newman, M. Dumas, S. Nachman, T. Naughton, K. Kim, S. Al-Kelabi, S. Lee, and T. Keller. "Individualized Leadership: A New Multiple-Level Approach." *Leadership Quarterly*, 1995.

Alutto, J. "Whither Doctoral Business Education?: An Exploration of Program Models." *Selections*, Graduate Management Admissions Council, Spring 1993.

Alutto, J. "Issues Affecting Management Education." *Selections*, Graduate Management Admissions Council, Fall 1991.

Dansereau, F. and J. Alutto "Levels of Analysis Issues In Climate and Culture Research" in B. Schneider (Ed.) *Climate and Culture in Organizations*. Beverly Hills, California: Jossey Bass, 1990.

Alutto, J. and D. Coleman. "Cross-Cultural Examination of Chinese Managers" in C. Carl Pegels, *Management and Industry in China*. NYC: Praeger, 1987.

Parasuraman, S. and J. Alutto. "Sources and Outcomes of Stress in Organizational Settings: Toward the Development of a Structural Model." *Academy of Management Journal*, 1984.

Markham, S., F. Dansereau, J. Alutto and M. Dumas. "Leadership Convergence: An Application of Within and Between Analysis to Validity." *Applied Psychological Measurement*, 1983.

Markham, S., F. Dansereau and J. Alutto. "Absenteeism Rates as Measures in Organizational Experiments: Hidden Cyclical and Structural Variations." *Review of Business and Economic Research*, 1983.

Markham, S., F. Dansereau, J. Alutto. "On the Use of Shift as an Independent Variable in Absenteeism Research." *Journal of Occupational Psychology*, 1982.

Markham, S., F. Dansereau, J. Alutto. "Group Size and Absenteeism Rates: A Longitudinal Analysis." *Academy of Management Journal*, 1982.

Markham, S., F. Dansereau and J. Alutto. "Female Versus Male Absence Rates: A Temporal Analysis." *Personnel Psychology*, 1982.

Parasuraman, S. and J. Alutto. "An Examination of the Organizational Antecedents of Stressors at Work." *Academy of Management Journal*, Vol. 24, No. 1, March 1981.

Dansereau, F., J. Alutto, S. Markham and M. Dumas. "Multiplexed Supervision and Leadership: An Application of Within and Between Analysis" in Hunt, J., U. Sckaran, and C. Schriesheim (eds.), *Leadership: Beyond Establishment Views*. Carbondale, IL: SIU Press, 1981.

Dansereau, F., J. Alutto, S. Markham and M. Dumas. "A Multiplexed Response to Professors Bass and Morely" in Hunt, J., C. Schriesheim and U. Qekaran, *Leadership: Beyond Establishment Views*. Carbondale, IL: SIU Press, 1981.

Dansereau, F., J. Alutto and S. Markham. "An Initial Investigation into the Suitability of Absenteeism Rates as Measures of Performance." *Proceedings of the 1977 Academy of Management*, Orlando, Florida; reprinted in Bryant, D. and Niehaus, R. *Manpower and Organizational Design*. New York: Plenum Press, 1978.

Alutto, J. Review of R. Miles, "Theories of Management." *Industrial and Labor Relations Review*, Vol. 32, July 1978.

Vredenburgh, D. and J. Alutto. "Perceived Structure in Relation to Industrial Attitudes and Performance." *Organization and Administrative Sciences*, Vol. 8, Summer-Fall 1977.

Alutto, J. and D. Vredenburgh. "Characteristics of Decisional Participation by Nurses." *Academy of Management Journal*, Vol. 20, No. 2, 1977.

Alutto, J. and F. Acito. "Decisional Participation and Sources of Satisfaction; A Study of Manufacturing Personnel." *Academy of Management Journal*, Vol. 17, No. 1, 1974.

Alutto, J. and J. Belasco. "Attitudinal Militancy Among Professional Employees." *Industrial and Labor Relations Review*, January 1974.

Hrebinak, L. and J. Alutto. "A Comparative Organizational Study of Performance and Size Correlates in In-Patient Psychiatric Departments." *Administrative Science Quarterly*, September 1973.

Alutto, J. and J. Belasco. "Patterns of Teacher Participation in School System Decision-Making." *Educational Administration Quarterly*, Winter 1972; translated and reprinted in J. Goldstein (ed.), *Studies in Educational Administration and Organization*, Center for Educational Administration, University of Haifa, 1973.

Alutto, J., L. Hrebinak and R. Alonso. "On Operationalizing the Concept of Commitment." *Social Forces*, June 1973.

Hrebinak, L. and J. Alutto. "Personal and Role-Related Factors in the Development of Organizational Commitment." *Administrative Science Quarterly*, December 1972.

Belasco, J. and J. Alutto. "Line-Staff Conflicts: Some Empirical Insights." *Journal of the Academy of Management*, November 1969; reprinted in Turner, Filley and House (eds.), *Readings in Managerial Process and Organizational Behavior*, Scott-Foresman, 1972.

Alutto, J., R. Alonso and L. Hrebinak. "Job Tension Among Hospital Employed Nurses." *Supervisor Nurse*, March 1972.

Belasco, J., J. Alutto and A. Glassman. "A Study of School Community Conflict," in J. Belasco, and M. Milstein (eds.), *A Systems Approach to School Administration*, Allyn and Bacon, 1972.

Alutto, J. and J. Belasco. "A Typology for Participation in Organizational Decision-Making." *Administrative Science Quarterly*, March 1972.

Alutto, J. A book review of Tiffany, et al, "The Unemployed: A Social-Psychological Portrait." *Industrial and Labor Relations Review*, January 1972.

Alutto, J. "Professionals and Collective Bargaining: The Case of the American Nurses Association" in M. Arnold, L. Blankenship and J. Hess (eds.), *Administering Health Systems*, Atherton-Aldine, 1971.

Belasco, J. and J. Alutto. "Teacher Satisfaction and Decisional Participation." *Educational Administration Quarterly*, November 1971.

Belasco, J., J. Alutto and A. Glassman. "A Study of Conflicts in Community and Teacher Perceptions of Decisional Control in School Systems." *Education and Urban Society*, November 1971.

Alutto, J., L. Hrebiniak and R. Alonso. "Variations in Employing Institution and Influence Perceptions Among Nursing Personnel." *Journal of Health and Social Behavior*, June 1971; reprinted in *Supervisor Nurse*, September 1971.

Alutto, J., L. Hrebiniak and R. Alonso. "A Study of Differential Socialization Practices for Members of the Professional Occupation." *Journal of Health and Social Behavior*, September 1971.

Alutto, J. and L. Hrebiniak. "Analysis of a Student Stereotype: The Effective Corporate Executive." *Public Opinion Quarterly*, Winter 1970.

Alutto, J. "Dynamics of Questionnaire Completion and Return Among Professional and Managerial Personnel." *Journal of Applied Psychology*, October 1970.

Alutto, J. "A Note on Determining Questionnaire Destination in Survey Research." *Social Forces*, December 1969.

Belasco, J., J. Alutto and F. Greene. "A Case Study of Strike Behavior in an Urban School System." *Education and Urban Society*, November 1969.

Belasco, J. and J. Alutto. "Organizational Impacts of Teacher Negotiations." *Industrial Relations*, October 1969.

Trice, H., J. Belasco and J. Alutto. "The Role of Ceremonials in Organizations." *Industrial and Labor Relations Review*, October 1969.

Alutto, J. "Men, Motivation and Productivity." *Administrative Management Society, Professional Bulletin*, August 1969.

Alutto, J. "Organizations and the Variable Identification." *Cornell Journal of Social Relations*, Fall 1967.

Alutto, J. "Collective Bargaining, Nursing Attitudes and the Local Unit Concept." *New York State Nurse*, August 1967.

Alutto, J. "Identification: State and Process Considerations." *Cornell Journal of Social Relations*, Spring 1967.

## **SAMPLE PRESENTATIONS**

Numerous presentations (ten to twenty per year) to corporate and civic groups on trends in management education and the design of corporations in an age of rapid change and international competition. Examples of presentation topics include:

“Strategies for Change: Building the Fisher College of Business” to multiple corporate organizations.

“Leadership Perspectives for Complex Environments” to multiple corporate organizations.

“Observations About Competitive Talent Acquisition” (Business First Fast Fifty Luncheon, Columbus, OH).

“Dean’s Advisory Councils-Some Key Issues” (AACSB Mid-Continent Deans, Chicago, IL, and Ohio Business Deans, Ashland, OH).

“Making Your Business Advisory Council a Strategic Asset of Your Institution” (AACSB Deans Conference, Orlando, FL).

“Status of the Industry and Importance of Communications” (AACSB International Public and Media Relations and Business School Development Conference, Atlanta, GA).

“What is Leadership?” (The Ohio State University Winter College, Sarasota, FL).

“Shaping Leaders for a Service-Based Economy” (Metropolitan Club, New York, NY).

“Working with Development” (The Ohio State University New Academic Leader Orientation, Columbus, OH).

“Social Responsibility, Corporate Citizenship and Integrity” (Olentangy Business Hall of Fame Breakfast, Delaware, OH).

“A Platform for Progress: Designing and Developing A New Campus” (AACSB Annual Meeting, New York, NY).

“Building Partnerships, Building Community, Building Success in Ohio” (The Commercial Developers Power Breakfast, Columbus, OH).

“Globalizing the University” (The Ohio State University Alumni Association Annual Meeting, Columbus, OH).

“Human Resources Policies for the 21<sup>st</sup> Century” (CIC Human Resources Officers Annual Conference, Columbus, OH).

“The Future of Business Education” (AACSB Presidential Address, Annual Meeting, Chicago, IL).

“The Future of Undergraduate Business Education” (AACSB Conference on Business Education, Pennsylvania State University).

"Corporate Training Needs in China and the Role for U.S. Universities" (China Human Resources Committee of the National Foreign Trade Council, New York, NY).

"Lessons to be Learned from Sino-US Joint Venture Activities" (The National Convention of Japan Productivity Center, Kobe, Japan, and Kansai Economic Federation, Osaka, Japan).

"Sino-US Joint Ventures: Lessons for Economics in Transition" (Society for Chinese Economics and Management, New Orleans).

"Issues Affecting Management Schools" (Keynote address at the Annual Meeting of the Graduate Management Council, Vancouver).

"Strategies for Change" (American Assembly of Collegiate Schools of Business, Annual Seminar for Business School Deans).

"Internationalizing Business Schools" (American Assembly of Collegiate Schools of Business, Annual Seminar).

"University Strategies for Involvement in State and Regional Economic Development" (Annual Meeting of the American Assembly of Collegiate Schools of Business).

"An Initial Examination of Changes in Managerial Job Perceptions as a Result of Economic Reform in the People's Republic of China" (Academy of Management Meetings, Chicago, IL).

## **CONSULTING AND OTHER ACTIVITIES**

Served as consultant to banks, manufacturing firms, aerospace companies, health care agencies, school districts and university systems. Included on arbitrator lists of American Arbitration Association and Federal Mediation and Conciliation Service. Arbitration activities have included cases in transportation, electronics, steel, food distribution, equipment manufacturing industries, state and federal agencies, educational institutions, and police departments. Visiting

expert on Organizational Design and Human Resource Management, National Center for Science and Technology Management Development, People's Republic of China, 1981 - 1991 (Program co-sponsored by United States Department of Commerce and People's Republic of China).

Appointed as advisor to the first session of the Dalian Behavioral Sciences Association and first International Dean for the Dalian University School of Business. Served as Visiting Professor at the College of Management, Zhejiang University and has lectured widely throughout China.

Member, Board of Directors, Columbia Gas of Ohio (2008-present)

Member, Board of Directors, The Children's Place (2008-present)

Member, Board of Directors, Columbus-Franklin County Finance Authority (2006-present)

Member, Board of Directors, M/I Homes (2005-present)

Member, Board of Directors, United Way of Central Ohio (2008-2014)

Member, Board of Advisors, Ohio Third Frontier Advisory Board (2009-2013)

Member, Board of Directors, Experience Columbus (2001-2010), Emeritus

Member, Board of Directors, Nationwide Financial Services, Inc. (2002-2008)

Member, Board of Directors, United Retail Group, Inc. (1992-2007)

Member, Board of Directors, Columbus Regional Airport Authority (2002-2005)

Member, Board of Directors, Inroads, Inc. (1994-2004)

Member, Board of Directors, Barrister Global Services Network, Inc. (2000-2003)

Member, Board of Advisors, Bank One, N.A. (1994-2000)

Member, Board of Directors, Comptek Research, Inc. (1987-2000)

Member, Board of Directors, American Assembly of Collegiate Schools of Business-The International Association for Management Education (1994-1999), President-elect (1995-1996), President (1996-1998 only the second two-term President in history of AACSB)

Member, Board of Directors, Ohio State Life Insurance Company (1995-1997)

Campaign Chairman, The Ohio State University, United Way of Franklin County (1992)

Member, U.S. Department of Commerce Advisory Board on Management Training in the People's Republic of China (1985-1991)

Member, Board of Directors, Rand Capital Corp. (1986-1991)

Chairman, Board of Directors, Health Care Plan, Inc. (1987-1991)

Member, Long Range Planning Committee on the United Way of Buffalo and Erie County;

Chair, International Operations Task Force; Chair, Strategic Planning Committee (1981-1987)

Campaign Chairman, United Way of Buffalo and Erie County (\$15.8 million Campaign) 1988

Member, Board of Directors, United Way of Buffalo and Erie County (1984-1991)

Member, Accreditation Visitation Committee, Long-Range Planning Committee, Key Relationships Task Force, International Business Affairs Committee, International Peer Review Marketing Task Force, Strategic Planning Oversight Committee, Board Liaison representative to regional meetings, American Assembly of Collegiate Schools of Business

Member, School Board, Amherst Central School District (1981-1987); President (1982-1987)

Member, Board of Governors, Academy of Management (1984-1986)

Member, Board of Directors, Greater Buffalo Chamber of Commerce (1980-1986)

## **SPECIAL HONORS**

Numerous special local recognitions for service to community (e.g., Chamber of Commerce, Rotary, etc.). In addition:

December 2011 - Selected as one of the Smart Business 2012 Power 100 most influential leaders in Central Ohio.

December 2006 - Beijing, China, honored as one of the "Prominent Figures Contributing to China's MBA Education" by the Ministry of Education and CCTV.

October 2004 - Named Honorary International Dean, School of Management, Dalian University of Technology, Dalian, China.

January 2000 - Selected as one of the Small Business News Columbus 100 Leaders for the New Millennium.

September 1999 - Awarded John W. Berry, Sr. Chair in Business, The Ohio State University, Fisher College of Business.

June 1999 - Distinguished Alumni Award for Leadership in Industrial and Labor Relations, University of Illinois, Institute of Industrial and Labor Relations.

May 1997 - Inducted into The Ohio State University Chapter of The Honor Society of Phi Kappa Phi.

May 1996 - Honorary Doctorate of Humane Letters, Manhattan College.

September 1990 - Awarded Clarence S. Marsh Chair in Management, State University of New York at Buffalo, School of Management.

June 1990 - Joseph A. Alutto Doctoral Fellowship in Management, endowment created by the State University of New York at Buffalo School of Management Alumni Association in honor of contributions to doctoral education in management.

May 1990 - Recipient of Walter P. Cooke Award for Notable and Meritorious Service to the State University of New York at Buffalo, SUNY at Buffalo Alumni Association.

January 1989 - National Award for "Outstanding Contributions to the Economic Modernization of China" by the State Economic Commission, State Commission on Science and Technology and State Education Commission of the People's Republic of China.

October 1983 - National Columbus Day Honoree for Contributions to Management Education.

## **ASSOCIATION MEMBERSHIPS**

American Sociological Association

American Psychological Association

Academy of Management - Secretary, Eastern Academy, 1973-74;

Board of Governors, 1975-78 and 1980-84; Proceedings Editor, 1978  
and 1979; Vice-President Program, 1978; Vice President Elect, 1979;  
President, 1980; Chair, 1993 Annual Meeting (Seattle).

American Association for the Advancement of Science

Labor and Employment Relations Association