

TIMOTHY L. HARPER  
Department of Management and Business  
Skidmore College  
Saratoga Springs, NY 12866  
518.580.5111 v  
518.580.5118 f

### Education

Ph.D., Organizational Studies, State University of New York at Albany  
Dissertation: Racial Stereotypes of Occupations

MBA, Bowling Green State University  
Thesis: Personnel Practices and Perceptions of Invasion of Privacy

B.S.B.A., Administrative Management, Bowling Green State University

### Academic Employment

2008-pres. Professor, Skidmore College, Department of Management and Business

06/2014 – 12/2021 – Management and Business Department Leadership Roles  
Department Chair (Fall, 2018 – Fall, 2020)  
Associate Chair, Department of Management and Business (Fall, 2016 –  
Spring, 2018)  
Department Chair (Fall, 2010 - Fall, 2014)  
MB107 Faculty Coordinator (Spring 2022)

2003-2008. Assistant Professor, Skidmore College, Department of Management and  
Business

2000-2003 Trustee's Visiting Scholar, Skidmore College, Department of Management  
and Business

1998-2000 Lecturer, Skidmore College, Department of Management and Business

1994-1997 Lecturer, State University of New York at Albany, Management Department

1988-1992 Lecturer, Bowling Green State University, Management Department

### College and Department Leadership Roles

Co-Chair, Budget and Finance Subcommittee, Fall, 2024

Co-Chair, Health Care Working Group, Fall, 2019 – Spring, 2021

Department Chair, Management and Business Department, Fall, 2018 – Fall, 2020

Vice-Chair, Institutional Policy and Planning Committee, 2018-2019

First-Year Experience Mentor, Fall 2018

Search Committee, Vice-President of Academic Affairs & Dean of Faculty,  
Spring, 2016 – Fall, 2017

Vice-Chair, Institutional Policy and Planning Committee, 2015-2017 Academic Years

Associate Chair, Management and Business Department, September, 2015 – May, 2018

Department Chair, Management and Business June, 2010 – December, 2014

Chair, Accounting Search Committee Fall 2014

Chair, Marketing Search Committee, 2013

Chair, General Committee and Chair, Program Committee, Solomon Northup Program  
Committee 2014

Faculty Fellow, Wake Forest Key Schools Advisory Council 2011 - Present

Director of Intercultural Studies Role (Curriculum Issues) 2011-2012

Chair, Finance Search Committee, 2012

Chair, College Curriculum Committee (2008 – 2009; 2009 – 2010)

MB107 Faculty Coordinator (2002 - 2006; 2007 - 2010)

Chair, AACSB Student & Alumni Perception Committee (2003-2006)

### Courses

Courses taught at Skidmore: Innovation and The Structure of American Industry (MB351); Business and Organization Management (MB107); Foundations in Organizational Behavior (MB224); Coaching and Teamwork Service Learning Experience (MB240); Social Identity in the Workplace (MB312); Industry and Innovation (Scribner Seminar); Secrets of Innovative Firms (ID151); Business Strategy (MB349).

### Areas of Interest

Teaching: Business Organization and Management, Industry Structure & Analysis; Innovation; Organizational Behavior; Social Identity in the Workplace; Coaching and Leadership

Research: The Case Teaching Method; Athletic Leadership - NCAA Institutions; Cross-Cutting Categorization in Sports and Athletics; Interdisciplinary Collaboration; Faculty-Librarian Collaboration; Social Categorization and Stereotypes; Rational and Non-rational Decision-Making; Teaching Effectiveness & Assessment.

### Primary Research Streams

Harper, T.L., Segrave, J. & Sinclair, N. Leadership in NCAA Athletics

Harper T.L., Norelli, B. and Taber, M. Case Teaching Method (Theoretical and Empirical Research)

Harper T.L., Harper, P.J. & Hirsra, A. Social Identity and Social Categorization in Organizational Contexts

Harper P.J. and Harper T.L. – Corporate Social Responsibility and Philanthropy

Research Partners: Dr. Jeff Segrave; Coach Neil Sinclair; Barbara Norelli; Dr. Mary Taber; Dr. Azita Hirsra; Dr. Pamela Harper; Melanie Brandston; Dr. Jalisa Williams

### Publications

Harper, T., Norelli, B., Taber, M. (2023). The Effects of Case Characteristics on Student Performance in Business Education. Society for Case Research (Business Case Journal), 30(1), 34-50.

Harper, T., Norelli, B., Brandston, M. and Taber, M. (2020), "AmNet", The CASE Journal, vol. 16 (2), pp. 215-226. <https://doi.org/10.1108/TCJ-03-2019-0019>.

Harper, T., Sinclair, N., & Segrave, J. (2019) *"Integrating Sport Management and Business Management Literatures: Capturing the Dynamics of NCAA Athletics."* The International Journal of Sport and Society, vol. 10(4) p. 31-41.

Harper, T.L., Norelli, B.A. & Taber, M. (2016) *"Case selection: a case for a new approach"* American Journal of Management, vol. 16(2) p. 72-79.

Sinclair, N. & Harper, T. & Segrave, J. (2014) *"Building a collegiate athletic leadership model for ncaa athletic teams: context, leadership behaviors, and outcomes mediated by leader-member exchange theory."* The International Journal of Sport and Society, vol. 4(2) p. 33 – 46.

Norelli, B.A. & Harper, T.L. (2013) *"Scholarship in academic library literature: who, what, and when."* College and Undergraduate Libraries.

Harper, T.L. & Ruge, B. (2008) *"Government decision-makers: rational intentions."* Business Renaissance Quarterly, vol. 3(4), pp. 125 -139.

Harper, T.L. & Ruge, B (2008) *"State government decision-making: decision-making at the crossroads."* The Management Case Study Journal (online), vol. 8(2) pp. 110 - 121.

Harper, T.L. (2008) “*Perceived fit of asian americans as entrepreneurs.*” International Journal of Social Entrepreneurship, vol. 1(1). pp. 93 – 101.

Harper, T.L. (Editor) (2009) MB107 Course Reader. “*A selection of business and management readings and business cases*” (Prentice Hall Publishing and Harvard Business School).” Adopted for 2009 – 2011.

Sands, J. & Harper, T. (2007) “*Family-friendly benefits and organizational performance.*” Business Renaissance Quarterly, vol. 2(1) pp. 107-126.

Harper, T.L. & Norelli, B.A. (2007) “*The business of collaboration and electronic collection development.*” Collection Building, vol. 26(1) pp. 15-19.

Harper, T.L. (2006) “*Racial stereotypes of occupations.*” The International Journal of the Humanities, vol. 4(7) pp. 27-34.

Lever, S., Ruge, B. & Harper, T. (1995) (Eds.), Organizational Studies Conference - Special Best Paper Issue, Group and Organization Management Journal.

#### Conference Presentations and Proceedings

Harper, T.L., Segrave, J. & Sinclair, N. (2020). “*The Relationship between Athletic Director Positioning and Demographics*”. Eleventh International Conference on Sport & Society, Spain. (conference will be held in May, 2021)

Harper, T.L., Segrave, J. & Sinclair, N. (2019). *The Location of the Athletic Director Position: An Empirical Examination*. Tenth International Conference on Sport & Society, Toronto, ON. Canada

Harper, T.L., Norelli, B.P., Brandston, M. & Taber, M. (2018). *AmNet Teaching Case & Teaching Note*. Midwest Academy of Management Meeting, St. Louis, MO.

Williams, J., Harper, T.L., Norelli, B.P. & Taber, M. (2018). GLHI Teaching Case and Teaching Note. Midwest Academy of Management Meeting, St. Louis, MO.

Harper, T.L., & Hirska, A. (2018). *Who are we? Where are we from? From Self-Identity to Social Identity to Organizational Identity*. Paper will be presented at the Management & Organizational Behavior Teaching Society at Coastal Caroline, University.

Harper, T.L., Segrave, J. & Sinclair, N. (2018). *Positioning the Athletic Director: Perceptions of Internal and External Stakeholders*. Ninth International Conference on Sport & Society, Miami, FL.

Harper, T.L., Segrave, J. & Sinclair, N. (2017). *Integrating the Sport Management and Business Management Literatures: Capturing the Dynamics of NCAA Athletics*. Midwest Academy of Management Meeting, Chicago, IL.

Harper, T.L., Norelli, B.P., Brandston, M.M. & Taber, M. (2017). *Student Perceptions of a Hybrid Live Case: An empirical study*. Midwest Academy of Management Meeting, Chicago, IL.

Harper, T.L. & Huang, Z. (2017). *The Evolution of Shopping Malls: From Shopping Centers to Entertainment Centers*. Midwest Academy of Management Meeting, Chicago, IL.

Harper, T.L., Brandston, M., Norelli, B.P., & Taber, M. (2017) *Set Sail with a Live Case*. Organizational Behavior Teaching Conference. Providence College, June 14<sup>th</sup> – 17<sup>th</sup>.

Harper, T.L., Norelli, B.P. & Taber, M.E. (2016) *Case Characteristics and Student Team Grade: An Empirical Analysis*. Midwestern Academy of Management. Fargo, North Dakota.

Harper, T., Sinclair, N. & Segrave, J. (2016) *Leadership Theory Development in Sport and Management Literatures*. International Conference on Sport and Society Conference. Honolulu, Hawaii.

Harper, T.L., Norelli, B.A. & Taber, M. (2015). *Case Selection: A Case for a New Approach*. Southern Management Association Meeting. St. Pete Beach, FL.

Harper, P.J. & Harper, T.L. (2015). *Exploration of the “insurance-like” effect of corporate philanthropy in the event of negative events*. Summer Marketing Educator’s Conference. Chicago, IL.

Harper, T., Norelli, B., Taber, M. (2014). *The Case for Case Selection in Business Education*. The Eastern Academy of Management Conference (Case Association). Newport, Rhode Island.

Mercier, M., Harper, T., Berheide, C. (2014). *Helping Volunteer Managers Cultivate Exemplary Volunteers: Proposing a Path-Goal Model of the Leader/Volunteer Relationship*. The Eastern Academy of Management Conference. Newport, Rhode Island.

Harper, P.J. and Harper, T.L. (2013). *Is CSR Valued in M&As?* Southern Association Meeting, New Orleans, LA.

Sinclair, N., Harper, T., & Segrave, J. (2013) *The Collegiate Athletic Model*. Sport and Society Conference. May, 2013.

Harper, P.J., Mithani, M. and Harper, T.L. Corporate (2012) *Social Performance: Public Opinion Matters*. Southern Management Association Meeting. Savannah, Georgia.

Harper, P.J. & Harper, T.L., (2012). *A View of CSP from the Top: Exploring Antecedents of Leader Personal Social Performance*. The Eastern Academy of Management in May, 2012. Philadelphia, PA.

Harper, T.L. and Norelli, B.A. (2011). *Faculty-Librarian Collaborations: A Prescription for Effective Instruction*. Organizational Behavior Teaching Conference. Marquette University, Milwaukee, Wisconsin.

Harper, T.L. & Norelli, B.A. (2009). *Management & Business Faculty and Librarian Collaboration: Sustainable Benefits*. Academy of Management Annual Meeting, Chicago IL.

Morrison, S. & Harper, T.L. (2009). *The Money Behind the Tracks: A Case Study of the Interrelationship between Saratoga Race Course, Saratoga Raceway & Saratoga Springs*. Eastern Academy of Management Annual Meeting (Case Association), Hartford, CT.

Harper, T.L., Green, M.W. & Harper, P.J. (2009). *The Intersection of Asian American and Occupational Stereotypes: Advantage or Disadvantage?* Eastern Academy of Management Annual Meeting, Hartford, CT.

Harper, T.L. & Norelli, B.P. (2008). *Meeting Academic Objectives through Management and Business Faculty and Librarian (MBFL) Collaboration*. Southern Management Association, St. Pete Beach, FL.

Sherman, A. & Harper, T. (2008). *The Adult Entertainment Industry*. The Eastern Academy of Management, Washington, D.C.

Harper, T.L. & Kennelly J. (2007) *Corn Products (Embryo Case)*. The Eastern Academy of Management. New Brunswick, NJ.

Sands, J. & Harper, T.L. (2006) *An Empirical Examination of the Relationship between Family-Friendly Benefits and Organizational Performance*. Proceedings of the Southern Management Association 2006 Meeting. Clearwater Beach, FL.

Harper, T.L. & Ruge, B. (2006) *Government Agency Decision-Making: Post-Hoc Explanations*. Proceedings of the 43rd Annual Meeting of the Eastern Academy of Management. Saratoga Springs, NY.

Harper, T.L. & Green, M. (2004) *Challenging Diversity Assumptions within Information Science*. Diversity Leadership Institute, American Leadership Institute, Orlando, FL

Harper, T.L. & Green, M. (2003) *Illustrating Social Categorization to Leaders in Information Science*. Diversity Leadership Institute, American Library Association Toronto, CA

Harper, T.L. & Green, M. (2002) *Challenging Social Categorization within Diversity*. NCORE Conference, New Orleans, LA

Harper T.L. & Smith-Hunter, A. (1997) *Relationship between Religious Orientation and Organizational Behavior*. Industrial/Organizational Psychology Organizational Behavior Graduate Student Conference, Radford University.

Harper, T.L. & Ruge B.G. (1995) *An Analysis Of Decision Making Rationalities in a Public Organization*. Proceedings of the Southern Management Association, Orlando, Florida.

Lever, S.L. & Harper T.L. (1994) *Equity in the Boardroom: A Stakeholder Approach to Equity Theory*. Doctoral Students Conference, Seattle, WA.

#### *Works in Progress*

Williams, J., Harper T.L., Norelli, B.P., and Taber, M.

- 1) Examining the Hybrid Live Case Pedagogy in a Diversity and Inclusion Context (in conjunction with MB312, Social Identity in the Workplace Fall, 2018 (planned submission to the Case Journal in fall 2022))

Harper T.L., Segrave. J. and Sinclair, N.

- 1) Empirical Investigation of Athletic Director Positioning by Division and Type of School (data collected – planned submission to the Sport and Society Journal in fall 2022))

#### *Invited Reviews/Presentations/Lectures/Interviews*

*SUNY-Brockport Leadership Summit- invited by President Heidi Macpherson to conduct training (leadership, DEI, organizational behavior) to campus leaders across all divisions.*

*Interviewed on WNYT, Channel 13 regarding Remote Work and Downtown Businesses: <https://wnyt.com/top-stories/as-downtown-albany-businesses-struggle-city-leaders-look-to-future/>*

Speaker, President Conner's Response Vigil, August, 2020.

Master of Ceremonies, President Glotzbach's Farewell Ceremony June, 2020.

Ph.D. Project Conference – Wellness Session – presentation to current and future faculty. July 2020 via Microsoft Web Teams.

Health Care Working Group – multiple presentations during Skidmore faculty and community meetings. 2019-2020

Saratoga Jewish Community Arts, with Temple Sinai, Film Reviewer and Panel Discussant, 2019 & 2020.

NCORE Community Meeting Delegate – provided input regarding 2020 NCORE Conference (NYC), August, 2019.

Health Monitor Network. Invited Talk: Why Some Teams Succeed and Why Some Teams Fail. Saratoga Springs, NY. Summer, 2017.

Catholic Central High School, “Diversity in the Workplace – Educational Context.”  
Spring, 2017.

Donovan, Mason (2016) The Golden Apple: Redefining Work-Life Balance for a Diverse Workforce. Bibliomotion Inc. – Contributed Back Cover Blurp.

City of Albany Youth Enrichment Program – Professional and Personal Development Workshop, Albany, NY; July, 2016.

Sheridan Hollow Brownfield Opportunity Area Interview; May, 2016.

Guest Lecturer: Philosophy and Religion Course, Prof. Cathy Silber; Fall, 2015.

Mark McGuire, Writer, The Daily Gazette – “Net Neutrality and Its Potential Impact on Small Businesses”.

Madison County Community Health Center, Anderson, Indiana Workshop Series – Summer 2014: Segment 1 - Team Building; Segment 2 – Technology/ Innovation: Segment 3 – Corporate Culture.

Guest Lecturer: Philosophy and Religion Course, Prof. Cathy Silber; Entrepreg; Discovery Program; Fall 2014 – Summer, 2015.

Solomon Northup Interviews – Television and Radio – Summer, 2014.

Topic: Civilized Oppression – Critical Consumption of Culture  
Twelve Years A Slave – Solomon Northup  
Skidmore College  
Invited Panelist; Prof. Murray’s Class  
Tuesday, November 26, 2013

WAMC Northeast Public Radio Interview  
Global Foundries Gets OK from Town of Malta to Expand  
Wednesday, August 21, 2013  
Reporter: Lucas Willard

Daily Gazette, Schenectady, NY  
Featured Article: Outlook 2013  
Saturday, February 16, 2013  
Reporter: Sarah Foss

BlackBoard Pedagogy Workshop  
Skidmore College  
Invited Panelist

Work-Life Balance  
Ph.D. Project KPMG Chicago, IL  
November, 2010

Social Categorization in the Context of Diversity  
Library Faculty and Staff Symposium  
Western Washington University  
Bellingham, WA  
August, 2006

Martin Luther King Celebration  
Saratoga Springs, NY January 2006

Martin Luther King Celebration  
Glens Falls, NY January, 2006

Diversity Pedagogy Session Panelist  
Skidmore College, September 24, 2004

Diversity Presentation Panelist  
Skidmore College Board of Trustees Retreat, October 21, 2004

Potential Remedies of Social Inequality,  
Skidmore College (2003) – Organized and moderated panel discussion.

Demographic Diversity from an Information Science Perspective  
Guest Lecturer – University of Washington at Seattle (2002)

Solomon Northup Annual Day Keynote Speaker/Panel Moderator, 2002 - 2006

ALANA Alumni Presentation (2004)

Minority MBA Magazine Interview – Faculty of Color (2003)

Gazette Interview – Reparations (2002)

Service Activities (abbreviated listing):

**Recognition: President's Service Award presented by President Glotzbach, May, 2020.**

Management and Business Department

Department Chair, MBD Fall, 2018 – Fall, 2020

Associate Chair, MBD September 2015 – Spring, 2018

AOM Interviews for Management Search, Summer, 2017

Harder Chair Search Committee, 2016-2017

MBD Student-Alum of Color Alliance Initiative, 2017

MBD Self-Study Administrative/Resource Subcommittee, 2016-2017

Department Chair, June 2010 – December 2014

Kenneth Freirich Business Plan Competition Subcommittee (2011 – Dec., 2014); Coordinator,  
Fall 2014

Entreprep – Summer 2012; 2015

Tang and Management and Business Department Leadership Institute – Summer 2012

AACSB Accreditation Standards Meeting Chicago, IL  
MB107 Faculty Coordinator (2002 - 2006; 2007 - 2010)  
Chair, AACSB Student & Alumni Perception Committee  
MBD Writing in the Major Requirement Committee  
Panelist, Department Academic Forum (2008)  
Office of International Programs - Conducted Site Visits in Prague and Warsaw – Spring, 2006  
Accepted Candidate Days (at least once per academic year)  
Academic Advisor approximately 50 students each academic year  
Thesis Advisor – Jack Fischer; Pooja Bhaskar (2013-2014); Alexandra Abisso (2012-2013); Chi  
Nguyen (2010-2011) Samantha Morrison (2007-8); Jamie Sands (2005-6); Mike Zarilli (2002-3)  
Self-Study Development Committee (2004)

### College

IPPC and IPPC Subcommittee, Fall 2023 - Present  
Faculty Learning Community, Panelist - Confronting Challenges in the Classroom, Fall, 2022  
External Search Committee Member, Math Department, 2022-2023  
Skidmore College Campaign Executive Committee  
Co-Chair Health Care Working Group, 2019-Present  
IPPC (Vice-Chair) & IPPC Budget and Finance Subcommittee, 2018-2019  
Peer Teaching Observation Group (2018-2019; Spring, 2020)  
FYE Mentor (2018-2019 & 2019-2020)  
Black Studies Program Search Process  
VPAA & DOF Search Committee, 2016-2017  
IPPC & IPPC Budget and Finance Subcommittee, 2017-2018  
IPPC – Vice-Chair & Budget and Finance Subcommittee, 2015-2017  
IPPC – Elected to Serve 2016 – 2018  
Commencement 2017 Citation Reading – Introduced Oprah Winfrey  
HEOP Director Search Committee, Summer 2016  
Middle States Reaccreditation – Invited Dinner Guest; Forum; Review Participant  
Skidmore NCORE Representative – Summer 2015  
Vice-Chair, Institutional Policy and Planning Committee, 2014-2015 Academic Year  
IPPC- Budget and Finance Subcommittee (2013-2014); Student Affairs Subcommittee (Fall  
2014)  
Lacrosse Head Coach Search – Summer 2015  
Assistant Athletic Director Search Committee Summer 2014  
New Faculty Learning Committee Representative (Consecutive Academic Years)  
Director of Arts Administration Re-Appointment Review Committee  
NY6 Explore Class Sessions Summer, 2013  
Discovery Tour Academic Forum  
Admissions/SUCH Counselor Tour, April 29<sup>th</sup>; Admissions - SUCH Tour Panelist  
Search Committee, Career Development Director (2013)  
Search Committee, Associate Director for Alumni Career Development – Summer 2012  
Search Committee, HEOP Co-Director (2012)  
Search Committee, Men’s Head Basketball Coach (2012)  
OACAC Counselor Tour Sunday, July 15, 2012  
New Faculty Learning Community Committee (2011-Present)  
Curriculum Committee (Chair 2008 – 2009; 2009 – 2010) Service, 2007 – 2010  
IPPC (Fall 2009 – One semester replacement)  
UWW Committee (2004-2006; 2007 - 2009)

Summer 2008 CFES College Exploration at Skidmore College  
Site Visits – Prague; Warsaw, Shanghai, Beijing  
MALS Faculty Advisor (2007 – Present; 2 students) & Independent Studies (3)  
Search Committee, Men’s Head Basketball Coach (2006-2007)  
Search Committee, Chaplain Search (2003-2004)  
Critical Inquiry Group, Summer, 2005  
Involved in Selection Process for Minority Faculty/Staff, Chaplain and Arts Administration  
Hires  
First-Year Student Summer Advising (Summers – 2005, 2006, 2007)  
ALANA/HEOP Activities (each academic year as called upon)  
Benefaction  
UWW Instructor (3 courses), Academic Advisor, Final Project Assessor

### Professional Services Performed

#### Professional Associations:

- Academy of Management
- Eastern Academy of Management
- Southern Management Association
- Midwest Academy of Management
- CASE Association

#### Reviewer for:

- International Journal of Sport and Society (CG Scholar)
- Midwest Academy of Management
- Eastern Academy of Management (Session Facilitator & Paper Discussant)
- Southern Management Association (Session Facilitator & Paper Discussant)
- CASE Association
- International Journal of Social Entrepreneurship

### Community Service

Committee Member, Community Loan Fund – Chair of the Board of Directors (2015-2017 – term ended in Feb. 2017); Budget and Finance Subcommittee (present service)  
CCHS Enrollment Parent Advisory committee – promoting enrollment of the underserved  
Member, Sheridan Hollow Neighborhood Association  
Habitat for Humanity Community Advisor  
Pastor, New Jerusalem Home of the Saved Church Albany, NY  
Member, Sheridan Hollow Neighborhood Association

References available upon request.