

## **Jonathan S. Leonard**

Haas School of Business  
545 Student Services Building #1900  
University of California  
Berkeley, CA. 94720-1900

### ***Current Position***

George Quist Chair in Business Ethics, 2004-present.

### ***Former Positions***

Senior Economist, President's Council of Economic Advisors, Washington, D.C., 1989.

Associate Dean for Academic Affairs, Haas School of Business, University of California at Berkeley, 2002.

Chair, Economic Analysis and Policy Group, Haas School of Business, University of California at Berkeley, 1999-2008.

Thomas J. Fitzmyers and Barclay Simpson Distinguished Professor of Corporate Responsibility, 2002-2004, Professor, since 1991. Harold Furst Associate Professor of Management Philosophy and Values, Haas School of Business, University of California at Berkeley, 1989-1991. Associate Professor with tenure, 1986-1989. Assistant Professor, 1982-1986.

Research Associate, Institute of Industrial Relations, University of California, Berkeley, 1982-1992.

Olin Fellow, National Bureau of Economic Research, Cambridge, MA, 1985-1986. Research Associate, 1986-1993.

### ***Education***

Ph.D., 1983      Economics, Harvard University, Graduate School of Arts and Sciences, with special fields in Labor Economics and Public Finance.

M.A., 1980      Economics, Harvard University, Graduate School of Arts and Sciences.

A.B., 1976      Economics, Harvard College. Magna cum Laude.

## *Publications*

### *Journal Articles*

- “The Cost of Upstream Strikes,” (with A. Pilarski), Proceedings of the Labor and Employment Relations Association (2013) forthcoming. 1
- “The Influence on Resale Prices of Labor Management Disputes in Aircraft Manufacturing,” (with L. Ding, M. Kleiner, and A. Pilarski), Proceedings of the Labor and Employment Relations Association (2013) forthcoming.
- “Racial Bias in the Manager-Employee Relationship: An Analysis of Quits, Dismissals, and Promotions at a Large Retail Firm,” (with L. Giuliano and D. Levine), Journal of Human Resources, 46(1), Winter 2011, pp. 26-52.
- “Customer Discrimination,” (with L. Giuliano and D. Levine), Review of Economics and Statistics, 92:3, August 2010, pp. 670–678.
- “Manager Race and the Race of New Hires,” (with L. Giuliano and D. Levine), Journal of Labor Economics, 27 (4), October 2009. pp. 589-683.
- “Welfare Reform, Time Limits, and Infant Health,” (with A. Mas) Journal of Health Economics, 27(6), December 2008, pp. 1551-1566.
- “The Effect of Diversity on Turnover: A Large Case Study”, (with D. Levine) Industrial and Labor Relations Review, 59 (4), July 2006, pp. 547-572.
- "Do Birds of a Feather Shop Together? The Effects on Performance of Employee's Similarity with One Another and with Customers." (with D. Levine and A. Joshi), Journal of Organizational Behavior, 25 (6), August 2004, pp. 731-754.
- “The Effects of Diversity on Business Performance: Report of the Diversity Research Network”, (with T. Kochan et.al.) Human Resource Management , 42 (1), 2003, pp. 3-21. Winner of the Ulrich and Lake Award for Excellence in Human Resource Management Scholarship, 2004.
- “How Industrial Relations Affects Plant Performance: The Case of Commercial Aircraft Manufacturing”, (with M. Kleiner and A. Pilarski), Industrial and Labor Relations Review, 55:2, January 2002, pp. 195-218.
- "Do Industrial Relations Events Have Long Term Effects on Plant Performance?: The Case of Commercial Aircraft Manufacturing" with J. Leonard and A. Pilarski, Industrial Relations Research Association Proceedings, 1999, pp. 136-143.
- “Bringing the Firm Back In”, Labour Economics, 6 (1), 1999, pp. 43-51.
- "Wage Disparities and Affirmative Action", American Economic Review, Papers and Proceedings, 86:2 (May 1996)
- “Worker’s Limited Liability, Turnover, and Employment Contracts” (with M. Van Audenrode), Annales d’Economie et de Statistique, 1996.
- "Politique Industrielle et Dynamique de l'Emploi en Belgique" (with M. Van Audenrode), Reflets et Perspectives de la Vie Economique, 33:1/2 (Fevrier 1994). pps. 73-86.
- "Corporatism Run Amok: Job Stability and Industrial Policy in Belgium and the United States" (with M. Van Audenrode), Economic Policy, No. 17 (October 1993), pp. 355-389.

- "Inflation Expectations and the Structural Shift in Aggregate Labor-Cost Determination in the 1980s" (with D. Neumark), Journal of Money, Credit and Banking, 25:4, (November 1993), pp. 786-800.
- "A Comparison of Job Stability in Germany and the U.S." (with R. Schettkat), Labour, 5:2, (Autumn 1991), pp. 143-158.
- "Unions and Employment Growth," Industrial Relations, 31:1 (Winter 1992), pp. 80-94. And in M. Bognanno and M. Kleiner (eds.), Labor Market Institutions and the Future Role of Unions (Oxford: Blackwell Publishers, 1992), pp. 80-94.
- "The Impact of Affirmative Action Regulation and Equal Employment Law on Black Employment," Journal of Economic Perspectives, 4:4 (Fall 1990), pp. 47-64.
- "Earnings Inequality and Job Turnover" (with L. Jacobson), American Economic Review, 80:2 (May 1990), pp. 298-302.
- "Executive Pay and Firm Performance," Industrial and Labor Relations Review, 43:3 (February 1990), pp. 13s-29s. Reprinted in R.G. Ehrenberg (ed.), Do Compensation Policies Matter? (Ithaca, NY: Cornell University Press, 1990), pp. 13-29.
- "Wage Structure and Dynamics in the Electronics Industry," Industrial Relations, 28:2 (Spring 1989), pp. 251-275.
- "The Changing Face of Employees and Employment Regulation," California Management Review, 31:2 (Winter 1989), pp. 29-38.
- "Women and Affirmative Action," Journal of Economic Perspectives, 3:1 (Winter 1989), pp. 61-75.
- "Carrots and Sticks: Pay, Supervision, and Turnover," Journal of Labor Economics, 5:4, Part 2 (October 1987), pp. S136-152. reprinted in Industrial Relations, (Aldershot, UK: Dartmouth publishing).
- "The Interaction of Residential Segregation and Employment Discrimination," Journal of Urban Economics, 21:3 (May 1987), pp. 323-346.
- "Splitting Blacks? Affirmative Action and Earnings Inequality Within and Between Races," Proceedings of the Industrial Relations Research Association, 39th Annual Meeting (Winter 1986), pp. 51-57.
- "What Was Affirmative Action?" American Economic Review, Papers and Proceedings, 76:2 (May 1986), pp. 359-363.
- "Unions and the Employment of Blacks, Hispanics and Women," Industrial and Labor Relations Review, 39:1 (October 1985), pp. 115-132.
- "Affirmative Action as Earnings Redistribution: The Targeting of Compliance Reviews," Journal of Labor Economics, 3:3 (July 1985), pp. 363-384.
- "Accounting for the Decline in Union Membership, 1950-1980" (with W.T. Dickens), Industrial and Labor Relations Review, 3:3 (April 1985), pp. 323-334.
- "What Promises Are Worth: The Impact of Affirmative Action Goals," Journal of Human Resources, 20:1 (Winter 1985), pp. 3-20.
- "The Impact of Affirmative Action on Employment," Journal of Labor Economics, 2:4 (October 1984), pp. 439-463. reprinted in O. Ashenfelter and K. Hallock, eds. *Labor Economics. Volume 4. Labor Market*

*Discrimination, Labor Mobility and Compensating Wage Differentials*. Aldershot, U.K.: Elgar; 1995, pps. 114-38.

"Employment and Occupational Advance under Affirmative Action," Review of Economics and Statistics, 66:3 (August 1984), pp. 377-385. reprinted in W. Darity Jr., ed. *Economics and Discrimination*. Volume 2. Aldershot, U.K.: Elgar, 1995, pps. 560-68.

"Anti-Discrimination or Reverse Discrimination: The Impact of Changing Demographics, Title VII and Affirmative Action on Productivity," Journal of Human Resources, 19:2 (Spring 1984), pp. 145-174.

"Wage Expectations in the Labor Market: Survey Evidence on Rationality," Review of Economics and Statistics, 64:1 (February 1982), pp. 157-161.

"Autoregressive Degree Patterns: Evidence of Endogenous Cycles in the Market?" (with R.B. Freeman), Proceedings of the Industrial Relations Research Association (Winter 1978), pp. 10-19.

### ***Book Chapters***

"Affirmative Action: Empirical Work on its Effectiveness" in J. Wright ed. International Encyclopedia of Social and Behavioral Sciences, 2<sup>nd</sup> edition, (Oxford, Elsevier Science, forthcoming).

"Advancing Equal Employment Opportunity, Diversity, and Employee Rights: Good Will, Good Management, and Legal Compulsion," in B. Kaufman, A. Beaumont, and R. Helfgott eds. *Industrial Relations to Human Resources and Beyond: The Evolving Process of Employee Relations Management*, (New York: M.E. Sharpe, 2003) [Selected by Princeton University IRC as a Noteworthy Book in Industrial Relations and Labor Economics, 2003]

"Empirical Work on the Effectiveness of Affirmative Action" in N. Smelser and P. Baltes eds. International Encyclopedia of Social and Behavioral Sciences, (Oxford, Elsevier Science, 2002).

"Compensation Policies and Firm Productivity" with M. Van Audenrode and B. Mulkay, in J. Haltiwanger, J. Lane et. al. eds. *The Creation and Analysis of Employer-Employee Matched Data*", (Amsterdam, North Holland, 1999. pp. 79-115.

"Institutional Influences on Job and Labor Turnover", in R. Schettkat (ed.), The Flow Approach to Labour Market Analysis, (London: Routledge) 1997.

"The Economic Advance of Women and Employment Policy in the United States", in K. Arioli (ed.) Swiss National Fund, Quoten und Gleichstellung (Affirmative Action/Quotas and Equality). (Basel: Helbing & Lichtenhahn), 1997.

"The Specter of Affirmative Action," in C. Kerr and P. Stauduhar (eds.), Labor Economics and Industrial Relations (Cambridge, MA: Harvard University Press), 1994. pp. 574-600.

"Organizational Form, Growth and Stability" in T.G. Tachibanaki (ed.), Labour Market and Economic Performance (London: The Macmillan Press, 1994). pp. 296-311.

"Arbeitsplatzstabilität in Deutschland und den Vereinigten Staaten" (with R. Schettkat) in K. Semlinger and B. Frick (eds.), Personalentwicklung, Personalaustausch und betriebliche Fluktuation (Structural Change and Employment Fluctuation) (Berlin: Edition Sigma, 1995) pp.93-108 .

"Affirmative Action: Symbolic Accommodation and Conflict." In D. Saunders (ed.), New Approaches to Employee Management, vol. 2, Discrimination in Employment, (Greenwich, CT: JAI Press, 1994), pp. 13-

- "The Federal Anti-Bias Effort," in E. Hoffman (ed.), Essays in the Economics of Discrimination (Kalamazoo, MI: W. E. Upjohn Institute for Employment Research, 1991), pp. 85-114.
- "Disability Policy and the Return to Work," in C. Weaver (ed.), Disability and Work: Incentives, Rights and Opportunities (Washington, D.C.: AEI Press, 1991), pp. 46-55.
- "Foreign-Owned Businesses in the United States" (with R. McCulloch). In J. Abowd and R.B. Freeman (eds.), Immigration, Trade, and the Labor Market (Chicago, IL: University of Chicago Press, 1991), pp. 261-285.
- "Changing Demographics and Employment Regulation," in U.S. Commission on Civil Rights, Changing Perspectives on Civil Rights (Washington, D.C.: U.S. Government Printing Office, 1990), pp. 398-406.
- "The Unemployment Experience of the Workforce" (with M. Horrigan), in U.S. Commission on Workforce Quality and Labor Market Efficiency, Investing in People, Vol. 1 (Washington, D.C.: U.S. Department of Labor, 1989), pp. 851-898. Reprinted in L. Bassi and D. Crawford (eds.), Research in Labor Economics, Vol. 11 (Greenwich, CT: JAI Press, 1990), pp. 201-221.
- "Technological Change and the Extent of Frictional and Structural Employment," in R. Cyert and D. Mowery (eds.), The Impact of Technological Change on Employment and Economic Growth (Cambridge, MA: Ballinger, 1988), pp. 43-72.
- "In the Wrong Place at the Wrong Time: The Extent of Structural and Frictional Unemployment," in K. Lang and J. Leonard (eds.), Unemployment and the Structure of Labor Markets (Oxford: Basil Blackwell, Ltd., 1987), pp. 141-163.
- "Labor Market Structure, Wages and Unemployment" (with K. Lang and D. Lilien), in K. Lang and J. Leonard (eds.), Unemployment and the Structure of Labor Markets (Oxford: Basil Blackwell, Ltd., 1987), pp. 1-16.
- "Labor Supply Incentives and Disincentives for the Disabled," in M. Berkowitz and M.A. Hill (eds.), Disability and the Labor Market: Economic Problems, Policies, and Programs (Ithaca, NY: ILR Press, 1986), pp. 64-94.
- "The Effectiveness of Equal Employment Law and Affirmative Action Regulation," in R.G. Ehrenberg (ed.), Research in Labor Economics, Vol. 8, Part B (Greenwich, CT: JAI Press, 1987), pp. 319-350.
- "Union Maids: Unions and the Female Workforce" (with R.B. Freeman), in C. Brown and J. Pechman (eds.), Gender in the Work Place (Washington, D.C.: Brookings Institution, 1987), pp. 189-212.
- "Unions, Turnover and Employment Variation" in D. Lipsky and D. Lewin (eds.), Advances in Industrial and Labor Relations, Vol. 3 (Greenwich, CT: JAI Press, 1986), pp. 119-161.

### **Book**

Panel on Measuring and Collecting Pay Information from U.S. Employers by Gender, Race, and National Origin, National Research Council, Collecting Compensation Data from Employers. Washington, DC: The National Academies Press, 2013.

Steering Committee for the Workshop on Women-Owned Small Business in Federal Contracting, (Arleen Leibowitz, William T. Bielby, Jonathan S. Leonard, Patricia A. Roos, J.H. (Rip) Verkerke, and John E. Rolph), Analyzing Information on Women-Owned Small Business in Federal Contracting. Washington, D.C.: National Academy Press. 2005

### ***Monograph***

"The Impact of Affirmative Action," Department of Labor Report, July 1983.

### ***Edited Book***

Unemployment and the Structure of Labor Markets (with K. Lang) (Oxford: Basil Blackwell, Ltd., 1987).

### ***Book Reviews and Comments***

"Comments on James Heckman's 'Policies to Foster Human Capital,'" Research in Economics, (54:1), March 2000, pp. 61-65.

"Review of Working Under Different Rules. R.B. Freeman (ed.)" Journal of Economic Literature, 34(1), March 1996, pps. 157-159.

"Review of What Employers Want: Job Prospects for Less-Educated Workers by H. Holzer" Journal of Economic Literature;36(1), March 1998, pages 259-260.

"Comments on the Spatial Mismatch Hypothesis," in R.B. Freeman and H. Holzer (eds.), The Black Youth Employment Crisis (Chicago: University of Chicago Press, 1986), pp. 185-190.

### ***Cases***

"Building Boeing's Dream" Haas Economics Teaching Note, 2009.

"Better Living Through BioTech" Haas Economics Teaching Note, 2007.

Renaissance Center, (with Thomas Davidoff), Haas Economics Teaching Note 2003.

"XMS Inc.: Restrictive Purchase Clauses and Economic Leverage in the Supply Chain," (with R. Schembs), Haas Economics Teaching Note 698-1.

"The Chip Development Agreement," (with J. Baum), Haas Economics Teaching Note 698-2.

### ***Papers***

"Structural Changes in Unionization: 1973-1981" (with W. Dickens), NBER Working Paper No. 1882, April 1986.

"The Social Security Disability Program and Labor Force Participation," National Bureau of Economic Research Working Paper No. 392, August 1979.

"Space, Time and Unemployment: Los Angeles 1980."

"On the Size Distribution of Employment and Establishments."

"Affirmative Action in the 1980s: With A Whimper not a Bang."

"Innovation, Disruption, Organizational Learning and Forgetting in Aircraft Production" (with A. Pilarski)

"Fairness and Frictions: The Impact of Raises on Quit Behavior" (with A. Dube and L. Giuliano)

"Overwhelmed by Success: What Killed Douglas Aircraft" (with A. Pilarski)

### ***Other Research Experience***

Russell Sage Foundation, Co-Principal Investigator in study of diversity, 2003-2005.

Harvard University, Visiting Scholar, Department of Economics, 1985-1986.

Rockefeller Foundation: Principal Investigator in study of equal employment opportunity, 1985-1987.  
Brookings Institution: Economic Studies, Associated Staff, 1984-1985.  
Berkeley: Research Associate, Center for Real Estate and Urban Economics, 1983-1985.  
National Bureau of Economic Research: Principal Investigator in study of affirmative action, 1982-1983.  
Ford Foundation: Consultant - Karachi, Pakistan - research projects in agricultural and industrial production.  
Instructor of econometrics, University of Karachi, 1980.  
M.I.T.: Research Economist at the Center of Policy Alternatives, analyzing market for U.S. college graduates, and educational development policy in Venezuela, 1976-1977.

### *Teaching Experience*

University of California at Berkeley: Strategy, Microeconomics, Strategy Structure and Incentives, Human Resource Management, Industrial Relations, Labor and the Law, Regulation of Personnel, Labor Economics, and Research Methods.  
Harvard: Aspects of Unemployment.  
University of Karachi, Applied Economic Research Centre: Advanced Econometrics.

### *Fellowships, Awards, Grants*

Russell Sage Foundation Grant, 2003-2005.  
Ulrich and Lake Award for Excellence in Human Resource Management Scholarship for 2004.  
Academy of Management, Human Resources Division, nominee for Scholarly Achievement Award, 2003.  
Cheit Award for Outstanding MBA Teaching, Haas School of Business 2001.  
Cheit Award for Outstanding MBA Teaching, Haas School of Business 1998.  
U.S. Department of Labor, Assistant Secretary for Policy, "Ethnic, Racial and Sex Pay Disparities Across Cities and Industries in 1980 and 1990", 1995.  
U.S. Department of Labor, Glass Ceiling Commission, "Use of Enforcement Techniques in Eliminating Glass Ceiling Barriers", 1993.  
Guest Speaker, 30th Memorial Conference on Labor Market and Economic Performance, Kansai Economic Research Center, Osaka, Japan, 1992.  
W. E. Upjohn Institute - W. Michigan University Guest Lecturer, 1990.  
Department of Labor Research Contract, 1989.  
Presentation of the Year, UCLA Labor Economics Workshop, 1987.  
NBER-Olin Fellowship, Cambridge, MA, 1985-86.  
Regents' Junior Faculty Fellowship, University of California, 1985.  
Schwabacher Fellow, University of California, Berkeley, 1984.  
Faculty Research Fellow, National Bureau of Economic Research, 1982-86.  
Department of Labor Research Contract, 1981.

Stouffer Fellowship at the Harvard-M.I.T. Joint Center for Urban Studies, 1981.

John Harvard Scholar.

National Merit Scholar.

### *Professional Activities*

#### Consultant

U.S. National Academy of Sciences, Member of the Panel on Measuring and Collecting Pay Information from U.S. Employers by Gender, Race, and National Origin, 2011-2012.

Advisory Committee Assessing Affirmative Action in Northern Ireland, 2008-2009.

U.S. National Academy of Sciences, Member of the Steering Committee for the Workshop on the Utilization of Women-Owned Small Businesses in Federal Contracting, 2004.

U.S. Department of Labor, Assistant Secretary for Policy, 1995.

Swiss National Fund, 1995.

South Coast Air Quality Management District, 1993.

U.S. Department of Labor, Glass Ceiling Commission, 1993.

OECD, 1993.

Pacific Bell, 1993.

City of Seattle, 1993.

Employment and Immigration, Canada, 1990.

Wissenschaftszentrum Berlin für Sozialforschung, Berlin, 1990.

U.S. Department of Labor Commission on Workforce Quality and Labor Market Efficiency, 1989.

Expert Panel on Technology and Employment, Organization for Economic Cooperation and Development, Paris, 1987.

Steering Committee, U.S. House Committee on Education and Labor Affirmative Action Study Project, 1985-86.

National Academy of Sciences, Panel on Technology and Employment, 1985-86.

U.S. Equal Employment Opportunity Commission, Evaluation of EEOC Impact, 1984-86.

U.S. Department of Education, Panel on U.S. Disability Policy, 1984-1985.

U.S. Commission on Civil Rights, 1985, Strategies for Affirmative Action.

U.S. Commission on Civil Rights, 1983, Cost-Benefit Analysis.

U.S. Department of Labor, Assistant Secretary for Policy, 1983.

Organizer      NBER Conference "Evolution of Firms and Industries," Cambridge, MA. June 1988 (with A. Pakes & T. Bresnahan).

Third Berkeley Conference on Industrial Relations, U.C. Berkeley, February 1988 (with Institute of Industrial Relations colleagues).

Conference on "Unemployment and the Structure of Labor Markets," U.C. Irvine, March 22, 23,



1986 (with K. Lang).

Second Berkeley Conference on Industrial Relations, U.C. Berkeley, January 1985 (with Institute of Industrial Relations colleagues).

Editor Industrial Relations, 1986-1992.

Co-Editor Journal of Human Resources, 1988-1991.

#### University Service

Member, Berkeley Academic Senate Divisional Council, 2010-2011.

Chair, Berkeley Academic Senate Committee on Committees, 2010-2011.

Elected Member, Berkeley Academic Senate Committee on Committees, 2009-2011.

Undergraduate Admissions Coordination Board, 2003-2007.

Member, Berkeley Academic Senate Committee on Admissions, Enrollment, and Preparatory Education, 2003-2007.

Member, Berkeley Undergraduate Outcomes Task Force, 2005-2006.

Member, Chancellor's Staff Infrastructure Steering Committee, 2001-2003.

Member, Chancellor's Advisory Committee on Staff Compensation, 2000-2001.

Member Executive Committee, Institute of Industrial Relations, 1989-1992, 1996-2002.

Member, Chancellor's Committee to Review Affirmative Action Policy.

#### Haas School of Business Service

Chair, Haas Part-Time and Executive MBA Programs Committee, 2011-2012.

Member, Policy and Planning Committee, Haas School of Business, 2010-2012.

Member, Haas School of Business, MBA Admissions Director Selection Committee, 2010-2011.

Chair, Haas School of Business Committee on Endowed Chairs, 2009-2010.

Chair, Haas Statistics Guidance Committee, 2004.

Chair, Haas Policy and Planning Committee, 2002-2003. Member 2001-2002.

Chair, Haas Economics and Applied Policy Group, 1999-2008.

Member Haas Executive Committee, 1999-2008.

Member, Haas Library Committee, 2000-2001.

Chair, Haas MBA Committee, 1998-1999, member 1997-2000.

Chair, Haas Core Committee, 1998-1999, member, 1996-1999.

Member, Haas Admission Policy Review Committee, 1999-2000.

Chair, Haas Admission Policy Review Committee, 1992.

#### Testimony

U.S. House Judiciary Subcommittee on the Constitution, Hearings on the Economic and Social Impact of Race and

Gender Preference Programs", Washington, D.C. "Affirmative Action", October 25, 1995.

California State Assembly Judiciary Committee Hearings, Sacramento. "Economic Inequality and Affirmative Action", May 4, 1995.

U.S. Glass Ceiling Commission Hearings, Los Angeles, 1993

California Public Utilities Commission, 1989, 1992 and 1994.

U.S. Commission on Civil Rights, Affirmative Action Futures, September 8, 1988.

Royal Institute of Public Administration and Greater London Council, Symposium on Equal Opportunities, February 7, 1986.

U.S. Congress, House Education and Labor Committee, Subcommittee on Employment Opportunities, July 10, 1985.

U.S. Commission on Civil Rights, Strategies for Affirmative Action, March 7, 1985.

U.S. Congress, House Judiciary Committee, Subcommittee on Civil Rights, December 16, 1983.