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SOCIAL IMPACT

Research in the labor and employment area has been cited by other scholars, by U.S. state and federal courts (including the U.S. Supreme Court), by relevant governmental commissions in their reports, and during hearings and in committee reports of the U.S. Congress. Previously held various labor and employment-related positions in the federal government and served on the academic advisory board of the North American Commission for Labor Cooperation (NAFTA Labor Commission). Research studying professional service firms has been widely cited and has appeared in a wide range of inter-disciplinary outlets. Previously served as an International Fellow of the Oxford University, England Centre for Professional Service Firms.

EXPERIENCE

Professor of Management, Associate Professor, and Assistant Professor, Mays Business School, Texas A&M University, 1982 to present; Coordinator, Masters Program in Human Resource Management, 1996 to 1999 and 2006 to 2009, Coordinator, George H. W. Bush School of Government and Public Service, Business and Government Track, 1996 to 2003.

Speaker and speaker-elect Texas A&M University, Faculty Senate, 2015-2017.

Visiting Scholar, Program on Negotiation, Harvard Law School, Spring, 2004

Visiting Professor, St. Petersburg (Russia) State University and St. Petersburg State Technical University, Summers, 1995, 1997, and 2000.

Attorney-at-Law, Akin, Gump, Strauss, Hauer & Feld, Washington, D.C., 1990.

Associate Deputy Under Secretary of Labor for International Affairs, U.S. Department of Labor, 1989-1990 (U.S. Academic Representative, NAFTA Labor Commission Advisory Board, 1995-2005).

Counsel to the Chairman, U.S. International Trade Commission, 1987-1988.

Special Assistant to the Chairman (Clarence Thomas), U.S. Equal Employment Opportunity Commission (EEOC), 1986-1987.

Attorney-at-Law, Seyfarth, Shaw, Fairweather & Geraldson, Washington, D.C., 1980-82.

Research Assistant, U.C.L.A. Institute of Industrial Relations, 1978-80.

Legal Intern, AFL-CIO, Task Force on Labor Law Reform, Washington, D.C., Summer, 1977 (Laurence Gold and Marsha Berzon, Counsel).

Legal Intern, Center for Law and Social Policy, International Law Project, Washington, D.C., Spring, 1977.

Legal Intern, Olin Corporation, Stamford, Connecticut, Summer, 1976.

Major Management Publications

Matthew Call and Leonard Bierman, Commentary, "Stars in the Making: Becoming a U.S. Supreme Court Law Clerk", forthcoming *Academy of Management Discoveries*, 2023

Michael Nalick, Scott Kuban, Jason Ridge, Asghar Zardkoohi, Leonard Bierman and Mario Schijven "When Not One of the Crowd: The Effects of CEO Ideological Divergence on Lobbying Strategy." forthcoming *Journal of Management*, Published online, 2022.

Christopher S. Tuggle, David G. Sirmon, Cameron J. Borgholthaus, Leonard Bierman, and A. Erin Bass. "From Seats at the Table to Voices in the Discussion: Antecedents of Underrepresented Director Participation in Board Meetings." *Journal of Management Studies*, 59, 1253-1283, 2022 (research featured in the "Idea Watch" section of the July/August 2022 issue of *Harvard Business Review*, including interview with Bierman).

Rhett A. Brymer, David S. Boss, Klaus Uhlenbruck, and Leonard Bierman, "Internationalization's Effect on Mobility and Firms' Employee-Based Resources" *Academy of Management and Perspectives*, 34, 114-134, February 2020.

Leonard Bierman, Rhett A. Brymer, Scott B. Dust, Hyunseok Hwang, "Gatekeeping and our moral fabric: Has social capital deterioration vanquished professional oversight?," *Journal of Professions and Organization*, Volume 6, Issue 3, 377-386, October 2019.

Christopher S. Tuggle and Leonard Bierman, "Commentary; Have You Been Served? Extending the Relationship between Corporate Social Responsibility and Lawsuits," *Academy of Management Discoveries*, Volume 5, No. 1, pp. 93-94, March 2019

Leonard Bierman and Christopher S. Tuggle, 2017 "Commentary; Decision Diversion in Diverse Teams: Findings from Inside a Corporate Boardroom." *Academy of Management Discoveries*, Volume 3, No. 4, pp. 425-427, March 2018.

Hitt, Michael & Jackson, Susan & Carmona, Salvador & Bierman, Leonard & Shalley, Christina & Wright, Mike. (2016). "The Oxford Handbook of Strategy Implementation: Managing Strategic Resources."

"Corporate Sociopolitical Involvement: A Reflection of Whose Preferences?" *Academy of Management Perspectives* 384 (2016) (with Nalick, Josefy, and Zardhooki).

"How Firms Shape Income Inequality: Stakeholder Power, Executive Decision Making, and the Structuring of Employment Relationships", 41 *Academy of Management Review* 766 (2016) (with Zardkoohi) (Dialogue Article).

"Transaction Cost Economics and the Cognitive Perspective: Investigating the Sources and Governance of Interpretive Uncertainty – A Comment," 40 *Academy of Management Review* 466 (2015) (with Zardkoohi) (Dialogue Article).

“Shareholder Influence Over Director Nomination via Proxy Access: Implications for Agency Conflict and Stakeholder Value,” 33 *Strategic Management Journal* 1431 (2012) (with Campbell, Campbell, Sirmon & Tuggle) (paper deals with SEC’s 2010 adoption of proxy access rules and their being struck down by the D.C. Federal Appeals Court in 2011)

“Revisiting a Proposed Definition of Professional Service Firms: A Dialogue,” 36 *Academy of Management Review* 180 (2011) (with Zardkoohi, Panina, & Chakrabarty).

“Commanding Board of Director Attention: Investigating How Organizational Performance and CEO Duality Affect Board Members’ Attention to Monitoring,” 31 *Strategic Management Journal* 946 (2010) (with Tuggle, Sirmon & Reutzel).

“The Importance of Resources in the Internationalization of Professional Service Firms: The Good, the Bad, and the Ugly,” 49 *Academy of Management Journal* 1137 (2006) (with Hitt, Uhlenbruck & Shimizu).

“Direct and Moderating Effects of Human Capital on Strategy and Performance in Professional Service Firm: A Resource-Based Perspective,” 44 *Academy of Management Journal* 13 (2001) (with Hitt, Shimizu & Kochar) (finalist for best paper of year award) (Approximately 2800 Google Scholar Citations to Date).

“Corporate Political Strategies and Firm Performance: Indicators of Firm-Specific Benefits from Personal Service in the U.S. Government,” 20 *Strategic Management Journal* 67 (1999) (with Hillman & Zardkoohi).

“The New Tools of Trade,” 83 *Harvard Business Review* 26 (2005) (with Abrami).

“Reining in Activist Funds,” 81 *Harvard Business Review* 22 (2003) (with Woidtke & Tuggle)

“Making Disputes Over Dismissals “Win-Win” Situations,” 65 *Harvard Business Review* 162 (1985) (with Youngblood & Ullmann).

OTHER MANAGEMENT PUBLICATIONS

“Dynamic Creation: Extending the Radical Austrian Approach to Entrepreneurship,” 31 *Organization Studies* 7 (2010) (with Chiles, Tuggle, McMullen & Greening).

“Family Capital, Family Business and Free Enterprise,” 22 *Family Business Review* 193 (2009) (with Sorenson).

“The Strategic Evolution of Large U.S. Law Firms,” 50 *Business Horizons* 17 (2007) (with Hitt & Collins).

“Regulating Reindeer Games,” 11 *Academy of Management Executive* 92 (1997).

“‘Salting’ the Construction Industry Workforce,” 15 *Journal of Labor Research* 209 (1994) (with Gely).

Book Review, Plant Closings, Worker Rights, Management Rights and the Law, 10 *Journal of Labor Research* 147 (1989).

Book Review, National Lawyer’s Guild Employee and Union Member Guide to Labor Law, 36 *Industrial and Labor Relations Review* 499 (1983).

EDITORIAL ROLES

Member, Editorial Review Board, *Academy of Management Review*, 2011 – 2015.

Senior Editor, Oxford University Press Research Review Series (under leadership of Editor-in-Chief, Professor Michael A. Hitt), 2012 – 2016.

Associate Editor (since 2021) and Editorial Board Member (since 2013), *Journal of Professions and Organization* (Oxford University Press), ongoing.

Associate Editor, *Family Business Review*, 2006 – 2008; Editorial Board Member, 2008 – 2010, Co-Guest Editor, Special Issue, *Family Business and Public Policy*, 2009.

MAJOR CASE STUDIES

“Negotiating a Template for Labor Standards: The U.S. – Chile Free Trade Agreement,” Case Study, Harvard Law School, Program on Negotiation, 2004 (with Jason Campbell).

“Bankruptcy in Russia” in *Analysis of Russian Business*, St. Petersburg (Russia) University Press, 2004 (with Yuri Fedotov).

TEXTBOOK

Introduction to International Business, Cengage Publishing, Third edition, 2023 (with Gaspar, et al.).

FINANCE AND BANKING ARTICLES

“The Wealth Effects of the Supervisory Goodwill Controversy,” 22 *Journal of Financial Research* 69 (1999) (with Fraser and Zardkoohi).

"Regulatory Change and the Availability of Banking Facilities in Low Income Areas: A Texas Empirical Study," 49 *SMU Law Review* 1421 (1996) (with Fraser, Gimeno, and Fuentelsaz).

"The Community Reinvestment Act: A Preliminary Empirical Analysis," 45 *Hastings Law Journal* 383 (1994) (University of California) (with Fraser and Zardkoohi).

"The 'Source of Strength' Doctrine: Formulating the Future of America's Financial Markets," 12 *Annual Review of Banking Law* 269 (1993) (Boston University) (with Fraser).

"MCorp and the Future of the Source of Strength Doctrine," 110 *Banking Law Journal* 145 (1993) (with Fraser).

"Effects of the U.S.-Canada Free Trade Agreement on the Equity Values of U.S. and Canadian Banks," 10 *Northwestern Journal of International Law & Business* 268 (1989) (with Fraser and Adkisson).

"The U.S.-Canada Free Trade Agreement and U.S. Banking," 29 *Virginia Journal of International Law* 1 (1988) (with Fraser).

"The Effect of Discount Dividend Reinvestment Plan Announcements on Equity Value," 19 *Akron Business and Economic Review* 58 (1988) (with Dubofsky).

PROFESSIONAL SERVICE FIRMS RESEARCH – LAW JOURNAL ARTICLES

“An Empirical Analysis of Lateral Lawyer Trends from 2000 to 2007: The Emerging Equilibrium for Corporate Law Firms,” 22 *Georgetown Journal of Legal Ethics* 1395 (2009) (with Henderson).

“So, You Want to be A Partner at Sidley & Austin,” 40 *University of Houston Law Review* 969 (2003) (with Gely).

INTERNATIONAL TRADE LAW

"GATT: World Trade from a Market Perspective," 17 University of Pennsylvania Journal of International Economic Law 821 (1996) (with Fraser and Kolari).

Book Review, "Trade Policies and Developing Nations," 16 Northwestern Journal of International Law and Business 547 (1996).

“NAFTA: A Market Analysis,” 27 Vanderbilt Journal of Transnational Law 719 (1994) (with Fraser and Kolari).

"Denmark and the Maastricht Treaty: A Market Analysis," 3 Duke Journal of Comparative and International Law 147 (1993) (European Community issue) (with Kolari and Pustay).

"On The Economic Realities of the European Social Charter and the 'Social Dimension' of EC 1992," 2 Duke Journal of Comparative and International Law (European Community issue) 149 (1992) (with Keim).

LABOR AND EMPLOYMENT LAW

Leonard Bierman, Rafael Gely, and William B. Gould IV, "Achieving the Achievable: Realistic Labor Law Reform" 88 *University of Missouri Law Review*, (2023).

Love, Sex and Politics? Sure. Salary? No Way: Workplace Social Norms and the Law, 25 *Berkeley Journal of Employment and Labor Law* 167 (2004) (with Gely) (cited by Justice Ruth Bader Ginsburg and the other dissenting justices of the U.S. Supreme Court in their dissenting opinion in Ledbetter v. Goodyear Tire & Rubber Company, 550 U.S. 618 (2007) calling for the U.S. Congress to overrule the majority decision dealing with workplace pay equity rules; cited in testimony before various U.S. House of Representatives and U.S. Senate committees leading up to congressional enactment of reform legislation entitled the Lilly Ledbetter Fair Pay Act of 2009 which was signed by President Obama in January 2009; comprehensive reply piece to article published in the same journal in 2005; article and reply piece re-published in New York University Law School edited volume in 2009).

"The North American Agreement on Labor Cooperation: A New Frontier in North American Labor Relations," 10 *Connecticut Journal of International Law*, 533 (1995) University of Connecticut, NAFTA Symposium (with Gely) (article related to my service as U.S. academic representative on the NAFTA Labor Commission, i.e., tri-national Commission for Labor Cooperation).

Montana's Wrongful Discharge From Employment Act: The View of the Montana Bar, 54 *Montana Law Review* 367 (1993) (cited with approval by President Clinton's Commission on the Future of Worker-Management Relations in its May 1994, Fact Finding Report; Dunlop Commission Report, commission chaired by former U.S. Secretary of Labor John T. Dunlop).

Anti-Nepotism Rules Applied to Spouses: Organizational and Legal Viewpoints, 35 *Labor Law Journal* 634 (1984) (cited with approval by federal appeals courts).

Factfinding: Finding the Public interest, 9 *Rutgers Law Journal* 667 (1978) (cited with approval in various cases by the New Jersey Supreme Court).

"Educating the United States Supreme Court at Summers' School: A Lesson on the Special Character of the Animal", 14 *Employee Rights and Employment Policy Journal* 93 (2010) (with Gely & Paetzold).

"Social Isolation and American Workers: Employee Blogging and Legal Reform", *Harvard University Journal on Law and Technology* 287 (2007) (with Gely).

"The Globalization of Legal practice in the Internet Age," 14 *Indiana University Journal of Legal Studies* 29 (2007) (with Hitt).

"The Hatch Act and the Political Activities of Federal Employee Unions: A Need for Policy Reform," 45 *Public Administration Review* 518 (1985) (with Masters).

"Judge Posner and the NLRB: Implications for Labor Law Reform," 69 *Minnesota Law*

Review 881 (1985).

"Striker Replacements: A Law, Economics, and Negotiations Approach," 68 *Southern California Law Review* 363 (1995) (with Gely).

"Labor Law Reform: The Regulation of Free Speech and Equal Access in NLRB Representation Elections," 127 *University of Pennsylvania Law Review* 755 (1979).

"Extending Excelsior," 69 *Indiana Law Journal* 521 (1994) (Indiana University, Bloomington).

"The Need for Real Striker Replacement Reform," 74 *North Carolina Law Review* 813 (1996) (with Gely).

"Toward a New Model for Union Organizing: The Home Visits Doctrine and Beyond," 27 *Boston College Law Review* 1 (1985).

"Workplace Blogs and Workers' Privacy," 66 *Louisiana Law Review* 1079 (2006) (with Gely) (invited article, LSU Law School annual law review symposium).

"Neutrality Agreements: The New Frontier in Labor Relations--Fair Play or Foul?" 13 *Boston College Law Review* 39 (1981) (with Kramer & Miller).

"The Law and Economics of Employee Information Exchange in the Knowledge Economy," 12 *George Mason Law Review* 651 (2004) (with Gely).

"Interpreting Montana's Pathbreaking Wrongful Discharge From Employment Act: A Preliminary Analysis," 53 *Montana Law Review* 253 (1992) (with Youngblood).

"On The Economic Realities of the European Social Charter and the 'Social Dimension' of EC 1992," 2 *Duke Journal of Comparative and International Law* (European Community issue) 149 (1992) (with Keim).

"The New Hungarian Labor Law: A Model for Modern Dispute Resolution" 7 *American University of Journal of International Law & Policy* 543 (1992).

TEACHING AWARDS

Most Impactful Professor of the Year Award, MS-HRM Program, Texas A&M University, 2022, 2018

BBA-Management Teaching Award, Semi-Finalist, 2022

Texas A&M University Association of Former Students, Distinguished Teaching Award, 2005.

Texas A&M, Mays Business School, Honors Professor of the Year, 2001.

Texas A&M Center for Teaching Excellence Faculty Award, 1984

MAJOR SERVICE ROLES

Texas A&M University Faculty Senate Member and Mays Business School Caucus Leader, 1994 to 2000, and 2011 to present. Elected Speaker of University Faculty Senate, for academic year 2016-2017 (Speaker-Elect, 2015-2016).

MSHRM Program Director/Interim Director, Department of Management, 1996 to 1999, 2006 to 2009, 2013 to present.

Texas A&M Sustainability and Energy Environmental Management Committee – Member, Vice Chair, Chair, 2009 to present.

Texas A&M University Distinguished Lecturers Committee, Member, Vice Chair, Chair, 2000 to 2009.

Texas A&M “CAFRT” – Chair, 2012-2023, Vice Chair, 2013 to 2017, Member, 2004 to 2008.

Texas A&M Research Standards Officer, Office of Vice President for Research, 2010 to present.

EDUCATION

M.A. (in economics)
(Degree awarded: March, 1980)

University of California, Los Angeles
Fellow, Program in Law and Economics

J.D.
(Degree awarded: June, 1978)

University of Pennsylvania Law School

B.S.
(Degree awarded: June, 1975)

Cornell University
New York State School of
Industrial and Labor Relations