

Allison Louise Elias

The Wharton School
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Academic positions and affiliations

- 2019-present Senior Fellow and Lecturer, The Wharton School, University of Pennsylvania
2019-present Visiting Assistant Professor, School of Hotel Administration, S.C. Johnson College of Business, Cornell University
2018-present Faculty Affiliate, Center for Workplace Diversity and Inclusion, Fogelman College of Business & Economics, University of Memphis
2017-2019 Postdoctoral Research Scholar, Owen Graduate School of Management, Vanderbilt University
2017-2019 Fellow, Provost's Office for Inclusive Excellence, Vanderbilt University
2014-2017 Visiting Assistant Professor, ILR School, Cornell University

Education

- 2013 Ph.D. History, University of Virginia
2002 B.A. with Distinction, Studies in Women & Gender, University of Virginia (Echols Scholar)

Publications

- 2020 *The Roots of Corporate Feminism: Women in the American Workplace since 1960*, Columbia University Press.

The Making of a Business Case: Training Women for Management in U.S. Commercial Banking, conditionally approved for *Management & Organization History*.

(Mis)using Historical Texts to Humanize Commerce: Evidence from Smith, Marx, and Spencer, in Michel Dion, Edward Freeman, and Sergiy Dmytriiev, *Humanizing Business: What Humanities Can Say to Business*, Springer (with Patricia Werhane).

- 2019 Platform Design as a Managerial Act: Analyzing Sexual Harassment in the Gig Economy, *Perspectives on Work*, Annual publication of the Labor and Employment Relations Association, vol. 23, no. 1 (with Michael Maffie).

Gender and Bargaining Power in Historical Perspective, in Mara Oleklans and Jessica A. Kennedy, editors, *Handbook on Gender and Negotiation*, Edward Elgar.

Feminism at Work, in Jo Reger, editor, *Nevertheless They Persisted: Feminisms and Continued Resistance in the U.S. Women's Movement*, Routledge.

- 2018 'Outside the Pyramid': Corporate Affirmative Action and Working Women's Barriers to Upward Mobility, *Journal of Policy History* vol. 30, no. 2.
- 2017 Workplace Inequities: An Intersectional Approach, in Holly J. McCammon, Lee Ann Banaszak, Verta Taylor, and Jo Reger, editors, *The Oxford Handbook of U.S. Women's Social Movement Activism* (with Eileen Boris).
- Equality As A Result? in Roger Biles and Mark H. Rose, editors, *The President and American Capitalism Since 1945*, University of Florida Press.
- Integrative Stakeholder Engagement, in R. Edward Freeman, Johanna Kujala, and Sybille Sachs, editors, *Stakeholder Engagement: Clinical Research Cases*, Springer (with Richard Brownlee and Segiy Dmytriyev).
- 2015 Learning to Lead: Women and Success in Corporate America, in *Business and Economic History – Online*, vol. 13.

Working papers and research in process

Gender (De)segregation as a Cyclical Process: A Dynamic Model of Occupational Demography in Medicine (with Jirs Meuris), Working paper

Negotiating Difference: Applying a Negotiation Lens to Diversity Management (with Melissa Thomas-Hunt and Tiffany Galvin Green), Working paper

Is There a Cost or Benefit to Working Together? Gender and Compensation in Interdependent Occupations (with Jirs Meuris), Working paper

It Doesn't Hurt to Ask – or Does It? Racial Stereotypes and Negotiation Penalties (with Inhyun Han and Melissa Thomas-Hunt), Working paper

Algorithmic Design Decisions and Incidents of Sexual Harassment in Platform-Based Work (with Michael Maffie), Data collection phase

Credentials and Career Paths for Diversity and Sustainability Executives (with Kendall Park), Data collection phase

Teaching experience

MBA (University of Pennsylvania and Vanderbilt)

Negotiation

Women and Leadership

Master of Management in Hospitality, MMH (Cornell)

Leadership Development Program

M.Ed. (Vanderbilt)

Women and Leadership

Executive Education (Vanderbilt)

Negotiation Strategies for Women

Undergraduate Business (Cornell)

Introduction to Management and Organizations

Undergraduate Social Science/History (Cornell and University of Virginia)

Freshman and Transfer Colloquium

Women, Gender, and Capitalism in Historical Perspective

Introduction to U.S. Labor and Business History

The American Dream: Opportunities and Constraints

The Status of Women in America from the American Revolution to the Present

Women and Work in Twentieth-Century America

History of Women in the U.S., 1600-1865

History of Women in the U.S., 1865 to the present

American History to 1865

American History from 1865 to the present

Introduction to Women's Studies

Women and Success

eCornell courses and webinars

2016 *Managing Time and Priorities*. ILRME503 Emerging Leaders Certificate Course. (with M. Diane Burton).

2016 *Managing Team Performance*. ILRME502 Emerging Leaders Certificate Course. (with M. Diane Burton).

2016 Finding Hidden Leaders (webinar).

2016 Women in Leadership (webinar).

Conference presentations

2019 Paper, Gender (De)segregation as a Cyclical Process: A Dynamic Model of Occupational Demography in Medicine (with Jirs Meuris), Presented at:

- 12th Annual People & Organizations Conference, Center for Human Resources, The Wharton School, Philadelphia, PA, September 2019
- 79th Annual Meeting of the Academy of Management, Boston, MA, August 2019

Paper, Moving Women into U.S. Banking Management, 79th Annual Meeting of the Academy of Management, Boston, MA, August 2019

Paper, Negotiating Difference: Applying a Negotiation Lens to Diversity Management (with Melissa Thomas-Hunt and Tiffany Galvin Green), International Association for Conflict Management (IACM) Annual Conference, Dublin, Ireland, July 2019

- Paper, Regulating Sexual Harassment in the Gig Economy (with Michael Maffie), Labor and Employment Relations Association (LERA), Cleveland, OH, June 2019
- 2018 Paper, Before the Business Case: Moving Women into Financial Management, Business History Conference, Baltimore, MD, April 2018
- 2016 Paper, Women, Gender, and the 'Vanishing Corporation,' Histories of Capitalism 2.0, Cornell ILR School, Ithaca, NY, September 2016
- Panelist, Author-Meets-Critic Session, *Raising the Race: Black Career Women Redefine Marriage, Motherhood, and Community*, Work and Family Researchers Network, Washington D.C., June 2016
- 2015 Book chapter, Fair Employment Laws and Sex-Segregated Work, U.S. Women and Gender History Seminar, New York University, New York City, NY, December 2015
- Paper, Learning to Lead: Women and Success in Corporate America, Joint Meeting of the Business History Conference and the European Business History Association, Miami, FL, June 2015
- Paper, The Lost Promise of Affirmative Action, Joint Conference of the Labor and Working-Class History Association and the Working-Class Studies Association, Georgetown University, Washington D.C., May 2015
- 2014 Paper, How to Succeed in a Man's World, Cornell Conference on the Histories of American Capitalism, Cornell ILR School, Ithaca, NY, November 2014
- Paper, A Cooperative Approach to Employee Relations: Office Automation and Human Resources in the 1970s and 1980s, Business History Conference, Frankfurt, Germany, March 2014
- 2013 Roundtable, Women, Work, and Economic Justice, Labor and Working-Class History Association National Conference, New York City, NY, June 2013
- Paper, From Personnel to HR: Clerical Workers and the Consequences of Formalizing Corporate Policy, Organization of American Historians Annual Meeting, San Francisco, CA, April 2013
- Paper, Constructing Modern HR: A Bottom-Up View of Corporate Policy Change, Business History Conference, Columbus, OH, March 2013
- Paper, Between Unfair and Illegal: Standardizing Employee Relations in the Modern Office, Labor & Employment Relations Association Competitive Paper Session at the American Economic Association/Allied Social Science Association Annual Meeting, San Diego, CA, January 2013
- 2012 Paper, No Respect Without Raises: Clerical Workers and the Limits of Affirmative Action, Conference on Policy History, 7th Biennial, Richmond, VA, June 2012
- Paper, Consequences of Workplace Equality: Clerical Women, Professional Opportunities, and Upward Mobility, D.C. Working-Class History Seminar, George Washington University, Washington D.C., February 2012

Paper, Clerical Work, Professional Women, and the Rhetoric of Upward Mobility, American Historical Association, 126th Annual Meeting, Chicago, IL, January 2012

- 2011 Paper, The 9to5 Campaign to Protect Clerical Workers in the Automated Office, Berkshire Conference on the History of Women, University of Massachusetts, Amherst, MA, June 2011
- 2010 Paper, The Politics of 9to5's Pink-Collar Activism, North American Labor History Conference, Wayne State University, Detroit, MI, October 2010
- 2008 Paper, 9to5's Monitoring Campaign of the Equal Employment Opportunity Commission: Contesting Fairness During the Norton Commission, 1977-1981, Berkshire Conference on the History of Women, University of Minnesota, Minneapolis, MN, June 2008

Other Invited Talks and Events

- 2019 Invited talk, Teaching Business with Humanity in Mind, Carey Business School, Johns Hopkins University, April 2019
- Invited talk, The Roots of Corporate Feminism, The Hotel School, SJ Johnson College of Business, Cornell University, March 2019
- Invited talk, Secretaries, Self-Help, and Social Change, The ILR School, Cornell University, March 2019
- Moderator, Women in Finance Panel, Owen Graduate School of Management, Vanderbilt University, Nashville, TN, February 2019
- Speaker, Empowering Women & Girls, Turner Family Center for Social Ventures, Owen Graduate School of Management, Vanderbilt University, Nashville, TN, February 2019
- 2018 Speaker, Women in Banking: Before the Business Case, Live Webinar Presentation for Celebrating Our Differences Week, Human Resource Diversity & Inclusion Council, PNC Financial Services Group, Inc., November 2018
- Invited attendee, NSF Workshop, Fostering Gender and Work-Life Integration for Faculty in Understudied Contexts: An Organizational Science Lens, Krannert School of Management, Purdue University, West Lafayette, IN, October 2018
- Invited talk, An Intersectional Approach to Salary Negotiations, Fogelman College of Business & Economics, University of Memphis, September 2018
- Speaker, Negotiation Tools and Frameworks for Success, Summer Workshop for the Office of Postdoctoral Affairs, Vanderbilt University, Nashville, TN, July 2018
- Speaker, Before #MeToo: Histories of Sexual Harassment, Gender/Sexuality Matters Speaker Series, Women's and Gender Studies Program, Vanderbilt University, Nashville, TN, March 2018

- 2017 Guest speaker, Examining the Past to Understand the Present, in Professor Melissa Thomas-Hunt's "Women & Leadership: Global Opportunities & Challenges," University of Virginia, Charlottesville, VA, February 2017
- 2016 Co-moderator, Women's Caucus Lunch at the Student-Alumni Career Pathways Program, Sponsored by the ILR Alumni Association, Cornell University, Ithaca, NY, October 2016
- Moderator, Career Advice Panel at the Toward a More Equal Workplace Summit, Sponsored by the ILR Women's Caucus, Cornell University, Ithaca, NY, April 2016
- Panelist, The First Generation Perspective, Sponsored by the ILR Student Government, Cornell University, Ithaca, NY, April 2016
- Panelist, Women and Organizational Change, Sponsored by the Cornell Political Union and Women in Public Policy, Cornell University, Ithaca, NY, March 2016
- 2015 Moderator, Women and Leadership Panel, Sponsored by the Center for Advanced Human Resource Studies, Cornell University, Ithaca, NY, November 2015
- Speaker, ILR Women's Caucus Power Hour, Sponsored by the Society for Human Resource Management, Minority Industrial and Labor Relations Student Organization, ILR Women's Caucus, Cornell University, Ithaca, NY, October 2015
- Co-facilitator (with Melissa Thomas-Hunt), Allyship Workshop at the Annual Graduate Women in Business Conference, Darden School of Business, Charlottesville, VA, September 2015
- Participant, White House Summit on Women in Business, Sponsored by the White House Council for Women and Girls and the Council of Economic Advisers, Washington D.C., August 2015
- Panelist, CNN Original Series *The Seventies*, 'Battle of the Sexes' Episode Discussion, Sponsored by CNN at the Museum of Sex, New York City, NY, July 2015
- Lecturer, 9to5, White-Collar Organizing, and Advancing Women at Work, in Professor Ileen DeVault's "The Gendered Workplace," Cornell University, Ithaca, NY, April 2015
- Moderator, Power, Privilege, and Oppression Simulation, Inclusive Education Workshop, Dyson Business Inclusion and Diversity Program, Cornell University, Ithaca, NY, April 2015
- Lecturer, Origins of the Social Contract, or Why We are Nostalgic about the New Deal, in Professor Lee Dyer's "Forging the Future of Work," Cornell University, Ithaca, NY, March 2015
- Speaker, How to Succeed in a Man's World: Women's Work and Upward Mobility, Sponsored by Ellevate: A Global Professional Women's Network, Cornell University, Ithaca, NY, February 2015
- 2014 Panelist, Women in the Workplace: Negotiation, Conflict Resolution, and Skills for Professional Empowerment, Sponsored by University Mediation Services, Newcomb Hall Commonwealth Room, University of Virginia, Charlottesville, VA, April 2014

Speaker, Working 9to5: Grassroots Activism and Women's Leadership, Flash Seminar series, University of Virginia, Charlottesville, VA, April 2014

Moderator, Women and Entrepreneurship, Sponsored by the University Women's Forum, McIntire School of Commerce, University of Virginia, Charlottesville, VA, February 2014

Moderator, Women and Leadership, UVa TEDx Short Course, University of Virginia, Charlottesville, VA, February 2014

2012 Panelist, Teaching and Professional Development, Teaching Resource Center and the Corcoran Department of History, University of Virginia, Charlottesville, VA, August 2012

Panelist, Studies in Women and Gender Alumni Panel, Newcomb Hall, University of Virginia, Charlottesville, VA, March 2012

2010 Lecturer, Women and Work in U.S. History, in "Introduction to Studies in Women and Gender," University of Virginia, Charlottesville, VA, December 2010

Speaker, Working 9to5 at Harvard and Beyond, Schlesinger Library, Radcliffe Institute, Harvard University, Cambridge, MA, September 2010

Darden Business Publishing cases and notes

2015 *Sold – to the Highest Bidder in Japan: Operational Challenges and Culture*. Organizational behavior case study, OB-1064 (with Kristin Behfar and Gerry Yemen).

2014 *Confronting Directly and Indirectly: Are You Attuned to Notice?* Organizational behavior technical note, OB-1055 (with Kristin Behfar, Jeanne Brett, and Jeffrey Sanchez-Burks).

Chevy Volt: Pricing and Capacity Decisions in Response to Government Incentives for the Electric Vehicle Industry. Operations management case study, OM-1519 (with Gal Raz and Anton Ovchinnikov).

NaanDanJain: Every Drop of Water Counts. Global economies and markets case study, GEM-0122 (with Peter Debaere).

World Wildlife Fund and The Coca-Cola Company: A Global Partnership for Freshwater Conservation. Social entrepreneurship case study, ENT-0204 (with Richard Brownlee)

2013 *Embedding Sustainability: Refreshing First Coffee at Darden*. Entrepreneurship and innovation case study, ENT-0199 (with Richard Brownlee).

Eastman Tritan. Operations Management case study, OM-1540 (with Tim Kraft and Gal Raz).
Won First Place in the Institute for Operations Research and the Management Sciences (INFORMS) Case and Teaching Materials Competition at the 2013 INFORMS Annual Meeting

Media

- 2014 Coca-Cola, World Wildlife Fund Team Up for Water Conservation, Case in Point series, *The Washington Post*, October 17, 2014 (with Richard Brownlee).
- How Countries' Water Policies Affect Multinationals, Case in Point series, *The Washington Post*, May 4, 2014 (with Peter Debaere).
- 2013 Working Together to Save the Lives of More Children, Case in Point series, *The Washington Post*, October 18, 2013 (with Mary Margaret Frank).

Honors, fellowships, grants, and awards

Teaching

- 2016 MacIntyre Award for Exemplary Teaching, ILR School, Cornell University
- 2008 Finalist, Seven Society Graduate Fellowship for Superb Teaching, Awarded by the Teaching Resource Center and the Seven Society, University of Virginia

Research

- 2017 Undergraduate Research Fellows Funding, ILR Research Committee, Cornell University
- 2016 Finalist, Clayman Institute for Gender Research Fellowship, Stanford University
- 2012 Henry Berlin duPont Fellowship, Awarded by the Hagley Museum and Library
- 2010 Fellowship for the Study of Women in Organized Labor, Awarded by the Walter P. Reuther Library of Labor and Urban Affairs, Wayne State University
- 2010 Dissertation Acceleration Fellowship, Awarded by the Office of the Vice President for Research, University of Virginia
- 2010 Bostonian Society/New England Women's Club Fellowship, Awarded by the New England Regional Fellowship Consortium of the Massachusetts Historical Society
- 2008 Dissertation Grant, Awarded by the Schlesinger Library, Radcliffe Institute for Advanced Study, Harvard University

Travel

- 2014 Post-Doc Travel Grant, Awarded by the Business History Conference
- 2013 Alfred Chandler Travel Grant, Awarded by the Business History Conference
- 2008-2012 Robert J. Huskey Travel Fellowships, Awarded by the Graduate School of Arts and Sciences, University of Virginia
- 2005-2010 Research Travel Grants, Awarded by the Corcoran Department of History, University of Virginia

Other

- 2016, 2017 Nominee, International Women's Day Leadership Award, Women's Resource Center, Cornell University
- 1998-2002 Echols Scholar, Honors Program for Top 10% of Entering Freshman, Awarded by the Undergraduate College of Arts & Sciences, University of Virginia

Theses and projects advised

Cornell University 2014-2017

Honors Theses & Independent Studies

- 2016-17 Jackie Ferri, Assessing the Design and Impact of Diversity Initiatives in Financial Services
Emma Keteltas, Comparing Maternity Leave in U.S. and British Laws
Virginia Norder, Labor Relations in the Sex Industry
Julia Krupski, Representations of Disability in Nineteenth-Century Literature
- 2015-16 Jennifer Mandelblatt, Women in Tech: Barriers to Entry and Solutions for Success
Marc Getzoff, El Salvador: A Hypocrisy of American Exceptionalism
- 2014-15 Stephanie Chow, The American Dream in Chinatown (Awarded the Salvatore Family Prize in American History by Cornell University)
Alizah Lalani, The Effects of Physical Space on the Worker

Credit Internships

- 2016-17 Katie Lim, Women's Vote Team, Hillary for America
Derrick Rice, New York State Senate
Daniel Geller, Equal Employment Opportunity Commission
Patrick Hartigan, Labor Relations at Walt Disney Parks and Resorts
Gabe Diamond, Directors Guild of America
- 2015-2016 Maggie Walsh, Equal Employment Opportunity Commission
Tara Murphy, Human Resource Management at General Electric

University of Virginia

- 2009-2010 Advised over 25 senior theses papers concerning gender and work

Professional service

- 2017 Faculty Advisor, Every1 Campaign, Cornell University
- 2016-2017 Faculty Fellow, Balch Hall (residence for freshman women), Office of the Vice Provost for Undergraduate Education, Cornell University
- 2016-2017 Faculty Advisor, ILR Women's Caucus, Cornell University
- 2014-2018 Member, Women's Leadership Council, Office for Diversity and Equity, University of Virginia
- 2015 Faculty Fellow, Dining Discussion Program, Office of the Vice Provost for Undergraduate Education, Cornell University
- 2014 Judge, Social Entrepreneurship Case Competition, McIntire School of Commerce, University of Virginia
- 2014 Judge, UVA Global Health Case Competition, Center for Global Health, University of Virginia
- 2012-2015 Member, Young Alumni Council, Alumni Association, University of Virginia
- 2013-2014 Advisor, University Women's Forum, University of Virginia
- 2013-2014 Member, Fellowship Selections Committee, Raven Society (university honor society), University of Virginia
- 2012-2013 Chair, Scholarship Committee, Raven Society, University of Virginia
- 2011-2012 Member, Class of 2002 Reunions Committee, University of Virginia
- 2011-2012 Language Consultant, Center for American English Language and Culture, University of Virginia

Other professional experience

2006-2012	Graduate Assistant, Summer Transition Program, University of Virginia
2010-2012	Research Assistant, U.S. Department of Education, Teaching American History Grant, Center for Liberal Arts, University of Virginia
2005	Research Assistant, William J. Clinton Presidential Oral History Project, Miller Center of Public Affairs, University of Virginia
2004-2005	Research Assistant, PBS's <i>For the Record</i> , Miller Center of Public Affairs, University of Virginia
2005-2007	Mediator, Community Mediation Center, Charlottesville, VA
2003	Volunteer, Women's Center, University of Virginia
2002-2003	Assistant to the Director, Conflict Resolution Center, Roanoke, VA

Additional professional training

2018	Everyday Bias, Certified Trainer, Cook Ross Inc., Vanderbilt University
2016	Faculty Institute for Diversity, Cornell University
2014	Economic Methods for Historians, Cornell University
2013	Women's Leadership Program, Darden School of Business, University of Virginia
2005-2007	Certified Mediator for General District Court, Supreme Court of Virginia
2002	McIntire Business Institute, McIntire School of Commerce, University of Virginia

Languages

Spanish (reading and writing proficiency)

Professional memberships

Academy of Management
Business History Conference
Labor and Employment Relations Association
Work and Family Researchers Network