

## **Stephanie R. Thomas, Ph.D.**

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### **Education**

Ph.D., New School for Social Research, 1999  
Major: Economics  
Dissertation Title: Rates of Growth, Interest and Profit

M.A., New School for Social Research, 1997  
Major: Economics

B.A., Elmira College, 1993  
Major: Economics

### **Professional Positions**

#### **Academic**

Lecturer, Department of Economics, College of Arts and Sciences, Cornell University, Ithaca, NY, USA. (August 15, 2013 to present)

Program Director, Institute for Compensation Studies, School of Industrial and Labor Relations, Cornell University, Ithaca, NY, USA (August 15, 2013 to June 30, 2016)

Instructor, New York University, New York, NY, USA. (August 15, 1997 - May 30, 1999)

Adjunct Instructor, LaGuardia Community College, Queens, NY, USA. (January 1, 1996 - June 1, 1997)

#### **Government**

Board of Directors, Bucks County Office of Employment and Training. (February 1, 2010 - June 30, 2012)

#### **Professional**

Faculty Advocate, Faculty Partners' Network, Cengage Publishing (February 1, 2017 to present)

Director, MCG, Philadelphia, PA, USA. (September 1, 2009 - November 30, 2010)

Principal Economist, LECG, Philadelphia, PA, USA. (February 1, 2003 - August 31, 2009)

Managing Consultant, LECG, Philadelphia, PA, USA. (August 1, 2003 - January 31, 2007)

Senior Economist, Center for Forensic Economic Studies, Philadelphia, PA, USA. (June 1, 1999 - July 31, 2003)

## TEACHING

### Teaching Experience

#### Cornell University

ECON 1110	Introductory Microeconomics (Fall 2015, Fall 2016)
ECON 3430 / ILRLE 4430	Compensation, Incentives and Productivity (Spring 2016, Spring 2017)
ILRLE 2400	Economics of Wages and Employment (Spring 2014, Spring 2015)
ILRLE 4970	Field Research (Fall 2014, Spring 2015, Fall 2015, Spring 2017)
ILRLE 4980	Internship (Fall 2014, Spring 2015, Fall 2015, Spring 2017)
ILRLE 4990	Directed Studies (Fall 2014)
ILRLE 5400	Labor Economics (Fall 2016)

#### New York University

ECON-UA 1	Principles of Macroeconomics
ECON-UA 2	Principles of Microeconomics
ECON-UA 266	Introduction to Econometrics

### Supervision of Student Research

#### Cornell University

- "Family Income Background and the College Earnings Premium", Senior Honors Thesis, Cornell University Department of Economics (Fall 2016 – Spring 2017)
- "The Effects of E-Commerce Utilization on Wage Distribution and Employment in the Retail Sector", undergraduate student, Institute for Compensation Studies Student Research Program (Summer 2016)
- "Variable Compensation and Innovation", graduate student, Institute for Compensation Studies Student Research Program (Spring 2016)
- "Workplace Inequality and Race", undergraduate student, ILR Research Committee Undergraduate Research Fellows Program (Spring 2016)
- "Variable Compensation and Innovation", graduate student, Institute for Compensation Studies Student Research Program (Fall 2015)
- "Workplace Inequality and Race", undergraduate student, ILR Research Committee Undergraduate Research Fellows Program (Fall 2015)
- "Workplace Inequality and Race", undergraduate student, ILR Research Committee Undergraduate Research Fellows Program (Summer 2015)
- "Judicial Salaries in New York State", undergraduate student, Institute for Compensation Studies Student Research Program (Spring 2015)
- "Trends in Executive Compensation", graduate student, Institute for Compensation Studies Student Research Program (Spring 2015)
- "Judicial Compensation in New York State", undergraduate student, Institute for Compensation Studies Student Research Program (Fall 2014)

"Trends in Executive Compensation", graduate student, Institute for Compensation Studies Student Research Program (Fall 2014)

"Superstar and Executive Compensation", graduate student, Institute for Compensation Studies Student Research Program (Fall 2014)

"Illinois Salary Survey", undergraduate student, Institute for Compensation Studies Student Research Program (Fall 2014)

"Historical Logging Salaries", undergraduate student, Institute for Compensation Studies Student Research Program (joint project with Professor Ileen DeVault, Cornell University) (Fall 2014)

"Executive Compensation in Nonprofits", undergraduate student, Institute for Compensation Studies Student Research Program (joint project with Professor Diane Burton, Cornell University) (Fall 2014)

"Illinois Salary Survey", undergraduate student, Institute for Compensation Studies Student Research Program (Spring 2013)

"Illinois Salary Survey", undergraduate student, Institute for Compensation Studies Student Research Program (Fall 2013)

"Superstar Pay, CEO Pay and Professional Athlete Compensation: NBA", graduate student, Institute for Compensation Studies Student Research Program (Fall 2013)

"Superstar Pay, CEO Pay and Professional Athlete Compensation: NFL", graduate student, Institute for Compensation Studies Student Research Program (Fall 2013)

"Superstar Pay, CEO Pay and Professional Athlete Compensation: MLB", graduate student, Institute for Compensation Studies Student Research Program (Fall 2013)

"Superstar Pay, CEO Pay and Professional Athlete Compensation: NHL", graduate student, Institute for Compensation Studies Student Research Program (Fall 2013)

"Pulse of New York – Income Distribution", undergraduate student, Institute for Compensation Studies Student Research Program (Fall 2013)

"Mental Health and Labor Market Outcomes for Children", undergraduate student, Institute for Compensation Studies Student Research Program (Fall 2013)

"Mental Health and Labor Market Outcomes for Adults", undergraduate student, Institute for Compensation Studies Student Research Program (Fall 2013)

"Gender, Risk Preferences and Pay Mix", undergraduate student, Institute for Compensation Studies Student Research Program (Fall 2013)

"Compensation in College Sports: Division 1 Football", undergraduate students, Institute for Compensation Studies Student Research Program (Fall 2013)

"Compensation in College Sports: Division 1 Basketball", undergraduate students, Institute for Compensation Studies Student Research Program (Fall 2013)

"Effects of Immigration on Labor Force Participation Among Highly Educated Women", undergraduate student, Institute for Compensation Studies Student Research Program (joint project with Professor Robert Smith) (Fall 2013)

## Non-Credit Instruction

- “Risk Management”, 6-hour course, Cornell Executive Management Program, Ithaca, NY (July 2016)
- “Compensation”, 3-hour course, Cornell Executive Management Program, Ithaca, NY (March 2016)
- ILRHR6510 “Disability Considerations in HR Policy and Practice”, Guest Lecture (Instructor: S. Bruyere), ILR School, Cornell University, Ithaca, NY February 2016
- LR350 “Finance and Compensation for Collective Bargainers”, two-day professional development program, Scheinman Institute, ILR School, Cornell University, New York, NY February 2016
- ILRHR571 “Measuring and Compensating for Performance”, eCornell Certificate in Compensation, Ithaca, NY Spring 2016
- ILRHR572 “Attracting and Retaining Talent with Performance Pay”, eCornell Certificate in Compensation, Ithaca, NY Spring 2016
- ILRHR573 “Assessing the Financial, Strategic and People-Related Return on Pay for Performance”, eCornell Certificate in Compensation, Ithaca, NY Spring 2016
- ICS402 “Evaluating Performance-Based Compensation Programs: Tools and Techniques”, two-day professional development program, Institute for Compensation Studies, ILR School, Cornell University, New York, NY November 2015
- “Business Problem Solving and Effective Decision Making for Leaders”, two-day professional development program, Compass Institute / KTB / ILR, Bangkok, Thailand, June 2015
- ILRHR522 “Compensation and Total Rewards” (with Kevin Hallock and Linda Barrington), eCornell Advanced Certificate in HR, Ithaca, NY Fall 2015
- ICS403 “Optimizing Pay for Performance and Managing Compensation Change”, two-day professional development program, Institute for Compensation Studies, ILR School, Cornell University, New York, NY June 2015
- ICS401 “Executive Compensation, and Key Talent and Superstar Pay for Performance”, two-day professional development program, Institute for Compensation Studies, ILR School, Cornell University, New York, NY, June 2015
- ILRHR 2600 “A Primer on Pay for Performance”, Guest Lecture (Instructor: J. Lee) ILR School, Cornell University, Ithaca, NY April 2015
- ICS402 “Evaluating Performance-Based Compensation Programs: Tools and Techniques”, two-day professional development program, Institute for Compensation Studies, ILR School, Cornell University, New York, NY November 2014
- ICS400 “Beyond Base Pay - Using Incentives to Drive Performance”, two-day professional development program. Institute for Compensation Studies, ILR School, Cornell University, New York, NY June 2014

## **Development Activities Attended**

Workshop, "CN-1777 Instructional Methods: Helping Adults Learn by Using Appropriate Instructional Methods," Institute for Adult Learning, online, April 2015 – April 2016

Seminar, "Harvard's Case Teaching Method Part 1," University of Pittsburgh, Pittsburgh, PA March 2015

Continuing Education Program, "ILRSM518 - The Coaching Process for Engaging and Developing Others," eCornell, Ithaca, NY January 2015

Continuing Education Program, "LSM507 - Leading Through Creativity," eCornell, Ithaca, NY January 2015

Continuing Education Program, "ILRSM517 - The Coaching Mindset for Engaging and Developing Others," eCornell, Ithaca, NY December 2014

Continuing Education Program, "LSM506 - Executive Decision Making," eCornell, Ithaca, NY December 2014

Continuing Education Program, "ILRSM516 - Tactics and Skills for Negotiating," eCornell, Ithaca, NY December 2014

Continuing Education Program, "HAME511 - Managing Strategic Change," eCornell, Ithaca, NY December 2014

## **Awards and Honors**

Cornell University, 400 Club Breakfast, Student-Invited Faculty Member (April 2016)

New York University Economics Students Association Student Appreciation Award, New York University. (May 1, 1999)

College of Arts and Sciences Excellence in Undergraduate Teaching Award, New York University. (May 1, 1998)

## **SERVICE**

### **Cornell University**

House Fellow, Alice Cook House, West Campus Housing System (September 2016 to present)

Football Academic Success Team, Cornell Athletics (February 2016 to present)

Committee Member, ILR eLearning Planning Committee. (June 2014 to June 2015)

Committee Member, ILR Program Evaluation Committee. (June 2014 to June 2015)

## INTELLECTUAL CONTRIBUTIONS

### Awards and Honors

- Edith and Henry Johnson Award for Outstanding Dissertation, New School for Social Research. (May 1, 1999).  
Schwartz Center for Economic Policy Analysis Dissertation Fellowship, New School for Social Research. (September 1, 1998 - May 15, 1999).

### Published Intellectual Contributions

#### Articles

- Thomas, S. R. (2016) "A New Approach to the Pay-Performance Question". *Workspan*, World at Work
- Thomas, S. R. (2015) "It's Not Just The Money That Matters". *Workspan*, World at Work
- Thomas, S. R. (2012). A Conversation with OFCCP Director Shiu about "Good Jobs for Everyone". *The OFCCP Digest*, 2 (7), 2
- Thomas, S. R. (2012). OFCCP Proposes Utilization Goal for Disabled Individuals. *The OFCCP Digest*, 2 (2), 2
- Thomas, S. R. (2011). How the OFCCP's Thirst for Data Will Impact You. *The OFCCP Digest*, 1 (2), 2
- Thomas, S. R. (2010). The Changing Landscape of Compensation Equity Enforcement. *Corporate Counselor*
- Thomas, S. R. (2010). The Gender Pay Gap: A Closer Look at the Underlying Causes. *Bloomberg Law Report*, 11
- Thomas, S. R. (2009). Five Standards for an OFCCP-Compliant Compensation Self-Evaluation. *Compensation & Benefits Review* (41)
- Thomas, S. R. (2008). Self-Audits as a Mechanism to Understand the How and Why of Compensation. *Journal of Compensation and Benefits*, 24 (4)
- Thomas, S. R. (2008). Are Your Employees 'Fairly' Compensated? A 10-Point Inspection. *Mealey's Litigation Report: Employment Law*, 4 (11), 6

#### Book Chapters

- Thomas, S. R. (1997). Appendix: The Postwar Empirics of the United States and the United Kingdom. In Edward J Nell (Ed.), *Transformational Growth and the Business Cycle* (1st ed., vol. 1, pp. 20). London: Routledge
- Thomas, S. R. (1997). United Kingdom Business Cycles: Stylized Facts and the Marginal Cost / Marginal Productivity Debate. In Edward J Nell (Ed.), *Transformational growth and the Business Cycle* (1st ed., vol. 1, pp. 30). London: Routledge

#### Books

- Thomas, S. R. (2013). *Compensating Your Employees Fairly: A Guide to Internal Pay Equity* (1st ed., pp. 308). New York, NY: Apress / Springer Science&Business

Thomas, S. R. (2011). *Statistical Analysis of Adverse Impact: A Practitioner's Guide* (pp. 224).  
Bloomington, IN: Authorhouse

## Presentations and Lectures

Thomas, S. R., Webcast, "The Gender Wage Gap: Causes, Consequences and the Way Forward," eCornell, Ithaca, NY (December 12, 2016)

Thomas, S. R., Invited presentation, "Coffee Chat About The National Debt," Cornell University Social Impact Conference, Ithaca, NY (February 27, 2016)

Thomas, S. R., Webinar, "Pay Transparency: Understanding the Pros and Cons of Creating a Transparent Culture," Business and Legal Research, Ithaca, NY (February 24, 2016)

Thomas, S. R., Alice Cook House Wednesday Discussions "Causes and Consequences of the Gender Pay Gap," Alice Cook House, Cornell University, Ithaca, NY (November 15, 2015)

Thomas, S. R., 2015 Northeast Dairy Convention, "Using Total Rewards to Improve Employee Retention," Northeast Dairy Foods Association, Canandaigua, NY. (August 10, 2015)

Thomas, S. R., Cornell ILR School CEMP Program, "An Introduction to Risk Management", Cornell ILR School CEMP Program / Pearson, Ithaca, NY. (July 30, 2015)

Thomas, S. R., Fall 2014 Executive Compensation Conference, "Aligning Pay with Performance: An Economic Perspective," The Conference Board, San Francisco, CA. (September 30, 2014)

Thomas, S. R., Institute for Human Resources, "The Optics of Executive Compensation," Institute for Human Resources, online. (September 9, 2014)

Thomas, S. R., Barrington, L., 2014 ILR Summer Fellows Series, "The Optics of Executive Compensation," ILR, New York, NY. (July 17, 2014)

Thomas, S. R., Barrington, L., Compliance Training, "Pay Equity: What President Obama's New Executive Order Means for You and Your Employees," Kenexa, online. (May 21, 2014)

Thomas, S. R., Barrington, L., Compensation Webinar Series, "Pay Equity: Understanding the Relationship Between Pay Transparency, Compensation Communications and Perceptions," BLR, online. (May 13, 2014)

Barrington, L. (Leader), Thomas, S. (Presenter & Author), Livingston, B. A. (Presenter Only), Cornell ILR School Webcast, "5 Years After Ledbetter: ILR Perspectives," ILR Online, Ithaca, NY. (January 29, 2014)

Thomas, S. R., Livingston, B. A., ILR School Webcast Series, "Five Years After Ledbetter: ILR Perspectives," ILR Institute for Compensation Studies, Ithaca, NY. (January 29, 2014)

Thomas, S. R., EEOC Enforcement Trends & Litigation Bootcamp, "Equal Pay for Equal - or Comparable - Work: Effective Pay Practices that Don't Breed Equal Pay Act or Job Segregation Claims," BLR, online. (October 17, 2013)

Thomas, S. R., NILG Annual Conference, "Means, Medians and Multiple Regression: Examining Compensation for Internal Equity," National Industry Liaison Group, Indianapolis, IN. (July 30, 2013)

Thomas, S. R., SHRM Annual Conference, "Using Quantitative Tools to Examine Compensation for Equity and Fairness," SHRM, Chicago, IL. (June 18, 2013)

Thomas, S. R., Compliance Training, "Managing the Risk of Litigation with Compensation Reviews," Avant Resources, online. (November 20, 2012)

Thomas, S. R., Compliance Training, "If I Shred It Will I Dread It? A Primer on EEO Document Retention," Avant Resources, online. (November 13, 2012)

Thomas, S. R., Compliance Training, "Statistics and Adverse Impact," University of Maryland, College Park, MD. (October 1, 2012)

Thomas, S. R., North Florida Compensation and Benefits Association Members Meeting, "Examining Compensation for Internal Equity," North Florida Compensation and Benefits Association, Jacksonville, FL. (September 27, 2012)

Thomas, S. R., Texas Total Rewards Conference, "Examining Compensation for Internal Equity," Texas Total Rewards, Richardson, TX. (September 17, 2012)

Thomas, S. R., Annual Florida State SHRM Conference, "The Compensation Review: Evaluate Internal Pay Equity and Manage Compensation Discrimination Litigation," Florida SHRM, Orlando, FL. (August 27, 2012)

Thomas, S. R., Annual Illinois State SHRM Conference, "Compensation Reviews," Illinois SHRM, Oakbrook Terrace, IL. (August 6, 2012)

Thomas, S. R., Compensation Conference, "Compensation in 2012: Examining Your Pay Systems for Discrimination," WorldatWork, online. (July 17, 2012)

Thomas, S. R., Compliance Training, "Preventive Pay Equity Audits: Fairness & EEOC Compliance," Center for Competitive Management, online. (July 17, 2012)

Thomas, S. R., Compliance Training, "If I Shred It Will I Dread It? A Primer on EEO Document Retention," Avant Resources, online. (July 11, 2012)

Thomas, S. R., Compliance Training, "Compensation Data, Analysis and AAPs: What You Need to Know," Institute for Human Resources, online. (June 11, 2012)

Thomas, S. R., Compliance Training, "HR Metrics: What You're Tracking and Why Nobody Cares," Avant Resources, online. (May 15, 2012)

Thomas, S. R., Compliance Training, "Compensation in 2012: Examining Your Pay Systems for Discrimination," Kenexa, online. (April 19, 2012)

Thomas, S. R., HRA-NCA Monthly Association Meeting, "The Changing Landscape of Pay Equity Enforcement," Human Resource Association of the National Capital Area, Washington, DC. (March 28, 2012)

Thomas, S. R., Compliance Training, "Managing the Risk of Employment Litigation with a Compensation Self-Audit," ComplianceOnline, online. (March 27, 2012)

Thomas, S. R., Compliance Training, "The HR Practitioner's Guide to Adverse Impact," ComplianceOnline, online. (March 27, 2012)

Thomas, S. R., Compliance Training, "If I Shred It Will I Dread It? A Primer on EEO Document Retention," Avant Resources, online. (March 9, 2012)



- Thomas, S. R., HR Virtual Conference, "Avoiding (Un)intentional Discrimination When Recruiting Via Social Media," Institute for Human Resources, online. (January 11, 2012)
- Thomas, S. R., Compensation Virtual Conference, "The Compensation Review: How to Use the Most Important Tool in the Risk Management Arsenal," Institute for Human Resources, online. (December 13, 2011)
- Thomas, S. R., Compensation Virtual Conference, "What's Causing the Gender Pay Gap?," Institute for Human Resources, online. (October 27, 2011)
- Thomas, S. R., Annual Conference - Ohio State SHRM, "Be a Compliance Rock Star: Working Proactively with the EEOC and Department of Labor," Ohio State SHRM, Sandusky, OH. (September 22, 2011)
- Thomas, S. R., Compensation Virtual Conference, "Recent Developments in Compensation Analysis," Institute for Human Resources, online. (June 6, 2011)
- Thomas, S. R., Continuing Legal Education, "Examining Class Certification Issues in Employment Discrimination Litigation with Statistics," Insurance Society of Philadelphia, Philadelphia, PA. (March 5, 2011)
- Thomas, S. R., 37th Annual Institute on Employment Law, "Evaluation of Economic Damages in Wrongful Termination Litigation," Practising Law Institute. (2008)
- Thomas, S. R., Eastern Economics Association Annual Conference, "Financial Innovation and the Reconstruction of Monetary Aggregates in the Postwar United States," Eastern Economics Association, New York, NY. (March 5, 1998)
- Thomas, S. R., Allied Social Sciences Meeting, "United Kingdom Business Cycles: Stylized Facts and the Marginal Cost / Marginal Productivity Debate," Post Keynesian Economics Group, New Orleans. (January 5, 1997)

## **Media Contributions**

### **Internet**

- January 19, 2017, Compensation Café. "You (Don't) Have the Right to Disconnect"
- December 19, 2016, Compensation Café. "'Tis the Season for Negotiation"
- November 21, 2016, Compensation Café. "Pay Transparency and the SCARF Hypothesis"
- October 18, 2016, Compensation Café. "The Disability Pay Gap: Earnings or Total Compensation?"
- September 19, 2016, Compensation Café. "Your New Total Rewards Element is an iPhone 7"
- August 17, 2016, Compensation Café. "Why the New 'Don't Ask, Don't Tell (Your Employer) Pay Law Might Work"
- July 18, 2016, Compensation Café. "Lipstick on Pigs and Other Tales of Transparency"
- June 15, 2016, Compensation Café. "Breaking Out of the 'Best Practices' Ant Farm"
- May 18, 2016, Compensation Café. "The Secret Pay Gap"
- April 19, 2016, Compensation Café. "Lessons from the Panama Papers"

March 22, 2016, Compensation Café. "TSR: The Secret Ingredient for Executive Compensation?"

March 18, 2016 General Assembly interview on pay transparency

March 16, 2016 NBC News interview on pay transparency

March 2, 2016 Monster.com interview on President Obama's proposed "First Job" program

February 22, 2016 Compensation Café. "Your Brain on Incentives"

January 19, 2016 Compensation Café. "Are You Cultivating Superchickens?"

December 22, 2015 Compensation Café. "Uber, Mall Santas and the Gig Economy"

November 20, 2015 Compensation Café. "It's What You Say AND How You Say It"

November 2, 2015 Refinery29 Interview on salary transparency

October 27, 2015 NPR Marketplace Business Radio interview on salary increases and performance pay

October 22, 2015 Compensation Café. "Autonomy, Incentives and Motivation"

September 22, 2015 Compensation Café. "What Citizen Scientists Can Teach Us About Incentives"

August 28, 2015 Refinery29. provided expert commentary on salary transparency

August 25, 2015 Compensation Café. "Extreme Pay Transparency"

### **Magazine**

November 3, 2015 Time Magazine Interview on salary transparency

December 16, 2014 Money Magazine. "The 5 Best Jobs You've Never Heard Of" - provided expert commentary on new / emerging occupations and careers for 2015

October 22, 2014 Money Magazine. Interviewed regarding current and future trends and techniques in talent acquisition, talent retention and pay for performance.

### **Newspaper**

February 11, 2016 The Virginian Pilot News interview on use of bonuses and performance pay

July 30, 2015 San Jose Mercury News interview regarding extreme pay transparency

May 25, 2015 New York Times, quoted on increasing use of performance-based pay

February 25, 2015 Cornell Daily Sun interview on impact of new New York State minimum wage increase for tipped workers

### **Radio**

August 10-11, 2015 Canadian Broadcasting Company Radio Interviews on salary transparency  
CBC – Daybreak Kamloops  
CBC – Daybreak North (Prince George)

CBC – Edmonton AM  
CBC – Information Morning Halifax  
CBC – Island Morning (Charlottetown)  
CBC – On the Island (Victoria)  
CBC – Radio Noon Montreal  
CBC – Superior Morning (Thunder Bay)  
CBC – The Eyeopener Calgary  
CBC – The Morning Edition (Regina)  
CBC – The St. John's Morning Show  
CBC – The Trailbreaker (Yellowknife)  
CBC – A New Day (Whitehorse)  
CBC – Daybreak South (Kelowna)  
CBC – Information Morning Cape Britton  
CBC – Information Radio Winnipeg  
CBC – Kitchener-Waterloo Morning Edition  
CBC – Morning North (Sudbury)  
CBC – Ontario Morning  
CBC – Saskatoon Morning  
CBC – Vancouver Early Edition  
CBC – Windsor Morning

April 9, 2014 NPR Air Talk with Larry Mantle, live interview on the gender wage gap and pay transparency

April 5, 2014 NPR Press Play with Madeline Brand, live interview on the gender wage gap and pay transparency

April 4, 2014 NPR Radio Times with Marty Moss-Coane, live interview on the gender wage gap and pay transparency

April 4, 2014 Uptown Radio - Columbia University, expert commentary on increase in New York State minimum wage for tipped workers

### **Television**

May 26, 2015 Canadian Broadcasting Company. Appeared on "The Exchange with Amanda Lang" to discuss increasing use of variable pay (May 26, 2015)

## **RESEARCH**

### **Research in Progress**

"Performance Pay and Innovation"

Examination of the relationship between innovation and performance pay, investigating whether extrinsic rewards (e.g., compensation) crowds out intrinsic motivation and if so, how performance pay can be used to mitigate this impact and serve as a backstop in periods of waning intrinsic motivation throughout the project lifecycle

### **Contracts, Grants and Sponsored Research**

Thomas, S. (Supporting), Barrington, L. (Principal), Enayati, H. (Supporting), "Executive Compensation and Total Shareholder Return," Sponsored by Institute for Compensation Studies, Other, \$50,000.00. (July 1, 2015 to June 30, 2016).

Thomas, S. (Supporting), Barrington, L. (Principal), Enayati, H. (Supporting), "Compensation in Green Infrastructure," Sponsored by Institute for Compensation Studies, Other, \$20,000.00. (December 1, 2014 - March 31, 2016).