

**MOLLIE H. BOWERS, PH.D.**  
106 Beech View Court  
Towson, Maryland 21204  
(301) 494-0843

## PROFESSIONAL EXPERIENCE

1975 - Present

**Associate Professor of Human Resource Management, Tenured**  
Robert G. Merrick School of Business, University of Baltimore (1984-present)

Teach graduate and undergraduate courses that include Labor Relations, Contract Administration, Managing Human Resources, Wage and Salary Administration, Organizational Theory/Behavior and Seminar in Human Resource Management. Supervise independent study students.

### Selected Highlights

- Member, Master's candidate thesis committee - subject, performance appraisal, 1986-1987.
- Judiciary Review Board (3 years); Mediation Committee (2 years); Student Retention Committee (2 years); General Studies Committee; Library Committee (2 years), Director, Nurses Business Administration Program (4 years); Faculty Advisor, Personnel & Labor Relations Club (ASPA (3 1/2 years); Chairperson, Dean James's Teaching Excellence Award Committee; Chairperson, Black & Decker Research Award Committee; Chairperson, Sabbatical Committee; Liaison to Industrial Relations Research Association, Maryland Chapter (2 years); Conference on Labor Management Cooperation, Labor Law Reform and U.S. Competitiveness; School of Business Faculty Brochure; Track Chairperson, MGMT 315 (3 years); Chairperson, Committee to Redesign Departmental Tracks & Curriculum; DBA Library Requirements; 1988-90 Teaching Schedule; Comments & Recommendations for Departmental educational goals; and Phonothons and University Giving Campaign.
- Participant, delegation to China, September 25 - October 2, 1989, to discuss normalization of scientific/cultural exchanges with top government, management, labor, and educational officials.
- Recipient, Dean James Teaching Excellence Award, 1987. Finalist for this award in 1985, 1986, 1988, and 1989.
- Testified on the Federal Leave Sharing bills before the subcommittee on Federal Services, Post Office and Civil Service of the U.S. Senate Government Affairs Committee, March 18, 1988.
- Research in progress: Cost/Benefit Analysis of Employee Assistance Programs; Arbitral Criteria in Smoking Cases; Downsizing; Part-Time Employment; book on Labor/Management Relations; MIS Applications to Human Resource Management; and Applications of Accounting to Preparation for Bargaining.

1982 - 1984

**Assistant Professor, School of Business, Marymount College, Virginia**  
One year as an adjunct professor.

Taught graduate-level courses that included Labor Relations, Personnel Management, Strategic Planning, and History and Philosophy of Management.

### Selected Highlights

- Outstanding Young Women of America, 1982.

1980 - 1982

**Assistant Professor, School of Government and Business Administration, The George Washington University, Washington, D.C.**

Taught graduate and undergraduate courses that included Labor Relations and Human Resource Management.

### Selected Highlights

- Served on committee to study the feasibility of Internship programs.
- Outstanding Young Women of America, 1981.

1978 - 1980

**Assistant Professor**, School of Business Administration, The American University

Taught graduate and undergraduate courses in Labor Relations, Personnel Management, and Organizational Behavior.

Selected Highlights

- Served as Director of the Labor Relations Program.
- School representative to the APEL Program.
- Served as the Distinguished Scholar on two Ph.D committees.
- Outstanding Young Women of America, 1979.

1975 - 1978

**Assistant Professor**, School of Business Administration, University of Maryland, College Park

Taught graduate and undergraduate courses in Labor Relations, Collective Bargaining, and Personnel.

- Served on committees to set faculty salaries; equal employment opportunity; and establishment of a labor Education Center at the University of Maryland.
- Recipient of the Student Government Association Teaching Excellence Award for the Social Sciences Division, 1976-1977.

1975 - Present

**Arbitrator/Mediator/Fact-Finder**

Serve in private, public and Federal sectors in unit determination, representation, unfair labor practice, grievance, EEO, and interest cases. Currently a member of 16 contract arbitration panels, 4 public employee labor relations board panels and of panels maintained by the National Academy of Arbitrators, Federal Mediation and Conciliation Service, American Arbitration Association, and the National Mediation Board.

- Chairperson, Personnel Appeals Board, U.S. General Accounting Office (1984-1985), Member (1982-1984). Testified before Subcommittee on Personnel and Police of the House Administrative Committee on establishment of a Fair Employment Relations Board (July 25, 1985).
- Member, Prince George's County, Maryland Public Employee Relations Board (1977-1980).

1979 - 1980

**Labor Relations Specialist, IRS, Washington, D.C.**

- Redesigned Labor Relations Specialist Training Program.
- Developed and presented executive labor relations training program.
- Developed format for comprehensive computerized cost analysis of the labor relations function.
- Compiled and analyzed data for contract negotiations and on cases decided by the Federal Labor Relations Authority.

1980 - 1985

**President, STRIKE, INC.**

Designed, produced and marketed educational labor relations board game with the Kamber Group, Washington, D.C. The estimated value of assets was \$100,000.00.

1973 - 1974

**Consultant, Public Safety Labor Center, International Association of Chiefs of Police, Gaithersburg, Maryland.**

- Consulted on all aspects of police labor relations and personnel practices with law enforcement agencies and unions nationwide.
- Coordinated first National Symposium on Police Labor Relations, Washington, D.C., June 1974.
- Managed 1974 IACP/Police Field Testing Project, Orlando, Florida. Prepared bargaining proposals, revised discipline procedures, evaluated performance appraisal techniques, and trained management personnel in contract administration and dispute settlement techniques.
- Originated and edited the Police Labor Review.
- Conducted on-site labor relations case studies in eleven police departments nationwide. Prepared working papers on problems and made recommendations for resolution.
- Instructed at Police Labor Relations Institute, University of Arizona, October 1974, and spoke at numerous workshops nationwide on discipline, contract administration, unions, collective bargaining, and dispute settlement.