

## FRANK I. MULLINS

301 Sparkman Drive NW  
Huntsville, Alabama 35899

College of Business  
University of Alabama in Huntsville

Office: (256) 824-6656  
[frank.mullins@uah.edu](mailto:frank.mullins@uah.edu)

---

### EDUCATION

---

**SYRACUSE UNIVERSITY** – Syracuse, New York

Ph.D. in Business Administration (2011), MBA, Human Resources (2001): Phi Kappa Phi, Beta Gamma Sigma

**CORNELL UNIVERSITY** – Ithaca, New York

Exchange Scholar (2006)

**OAKWOOD UNIVERSITY** – Huntsville, Alabama

B.S., Business Management (1997): Magna Cum Laude, UNCF/Quaker Oats Merit Scholar

---

### PROFESSIONAL CERTIFICATIONS

---

- SHRM Senior Certified Professional (SCP), Society for Human Resource Management (2015 - Present)
- Employing Abilities at Work Certificate, Society for Human Resource Management Foundation (2022)
- Diversity, Equity and Inclusion in the Workplace Certificate, Univ. of South Florida (2021)
- Certificate of Recognition for completing Dr. Harvey Brightman's Master Teacher Program (2018)
- Certificate in the Art & Craft of Discussion Leadership, Harvard Business Publishing (2010)

---

### ACADEMIC AND RESEARCH EXPERIENCE

---

**UNIVERSITY OF ALABAMA IN HUNTSVILLE (Huntsville, AL)**

- Keel Point Professor of Family Wealth (*inaugural*), College of Business (2025 - Present)
- Associate Professor of Management (*with tenure*), College of Business (2024 - Present)

**UNIVERSITY OF SOUTH CAROLINA (Columbia, SC)**

- Visiting Scholar, Darla Moore School of Business (Fall 2025)

**UNIVERSITY OF RHODE ISLAND (Kingston, RI)**

- Fred '78 and Sue Newton Endowed Professor in Human Resource Management (*inaugural*), College of Business (2023-2024)
- Associate Professor of Management (*with tenure*), College of Business (2023–2024)
- Faculty Affiliate, Schmidt Center for Labor Relations & Human Resources (2023-2024)

**UNIVERSITY OF ALABAMA IN HUNTSVILLE (Huntsville, AL)**

- Associate Professor of Management, College of Business (2017–2023)
  - Earned tenure (March 2022)
- Mark McDaniel, Henri McDaniel, & Robert (Bud) Cramer Faculty Fellow, College of Business (2022-2023)
- C. David Billings Faculty Fellow, College of Business (2019–2020)

**RUTGERS UNIVERSITY (New Brunswick, NJ)**

- Corey Rosen Fellow, Institute for the Study of Employee Ownership & Profit Sharing (2019–2020)
- Louis O. Kelso Fellow, The Employee Ownership Foundation and Rutgers School of Management and Labor Relations (SMLR) (2014-2015)
- Bill Nobles Fellow, Rutgers SMLR (2012-2013)

### **UNIVERSITY OF NORTH CAROLINA SYSTEM (Chapel Hill, NC)**

- Academic Affairs Faculty Fellow (*inaugural*), Division of Academic Affairs (2016-2017)

### **NORTH CAROLINA A&T STATE UNIVERSITY (Greensboro, NC)**

- Assistant Professor of Management, College of Business & Economics (2011-2017)
  - Served as Program Coordinator for the HRM Concentration, MSM/MBA Program (2015-2017)
  - Earned promotion to Associate Professor with tenure (May 2017)
- Adjunct Assistant Professor of Management, College of Business & Economics (2010-2011)

### **ELON UNIVERSITY (Elon, NC)**

- Elon Pre-Doctoral Fellow and Instructor in Management, Love School of Business (2009-2010)

### **SYRACUSE UNIVERSITY (Syracuse, NY)**

- Graduate Research Assistant and Instructor, Whitman School of Management (2005-2009)

---

## **AWARDS AND HONORS**

---

### **COMPREHENSIVE & RESEARCH**

- Outstanding Faculty Member Award (*for excellence in research, teaching & service*), UAH College of Business (2020)
- Mark McDaniel, Henri McDaniel, and Robert (Bud) Cramer Faculty Award, UAH College of Business (2022-2023)
- Corey Rosen Fellow, Rutgers University, Institute for the Study of Employee Ownership & Profit Sharing (2019-2020)
- Best Research Paper Award, UAH College of Business (2019)
- Louis O. Kelso Fellow, The Employee Ownership Foundation and Rutgers SMLR (2014-2015)
- Bill Nobles Fellow, Rutgers SMLR (2012-2013)

### **TEACHING & STUDENT DEVELOPMENT**

- Honor Roll, Students' Choice Award for Teaching in Graduate Courses, UAH College of Business (2023)
- Nominee, University Distinguished Teaching Award (*Nominated by the College of Business for this campus-wide award*), UAH (2021)
- Honor Roll, Outstanding Teaching in Graduate Courses, UAH College of Business (2020)
- Honor Roll, Outstanding Teaching in Undergraduate Courses, UAH College of Business (2020)
- Martin Luther King, Jr. Award, UAH Minority Graduate Student Association (2020)
- Honor Roll, Outstanding Online Teacher of the Year, UAH College of Business (2019)
- Junior Faculty Teaching Excellence Award (*university-wide*), NC A&T State University (2014)

### **SERVICE & ADMINISTRATIVE DEVELOPMENT**

- Employee Service Award – *Five Years of Service*, The University of Alabama Huntsville (2023)
- C. David Billings Faculty Fellowship, UAH College of Business (2019-2020)
- Academic Affairs Faculty Fellow (*inaugural*), University of North Carolina System (2016-2017)
- Certificate of Recognition for Service as 2014 Caucus Chair, Academy of Management (2015)
- Certificate of Appreciation, SAM student chapter, NC A&T State University (2012)

### **OTHER**

- Honorary Member, Golden Key International Honour Society, NC A&T State University (2011)
- Selected Participant, Lee Hakel SIOP Doctoral Consortium, 24<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology (2009)
- IBM Knowledge Advantage Award (US Proactive HR Partner Tool), IBM Corporation (2002)

- Faculty Award for Excellence in Strategy & HR, Syracuse University WSOM (2001)

---

## RESEARCH

---

**RESEARCH STATEMENT:** My research agenda focuses on how corporate governance, namely boards of directors, family governance, and large shareholders, influences HRM practices in firms.

### RESEARCH SUMMARY

Total Journal Publications	10
Sole- and First-authored Publications	9
Financial Times 50 (FT50) Publications	5
ABDC A* or A Publications	6

### JOURNAL PUBLICATIONS

**Mullins, F., & Memili, E. (2025).** Cash profit sharing and labour productivity in family firms: Exploring the effects of R&D and capital intensities. *International Review of Applied Economics*, 39(2-3): 459-483.

- Included in the Curriculum Library for Employee Ownership (CLEO) at Rutgers SMLR
- Reprinted in J. Blasi & J. Michie (Eds.), *Employee Ownership and Profit Sharing: Models, Incidence, and Sectors* (pp. 295-319). Routledge, 2025.

**Mullins, F. (2023).** Beyond the short-term: The effects of broad-based employee ownership on labor productivity in family and nonfamily firms. *International Journal of Entrepreneurial Behavior & Research*, 29(1): 195-217. [ABDC: A]

- Included in the Curriculum Library for Employee Ownership (CLEO) at Rutgers SMLR

Hernández-Linares, R., López-Fernández, M., Memili, E., **Mullins, F.**, & Patel, P. (2023). High-performance work practices, socioemotional wealth preservation, and family firm labor productivity. *BRQ Business Research Quarterly*, 26(3): 237-255.

**Mullins, F., Patel, P., Memili, E., & Ramadani, V. (2023).** High-performance work practices and labour productivity: The contingent effect of family governance. *International Journal of Entrepreneurship and Small Business*, 50(4): 433-458.

**Mullins, F., Weltmann, D., Kruse, D., & Blasi, J. (2019).** Broad-based employee stock ownership: What makes it effective in the management of human resources? *Human Resource Management*, 58(6): 567-570. [FT 50 Journal List; ABDC: A\*]

- Included in the Curriculum Library for Employee Ownership (CLEO) at Rutgers SMLR

**Mullins, F. (2018).** HR on board! The implications of human resource expertise on boards of directors for diversity management. *Human Resource Management*, 57(5): 1127-1144. [FT50 Journal List; ABDC: A\*]

- Recipient of the 2018-19 Best Research Paper Award by the UAH College of Business
- Selected “Research Brief” by the Center for Executive Succession, U. of South Carolina (2018)
- Research mentioned or referenced in *Fortune Magazine*, *HR Magazine (UK)*, *AOL.com*, *Yahoo! Finance*, *Inkl.com*, and *KPMG Directors Quarterly: Insights from the Board Leadership Center*

**Mullins, F.** (2018). A piece of the pie? The effects of familial control enhancements on the use of broad-based employee ownership programs in family firms. *Human Resource Management*, 57(5): 979-992. [FT50 Journal List; ABDC: A\*]

- Research cited in policy documents from the Canadian Centre for Policy Alternatives, and the IZA Institute of Labor Economics
- Included in the Curriculum Library for Employee Ownership (CLEO) at Rutgers SMLR

**Mullins, F., & Holmes, J.** (2018). Balancing board? The effects of board independence and capital on firms offering work-family benefits. *Human Resource Management*, 57(2): 457-469. [FT50 Journal List; ABDC: A\*]

- Research cited in a policy document from the Government Equalities Office, a unit of the UK government

**Mullins, F., Brandes, P., & Dharwadkar, R.** (2016). To thine shareholders be true? Linking large corporate ownership to the firm's use of commitment human resource practices. *Human Resource Management*, 55(4): 567-589. [FT50 Journal List, ABDC: A\*]

**Mullins, F.** (2015) Board independence and changes in defined-benefit plan funding. *Advances in Industrial and Labor Relations*, 21:119-141.

## TECHNICAL REPORTS

Wright, P., **Mullins, F.**, Schepker, D, Nyberg, A., & Essman, S. (2019). *The Impact of CEO and Board HR Expertise: Results of the 2018 HR@Moore Chief HR Officers Survey*. Ctr. for Executive Succession: Univ. of South Carolina.

## DISSERTATION

**Title:** *An Examination of the Relationship Between Large Shareholders and Commitment Human Resource Systems.*

**Committee:** Drs. Ravi Dharwadkar (Chair), Pamela Brandes, Dennis Gillen, Don Harter, and Patrick Wright (Cornell Univ.)

## SELECTED WORK-IN-PROGRESS

Intentionally left blank to abide by the double-blind peer review process.

## ACADEMIC CONFERENCE PRESENTATIONS & PROCEEDINGS

**Mullins, F.** (2025). CEOs with HR backgrounds and firm performance: The moderating effects of incentive structures. *Academy of Management*, Copenhagen, Denmark.

- Abstract published in the *Academy of Management Proceedings*

**Mullins, F., Patel, P., & Memili, E.** (2020). The efficacy of high-performance work practices in family versus nonfamily firms: The role of firm size. *International Family Enterprise Research Academy* (virtual).

**Mullins, F.** (2019). Profit sharing overview: Future research considerations. *Beyster Symposium* (Rutgers U. SMLR), La Jolla, CA.

- Hernandez Linares, R., Lopez Fernandez, M., Memili, E., **Mullins, F.**, & Patel, P. (2018). High performance work practices, socioemotional wealth, and labor productivity in family firms. *International Family Enterprise Research Academy*, Zwolle, The Netherlands.
- Mullins, F.** (2017). Cash profit sharing in family firms with founder leadership: The moderating role of capital intensity. *Labor and Employment Relations Association*, Anaheim, CA.
- Included as a Labor and Employment Relations Association (LERA) Best Paper
- Mullins, F.**, & Holmes, J. (2015). Human resource expertise on corporate boards and stakeholder diversity management practices. *Southern Management Association*, St. Pete Beach, FL.
- Mullins, F.** (2014). Publicly-traded, family-led firms and broad-based employee ownership programs. *Beyster Symposium* (Rutgers U. SMLR), La Jolla, CA.
- Mullins, F.** (2014). Who's in charge? The use of employee participation programs in founder- versus descendant-managed firms. *Labor and Employment Relations Association*, Portland, OR.
- Mullins, F.** (2014). Employee ownership in family-controlled firms. *Industry Studies Association*, Portland, OR.
- Mullins, F.**, & Holmes, J. (2013). Board characteristics and work-family benefits. *Southern Management Association*, New Orleans, LA.
- Abstract published in the *Southern Management Association Proceedings*
- Mullins, F.** (2013). Family-controlled firms and employee participation programs: A look at employee involvement practices and cash profit sharing. *Beyster Symposium* (Rutgers U. SMLR), La Jolla, CA.
- Mullins, F.** (2013). The effects of ownership structure on defined-benefit plan funding: A look at research-intensive industries. *Labor and Employment Relations Association*, St. Louis, MO.
- Mullins, F.** (2013). Large corporate ownership and commitment human resource systems. *Faculty Research Symposium* – Oakwood University, Huntsville, AL.
- Mullins, F.** (2013). The commitment to broad-based employee ownership by founding family owners in publicly-traded corporations. *Mid-Year Fellows Workshop in Honor of Louis O. Kelso* (Rutgers U. SMLR), New Brunswick, NJ.
- Mullins, F.** (2012). Using large-scale archival datasets for human resource management research. (Professional Development Workshop), *Academy of Management*, Boston, MA.
- Cited in Aguinis, H., Forcum, L., & Joo, H. (2013). Using market basket analysis in management research. *Journal of Management*, 39(7): 1799-1824.
- Mullins, F.** (2011). An examination of the relationship between large shareholders and commitment human resource systems. *Southern Management Association*, Savannah, GA.
- Abridged paper published in the *Southern Management Association Proceedings*, p. 541-546
- Byron, K., **Mullins, F.**, & Fried, Y. (2009). It's a matter of respect: A model of the dimensions, process, and consequences of workplace civility. *Academy of Management*, Chicago, IL.
- Mullins, F.**, & Arora, P. (2009). Longitudinal examination of corporate boards and 'commitment' human resource practices. *American Psychological Association*, Toronto, Canada.

- Abstract available online in APA PsycExtra

Byron, K., Mullins, F., & Fried, Y. (2009). It's a matter of respect: A model of workplace civility. *Society for Industrial & Organizational Psychology*, New Orleans, LA.

- Abstract available online in APA PsycExtra

Dharwadkar, R., Brandes, P., & Mullins, F. (2008). Corporate governance and development-oriented human resource management: The implications of governance mechanisms' valuation potential and temporal orientation. *Academy of Management*, Anaheim, CA.

## GRANTS, AWARDS & FELLOWSHIPS

### TOTAL FUNDING: \$180,418.84

- Summer Research Grant, UAH College of Business (2025: \$15,750)
- Mark McDaniel, Henri McDaniel, and Robert (Bud) Cramer Faculty Fellowship, UAH College of Business (2022: \$4,500)
- Summer Research Grant, UAH College of Business (2022: \$14,156.40)
- Summer Research Grant, UAH College of Business (2021: \$14,156)
- C. David Billings Fellowship, UAH College of Business (2019-20: \$3,000)
- Corey Rosen Fellowship, Rutgers Univ., Institute for the Study of Employee Ownership & Profit Sharing (2019-20: \$2,500)
- Start-Up Funding, UAH College of Business (2017-19: \$16,000)
- Academic Affairs Faculty Fellowship, Univ. of North Carolina System, Div. of Academic Affairs (2016-17: \$26,856.44)
- Summer Research Mini-Grant, NC A&T State Univ., COBE (2015: \$4,000)
- Louis O. Kelso Fellowship, Rutgers Univ., SMLR (2014-15: \$12,500)
- Bill Nobles Fellowship, Rutgers Univ., SMLR (2012-13: \$5,000)
- Title III Start-Up Funding, North Carolina A&T State Univ. (2011-12: \$10,000)
- Summer Research Funding, North Carolina A&T State Univ., COBE (2011: \$5,000)
- Elon Pre-Doctoral Fellowship, Elon Univ., Love School of Business (2009-10: \$30,000)
- Dissertation Research Award, Syracuse Univ., WSOM (2010: \$2,000)
- Summer Research Award, Syracuse Univ. WSOM (2007, 2008, & 2009: \$15,000)

## TEACHING

**TEACHING PHILOSOPHY:** I seek to balance my academic knowledge with my professional HR experiences at IBM to make courses challenging, relevant, and application-oriented. The primary focus is to develop critical thinking, communication, and teaming skills by using active-learning activities such as group debates, consulting local organizations, and skill building exercises in areas such as workforce analytics. Moreover, I invite chief HR officers from leading companies such as IBM and KPMG to share their HR expertise and insights with students, thereby enhancing student preparation for the workplace.

### COURSES TAUGHT

**The University of Alabama in Huntsville** (Fall 2024 – Present)

*Graduate and Cross-listed*

- Strategic Human Resource Management (Capstone) (MGT 695) – *Online*
- Strategic Compensation Management (MGT 461/561) – *Online*

*Undergraduate only*

- Human Resource & Labor Relations Management (MGT 363) – *In Person & Online*

**University of Rhode Island** (Fall 2023 – Spring 2024)

*Graduate*

- Strategic Human Resource Management (LHR 551 / MBA 572) - *Hybrid*
- Management of Total Rewards (MBA 577) – *Hybrid*

*Undergraduate*

- Human Resource Management (MGT 342) – *In Person*

**The University of Alabama in Huntsville** (Fall 2017 – Spring 2023)

*Graduate and Cross-listed*

- Strategic Human Resource Management (Capstone) (MGT 695) – *Hybrid & In Person*
- Strategic Compensation Management (MGT 461/561) – *Hybrid, In Person, & Online*

*Undergraduate only*

- Human Resource & Labor Relations Management (MGT 363) – *In Person & Online*

**North Carolina A&T State University Courses** (Fall 2010 – Spring 2017)

*Graduate*

- Human Resource Management Strategy (MGMT 736)
- Compensation and Benefits (MGMT 733)
- Training & Development (MGMT 732)
- Staffing (MGMT 731)
- Human Resource Management (MGMT 730)

*Undergraduate*

- Human Resource Management (MGMT 522)
- Organizational Behavior (MGMT 426)

**Elon University Courses** (Fall 2009 – Spring 2010)

*Undergraduate*

- Human Resource Management (BUS 425)

**Syracuse University Courses** (Summer 2006 – Spring 2008)

*Undergraduate*

- Strategic Human Resource Management (SHR 355)

---

**SERVICE TO THE ACADEMY**

---

**EDITORIAL POSITIONS & ACTIVITIES**

- Guest Editor (lead), *Human Resource Management* special issue, “Broad-based employee stock ownership: What makes it effective in the management of human resources?” (2016-2019)
  - Coordinator & Research Mentor, Paper Development Workshops for the special issue
    - Beyster Symposium, La Jolla, CA (2017)
    - Mid-Year Fellows Workshop in Honor of Louis O. Kelso, New Brunswick, NJ (2017)
- Editorial Board
  - *Human Resource Management* (2025 – present)
- Ad Hoc Reviewer
  - *Human Resource Management*
  - *ILR Review*
  - *Journal of Small Business Management*
  - *Academy of Management – Human Resources Division*

**EXTERNAL PROMOTION AND TENURE REVIEWS**

- External Reviewer, Promotion to Endowed Professorship, University of Michigan-Flint (2026)

## COMMITTEE MEMBERSHIPS

- Labor and Employment Relations Association, Diversity and Inclusion Committee (2023 - Present)
- Academy of Management, HR Division - Emerging Scholar in Employee Participation and Ownership Award Committee (2018, 2019)
- Kaplan Prize Judge, Beyster Symposium – Rutgers Univ., La Jolla, CA (2016)
- Academy of Management, Caucus Committee (2013-2015)
  - Chair, Academy of Management meeting, Philadelphia, PA (2013-2014)
  - Immediate Past Chair, Academy of Management meeting, Vancouver, CAN (2014-2015)

## CONFERENCE ACTIVITIES

- Session Chair, *Cutting Edge Research on Equity Compensation Pay Gaps*, The Future of Equity: Silicon Valley Employee Ownership Symposium sponsored by the Rutgers Institute for the Study of Employee Ownership and Profit Sharing, Palo Alto, CA (2025)
- Co-Moderator, *New Attendee Orientation and Welcome*, Labor and Employment Relations Association Conference, Seattle, WA (2025)
- Session Co-Chair, *Best Practices for Expanding Equity Compensation*, The Future of Equity: Silicon Valley Employee Ownership Symposium sponsored by the Rutgers Institute for the Study of Employee Ownership and Profit Sharing, San Jose, CA (2024)
- Panelist, *Mid-Career Research Strategies – stay in the game and thrive!* - Mid/Senior Faculty Consortium, Eastern Academy of Management Conference, Providence, RI (2024)
- Invited Facilitator, *Employee Ownership and Family-Owned Businesses* session, Employee Ownership Ideas Forum 2024 sponsored by the Aspen Institute and Rutgers Institute for the Study of Employee Ownership and Profit Sharing, Washington, DC (2024)
- Panelist, *Employee Ownership and Labor-Management Relations* – 24<sup>th</sup> Annual Labor Arbitration Conference, New England Region in Newport, RI (2023)
- Presenter, *Research Updates* session (virtual) – The Beyster Symposium (2021)
- Session Chair, “*Examining Small Business*”- Midwest Academy of Management Virtual Conference (2020)
- Discussant, Beyster Symposium and the International Association for the Economics of Participation Virtual Conference (2020)
- Discussant, The Beyster Symposium, La Jolla, CA (2016)
- Discussant, Mid-Year Fellows Workshop in Honor of Louis O. Kelso, New Brunswick, NJ (2016)
- Session Chair, Mid-Year Fellows Workshop in Honor of Louis O. Kelso, New Brunswick, NJ (2015)
- Presenter, *Managing the Dissertation* session – PhD Project MDSA Conference (2013, 2012, 2011)
- Session Co-Chair, the International Association for the Economics of Participation Conference and Beyster Symposium, New Brunswick, NJ (2012)
- Emcee, “*The Secrets of a Successful Applicant*” session – PhD Project Conference, Chicago, IL (2011)
- Panelist, Org. Behavior & HRM Breakout Session – PhD Project Conference, Chicago, IL (2011)
- Discussant, Southern Management Association Conference, Savannah, GA (2011)

---

## UNIVERSITY SERVICE

---

### UNIVERSITY OF ALABAMA IN HUNTSVILLE

#### *University*

- University Review Board (2025 – Present)
- Employee Benefits Committee (2024 – Present)
- University Library Committee (2019 – 2023)
- Charger Foundations Committee (2022 – 2023)
- Associate Provost for Graduate Studies, International Services, & Academic Integrity Search Committee (2020 – 2021)

- Institutional Review Board Committee (2019)

#### *College of Business*

- Chair, Clinical Management Faculty (entrepreneurship focus) Search Committee (2024 – 2025)
- Promotion and Tenure Advisory Committee (2022 – 2023; 2024 – 2025)
- Reappointment Review Committee for: Nicholas Clarke (2025); Yi Tan (2025); Chaehyun Pyun (2023)
- Peer Review Committee for: Amber Kea-Edwards (2023); Chakravarthy Deverapalli (2023)
- Faculty Advisor, Society for Human Resource Management (SHRM) student chapter (2019 – 2023)
  - 1<sup>st</sup> Place Winner for UAH SHRM Student Chapter, Alabama SHRM HR Games (2020)
- Faculty Development Committee (2021 – 2023)
- Strategic Planning Committee (2022)
- Best Paper Research Award Committee (2020, 2022)
- Department of Management & Marketing Chairperson Search Committee (2021)
- Chair, Clinical Management Faculty Search Committee (2020 – 2021)

#### **UNIVERSITY OF RHODE ISLAND**

- Advisory Board, URI Schmidt Center for Labor Relations & Human Resources (2024)
- Mentor, Doctorate of Business Administration (DBA) Program (2023 – 2024)
- Faculty Representative – URI PhD in Business Administration Program, University Fair at The PhD Project Annual Conference (2024)

#### **NORTH CAROLINA A&T STATE UNIVERSITY**

- Program Coordinator, HRM Concentration, MSM/MBA Program, College of Business & Economics (COBE) (2015-2017)
- Chair, Strategic Plan Committee, Management Department, COBE (2017)
- MBA Admissions Committee, COBE (2016-2017)
- Entrepreneurship & HRM Faculty Search Committee, COBE (2015-2017)
- Faculty Advisor, SHRM student chapter, COBE (2011-2016)
  - NC A&T SHRM Chapter winner, SHRM Outstanding Student Chapter Award (2013, 2014, & 2015)
  - NC A&T SHRM Chapter winner, SHRM Superior Merit Award (2012, 2013, 2014, & 2015)
- MBA Curriculum Committee, COBE (2015)
- Strategic Planning Committee, COBE (2014-2015)
- External Stakeholder Strategic Priority Committee, COBE (2013-2014)
- Associate Dean Search Committee, COBE (2013)
- Undergraduate HRM Curriculum Committee, COBE (2011-2013)
- Ad Hoc HRM Faculty Recruitment Committee, COBE (2012)
- Organizational Behavior Course Coordinator Task Team, COBE (2011-2012)
- University HR Task Team - Performance Management Process for Academic Deans (2011)
- Library Committee - Management Dept., COBE (2010)

---

#### **INVITED TALKS, PRESENTATIONS & ACTIVITIES**

---

#### **OFF-CAMPUS**

- Advisory Board Member (*Academic Advisor, Human Capital Management*) – Enterprise Engagement Alliance (2021 – Present)
- Mentor, MSDA/MFCA Mentor-Mentee Program (2025 – Present)
- Mentor, Management Faculty of Color Association (2023 - Present)
- Invited Participant, *A Conversation on Advancing Ownership* event sponsored by Harvard Business School's Institute for Business in Global Society (BiGS) and the Tennessee Center for Employee Ownership (TNCEO), Nashville, TN (2025)

- Invited Participant, *Worker Ownership* Conference sponsored by the Institute for Business in Global Society at Harvard Business School, Boston, MA (2025)
- Co-MC & Co-Facilitator, *Business Alumni, Faculty, & Student Engagement* Session – Alumni 360 Brunch at Oakwood University, School of Business, Huntsville, AL (2025)
- Panelist, Alumni Mentorship Program at Oakwood University, Huntsville, AL (2025)
- Podcast Guest, [\*Pursuing the PhD: 3 Keys to Picking the Perfect Program\*](#) – the Lead. Speak. Grow. Podcast with “Dr. Maq” (2023)
- Invited Speaker, Human Resources Guest Speaker Series for MSHRM program – West Virginia University, Chambers College of Business and Economics, Morgantown, WV (2022)
- Invited Speaker, Alumni 360 Brunch at Oakwood University, School of Business, Huntsville, AL (2022)
- Panelist, *Teaching About Black Businesses & Entrepreneurship* webinar – Harvard Business School African American Alumni Association (2022)
- Panel Moderator, *Starting. Growing. Sustaining: An Entrepreneurs’ Roundtable* at the LogiCore Corp. – Alabama A&M University & UAH, Huntsville, AL (2019)
- Invited Participant, *Working Towards Shared Prosperity: An Academic-Executive Dialogue* sponsored by the Aspen Institute and Univ. of Michigan Ross School of Business, Ann Arbor, MI (2018)
- Member, Learning Community Advisory Committee - Oakwood University, Huntsville, AL (2018)
- Master of Ceremonies, *I Love My History: Celebrating Black History in the Making* – Annual Black History Program at East Market Street SDA Church in Greensboro, NC (2012)
- Keynote Speaker, *Making ‘It’ Possible* – Annual Education Achievement Ceremony at Mt. Carmel SDA Church in Syracuse, NY (2009)
- Session Facilitator & Mentor, *Rites of Passage* – Youth Development Summer Program at Mt. Carmel SDA Church in Syracuse, NY (2008)

#### ON-CAMPUS

- Presenter, *Broad-Based Employee Ownership in Family Firms* – “Think Like an Economist” event for Economics Association at UAH College of Business (2025)
- Judge, 24-Hour Innovation Challenge (*Future Workforce*) sponsored by the Boeing Company – UAH College of Business (2023)
- Panelist, *Hybrid Teaching* – Faculty Pulse Session at UAH College of Business (2020)
- Guest Faculty Expert, [\*Job Interviews \(Episode #5\)\*](#) - “Spooky Scenarios” Video Series at UAH College of Business (2020)
- Presenter, *Business Mentored Initiatives* – New MBA Student Orientation at North Carolina A&T State Univ. (2016)
- Presenter, *Negotiating Your Compensation & Benefits* – Beta Alpha Psi student chapter meeting at North Carolina A&T State Univ. (2016, 2015)
- Presenter, *Family Firms and Human Resource Management* – Continuing Professional Education seminar for Accounting Professionals at North Carolina A&T State Univ. (2014)
- Presenter, *Management versus Leadership* - Society for Advancement of Management and SHRM student chapter meeting at North Carolina A&T State Univ. (2012)
- Speaker, *The Evolution of the Work: Its Past, Present, & Future* – University Honors Lecture Series at North Carolina A&T State Univ. (2012)
- Presenter, *Succession Planning* – SHRM student chapter meeting, North Carolina A&T State Univ. (2011 & 2012)
- Guest Lecturer, *The Role of Human Resources in Strategic Management* – Introduction to Strategic Management course (Instructor: Punit Arora) at Syracuse Univ. (2007)
- Presenter, *Impress for Success: A Look at the Interview* – WellsLink Leadership Program, Syracuse Univ. (2007)
- Co-Facilitator, *Working Together to Head-off Problems in Graduate School* – Minority Graduate Student Orientation Program at Syracuse Univ. (2006)

---

## MEDIA AND POLICY MENTIONS

---

### MEDIA CITATIONS & MENTIONS

#### *Research*

- FORTUNE Magazine, “[CHROs are rising stars of the C-suite. So why aren’t they on more boards?](#)” by Lila Maclellan (October, 2023)
- AOL.com, “[CHROs are rising stars of the C-suite. So why aren’t they on more boards?](#)” by Lila Maclellan (October, 2023)
- FORTUNE Magazine, “[CEOs say talent is their most valuable asset, yet HR leaders hold just 8% of Fortune 500 board seats](#)” by Lila Maclellan & Joseph Abrams (October, 2023)
- Yahoo! Finance, “[CEOs say talent is their most valuable asset, yet HR leaders hold just 8% of Fortune 500 board seats](#)” by Lila Maclellan & Joseph Abrams (October, 2023)
- HR Magazine (UK), “[HR expertise at the very top: Does it matter?](#)” by Patrick Wright (December 2019)
- KPMG Directors Quarterly: Insights from the Board Leadership Center, “[Should your board include a CHRO?](#)” by Annalisa Barrett (October 2019)
- Center for Executive Succession Research Brief, “[Stronger Diversity Management with Board of Directors’ HR Expertise](#)” (February 2018)
- The ESOP Report, “Professor Frank Mullins Extends the Reach of the Kelso Fellows” (November 2017)
- OWNERS@WORK: the Online Magazine of the Ohio Employee Ownership Center, “[Beyster Symposium Offers Research from Varied Disciplines and Perspectives](#)” by Jacquelyn Yates (Sum. 2014)

#### *Professional Career Highlights*

- Whitman Magazine, “[Whitman’s Diverse Academic Pipeline to Top B-Schools](#)” by Olivia Hall (Fall 2021)
- Initiatives Online, “[Movers & Shakers: New Hires, Promotions, and Recognition of Talent](#)” by Huntsville/Madison County Chamber (November 2020)
- UAH News, “[Dr. Frank Mullins named Corey Rosen Fellow](#)” by Drew Hartt (January 2020)
- UAH News, “[UAH welcomes Dr. Frank Mullins to the College of Business](#)” by Joyce Anderson-Maples (October 2017)
- The PhD Project (YouTube Video), “[Glad I Did It: Dr. Frank Mullins](#)” (July 2013)

### POLICY DOCUMENT CITATIONS

- Canadian Centre for Policy Alternatives, “[Expanding democratic employee ownership in Canada: policy options](#)” by Alex Hemingway & Simon Pek (April 2024)
- Workplace and Gender Equality Research Programme Report (UK Government Equalities Office), “[Family-friendly working policies and practices: Motivations, influences, and impacts for employers](#)” by Clare Lyonette & Beate Baldauf (October 2019)
- IZA Institute of Labor Economics: Discussion Paper Series (IZA DP No. 12303), “[Do employee share owners face too much financial risk?](#)” by Douglas Kruse, Joseph Blasi, Dan Weltmann, Sahee Kang, Jung Ook Kim, & William Castellano (April 2019)

---

### PROFESSIONAL AFFILIATIONS

---

- |                                           |                                            |
|-------------------------------------------|--------------------------------------------|
| • Academy of Management                   | • Society for Human Resource Management    |
| • Management Faculty of Color Association | • Labor and Employee Relations Association |
- 

### CORPORATE WORK EXPERIENCE

---

#### IBM CORPORATION

- Global HR Leadership Development Program (*designed to develop future HR executives*) (July 2001-July 2005)
  - Talent Partner – Staffing, IBM Software Group (March 2004 – July 2005)
  - Employee Compensation Program Manager, IBM Corporate (Jan. 2003 – Feb. 2004)
  - Temporary Assignment, Corporate Learning, IBM Corporate (Sept. 2002 – Dec. 2002)
  - HR Partner/Generalist, IBM Research Triangle Park (July 2001-Jan. 2003)
- Human Resource Intern, IBM Research Triangle Park (Summer 2000)

**THE QUAKER OATS COMPANY** (*acquired by PepsiCo*)

- Human Resource Intern, North American Beverages Division (Summer 1996)