

## Scott Ralls, Ph.D.

### EXPERIENCE:

#### **President**

***September 2015 to present***

#### ***Northern Virginia Community College (NOVA)***

- Fifth president of the 14<sup>th</sup> largest and 9<sup>th</sup> most internationally diverse college/university in the United States. NOVA is a majority-minority institution that annually enrolls approximately 72,000 degree students and 18,000 non-degree workforce students making it the second largest multi-campus community college in the nation.
- Addressed funding issues by reducing college-wide spending by 15% within first eighteen months in the job, and implementing two-year budgeting cycle and new position control system.
- Furthered NOVA's position as the number one information technology community college in the U.S. (most IT graduates of any community college; named 3<sup>rd</sup> most digital large community college in US in 2018) by growing NOVA's cybersecurity program into one of the largest and fastest growing in the nation (30-fold growth within four years, 1600 students), creating a new *Information and Engineering Technology Division*, and opening three new technology centers (advanced training facilities). Created first Cloud Computing associate degree program in the country in collaboration with Amazon Web Services. NOVA was one of three community colleges highlighted in a June 2018 *Wall Street Journal* article: "*Big Tech's Hot New Talent Incubator: Community College.*"
- With the creation of a new *NOVA Workforce Division*, fostered strategic corporate relationships including the first academic partnership with the Northern Virginia Technology Council, and the first East Coast apprenticeship program with Amazon Web Services
- Led development of two new engineering technology degree programs to support strategic economic growth in our region: 1) new mechatronics program at Manassas Campus to support \$3 billion expansion of largest Virginia exporter, Micron Technology (semiconductors) and other advanced electronics companies, and 2) new Data Center Technology program to support growth of largest concentration of data centers in the United States.
- As a member of the regional GO Virginia Economic Development Council, served as a catalyst for the *Northern Virginia Tech Talent Pipeline*, the regional strategy for increasing the production of the region's future technology workforce. Created the first regional information technology apprenticeship program in partnership with the Northern Virginia Technology Council and funded in part by \$1 million grant from the *GoVirginia* Economic Partnership.
- With George Mason University, created *ADVANCE*, a unique community college/university partnership to foster joint degree programs and seamless, single-points of counseling and financial aid that *The Washington Post* suggested "could revolutionize the transfer experience." Implemented in Fall 2018 with first 139 students jointly admitted to both institutions across 21 possible degree pathways.
- Developed new articulation agreement protocol, *Guaranteed Transfer Partnerships*, to support seamless transfer between NOVA and primary university transfer partners that include agreement for seamless pathways to prevent credit loss and communications protocols to promote focused, effective advising. Signed four *Guaranteed Transfer Partnerships* in 2017-18: Radford University, Old Dominion University, Marymount University, and Mary Washington

University, with two more anticipated in Fall 2019: George Washington University and Virginia Commonwealth University.

- Created new Institutional Advancement division with restructuring of college-wide fundraising, marketing, government relations, community engagement and athletics. Initiated new rebranding and Foundation revitalization efforts. Redeveloped the Board for the Northern Virginia Community College Educational Foundation and completed a Capital Campaign Readiness Assessment. Year-to-year annual fundraising increased by 92% between 2017 and 2018.
- Initiated new college strategic plan, *Pathway to the American Dream*, engaging more than 250 faculty, staff and community members in strategic planning to further NOVA's role as an educational socioeconomic engine for our region. The plan prioritizes NOVA efforts to 1) significantly enhance student advising; 2) create clear pathways to student transfer and/or employment goals; and 3) significantly transform the college's workforce development efforts.
- Fostered expansion of NOVA partnership with YearUp to the NOVA Alexandria Campus.
- Named one of the *Washington Region Power 100* Leaders by *Washington Business Journal* in 2017.

**President**  
**North Carolina Community College System**

**May 2008 to August 2015**  
**Raleigh, NC**

- Statewide CEO of third-largest and most comprehensive community college system in the nation serving 830,000 students annually through 58 community colleges. Responsible for over \$1 billion budget appropriation. Named *President Emeritus* of the North Carolina Community College System on May 20, 2016
- Elected by national peers as Chair of the *National Council of State Directors of Community Colleges (2012-2013)*.
- Led North Carolina community colleges during period of greatest simultaneous growth (29% increase in enrollment, 2008-2011) and budget challenge (21% reduction in state general fund appropriations on a per student basis).
- Led development of *Creating Success* advocacy and budgeting campaign that facilitated budget stability through planning and prioritization and full funding of enrollment growth. Obtained first weighted funding for technical education and first performance funding appropriations in System's history
- Restructured System Office staff to accommodate increased demand with 22% fewer State-funded staff positions.
- Selected to deliver state presentation for *Learn and Earn/Early College* initiative that resulted in 2008 Innovation in Government Award from the Ash Institute, Harvard University. Also served as speaker on student success at American Association of Community Colleges Annual Conference Spotlight Session, two Bill and Melinda Gates Postsecondary Convenings, 2013 National Early College Conference, and the 2014 Aspen Ideas Festival.
- Focused System priorities in two areas: 1) **Student Success** initiatives to further student program completion through a strategic focus called *SuccessNC*; 2) **Workforce development** initiatives to further economic opportunity and alignment of statewide workforce programs.

**Student Success**

- Initiated *SuccessNC*, a comprehensive long-term strategic focus for the North Carolina

Community College System to increase student success and program completion, with target to double the number of credentials awarded by North Carolina community colleges by 2020. Highlighted by the Brookings Institution and Rockefeller Foundation as one of 10 State and Metropolitan Innovations to Watch in 2012, and at hearings in both 2013 and 2015 before the U.S. Senate Higher Education, Labor and Pension Committee on opportunities for student success innovations in the reauthorization of the Higher Education Act.

- Collaborated with the North Carolina Department of Instruction and State Board of Education in the creation of *Career and College Promise*, pathway-based dual enrollment program enabling high school students to enroll in community college classes free-of-charge to pursue university transfer or industry certifications and technical degrees
- Initiated one of the most comprehensive statewide redesigns of *developmental education* in the nation to include alignment of assessments and diploma endorsements with North Carolina high schools, new faculty-designed competency-based accelerated curriculum, and development of statewide diagnostic student assessments and multiple-measure placement policies. Profiled as “overarching example of states’ efforts to undertake and scale major developmental education reforms” in Jobs for the Future national report, *Ahead of the Curve: State Success in the Developmental Education Initiative*. One year after implementation, there was a 7% increase in gatekeeper math completion statewide and \$15 million in developmental education enrollment savings that were successfully reinvested into technology and healthcare programs.
- Led development of new articulation agreements between North Carolina community colleges and both the UNC System and North Carolina Independent Colleges and Universities, enabling guaranteed course-to-course transfer between all 58 community colleges and 16 public universities in the state, as well as 22 private colleges.
- Initiated efforts resulting in creation of new Associate in Engineering program providing seamless 2+2 transfer between community colleges and the five public North Carolina engineering programs.
- Initiated comprehensive curriculum changes for math instruction in North Carolina community colleges that resulted in new course development and curriculum realignment enabling development of structured pathways and greater contextualization of math instruction to student goals.
- Initiated *Basic Skills Plus*, a program that integrates education programs providing adult high school equivalency with occupational training for industry certification and licensure and developmental education.
- Initiated the committee-based development of new student success performance measures and performance-funding model for North Carolina community colleges, resulting in 2013 adoption by the North Carolina General Assembly and \$24 million in annual performance funding appropriations.
- Initiated comprehensive redesign of data collection, warehousing and analysis focused on community college metrics, and facilitated partnership with SAS Institute resulting in millions of dollars in pro-bono contributions toward development of advanced analytics system.
- Achieved first state funding for Minority Male Mentoring Program and instituted new coaching model to integrate with statewide student success strategy. Program

- expanded to 46 North Carolina community colleges by 2015.
- Helped attract significant support from the Bill and Melinda Gates Foundation resulting in North Carolina becoming one of three “states of focus” for their Postsecondary Success Strategy, and naming of North Carolina as one of three states supported through Completion by Design. Completion by Design was a five-year Bill and Melinda Gates Foundation signature initiative designed to significantly increase completion and graduation rates for low-income students under age 26.

### **Workforce Development**

- Initiated new funding formula for North Carolina community college degree and non-degree workforce continuing education programs that provide priority funding for science, math, health care, technology and technical education courses as well as competency-based training leading to licensure and third-party industry certification. In 2014 with strong endorsement of Governor McCrory and reappropriation by the North Carolina General Assembly, reinvested \$15 million in developmental education enrollment savings into selected healthcare and advanced technology programs. Within five years, enrollment in high demand STEM, technology and health courses increased from 29 to 41 percent of overall statewide community college course enrollments.
- Initiated *Code Green Super Curriculum Improvement Project*, a statewide faculty-led project that redesigned over 80 technical education degrees into 32 programs across five curriculum areas (engineering technology, building, transportation, energy, and environment). Created new, more efficient curriculum standards allowing for competency-based “stackable certification,” promoting integration with non-degree workforce training, and integrating energy efficiency skills across the curriculum.
- Consolidated three statewide, customized training programs into a restructured single program with enhanced instructional capabilities to meet sophisticated industry training targets and to provide greater support to companies making technology investments and productivity enhancements.
- Developed a concentrated short-term training program, *JobsNOW:12in6* to enable workers dislocated during the recession to gain training and industry certifications for new skills within a six-month time frame. Over a 20-month period, close to 20,000 North Carolinians participated in the program and obtained approximately 17,000 licensures and certifications.
- Initiated integrated workforce delivery system structure, *NCWorks*, between the North Carolina Community College System, N.C. Department of Commerce and NC Department of Public Instruction to achieve goal of North Carolina having the nation’s #1 workforce. Initiated *Align4NCWorks* strategic planning initiative to foster collaborative workforce development statewide, resulting in the *Align4NCWorks Strategic Plan* adopted by State Board of Community Colleges in May 2015.. Participated in 21 Workforce Learning Summits across North Carolina and helped catalyze “1000 in 100” effort to gain employer feedback through largest on-site employer survey in North Carolina history accomplished across 100 counties in 100 days.

**President  
Craven Community College**

**August 2002 to April 2008  
New Bern and Havelock, N.C.**

- Led efforts to support significant college enrollment growth (27% overall; 42% in workforce continuing education) in the face of significant impacts of deployment in a military community.
- Led efforts enabling the college to achieve reaffirmation of its accreditation through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).
- Reorganized the college to create a seamless structure for management of curriculum degree and workforce continuing education programs and reduced senior level administrative positions by approximately 50% while increasing number of full-time faculty positions by over 25%.
- Fostered initiatives to enhance strategic workforce development programs in targeted industry sectors:
  - **Information Technology** -- Supported the Craven CC-sponsored statewide curriculum improvement project that aligned NC information systems curriculum to national skill standards. Initiated first college or university-based Red Hat Linux Academy in U.S. and furthered college outreach as a Cisco Regional Academy.
  - **Advanced Manufacturing** – Led successful efforts to attract funding for significant expansion of Machining Center and construction of the Bosch-Siemens Advanced Manufacturing Center. Supported training efforts that led to Craven CC and B/S/H Home Appliances to receive first *Distinguished Partnership Award of Excellence* from NCCCS, and statewide apprenticeship award from NC Department of Labor.
  - **Aviation Technology** – Led the implementation and FAA certification of the aviation technology program and opening of the Institute of Aeronautical Technology.
  - **Health Care** – Led significant expansion of nursing program that ranked the 11<sup>th</sup> largest community college program in the state. Initiated a medical assisting program, expanded health continuing education offerings, and initiated a community task force to plan for future health care education programs
- Led efforts to create Craven Early College, a model “Learn and Earn” high school initiative providing high school students a focused curriculum in six areas: engineering, information technology, advanced manufacturing, health care, education, and science. Successfully solicited funding to provide laptop computers to all Early College students. Initiated plan for developing second early college focused on engineering and STEM disciplines that culminated in eventual opening of Craven Early College EAST, one of the state’s first STEM anchor schools.
- Initiated *University Connections* program with support of the UNC System to foster on-site and on-line degree completion opportunities in 17 different degree areas. Collaborated closely with East Carolina University to further degree completion opportunities for military students, and to further the teacher education partnership efforts through our college’s role as the Coastal Hub for *Wachovia Partnership*.
- Fostered development of Undergraduate Engineering Education partnership with N.C. State College of Engineering resulting in 2+2 transfer program, and delivery of B.S in Engineering at the Havelock Campus. Allowed for students to graduate from NC State College of Engineering without leaving Craven County, first model of its type with a community college in the state.
- Led and supported efforts to enhance service to students including new and improved campus amenities, creation of an International Center, revitalized Student Government and student activity programs, and development of new models to provide student advising and enhance student goal setting and engagement.
- Led strategic planning and initiated reorganization efforts to enhance annual fundraising and

created *Lifetime Learning Center* to strategically connect to new senior residents. Increased annual fundraising by over 300% through strategic fundraising efforts.

- Led college efforts to engage support with the community including catalyst efforts in urban development and facilitation of planning efforts for county tourism plan and for the city of Havelock. Recognized by the Craven County NAACP with the Freedom Fund Award for “efforts to actively identify and incorporate the true needs of the community into the mission of Craven Community College.”
- Reorganized the college’s technology infrastructure, including the organizational support network to foster and support technology advances. Facilitated efforts to provide advanced distance education support, wireless campus access, implementation of a new College Information System and fiber-optic infrastructure, and initiation of Voice-Over-Internet Protocol (VOIP) telecommunications systems.
- Consulted with the British Government in their review of community college equivalent Further Education (FE) colleges, resulting in the White Paper, *Further Education: Raising Skills, Improving Life Chances* sponsored by the Secretary of State for Education and Skills. Developed a strategic collaborative between Craven Community College and Warwickshire College, one of the largest FE colleges in England and a British leader in workforce development programs, to foster collaborative college and economic initiatives.

***Vice President, Economic & Workforce Development  
North Carolina Community College System***

***October 1999 to August, 2002  
Raleigh, N.C.***

- Led the Economic & Workforce Development Division, one of four divisions of the North Carolina Community College System Office, responsible for Workforce Continuing Education, New and Expanding Industry Training, Focused Industrial Training, Human Resources Development, Workforce Development and Training Initiatives, and the Small Business Center Network.
- During tenure, North Carolina’s customized training programs were the only statewide programs to receive top five national ranking each year by *Expansion Management* magazine.
- Led the development and implementation of the *North Carolina Manufacturing Certification Program* and *BioWork*, competency-based statewide training initiatives to support manufacturing and biotechnology workforce development.
- Facilitated creation of the *Partnership for Biotechnology Workforce Training*, a statewide collaboration with the North Carolina Biotechnology Center, and catalyst in the creation of the *Information Technology Training Collaborative*, a partnership with the North Carolina Electronics and Information Technology Association (now NC Technology Association).
- Elected by national peers to be the President of the *National Association of Industry-Specific Training Directors*.

***Director of Economic Development  
North Carolina Community College System***

***January 1997 to October, 1999  
Raleigh, N.C.***

- Led a state task force responsible for creating new policies and procedures for the New and Expanding Industry Training Program, the first state-sponsored customized job training program of its type in the nation. One year after implementation, there was a 16% reduction in expenditures and 11% increase in total training projects.
- Through the New and Expanding Industry Training Program, oversaw training programs for

approximately 200 new and expanding companies per year, providing training to 20,000 North Carolina citizens annually.

- Initiated a business-led state advisory committee and development of new program and evaluation guidelines for the Small Business Center Network, which provides business counseling, seminars and referrals to small businesses at 58 locations statewide.
- Developed policies to administer the North Carolina Worker Training Tax Credit program.
- Chaired a state task force on workplace safety training, as appointed by the Lt. Governor.

***Director, Division of Employment and Training  
North Carolina Department of Commerce***

***August 1995 to December 1996  
Raleigh, N.C.***

- Led the state agency responsible for administration of job training programs for disadvantaged citizens and workers impacted by plant closings and layoffs in North Carolina.
- Supervised staff of 25 and more than \$30 million in annual budget appropriations.
- Initiated an organizational downsizing and overhead reductions resulting in cost savings of approximately 25% of annual agency operating budget within the first ten months on the job.
- Helped attract more than \$500,000 in federal grants to the state for special training projects with North Carolina's hosiery and manufactured housing industries.

***Manager of Workforce Programs  
Manufacturing Extension Partnership  
National Institute of Standards and Technology  
U.S. Department of Commerce***

***February 1995 to August 1995  
Gaithersburg, MD***

- Managed national projects to enhance the capability of local manufacturing extension centers to provide workforce training and organizational development assistance to small and mid-sized manufacturers.
- Wrote the resource paper for a White House meeting between private and public-sector leaders on "Technology and the Organization," hosted by Laura D'Andrea Tyson, former Assistant to the President for Economic Policy and Chair of the National Economic Council, Ron Brown, former Secretary of Commerce, and John Gibbons, former Assistant to the President for Science and Technology Policy.
- Developed a national working group of manufacturing workforce specialists.

***Policy Specialist  
Office of the American Workplace  
U.S. Department of Labor (DOL)***

***May 1993 to February 1995  
Washington, DC***

- Authored the DOL report, *Integrating Technology with Workers in the New American Workplace*.
- Developed and implemented public policy, specializing in workplace and technology policy issues.
- Created the *Best Practices Clearinghouse*, a database featuring profiles of innovative, high-performance work organizations across the nation.
- Selected and coordinated panelists for the *Conference on the Future of the American Workplace* moderated by President Bill Clinton, Secretary of Commerce Ron Brown, and Secretary of Labor Robert Reich

## **EDUCATION:**

### ***University of Maryland - College Park, MD***

#### **Ph.D., Industrial and Organizational Psychology, 1997.**

Dissertation: *"Aging and Computer Training Performance: Training Enhancement Through Cognitive Practice."*

#### **Masters of Arts, Industrial/Organizational Psychology, 1990.**

Thesis: *"The Effect of Trainee Characteristics on the Acquisition of Computer Skills."*

### ***University of North Carolina - Chapel Hill, NC***

**Bachelor of Science with highest distinction, Industrial Relations and Psychology, 1986. Phi Beta Kappa**

## **International Education:**

*Cooperative Japanese Business and Society Program, 1986.*

- Five-month post-graduate study program in Tokyo, Japan sponsored by the Council of International Educational Exchange.

Six years of study in spoken and written Japanese

## **AWARDS/HONORS/RECOGNITIONS:**

- *2017 Washington Business Journal Power 100 Regional Leaders*
- *2017 Must Follow Community College CEOs on Twitter*, Kent Brooks Blog
- *President Emeritus*, North Carolina Community College System, May 20, 2016
- *Distinguished Public Service Award*, North Carolina Chamber, March 30, 2016
- *The Order of the Long Leaf Pine*, Presented by the Governor of North Carolina, July 15, 2015
- *President's Award*, North Carolina Economic Developers Association (2015)
- Honorary Doctorate of Philosophy, North Carolina Wesleyan College (2013)
- Recognition for Support of NC Early College High Schools, Warren County Early College (2013)
- 2012 Graduate of Distinction, T.C. Roberson High School, Skyland, NC
- 2010 Outstanding Conference Facilitator, North Carolina Association of CPAs
- 2007-2008 Impact Business Leader, *Charlotte Business Leader Magazine*
- Honorary Fellow, Warwickshire College, Leamington, England (Elected by Warwickshire College Board of Governors, 2007)
- 2006 Freedom Fund Award, Craven County NAACP
- Certificate of Appreciation, Five Points Rising (New Bern urban development efforts), 2006.
- Certificate of Appreciation, Participation on Steering Committee, N.C. Rural Prosperity Task Force, 2000.
- Secretary's Exceptional Achievement Award (1994) presented by U.S. Secretary of Labor, Robert Reich.
- Certificate of Appreciation, U.S. Department of Commerce, 1995.
- Phi Kappa Phi (graduate academic performance)
- Phi Beta Kappa - University of North Carolina, 1984.
- Psi Chi (undergraduate academic performance)



## **CONGRESSIONAL TESTIMONY**

U.S. House of Representatives, Joint Hearing: Subcommittee on Higher Education and Workforce Development and Subcommittee on Cybersecurity, Infrastructure Protection, and Security Technologies, *"Public-Private Solutions to Educating a Cyber Workforce."* October 23, 2017.

U.S. Senate Committee on Higher Education, Labor and Pensions, *"Reauthorizing the Higher Education Act: Opportunities to Improve Student Success."* August 5, 2015

U.S. Senate Committee on Higher Education, Labor and Pensions, *"Attaining a Quality Degree: Innovations to Improve Student Success."* Oct. 31, 2013.

U.S. House of Representatives Subcommittee on Higher Education and Workforce Training, *"Putting America to Work: Reframing the Nation's Workforce Investment System."* Feb. 26, 2013.

U.S. House of Representatives Small Business Committee, *"Innovative Approaches to Meeting the Workforce Needs of Small Businesses."* Sept. 8, 2011.

## **BOARDS/COMMISSIONS/ORGANIZATIONS**

### *National:*

Policy Leadership Trust for Student Success, Jobs for the Future (Co-chair)  
Community College Research Center, Columbia University (Advisory Board)  
Task Force on the Future of the College Presidency, Aspen Institute (Member)  
IES Career Technical Education Research Network (Advisory Board)  
Belk Center for Community College Leadership and Research (Advisory Board)  
American Association of Community Colleges, Advocacy Advisory Committee, (Member)  
Federal Financial Aid Advocacy Fund, Advisory Board  
William Bowen Colloquium on Higher Education, Invited Participant  
National Council of State Directors of Community Colleges (Chair, 2012-2013)  
Rebuilding America's Middle Class (Founding member)  
Community College Workforce Consortium, Executive Committee Member  
American Association of Community Colleges 21<sup>st</sup> Century Implementation Team (Accountability Task Force Member)  
American Association of Community Colleges, Voluntary Framework of Accountability Oversight Board  
Council of Chief State School Officers Task Force on Improving Career Readiness (Member)  
Community College Open Learning Initiative, Carnegie-Mellon University (Steering Committee)  
Community College Sub-Series, American Council of Education (Editorial Board)  
Gates Foundation Postsecondary Success Research Initiative (Advisory Board)  
College Board Community College Advisory Panel (Member)  
ITHAKA On-line Education Advisory Council (Member)  
National Association of Industry-Specific Training Directors (Emeritus Member)  
Southern Regional Education Board, Community College Commission (Member)

### *Virginia:*

Commonwealth Cybersecurity Initiative, Executive Committee  
Policy Council on Higher Education, Governor-elect Ralph Northam Transition Team, Member  
Blueprint Virginia 2025, Virginia Chamber of Commerce, Advisory Council  
GO Virginia Regional Economic Development Council, Northern Virginia, Council (Member)  
General Program Advisory Council, State Council of Higher Education for Virginia (Member)  
Northern Virginia Technology Council (Board Member, Succession Planning Committee)  
Northern Virginia Chamber of Commerce, Executive Committee/Board Member  
Communities in Schools of NOVA (Board of Directors)

### *North Carolina:*

North Carolina Education Cabinet (Member, Chair, Workforce and Talent Committee)  
NCWorks Commission (State Workforce Investment Board)  
North Carolina Economic Development Board (Member)  
North Carolina Early Childhood Advisory Council (Member)  
North Carolina Board of Science and Technology (Member)  
North Carolina Biotechnology Center (Board Member)  
North Carolina Military Affairs Committee (Member)  
North Carolina Rural Center (Board Member)  
North Carolina Symphony Society (Board Member)  
North Carolina New Schools (Board Member)  
North Carolina Global Transpark (Board Member)  
North Carolina Partnership for Children (Board Member)  
North Carolina Communities in Schools (Board Member)  
North Carolina Street Smart Task Force (Member)  
North Carolina Campus Compact (Executive Board Member)  
North Carolina Future of Nursing Action Coalition (Member)  
UNC Advisory Board for Strategic Directions (Member)  
New Generation Advisory Committee (Member)  
Governor's Education Transformation Commission (Member)  
Governor's Workforce Preparedness Commission (Commission Member)  
MCNC (Executive Board Member)  
North Carolina Public School Forum (Executive Committee Member)  
NCSU Institute for Emerging Issues (National Advisory Board Member)  
UNC Center for Public Television Board (Board Member)  
Duke Energy Community College Grant Program (Advisory Committee Member)

### **PUBLICATIONS**

Ralls, R. Scott (2011). *The Role of the North Carolina Community College System in Nursing Education*. North Carolina Medical Journal. *Future of Nursing in North Carolina*. July/August, 2011, 72 (4), pp. 307-310.

Ralls, R. Scott. (2008). *Facing the Brutal Realities: North Carolina Community Colleges in the New Economic Landscape*. North Carolina Insight. Publication of the North Carolina Center for Public

## Policy Research

- Klein, Katherine J., Ralls, R. Scott, Smith-Major, Virginia, and Doulas, Christina (2000). *Power and Participation in the Workplace: Implications for Empowerment Theory, Research, and Practice*. In Julian Rappaport and Edward Seidman (Eds.), Handbook of Community Psychology. New York: Springer.
- Klein, Katherine J., Smith-Major, Virginia L., & Ralls, R. Scott (1999). *Worker Participation: Current Promise, Future Practice*. In Allen I. Kraut and Abraham K. Korman (Eds.), Evolving Practices in Human Resource Management: Responses to a Changing World of Work. San Francisco: Jossey-Bass Publishers.
- Klein, Katherine J. and Ralls, R. Scott (1997). *An Exploration of the Unintended Organizational Consequences of Technology Training: Implications of Practice for Training Theory and Research*. In J. Kevin Ford (Ed.), Improving Training Effectiveness in Work Organizations. Mahwah, NJ: Lawrence Earlbaum Associates
- Klein, Katherine J. and Ralls, R. Scott (1995). *The Organizational Dynamics of Computerized Technology Implementation*. Advances in Global High-Technology Management, Vol. 5, Part A, pages 31-79. JAI Press Inc.
- Donahue, Steve and Ralls, Scott (1995). *Supplier Certification and Partnership Programs*. International Productivity Journal, 1994, vol. 1, pp. 75-87. Washington, DC: International Productivity Service.
- Ralls, R. Scott (1994). Integrating Technology with Workers in the New American Workplace. Washington, D.C.: United States Department of Labor.