

**Martin D. Hanlon**

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Department of Urban Studies  
250 Powdermaker Hall  
Queens College, CUNY  
Flushing, NY 11367  
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**Education**

1972-1980 COLUMBIA UNIVERSITY DEPARTMENT OF SOCIOLOGY

Awarded Ph.D. in Sociology in January 1980. Research Training Program in Psychiatric Epidemiology. Doctoral Dissertation entitled: Primary Groups and Unemployment

1970-1972 COLUMBIA UNIVERSITY GRADUATE SCHOOL OF ARCHITECTURE, DIVISION OF URBAN PLANNING

Received Master of Science in Urban Planning

1965-1969 HARVARD COLLEGE

Received A.B. *cum laude* in Social Relations. Specialization in Social Psychology

**Teaching and Research Positions**

1978-  
present QUEENS COLLEGE OF THE CITY UNIVERSITY OF NEW YORK

Current position: associate professor, Department of Urban Studies. Department chair, 1987-1994. Previously appointed as assistant professor, lecturer, and instructor. Current research interests: the effects of the interstate highway system on U.S. cities; urban transportation policy; the impact of privatization of human services on work life and labor relations. Currently teaching courses in public management, public policy, policy evaluation and urban transportation policy.

1977-1979 GRADUATE SCHOOL OF BUSINESS, COLUMBIA UNIVERSITY

Research Director, New York City Unemployment Project, a research study on the labor market experience of laid off New York City and New York State employees. Funded by the Center for Research in Career Development, Columbia Graduate School of Business, and the U.S. Department of Labor.

Assistant Director, Mount Sinai Quality of Worklife Project. The study evaluated a three-year program aimed at improving the quality of worklife in a large urban medical center through joint union-management collaboration. The project was part of the Quality of Working Life Program of the Institute for Social Research of the University of Michigan.

1975-1979

DEPARTMENT OF SOCIOLOGY, COLUMBIA  
UNIVERSITY

Instructor (part-time) at Columbia College, the Columbia School of General Studies, and the Columbia School of International Affairs. Courses in macrosociology, personality and social structure, and the sociology of African development.

1972-1976

PSYCHIATRIC EPIDEMIOLOGY TRAINING PROGRAM,  
COLUMBIA UNIVERSITY

Program in research training sponsored by the Columbia School of Public Health (Epidemiology Division), the Columbia Department of Sociology, and the Columbia Department of Psychiatry. Major research interests included the measurement of symptomatology during periods of involuntary unemployment and the relationship between work, stress, and mental health.

1969-1970

HARVARD AFRICA VOLUNTEER PROJECT

Work included survey research and demographic analysis for the Forward Planning Division, City of Nairobi, Kenya

#### Academic and Professional Awards

2008-9

PSC-CUNY Research Award for A Lawrence Halprin and the Greening of the Modern Freeway@

2005-6

PSC-CUNY Research Award for A Put a Lid on It: Freeway Decking as an Urban

## Renewal Strategy@

- 2003-4 PSC-CUNY Research Award for "Depaving and Neighborhood Renewal: Creating Community through Freeway Demolition"
- 2000-1 PSC-CUNY Research Award for "Depaving and Riverfront Recapture: The Future of Urban Expressways"
- 1998-9 PSC-CUNY Research Award for "Edge Cities and the Spatial Mismatch Hypothesis"
- 1993 PSC-CUNY Research Award for "Government Restructuring and Employment Security in the U.S. and Sweden"
- 1992 Swedish-American Bicentennial Fund Award for "Contracting Out Human Services: A Comparative Study of Public and Private Service Systems in Stockholm and New York City"
- 1990 PSC-CUNY Research Award for "Privatization of Human Services: Administrative Consequences of the Dual Service Delivery Model"
- 1989-1990 Queens College Writing Across the Curriculum Award
- 1989 Queens College Faculty-in-Residence Award
- 1986-7 CUNY University Faculty Development Program Curriculum Development Grant
- 1986-7 PSC-CUNY Research Award for "The Mentally Disabled and Institutional Reform"
- 1984-5 Queens College Faculty-in-Residence Award
- 1984-5 PSC-CUNY Research Award for "Unions and QWL: Strategic Choices"
- 1983-4 Queens College Biomedical Research Support Grant
- 1983-4 Mellon Foundation Fellow, Queens College
- 1983 Outstanding Paper Award of the Health Care Administration Division of the Academy of Management

1982-1984	PSC-CUNY Research Award
1980	Queens College Faculty-in-Residence Award
1980	New York State-CSEA Committee on the Work Environment Research Grant
1977-1978	U.S. Department of Labor Dissertation Grant
1973-1976	Columbia University Presidential Fellowship
1972-1976	N.I.M.H. Research Traineeship in Psychiatric Epidemiology
1971	William Kinne Fellows Summer Traveling Scholarship, Columbia University Division of Urban Planning
1970-1972	Columbia University School of Architecture Scholarship
1965-1969	Harvard College Scholarship

Professional Affiliations, Service to Scholarship, and Public Service (Partial List)

Member, Academy of Management. Member of the Health Care Administration, Organizational Development, and Public Sector Divisions of the Academy. Former Chair of the Research Committee of the Health Care Administration Division.

Member, Association for Public Policy Analysis and Management

Member, Urban Affairs Association

Member, Urban-Focused Research Panel, PSC-CUNY Research Award Program, 1985

Member, Advisory Board of the Center for the New American Workforce, 1992-2000

Member, Commissioner's Panel on the Workforce Serving Persons with Developmental Disabilities (NYS), 1986-1987  
 Consultant to several local development corporations and community boards including Queens community boards 7,8 and 12, the Downtown Flushing Development Corporation, the Midwood Development Corporation, the Ozone Park Development

## Corporation and the Sunnyside Restoration Corporation

Service to Queens College (partial list)

Member, Graduate Investment Initiative Committee, 2006-

Member, Urban Studies Department Assistant Professor Search Committee, 2006

Member, Student Affairs Hearing Panel, 2006

Member, Committee of the Academic Senate to Evaluate the Performance of Dr. Donald Scott as Dean of the Faculty of Social Sciences, 2002

Member, Academic Committee for Half Year/Full Pay Fellowship Leave, 2004-

Participating Faculty Member, Freshman Year Initiative, 1998-200, 2002

Member, Queens College Corporate Advisory Board, 1991-2002

Member, *ad hoc* Doctoral Program Requirements Committee, Chaired by Dean Robert Engel, 1999

Chair, Department of Urban Studies, 1987-1994

Department Summer Session Supervisor, 1985-1994

Member, Panel to Evaluate the Dean of the CUNY Law School at Queens College, 1992

Member, Provost's Committee on Writing Across the Curriculum, 1990-1992

Member, College-Wide Computerization Planning Committee, 1989-1991

Member, Executive Committee of the College Personnel and Budget Committee, 1988-1990

Member, Queens College Academic Senate, 1978-1984

Director of Urban Studies/Urban Affairs Internships, 1978-1981

Member, Faculty Advisory Board for the Cooperative Education and

Internship Program, 1985-1988

Freshman Advisor, 1983-1985

## Publications

### 1. Books

Hanlon, M.D. You Can Get There From Here: How the Interstate Highways Transformed America. Book under contract with St. Martin's Press, Scholarly & Reference Division, New York.

Hanlon, M.D., Nadler, D.A., and Gladstein, D. Attempting Work Reform: The Case of "Parkside" Hospital. A Volume in the Wiley Series on Organizational Assessment and Change. New York: Wiley-Interscience, 1985.

### 2. Articles and Book Chapters (\*Indicates refereed journal)

Hanlon, M.D. Privatization and the Dual Service Delivery Model. In S. Hakim and G. Bowman (Eds.). Privatization in State and Local Government. New Brunswick, NJ: Transaction Publishers (forthcoming).

\*Hanlon, M.D. Age and Commitment to Work: A Literature Review and Multivariate Analysis. Research in Aging, Vol. 8, No. 2 (Summer, 1986), 289-316.

\*Hanlon, M.D. and Nadler, D.A. Unionists' Attitudes Toward Joint Union-Management Quality of Work Life Programs. Journal of Occupational Behaviour, Vol. 7, No. 1 (1986), 53-58.

Hanlon, M.D. Reducing Hospital Costs through Employee Involvement Strategies. National Productivity Review, Vol. 5, No. 1 (Winter, 1985-86), 22-31.

\*Hanlon, M.D. Unions, Productivity, and Quality of Work Life: Strategic Considerations. Interfaces: An International Journal of the Institute of Management Sciences and the Operations Research Society of America, Vol. 6, No. 3 (September, 1984), 83-101.

\*Hanlon, M.D. , and Gladstein, D. Improving the Quality of Worklife in

Hospitals: A Case Study. Hospital & Health Services Administration, Vol. 29, No. 5 (September/October, 1984), 94-107. Reprinted in A.R. Kovner and D. Neuhauser (Eds.). Health Services Management: Readings and Commentary, Fourth Edition. Ann Arbor, MI: Health Administration Press, 1990. Pp. 464-479.

Hanlon, M.D. The Private Sector Moves In: The Union Response. Social Policy, Vol. 13, No. 4 (Spring, 1983), 49-53.

Nadler, D.A., Perkins, D.N.T., and Hanlon, M.D. Structured Naturalistic Observation. In S.E. Seashore, et al. (Eds.). Observing and Measuring Organizational Change: A Guide to Field Practice. New York: Wiley-Interscience, 1983. Pp. 331-352.

\*Hanlon, M.D. Primary Group Assistance During Unemployment. Journal of Sociology and Social Welfare, Vol. 8, No. 3 (1981), 632-637.

Hanlon, M.D. Unions and the Quality of Work Life Movement. QWL Review, Vol. 1, No. 1 (1981), 8-13.

Hanlon, M.D. Observational Methods in Organizational Assessment. In E.E. Lawler III, D.A. Nadler, and C. Cammann (Eds.). Organizational Assessment: Perspectives on the Measurement of Organizational Behavior and the Quality of Work Life. New York: Wiley-Interscience, 1983. Pp. 331-352.

\*Hanlon, M.D. Primary Group Assistance During Unemployment. Human Organization, Vol. 41, No. 2 (Summer, 1983), 156-161.

Hanlon, M.D. Public Sector Productivity in an Era of Retrenchment. National Productivity Review, Vol. 1, No. 1 (Winter, 1981-82), 100-109.

\*Hanlon, M.D. Determinants of Primary Group Assistance During Unemployment. Journal of Sociology and Social Welfare, Vol. 8, No. 3 (1981), 632-637.

Hanlon, M.D. Unions and the Quality of Work Life Movement. QWL Review, Vol. 1, No. 1 (1981), 8-13.

Hanlon, M.D. Observational Methods in Organizational Assessment. In E.E. Lawler III, D.A. Nadler, and C. Cammann (Eds.). Organizational Assessment: Perspectives on the Measurement of Organizational Behavior and the Quality of Work Life. New York: Wiley-Interscience, 1980.

Pp. 349-371.

Nadler, D.A., Perkins, D.N.T., and Hanlon, M.D. A Method for Structured Naturalistic Observation of Behavior. In W. Pfeffer (Ed.). 1981 Handbook for Group Facilitators. Beverly Hills, CA: University Associates, 1980. Pp. 222-244.

### 3. Book Reviews, Review Essays, and Commentaries

Hanlon, M.D. Review of M.A. Brimer. Health Care Management in Physical Therapy. Personnel Psychology, Vol. 44, No. 1 (Winter 1991).

Hanlon, M.D. Review of A.S. Sethi and S.S. Schuler (Eds.). Human Resource Management in the Health Care Sector: A Guide for Administrators and Professionals. Personnel Psychology, Vol. 43, No. 3 (Autumn, 1990), 673-675.

Hanlon, M.D. Review of L.Dyer (Ed.) Human Resource Management: Evolving Roles and Responsibilities. Personnel Psychology, Vol. 43, No. 1 (Spring, 1990), 166-168.

Hanlon, M.D. Review of J. Hage (Ed.). Futures of Organizations: Innovating to Adapt Strategy and Human Resources to Rapid Technological Change. Personnel Psychology, Vol. 42, No. 2 (Summer, 1989), 404-407.

Hanlon, M.D. Review of N. Toulson. Preparing Staff for Retirement. Personnel Psychology, Vol. 41, No. 4 (Winter, 1988), 885-886.

Hanlon, M.D. Review of S.H. Sandell (Ed.). The Problem Isn't Age: Work and Older Americans. Personnel Psychology, Vol. 41, No. 2 (Summer, 1988), 416-418.

Hanlon, M.D. Review of D. Tjosvold. Working Together to Get Things Done. Personnel Psychology, Vol. 40, No. 4 (Winter, 1987), 874-876.

Hanlon, M.D. Review of P.S. Goodman, R.S. Atkin, and Associates. Absenteeism: New Approaches to Understanding, Measuring and Managing Employee Absence. Work and Occupations, Vol. 14, No. 2 (May, 1987), 307-308.

Hanlon, M.D. Review Essay: New Literature on Employee Assistance Programs. Personnel Psychology, Vol. 40, No. 2 (Summer, 1987), 360-375.



Hanlon, M.D. Review of T. Peters and N. Austin. A Passion for Excellence: The Leadership Difference. Personnel Psychology, Vol. 39, No. 4 (Winter, 1986), 867-870.

Hanlon, M.D. Review of S.Y. Bowman and J.M. Shafritz (Eds.). Public Personnel Administration: An Annotated Bibliography. Personnel Psychology, Vol. 39, No. 3 (Autumn, 1986), 720-721.

Hanlon, M.D. Review of R.H. Frank. Choosing the Right Pond: Human Behavior and the Quest for Status. Personnel Psychology, Vol. 39, No. 2 (Summer, 1986), 429-432.

Hanlon, M.D. Review of E. Ginzberg and G. Vojta. Beyond Human Scale: The Large Corporation at Risk. Personnel Psychology, Vol. 38, No. 4 (Winter, 1985), 876-879.

Hanlon, M.D. Review of J.F. Dickman, W.G. Emener, and W.S. Hutchinson, Jr. (Eds.). Counseling the Troubled Employee in Industry: A Guide to the Organization, Implementation, and Evaluation of Employee Assistance Programs. Personnel Psychology, Vol. 38, No. 3 (Autumn, 1985), 680-683.

Hanlon, M.D. Review of D. W. Myers. Establishing and Building Employee Assistance Programs. Personnel Psychology, Vol. 38, No. 2 (Summer, 1985), 419-422.

Hanlon, M.D. Review of W. Swap and Associates. Group Decision Making. Personnel Psychology, Vol. 38, No. 1 (Spring, 1985), 244-246.

Hanlon, M.D. Review of S.G. Bacharach (Ed.). Research in the Sociology of Organizations: A Research Annual, Vol. 2. Personnel Psychology, Vol. 37, No. 4 (Winter, 1984), 798-800.

Hanlon, M.D. Review of S.G. Carroll and R.S. Schuler (Eds.). Human Resources Management in the 1980s. Personnel Psychology, Vol. 37, No. 3 (Autumn, 1984), 556-558.

Hanlon, M.D. Review of R.J. Lynn. The Pension Crisis. Personnel Psychology, Vol. 37, No. 2 (Summer, 1984), 398-401.

Hanlon, M.D. Review of L.F. Cooperman and F.D. Keast. Adjusting to an Older Workforce. Personnel Psychology, Vol. 37, No. 1 (Spring, 1984), 192-195.

Hanlon, M.D. Review of B. Baxter. Alienation and Authenticity: Some Consequences for Organized Work. Contemporary Sociology, Vol. 13, No. 1

(January, 1984), 84-85.

Hanlon, M.D. Review of H. Toch and J.D. Grant. Reforming Human Services: Change through Participation. Personnel Psychology, Vol. 36, No. 4 (Winter, 1983), 912-915.

Hanlon, M.D. Review of L. Torbiorn. Living Abroad: The Overseas Adjustment of Expatriate Employees. Personnel Psychology, Vol. 36, No. 3 (Autumn, 1983), 729-732.

Hanlon, M.D. Review of S.W. Hays and R.C. Kearney (Eds.). Public Personnel Administration: Problems and Prospects. Personnel Psychology, Vol. 36, No. 2 (Summer, 1983), 446-449.

Hanlon, M.D. Review of M. Gross. U.S. Corporate Personnel Reduction Policies. Personnel Psychology, Vol. 36, No. 2 (Spring, 1983), 233-235.

Hanlon, M.D. Review of J.B. Ukeles. Doing More with Less: Turning Public Management Around. National Productivity Review, Vol. 1, No. 4 (Autumn, 1982), 460-461.

Hanlon, M.D. Review of Journal of Applied Behavioral Science Special Issue: Collaboration in Work Settings. Columbia Journal of World Business, Vol. 13, No. 1 (Spring, 1978), 123-125.

Hanlon, M.D. Commentary on Dunham. Man and Medicine: The Journal of Values and Ethics in Health Care, Vol. 2, No. 4 (Summer, 1977), 275-278.

Hanlon, D.A., and Hanlon, M.D. Review of P. Warr and T. Wall, Work and Well-Being. Contemporary Psychology, Vol. 21, No. 11 (1976), 811-813.

### Unpublished Work

#### 1. Reports and Working Papers

Vega, G and M.D. Hanlon. All about People: The Virtual Organization. U.S. General Services Administration, Office of Real Property. 2002

Hanlon, M.D. Report on Educational Sabbaticals for New York City Employees. Report to the New York City Department of Personnel from Local 1180, Communications Workers of America.

Hanlon, M.D. Evaluation chapter of the Final Report to the Department of Health and Human Services on the Home Care Fiscal Management Project, New York City Human Resources Administration. 1984.

Hanlon, M.D. The Transition Experience of Transferred Willowbrook Employees. Final Report to the Committee on the Work Environment and Productivity, New York State. October, 1980.

Nadler, D.A., Hanlon, M.D., and Gladstein, D. Final Report on the Mount Sinai Research Project to the National Center for Health Systems Research, Washington, DC. 1979.

Nadler, D.A., Perkins, D.N.T., and Hanlon, M.D. A Method for Structured Naturalistic Observation of Organizational Behavior. Working Paper #139A (new series). Columbia University Graduate School of Business. April, 1978.

Nadler, D.A., Hanlon, M.D., and Lawler, E.E. III. Predicting Success and Failure in Joint Labor-Management Quality of Work Life Projects. Working Paper #83A. Columbia University Graduate School of Business. April, 1978.

Hanlon, M.D. Research on the Sociology of Unemployment. Working Paper. Center for Research in Career Development, Columbia University Graduate School of Business. 1977.

## 2. Conference Papers

Hanlon, M.D. Depaving and Neighborhood Renewal. Paper presented at the 35<sup>th</sup> Annual Meeting of the Urban Affairs Association. Salt Lake City, April 2005.

Hanlon, M.D. Highway Impact Mitigation and Community Development. Paper presented at the 33<sup>rd</sup> Annual Meeting of the Urban Affairs Association. Cleveland, March 2003.

Hanlon, M.D. Highways and Cities: Civilizing the Urban Interstates. Paper presented at the 29<sup>th</sup> Annual Meeting of the Urban Affairs Association. Louisville, March 1999.

Hanlon, M.D. Privatization of Mental Retardation Services: Unintended Consequences of Large-Scale Systems Change. Panel on Privatization. Western Regional Science Association 32nd Annual Meeting. Wailea, Maui, Hawaii. February 24, 1993.

Hanlon, M.D. Privatization of Human Services: Personnel Consequences of the Dual Service Delivery Model. Paper presented at the Twelfth Annual

Research Conference of the Association for Public Policy Analysis and Management. San Francisco. October 20, 1990.

Hanlon, M.D. Administrative Aspects of Mixed Public-Private Service Delivery Systems. Paper presented at the 44th Annual Conference of the New York State Political Science Association. Albany, New York. April 21, 1990.

Hanlon, M.D. Deinstitutionalization and Public Employee Unions. Paper presented at the Eighth Annual Research Conference of the Association for Public Policy Analysis and Management. Austin, Texas. November 1, 1986.

Hanlon, M.D. Does QWL Have a Future in Government? Paper presented at the 1985 Annual Meeting of the Academy of Management. San Diego. August 12, 1985.

Hanlon, M.D. Organizational Barriers to Public Work Life Reform. Paper presented at the Annual Meeting of the American Society for Public Administration. Indianapolis. March 28, 1985.

Hanlon, M.D. Public Sector Unions and Quality of Work Life: Reforming Bureaucracy the "Soft" Way. Paper presented at the Sixth Annual Research Conference of the Association for Public Policy Analysis and Management. New Orleans. October 19, 1984.

Hanlon, M.D. Deinstitutionalization and Public Sector Unions: The Evolution of a New Advocacy Role. Paper accepted for presentation at the Annual Meeting of the American Orthopsychiatric Association. Toronto. April 10, 1984.

Hanlon, M.D. Age and the Commitment to Work. Paper presented at the 36th Annual Scientific Meeting of the Gerontological Society of America. San Francisco. November 20, 1983.

Hanlon, M.D. Improving the Quality of Work Life in Hospitals. Paper presented at the 1983 Annual Meeting of the Academy of Management. Paper won the Outstanding Paper Award of the Health Care Administration Division of the Academy of Management. Dallas. August 12, 1983.

Hanlon, M.D. Quality of Work Life, Unions, and Worker Control. Paper presented at the 1982 Meetings of the Society for the Study of Social Problems. San Francisco. September 6, 1982.

Hanlon, M.D. Labor, Management, and the Quality of Work: An Analysis of Participants' Attitudes Toward Collaborative Quality of Work Life Projects. Paper presented at the First International Conference on the Quality of Working Life.

Toronto. September 1, 1981.

Hanlon, M.D. Staff Adjustment to Inter-Institutional Transfers. Paper Presented at the Research Conference of the New York State Committee on the Work Environment and Productivity. New York. October, 1980.

Teaching: 1989-Present

- \* Honors Seminar in Business and the Liberal Arts (undergraduate)
- \* Public Management (graduate)
- \* Urban Poverty & Affluence: Perspectives on Urban Social and Economic Policy (undergraduate)
- \* Public Personnel Administration (graduate)
- \* Public Policy Evaluation (graduate)
- \* Introduction to Public Policy (graduate)
- \* Development of the American City (graduate and undergraduate)
- \* Urban Transportation Policy (graduate and Undergraduate)