

**BARBARA BIGELOW**

Professor of Management  
Clark University  
Graduate School of Management  
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**EDUCATION**

Ph.D., Management, Sloan School of Management, Massachusetts Institute of Technology, 1987  
Dissertation research on decision making in response to budget cutbacks in health care organizations

M.A., Management, Graduate School of Management, Simmons College, 1980

B.A., Philosophy and History, College of Liberal Arts, Cornell University, 1973

**PROFESSIONAL EXPERIENCE**

Professor of Management, Graduate School of Management, Clark University, 2001-present

Co-Editor, Health Care Management Review, Aspen Publishers, 1999-2003

Associate Professor of Management, Graduate School of Management, Clark University, 1995-2001

Assistant Professor of Management, Graduate School of Management, Clark University, 1989-1995

Assistant Professor of Management Policy, School of Management, Boston University, 1985-1989

Federal Coordinator, Division of Alcoholism, Massachusetts Department of Public Health, 1978-80

Managed federal contracts and funds; provided consultation and technical assistance on program development and grant writing; supervised statewide health education activities and contracts

Program and Resource Developer, Project Place, 1976-1977

Program responsibility for federal and state contracts; wrote successful grant proposals to federal, state, and local governments and to private foundations for wide range of social service programs

## TEACHING EXPERIENCE

Clark University, Graduate School of Management

The Art and Science of Management: Undergraduate course on an introduction to management  
 Business Policy: Undergraduate and MBA courses in business and corporate strategy  
 Middle Manager: Seminar for MBA students  
 Learning by Analogy: Seminar for MBA students  
 Spirituality and Business: Seminar for MBA students  
 Strategic Issues Management: Seminar for MBA students  
 Nonprofit Strategic Management: Seminar for MBA and MHA students

Boston University, School of Management

Management of Health Care Facilities: Capstone course for MBA students concentrating in health care  
 Management in Society: Course coordinator of required introductory management course for entering freshmen  
 Strategic Management: Introductory strategy course for MBA students  
 Corporate Political Strategy: Ph.D. seminar taught with L. Fahey and J.F. Mahon  
 Organizational Theory: Ph.D. seminar taught with Melissa Middleton Stone

## TEACHING AWARD

Professor of the Year, Clark University Graduate School of Management (May 2000)

## SERVICE TO THE PROFESSION

Reviewer, Carolyn Dexter Best International Paper Award, Academy of Management (2004)  
 Co-Editor, Health Care Management Review (1999-2003)  
 Guest Editor, Academy of Management Journal (1998-2000)  
 Editorial Board, Health Care Management Review (1996-2000)  
 Past Chair, Health Care Management Division, Academy of Management (2000-2001)  
 Chair, Health Care Management Division, Academy of Management (1999-2000)  
 Chair Elect, Health Care Management Division, Academy of Management (1998-1999)  
 Program Chair, Health Care Management Division, Academy of Management (1997-1998)  
 Program Chair Elect, Health Care Management Division, Academy of Management (1996-1997)  
 Academic Representative, Advisory Committee of the Health Care Management Division, Academy of Management (1993-1995)  
 Ad-hoc Reviewer for Academy of Management Review, Business & the Contemporary World, Business and Society, Hospital & Health Services Administration, International Journal of the Economics of Business, The International Journal of Organizational Analysis, Journal of Healthcare Management, Nonprofit Management & Leadership, Nonprofit and Voluntary Sector Quarterly, Strategic Management Journal  
 Reviewer, annual Academy of Management meetings (1986-present)

## SERVICE TO CLARK UNIVERSITY

Executive Committee, Difficult Dialogs (2006)  
 Steering Committee, Difficult Dialogs (2006)

Research Board (2003-2004)  
 Multicultural Affairs Advisory Committee (2002-2003)  
 School of Management, Chair, Undergraduate Program Review Committee (2001-2004, 2006-2007)  
 Sexual Respect Committee (1998-2000)  
 School of Management, Committee for Faculty Performance Review (1999-2000)  
 School of Management, Graduate Program Review Committee (1999-2001)  
 Chair, International Students and Scholars Advisory Committee (1994-1995)  
 Athletic Board (1993-1997)  
 Chair, Athletic Board (1997)  
 School of Management, Active Involvement in Faculty Searches and Search Committees (1989-present)  
 School of Management, President, Clark University Chapter of Beta Gamma Sigma (1989-present)

### PROFESSIONAL AFFILIATIONS

Association of University Programs in Health Administration  
 Academy of Management

### GRANTS AND FELLOWSHIPS

Fellowship Award, Whitaker Health Sciences Fund, Massachusetts Institute of Technology  
 Doctoral Dissertation Award, State Farm Companies Foundation  
 Doctoral Fellowship, Richard D. Irwin Foundation  
 Doctoral Dissertation Grant, National Center for Health Sciences Research

### PUBLICATIONS IN REFEREED JOURNALS AND BOOKS

Bigelow, B. and Mahon, J.F. 1989. Strategic behavior of hospitals: A framework for analysis. Medical Care Review 46 (3).

Bigelow, B. 1990. Alternatives, agendas and outcomes: Budget cutting in health care organizations. Health Services Management Research 3 (1).

Bigelow, B. and Arndt, M. 1991. Ambulatory care centers: Are they a competitive advantage? Hospital & Health Services Administration 36 (3).

Bigelow, B., Fahey, L. and Mahon, J.F. 1991. Political strategy and issue evolution: Toward a framework for analysis. In K. Paul, ed., Issues in Business and Society. Edwin Mellen Press.

Arndt, M. and Bigelow, B. 1992. Vertical integration in hospitals: A framework for analysis. Medical Care Review 49 (1).

Bigelow, B. and Fahey, L. 1992. Corporate political strategy: Influencing the rules of the game. In D. Ludwig and K. Paul, eds., Contemporary Issues in the Business Environment. Edwin Mellen Press.

Chaison, G.N., Bigelow, B. and Ottensmeyer, E. 1993. Unions and legitimacy: A conceptual refinement. In S. Bacharach, R. Seeber, and D. Walsh, eds., Research in the Sociology of Organizations. JAI Press Inc.

Mahon, J.F. and Bigelow, B. 1993. Green collaboration: Dealing with the enemy to solve environmental issues and problems. In D. Ludwig, ed., Business and Society in a Changing World Order. Edwin Mellen Press.

Bigelow, B., Fahey, L. and Mahon, J.F. 1993. A typology of issue evolution. Business and Society 32 (1).

Arndt, M. and Bigelow, B. 1994. The impact of individual and contextual factors on nursing care and the implementation of AHCPH guidelines. Medical Care Review 51 (1).

Bigelow, B. and Arndt, M. 1994. Great expectations: An analysis of four strategies. Medical Care Review 51 (2).

Bigelow, B. and Stone, M.M. 1995. Why don't they do what we want: An exploration of organizational responses to institutional pressures in community health centers. Public Administration Review 55 (2).

Arndt, M. and Bigelow, B. 1995. The adoption of corporate restructuring by hospitals. Hospitals & Health Services Administration 40 (3).

Arndt, M. and Bigelow, B. 1995. The implementation of total quality management in hospitals: How good is the fit? Health Care Management Review 20 (4).

Bigelow, B. and Arndt, M. 1995. Total quality management: Field of dreams? Health Care Management Review 20 (4).

Arndt, M. and Bigelow, B. 1996. Benefits and disadvantages of corporate restructuring. Hospital Topics 74 (1).

Bigelow, B., Stone, M.M., and Arndt, M. 1997. Corporate political strategy: A framework for understanding nonprofit strategy. Nonprofit Management and Leadership 7 (1).

Bigelow, B., Arndt, M., and Stone, M.M. 1997. Corporate political strategy: Incorporating the management of public policy issues into hospital strategy. Health Care Management Review 22 (3).

Arndt, M. and Bigelow, B. 1998. Reengineering: Deja Vu All Over gain. Health Care Management Review 23 (3).

Arndt, M. and Bigelow, B. 1999. In their own words: The presentation of corporate restructuring in hospitals' annual reports. Journal of Healthcare Management 44 (2).

Stone, M.M., Bigelow, B. and Crittenden, W. 1999. Research on strategic management in nonprofit organizations: Synthesis, analysis, and future directions. Administration and Society 31 (3).

Bigelow, B. and Arndt, M. 2000. The more things change the more they stay the same. Health Care Management Review 25 (1).

Arndt, M. and Bigelow, B. 2000. The transfer of business practices into hospitals: History and implications. Advances in Health Care Management. JAI Press Inc. 1 (1).

Arndt, M. and Bigelow, B. 2000. Presenting structural innovation in an institutional environment: Hospitals' use of impression management. Administrative Science Quarterly 45 (3).

Bigelow, B. and Arndt, M. 2005. Transformational change in health care: Changing the question. Hospital Topics 83 (2): 19-26.

Arndt, M. and Bigelow, B. 2005. Professionalizing and masculinizing a female occupation: The reconceptualization of hospital administration in the early 1900s. Administrative Science Quarterly 50: 233-261.

Arndt, M. and Bigelow, B. 2006. Toward the creation of an institutional logic for the management of hospitals: Efficiency in the early nineteenth hundreds. Medical Care Research and Review 63 (3): 1-26.

Arndt, M. and Bigelow, B. 2007. Hospital administration in the early 1900s: visions for the future and the reality of daily practice. Journal of healthcare Management 52 (1): 34-47.

Bigelow, B. and Arndt, M. 2007. Self-interest and opportunism in the hospital industry: A historical perspective. In J.D. Blair, M.D. Fottler, E.W. Ford, & G.T. Payne, eds., Advances in Health Care Management Volume 6. Boston: JAI Press.

## BOOK

Chaison, G.N. and Bigelow, B. 2002. Unions and Legitimacy. Cornell University Press.

## SELECTED PROCEEDINGS AND OTHER PUBLICATIONS

Bigelow, B. 1983. Book review of Quest for Certainty by Rufus Rorem in Social Sciences and Medicine, 17 (8).

Bigelow, B. 1986. Decision making in community health centers. Final Report, NCHSR Grant Number HS 05047.

Bigelow, B. and Stone, M.M. 1992. Bringing coalitions back in: A conceptual framework for understanding nonprofit organizational responses to institutional pressures. Clark University Graduate School of Management Working Paper No. 92-101.

Bigelow, B. and Arndt, M. 1993. Political strategy in the hospital industry: The influence of professional and institutional factors. Proceedings of the International Association for Business and Society. San Diego, CA.

Bigelow, B. and Arndt, M. 1993. Political strategy in the hospital industry: The influence of professional and institutional factors. Proceedings of the International Association for Business and Society. San Diego, CA.

Bigelow, B., Fahey, L. and Mahon, J.F. 1993. Issues management: A theory-based strategic perspective. Proceedings of the International Association for Business and Society. San Diego, CA.

Stone, M.M. and Bigelow, B. 1993. Re-examining the contractual ideal: Organizational and political reality. PONPO Working Paper No. 194. Yale University.

Bigelow, B., Stone, M.M., and Arndt, M. 1994. Corporate political strategy in nonprofit organizations. Proceedings of the International Association of Business and Society. Hilton Head Island, SC.

Bigelow, B., Michael, E.W. and Savage, G. 1994. Health care reform in the United States and the United Kingdom. Proceedings of the International Association of Business and Society. Hilton Head Island, SC.

Mahon, J.F., Bigelow, B., and Fahey, L. 1994. Political strategy: Managing the political and social environment. In L. Fahey and R. M. Randall, eds., The Portable MBA in Strategy. John Wiley & Sons, Inc.

Bigelow, B. and Arndt, M. 1995. Authors' response to the commentaries. Health Care Management Review 20 (4).

Arndt, M. and Bigelow, B. 2000. The potential of chaos theory and complexity theory for health services management. Health Care Management Review. 25 (1).

Bigelow, B. and Arndt, M. 2001. Great Expectations: An Analysis of Four Strategies. In A. R. Kovner and D. Neuhauser, eds., Health Services Management: Readings and Commentary 6th Edition. Chicago, IL: AUPHA Press.

Bigelow, B. and Arndt, M. 2004. Teaching evidence-based management: Where do we go from here? The Journal of Health Administration Education 20 (4).

Bigelow, B. and Arndt, M. 2006. The impact of economic assumptions on hospitals: An historical perspective. Proceedings of the Conference on Organizational Behavior in Health Care. Aberdeen, Scotland.

Arndt, M. and Bigelow B. 2007. Evidence-based management in health care organizations: A critique of its assumptions. Best Paper Proceedings of the Academy of Management. Philadelphia, PA. 2007.

## PRESENTATIONS

Strategic decision making and the management of constraints. AUPHA Annual Meetings. 1988. Washington, DC.

Alternatives, agendas and outcomes: Budget cutting in health care organizations. AUPHA Annual Meetings. 1989. Baltimore, MD.

The impact of hospital sponsored ambulatory care centers on in-patient admissions. With M. Arndt & J. Higham. Academy of Management. 1989. Washington, DC.

Toward a theory of corporate political strategy. With J.F. Mahon & L. Fahey. Academy of Management. 1989. Washington, DC.

Political strategy and issue evolution: Toward a framework for analysis. With L. Fahey & J.F. Mahon. International Association for Business and Society. 1990. San Diego, CA.

- Environment, strategy and performance: An empirical test in one service industry. With R. W. Zolla and L. Fahey. Academy of Management. 1990. San Francisco, CA.
- Coalitions: The strategic bridge within and across organizations. With J. F. Mahon. International Strategic Management Society Meeting. 1990. Stockholm, Sweden.
- Corporate political strategy: Influencing the rules of the game. With L. Fahey. International Association for Business and Society. 1991. Sundance, Utah.
- Unions and legitimacy: A conceptual refinement. With G.N. Chaison and E. Ottensmeyer. Academy of Management Meeting. 1991. Miami, Florida.
- Green collaboration: Dealing with the enemy to solve environmental issues and problems. With J.F. Mahon. International Association of Business and Society. 1992. Leuven, Belgium.
- A political strategy perspective on product-market strategy. With L. Fahey and J.F. Mahon. International Association of Business and Society. 1992. Leuven, Belgium.
- Managerial decision making in regulated environments: Health care. With J.F. Mahon. Academy of Management. 1992. Las Vegas, Nevada.
- Managing the public-private interface. With M.M. Stone. Strategic Management Society. 1992. London.
- Impact of institutional forces on strategic and operational decision-making in hospitals. With M. Arndt. Joint National Meetings of ORSA/TIMS. 1992. San Francisco, California.
- Political strategy in the hospital industry: The influence of professional and institutional factors. With M. Arndt. International Association for Business and Society. 1993. San Diego, CA.
- Issues management: A theory-based strategic perspective. With L. Fahey and J.F. Mahon. International Association for Business and Society. 1993. San Diego, CA.
- The adoption of corporate restructuring by hospitals. With M. Arndt. Academy of Management. 1993. Atlanta, Georgia.
- The impact of individual and contextual factors on nursing care and the implementation of practice guidelines. With M. Arndt. Academy of Management. 1993. Atlanta, Georgia.
- An analysis of findings from empirical research on the strategic management of nonprofit organizations: 1977 to 1992. With M.M. Stone and W.F. Crittenden. Academy of Management. 1993. Atlanta, Georgia.
- Collaborating with the enemy: Tobacco, alcohol, lotteries and the public good. With J.F. Mahon and R.A. McGowan. Strategic Management Society. 1993. Chicago, Illinois.
- Corporate political strategy in nonprofit organizations. With M.M. Stone and M. Arndt. International Association of Business and Society. 1994. Hilton Head Island, SC.
- Health care reform in the United States and the United Kingdom. With E.W. Michael and G. Savage. International Association of Business and Society. 1994. Hilton Head Island, SC.
- The implementation of total quality management in hospitals: How good is the fit. With M. Arndt. The Institute of Management Sciences. 1994. Anchorage, AK.

In their own words: The relationship between hospital motivations for restructuring and environmental and organizational characteristics. With M. Arndt. Academy of Management. 1995. Vancouver, BC, Canada.

Writing and publishing papers without perishing: Submitting, revising and resubmitting. Doctoral student and junior faculty consortium, Academy of Management. 1995. Vancouver, BC, Canada.

Recent advances in the theory and practice of health management. Doctoral student and junior faculty consortium, Academy of Management. 1995. Vancouver, BC, Canada.

From here to tenure: Are there critical success factors? Doctoral student and junior faculty consortium, Academy of Management. 1995. Vancouver, BC, Canada.

Approaches and techniques for effectively teaching and conveying management ideas and skills to undergraduate and masters students. Doctoral student and junior faculty consortium, Academy of Management. 1996. Cincinnati, OH.

Presenting change to a taken-for-granted structure. With M. Arndt. Academy of Management. 1998. San Diego, CA.

The craft of research: Getting from idea to implementation. Doctoral student and junior faculty consortium, Academy of Management. 1998. San Diego, CA.

Strategies for success. With M. Arndt. Doctoral student and junior faculty consortium, Academy of Management. Academy of Management. 1999. Chicago, IL.

Advancing your research career. With M. Arndt. Doctoral student and junior faculty consortium, Academy of Management. Academy of Management. 1999. Chicago, IL.

Transformation: The promise of reengineering. With M. Arndt. Academy of Management. 2000. Toronto, Canada.

The use of qualitative research: A personal journey. With M. Arndt. Doctoral student and junior faculty consortium. Academy of Management. 2000. Toronto, Canada.

How to chair a session at the Academy of Management. Doctoral student and junior faculty consortium, Academy of Management. 2001. Washington, DC.

Acceptance: Implications for hospitals. With M. Arndt. Academy of Management. 2001. Washington, DC.

Transformational change in health care: New solutions to old questions. With M. Arndt. New York University. January 2003.

Creating a male occupation: The early years of hospital administration. With M. Arndt. Academy of Management. 2003. Seattle, WA.

The impact of institutionalized assumptions on strategic change: The hospital industry in the United States. With M. Arndt. 4<sup>th</sup> International Conference on Organizational Behaviour in Health Care. 2004. Banff, Alberta, Canada

Balancing work and nonwork: Time pressures on students and faculty. Professional Development Workshop, Academy of Management. 2004. New Orleans, LA.

The early years of hospital administration: Prescriptions versus practice. With M. Arndt. Academy of Management. 2004. New Orleans, LA.

The masculinization of hospital administration. With M. Arndt. Women's and Gender Studies Conference. Clark University. September, 2005. Worcester, MA.

Hospital administration in the early nineteen hundreds. With M. Arndt. Massachusetts Eye and Ear Infirmary, Nursing Leadership Council, May 2005. Boston, MA.

The impact of economic assumptions on hospitals: An historical perspective. With M. Arndt. International Conference on Organizational Behavior in Health Care. 2006. Aberdeen, Scotland.

Qualitative research: The agony and the ecstasy. With M. Arndt. Professional Development Workshop, Health Care Management Division, Academy of Management. August 2006. Atlanta, GA.

Evidence-based management in health care organizations: A critique of its assumptions. With M. Arndt. Health Care Management Division, Academy of Management. August 2007. Philadelphia, PA.