

Elaine Alden, Ph.D.

Curriculum Vitae

A progressive and approachable academic professional with varied teaching, research, and applied experience in the areas of the Sociology of Work and Welfare, Social Policy, Contemporary Issues of Management, HRM, Rewards and Motivation, Cultural, Ethnic and Age Diversity, Organizational Philosophy, Flexible Working, Work Life Balance, Life Course Management, Generational Membership, Sustainability and Government and Non-profit life, work and employment support policy.

Education:

- 2010** **PhD in Social Policy:** School of Social Policy, Sociology and Social Research (SSPSSR), University of Kent, Canterbury; *“That’ll Do’ to ‘Yes, Please’: The Importance of Generational Membership to Reward Strategy.”*
Supervisor: Professor Sarah Vickerstaff
Examiners: Professor Wendy Loretto, University of Edinburgh Business School and Dr. Derek Kirton, University of Kent, SSPSSR.
- 2007** **Post Graduate Certificate in Research Methods:** University of Kent, Canterbury
- 1994** **MBA with an emphasis in Human Resource Management:**
National University, San Diego, California
- 1993** **Certificate in International Business:** University of San Diego, California
- 1991** **BA in Business Administration:** Point Loma Nazarene University, San Diego, California

Research and Technology Skills:

Ethics Certification – CITI and NIH
Research analysis: PASW (SPSS) and QSR NVivo 10.
Online Academic tools: ECollege, WebCT, Blackboard, Moodle, TurnItIn and GradeMark.
Business and web tools: Microsoft Office suite, Moonfruit web-site design, Qualtrics and Survey Monkey online survey management.

Faculty and Academic Administration Development:

- 2012** Coaching and Mentoring Training
Peer Reviewer Training
Course Credit Hour Analysis Training
Course Learning Outcome Mapping Training
Student Rights and Responsibilities Training
Program Review Training
Accreditation Review and Accreditation Visit Training
NIH Protecting Human Research Participants Certificate
Quality Matters Peer Reviewer Course Certificate
Quality Matters Applying the QM Rubric Certificate
University level Online Instruction Training

Academic Teaching Positions

- 2012 – Assistant Professor and Program Chair of Sociology
Faculty Senator
Faculty Rep Professional Development and Scholarship Committee
Faculty and Research Rep PhD and Graduate Studies Committee
College of Liberal Arts
Ashford University, San Diego, CA**
Manage the success of the BA in Sociology program, with a full-time remote faculty team of 6. Support students in successful program and employment outcomes. Develop curriculum and teach online courses. Perform program development and review, credit hour analysis, course learning outcome mapping. Serve as committee member of Student Rights and Responsibilities Committee and Green Initiatives Committee. Facilitate faculty training. Manage performance, support and mentor faculty team of 100 adjuncts. Build research and scholarship culture in sociology faculty. Develop student and faculty community building: started and advise Student sociology club, developed faculty website for networking, development and resource sharing, developed certificate program to recognize faculty development, developed a faculty/student newsletter.
Courses taught: Intro to Sociology, Social Problems, Race and Ethnicity, Social Justice and Ethics, Social Gerontology, Social Issues in the Workplace, Gender and Sexuality Studies, Cultural Studies, Social Research Methods.
- Assistant Professor – Online Programs, Program Manager HRM, and
College Research Fellow
College of Business and Professional Studies
Ashford University, San Diego, CA**
Develop and teach online courses to graduate students in the College of Business and Professional Studies using varied technologies to enhance teacher presence and student engagement. Perform degree program development and review, credit hour analysis, course learning outcome mapping. Serve as committee member of Student Rights and Responsibilities Committee. Perform peer reviews and quality assessments of adjunct faculty and courses using Quality Matters protocols. Facilitate faculty training forums on Teacher Presence and Critical Thinking. College Research Fellow and facilitator of CBPS research group, providing support to academics in varied areas of research, publishing, grant writing, ethics approval proposals, and conference presentations as well as supporting the definition of research policy and practice at Ashford.
Courses taught: HRM, Organizational Behavior, Compensation and Benefits, Training and Development, Social Issues in the Workplace and Cultural Management.
- 2010-2012 Specialist Associate Lecturer
University of Kent, Canterbury: The Graduate School**
Developed and taught on-site comprehensive training program to PhD students, post docs, academics and researchers in all disciplines focussed on qualitative research methods and the use of CAQDAS technologies such as NVivo.
- 2010-2011 Senior Lecturer (Associate Professor) in Reward Management
University of Greenwich, London: The Business School**
Developed and taught on-site Employee Reward course to MA in HRM students and the professional HRM (CIPD) certification course. Supervised 12 students through to undergraduate research dissertation success. Lectured and ran seminar groups in HRM, Managing Across Cultures and Undergraduate Research Methods.

- 2007-2011** **Assistant Lecturer**
University of Kent, Canterbury: School of Social Policy, Sociology and Social Research
 Taught lectures and developed seminars for the following courses: Social Policy through Human Resources Management; Social Problems and Social Policy I: “Youth, the Family, and the State”; and Social Problems and Social Policy II: “The Market, the Family, and the State”.
- 2005-2007** **Seminar Leader**
University of Kent, Canterbury: Kent Business School
 Developed and taught on-site lectures and seminars for the following courses: The Management of Human Resources; Principles of Reward Management; and People and Organizations.

Academic Research Positions/Projects

- 2013** **Principal Investigator**
“The Organizational, Sustainability and Social Impacts of Flexible Employment Options”
 Study looking at the Social and Environmental impacts of Flexible Employment
 (Project in process/\$10,000 awarded)
- 2013** **Co-Investigator with Dr. Virginia Loh Hagan**
Quality Matters Research Fellowship
“Perspectives of QM Training: The Impact on Online Faculty Perceptions of Course Design Ability.” (IRB Approved/\$5000 awarded)
 Qualitative project with 300 internal online instructors.
- 2013** **Principal Investigator**
Ashford University Faculty Fellowship
“Teacher Presence in the Online Environment: Guidance of Best Practice.” (IRB approved/\$10,000 awarded). Qualitative project with 100 external online instructors. Performed study, recruitment, NVivo 10 analysis, report, article in process
- 2010 – 2012** **Post-Doctoral Research Fellow/Principal Investigator**
Age UK Social Policy Research Fellowship at University of Kent, Canterbury: *“Flexible Employment: How employment and the use of flexibility policies through the life course can affect later life occupation and financial outcomes.”* (Grant Award: \$82,000).
 First post doctoral social policy research fellowship awarded by Age UK. Wrote proposal for research idea and successfully obtained grant funding and ethics approval. Managed research project including literature review, interview questionnaire development, recruiting, conducting interviews, qualitative coding and analysis, and final write-up and reporting.
- 2009 - 2010** **Research Associate**
University of Kent, Canterbury: Centre for Philanthropy, Humanitarianism and Social Justice: *“Charity and Social Redistribution: Quantitative and Qualitative Perspectives”*
 project funded by the Economic and Social Research Council - Principal Investigators: Beth Breeze, PhD and Iain Wilkinson, PhD. (Grant Award: \$6m)
 Performed organization and set up of project in NVivo. Performed qualitative analysis and coding of transcripts. Provided report based on review of findings.

- 2009** **Research Assistant**
University of Kent, Canterbury: Personal Social Services Research Unit (PSSRU) at the University of Kent, Canterbury: “*Quality Measurement Framework (QMF) Programme - Outcomes of Social Care for Adults (OSCA)*” funded by the Office of National Statistics (ONS) - Principal Investigators: Ann Netten, PhD and Julien Forder, PhD (Grant Award: \$700,000)
 Performed qualitative analysis and coding using NVivo to analyse open-ended questions in a quantitative data set of 700 participants. Coordinated findings with quantitative analyst to assess inter-rater reliability of research observers. Suggested improvements for future replication of study using the ‘Observational Toolkit’ to measure benefit outcomes. Produced guidance for future training of observers, as the ‘Observational Toolkit’ has the potential to be applied to other observational research applications.
- 2008 – 2009** **Research Associate/Project Manager**
University of Kent, Canterbury: SSPSSR: “*Employment Support for Carers*” project funded by the Department for Work and Pensions (DWP) - Principle Investigator: Sarah Vickerstaff, PhD (Grant Award: \$158,000)
 Managed research project looking at ways the government can assist employers in supporting carers to obtain and remain in employment. Managed daily administration of project including: liaison with DWP counterparts, questionnaire development, participant recruiting, performing interviews, qualitative analysis and coding using NVivo, performing literature reviews and assisting with final report writing.

Professional Corporate Positions

Managed global and regional reward programs at the following organizations:

- 06/04 – 12/04** **Head of Compensation and Benefits, EMEA – (Contract Assignment)**
RCI Europe/Middle East, Cendant Corp: London, UK
- 04/03 – 06/04** **Reward Manager, EMEA**
Tellabs: High Wycombe, UK
- 01/03 – 03/03** **Reward Manager, UK & Ireland**
Arcadia Group Ltd.: London, UK – (Contract Assignment)
- 11/02 – 01/03** **Compensation & Benefits Advisor, EMEA**
Electronic Arts (“EA Games”): Chertsey, UK (Contract Assignment)
- 06/01 – 08/02** **Compensation & Benefits Specialist/Manager, EMEA**
Peregrine Systems: Richmond, UK (Transferred from the US)
- 10/00 – 06/01** **Senior Compensation Analyst**
Peregrine Systems: San Diego, California
- 01/93 – 10/00** Varied entry-level HR, Benefits and Compensation Analyst roles with the following organizations: Jack in the Box Inc.; Point Loma Nazarene University; Grubb & Ellis and National University.

Voluntary Positions

- 2012 –** Peer Reviewer, World@Work Journal and Policy Review Team Member

- 2012 -** Collaborate with AARP Research Director and esteemed academic colleagues on annual Gerontology Society of America Conference Older Worker Issues Symposium
- 2012 -** Co-chair Older Worker Special Interest Group, Gerontology Society of America (approval pending)

Professional Memberships

American Sociology Association (ASA); British Sociological Society (BSS); British Society of Social Policy (BSSP); Gerontology Society of America (US); British Society of Gerontology (BSG); Chartered Institute of Personnel Development (CIPD/UK); Society for Human Resource Management (SHRM/US); World@Work (US)

Publications

- 2012** Alden, E., Brooks, C., and Iparraguire, J. (2012) *A Means to Many Ends: Older worker's experiences of flexible working*. Age UK: London, ISBN 978-0-9568795-9-1
- 2011** Alden, E. (2012) *Flexible Employment: How employment and the use of flexibility policies through the life course can affect later life occupation and financial outcomes*. Age UK: London, ISBN 978-0-9568731-4-9
- 2011** Alden, E., Brooks, C., and Iparraguire, J. (2011) "Age UK Policy Advice: Flexible Working for Older Workers" Government Modern Workplaces Consultation Exercise, November, Westminster, London.
- 12/2010** "Measuring the Outcomes of Care Homes" Office of National Statistics (ONS) (with Ann Netten, Julie Beadle-Brown, Birgit Trukeschitz, Ann-Marie Towers, Elizabeth Welch, Julien Forder, and Jan Smith)
- 04/2010** "The power of observation: a reliable method for measuring outcomes in care homes?" Generations Review Newsletter, British Society of Gerontology, Vol 20, No.2 (with Ann-Marie Towers, Elizabeth Welch, Julie Beadle-Brown, Jan Smith and Ann Netten) <http://www.britishgerontology.org/10newsletter2/research.asp>
- 01/2010** "Measuring the Outcomes of Care Homes", PSSRU Discussion Paper No. 2696/2, Personal Social Services Research Unit, University of Kent (with Ann Netten, Julie Beadle-Brown, Birgit Trukeschitz, Ann-Marie Towers, Elizabeth Welch, Julien Forder, and Jan Smith) http://www.pssru.ac.uk/pdf/dp2696_2.pdf
- 09/2009** "Employment Support for Carers" Department for Work and Pensions (DWP) (with Sarah Vickerstaff, Wendy Loretto, Alisoun Milne, Jenny Billings and Phil White) <http://campaigns.dwp.gov.uk/asd/asd5/rports2009-2010/rrep597.pdf>

Conference and Invited Presentations

- 2015** Alden, E. and Selhorst, A. (2015) The Social and Environmental Benefits of Offsite working and Online Education
On Sustainability Conference, January 21-23, Copenhagen, DK. *presentation*
- 2015** Alden, E. (2015) The Flexible Employment Proposition: Selling the 'Right Thing to Do' to Organizations
On Sustainability Conference, January 21-23, Copenhagen, DK. *presentation*

- 2014** Alden, E. and Selhorst, A. (2014) The Social and Environmental Benefits of Offsite working and Online Education
IAFOR ECSEE Conference, July, Brighton, UK. *presentation*
- 2014** Alden, E. and Selhorst, A. (2014) The Social and Environmental Benefits of Offsite working and Online Education
IAFOR ACSEE Conference, June, Osaka, Japan. Invited presenter: *virtual presentation*
- 2014** Alden, E., Powers, R., and Swank, A. (2014) Establishing Online Teacher Presence: A Review of Best Practices
PASSHE Conference, Annual Meeting for Penn State HE System Educators, February 12, Invited presenter: *virtual presentation*
- 2013** Alden, E. (2013) The Flexible Employment Proposition: Selling the 'Right Thing to Do' to Organizations
Gerontology Society of America Conference, November 19, New Orleans, LA, *invited collaborator in AARP-sponsored symposium*
- 2013** Alden, E., Powers, R., and Swank, A. (2013) Establishing Online Teacher Presence: A Review of Best Practices
OBTC Conference, Teaching Society for Management Educators, June 8, UNC Asheville, NC, *presentation*
- 2013** Alden, E. (2013) Flexible Working and Older Workers: A British Study
Global International Human Resource Management Conference, May 10, Penn State, PA, *presentation and session chair*
- 2013** Alden, E., Powers, R., Cruz, A., and Swank, A. (2013) Establishing Teacher Presence in the Online Environment: Guidance of Best Practice
TCC Online Conference, April 18, *presentation*
- 2013** Alden, E., Powers, R., and Swank, A. (2013) Exemplary Teacher Presence: Guidance of Best Practice
WASC ARC Conference, April 11, San Diego, CA, *poster presentation*
- 2013** Alden, E., Powers, R., and Swank, A. (2013) Establishing Teacher Presence in the Online Environment: Guidance of Best Practice
Sloan Consortium: Emerging Technologies in Online Education Conference, April 10, Las Vegas, NV, *presentation*
- 2012** Alden, E. (2012) Flexible Employment: Resistance is Futile.
Gerontology Society of America Conference, Oral Paper, November 18, San Diego, CA.
- 2012** Alden, E. (2012) Flexible Older Workers: A Dichotomy?
British Broadcasting Corp (BBC), Radio 4, 5 part series, Air date: December 3-7, 2012.
- 2012** Alden, E. (2012) Generational Differences in the Workforce.
Department of Fire Services, Presentation and Facilitated Discussion, April 16, Hartford, CT.
- 2012** Alden, E. (2012) Flexible Employment: Policy Ideas for a Flexible Future
Department of Work and Pensions Policy Team and Rt. Hon. Deputy Prime Minister Nick Clegg, Presentation and Roundtable Discussion, February 15, London, UK.

- 2012** Alden, E. (2012) Keep it Simple Strategist: Reward Philosophies for the Future.
The Work Foundation, Presentation, January 24, London, UK.
- 2011** Alden, E. (2011) Flexible Employment: Using Flexibility Policies to Aid Older Worker Employment and Later Life Outcomes in Britain.
Gerontology Society of America Conference, Oral Paper, November 17, Boston, MA.
- 2011** Alden, E. (2011) Generations Apart?: International Perspectives on Conflict and Cohesion.
Gerontology Society of America Conference, Oral Paper, November 18, Boston, MA.
- 2011** Alden, E. (2011) Baby Boomer Attitudes: International Perspectives on Ageism.
Gerontology Society of America Conference, Oral Paper, November 19, Boston, MA.
- 2011** Alden, E. (2011) Flexible Employment: Using Flexibility Policies to Aid Older Worker Employment and Later Life Outcomes.
British Society of Gerontology Conference, Oral Paper, July 7, Plymouth, UK.
- 2011** Alden, E. (2011) Generations Apart?: Perspectives on Conflict and Cohesion.
British Society of Gerontology Conference, Oral Paper, July 7, Plymouth, UK.
- 2011** Alden, E. (2011) Baby Boomer Attitudes: Perspectives on Ageism.
British Society of Gerontology Conference, Oral Paper, July 7, Plymouth, UK.
- 2011** Alden, E. (2011) Flexible Employment Strategies for Older Workers.
Age UK Agenda for Later Life Conference, Oral Paper, March 8, London, UK.
- 2010** Alden, E. (2010) Keep it Simple Strategist: acknowledging employee reward preference.
The Work Foundation, Invited Speaker, March 6, London, UK.
- 2009** Alden, E. (2009) Keeping it Simple: The lesson learned on the generation and reward journey.
5th Performance and Reward Conference – New Directions in Performance and Reward,
Manchester Metropolitan University, April 10-13, Manchester, UK.
- 2009** Alden, E. (2009) Inter-Generational Cohesion.
Kent County Council, Invited Speaker/Roundtable Participant, March 9, Brussels,
Belgium.