

VITAE

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FACULTY AND ADMINISTRATIVE EXPERIENCE

2005- Professor, Department of Management, Daniels College of Business, Univ. of Denver
2005-2007 Dean, Daniels College of Business, University of Denver
1999-2005 Dean, Robins School of Business, University of Richmond
1996-1999 Professor, School of Business, Georgetown University
1990-1996 Associate Professor, School of Business, Georgetown University
1984-1990 Assistant Professor, School of Business, Georgetown University
1979-1983 Assistant Professor, Department of Organizational Behavior,
Weatherhead School of Management, Case Western Reserve University
1976-1979 Instructor, Department of Management, Bucknell University

1997, 1998 Visiting Professor, Czech Management Center
1993-1996 Associate Dean for Graduate Programs, School of Business, Georgetown University
1993 Academic Director, Management Development Program for Central and East European
Executives
1992-1996 Visiting Lecturer, University of Melbourne Graduate School of Management
1991 Sir Donald Hibberd Lecturer, University of Melbourne Graduate School of Management
(visiting)
1991-1993 Faculty, Management Development Program for Central and East European Executives

BOARD MEMBERSHIPS

2009 Colorado Women's Forum
Program Chair
2008- Women in Leadership
2008- WIRED Leadership Council
Executive Leadership Group 2009-

2007-	South Metro Denver Chamber of Commerce Vice Chair, Small Business Development Center 2008-2009
2006-	Metro Denver Economic Development Corporation
2006-	Junior Achievement (Rocky Mountain)
2006-2007	Denver Center for the Performing Arts
2006-2007	Helen Bonfils Foundation
2006-2007	Beta Gamma Sigma
2000-2007	Graduate Management Admissions Council
2002-2005	The Richmond Forum
2003-2005	United Way of Richmond
2003-2005	First Tee of Richmond
2004-2005	S&K Menswear
2001-2004	Leadership Forum International

PUBLICATIONS

1. Books

Gannon, Martin J. and Karen L. Newman (Eds.), *Handbook of Cross-Cultural Management* (London: Blackwell, 2002).

Newman, Karen L. and Stanley D. Nollen, *Managing Radical Organizational Change* (Thousand Oaks, CA: Sage Publications, 1998).

In Preparation

Farren, Caela and Karen L. Newman (expected fall 2009) *LifeScapes: Shaping Your Future*.

2. Refereed Journal Articles

Newman, Karen L. Organizational Transformation During Institutional Upheaval. *Academy of Management Review*, 2000, Vol. 25, #3, pp. 602-619.

Newman, Karen L. Leading Radical Change in Transition Economies. *Leadership and Organization Development Journal*, 1998, Vol. 19, # 6, pp. 309-324. Also Working Paper # 156, William Davidson Institute, University of Michigan.

Nollen, Stanley D., Karen L. Newman, & Jacqueline M. Abbey, PBS (A): The Joint Venture Decision and PBS (B): The Joint Venture in Operation. *Case Research Journal*, 1998, Vol. 18; pp. 113-138.

Reprinted in:

J. Cullen, *Multinational Management: A Strategic Approach*. (South-Western, 1998).

M. A. Hitt, R.D. Ireland, & R.E. Hoskisson, *Strategic Management*, 3rd Edition. (South-Western, 1998).

Newman, Karen L. and Stanley D. Nollen, " Culture and Congruence: The Fit Between Management Practices and National Culture. *Journal of International Business Studies*, 1996, Vol. 27 (4), 753-779.

Newman, Karen L. and Stanley D. Nollen, "Královopolská: The Search for Strategy." *Case Research Journal*, 1996, Vol. 16, (no. 3), pp. 54-73.

Reprinted in:

J. Cullen, *Multinational Management: A Strategic Approach*. (South-Western, 1998).

M. A. Hitt , R.D. Ireland, & R.E. Hoskisson, *Strategic Management*, 3rd Edition. (South-Western, 1998).

Newman, Karen L. and Stanley D. Nollen "Zetor Tractors (A) and (B)." *Case Research Journal*, 1995, Vol. 15, (no. 1), pp. 10-33.

Reprinted in:

Thompson and Strickland, *Strategic Management: Concepts and Cases*, 9th ed. (Irwin, 1996).

Fogel, D.S. *Firm Behavior in Emerging Market Economies* (Avebury, 1995).

Newman, Karen L. "The Just Organization: Creating and Maintaining Justice in Work Environments." *Washington and Lee Law Review*, 1994, Vol. 50 (no. 4), pp. 1489-1513.

Newman, Karen L. "Procedural Justice and Ethical Decision Making." *Social Justice Research*, 1993, Vol. 6, 113-133.

Gaertner, Karen N. and Stanley D. Nollen, "Turnover Intentions and Desire Among Executives." *Human Relations*, 1992, Vol. 45, (No. 5), 447-465.

Nollen, Stanley D. and Karen N. Gaertner, "Effects of Skill and Attitudes on Employee Performance and Earnings." *Industrial Relations*, 1991, Vol. 30 (No. 3), 435-455.

Gaertner, Karen N. and Stanley D. Nollen, "Career Experiences, Perceptions of Employment Practices, and Psychological Commitment to the Organization." *Human Relations*, 1989, vol. 42 (No. 11), 975-991.

Gaertner, Karen N., "Winning and Losing: Managers' Reactions to Strategic Change." *Human Relations*, 1989, Vol. 42 (No. 6), pp. 527-546.

Gaertner, Karen N. "Managers' Careers and Organization Change." *Academy of Management Executive*, 1988, Vol. 3 (November), pp. 311-318.

Gaertner, Karen N. and Gregory H. Gaertner, "Union Membership and Attitudes Toward Participation in Determining Conditions of Work in the Federal Government." *Human Relations*, 1987, Vol. 40 (No. 7), pp. 431-444.

Gaertner, Karen N. and Gregory H. Gaertner. "Performance-Contingent Pay for Federal Managers." *Administration and Society*, 1985, Vol. 17 (May), 7-20.

Gaertner, Karen N. and Gregory H. Gaertner, "Management by Choice: The Proactive Role of Federal Managers." *The Bureaucrat*, 1985, Vol. 14 (Fall): 19-22.

Gaertner, Gregory H., S. Ramnarayan, and Karen N. Gaertner. "Conflict Management in the Public Workforce: Frequent Means of Coping and Consequences of Action." *Review of Public Personnel Administration*, 1985, Vol. 5 (Summer): 65-77.

Gaertner, Gregory H., Karen N. Gaertner and David M. Akinnusi. "Environment, Strategy and the Implementation of Mandated Change." *Academy of Management Journal*, 1984, Vol. 27 (September): 525-543.

Gaertner, Karen N. "Work Satisfaction and Family Responsibility Correlates of Employment Among Nurses." *Work and Occupations*, 1984, Vol. 11 (November): 439-460.

Gaertner, Gregory H., and Karen N. Gaertner. "Formal Disciplinary Actions in Two Federal Agencies." *Review of Public Personnel Administration*, 1984, Vol. 5 (Fall): 12-24.

Gaertner, Gregory H., Karen N. Gaertner, and Irene B. Devine. "Federal Agencies in the Context of Transition: A Contradiction Between Democratic and Organizational Theory," *Public Administration Review*, 1983, Vol. 43 (September-October): 421-432.

Gaertner, Karen N. "The Structure of Organizational Careers." *Sociology of Education*, 1980, Vol. 53 (January): 7-20.

Gaertner, Karen N. "The Structure of Careers in Public School Administration." *Administrators' Notebook*, 1979, Vol. 27 (June).

3. Book Chapters

Newman, Karen L. "Radical Versus Incremental Change: The Role of Capabilities, Competition, and Leaders." In D. R. Denison (ed) *Managing Organizational Change in Transition Economies*. Mahwah, NJ: Lawrence Erlbaum Associates, 2001 pp. 269-299 (Revision of Paper # 200, William Davidson Institute, University of Michigan).

Newman, Karen L. and Stanley D. Nollen, "Managerial Challenges During Organizational Re-Creation: Industrial Companies in the Czech Republic," in A. A. Ullmann and A. Lewis (eds.), *Privatization and Entrepreneurship: The Managerial Challenge in Central and Eastern Europe*, New York: International Business Press, 1997, pp. 115-140.

Gaertner, Karen N. and Stanley D. Nollen, "Management Practices Leading to High Performance Work Units," in R.J. Niehaus and K.F. Price (eds.) *Bottom Line Results from Strategic Human Resource Planning*. New York: Plenum Press, 1991, pp. 93-105.

Gaertner, Karen N. "The Effect of Ethical Climate on Managers' Decisions," in Richard M. Coughlin (ed.), *Morality, Rationality, and Efficiency: Perspectives on Socio-Economics*. Armonk, NY: M.E. Sharpe, Inc., 1991, pp. 211-223.

Gaertner, Karen N. and Stanley D. Nollen, "Weak Links and Strong Links: Employee Commitment and Performance," in R.J. Niehaus (ed.), *Human Resource Strategies for Organizations in Transition*. New York: Plenum Press, 1990, pp. 199-213.

Gaertner, Karen N. "The Structure of Organizational Careers," in R.L. Breiger (ed.), *Social Mobility and Social Structure*. New York: Cambridge University Press, 1990, pp. 133-154 (revised version of article appearing in *Sociology of Education*).

Gaertner, Karen N. and Stanley D. Nollen, "The Effects of Employee Relations Practices on Work Unit Effectiveness," in R.J. Magjuka (ed.), *Research in the Sociology of Organizations: Participative Systems*. Greenwich, CN: JAI Press, 1989, Vol. 7, pp. 145-171.

Gaertner, Karen N. "Executive Careers and Organizational Adaptation to Change," in R.J. Niehaus (ed.), *Strategic Human Resource Planning Applications*. New York: Plenum Publishing, 1987, pp. 97-109.

Gaertner, Karen N. and Gregory H. Gaertner. "Performance Evaluation and Merit Pay: Results in Two Agencies," in P. Ingraham and C. Ban, *Legislating Bureaucratic Change: The Case of Civil Service Reform*, Albany, NY: SUNY Press, 1984.

Gaertner, Gregory H. and Karen N. Gaertner. "Civil Service Reform in the Context of Presidential Transition," in P. Ingraham and C. Ban, *Legislating Bureaucratic Change: The Case of Civil Service Reform*, Albany, NY: SUNY Press, 1984.

Gaertner, Karen N. "Administrative Careers in Public School Organizations," in P.A. Schmuck and W.W. Charters, Jr. (eds.), *Educational Policy and Management: Sex Differentials*. New York: Academic Press, 1981.

Gaertner, Karen Newman. "A Note on Question Wording Effects," in *Studies of Social Change Since 1948*, Vol. 1, pages 93-128. Chicago: National Opinion Research Center, 1976.

Gaertner, Karen Newman. "The Use of AIPO Surveys: To Weight or Not to Weight," in *Studies of Social Change Since 1948*, Vol. 1, pages 129-170. Chicago: Natl. Opinion Res. Center, 1976.

4. Refereed Proceedings

Newman, Karen L., "The Perils of Pioneering Paulines." *Proceedings of the 50th Annual Meeting of the Southwest Academy of Management*: pp. 455-469. Houston, TX, March 2008

Newman Karen L. and Stanley D. Nollen, "The Effect of Work Unit Climate on Work Unit Performance." *Proceedings of the 45th Annual Meeting of the Industrial Relations Research Association*; 42-51, Anaheim, CA, January, 1993.

5. Book Reviews

Crucial Decisions, by Irving Janis. *Journal of Management*, 1990, Vol. 16 No. 3, pp. 684-685.

The Hero's Farewell: What Happens When CEOs Retire, by Jeffrey Sonnenfeld. *Academy of Management Executive*, 1989, Vol. 3 No. 2, pp. 155-157.

6. Non-Refereed Publications

Newman, Karen L. and Caela Farren, "Investing in Talent During Troubled Times," http://www.masteryworks.com/newsite/downloads/ArticleFeb09_Investing.pdf

Farren, Caela & Karen L. Newman, "Earth, Air, Fire and Water: The Elemental Nature of Sustainable Careers" www.masteryworks.com. August 2008.
(http://www.masteryworks.com/newsite/clientimpact/impact_archives_aug08.htm)

Abridged and reprinted as "Sustainable Careers" at www.managesmarter.com. November 2008.
(http://www.managesmarter.com/msg/search/article_display.jsp?vnu_content_id=1003888490)

Newman, Karen L. & Bruce Hutton, "Corporations to the Rescue." *The Denver Post*, December 30, 2007.

Newman, Karen L., "Integrating business and Ethics: Students Seek More Guidance." *The Denver Post*, May 20, 2007, page 1E.

Newman, Karen L., "Encourage Students to Make a Living and Make a Difference." *AACSB eNewline*, 2007, Vol. 6, # 1.

OTHER ACADEMIC PAPERS AND PRESENTATIONS

Newman, Karen L. "Psychic, National Cultural, and Institutional Distance: Suggestions for Rationalization." Presented at the Annual Meeting of the Academy of International Business, Milan, Italy, July 2008

Newman, Karen L. "Glass Ceilings, Glass Cliffs, and Glass Egos: Why So Few Women in Top Management?" Presented at the Annual Meeting of the Western Academy of Management, Oakland, CA., March 2008.

Newman, Karen L. "Institutional, Cultural and Psychic Distance: Suggestions for Rationalization." Presented at the 2007 Academy of Management meeting Professional Development Workshop, Philadelphia.

Newman, Karen L. "Radical Organizational Change During Institutional Upheaval," presented at the 1999 meeting of the Academy of Management, Chicago.

Newman, Karen L. "Institutional Upheaval and Strategic Change in Transition Economies," presented at the 1999 meeting of the Eastern Academy of Management, Prague.

Newman, Karen L. "Radical Organizational Change: The Role of Starting Conditions, Competition, and Leaders." Presented at the 1998 meeting of the Academy of Management, San Diego, CA. Working Paper # 135, William Davidson Institute, University of Michigan.

Newman, Karen L. "Institutional Upheaval and Company Transformation in Emerging Market Economies." Presented at the 1998 meeting of the Academy of International Business, Vienna, Austria. Working Paper # 119, William Davidson Institute, University of Michigan.

Newman, Karen L. "The Pace and Progress of Radical Change: Starting Conditions, Competitive Environment, and Leadership." Presented at The Workshop on Organizational Change in Transition Economies, University of Michigan, September 1997 and at the London Business School, November 1997.

Newman, Karen L. "Organizational Learning in International Strategic Alliances: The Role of National Culture." Presented at the Strategic Alliances in Transition Economies conference sponsored by the William Davidson Institute at the University of Michigan School of Business, 1997.

Newman, Karen L. & Stanley D. Nollen, "Seeds of Success: Organizational Transformation in the Czech Republic." Presented at the Academy of International Business annual meeting, Monterrey, Mexico, 1997.

Newman, Karen L. & Stanley D. Nollen, "Radical Change in Central Europe: How Companies Make the Transition from Central Planning." Presented at the Academy of International Business annual meeting, Banff, Alberta, Canada, 1996.

Newman, Karen L. "Making Ethical Decisions: The Role of Person-Situation Congruence." Presented at the Academy of Management annual meeting, Cincinnati, OH, 1996.

Newman, Karen L. "From Central Planning to Market Economy: Effective Modes of Radical Change." Symposium at the Society for the Advancement of Socio-Economics annual meeting, Geneva, 1996.

Newman, Karen L. and Stanley D. Nollen, "Work Unit Climate and Business Unit Performance: The Effect of National Culture." Accepted for presentation at the Eastern Academy of Management annual meeting, Singapore, 1995.

Nollen, Stanley D. and Karen L. Newman, "National Culture as a Moderator of the Effect of Work Unit Climate on Performance." Presented at the Academy of International Business annual meeting, Boston, MA, November, 1994.

Nollen, Stanley D. and Karen L. Newman, "Success and Failure Among Czech Companies: Explaining Business Outcomes in the Transition to the Market Economy." Presented at the annual meeting of the Society for the Advancement of Socio-Economics, Paris, France, 1994.

Nollen, Stanley D. and Karen L. Newman, "How Does National Culture Change the Effect of Work Unit Climate on Performance?" Presented at the International Industrial Relations Association Study Group, Boston, MA, 1994.

Newman, Karen L. "The Just Organization: Creating and Maintaining Justice in Work Environments." Presented at the Washington and Lee Law School Conference on New Directions in Corporate Law, Lexington Virginia, 1993.

Newman, Karen L. "Management Development in Emerging Market Economies: The Georgetown Experience." Symposium presented at the Academy of Management, Atlanta, GA, 1993.

Newman, Karen L. "Ethical Climates: Conceptual and Methodological Issues." Symposium presented at the Academy of Management, Atlanta, GA, 1993.

Gaertner, Karen N. and Stanley D. Nollen, "Education for Czech and Slovak Managers." Symposium presentation at the Society for the Advancement of Socio Economics, New York, 1993.

Gaertner, Karen N. and Stanley D. Nollen, "Managing the Transition from Central Planning to Market Economy: Strategic Dependence and Competitive Advantage at Zetor Tractors." Presented at the Eastern Academy of Management meeting, Berlin, Germany, 1993.

Gaertner, Karen N. "Making Ethical Decisions: Individual and Organizational Determinants." Presented at the Eastern Academy of Management meeting, Berlin, Germany, 1993.

Gaertner, Karen N. and Stanley D. Nollen, "The Effect of Management Practices on Work Unit Performance in European and Asian Organizations." Presented at the Western Academy of Management meeting, Leuven, Belgium, 1992.

Gaertner, Karen N. and Robert J. Bies, "Ethical Climate, Procedural Justice, and Ethical Decision Making." Presented at the annual meeting of the Society for the Advancement of Socio-Economics, Irvine, CA, 1992.

Gaertner, Karen N. and Stanley D. Nollen, "Internal Labor Market Practices and Attitudinal Commitment." Presented at the Academy of Management Annual Meeting, Washington, DC, 1989.

Gaertner, Karen N. and Stanley D. Nollen, "Promotions, Perceived Internal Labor Market Practices, and Organizational Commitment." Presented at the Annual Meeting of the Academy of Management, Anaheim, CA, 1988.

Gaertner, Karen N. "Careers, Internal Labor Markets, and Organizational Change." Presented at the Academy of Management Annual Meeting, New Orleans, LA, 1987.

Gaertner, Karen N. "Colliding Cultures: The Implications of a Merger for Managers' Careers." Presented at the Academy of Management Annual Meeting, Chicago, Illinois, 1986.

Gaertner, Karen N. "Non-Academic Careers of Doctorate Recipients in Sociology" Presented at the Annual Meeting of the American Sociological Association, Washington, DC, 1985.

Gaertner, Gregory H., and Karen N. Gaertner, "The Role of Ownership in the Implementation of Organizational Change." Presented at the American Society for Public Administration, Denver, CO, 1984.

Gaertner, Karen N. and Gregory H. Gaertner. "When Evaluators Become Consultants: Civil Service Reform in the Mine Safety and Health Administration." Presented at the 1983 Evaluation Research Society meeting, Chicago, IL.

Gaertner, Karen N. and Gregory H. Gaertner. "Performance Appraisal: The Federal Experience." Presented at 1983 meeting of the American Society for Public Administration, New York, NY.

Gaertner, Karen N. "Organizational Careers: Structure and Process." Weatherhead School of Management Working Paper Series # 82-012, Case Western Reserve University, 1982.

Gaertner, Karen N., "Evaluating Civil Service Reform in the Federal Government." Symposium organizer and chair, 1982 Annual Meeting of the Academy of Management, New York, NY.

Gaertner, Karen N. and Gregory H. Gaertner, "Implementing Merit Pay: Choices and Consequences." Presented at the 1981 meeting of the American Institute for Decision Sciences, Boston, MA..

Gaertner, Karen N. and Gregory H. Gaertner, "Strategic Decisions in the Implementation of Merit Pay." Presented at the 1981 meeting of the Association for Public Policy Analysis and Management, Washington, D.C..

Gaertner, Karen N., "Organizational Careers: Toward an Integration of Organizations and Occupations." Presented at the 1981 meeting of the American Sociological Association, Toronto, Ontario.

Gaertner, Gregory H. and Karen N. Gaertner, "Organizational Assessments of the Civil Service Reform Act of 1978: Some Reflections on Conducting Organizational Research." Paper presented at the 1980 meeting of the American Sociological Association, New York, NY..

Gaertner, Karen N. and Gregory H. Gaertner, "The Civil Service Reform Act of 1978 - Three Approaches to Evaluation Research." Symposium presented at the 1980 meeting of the Academy of Management, Detroit, MI..

Gaertner, Karen N. "The Effects of Position, Experience, and Education on Salaries of Men and Women." Presented at the 1979 meeting of the Academy of Management, Atlanta, GA..

James A. Davis, K.N. Gaertner, J. Fry, G.H. Gaertner, C.A. Stueve, A.W. Smith, and D.G. Taylor. "A Survey Metric Model of Social Change." Presented at the 1974 Annual Meeting of the American Sociological Association.

UNPUBLISHED CASES

Salomon Brothers: The Treasury Bond Scandal (with Colleen McCormick), 1992.

MONOGRAPHS AND REPORTS

Gaertner, Karen N., *Non-Academic Careers of Doctorate Recipients in the Humanities*. National Endowment for the Humanities, September, 1986 (Contract # OP-20192-84).

Gaertner, Karen N. and Gregory H. Gaertner, *Organizational Assessments of the Effects of Civil Service Reform*. U.S. Office of Personnel Management, September, 1984 (Contracts # OPM-23-80 and OPM 20-83).

RECENT PROFESSIONAL PRESENTATIONS

- 2008 Good Places for Women to Work (CO Federation of Business and Professional Women)
- 2007 Corporations to the Rescue (Denver City Club)
- 2007 AACSB: Designing a New MBA Curriculum: Process and Content (WACSB, Phoenix)
- 2007 Center for Audit Quality: Making the Audit More Useful
- 2006 AACSB: Faculty Management Issues: A Perfect Storm (WACSB, Santa Monica)
- 2005 Finance Executives Institute: Regaining Trust in Corporations. December
- 2004 McGuireWoods: Regaining Trust in Corporations. April
- 2003 AACSB: Addressing Ethical Issues in the Curriculum. February
- 2002 AACSB: Infusing New Ideas into the MBA Curriculum: Part-time Programs. November
- 2002 AACSB: Ethics and Interpersonal Skills in the MBA - - Seriously. November
- 2002 AACSB: Taking Ethics and Governance Seriously. September

RECENT EXECUTIVE EDUCATION ACTIVITIES

- 2004 "Leading Change" for the William Davidson Institute. Program delivered in Bratislava, Slovakia
- 2003 "Leading Change" for the William Davidson Institute. Program delivered to US Steel managers in Kosice, Slovakia

GRANTS AND CONTRACTS

- 2008 Restructuring Employment: Meaningful Work throughout Adulthood. Rose Community Foundation.
- 2007 Connecting Boomers and Employers in New Ways to Work: Meeting the Needs for Talent, Meaning, and Flexibility. Rose Community Foundation.
- 1996 "Radical Change in Central European Companies." William Davidson Institute.
- 1995 "Company Transitions in the Czech Republic." Pew Economic Freedom Fellows.
- 1993 "Companies in Transition: Managers in Czech and Slovak Enterprises." Georgetown University Graduate School Summer Grant and travel award.
- 1990 "Determinants of High Performance Work Units." Research linking work unit financial performance with employee perceptions of management practices. Funded by NCR Corporation.
- 1989 "The Effects of Ethical Climate on Decision-Making." Funded by the Center for Creative Leadership.
- 1989 "Gaining High Employee Commitment and Performance." Study funded by Westinghouse Electric Corporation (with Stanley D. Nollen).
- 1988 "Executive Commitment." Study funded by Pepsico (with Stanley D. Nollen).
- 1986 "The Structure of Career Paths in Marriott Corporation." Nine month study of internal labor markets for managers in two divisions of the corporation. Funded by Marriott Corporation.

- 1986 "Improving Employee-Oriented Management." Study of the relationship between conditions of employment and employee relations outcomes in four organizations. Funded by the National Association of Manufacturers (with Stanley D. Nollen).
- 1985 "Executive Career Patterns and Organizational Adaptation to Change at General Electric Information Services Company." Continued research on the relationships between executive career patterns, corporate structure, and adaptation to change.
- 1985 "Executive Careers and Organizational Adaptation to Change." Georgetown University. Pilot study of the relationships between executive career patterns and corporate ability to adapt to a changing business environment.
- 1984 "Non-Academic Careers of Doctorate Recipients in the Humanities." National Endowment for the Humanities (OP-20192-84). Fifteen month data analysis and dissemination designed to track the career paths of humanities-trained doctorates outside academic settings.
- 1979 "Organizational Assessments of the Effects of Civil Service Reform." U.S. Office of Personnel Management (OPM-23-80 and OPM-20-83) with Gregory H. Gaertner. Five year evaluation of the effects of civil service reform in the federal government.
- 1979 "Women in Professional and Managerial Work Roles." Women's Educational Equity Act Program, Department of Health and Human Services (with Jean Shackelford). Projects to develop and implement programs for "Women in the Workplace," Bucknell Univ.

SELECTED CONSULTING EXPERIENCE

- 2008 Center for Creative Leadership – Looking Glass Simulation
- 2001 Logistics Community Forum – Managing Change
- 1996- Kennedy Institute of Ethics -- Strategic Planning
- 1996 American Farmland Trust -- Organizational Structure
- 1994 Tax Executives' Institute -- Power and Influence Workshop
- 1993, 1995 Institute for Journalism Education -- Team Effectiveness Workshop
- 1992, 1993 National Foundation of Women Business Owners -- Leadership Workshop
- 1990 - 1991 NCR Corporation. Study of management practices and work unit performance.
- 1988 - 1992 Tax Executives' Institute -- Corporate Culture Workshop
- 1988 Marriott Corporation. Study of current and future career paths in two divisions. Implementation of new career mobility, communication, and training programs to achieve more horizontal, cross-division mobility.
- 1987 Environmental Scanning Association -- Employee Commitment and Organizational Career Opportunities Workshop
- 1987 Government Finance Officers Association -- Leadership Workshop
- 1985 Food System Associates. Developed guidelines for organizational analysis and holding company structures.
- 1981-1984 Advanced Technology, Inc. Advising research group on the conduct of their evaluation of the Senior Executive Service in the Department of Health and Human Services.
- 1981-1982 General Electric, Lighting Business Group. Worked with a group of supervising engineers on the problems associated with career plateaus experienced by their subordinates.
- 1978-1981 General Motors Corporation. Developed and helped to implement pilot projects designed to move women into non-traditional jobs.

PROFESSIONAL ASSOCIATIONS AND AFFILIATIONS

Academy of Management
Chair, Careers Division 1991-1992
Division Review Committee of the Board of Governors 1992-1993
Society for the Advancement of Socio-Economics
Executive Council, 1991-1997
Program Organization Committee, 1992-1993
Academy of International Business

JOURNAL AND OTHER PROFESSIONAL ACTIVITIES

Journal of International Business Studies
Editorial Advisory Committee 1997-1998
Human Resource Management
Editorial Review Board 1991- 2004
Human Resource Planning
Book Review Editor 1990-1994
Editorial Review Board 1990-1994
Occasional Reviewer:
Academy of Management Review
Academy of Management Journal
Organization Science

EDUCATION

1978 Ph.D., in Behavioral Sciences, University of Chicago, Graduate School of Business
1973 MBA, University of Chicago, Graduate School of Business
1971 B.S. with Honors, Economics, Purdue University

HONORS

2006 Women of Distinction
2006 International Women's Forum
2006 Wise Women's Council
1987 Georgetown University School of Business Faculty Research Award
1971 Phi Beta Kappa, Purdue University
1970 Beta Gamma Sigma, Purdue University