

KATHY A. PAULSON GJERDE

College of Business Administration
Butler University
4600 Sunset Avenue
Indianapolis, IN 46208-3485

Office: (317) 940-8413
E-mail: kpaulson@butler.edu

Home: (317) 844-8854
Fax: (317) 940-9455

EDUCATION:

- Ph. D. Purdue University, Krannert Graduate School of Management, Department of Economics, December 1993
- M.S. Purdue University, Krannert Graduate School of Management, Department of Economics, May 1991
- B.A. Emory University, Department of Economics, May 1989
Summa cum laude

AREAS OF SPECIALIZATION:

Labor Economics, Managerial Economics, Microeconomics

PROFESSIONAL EXPERIENCE:

- Associate Dean for Research and Graduate Studies*, College of Business Administration, Butler University (September 2008 – present).
- Associate Professor*, College of Business Administration, Butler University (2004 – present)
- Assistant Professor*, College of Business Administration, Butler University (1997 – 2004)
- Assistant Professor*, W. Averell Harriman School for Management and Policy, State University of New York at Stony Brook (1993 – 1997)
- Graduate Instructor*, Krannert School of Management, Department of Economics, Purdue University (1990 - 1992)
- Research Assistant*, Krannert School of Management, Department of Economics, Purdue University (January – May 1992)
- Economist*, Department of Labor, Bureau of Labor Statistics, Office of Administration and Internal Operations, Quality and Information Management Staff, Washington, D.C. (June - August 1991)
- Research Assistant*, Joint Economic Committee of Congress, Washington, D.C. (June - August 1988)

RESEARCH:

Publications:

- Hazlett, D., K.A. Paulson Gjerde, J. J. Vazquez-Cognet, and J.A. Smrha. “ Conducting Experiments in the Economics Classroom,” Chapter 5, *Teaching Innovations in Economics: Strategies and Applications for Interactive Instruction*, Salemi and Walstad, eds., forthcoming.
- Grossman, P. and K.A. Paulson Gjerde. “The JEC Revisited: Did Debt Undermine Stability?”, *Atlantic Economic Journal*, volume 37, number 1 (2009), pp.65-71.

- Paulson Gjerde, K.A. and S.B. Hughes. "Racing to Success by Identifying Key Performance Drivers," *Journal of Corporate Accounting and Finance*, volume 20, issue 3 (March/April 2009), pp.59-65.
- Paulson Gjerde, K.A., and S.B. Hughes. "Tracking Performance: When Less Is More". *Management Accounting Quarterly*, volume 9, number 1 (Fall 2007), pp.1-12.
- Hughes, S.B., C.B. Caldwell, and K. A. Paulson Gjerde. "Promoting Investments in Intangible Organizational Assets through Aligned Incentive Compensation Plans ". *Management Accounting Quarterly*, volume 7, number 4 (Summer 2006), pp.1-8.
- Padgett, M.Y., K.A. Paulson Gjerde, S.B. Hughes, and C.J. Born. "The Relationship between Pre-Employment Expectations, Experiences, and the Length of Stay in Public Accounting". *Journal of Leadership and Organizational Studies*, volume 12, number 1 (2005), pp. 82-102.
- Hughes, S.B., C.B. Caldwell, K. A. Paulson Gjerde, and P. Rouse. "How Groups Produce Higher-Quality Balanced Scorecards than Individuals". *Management Accounting Quarterly*, volume 6, number 4 (Summer 2005), pp.34-44.
- Hannon, T. J., and K.A. Paulson Gjerde. "The Contemporary Economics of Transfusions", Chapter 2, *Perioperative Transfusion Medicine*, 2nd edition, Spiess, Spence, Shander, eds. (2005), pp.13-38.
- Paulson Gjerde, K.A., and S.A. Slotnick. "Quality and Reputation: The Effects of External and Internal Factors over Time." *International Journal of Production Economics*, volume 89, number 1 (May 2004), pp.1-20.
- Hughes, S.B., and K.A. Paulson Gjerde. "Do Different Cost Systems Make a Difference? ". *Management Accounting Quarterly*, volume 5, number 1 (Fall 2003), pp. 22-30.
- Clark, R.A., K.A. Paulson Gjerde, and D. Skinner. "The Effects of Interdisciplinary Instruction on Simulation Performance". *Simulation and Gaming*, volume 34, number 1 (March 2003), pp. 150-163.
- Paulson Gjerde, K.A. "The Existence of Gender-Specific Promotion Standards in the U.S.". *Managerial and Decision Economics*, volume 23, number 8 (December 2002), pp.447-459.
- Paulson Gjerde, K.A., S.A. Slotnick, and M.J. Sobel. "New Product Innovation with Multiple Features and Technology Constraints." *Management Science*, volume 48, number 10 (October 2002), pp. 1268-1284.
- Paulson Gjerde, K.A., and S.A. Slotnick. "A Multidimensional Approach to Manufacturing Quality." *Computers and Industrial Engineering*, volume 32, number 4 (1997), pp. 879-889
- Barron, J.M., and K.A. Paulson Gjerde. "Peer Pressure in an Agency Relationship." *Journal of Labor Economics*, volume 15, number 2 (April 1997), pp. 234-254.
- Barron, J.M., and K.A. Paulson Gjerde "Who Adopts Total Quality Management (TQM): Theory and An Empirical Test." *Journal of Economics & Management Strategy*, volume 5, number 1 (Spring 1996), pp.69-106.

Proceedings:

- Hughes, S.B., C.B. Caldwell, and K. A. Paulson Gjerde. "Promoting Investment in Intangible Assets:Short-term Expenses with Long-term Benefits". In *Proceedings of the 2006 IMA Annual International Conference*. Las Vegas, Nevada. June 2006.
- Hughes, S.B., C.B. Caldwell, K. A. Paulson Gjerde, and P. Rouse. "How Groups Produce Higher-Quality Balanced Scorecards than Individuals". In *Proceedings of the 2005 IMA Annual International Conference*. Boston, MA. June 2005.
- Hughes, S.B., and K. A. Paulson Gjerde. "Do Different Cost Systems Make a Difference?" In *Proceedings of the 2003 IMA Annual International Conference*. Nashville, TN. June 2003.

- Slotnick, S.A., and K.A. Paulson Gjerde. "A Multiperiod Model of the Production of Quality." In *Proceedings of the Third Manufacturing and Service Operations Management Conference*. Seattle, Washington. June 1998, pp. 30-35.
- Paulson Gjerde, K.A., and S.A. Slotnick. "The Production of Quality in a Traditional vs. TQM Manufacturing Facility." In *Proceedings of the Second Manufacturing and Service Operations Management Conference*. Hanover, New Hampshire. June 1996, pp. 323-328.
- Paulson Gjerde, K.A., and S.A. Slotnick. "Tradeoffs Between Performance and Delivery Dimensions of Quality." In *Proceedings of the First Regional Symposium on Manufacturing, Science and Technology*. State University of New York at Stony Brook. 1995, pp.146-151.

Presentations and Poster Sessions:

- Hughes, S.B., and K.A. Paulson Gjerde. "Racing to Success by Identifying Key Performance Drivers!". *2008 IMA Annual International Conference*. Tampa, Florida. June 2008.
- Paulson Gjerde, K.A., and S.B. Hughes. "Tracking Performance: When Less Is More." Poster session at *2007 IMA Annual International Conference*. Phoenix, Arizona. June 2007.
- Paulson Gjerde, K.A., S.B. Hughes, D. Luechauer, and P. Rouse "Developing Balanced Scorecards in Group Settings: Do You Get What You Ask For?" European Accounting Association 2004 Congress, Prague. April 2004.
- Paulson Gjerde, K.A., S.B. Hughes, D. Luechauer, and P. Rouse "Developing Balanced Scorecards in Group Settings: Do You Get What You Ask For?" Faculty Research Seminar Series, College of Business Administration, Butler University, Indianapolis, IN. March 2004.
- Paulson Gjerde, K.A., S.B. Hughes, D. Luechauer, and P. Rouse "Developing Balanced Scorecards in Group Settings: Do You Get What You Ask For?" Faculty Research Seminar Series, Auckland University, Auckland, New Zealand. March 2004.
- Paulson Gjerde, K.A., and D. Skinner. "An Exploratory Look at the Role of Empathetic Reasoning in the Learning Process." Indiana Academy of the Social Sciences Fall 2003 Meeting, Fort Wayne, IN. October 2003.
- Slotnick, S.A., and K.A. Paulson Gjerde. "Quality and Reputation." INFORMS Fall 2002 Meeting, San Jose, CA. November 2002.
- Sobel, M.J., S.A. Slotnick, and K.A. Paulson Gjerde "New Product Innovation with Multiple Features and Technology Constraints." Faculty Research Seminar Series, Anderson School of Management, UCLA, Los Angeles, CA. November 2002.
- Born, C.J., S.B. Hughes, K.A. Paulson Gjerde, and M.Y. Padgett. "The Effects of Initial Expectations and Actual Experiences on Employee Retention at Public Accounting Firms." Forum session, 2002 Annual National Meeting of the American Accounting Association, San Antonio, Texas, August 2002.
- Born, C.J., S.B. Hughes, K.A. Paulson Gjerde, and M.Y. Padgett. "The Effects of Initial Expectations and Actual Experiences on Employee Retention at Public Accounting Firms." 2002 Annual Meeting of the Ohio Region of the American Accounting Association, Columbus, Ohio, May 2002.
- Slotnick, S.A., and K.A. Paulson Gjerde. "Quality and Reputation." Faculty Research Seminar Series, Arizona State University – West, Phoenix, AZ. April 2002.
- Slotnick, S.A., M.J. Sobel, and K.A. Paulson Gjerde. "Should Product Innovation be Radical? A Computational Study." INFORMS Fall 2001 Meeting, Miami Beach, FL. November 2001.
- Paulson Gjerde, K.A., and J. M. Barron. "Organizational Structure and the Quality of Decisions." Faculty Research Seminar Series, College of Business Administration, Butler University, Indianapolis, IN. December 1999.

- Slotnick, S.A., and K.A. Paulson Gjerde. "Determining Quality Levels Over Time: Effects of Inventory and Reputation." INFORMS Spring 1999 Meeting, Cincinnati, Ohio. May 1999.
- Slotnick, S.A., K.A. Paulson Gjerde, and S. Chatterjee. "Quality Tradeoffs Between Customers and Firms." INFORMS Fall 1998 Meeting, Seattle, Washington. October 1998.
- Sobel, M.J., S.A. Slotnick, and K.A. Paulson Gjerde. "Radical vs. Incremental Innovation: Bundling Features as Technology Advances." Faculty Research Seminar Series, Stern School of Business, New York University, New York, NY. April 1998.
- Paulson Gjerde, K.A., S.A. Slotnick, and M.J. Sobel. "Radical vs. Incremental Innovation: Bundling Features as Technology Advances." Faculty Research Seminar Series, College of Business Administration, Butler University, Indianapolis, IN. December 1997.
- Slotnick, S.A., M.J. Sobel, and K.A. Paulson Gjerde. "Radical vs. Incremental Innovation: Bundling Features as Technology Advances." INFORMS Fall 1997 Meeting, Dallas, TX. October 1997.
- Paulson Gjerde, K.A., and S.A. Slotnick. "The Adoption of TQM: Quantifying Tradeoffs Between Performance and Timeliness." INFORMS Spring 1996 Meeting, Washington, D.C. May 1996.
- Paulson Gjerde, K.A. "The Existence of Gender-Specific Promotion Standards in the U.S.". Atlantic Economic Conference, Invited Session on Evaluating Some Effects of Firm- or Sector-Specific Policies, Williamsburg, VA. October 1995.

Grants:

- National Science Foundation. "Modeling the Production of Quality." With Subimal Chatterjee and Susan A. Slotnick. Combines marketing, economics, and operations management approaches to questions of customer satisfaction, including performance quality of products, on-time delivery, and setting response times in accordance with customer expectations. Budget: \$58,722. February 1997 – July 1998.

Peer Review Activities:

- Ad hoc reviewer for *Journal of Economics and Business*
- Ad hoc reviewer for *Journal of Economic Behavior and Organization*
- Ad hoc reviewer for *International Journal of Production Economics*
- Ad hoc reviewer for *Managerial and Decision Economics*
- Ad hoc reviewer for *Management Science*
- Ad hoc reviewer for Prentice Hall Business Publishing

STUDENT-FACULTY PARTNERSHIP:

UNDERGRADUATE COURSES:

Butler University

- Principles of Economics*, EC 230. Fall 1997, Spring 1998.
- Principles of Microeconomics*, EC 231. Fall 1998, Fall 2000, Fall 2001, Fall 2002, Fall 2003, Fall 2004, Summer 2005, Fall 2005, Fall 2006, Summer 2007, Fall 2007.
- Principles of Macroeconomics*, EC 232. Spring 1999, Spring 2006.
- Managerial Economics*, EC 350. Fall 1999, Spring 2000, Spring 2001, Spring 2002.
- Personnel Economics*, EC 352. Spring 2003, Spring 2004, Spring 2005, Spring 2006, Fall 2006, Spring 2008.
- Econometrics*, EC 464. Fall 1999, Spring 2000.

State University of New York at Stony Brook

Intermediate Microeconomics, ECO 303. Fall 1993, Spring 1994.

Introduction to Personnel Management, BUS 351. Spring 1996.

Independent Research, BUS 488. Hedonic Damages. Spring 1995.

Honors College Senior Project, HON 495/496. An Analysis of Implementing Total Quality Management (TQM) in a Foreign vs. Domestic Utility Company. Fall 1994, Spring 1995.

GRADUATE COURSES:

Butler University

Managerial Economics, MBA 525. Fall 1997, Spring 1998, Fall 1998, Spring 1999, Fall 1999, Spring 2000, Fall 2000, Spring 2001, Fall 2001, Spring 2002, Fall 2002, Spring 2003, Fall 2003, Spring 2004, Fall 2004, Spring 2005, Fall 2005, Summer 2006, Fall 2006, Summer 2007, Fall 2007, Spring 2008, Summer 2008, Fall 2008, Spring 2009, Summer 2009, Fall 2009.

The Gateway Experience, MBA 505. Fall 2006, Spring 2007, Spring 2008, Summer 2008, Fall 2008, Spring 2009, Summer 2009, Spring 2010, Summer 2010.

Independent Graduate Study in Business, MBA 502. Spring 2003, Fall 2003, Summer 2009, Fall 2009.

State University of New York at Stony Brook

Managerial Economics, MGT 533. Fall 1994, Fall 1995.

Economics of Innovations in Organizational Design, MGT 549. Spring 1994, Spring 1997.

Group Project Supervision, MGT 541. Spring 1995, Fall 1996.

Directed Research, MGT 595.

Quality Assurance at Dove Electronic Components, Inc. Fall 1995.

Organizational Change and Team Development. Fall 1995.

Quantitative Methods I, MGT 551. Executive Graduate Course. Fall 1994.

Microeconomics, MGT 552. Executive Graduate Course. Fall 1995, Fall 1996.

Macroeconomics, MGT 555. Executive Graduate Course. Spring 1996, Spring 1997.

ADVISING AND SUPERVISION:

Butler University:

Faculty advisor to approximately 70 MBA students/year, 2006-present.

Faculty advisor to approximately 30-35 undergraduate students/year, 1998-2006.

Butler Summer Institute advisor, Summer 2005 (Javier Angulo).

Honors thesis advisor, 1999-2000 (Carolyn Born), 2004-2005 (Jeff O'Brien).

State University of New York at Stony Brook:

Faculty advisor to 20 undergraduate students/year

Faculty mentor to 15 graduate students/year

Advisor to 4 undergraduate internships

Advisor to 2 graduate internship (Master's project)

Advisor to Harriman Group Project: Long Island Cares

Supervised 9 Graduate Teaching Assistants in connection with ECO 303, BUS 351, MGT 533, and MGT 541.

SERVICE

Selected Butler service activities at both the college and university levels. List of service activities at the State University of New York at Stony Brook available upon request.

Committees:

Member of Dare to Make a Difference Priority One Work Group (Fall 2009-present)

In Fall 2009, nine work groups were established to implement the University's strategic plan for 2009-2014, *Dare to Make a Difference*. The focus of the Priority One Work Group is to encourage academic excellence and innovation.

Chair of Graduate Council (Summer 2006-present)

In Summer 2006, the MBA Curriculum Committee (of which I was a member from Spring 2002-Spring 2006) was replaced by the Graduate Council. The members of the Graduate Council became responsible for all aspects of the MBA program, including admissions, advising, and curriculum development.

Member of Professional Standards Committee (Fall 2004-Spring 2006)

Committee's objective is to assess the progress of tenure-track faculty members toward tenure, providing feedback to individual faculty members and communicating committee's evaluation to the Dean. Members of this committee are elected by the faculty.

Member of Academic Integrity Committee (Fall 2002-Fall 2003)

Committee's objective was to assess the 2002 CBA culture as it pertained to academic integrity and investigate the appropriateness and viability of implementing new programs and procedures designed to enhance the level of academic integrity within the CBA. Tasks included conducting a survey to assess the current perceptions of faculty and undergraduate students on issues relating to academic integrity. Based on the results of this survey, the committee recommended the development and adoption of a modified honor code within the CBA. This recommendation was approved by the faculty in Spring 2003.

Member of CBA Honors Board (Spring 1999-present)

As a member of the Honors Board, I have been involved in reviewing honors proposals, providing written feedback to students on their honors proposals, and reviewing honors program applications.

Member of Presidential Commission on Gender Equity (December 2004-December 2006)

The Presidential Commission on Gender Equity was convened to undertake a sustained and careful examination of the status of women at Butler University and to make concrete recommendations for improving the working conditions and representation of women in all areas of the University. Tasks included conducting a campus climate survey and a policy survey of peer institutions. Members of the Commission were nominated by the campus community, screened by a nominating committee, and appointed by President Fong.

Member of Organizational Development/Human Resource Strategy Council (Fall 2000-Spring 2006)

Committee's objective is to examine and address policies affecting faculty and staff, including benefits policies, faculty/staff development, employment contracts, and compensation policies. Tasks included reviewing a new violence in the workplace policy, implementing a new employee recognition program, reviewing changes in faculty/staff health insurance coverage, developing a domestic partners benefits policy, creating guidelines for length of appointment to standing councils, developing a new policy for tuition remission for study abroad, and revising policies related to harassment, code of conduct, and consensual relations. As convener, I also attended monthly University Cabinet meetings to give an update on the council's activities.

Convener, Spring 2003-Spring 2006

Member of Strategic Planning Committee (Fall 1999-Fall 2001)

Committee's objective was to develop a strategic plan for the College of Business Administration. Tasks included soliciting faculty/staff input through a series of discussions (Skull Sessions, Breaking-Bread-Together lunches), analyzing the results of previous Admitted Student Surveys, researching practices and programs of specific competitors, and developing a SWOT analysis.

Member of Butler Awards Committee (Fall 1999-Spring 2001)

Committee's objective is to review, evaluate, and fund a variety of non-science research, scholarly, or creative project proposals.

Chairman, Spring 2001

Vice Chairman, Fall 2000

Curriculum Design and Development:

Chair of MBA Board Fellows Work Group (January 2009-present)

Work group's objective was to develop a MBA Board Fellows program which provides graduate students the opportunity to monitor the activities of a board of directors of an exemplary community organization. Set to launch in January 2009, the mission of the MBA Board Fellows program is to: (1) enrich Butler's "Real Life, Real Business" curriculum by providing MBA Fellows with the unique, hands-on, community-leadership experience of serving on a nonprofit board in the area of advocacy/economic development, arts/culture, sports/recreation, and human services; (2) foster a lifelong interest in community service by educating and exposing MBA Fellows to the world of nonprofits; (3) be a highly sought-after resource for Indianapolis nonprofits tackling strategic, organizational, and operational issues. MBA Fellows will serve on the boards of local nonprofits for a 12-month period. They will receive training on a nonprofit board's role and best practices, participate in a non-voting capacity in their assigned nonprofit board's meetings and committees, and complete a project for the organization.

Member of Strategic Global Task Force (Spring 2009-Fall 2010)

Work group's objective was to develop a strategic plan that would further: (1) internationalize our curriculums, (2) internationalize our students and faculty through regular opportunities to study and travel abroad, (3) expand student opportunities for international internships, and (4) create opportunities for faculty research. This projected culminated in an extensive written report, as well as a formal presentation at the CBA Faculty Advance in August 2009.

Chair of Gateway Experience Work Group (Fall 2005-Summer 2006)

Work group's objective was to develop a required 1-credit MBA "gateway experience" for students ready to start the 500-level sequence which would clarify the educational objectives for the MBA program and the commitment necessary for successful completion, develop expectations for 500-level core courses (e.g. level of rigor), help students to understand how much they don't know (i.e. source of motivation to students in 500-level core courses), introduce the idea of integration across functional areas of business, introduce idea of experiential learning (i.e. must be "hands on", active, involve doing something), and emphasize the importance of innovation and creativity. The result was the development of a 1½ day intensive experiential learning activity with a local company partner (MBA505).

Member of Business Process Work Group (Summer 2005)

Work group's objective was to investigate the viability of replacing the functionally-based core courses at the junior level (finance, marketing, operations, organizational behavior) with a process-based course(s). Tasks included identifying key business processes, examining process-oriented courses and programs at other institutions, and interviewing program directors at institutions using a process-based course(s).

Chair of Integrated Curriculum Work Group (Summer 2003)

Work group's objective was to design the "what" (i.e. content), "how" (e.g. block scheduling), and "when" (i.e. course sequencing) of the integrated business core curriculum. Tasks included conducting an in-depth study of 12 other business programs recognized for their integrative efforts, developing a framework for understanding the integration continuum, identifying 5 possible curriculum themes, and developing a complete curriculum sheet for each theme. This project culminated in an extensive written report, as well as a formal presentation at the CBA Faculty Advance in August 2003, which provided underpinnings for "Real Life, Real Business" theme adopted by CBA in Fall 2003.

Member of Curriculum Development Committee (Fall 2003-Fall 2004)

Committee's objective is to manage the development of the new undergraduate curriculum, including coordinating individual work groups, creating an implementation plan, and communicating the new curriculum to faculty, staff, students, etc.

Community Outreach:

Speaker for College Mentors for Kids (December 2004, March 2007)

Organization's objective is to cultivate ongoing mentoring relationships between college and elementary-aged students through shared learning experiences on the university campus and in the community. Elementary-aged students come to campus weekly to spend time with their mentor in planned activities. I have served as a guest speaker for this organization, designing activities relating to economic topics (e.g. money, saving, demand and supply).

Presenter at Academic Decathlon Coaches' Conference, Indiana Academic Competitions for Excellence (September 1998, September 1999, September 2000, September 2002, September 2005, September 2009)

Program participant. I gave a presentation on the topic of economics at this annual conference for coaches of high school academic decathlon teams.

Judge for the Business Professionals of America (BPA) State Leadership Conference, Entrepreneurship Competition (March 1998)

Program participant. I served as judge for the entrepreneurship competition.

HONORS AND AWARDS:

College of Business Outstanding Economics Faculty Member (2008)

College of Business Outstanding MBA Faculty Member (2008)

Sigma Chi Faculty Award of Recognition (2005)

Student Government Association Apple for You Teaching Award (2005, 2008)

Faculty Award for Excellence in Service (2004-2005)

Outstanding Program Instructor Award, Executive Masters Program, Harriman School for Management and Policy, State University of New York at Stony Brook (1997)

Purdue Research Foundation Dissertation Grant (Fall 1992 - Summer 1993)

Purdue Research Foundation Summer Dissertation Grant (Summer 1992)

Frederick N. Andrews Fellowship, Purdue University (Fall 1989 - Summer 1991)

Beta Gamma Sigma

Phi Beta Kappa

Faculty Scholarship, Emory University (Fall 1985 - Spring 1989)

PROFESSIONAL AFFILIATIONS:

American Economic Association

REFERENCES:

Deborah Skinner, Ph.D.
Associate Professor of Marketing
College of Business Administration
4600 Sunset Avenue
Indianapolis, IN 46208-3485
(317)940-3050
dskinner@butler.edu

Susan B. Hughes, C.P.A., Ph.D.
Associate Professor of Accounting
School of Business Administration
University of Vermont
317 Kalkin Hall
55 Colchester Avenue
Burlington, VT 05405-0157
(802)656-0504 office
(513)289-4873 cell
shughes@bsad.uvm.edu

Russ Kershaw, Ph.D.
Dean
School of Business Administration
Philadelphia University
School House Lane & Henry Avenue
Philadelphia, PA 19144
(215)951-2810
Kershawr@PhilaU.edu