

Ingrid Smithey Fulmer
Vice Provost for Faculty Advancement and Faculty Affairs
Associate Dean for Academic Affairs - School of Management and Labor Relations
Professor of Human Resource Management
Rutgers University
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Education and Certification

Ph.D. in Management--Organization Studies. Vanderbilt University.

Master of Tax Accounting. The University of Alabama.

Bachelor of Business Administration, Accounting and Marketing. University of Memphis, *Summa cum laude*.

Certified Public Accountant (Inactive).

Academic Appointments and Academic Leadership Positions

2021-present	Vice Provost for Faculty Advancement and Faculty Affairs, Rutgers University-New Brunswick.
2018-present	Associate Dean for Academic Affairs, School of Management and Labor Relations, Rutgers University-New Brunswick.
2013-2015	Director, PhD Program in Industrial Relations and Human Resources, School of Management and Labor Relations, Rutgers University-New Brunswick.
2012-2017, 2018-present	Professor (2018-), Associate Professor (2012-18), School of Management and Labor Relations, Rutgers University-New Brunswick.
2017-2018	Professor and Director, Centre for Workplace Excellence, School of Management, University of South Australia Business School (Adelaide, South Australia). (on leave from Rutgers)
2010-2012	Associate Professor, Moore School of Business, University of South Carolina.
2006-2010	Cecil B. Day Term Assistant Professor of Business Ethics and Organizational Behavior (2009-2010) and Assistant Professor (2006-2009), College of Management, Georgia Institute of Technology.
2002-2006	Assistant Professor (2003-2006) and Visiting Instructor (2002-2003), Eli Broad Graduate School of Management, Michigan State University.
2001	Graduate Teaching Fellow, Peabody College, Vanderbilt University.

Recognition for Scholarship

Honorary Doctorate of the Faculty of Economics and Management, University of Lucerne, Switzerland. 2020.

Elected Leadership Roles

Board of Governors of the Academy of Management (*elected by organization-wide membership*), 2020-2023.

Elected Leadership Roles - Continued

Academy of Management-Human Resources Division

Officer Track (*elected by division's membership*), 2015-2020. Service in five-year track included:

Past Division Chair (2019-2020)

Division Chair (2018-2019)

Division Chair-Elect (2017-2018)

Program Chair (2016-2017)

Professional Development Workshop (PDW) Chair (2015-2016)

Executive Committee Member - Representative at Large (*elected by division's membership*), 2009-2012

Fellowships, Honorary Appointments, and Visiting Appointments

2020-2021	Fellow, Rutgers Big Ten Academic Alliance Academic Leadership Program
2019-2022	Adjunct Professor (Level E) - University of South Australia Business School, Adelaide, Australia (this is an unpaid, honorary title in Australia)
2018	Guest Professor, University of Lucerne, Switzerland
2017	Research Professor of Human Resource Management (fractional appointment), University of South Australia Business School, Adelaide, Australia
2015-2017	Fellow - Rutgers Leadership Academy - Featured in article about RLA in <i>Chronicle of Higher Education</i> (1/17/17)
2016	Visiting Professor, Bocconi University, Milan, Italy
2016	Visiting Scientist, Center for Advanced Management Studies (LMU CAMS), Ludwig-Maximilians-University, Munich, Germany
2015	Visiting Scholar in Organization Studies, Owen Graduate School of Management, Vanderbilt University
2012-2015	Visiting Professor, Kemmy Business School, University of Limerick, Ireland

Faculty Development Leadership

2021- Rutgers Liaison, Big Ten Academic Alliance Academic Leadership (ALP) and Department Executive Officer (DEO) Programs.

Research Interests

I study human resource management practices and systems, particularly compensation systems, and their effects on employee and organizational outcomes. Recently, I have been examining how individual differences, social comparisons, and pay communication/transparency affect these relationships. I have also studied dyadic and small group interactions in a variety of workplace contexts (e.g., social comparisons among coworkers, negotiation and influence, teamwork) and how interactions shape and are shaped by individual differences, ethical considerations, and relational processes.

Articles Published in Journals and Annual Volumes

(* Denotes a co-author who was a PhD student or post-doctoral researcher at the initiation of the project. *^R Denotes a Rutgers PhD student.)

Management/Applied Psychology (publications in other disciplines listed below)

Fulmer, I.S., & Li, J. *^R (in press). Compensation, benefits, and total rewards: A bird's eye (re)view. ***Annual Review of Organizational Psychology and Organizational Behavior***.

Biron, M., De Cieri, H., **Fulmer, I.S.**, Lin, V., Mayrhofer, W., Nyfoudi, M., Sanders, K., Shipton, H., & Sun, J. (2021). Structuring for innovative responses to human resource challenges: A skunk works approach. ***Human Resource Management Review***, 31 (2) 100768
<https://doi.org/10.1016/j.hrmr.2020.100768>

Fulmer, I.S., Chen, Y., & Li, J. *^R (2021). Strategic idiosyncratic deals (I-deals) policy: Individually negotiated arrangements as an alternative approach for delivering customized benefits. ***Journal of Total Rewards***, First Quarter, 45-53.

Fulmer, I.S., & Arnold, A. (2020). Pay communication: A global look at practices and preferences. ***Journal of Total Rewards***, Fourth Quarter, 25-35.

Bentley, F.S. *^R, **Fulmer, I.S.**#, & Kehoe, R.R.# (2019). Payoffs for layoffs? An examination of CEO relative pay and firm performance surrounding layoff announcements. ***Personnel Psychology***, 72, 81-106. (#equal contribution)

-Recognized by Wiley Publishing as one of the Top 20 Most Read/Downloaded Papers in *Personnel Psychology*, 2017-2018 (as an in-press article), and again as among the top 10% of the most downloaded papers in *Personnel Psychology* in 2018-2019.

-Selected press coverage: ***Fortune Magazine, Washington Post, Philadelphia Inquirer, Dallas Morning News, NJBiz***

Fulmer, I.S., & Shaw, J.D. (2018). Person-based differences in pay reactions: A compensation-activation theory and integrative conceptual review. ***Journal of Applied Psychology***, 103(9), 939-958. (Lead article)

Chen, Y. *^R, & Fulmer, I.S. (2018) Fine-tuning what we know about employees' experience with flexible work arrangements and their job attitudes. *Human Resource Management*, 57(1), 381-395. DOI: 10.1002/hrm.21849.

Garg, S. *^R, & Fulmer, I.S. (2017). Ideal or an ordeal for organizations?: The spectrum of co-worker reactions to idiosyncratic deals. *Organizational Psychology Review*, 7(4), 281-305.

Fulmer, I.S. & Walker, W.J.* (2015). More bang for the buck?: Personality traits as moderators of responsiveness to pay-for-performance. *Human Performance*, 28(1),40-65.

Fulmer, I.S. & Ployhart, R. (2014). "Our most important asset": A multidisciplinary/multilevel review of human capital valuation for research and practice. *Journal of Management*, 40(1), 161-192.

Fulmer, I.S. (2012). The craft of writing theory: Variety and similarity in *Academy of Management Review*. *Academy of Management Review*, 37(3), 327-331. (Editorial)

Nyberg, A.* , Fulmer, I.S., Gerhart, B., & Carpenter, M. (2010). Agency theory revisited: CEO return and shareholder interest alignment. *Academy of Management Journal*, 53(5), 1029-1049.

-Selected as a finalist for the 2010 Academy of Management HR Division Scholarly Achievement Award.

-Summarized as a research brief and distributed by The Center for Executive Succession, Darla Moore School of Business, University of South Carolina (2015)

Fulmer, I.S. (2009). The elephant in the room: Labor market influences on CEO compensation. *Personnel Psychology*, 62(4), 659-696. **(Lead article)**

Fulmer, I.S., Barry, B., & Long, A.* (2009). Lying and smiling: Informational and emotional deception in negotiation. *Journal of Business Ethics*, 88(4), 691-709.

Ilies, R., Fulmer, I.S., Spitzmuller, M.* , & Johnson, M.* (2009). Personality and citizenship behavior: The mediating role of job satisfaction. *Journal of Applied Psychology*, 94, 945-959.

-Awarded a Citation of Excellence as one of the top 50 articles in Emerald Management Reviews for 2009 (out of 15,000 papers assessed).

Fulmer, I.S. & Barry, B. (2009). Managed hearts and wallets: Ethical issues in emotional influence by and within organizations. *Business Ethics Quarterly*, 19, 155-191. **(Lead article.)**

Gerhart, B., Rynes, S., & Fulmer, I.S. (2009). Pay and performance: Individuals, groups, and executives. *The Academy of Management Annals*, Volume 3, 251-315. Philadelphia, PA/Colchester, Essex, UK: Academy of Management and Taylor & Francis.

Stewart, G., **Fulmer, I.S.**, & Barrick, M. (2005). An exploration of member roles as a multilevel linking mechanism for individual traits and team outcomes. *Personnel Psychology*, *58*, 343-365.

Barry, B., & **Fulmer, I.S.** (2005). Methodological challenges in the study of negotiator affect. *International Negotiation*, *9*, 485-502.

-Reprinted in Carnevale, P.J., & De Dreu, C.K.W. (Eds.) (2006). *Methods of negotiation research* (pp. 149-164). Leiden, The Netherlands: Martinus Nijhoff.

Fulmer, I.S., & Barry, B. (2004). The “smart” negotiator: Cognitive ability and emotional intelligence in negotiation. *International Journal of Conflict Management*, *15*, 245-272.

Barry, B. & **Fulmer, I.S.** (2004). The medium and the message: The adaptive use of communication media in dyadic influence. *Academy of Management Review*, *29*, 272-292.

-Selected as a finalist for the *Academy of Management Review* Best Paper Award for a paper published in 2004.

Fulmer, I.S., Gerhart, B., & Scott, K. (2003). Are the 100 best better? An empirical investigation of the relationship between being a “Great Place to Work” and firm performance. *Personnel Psychology*, *56*, 965-993.

-Summarized by E.J. Romero as “Are the great places to work also great performers?” Research brief in *Academy of Management Executive*, *18*, 150-152.

Peer-reviewed Journal Articles in Other Disciplines (see note below)

Hojnacki, S.*, Bolton, T.*, **Fulmer, I.S.**, & Olson, B. (2012). Development and piloting of an instrument that measures company support for breastfeeding. *Journal of Human Lactation*, *28*(1), 20-27.

Chow, T.*, **Fulmer, I.S.**, & Olson, B. (2011). Perspectives of managers toward workplace breastfeeding support in the State of Michigan. *Journal of Human Lactation*, *27*(2), 138-146.

Note: Dr. Fulmer served as the organizational behavior/human resource management content expert on a USDA grant-funded interdisciplinary collaboration with colleagues from the Department of Food Science and Human Nutrition at Michigan State University. These publications are products of that cross-disciplinary collaboration.

Book Chapters

Arnold, A., & **Fulmer, I.S.** (2018). Pay transparency. In S.J. Perkins (Ed.), *The Routledge Companion to Reward Management* (pp. 87-96). London: Routledge.
<https://doi.org/10.4324/9781315231709>

Fulmer, I.S. & Chen, Y.*^R (2014). How communication affects employee knowledge of and reactions to compensation systems. In V. Miller and M. Gordon (Eds.), ***Meeting the Challenge of Human Resource Management: A Communication Perspective*** (pp. 167-178). New York: Routledge/Taylor & Francis.

Barry, B., **Fulmer, I.S.**, & Goates, N.* (2006). Bargaining with feeling: Emotionality in and around negotiation. In L. Thompson (Ed.), ***Negotiation Theory and Research*** (pp. 99-127), part of the ***Frontiers in Social Psychology*** series [A. Kruglanski and J. Forgas (Series Eds.)]. New York: Psychology Press.

Barry, B., **Fulmer, I.S.**, & Van Kleef, G.* (2004). I laughed, I cried, I settled: The role of emotion in negotiation. In M. Gelfand and J. Brett (Eds.), ***The Handbook of Negotiation and Culture*** (pp. 71-94). Stanford University Press.

Refereed Conference Proceedings

Chen, Y. *^R, & **Fulmer, I.S.** (2019). How do co-workers react when a woman receives the highest pay?: A theoretical model of pay status. ***Best Paper Proceedings (appx. top 10% of conference submissions), 78th Annual Academy of Management***, Boston, Massachusetts.

Chen, Y. *^R, & **Fulmer, I.S.** (2016). Fine-tuning what we know about flexible work arrangements: Deconstructing employees' experience. ***Best Paper Proceedings (appx. top 10% of conference submissions), 75th Annual Academy of Management***, Anaheim, California.

Fulmer, I.S., Barber, A.E., DeRue, D.S.* & Morgeson, F. (2006). The person and the situation: Job seeker personality in the choice and outcomes of career coaching. ***Best Paper Proceedings (appx. top 10% of conference submissions), 65th Annual Academy of Management***, Atlanta, Georgia.

Nyberg, A.* & Gerhart, B., & **Fulmer, I.S.** (2006). Performance matters: The relationship between CEO wealth creation and firm performance. ***Best Paper Proceedings (appx. top 10% of conference submissions), 65th Annual Academy of Management***, Atlanta, Georgia.

Book Reviews

Fulmer, I.S. (2010). Review of G. Akerlof and R. Shiller, "Animal Spirits: How Human Psychology Drives the Economy and Why it Matters for Global Capitalism" (Princeton, NJ: Princeton University Press, 2009). ***Human Resource Management***, 49, 139-142.

Fulmer, I.S. (2009). Review of C. Finn, "Troublemaker: A Personal History of School Reform Since Sputnik" (Princeton, NJ: Princeton University Press, 2008). ***Human Resource Management***, 48, 843-846.

Technical Reports

Arnold A., **Fulmer, I.S.**, Sender, A., Allen, D.G., Staffelbach, B., & Perkins, S.J. (2018). ***International Study on Compensation and Pay Transparency Practices***. Lucerne, Switzerland: Center for Human Resource Management, University of Lucerne.

Arnold A., **Fulmer, I.S.**, Sender, A., Allen, D.G., & Staffelbach, B. (2018). ***Compensation and pay transparency practices in Switzerland: Survey report 2018***. Lucerne, Switzerland: Center for Human Resource Management, University of Lucerne.

-Mentioned in B.W. Smit & T. Montag-Smit, "Pay transparency: policymakers love it, but employees not so much." ***LSE Business Review*** (London School of Economics)

Selected Media Mentions

"How Transparent Can Managers Be About Pay?," <https://www.shrm.org/resourcesandtools/hr-topics/people-managers/pages/pay-transparency-and-managers.aspx> (April 14, 2020)

"Using AI and Data to Improve Employee Engagement," <https://www.shrm.org/resourcesandtools/hr-topics/technology/pages/using-ai-data-improve-employee-engagement.aspx> (July 25, 2019)

"Best & Worst Places to Start a Career," <https://wallethub.com/edu/best-worst-cities-to-start-a-career/3626/#expert=ingrid-fulmer> (May 14, 2019)

Keynote Addresses and Invited Public Lectures

- "Communicating about Pay: Emerging Research," Invited Lecture for Honorary Doctorate Awarded November 2020, University of Lucerne, Lucerne Switzerland. Scheduled for March 16, 2021 (virtual).
- "Communicating with Employees About Pay: What Researchers and Practitioners Can Learn From One Another," 7th European Reward Management Conference (Brussels, Belgium). Keynote presentation. December 14, 2019.
- "Can We Talk? Communicating About Pay," Insights Public Lecture, Centre for Workplace Excellence, University of South Australia, Adelaide SA, Australia. July 11, 2019.
- Vlerick Business School (Brussels, Belgium), Centre for Excellence in Strategic Rewards. "Reward Communication: What can Practitioners Learn from Academic Research?" Residential Seminar in the Netherlands. October 5, 2018.

- Hong Kong Polytechnic University, Department of Management and Marketing. “Creativity and Theory Building.” 5th Symposium of the Centre for Leadership and Innovation: Creativity and Innovation: Individual and Strategic Perspectives. March 4, 2016.

Other Invited (Non-conference) Presentations and Colloquia

- Michigan State University, School of Human Resources and Labor Relations, June 17, 2019.
- University of Western Australia, Perth, Australia. September 7, 2018.
- Owen Graduate School of Management, Vanderbilt University. August 17, 2018.
- Faculty of Business and Economics, The University of Melbourne. Melbourne, Australia. July 19, 2018.
- Ausmed Conference: What Great Nurse Managers Do. “The casual workforce – Nurse management and churn.” Adelaide, South Australia. June 15, 2018.
- Committee on Economic Development in Australia (CEDA) Women in Leadership Lunch Series in Adelaide. Panelist on the topic of “Diversity and Inclusion.” March 19, 2018.
- Center for Workplace Excellence (CWeX), University of South Australia Business School. Two presentations in June 2017.
- The Ohio State University, Fisher College of Business. December 12, 2016.
- Bocconi University (Milan, Italy). June 20, 2016.
- Ludwig von Maximilians University (LMU – Munich, Germany) Center for Advanced Management Studies. May 10, 2016.
- Hong Kong Polytechnic University, Department of Management and Marketing. Editors’ Panel, 5th Symposium of the Centre for Leadership and Innovation: Creativity and Innovation: Individual and Strategic Perspectives. March 4, 2016.
- Vanderbilt University, Owen Graduate School of Management. November 20, 2015.
- Rutgers Business School, Management and Global Business Speaker Series. April 8, 2015.
- University of Limerick (Ireland), Kemmy Business School. March 19, 2015.
- Renmin University, Beijing China, School of Labor and Human Resources. June 17, 2014.
- Hong Kong Polytechnic University, Department of Management and Marketing. June 9 and 12, 2014. (Two presentations)
- University of Illinois, School of Labor and Employment Relations. April 11, 2014.
- Nanjing University Business School, Nanjing China. July 2, 2013. (Two presentations)
- University of Virginia, Darden/MacIntire Research Seminar. November 29, 2012.
- University of Limerick (Ireland), Kemmy Business School. October 11, 2012.
- University of Wisconsin-Madison, Wisconsin School of Business. INSITE Seminar Series. September 27, 2012.
- Rutgers University, School of Management and Labor Relations. September 26, 2011.
- Cornell University, School of Industrial and Labor Relations. May 2010.
- University of South Carolina, Moore School of Business. November 2009.
- Paperboard Packaging Council Seminar/Workshop, East Lansing, MI. September 2005. “Aligning pay and benefits systems to support work design.”
- Georgia Institute of Technology, College of Management. November 27, 2005.

- Texas A&M University, Mays Business School. November 3, 2005.
- University of Connecticut School of Business. April 27, 2005.
- Cornell University, School of Industrial and Labor Relations. November 21, 2001.
- Michigan State University, Eli Broad Graduate School of Management. November 7, 2001.

Conference Papers and Presentations

(Denotes a co-author who was a PhD student or post-doctoral researcher at the initiation of the project. *^R Denotes a Rutgers PhD student.)*

Arnold, A., **Fulmer, I.S.**, Sender, A. & Li, J. *^R (2020). How does pay transparency affect pay knowledge and satisfaction? A field intervention study. Included in a symposium titled “Pay communication: Expanding conceptualizations and evidence,” organized by Li, Fulmer, and Arnold. Originally accepted for presentation as a Showcase Symposium at the Academy of Management Annual Meeting, Vancouver, BC, Canada (Peer reviewed and originally scheduled for live presentation August 2020; AOM held as a virtual conference due to COVID-19 pandemic)

Arnold, A., **Fulmer, I.S.**, & Feierabend, A. (2019). Employees as pay information seekers: Understanding intra-organizational versus external information seeking. 7th European Reward Management Conference, Brussels, Belgium, December 2019.

Arnold, A., **Fulmer, I.S.**, & Sender, A. (2019). Understanding the interplay among pay system characteristics, pay transparency, and outcomes: An organization-level perspective. 7th European Reward Management Conference, Brussels, Belgium, December 2019.

Chen, Y. *^R, & **Fulmer, I.S.** (2019). How do co-workers react when a woman receives the highest pay?: A theoretical model of pay status. Academy of Management Annual Meeting, Boston, MA, August 2019.

- Selected to be included in the Best Paper Proceedings of the Academy of Management Annual Conference (top 10% of all submissions).

Arnold, A., **Fulmer, I.S.**, Sender, A., & Staffelbach, B. (2018) Drivers and outcomes of different pay transparency aspects: An organization-level perspective. Included in a Showcase Symposium titled “Pay Transparency: Advancing Theory and Empirical Knowledge.” Academy of Management Annual Meeting, Chicago, IL, August 2018.

Arnold, A.*, **Fulmer, I.S.**, & Feierabend, A. (2017) Bridging the gap between pay communication and pay reactions: Pay information seeking behavior. Academy of Management Annual Meeting, Atlanta, GA, August 2017.

Arnold, A.*, **Fulmer I.S.**, & Sender, A. (2017). Impact of pay system characteristics on pay transparency: A cross-cultural examination. Presented at the 3rd Annual Global Conference on International Human Resource Management, New York, NY, May 2017.

Conference Papers and Presentations – continued

Fulmer, I.S., & Shaw, J.D. (2016). Dynamics of organizational pay dispersion: Causes and consequences of changes in productivity and workgroup composition. Included in a symposium titled “The Causes and Consequences of Income Inequality and Economic Scarcity Inside Organizations.” Academy of Management Annual Meeting, Anaheim, CA, August 2016.

Chen, Y. ^{*R}, & **Fulmer, I.S.** (2016). Fine-tuning what we know about flexible work arrangements: Deconstructing employees' experience. Academy of Management Annual Meeting, Anaheim, CA, August 2016.

- Selected to be included in the Best Paper Proceedings of the Academy of Management Annual Conference (top 10% of all submissions).

Bentley, F.S. ^{*R}, **Fulmer, I.S.,** & Kehoe, R. (2015) Payoffs for Layoffs? An Examination of CEO Relative Pay and Firm Performance Surrounding Layoff Announcements. People and Organizations Conference, The Wharton School of the University of Pennsylvania, October 2015.

Bentley, F.S. ^{*R}, **Fulmer, I.S.,** & Kehoe, R. (2015) Do CEOs receive payoffs from layoffs?: An examination of the relationship between CEO relative pay and layoffs. Presented at Academy of Management Annual Meeting, Vancouver, BC, August 2015.

Chen, Y. ^{*R}, & **Fulmer, I.S.** (2015) The hidden costs of heterogeneity in HR system use. Presented at Academy of Management Annual Meeting, Vancouver, BC, August 2015.

Chen, Y. ^{*R}, **Fulmer, I.S.,** McKay, P.F., & Avery, D.R. (2015) Racial differences in performance-pay relationships: The role of diversity climate. Presented at Society for Industrial and Organizational Psychology Conference, Philadelphia, PA, April 2015.

Chen, Y. ^{*R}, & **Fulmer, I.S.** (2014). The link between flexible work arrangements and employee outcomes: A multilevel model. Presented at the Southern Management Association Annual Meeting, Savannah, GA, November 2014.

Kehoe, R., **Fulmer, I.S.,** & Bentley, F.S. ^{*R} (2014). Putting Stars in Their Place: Adding Human Capital Context to the Discussion on Star Employees. Presented as part of a symposium titled, “Examining Context in the Study of Human Capital.” Academy of Management Annual Meeting Philadelphia, PA.

Kehoe, R., Lepak, L., **Fulmer, I.S.,** & Bentley, F.S. ^{*R} (2014). Reassessing value creation and rent appropriation by star employees. Presented at Strategic Management Society Annual Conference, Madrid, Spain.

Fulmer, I.S., & Barry, B. (2013). Ethical decision making in goal-directed influence: The “target effect.” Presented at Academy of Management Annual Meeting, Lake Buena Vista, Florida.

Conference Papers and Presentations – continued

Fulmer, I.S., Conlon, D.E., & Call, M.L.* (2012). You can check out any time you like, but you can never leave: Post-employment relationship maintenance and boomerang reemployment. Presented at Fifth Annual FACE (Focusing on Asymmetry, Conflict and Emotion) Conference. Maui, Hawaii.

Fulmer, I.S., Conlon, D.E., & Call, M.L.* (2012). Managing human capital after it walks out the door: Antecedents and consequences of post-exit relationship maintenance. Presented at Strategic Management Society Annual Conference, Prague, Czech Republic.

Fulmer, I.S., & Walker, W.J.* (2011). More bang for the buck?: Personality as a moderator of responsiveness to pay. Presented at Academy of Management Annual Meeting, San Antonio, Texas.

Fulmer, I.S., & Barry, B. (2011). Micro-ethical decision making in social influence. Presented at International Association for Conflict Management Annual Meeting, Istanbul, Turkey.

Mishina, Y., Dimotakis, N.*, **Fulmer, I.S.,** & Wilson, K.S. (2010). Style over substance: How emotional linguistic styles can influence shareholder perceptions. Presented at Strategic Management Society Conference in Rome, Italy.

Fulmer, I.S., & Nyberg, A. (2010). How does executive pay affect workers?: An analysis of employee relations and productivity. Presented at the Academy of Management Annual Meeting, Montreal, Quebec.

Fulmer, I.S., & Barry, B. (2010). Pushing emotional buttons: Ethics and affective influence in organizations. Presented at the Annual Conference for the International Association for Conflict Management, Boston.

Chow, T.*, **Fulmer, I.S.,** & Olson, B. (2010). Development of an instrument to measure manager attitudes toward workplace breastfeeding support. Poster presented at Experimental Biology Conference, Anaheim, California. (Tan Chow won a student award for this from the Community and Public Health Nutrition Research Interest Section.

Fulmer, I.S., & Barry, B. (2009). The management of emotion by and within organizations: Exploring the ethical frontier. Presented at International Association for Business and Society Annual Conference, Snowmass, Colorado.

Barry, B. & **Fulmer, I.S.** (2008). Asymmetrical hearts and wallets: Ethical issues in emotional influence. Presented at the Conference on Asymmetry, Cognitions, and Emotions, Leiden University, The Netherlands.

Fulmer, I.S. (2008). The elephant in the room: Labor market influences on CEO pay design. Presented at Academy of Management Annual Meeting, Anaheim, California.

Conference Papers and Presentations – continued

Fulmer, I.S., & Walker, W.J.* (2008). Pay and task performance: The role of individual differences. Presented at Society for Industrial and Organizational Psychology Conference, San Francisco, California.

Fulmer, I.S. (2007). External labor market influences on CEO pay design and disclosure. Presented at Academy of Management Annual Meeting, Philadelphia, Pennsylvania.

Spitzmuller, M.*, **Fulmer, I.S.,** Ilies, R., & Johnson, M.* (2006). Personality and citizenship behavior: The role of affect and satisfaction. Submitted as part of a symposium titled “Examinations of Mood and Extra-Role Behavior.” Presented at Academy of Management Annual Meeting, Atlanta, Georgia.

Fulmer, I.S., Barber, A.E., DeRue, D.S.*, & Morgeson, F. (2006). The person and the situation: Job seeker personality in the choice and outcomes of career coaching. Presented at Academy of Management Annual Meeting, Atlanta, Georgia.

- Selected as a nominee for Best Paper Award in Careers Division.
- Selected to be included in the Best Paper Proceedings of the Academy of Management Annual Conference.

Nyberg, A.*, Gerhart, B., & **Fulmer, I.S.** (2006). Performance matters: The relationship between CEO wealth creation and firm performance. Presented at Academy of Management Annual Meeting, Atlanta, Georgia.

- Selected to be included in the Best Paper Proceedings of the Academy of Management Annual Conference.

Fulmer, I.S., & Stewart, G. (2006). Perceptual accuracy regarding leadership roles in “leaderless” teams. Submitted as part of a symposium titled “Team Leaders: Who Are They and What Do They Do?” Presented at Society for Industrial and Organizational Psychology Conference, Dallas, Texas.

Liu, L.A., **Fulmer, I.S.,** & Barry, B. (2004). Emotion in influence: A connectionist model. Presented at the Seventeenth Conference of the International Association for Conflict Management, Pittsburgh, Pennsylvania.

Stewart, G., **Fulmer, I.S.,** & Barrick, M. (2003). Linking individual personality to team characteristics through role configuration. Submitted as part of a symposium on Collective Personality. Presented at 2003 Society for Industrial and Organizational Psychology Conference, Orlando, Florida.

Conference Papers and Presentations – continued

Fulmer, I.S., & Barry, B. (2002). The “smart” negotiator: Cognitive ability and emotional intelligence in negotiation. Presented at the Fifteenth Conference of the International Association for Conflict Management, Park City, Utah.

Barry, B., & **Fulmer, I.S.** (2001). How influence in organizations is affected by computer-mediated communication: A theoretical framework. Presented at the Fourteenth Conference of the International Association for Conflict Management, Cergy (Paris), France.

Tidd, S., & **Fulmer, I.S.** (2001). Do methodological artifacts explain the task conflict/relationship conflict linkage? The case of negative affect as a source of measurement error. Poster at the Fourteenth Conference of the International Association for Conflict Management, Cergy (Paris), France.

Barry, B., **Fulmer, I.S.**, & Long, A. (2000). Ethically marginal bargaining tactics: Sanction, efficacy, and performance. Presented in showcase symposium on Ethics in Conflict and Negotiation at the annual meeting of the Academy of Management, Toronto.

Fulmer, I.S., Gerhart, B., & Scott, K. (2000). Are the 100 best better? An empirical investigation of the relationship between being a “Great Place to Work” and firm performance. Presented at the annual meeting of the Academy of Management, Toronto.

Barry, B., **Fulmer, I.S.**, & Long, A. (2000). Attitudes regarding the ethics of bargaining tactics as predictors of negotiation outcomes. Presented at the Thirteenth Conference of the International Association for Conflict Management, St. Louis, Missouri.

Grants

Co-investigator: U.S. Department of Agriculture. Workplace climate for breastfeeding support: perception of new mother employees, and the role of company policies and manager attitudes. (Principal investigator: Beth Olson, Michigan State University Department of Food Science and Human Nutrition.) Total direct costs - \$36,092

Other Awards, Honors, Scholarships and Fellowships

Teaching and Service

- “*Thank a Teacher*” certificate, Georgia Institute of Technology, Spring 2008. (student nominated)
- Richard J. Lewis Quality of Excellence Award, 2006, Eli Broad Graduate School of Management, Michigan State University. The Broad Coaches team was selected for its work to establish and provide support for the Broad Career Coaches Program, an alumni-student career/job search mentoring program. Lewis Quality Awards are given annually to individuals or teams within the Broad School that engage in innovative activities to further the mission of the Broad School.

Academic

- University Graduate Fellow, Vanderbilt University.
- Graduate Council Fellow, The University of Alabama.
- Cecil C. Humphreys Presidential Scholar, University of Memphis.

Teaching

Rutgers University

- Compensation and Rewards (asynchronous online course, Professional Masters in HRM)
- Seminar in Human Resources: Macro Foundations (PhD seminar)
- Special Topics: Social and Ethical Responsibilities of Business Organizations, Managers, and the HR Function (Masters in HRM Elective)
- Independent Studies (PhD) directed: Diversity and Discrimination; Compensation/Benefits
- Seminar in Multilevel Theory and Research (PhD seminar)
- Seminar in Organizational Behavior (PhD Seminar)
- Compensation and Rewards (Masters in HRM)
- Compensation (Undergraduate HR Major)

University of South Carolina

- Human Resource Metrics and Research Methods (Master of Human Resources Core)
- Compensation and Benefits (Undergraduate Elective)

Georgia Institute of Technology

- Management of Human Capital for “Non-HR” Managers (MBA Elective)
- Seminar in Organizational Behavior I (PhD Seminar)
- Social/ Ethical Responsibilities of Business Organizations and Managers (Undergraduate Elective)
- Human Resource Management (Undergraduate Business Major Requirement)

Michigan State University

- Human Resource Compensation (Full-time MBA Elective)
- Human Resource Management (Weekend MBA Core)
- Organization Design (Weekend MBA Core)
- Compensation and Reward Systems (Undergraduate Elective)

Vanderbilt University - Peabody College (as a PhD student)

- Human Resource Management (Undergraduate Elective)

Executive and Professional Education

- Compensation (Rutgers HR Functional Excellence Certificate Program)

Dissertation/Masters Thesis/Qualifying Exam/Summer Paper Committee Membership

Xueqing (Skye) Fan

- Master of Science, Rutgers University (2021, thesis committee member).

Su Chen

- Master of Science, Rutgers University (2021, thesis committee member).

Junting Li

- Ph.D., Rutgers University (expected 2022, dissertation committee co-chair)
- Qualifying exam committee (2019), Rutgers University.

Ruth Sims

- Ph.D., University of South Australia (expected 2021, co-principal supervisor).

Eugene Son

- Ph.D., Rutgers University (expected 2022, dissertation committee member)
- Qualifying exam committee (2016, committee member)
- Master of Science, Rutgers University (2016, thesis committee member)

Ayesha Hanif, University of South Australia (2018, Ph.D. proposal panel member).

Vidya Vishnu, University of South Australia (2018, Ph.D. proposal panel member).

Saehee Kang (2019)

- Ph.D., Rutgers University (dissertation committee member)
- Qualifying exam committee (2016, committee member)
- Master of Science, Rutgers University (2015, thesis committee member)

Yan Chen (2018)

- Ph.D., Rutgers University (dissertation chair)
- Qualifying exam committee (2015, chair)
- Master of Science, Rutgers University (2015, thesis chair)

Frederick (Scott) Bentley (2017)

- Ph.D., Rutgers University (dissertation co-chair) [*This dissertation proposal was the winner of a Society for Human Resource Management dissertation grant.*]
- Qualifying exam committee (2015, chair)
- Master of Science, Rutgers University (2015, thesis chair)

Sargam Garg (2017). Ph.D., Rutgers University (dissertation committee member).

Emily Rosado-Solomon, Rutgers University (2017, qualifying exam committee)

Sasha Pustovit, Rutgers University (2017, qualifying exam committee)

Kyongji Han (2016). Ph.D., Rutgers University (dissertation committee member).

Matthew Call (2016)

- Ph.D., University of South Carolina (outside dissertation committee member)
- Oral qualifying exam defense, University of South Carolina (2014, outside member)

Donald Hale (2011, reader, first summer paper/qualifier, University of South Carolina.

Akshi Kakar-Gupta (2009, reader, first summer paper, Georgia Institute of Technology.

Samantha Collins (2009, reader, first summer paper, Georgia Institute of Technology.

Sarah Hojnacki (2009). Master of Science, Michigan State University (committee member).

Wendy J. Walker (2009). Ph.D., Georgia Institute of Technology (committee member).

Christopher Meyer (2006). Ph.D., Michigan State University (committee member).

Other Supervision/Mentoring

Dr. Alexandra Arnold (University of Zurich, now working at U of Lucerne) worked with me as a visiting scholar/post-doctoral researcher during Spring semester 2016.

Agnes Michalek (doctoral student at Ludwig von Maximilians University, Munich, Germany) visited and worked with me at Rutgers September-November 2014.

Professional Association and Editorial Leadership and Service

Academy of Management

AOM Board of Governors, Representative at Large (*elected by organization-wide membership*), 2020-2023.

AOM Human Resources Division

Officer Track (*elected by division membership*). Service in five-year track included:

Past Division Chair (2019-2020)

Division Chair (2018-2019)

Division Chair-Elect (2017-2018)

Program Chair (2016-2017)

Professional Development Workshop (PDW) Chair (2015-2016)

Executive Committee Member - Representative at Large (*elected by division membership*), 2009-2012; Junior Faculty Consortium Planning Subcommittee (2009-2012, committee chair 2010-2012)

Scholarly Achievement Award Committee for Best Papers of 2009 and 2010.

Mahoney Mentoring Award Committee, 2006 and 2007.

European Institute for Advanced Studies in Management (EIASM)

International Co-Chairperson, Workshop on Strategic Human Resources Management. (2019-)

2021 Conference – Virtual conference upcoming April 2021 due to COVID-19 pandemic.

2020 Conference – Virtual conference September 2020 due to COVID-19 pandemic.

2019 Conference -- Vienna, Austria, April 2019.

Academic Journal Editing and Reviewing

Associate Editor

Academy of Management Review (2011-2014)

International Journal of Human Resource Management (2013-2014)

Editorial Review Board

Academy of Management Review (2007 – 2011, 2014 -- present)

Compensation and Benefits Review (2015 -- present)

Human Resource Management Review (2016 – present)
Journal of Applied Psychology (2012 -- 2019), Consulting Editor
Journal of Management (2014 -- present)
Personnel Psychology (2007 – present)
Organizational Psychology Review (2010 – 2021)
Negotiation and Conflict Management Research (2006 – 2015)

Ad Hoc Reviewer

Academy of Management Journal
Business Ethics Quarterly
Human Resource Management
Journal of Applied Psychology
Journal of Business Ethics
Organizational Behavior and Human Decision Processes

Conference Panelist, Presenter, Facilitator, and/or Invited Participant

Professional Development Workshop (PDW) Presenter, “Crafting Conceptual HR Manuscripts,” HR Division, Academy of Management Annual Meeting, Vancouver, British Columbia (now to be online). Invited for August 2020.

PDW Presenter, “HR Research Roundtable Forum,” HR Division, Academy of Management Annual Meeting, Vancouver, British Columbia (now to be online). Invited for August 2020.

PDW Panelist, “Exploring Tough Research Questions with Compensation Scholars,” HR Division, Academy of Management Annual Meeting, Boston, MA. August 2019

PDW Presenter, “HR Research Roundtable Forum,” HR Division, Academy of Management Annual Meeting, Boston, MA. August 2019.

Mentor, Doctoral Colloquium, HR International Conference, Dublin, Ireland (January 2019).

Professional Development Workshop (PDW) Presenter, “Publishing in Top Tier US Journals for Non-US Scholars,” HR Division, Academy of Management Annual Meeting, Chicago, Illinois, August 2018.

PDW Presenter, “HR Research Roundtable Forum,” HR Division, Academy of Management Annual Meeting, Chicago, Illinois. August 2018.

PDW Panelist, “Innovative and Experiential Approaches to Teaching HRM,” HR Division, Academy of Management Annual Meeting, Chicago, Illinois. August 2018.

PDW Panelist, “Fostering Relationships and Research Among Compensation Scholars,” HR Division, Academy of Management Annual Meeting, Atlanta, Georgia. August 2017.

PDW Panelist, "Building a Research Community: Advancing a Social Network Perspective in Human Resource Management," HR Division, Academy of Management Annual Meeting, Atlanta, Georgia. August 2017.

PDW Panelist, "Publishing in Top Tier US Journals for Non-US Authors," HR Division, Academy of Management Annual Meeting, Atlanta, Georgia. August 2017.

PDW Panelist, "Stress Management Workshop for Junior Faculty," Organizational Behavior Division, Academy of Management Annual Meeting, Anaheim California. August 2016.

PDW Presenter, "Learn More from the HR Division: The Ambassadors Network," Second HR Division International Conference, Sydney Australia. February 2016.

Presenter, HR Division Doctoral Consortium, Academy of Management Annual Meeting, Vancouver, BC, Canada. August 2015.

Presenter, OB Division Junior Faculty Consortium, Academy of Management Annual Meeting, Organizational Behavior Division. Philadelphia, PA. August 2014.

Invited Participant, Sixth Annual FACE (Focusing on Asymmetry, Conflict and Emotion) Conference. January 9-12, 2014. Tucson, Arizona.

Visiting Facilitator, Work, Knowledge, & Employment Theme Research Incubator, Kemmy Business School, University of Limerick, Ireland. October 2013, and invited again for March 18, 2015.

Presenter, OB Division Doctoral Consortium, Academy of Management Annual Meeting, Organizational Behavior Division, 2013, Lake Buena Vista, Florida, and 2014 in Philadelphia, Pennsylvania.

Invited Discussant, Human Capital Group Conference. February 28-March 2, 2013. Park City Utah (sponsored by University of Utah).

Invited Visiting Scholar, Fifth Annual FACE (Focusing on Asymmetry, Conflict and Emotion) Conference. December 10-13, 2012. Maui, Hawaii.

Invited Participant, Cognition versus Emotions in Ethical Behavior Conference. May 4-5, 2012. Rotman School of Management, Toronto, Ontario,

Invited Discussant, Strategic Management Society Human Capital Interest Group Mini-Conference. June 17-18, 2011. Fisher College of Business, The Ohio State University.

Presenter, HR Doctoral Student Consortium. Academy of Management Annual Meeting, Human Resource Management Division, 2004, 2008, 2010.

Other Professional Activities and Professional Development

Envisage: Academic Navigation for Women--Nominated participant. University of South Australia, 2018.

Center for International Business Education and Research (CIBER) – Participant in Faculty Development in Business Program in China, January 3-14, 2011. (site visits in Shanghai, Hangzhou, Guangzhou, Hong Kong)

Invited content reviewer for Society of Human Resources Management (SHRM) Foundation Effective Practice Guidelines Report, *Implementing Total Reward Strategies*, published in 2007.

Conference Professional Development Workshops/ Sessions – Organizer, Chair, or Discussant

Session Chair, “Compensation: Linking Pay-for-Performance to Individual and Organizational Outcomes.” Academy of Management Annual Meeting, Human Resource Management Division, August 2018, Chicago, IL.

Session Chair, "Managing the Aging Workforce." Academy of Management Annual Meeting, Human Resource Management Division, August 2018, Chicago, IL.

Co-organizer/co-presenter, “HR at the Interface: Managing the Growing Divide.” HR Division Plenary Session, Academy of Management Annual Meeting, Atlanta, GA, August 2017.

Co-organizer/co-presenter, “Organizational responses to work and employment issues underpinning current global political decisions: Shared wisdom from the HR Ambassadors.” All-Academy Theme Symposium, Academy of Management Annual Meeting, Atlanta, GA, August 2017.

Co-organizer/co-presenter (2013-2014), round table discussion leader (2015, 2016, 2020), “Writing Theoretical Papers – A Workshop from the *AMR* Editors.” Academy of Management Annual Meetings. Presented August 2013, Lake Buena Vista; August 2014, Philadelphia, Pennsylvania; August 2015, Vancouver, British Columbia; August 2016, Anaheim, California; August 2020, Vancouver, BC (virtual conference due to COVID).

Session Chair, “Psychological Mechanisms underlying Pay Practices.” Academy of Management Annual Meeting, Human Resource Management Division, August 2015, Vancouver, British Columbia.

Session Chair, “Compensation and Incentives.” Academy of Management Annual Meeting, Human Resource Management Division. August 2014, Philadelphia, PA.

Session Chair, “Let’s Talk About It.” HR Division First International Conference. First HR Division International Conference. June 16, 2014, Beijing, China.

Co-organizer, "The Next Big Questions in Strategic HR?: Continuing to Expand the HR-Performance Research Agenda." First HR Division International Conference. June 15, 2014, Beijing, China.

Co-organizer, "The Next Big Questions?: Expanding the HR-Performance Research Agenda." Human Resource Management Division, Academy of Management Annual Meeting. August 2013, Lake Buena Vista, Florida.

Co-organizer, "Reviewing Theoretical Papers." Academy of Management Annual Meeting, August 2012, Boston, Massachusetts.

Session Chair, "The Impact of Human Capital Loss: Going Mobile." Strategic Management Society Annual Conference. October 2012, Prague, Czech Republic.

Co-organizer, "Taking Stock and Looking Forward: The HR-Performance Research Agenda over the Next Twenty Years." Human Resource Management Division, Academy of Management Annual Meeting. August 2011, San Antonio, Texas.

Paper Session Chair, "Impact of Strategic HR." Academy of Management Annual Meeting, Human Resource Management Division, August 2013, Orlando, California.

Paper Session Chair, "Executive Compensation: Governance, Dispersion, and Firm Performance." Academy of Management Annual Meeting, Human Resource Management Division, August 2011, San Antonio, Texas.

Discussant, "Influences of Board Composition," Academy of Management Annual Meeting, Business Policy and Strategy Division, August 2008, Anaheim, California.

Paper Session Chair, "Compensation Concerns," Academy of Management Annual meeting, Human Resource Management Division, August 2008, Anaheim, California.

Paper Session Chair, "HRM and Firm Performance," Human Resource Management Division, Academy of Management Annual Meeting, August 2006, Atlanta, Georgia.

Symposium Co-Chair (with Christopher M. Barnes), "Examinations of Mood and Extra-Role Behavior," Management and Organization Cognition Division. Academy of Management Annual Meeting, August 2006, Atlanta, Georgia.

Paper Session Chair, "HR Practices, Employee Commitment, and Employee Turnover," Human Resource Management Division, Academy of Management Annual Meeting, August 2005, Honolulu, Hawaii.

Paper Session Chair, "I Can't Hear You: Performance Feedback," Human Resource Management Division, Academy of Management Annual Meeting, August 2004, New Orleans, Louisiana.

Service Roles - Department/School/College/University/External

External

- Member of the Middle States Commission on Higher Education (MSCHE) site visit team for peer accreditation of U of Maryland-Baltimore. April 2016.

Rutgers University

- Rutgers University- Search committee member for Director of the Office of Distinguished Fellowships (2021)
- Rutgers University – Member of Intramural Funding Advisory Committee for Center for COVID-19 Response and Pandemic Preparedness– Social Sciences and Humanities (2020)
- Rutgers University – Coronavirus Academic Policy Working Group (2020)
- Rutgers University – Professional Graduate Degree Committee (2019- present)
- Rutgers University – Vice Provost’s Teaching Evaluation Council Working Group (2019 – present)
- Rutgers University – Vice Chancellor of Research and Innovation Research Deans Group (2018 – present)
- Graduate School- New Brunswick – Social Sciences Area Committee (2016-2018)
- Graduate School- New Brunswick - Executive Council (2014-2015)
- School of Management and Labor Relations – Associate Dean and member of the Executive Committee (2018 – present), Chair of the Teaching Committee and the Committee for the Assessment of Learning
- School of Management and Labor Relations--Advisory Committee on Appointments and Promotions (A&P committee), Fall 2014.
- School of Management and Labor Relations-- Ph.D. Program in Industrial Relations and Human Resources. Graduate Program Director (2013-2015) and on PhD Policy Committee (2012-2015).
- School of Management and Labor Relations Librarian Recruiting Committee, 2013.
- Human Resource Management Department – Reconstituted and organized first meeting of external executive advisory board for department, 2016-17.
- Human Resource Management Department Faculty Recruiting Committee, Fall 2012 (chair), Fall 2013 (co-chair), and Fall 2014 (co-chair).
- Human Resource Management Department Junior Faculty Mentoring Committee (2015-2017)

University of South Australia

- Member of the School of Management Executive Committee (2017-18)
- Member of Business School Research Management Committee (2017-18)

University of South Carolina

- Moore School International MBA Program Curriculum Redesign Task Force (2010-2011)
- Management Department Master of Human Resources Program Task Force (2011-12)
- Management Department Speaker Series Organizer (2010-11, 2011-12)
- Management Department Tenure and Promotion Committee

Georgia Institute of Technology

- College of Management Honors and Awards Committee (2006-2010)
- College of Management PhD Program Task Force (2007-2008)
- OB Area Faculty Recruiting Committee co-chair (fall 2007)
- OB Area Research Subject Pool Coordinator (2006-2010)

Michigan State University

- Eli Broad School of Business - Involved in design, implementation, and evaluation of Broad Career Coaches Program.
- Management Department - Advisor to HR majors in the MSU Honors College (2003-2005).

External Evaluator for Promotion/Tenure

Evaluator for Promotion to Full Professor:

- Purdue University, Krannert School of Management

Evaluator for Promotion to Associate Professor:

- The University of Melbourne
- Colorado State University, College of Business
- Cornell University, School of Industrial and Labor Relations.
- Michigan State University, School of Human Resources and Labor Relations
- University of South Carolina, Darla Moore School of Business
- Hong Kong University of Science and Technology, School of Business
- American University of Beirut, Olayan School of Business

Professional Affiliations

- Academy of Management
- Labor and Employment Relations Association
- Society for Industrial and Organizational Psychology
- Strategic Management Society
- Society for Human Resource Management
- Society for Organizational Behaviour in Australia
- WorldatWork
- American Institute of Certified Public Accountants

Professional Experience Prior to Obtaining Ph.D. (most recent listed first)

Accounting Program Coordinator and Instructor, Jefferson State Community College,
Birmingham, AL.

Manager, Healthcare Consulting Division. Warren, Averett, Kimbrough & Marino, P.C. (CPAs),
Birmingham, AL.

Assistant Vice-President, Corporate Tax Department. AmSouth Bank, Birmingham, AL.

Manager, Tax Department. Browder & Associates, P.C. (CPAs), Birmingham, AL.

Tax Consultant and Senior Tax Consultant. Ernst & Whinney (now Ernst & Young/EY),
Birmingham, AL.

August 10, 2021