

LAURA ERSKINE

UCLA Fielding School of Public Health
650 Charles E. Young Dr. S.; 31-253C CHS
Los Angeles, CA 90095-1772

Office: (310) 825-4807
Email: lkerskine@ucla.edu
<https://www.linkedin.com/in/laerskine/>

ACADEMIC POSITIONS

ADJUNCT PROFESSOR
CO-DIRECTOR, *UCLA Center for Healthcare Management* **2019 - present**
DIRECTOR, *MPH Program in Health Policy & Management* **2013 - present**
INTERIM ASSOCIATE DEAN, PRACTICE ACROSS THE LIFE COURSE **2017 - 2018**

UCLA Fielding School of Public Health
Teaching: Field Studies, Leadership, Organizational Behavior, Healthcare Marketing, Global Health

ASSISTANT/ASSOCIATE PROFESSOR, *Organizational Behavior* **2007 - 2013**
College of Business, Illinois State University
Teaching: Management, Organizational Behavior, Managerial Decision Making

ASSISTANT LECTURER, *The Art and Adventure of Leadership* **2006 - 2007**
Office of the President, University of Southern California
Teaching: Upper-division undergraduate course in Leadership (by application), 35-40 students

- Co-taught and managed MDA 365, led by USC President Steven B. Sample and Distinguished Professor Warren Bennis
- Responsibilities: student selection, grading and evaluation of student papers and exams, management of class sessions, coordination of guest speakers, and curriculum development

VISITING SCHOLAR, *Center for Leadership Studies* **Fall 2005**
Binghamton University, State University of New York

INSTRUCTOR, *Leading Organizations (Lab Section)* **2004 - 2005**
Marshall School of Business, USC
Teaching: Required course in Organizational Behavior, 30-35 students per section

- Designed & facilitated experiential activities as well as classroom lesson plans on a weekly basis

EDUCATION

Ph.D. (Organizational Behavior), *Marshall School of Business, University of Southern California, Los Angeles, California* **2007**
Dissertation: *How Far Does Leadership Travel?*
Dissertation Chair: Ed Lawler
Dissertation Committee: Janet Fulk, Christine Porath, Nandini Rajagopalan

M.B.A. (Strategy/Organizational Behavior), *Richard Ivey School of Business, University of Western Ontario, London, Ontario* **1997**

Bachelor of Arts (History/Political Science), *McGill University, Montreal, Quebec* **1994**
1994

RESEARCH AGENDA

Contextual changes are taking place that alter the way work is done in organizations and increased employee diversity impacts how people work together. The introduction of technology to the workplace has allowed people to work from anywhere and even leaders and followers who are collocated may conduct much of their interaction electronically. I am especially curious about what happens when those leaders and followers are “distant” from each other.

HONORS AND AWARDS

- Exceptional Teaching, Fielding School of Public Health, 2016, 2017, 2018
- Outstanding Reviewer, Organizational Behavior Division, Academy of Management, 2009
- INFORMS Organization Science Dissertation Proposal Competition, 2006 Finalist
- *Fellow, Future Professoriate Program*, Center for Excellence in Teaching, University of Southern California, 2006-2007
- Order of Areté, University of Southern California, Admitted 2006
- James S. Ford/Commerce Associates Doctoral Fellowship, 2005 Winner
- Marshall School of Business Doctoral Fellowship, University of Southern California, 2002-2007
- Dean’s List, Richard Ivey School of Business at the University of Western Ontario, 1995-1997

JOURNAL PUBLICATIONS

Block, E. S., Glavas, A., Mannor, M. J. and Erskine, L. (2017). “Business for good? An investigation into the strategies firms use to maximize the impact of financial corporate philanthropy on employee attitudes.” *Journal of Business Ethics*, 146(1), 167-183.

Erskine, L. and Sablynski, C. (2016). “The Pacific Production Game: A Multidimensional Teaching Tool Using Lego® Bricks.” *Management Teaching Review*, 1(4), 252-262.

Erskine, L., Chuang, E., and Finlayson, T. (2016). “Great expectations: Factors affecting healthcare management students' choice of accredited graduate degree programs.” *The Journal of Health Administration Education*, 33(1), 95-120.

Noel, T. and Erskine, L. (2013). “The silent story: Using computer-aided text analysis to predict entrepreneurial performance.” *Journal of Entrepreneurship*, 22(1), 1-14.

Bull Schaefer, R. A. and Erskine, L. (2012). “Virtual team meetings: Reflections on a class exercise exploring technology choice.” *Journal of Management Education*, 36(6), 777-801.

Block, E. S. and Erskine, L. (2012). “Interviewing by telephone: Specific considerations, opportunities, and challenges.” *International Journal of Qualitative Methods*, 11(4), 428-445.

Erskine, L. and Johnson, S. (2012). “Effective learning approaches for sustainability: A student perspective.” *Journal of Education for Business*, 87(4), 198-205.

Erskine, L. (2012). “Defining relational distance for today’s leaders.” *International Journal of Leadership Studies*, 7(1), 96-113.

BOOK CHAPTERS

Erskine, L. (2019). “Flint water case study: Negotiation and mediation.” In A.J. Santella (Ed.), *Master of Public Health Competencies: A Case Study Approach* (pp. 137-143). Burlington, MA: Jones & Bartlett Learning.

PRACTITIONER PUBLICATIONS

Erskine, L. and Jones, J. R. (2010). "Managing a remote workforce." *CPCU Leadership & Managerial Excellence Newsletter*, 13(2).

Erskine, L. (2009). "A question of leadership: What does effective leadership look like in a virtual work environment, and can web-based leadership operate the same way that face-to-face leadership does?" *Leadership in Action*, 28: 6.

PUBLISHED CASES

"Pleasant Bluffs: Launching a Home-Based Hospital Program" (2016). *Richard Ivey School of Business Case Number 9B16M058*

"Spar Applied Systems (A)" (1996). *Richard Ivey School of Business Case Number 9A96C013*, co-authored with Jane M. Howell

"Spar Applied Systems (B) - The Red Team Enters" (1996). *Richard Ivey School of Business Case Number 9A96C014*, co-authored with Jane M. Howell

"Spar Applied Systems (C) - Aftermath ... Business As Usual" (1996). *Richard Ivey School of Business Case Number 9A96C015*, co-authored with Jane M. Howell

"Spar Applied Systems - Anna's Challenge" (1996). *Richard Ivey School of Business Case Number 9A97C003*, co-authored with Jane M. Howell

CONFERENCE PROCEEDINGS

Goodman, J. and Erskine, L. Removing the halo/horns effect of undergraduate team member selection. Proceedings of the *Organizational Behavior Teaching Conference*, Asheville, NC, 2013.

Lust, J. and Erskine, L. A 'different' course: Developing the professionalism of students. Proceedings of the *Organizational Behavior Teaching Conference*, Asheville, NC, 2013.

Noel, T. and Erskine, L. "Analysis paralysis: Using BizCafe journal entries to predict entrepreneurial performance." Proceedings of the *Global Business Research Conference*, Cancun, Mexico, 2012.

Erskine, L. "See one, do one, teach one: Using student-produced cases to learn about decision making" Proceedings of the *Organizational Behavior Teaching Conference*, St. Catherines, ON, 2012.

Bull Schaefer, R. A. and Erskine, L. "Learning within virtual teams: Communication medium choices." Proceedings of the *Organizational Behavior Teaching Conference*, Milwaukee, WI, 2011.

Erskine, L. "Community Organization Research Project (CORP): Learning decision making through civic engagement." Proceedings of the *Organizational Behavior Teaching Conference*, Milwaukee, WI, 2011.

Noel, T. and Erskine, L. "The silent story: Using computer-aided text analysis to predict entrepreneurial performance." Proceedings of the *Midwest Academy of Management Conference*, Omaha, NB, 2011.

Erskine, L. "Relational distance for tomorrow's leaders." Proceedings of the *Midwest Academy of Management Conference*, Chicago, IL, 2009.

Block, E. S., Erskine, L. and Foreman, P. "Individual and social determinants of thresholds models of collective action: A laboratory simulation." Proceedings of the *Southern Management Association Conference*, Asheville, NC, 2009.

Block, E. S. and Erskine, L. "Individual determinants of thresholds for collective action." Proceedings of the *Administrative Sciences Association of Canada Conference*, Banff, AB, 2006.

Erskine, L. "A multidimensional understanding of relational distance in organizations." Proceedings of the *Administrative Sciences Association of Canada Conference*, Banff, AB, 2006.

COMPETITIVE GRANTS

- 2012 Target Case Study Program - \$4,000
- 2012 Academy of Management Strategic Doing Grant – Design Thinking for Challenge-Based Research (with Mary Uhl-Bien, Krzysztof Dembek, Surinder Kahai, Nagaraj Sivasubramaniam) - \$10,000
- 2012 Illinois State University, Office of the Provost – Online Course Development - \$6,000
- 2011 Target Case Study Program - \$5,000
- 2011 Katie School of Insurance Teaching Development Grant - \$5,000
- 2010 Target Case Study Program - \$2,000
- 2010 Scholarship of Teaching and Learning on Civic Engagement/Service Learning Grant - \$4,300
- 2010 Illinois State Institute for Entrepreneurial Studies/Coleman Foundation Small Grant Awards Initiative (with Terry Noel) - \$4,000
- 2008 CTLT Teaching Development Travel Grant - \$300

INVITED PRESENTATIONS

Erskine, Laura, "Health System Organization and Reforms." *COPE Health Scholars*, Los Angeles, CA, January 2019.

Erskine, Laura, "Leading and Managing Others." *The David Geffen School of Medicine: UCLA Internal Medicine-Primary Care Residency*, Los Angeles, CA, October 2018.

Erskine, Laura, "Conflict and Negotiation." *The David Geffen School of Medicine: UCLA Internal Medicine-Primary Care Residency*, Los Angeles, CA, November 2017.

Erskine, Laura, "Leading and Managing Others." *The David Geffen School of Medicine: UCLA Internal Medicine-Primary Care Residency*, Los Angeles, CA, October 2017.

Erskine, Laura, "Health System Organization and Reforms." *COPE Health Scholars*, Los Angeles, CA, July 2017.

Erskine, Laura, "Leading and Managing Others." *The David Geffen School of Medicine: UCLA Internal Medicine-Primary Care Residency*, Los Angeles, CA, February 2017.

Erskine, Laura, "Leadership Workshop." *The David Geffen School of Medicine: UCLA Internal Medicine-Primary Care Residency*, Los Angeles, CA, January 2017.

Erskine, Laura, "Leadership Development." *The Oslo School of Architecture and Design*, Oslo, Norway, February 2016.

Erskine, Laura, "Leadership: Ideas for Creativity and Innovation." *Leadership McLean County – McLean County Chamber of Commerce*, Bloomington, IL, January 2011.

Erskine, Laura, "How Far Does Leadership Travel?" *Illinois State University*, Normal, IL, November 2006.

Erskine, Laura, "Examining the Boundaries of Leadership: A Multidimensional Understanding of Distance in Organizations", *INFORMS/Organization Science Dissertation Proposal Competition Finals*, Pittsburgh, PA, November 2006.

CONFERENCE PRESENTATIONS

- Erskine, L. and Vriesman, L. "Improving Collaboration Between Scholars and Practice." AUPHA Annual Conference, New Orleans, LA, June 2019.
- Borkowski, N., Erskine L., Lee, J., & O'Connor, S. "Using Simulations in the Classroom for Enhanced Student Learning." AUPHA Annual Conference, Kansas City, MO, June 2016.
- Erskine, L., Hall, R. and Landry, A. "Where in the world is Middleboro? Two unique approaches to integration." AUPHA Annual Conference, Miami, FL, June 2015.
- Block, E., Glavas, A., Mannor, M., & Erskine, L. "Business for good is good for business: Corporate philanthropy and work attitudes." *Annual Meeting of the Academy of Management*, Lake Buena Vista, FL, August 2013.
- Goodman, J. and Erskine, L. Removing the halo/horns effect of undergraduate team member selection. *Organizational Behavior Teaching Conference*, Asheville, NC, June 2013.
- Lust, J. and Erskine, L. "A 'different' course: Developing the professionalism of students". *Organizational Behavior Teaching Conference*, Asheville, NC, June 2013.
- Noel, T. and Erskine, L. "Analysis paralysis: Using BizCafe journal entries to predict entrepreneurial performance." *Global Business Research Conference*, Cancun, Mexico, September 2012.
- Erskine, L. "See one, do one, teach one: Using student-produced cases to learn about decision making" *Organizational Behavior Teaching Conference*, St. Catherines, ON, 2012.
- Noel, T. and Erskine, L. "The silent story: Using computer-aided text analysis to predict entrepreneurial performance." *Midwest Academy of Management Conference*, Omaha, NB, October 2011.
- Erskine, L. and Block, E. S. "Predicting participation in collective action: A laboratory simulation." *Annual Meeting of the Academy of Management*, San Antonio, August 2011.
- Erskine, L. and Benson, C.C. "Teaching sustainability: Experiential learning examples." *AACSB Sustainability Conference*, Charlotte, NC, June 2011.
- Bull Schaefer, R.A. and L. Erskine. "Learning within virtual teams: Communication medium choices." *Organizational Behavior Teaching Conference*, Milwaukee, WI, June 2011.
- Erskine, L. "Community Organization Research Project (CORP): Learning decision making through civic engagement." *Organizational Behavior Teaching Conference*, Milwaukee, WI, June 2011.
- Erskine, L. "Can civic engagement projects spark student passion?" *Center for Teaching and Learning Technology Symposium*, Bloomington, 2011.
- Erskine, L., Bull Schaefer, R. A. & Solberg, J. "A PRiME focus on corporate sustainability in the classroom." *Center for Teaching and Learning Technology Symposium*, Bloomington, 2010.
- Erskine, L. "Relational distance for tomorrow's leaders." *Midwest Academy of Management Conference*, Chicago, IL, October 2009.
- Block, E. S., Erskine, L. and Foreman, P. "Individual and social determinants of thresholds models of collective action: A laboratory simulation." *Southern Management Association Conference*, Ashville, NC, October 2009.

- Erskine, L. "Leadership in the new economy: Evidence of the impact of relational distance." *Annual Meeting of the Administrative Sciences Association of Canada*, Niagara Falls, June 2009.
- Erskine, L. "Measuring relational distance: The meaning of being a 'distant' leader." *Annual Meeting of the Administrative Sciences Association of Canada*, Niagara Falls, June 2009.
- Block, E. and Erskine, L. "Interviewing by telephone: Specific considerations, opportunities and challenges." *Annual Meeting of the Academy of Management*, Anaheim, August 2008.
- Erskine, L. "A multidimensional understanding of relational distance in organizations." *Annual Meeting of the Academy of Management*, Anaheim, August 2008.
- Erskine, L. "How far is far? Relational distance as a multidimensional construct." *Annual Meeting of the Society for Industrial/Organizational Psychology*, San Francisco, April 2008.
- Weber, L., Erskine, L., & Mayer, K. "An experimental investigation of the impact of structural distance on contract design and partner relationships." *Annual Meeting of the Administrative Sciences Association of Canada*, Halifax, May 2008.
- Block, E. and Erskine, L., "Individual determinants of thresholds models of collective action: A laboratory simulation." *Annual Meeting of the Academy of Management*, Philadelphia, August 2007.
- Ashford, S. J., Bartel, C., Blatt, R., Erskine, L. (symposium organizer), Weber, L., Wiesenfeld, B. and Wrzesniewski, A. "Closing the gap: Organizational impacts of relational distance." *Annual Meeting of the Society for Industrial/Organizational Psychology*, New York, May 2007.
- Block, E. and Erskine, L. "Individual determinants of thresholds for collective action: A laboratory simulation." *Annual Meeting of the Society for Industrial/Organizational Psychology*, New York, May 2007.
- Erskine, L. "Examining the boundaries of leadership: An understanding of relational distance." *Gallup Leadership Institute Summit*, Washington, D.C., October 2006.
- Erskine, L. "A multidimensional understanding of relational distance in organizations." *Annual Meeting of the Administrative Sciences Association of Canada*, Banff, June 2006.
- Block, E. and Erskine, L. "Individual determinants of thresholds for collective action: A laboratory simulation." *Annual Meeting of the Administrative Sciences Association of Canada*, Banff, June 2006.
- Erskine, L. "A multidimensional understanding of relational distance in organizations." *Annual Meeting of the Society for Industrial/Organizational Psychology*, Dallas, May 2006.
- Erskine, L. "A multidimensional understanding of leader-follower distance in organizations." *Annual Meeting of the Western Academy of Management*, Long Beach, April 2006.
- Aldag, R., Bluedorn, A., Erskine, L. (symposium organizer), Jaussi, K., and Sully de Luque, M. "Closing the gap: Follower management of distance from their leader." *Kravis Leadership Institute Conference – Rethinking Followership: New Paradigms, Perspectives, and Practices*, Claremont, February 2006.
- Erskine, L. "The multidimensionality of leadership distance." *Annual Meeting of the Western Academy of Management*, Las Vegas, March 2005.

WORKING PAPERS

- Weber, L. and L. Erskine. An experimental investigation of the impact of structural distance on contract design and partner relationships. Target: *Strategic Management Journal*.

Erskine, L. What is relational distance and why does it matter? Developing an instrument to measure perceptions of relational distance.

AD HOC REVIEWER

Journals:

Business Ethics Quarterly, Career Development International, Frontiers in Public Health, Journal of Leadership and Organization Studies, Journal of Leadership Education, Leadership, Leadership Quarterly, Management Teaching Review, Organizational Research Methods

Conferences:

Academy of Management: OB, MED, and OCIS divisions; Administrative Sciences Association of Canada; Gallup Leadership Institute Summit; Midwestern Academy of Management; Organizational Behavior Teaching Conference; Society for Industrial and Organizational Psychology; Western Academy of Management

Other:

Health Administration Press

INFORMS/Organization Science Dissertation Proposal Competition Finals, 2007- 2014

UNIVERSITY SERVICE

Member , CEPH Accreditation Steering Committee	2019 – present
Member , Faculty Search Committee, Dept. of Health Policy and Management	2019 – present
Chair , MPH Program Committee, Dept. of Health Policy and Management	2013 – present
Member , Department Oversight Committee, Dept. of Health Policy and Management	2013 – present
Member , Student Affairs Committee, Dept. of Health Policy and Management	2013 – present
Member , EMPH Steering Committee, Dept. of Health Policy and Management	2013 – present
Member , Dean’s Leadership Council	2017 – 2018
Member , Illinois State University Bone Scholarship Committee	2011 – 2013
Member , Illinois State University New Faculty Orientation Steering Committee	2011 – 2013
Chair , College of Business PRME Taskforce	2009 – 2013
Faculty Advisor , Business Administration Association	2008 – 2013
Faculty Supervisor , New Zealand Export Project	2008

PROFESSIONAL MEMBERSHIPS AND SERVICE

Member , AUPHA Press/HAP Editorial Board for Graduate Studies	2019 – present
Member-at-Large , Women in Health Administration of Southern California Executive Academy of Management	2015 – present
Academy of Management	2004 – present
• Events Coordinator, Organizational Behavior Division, 2010 - present	
• PDW Chair/President, New Doctoral Student Consortium, Atlanta 2006	
• Logistics Chair, New Doctoral Student Consortium, Honolulu 2005	
• Facilitator, Leadership: Mentoring (PDW), Honolulu, 2005	
• Logistics Committee, New Doctoral Student Consortium, New Orleans 2004	
• Facilitator, Politics and Perception, New Orleans, 2004	
Network of Leadership Scholars	2009 – present
• Local Arrangements Chair, Academy of Management Annual Meeting, 2013 – present	
• Conference Organizer/Local Arrangements Chair, NLS Academy/Industry Leadership Conference, Boston, 2012	
• Local Arrangements Chair, NLS Academy/Industry Leadership Conference, San Antonio, 2011	
• PDW Chair, 2009-2011	
Member , NCHL Council on Administrative Fellowships: Membership & Growth	2015

Beta Gamma Sigma

Administrative Sciences Association of Canada

American Psychological Association

Organizational Behavior Teaching Society

Society for Industrial / Organizational Psychology

Western Academy of Management

Marshall School of Business, University of Southern California

- Doctoral Representative, The PhD Project Conference, Chicago 2005

RELATED EDUCATIONAL EXPERIENCE**RICHARD IVEY SCHOOL OF BUSINESS**, London, Ontario**1996 - 1998***The second largest producer of cases in North America and ranked in Financial Times' "Top 20" MBA Programs***Research Associate/Case Writer**

Performed research and interviews; evaluated survey responses for a major study on champions; developed teaching materials, including cases and teaching notes; marked exams.

LEADER, London, Ontario**1995 - 1997***A student-initiated and managed project of 45 Ivey business students to expose interested students in the former Soviet Republics to introductory free-market business concepts***Site Manager/Instructor**

Developed/collected training materials for three-week case-based course; liaised with partners in Lutsk, Ukraine, and Nizhny Novgorod, Russia; coached and managed group of four instructors.

PROFESSIONAL DEVELOPMENT

Case Teaching Workshop, College of Business, University of Wisconsin, Oshkosh	2012
Case Writing Workshop, NUS Business School, National University of Singapore	2012
Design a Quality Course: Online or Blended, Center for Teaching and Learning Technology, ISU	2012
Reinvent Your Course, Center for Teaching and Learning Technology, Illinois State University	2009
Negotiation and Teamwork Teaching Workshop, Northwestern/Kellogg DRRC	2008
Case Teaching Workshop, Richard Ivey School of Business, University of Western Ontario	2004
Case Writing Workshop, Richard Ivey School of Business, University of Western Ontario	1996

BUSINESS EXPERIENCE**EUREKA ONE-ON-ONE REVIEW**, Los Angeles, CA**2001 - 2002***An SAT tutoring company providing home-based preparation for college entrance exams***Vice President, Marketing**

Directed the overall marketing efforts, including direct and online marketing as well as brand positioning and product development for the launch of this new company.

- Designed the marketing message, materials, and press kit for Eureka to present to potential investors, clients, and partners – schools and counselors
- Researched the initial competitive analysis (using secondary sources, surveys, and focus groups) used to launch the business

PORTBLUE CORPORATION, Los Angeles, CA**2001***An advanced decision-support software company converting knowledge from leading professional service firms***Manager, Knowledge Products**

Created interactive software modules to assist senior financial executives in decision-making by interviewing industry and professional services experts.

- Authored interactive modules on foreign exchange risk management and compensation strategy by working with experts and using their knowledge as a basis for assessment tools, insight, and results
- Conducted research on market size and segments to support investor materials for both the core and custom product lines of business

FIRSTLOOK, Los Angeles, CA**1999 - 2001***An idealab!/Kleiner Perkins internet previewing company***Director, Business Strategy (September 2000 - January 2001)**

Analyzed all aspects of the business at top and departmental levels; surveyed the market to determine viability of the business model and understand all players in the market.

- Presented introduction to streaming media syndication, detailing competitive landscape, and identifying key priorities and targets to executive management and board of directors

Director, Affinity and Member Services (October 1999 - September 2000)

Conceptualized and implemented FirstLook Rewards - a private label loyalty program; initiated and supervised all member communications and directed primary research.

- Increased member visits as a portion of total visits 215%, number of previews 874%, and preview revenue 456% by launching FirstLook Rewards

DISNEY ONLINE, Los Angeles, CA**1999***The online division of the largest U.S. entertainment and media company***Marketing Analyst - Market Research**

Compiled and disseminated primary and secondary research findings; addressed individual questions within Buena Vista Internet Group, Disney Online, and other Walt Disney units for research support.

A.T. KEARNEY LTD., Toronto, Ontario**1997 - 1998***An international strategy consulting firm with more than 60 worldwide offices***Associate Consultant**

Engaged to improve business performance of Fortune 100 companies; researched new concepts for A.T. Kearney to take to market; played lead role in recruiting efforts.