

**JENNY W. RUDOLPH**  
HEALTH SERVICES DEPARTMENT  
BOSTON UNIVERSITY SCHOOL OF PUBLIC HEALTH  
715 ALBANY STREET, BOSTON, MA 02118  
JRUDOLPH@BU.EDU; PHONE 617/680-3692

## **ACADEMIC APPOINTMENTS AND PROFESSIONAL EXPERIENCE**

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**Boston University, School of Public Health, Health Services Department**  
*Assistant Professor (9/02 to present)*

**Management Decision and Research Center, U.S. Department of Veterans Affairs**  
*Research Scientist (10/02 to present)*

**BOTEC Analysis Corporation, Cambridge, MA**  
*Managing Director (7/90 to 6/95)*

**John F. Kennedy School of Government, Cambridge, MA**  
*Research Assistant (7/87 to 7/89)*

**Harvard University, Cambridge, MA**  
*Research Assistant (11/85 to 7/87)*

Held various part-time positions conducting statistical analyses, research and writing on projects at the Harvard Business School, Law School, Russian Research Center, and Houghton Rare Books Library.

## **EDUCATION**

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**Boston College, Carroll School of Management, Chestnut Hill, MA**  
*Doctoral Candidate in Organization Studies (Degree expected Mar 2003)*

**Massachusetts Institute of Technology, Sloan School of Management, Cambridge, MA**  
*Visiting Scholar, System Dynamics Group (Academic year, 1998-1999)*

**Harvard University, Cambridge, MA**  
*B.A. Cum Laude, Sociology (1985)*

John Harvard Scholar and Elizabeth Cary Agassiz Scholar awards for highest academic distinction.

## **AWARDS, FELLOWSHIPS, GRANTS**

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*National Science Foundation and University of North Carolina at Chapel Hill.* Enabling the Next Generation of Hazard Researchers Junior Faculty Development Program. Two year Faculty Fellowship to help develop social scientists addressing societal considerations related to natural hazards and extreme events. 2003-2005.

*Carroll School of Management, Boston College.* Outstanding Graduate Student. 2002.

*National Patient Safety Foundation.* \$36,500 research grant from the. Funding for dissertation entitled, "Fixation or hypothesis revision? Understanding and reducing impediments to situation awareness in emergent medical crises." 2000-2002.

*Coro Foundation, San Francisco, CA.* Fellow in Public Affairs. 1989-1990.

**PEER-REVIEWED JOURNAL ARTICLES AND BOOK CHAPTERS**

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Rudolph, J. W., Repenning, N. P. 2002. Disaster dynamics: Understanding the role of quantity in organizational collapse. *Administrative Science Quarterly*, 47 (1): 1-30.

Carroll, J. S., J. W. Rudolph, and S. Hatakenaka. 2002. Root cause analysis as culture change at a chemical plant. *Quality and Safety in Healthcare*, 11: 266-269.

Carroll, J. S., Rudolph, J. W., Hatakenaka S. 2002. Learning from experience in high-hazard industries. *Research in Organizational Behavior*, 24: 87-137.

Carroll, J. S, Rudolph, J. W, & Hatakenaka, S. 2002. The Difficult Hand-over from Incident Investigation to Implementation: A Challenge for Organizational Learning. In B. Wilpert & B. Fahlbruch (eds.), *System Safety: Challenges and Pitfalls of Intervention*. Boston: Pergamon, 189-206.

Carroll, J. S., Rudolph, J. W., Hatakenaka, S. 2002. Learning from organizational experience. *Handbook of Organizational Learning and Knowledge*. M. Easterby-Smith and M. A. Lyles. London, Blackwell Publishers.

Rudolph, J. W., Foldy, E., & Taylor, S. T. 2001. Collaborative off-line reflection: A way to develop skill in action science and action inquiry. P. Reason & H. Bradbury (Eds.), *Handbook of action research*. Newbury Park, CA: Sage: 405-412.

Carroll, J. S., Rudolph, J. W., Hatakenaka, S., Wiederhold, T., Boldrini, M. 2001. Learning in the context of incident team diagnoses and organizational decisions at four nuclear power plants. In E. Salas & G. Klein (Eds.), *Linking Expertise and Naturalistic Decision Making*. Mahway, New Jersey: Lawrence Erlbaum Associates: 349-365.

Soronsen, G., Rosen, A., Pinney, J., Rudolph, J., & Doyle, N. 1991. Worksite smoking policies in small businesses. *Journal of Occupational Medicine*, 33(9).

**PAPERS UNDER REVIEW**

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Carroll, J. S., Hatakenaka, S., Rudolph, J. W. Incident investigations in high-hazard industries: Creating and negotiating organizational learning. Under review at: *Organization Science*.

**CONFERENCE PRESENTATIONS AND COMMISSIONED PAPERS**

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Rivard, P., Rudolph, J. W., Nielsen, R. 2002. *Criticism as a door to mutuality: Reframing for collaborative inquiry*. Paper presented at the Academy of Management Annual Meeting, Denver, CO.

Rudolph, J. W., & Repenning, N. P. 2000. *The dynamics of disaster: Understanding the role of stress and interruptions in organizational collapse*. Paper presented at the Academy of Management Annual Meeting, Toronto, Canada.

- Carroll, J. S., Rudolph, J. W., Hatakenaka, S., & Boldrini, M. 1999. *The difficult hand-off from incident investigation to implementation*. Paper presented at 17th Annual New Technologies and Work (NeTWork) Conference, Bad-Hamburg, Germany.
- Rudolph, J. W., Bartunek, J. M., Tijoriwala, S., & DePalma, J. 1998. *What recipients of change construct: How sensemaking mediates assessments of a Shared Governance initiative*. Paper presented at the Academy of Management Annual Meeting, San Diego, CA.
- Carroll, J. S., & Rudolph, J. W. 1998. *Cross-level effects in organizational learning: Building and testing theory in the nuclear power industry*. Paper presented at the Academy of Management Mid-Year Conference on Organizational Learning, Fairfax, VA.
- Carroll, J. S., & Rudolph, J. W. 1998. *Individual and Organizational Learning in Two Nuclear Power Plants*. Paper presented at the INFORMS Israel Conference, Tel Aviv.
- Rudolph, J. W. 1997. *Enhancing safety practice in high-hazard organizations: An introduction to single, double, and triple loop safety work*. Paper presented at the Academy of Management Annual Meeting, Boston, MA.
- Rudolph, J. W. 1997. *Getting out of the hole: Reframing dilemmas and double binds in consulting theory and practice*. Paper presented at the Academy of Management Annual Meeting, Boston, MA.
- Kleiman, M. A. R., & Rudolph, J. W. 1994. *Assessing needle exchange and distribution: The limits of benefit-cost analysis*. Paper commissioned by the National Research Council Panel on Needle Exchange and Bleach Distribution Programs.
- Kleiman, M. A., & Rudolph, J. W. 1992. *Controlling drug use and crime by drug-involved offenders: Drug testing and treatment in the criminal justice system*. Paper commissioned by the Working Group of State Drug Control Executives, Program in Criminal Justice Policy and Management, Kennedy School of Government, Harvard University.
- Rudolph, J. W. 1992. *Controlling retail-level drug markets: Program design issues*. Paper commissioned by the Working Group of State Drug Control Executives, Program in Criminal Justice Policy and Management, Kennedy School of Government, Harvard University.
- Berman, A. M., Lavin, A. T., Rudolph, J. W., Donoghue, A. C., & Hitchcock, J. L. 1991. *The relationship between dropping out and substance use: a review of the literature and program implications*. Paper commissioned by the Carnegie Corporation of New York, 1991.

## **WORKING PAPERS**

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- Rudolph, J. W. Into the big muddy and out again: Error persistence and crisis management in the operating room.
- Rudolph, J. W., P. Rivard, R. Nielsen. Criticism as a door to mutuality: Reframing for collaborative inquiry. Chestnut Hill, MA.

Rudolph, J. W., Rivard P. Enhancing safety practice in high hazard organizations: What single- and double-loop off-line reflection reveals.

Bartunek, J. M., Rudolph, J. W., Rousseau, D. M., & Tijoriwala, S. Relationships among emotions, sensemaking and psychological contracts during organizational change.

### **SYMPOSIA AND WORKSHOPS**

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Rudolph, J.W., Reppenning, N. P. Disaster Dynamics: Using System Dynamics Simulation to Build Theory About Organizational Collapse. Presented as part of the symposium, Conceptual and Methodological Choices and Challenges in Studying Errors in Organizations, Academy of Management Annual Meeting, Denver, Colorado 2002.

Foldy, E. G., Taylor, S. T., Rudolph J. W. First Person Practice: Using Action Science/Action Inquiry to Improve Our Interactions, and Our Research. Professional development workshop at the Academy of Management Annual Meeting in Washington, D.C. 2001.

Foldy, E. G., Taylor S. T., Rudolph J. W. Mirrors in Mirrors: Reflections on collaborative off-line reflection as a method for developing on-line reflection skill in Action Science and Action Inquiry. Presented as part of the symposium, Expanding Action Research: A Familiar Method with New Groundings, Practices, and Exemplars for Participative Inquiry, Academy of Management Annual Meeting, Toronto, Canada, 2000.

### **POPULAR, SPORTS PRESS AND OPINION PIECES**

Fuchs, P. & Rudolph, J. W. 1994. The common senses approach to better rowing: sight, sound and sensation help bridge the communication gap between athlete and coach. *American Rowing*, January/February.

Rudolph, J., Wood, T., & Parry, C. 1993. Nine skill building tasks. *Rock and Ice*, 55, 108-112.

Rudolph, J. W., & Fuchs, P. 1993. Honing in on high performance: sensory exercises help rowers see, feel, and achieve their goals. *American Rowing*, November/December.

Kleiman, M. A. R., & Rudolph, J. W. 1991, April. In praise of raising taxes. *Lear's*, pp. 110-11.

Kleiman, M. A. R., & Rudolph, J. W. (1990, October 14). Alcohol and tobacco taxes still far too low. *Atlanta Journal Constitution*.

### **TEACHING EXPERIENCE**

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#### **Carroll School of Management, Boston College**

*Instructor, Spring 1998*

- Taught Introduction to Organizational Behavior (MB021). Class made up of 45 undergraduate students.

*Teaching Assistant, Fall 1996, Spring 1997, Summer 2000*

- Introduction to Organizational Behavior (Undergraduate) with Professor Candace Jones.
- Leadership (MBA) with Professor William R. Torbert ('97), Professor Judy Clair ('00). In each class, taught five sessions, consulted to 8-person peer work groups, graded papers and exams, attended all classes.

*Co-leader, Fall 1998-Present*

- Founder and co-leader of monthly study groups practicing Action Science and Action Inquiry skills to address practical work, research, and teaching dilemmas. Participants include doctoral students and faculty from BC, MIT, UMass Boston, and UMass Amherst.

**EDITORIAL REVIEWING**

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*Associate Editor*

Journal of Action Research

*Ad Hoc Reviewer*

Administrative Science Quarterly

Human Relations

Journal of Management Studies

Journal of Organization Behavior

Managerial and Organizational Cognition Division of the Academy of Management

**ADDITIONAL INFORMATION**

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**Sports**

- Alternate on 1986 world champion and 1985 world silver medal-winning U.S. Lightweight Women's Rowing Team.
- Member of US National Champion Lightweight crews, 1985, 1986.
- First place winner, Lightweight Women's Single Sculls, Head of the Schuylkill, 1987.
- Stroke of Radcliffe Novice Crew, National Collegiate Championship silver medal winners, 1985.

**Other**

Languages: German, Hindi.

Lived six years in India.