

PROMOTION RECOMMENDATION
The University of Michigan
School of Information

Erin L. Krupka, assistant professor of information, School of Information, is recommended for promotion to associate professor of information, with tenure, School of Information.

Academic Degrees:

Ph.D.	2007	Carnegie Mellon University, Pittsburgh, PA
M.S.	2004	Carnegie Mellon University, Pittsburgh, PA
M.P.P.	2000	University of Chicago, Chicago, IL
B.A.	1997	Wheaton College, Norton, MA

Professional Record:

2009 – present	Assistant Professor, School of Information, University of Michigan
2007 – present	Research Associate, IZA, Bonn, Germany

Summary of Evaluation:

Teaching: Professor Krupka is a serious, committed, and successful teacher of both undergraduate and graduate students. In part, her success in teaching comes from her ability to incorporate her own research into teaching, and have her teaching inform her research. Professor Krupka's teaching style conveys enthusiasm for the subject matter, while maintaining intellectual rigor. Professor Krupka provided a well-articulated teaching statement in which she described both her teaching philosophy and nuances of classroom implementation. Specifically, she emphasizes her role as an educator in creating a customized growth learning trajectory for students that allows them to apply concepts across contexts and relate them to real life experiences. She facilitates achievement of mastery by creating innovative teaching materials (interactive experiments and demonstrations, case studies based on real world problems, application of course concepts in analysis of current events, and integration of research and teaching). She also provides differentiated milestones to take into account diverse skillsets and backgrounds of students. Furthermore, she incorporates formal instruction on often overlooked soft skills (presentation, debate, negotiation, and rhetorical techniques for written and oral communication). Her goal is to create a classroom environment in which students achieve learning objectives confidently and independently. Professor Krupka also stresses her mentoring role in career and personal development of her students at undergraduate, masters, and doctoral level.

Professor Krupka has an exceptional record of teaching undergraduate and graduate students. She has also developed two new masters-level courses (Choice Architectures and Theories of Social Influence) and an undergraduate version of one of them (Persuasion and Social Influence). Student course evaluations have consistently been in the top quartile of course ratings. She earns those high ratings by setting high standards and giving students lots of feedback and opportunities for growth. As her teaching statement attests, she has a well-developed teaching philosophy that articulates ambitious student learning outcomes including the ability to recognize

and apply course material outside of the classroom, and has developed techniques for achieving those objectives. Professor Krupka developed creative course content that utilizes teaching experiments and demonstrations, negotiation simulations, and case studies. Her case studies range in scope from management to design and draw on expertise of faculty and staff at Michigan allowing her students solve real world problems using academic concepts introduced in the course. Her courses are very popular. Her undergraduate course fits nicely in the new BSI curriculum and can be utilized by students in all paths (user experience, social media, and information analysis). For 2010-11, she received the School of Information Excellence in Instruction Award, given to one instructor each academic year. In 2014, she was also nominated for a Golden Apple award which is a student-nominated university-wide award.

As a mentor, Professor Krupka has been the major advisor for three doctoral students, the first of whom will graduate this year. She has also been on a variety of dissertation committees at UMSI, in the Ross School of Business, and in the College of Engineering. For undergraduates, she was the coordinator, mentor, and primary instructor for a summer National Science Foundation funded Research Experience for Undergraduates (REU) Site project for several years.

Research: Professor Krupka is an active and internationally recognized scholar on the elicitation and measurement of social norms. Professor Krupka's greatest impact is the development of a norm elicitation protocol (Krupka and Weber 2013) which has been a major breakthrough in this area of research. The measurement of social norms is problematic because they are frequently ill-defined and difficult to measure. Since her original publication, Professor Krupka has validated the norm elicitation protocol in diverse settings, such as: the behavior of financial service professionals (Burks and Krupka 2012); contract design (Krupka et al. 2016); and online security and information sharing (Chang et al. 2016). This research is interdisciplinary and her unique experimental measure for eliciting norms has had influence in economics, decision science, social psychology, and sociology.

Professor Krupka's research is important in the information field. As she has demonstrated, social norms are helpful in understanding and designing for behaviors in online environments. Moreover, Professor Krupka characterizes social norms in an information-centric way, in terms of shared information, as equilibria of coordination games. That is, a belief about the appropriateness of an action is only a *social* norm if it is the focal point of an elicitation process where people are trying to match the answer that others are giving, which implies that all parties share a common belief about what everyone will say, even if they do not personally agree with it.

Professor Krupka has published nine papers in refereed journals, and three in refereed conference proceedings, all but one of which postdate her move to the University of Michigan in 2009. Her venues are as interdisciplinary as her work. Three of Professor Krupka's papers are published in *Management Science*, a top journal in business. Her path-breaking article on social norms was published in the *Journal of the European Economic Association*, a highly ranked economics journal, and she has published two papers in the International Conference on Human Factors in Computing Systems (CHI), the top venue for human-computer interaction researchers.

Recent and Significant Publications:

- Burks, S. V. and E. Krupka. (2012). Behavioral Economic Field Experiments Can Identify Normative Alignments and Misalignments within a Corporate Hierarchy: Evidence from the Financial Services Industry. *Management Science*, 58(10), 203-217.
- Gino, F., E. Krupka, and R. Weber. (2013). License to Cheat: Voluntary Regulation and Ethical Behavior. *Management Science*, 59(10), 2187-2203.
- Krupka, E. and R. Weber. (2013). Identifying Social Norms Using Coordination Games: Why Does Dictator Game Sharing Vary? *Journal of the European Economic Association*, 11(3), 495-524.
- Chang, D., E. Krupka, E. Adar, and A. Acquisti. (2016). Design, Perception, and Action: Engineering Information Give-Away. *Proceedings of the 34th International Conference on Human Factors in Computing Systems 2016 (CHI 2016)*. San Jose, CA, USA. May 7-11, 2016. (Acceptance rate 22%)
- Krupka, E., S. Leider & M. Jiang. (forthcoming). A Meeting of the Minds: Contracts and Social Norms. *Management Science*.

Service: Professor Krupka has an excellent record of service to her research discipline. She was recently elected to a three-year term as an Executive Committee Member for the 700-member Economic Science Association. This is a significant honor for experimental economists, and it is rare for a junior faculty member to be elected. She has also served as a reviewer for a number of journals, including strong publication venues intended for economists, management scientists, and decision scientists. She also serves as a reviewer for funders such as the National Science Foundation and the British Academy. The prestige of these reviewing responsibilities was noted by Professor Krupka's external referees.

Professor Krupka has also taken a significant interest in mentoring junior faculty, particularly women. Her faculty-focused activities in this realm have included mentorship on two career development awards, full-day workshops at the University of Cologne in Germany, curriculum development for a symposium in Bonn, Germany, and a presentation at the University of Iowa. At the School of Information, Professor Krupka has made noteworthy contributions to the educational mission – particularly in relation to articulating educational goals and in curriculum design. She played an important role in developing the Bachelor of Science in information (BSI) program at UMSI, with significant contributions to making a case for the BSI, studying competitor programs, and assessing stakeholder feedback. She also contributed to the design of the curriculum in the year before the launch of the BSI. Professor Krupka has played a similar role in the redesign of the MSI program, which resulted in a faculty-approved curriculum revision. She has also served on the Doctoral Program Committee, underscoring her contributions to education at all levels of the school. Professor Krupka has also served the broader University of Michigan community by applying her expertise in social influence to the design of the MHealthy Program, a workplace wellness program for employees.

External Reviewers:

Reviewer A: "I believe that Professor Krupka deserves tenure based on the quality and novelty of her work. If she were a member of the faculty here at my home institution, ... I would similarly support her case and would expect it to be successful – in fact, I would feel lucky and delighted to have her as a colleague."

Reviewer B: “I have also done a number of reviews for colleagues at research institutions and feel that [Professor Krupka] is as deserving of tenure as people whom I have recommended at places like Cornell and NYU.”

Reviewer C: “[Professor Krupka] is a top [junior] researcher in the field of experimental and behavioral economics with a cohesive research agenda on social norms in games. She is creative, interesting, thoughtful, a[n]d productive. The ISchool should certainly tenure her and support her in the next stages of her creative career. This is an easy decision!”

Reviewer D: “I believe she is one of the most talented behavioral economists of her generation, and I expect her to continue to do great things.”

Reviewer E: “I strongly support [Professor Krupka’s] application for an Associate Professorship (with tenure) at the University of Michigan. Her research is of excellent quality. Her work is rigorous, well-motivated and implemented very carefully. Her papers are published in excellent journals, a testament to her research expertise. While it is hard to rank academic merit as there are several facets of a good researcher, I would not hesitate to say that [Professor Krupka] would be amongst the top few of her cohort.”

Reviewer F: “[Professor Krupka] is a very solid researcher with important contribution to the literature. I recommend promoting her. I am sure she will keep producing interesting papers in the future.”

Reviewer G: “I am very impressed with [Professor Krupka’s] research output in all dimensions you enumerate — quality, quantity, focus and scholarly impact — as well as interdisciplinary. I strongly recommend tenure. ... I think [Professor Krupka] would most certainly meet the tenure requirements at [my institution]. ... I believe [Professor Krupka’s] portfolio contains everything a leading institution in this domain would look for: a strong track record and trajectory of innovative research that integrates methods and questions from different disciplines to reach new and insightful conclusions.”

Reviewer H: “I rank [Professor Krupka] on the top of my list of the [junior] experimental economists who I know well. ... With 13 publications including four publications in top economics and management journals, her publication record is considered as exceptional among her peer group.”

Reviewer I: “Professor Krupka is a productive and contributing member of the academic community. I would be delighted to have her as a colleague in my department.... She brings interesting insights to the table and is a careful and creative researcher. The School of Information should be thrilled to have her on their faculty. She is a great fit for the School and represents the ideals of high-quality, interdisciplinary research that the School embodies. ... I strongly recommend the School consider Professor Erin Krupka for promotion and tenure at the associate professor level.”

Reviewer J: “[Professor Krupka] is among the most promising experimental economist of her cohort. She has in record time established herself as a leading expert on social norms. ... The case for tenure is clear and I recommend enthusiastically and without reservation that [Professor]

Krupka be promoted to Associate Professor with tenure at The School of Information at the University of Michigan.”

Reviewer K: “I gladly provide such a letter and think that the case for promoting [Professor Krupka] is a very strong one. . . . My impression of [Professor Krupka] is that she has established herself as one of the leading early-career experts on the study of social norms. This is a very important area of research across several social science disciplines. It is noteworthy then, that among researchers studying social norms [Professor Krupka’s] name regularly comes up as a knowledgeable and exciting scholar who has made and continues to make valuable contributions. People recognize [Professor Krupka] as someone who knows a great deal about social norms and the mechanism through which they influence behavior.”

Summary of Recommendation

Professor Krupka’s teaching, research, and service are well above the level expected of junior faculty members. With the overwhelming support of the promotion and tenure committee of the School of Information, I enthusiastically recommend Erin L. Krupka for promotion to associate professor of information, with tenure, School of Information.



Thomas A. Finholt
Dean, School of Information

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