

**CURRICULUM VITAE** (November 2, 2009)

**STEPHEN W. GILLILAND**

Arnold Lesk Chair in Leadership  
Professor and Department Head  
Department of Management and Organizations  
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**CHRONOLOGY OF EDUCATION**

- Ph.D. Michigan State University, Industrial/Organizational Psychology, 1992.  
M.A. Michigan State University, Industrial/Organizational Psychology, 1990.  
B.Sc. First Class Honors, University of Alberta, Psychology, 1987.

**CHRONOLOGY OF EMPLOYMENT**

- 2005 - present Arnold Lesk Distinguished Chair in Leadership, Department of Management and Organizations, Eller College of Management, University of Arizona.
- 2004 - present Head, Department of Management and Organizations, Eller College of Management, University of Arizona.
- 2001 - present Professor, Department of Management and Organizations, Eller College of Management, University of Arizona.
- 2001 - 2004 Vice Dean, Eller College of Management, University of Arizona.
- 2001 - 2004 Executive Director of the Rodel Social Entrepreneurship Initiative: A partnership between the Rodel Foundation and the Eller College of Management.
- 1997 - 2000 Associate Professor and FINOVA Fellow, Department of Management and Policy, Eller College of Management, University of Arizona.
- 1995 - 1997 Assistant Professor, Department of Management and Policy, Eller College of Management, University of Arizona.
- 1993-1994 Director of Industrial/Organizational Psychology Program, Department of Psychology, Louisiana State University.
- 1992-1995 Assistant Professor, Department of Psychology, Louisiana State University.

## HONORS AND AWARDS

- Recipient of the Academy of Management Perspectives Best Paper Award (2008).
- Recipient of the Jim and Rosemary Haleem Distinguished Teaching Award from the Department of Management and Organizations (2007).
- Recipient of CM Division Best Paper Award - Conflict in Context for 2007 Academy of Management Conference.
- Elected Fellow, Society for Industrial and Organizational Psychology (2006)
- Arnold Lesk Endowed Chair in Leadership awarded by the Eller College of Management (2005-present)
- Faculty Initiate to Beta Gamma Sigma (2001)
- FINOVA Fellowship awarded by the College of Business and Public Administration (1998-2001)
- Recipient of the Ernest J. McCormick Award for Distinguished Early Career Contributions from the Society for Industrial and Organizational Psychology (1997).
- University of Arizona Department of Management and Policy Outstanding Undergraduate Teacher Award (1996 & 1998).

## SERVICE - Outreach

- Facilitated board meetings for Carondelet Health Network. 2009-present.
- Facilitated development of a strategic plan for the University of Arizona Foundation. 2008.
- Chair of the Michigan State University I/O Psychology Alumni Board. 2005-present.
- Member of the Staff Parish Relations Committee for St. Francis in the Foothills, United Methodist Church. 2008-present.
- Facilitated strategic planning retreats for Farmers Investment Co. 1998-present.
- Expert witness on a case involving negligent hiring, retention, and supervision for Elliot Glicksman, P.L.L.C. 2007.
- Delivered talk on *"Motivating Excellence"* for the International Executive Housekeepers Association Convention, hosted by the UA. 2007
- Served as Judge for Better Business Bureau's annual Business Ethics Award. 2007.
- Expert witness on a case involving discrimination and accommodation of disability for Jardine, Baker, Hickman & Houston, P.L.L.C. 2006-2007.
- Chair of the Administrative Board for St. Francis in the Foothills, United Methodist Church. 2003-2007.
- Member of the Board of Advisors for St. Luke's in the Desert, a Tucson based non-profit home for low-income elderly people. 2003-2006.
- Facilitated succession planning session for Greene and Assoc. 2005.
- Facilitated strategic planning session for Arizona Coalition for Fairness. 2005.
- Consultant and senior management advisor for Simmons Contract Furnishing. 2002-2003.
- Consultant and Technical Mentor for ePredix, Inc., an internet-based personnel selection and screening firm, San Francisco, CA. 2000-2001.
- Member of Advisory Board for eHR Newsourcing, an HR outsourcing firm. 2000-2001
- Member of St. Luke's Home Board - Operations Committee, a Tucson based non-profit home for low-income elderly people. 2000-2002.
- Conducted an organizational analysis for the Arizona Power Authority. 1999.
- Development of performance feedback system for all personnel in the Arizona Department of Public Safety, Phoenix, AZ. 1998-2000.
- Teaching in the FINOVA Institute executive education program sessions on performance management and managing change, College of Business and Public Administration, University of Arizona. 1996-2000

- Facilitated strategic planning session for St. Lukes on the Desert. 1999.
- Facilitated team building and vision development sessions for Airline Training Center of Arizona, Inc. 1998-1999.
- Member of the Diversity Committee of the Greater Tucson chapter of the Society for Human Resource Management. 1997-1998.
- Facilitated problem identification and solution generation sessions for Tucson Newspapers, Inc. 1998.
- Expert witness work on case involving alleged discrimination in promotion decisions. For O'Melveny & Myers LLP. 1998.
- Communication and customer service training for Tucson Unified School District. 1998.
- Expert witness work on case involving wrongful termination/violation of employment contract. For Corey, Farrell, Kime, & Bromiel PC. 1997-1998.
- Supervised development of performance appraisal instruments for all staff within the University of Arizona Department of Intercollegiate Athletics. 1996.

### **SERVICE – Intramural Citizenship**

- Served on Dean's review committee (2009).
- Chaired Eller Strategic Plan Development Committee (2009).
- Served on selection committee for the University Distinguished Professors (2007-2009)
- Chaired Eller Leadership Program Task Force. 2007.
- Chaired Muzzy Endowed Chair search committee (2006-2007)
- Served on MBA Strategic Review committee (2006-2007)
- Member of search committee for Muzzy Chair in Entrepreneurship (2005-2006).
- Coordinator of Eller College, Canyon Ranch Executive Education partnership (2004-2005).
- Chair of Search Committee for Eller College Associate Dean of MBA Programs, which resulted in the hire of Brent Chrite (2002-2003).
- Chair of the Eller College Millennium Committee for College diversity (2002-2004).
- Member of the UA North Mission Development Task Force (2001-2003).
- Member of the UA Supplemental Compensation policy review committee (2001).
- Chair of the Eller College Committee on AACSB Reaccreditation (2000-2003).
- Member of Task Force on Marketing the Eller College of Business and Public Administration (2000-2002).
- Chair of MBA Outcome Evaluation Development Committee (2000).
- Member of the College Advisory Committee (1998-2000).
- Co-Chair of Search Committee for Eller College Director of Development, which resulted in hire of Jim Moore (2000).
- Faculty Chair, College of Business and Public Administration (1998-2000).
- Faculty Chair, Department of Management and Policy (1998-2000).
- Charter Member of the Eller Graduate School MBA Advisory Council (1999-2004).
- Faculty Advisor for the Eller Graduate School MBA HR Working Group (1998-2000).
- Member of the College of Business and Public Administration, Staff Award Selection Committee (1996-1999).
- Co-Chair of Search Committee for Eller College Director of Executive Education, which resulted in hire of Kris Weatherly (1999).
- Member of "Out of Box Thinkers" committee for development of University Department Heads Annual Retreat (1999).
- Chair of Department of Management and Policy Annual Performance Review Committee (1999, 2000).

- Advisor for the Supervisory Development Needs Assessment Project, Human Resources, University of Arizona (1999).
- Judge for the 1999 SkiView Business Plans Competition, Berger Entrepreneurship program.
- Faculty advisor for the University of Arizona Student Chapter of the Society for Human Resource Management (1995-1999).
- Chair of Karl Eller Graduate School Placement Director Search Committee, which resulted in hire of Trina Callie (1998).
- Member of the Dean's Undergraduate Task Force, College of Business and Public Administration, University of Arizona (1998).
- Member of Department of Management and Policy Promotion and Tenure Committee, University of Arizona (1997 & 1998).
- Chair of Department of Management and Policy Faculty Recruiting Committee, University of Arizona (1996/97 & 1997/98).
- Member of the MBA Admissions Committee, College of Business and Public Administration, University of Arizona (1997).

## **SERVICE – Extramural Citizenship**

### Editorial Activities

Editorial Board Member      *Academy of Management Journal* (1997 to 1999)  
   *Journal of Applied Psychology* (1995 to 2001, 2008 to present)  
   *Personnel Psychology* (1996 to 2003)

Ad hoc reviewer                *Academy of Management Review*  
   *Basic and Applied Social Psychology*  
   *Human Resources Management Review*  
   *International Journal of Selection and Assessment*  
   *Journal of Applied Social Psychology*  
   *Journal of Organizational Behavior*  
   *Motivation and Emotion*  
   *Organizational Behavior and Human Decision Processes*  
   *Psychological Bulletin*  
   *Technology Studies*  
   *National Science Foundation*

### Service to Scholarly Societies

- Discussant for symposium entitled *Emerging Research Bridging the Fields of Justice and Decision Making* at the Annual Meeting of the Academy of Management, Chicago, IL, August 2009.
- Discussant for symposium entitled *The Fairness of Human Resource Practices* at the Annual Meeting of the Academy of Management, Anaheim, CA, August 2008.
- Panel discussion on *Conducting high impact research; Building and managing a research program* for the Junior Faculty Doctoral Consortium at the Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA, April 2008.
- Organized and hosted the "4<sup>th</sup> International Round Table on Innovations in Organizational Justice: Justice, Ethics, and Social Responsibility" a biannual international conference of organizational justice researchers. Held in Tucson, Arizona, November 2-4, 2006.
- Discussion Leader for Academy of Management Pre-conference workshop on *Conducting Research in*

*Organizational Justice: Visions for the future*, 2004.

- Member of Academy of Management Human Resources Division's Scholarly Achievement Awards Committee, 2002.
- Member of the Society for Industrial and Organizational Psychology Awards Committee, 2000, 2001.
- Discussant for symposium entitled “*New Directions for Applicant Reactions Research*” at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA, April 2000.
- Panelist for panel discussion entitled “*Realistic Career Previews in I-O: Academics, Business, Consulting, and Government*” at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA, April 2000.
- Co-organizer of the “*International Round Table: Innovations in Organizational Justice*,” a 1<sup>st</sup> biannual international conference of organizational justice researchers. Held in Nice, France from June 3-5, 1999.
- Member of Academy of Management Organizational Behavior Division's Scholarly Achievement Awards Committee (1998-1999).
- Member of Division 14 of the American Psychological Association Program Committee (1997).
- Member of Society for Industrial and Organizational Psychology Program Planning Subcommittee (1997).
- Presented discussion of justice research at the Doctoral Consortium sponsored by the Human Resources Division of the Academy of Management, Boston, MA (1997).
- Chair of symposium *What is fair? Expanding current views of organizational justice*. Conducted at the 11th annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA (1996).

## **PUBLICATIONS – Scholarly Books**

Gilliland, S.W., Steiner, D.D., & Skarlicki, D.P. (2008). *Justice, Morality, and Social Responsibility: Volume 6 in Research in Social Issues in Management*. Greenwich, CT: Information Age Publishing.

Gilliland, S.W., Steiner, D.D., & Skarlicki, D.P. (2007). *Managing Social and Ethical Issues in Organizations: Volume 5 in Research in Social Issues in Management*. Greenwich, CT: Information Age Publishing.

Gilliland, S.W., Steiner, D.D., & Skarlicki, D.P. (2005). *What Motivates Fairness in Organizations? Volume 4 in Research in Social Issues in Management*. Greenwich, CT: Information Age Publishing.

Gilliland, S.W., Steiner, D.D., & Skarlicki, D.P. (2003). *Emerging Perspectives on Values in Organizations: Volume 3 in Research in Social Issues in Management*. Greenwich, CT: Information Age Publishing.

Gilliland, S.W., Steiner, D.D., & Skarlicki, D.P. (2002). *Emerging Perspectives on Managing Organizational Justice: Volume 2 in Research in Social Issues in Management*. Greenwich, CT: Information Age Publishing.

Gilliland, S.W., Steiner, D.D., & Skarlicki, D.P. (2001). *Theoretical and Cultural Perspectives on Organizational Justice: Volume 1 in Research in Social Issues in Management*. Greenwich, CT: Information Age Publishing.

## **PUBLICATIONS - Chapters in Scholarly Books (doctoral student co-authors in bold)**

Gilliland, S. W. (2008). Peeling the justice onion: Ten interesting questions. In S.W. Gilliland, D.D. Steiner, & D.P. Skarlicki, (Eds.), *Justice, Morality, and Social Responsibility: Volume 6 in Research in Social Issues in Management*. Greenwich, CT: Information Age Publishing.

Gilliland, S.W. & **Paddock, L.** (2005). Images of Justice: Development of Justice Integration Theory. In S.W. Gilliland, D.D. Steiner, & D.P. Skarlicki, (Eds.), *What Motivates Fairness in Organizations?* (pp. 49-78). Greenwich, CT: Information Age Publishing.

Gilliland, S.W. & **Paddock, L.** (2005). Organizational Justice across human resource management decisions. In G.P. Hodgkinson & J.K. Ford (Eds.) *International Review of Industrial and Organizational Psychology* (Vol. 20, pp. 149-175). Chichester, England: Wiley & Sons.

Gilliland, S.W. & **Hale, J.** (2005). How do theories of organizational justice inform fair employee selection practices? In J. Greenberg, & J.A. Colquitt (Eds.) *Handbook of organizational justice: Fundamental questions about fairness in the workplace* (pp. 411-438). Mahwah, NJ: Erlbaum.

Gilliland, S.W. & Chan, D. (2001). Justice in organizations: Theory, methods, and applications. In N. Anderson, D.S. Ones, H.K. Sinangil, & C. Viswesvaran (Eds.) *Handbook of Industrial, Work, and Organizational Psychology: Volume 2 Organizational Psychology* (pp. 143-165). Thousand Oaks, CA: Sage.

Gilliland, S.W. & Steiner, D.D. (2001). Causes and consequences of applicant fairness. In R. Cropanzano (Ed.) *Justice in the workplace* (Vol. 2), pp. 175-195. Mahwah, NJ: Lawrence Erlbaum Associates.

Gilliland, S.W. & Gilliland, C.M.K. (2001). Justice of Diversity Training. In S.W. Gilliland, D.D. Steiner, & D.P. Skarlicki (Eds.) *Theoretical and Cultural Perspectives on Organizational Justice* (pp. 139-160). Greenwich, CT: Information Age Publishing.

Gilliland, S.W. & **Cherry, B.** (1999). "Customers" of selection processes. In J.F. Kehoe (Ed.) *Managing selection in today's organizations* (pp. 158-196). San Francisco: Jossey-Bass.

Werbil, J. & Gilliland, S.W. (1999). Person-environment fit in the selection process. In G.R. Ferris (Ed.) *Research in Personnel and Human Resources Management*, 17, 209-243.

Gilliland, S.W. & Day, D.V. (1999). Business management. In F.T. Durso (Ed.) *Handbook of applied cognition* (pp. 315-342). Chichester, UK: Wiley.

Gilliland, S.W. & Steiner, D.D. (1999). Applicant reactions to interviews: Procedural and interactional justice of recent interview technology. In R.W. Eder & M.M. Harris (Eds.) *The employment interview: Theory, research, and practice*. (pp. 69-82). Sage.

Gilliland, S.W. & **Langdon, J.C.** (1998). Creating performance management systems that promote perceptions of fairness. In J. Smither (Ed.) *Performance appraisal: State of the art in practice* (pp. 209-243). San Francisco: Jossey-Bass.

Gilliland, S.W. & Benson, L. III. (1998). Differentiating between judgment and choice using image theory's compatibility test. In L.R. Beach (Ed.) *Image theory: Theoretical and empirical foundations* (pp. 241-

248). Mahwah, NJ: Lawrence Erlbaum Associates.

Schmitt, N. & Gilliland, S.W. (1992). Beyond differential prediction: Fairness in selection. In D. Saunders (Ed.), *New approaches to employee management: Fairness in employee selection* (Vol. 1, pp. 21-46). Greenwich, CT: JAI.

#### **PUBLICATIONS – Refereed Journal Articles**

Gilliland, S. W. (2009). More application than acknowledged. Refereed commentary in *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2, 199-200.

Gilliland, S. W. (2008). The tails of justice: A critical examination of the dimensionality of organizational justice constructs. *Human Resource Management Review*, 18, 271-281.

Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of Management Perspectives*, 21 (4), 34-48.

**Groth, M.** & Gilliland, S.W. (2006). Having to wait for service: Customer reactions to delay in service delivery. *Applied Psychology: An International Review*, 55(1), 107-129.

Truxillo, D.M., Steiner, D.D., & Gilliland, S.W. (2004). The Importance of Organizational Justice in Personnel Selection: Defining When Selection Fairness Really Matters. *International Journal of Selection and Assessment*, 12, 39-53.

**Cherry, B.**, Ordonez, L, & Gilliland, S.W. (2003). Grade expectations: The effect of expectations on fairness and satisfaction perceptions. *Journal of Behavioral Decision Making*, 16, 375-395.

Seijts, G.H., Skarlicki, D.P., Gilliland, S.W. (2003). Canadian and American Reactions to Drug and Alcohol Testing Programs in the Workplace. *Employee Responsibilities and Rights Journal*, 15, 191-208.

Gilliland, S.W. & **Schepers, D.H.** (2003). Why we do the things we do: A discussion and analysis of determinants of just treatment in layoff implementation decisions. *Human Resource Management Review*, 13, 59-83.

**Groth, M.**, Goldman, B., Gilliland, S.W., & Bies, R.J. (2002). Employee litigation: The influence of attributions and social support in legal-claiming intentions. *Journal of Applied Psychology*, 87, 781-788.

Seijts, G.H., Skarlicki, D.P., Gilliland, S.W. (2002). Reactions to managing counterproductive behavior through the implementation of a drug and alcohol testing program: Americans and Canadians are more different than you might expect. *International Journal of Selection and Assessment*, 10, 135-142.

Connerley, M. L., Arvey, R. D., Gilliland, S. W., Mael, F. A., Paetzold, R.L., & Sackett, P. R. (2001). Selection in the Workplace: Whose Rights Prevail? *Employee Responsibilities and Rights Journal*, 13, 1-13.

**Groth, M.** & Gilliland, S.W. (2001). The role of procedural justice in the delivery of services: A study of customers' reactions to waiting. *Journal of Quality Management*, 6, 77-97.

Gilliland, S.W., **Groth, M., Baker, B., Dew, A.F., Polly, L., & Langdon, J.** (2001). Improving applicants' reactions to rejection letters: An application of fairness theory. *Personnel Psychology, 54*, 669-703.

Steiner, D.D. & Gilliland, S.W. (2001). Procedural justice in personnel selection: International and cross-cultural perspectives. *International Journal of Selection and Assessment, 9*, 124-137.

Cortina, J.M., Goldstein, N.B., Payne, S.C., Davison, H.K., & Gilliland, S.W. (2000). The incremental validity of interview scores over and above cognitive ability and conscientiousness scores. *Personnel Psychology, 53*, 325-351.

Bowen, D.E. Gilliland, S.W. & Folger, R. (1999). HRM and service fairness: How being fair with employees spills over to customers. *Organizational Dynamics, 27*(3), 7-23. (Reprinted in R.S. Schuler & S.E. Jackson (1999) *Strategic Human Resource Management*. Malden, MA: Blackwell and in P. Frost, W. Nord, & L. Krefting (Eds.), (2002), *HRM Reality* (2<sup>nd</sup> ed., pp. 280-296). Lutterworth, England: Pearson Books).

Gilliland, S.W., Benson, L. III., & **Schepers, D.H.** (1998). A rejection threshold in justice evaluations: Effects on judgment and decision making. *Organizational Behavior and Human Decision Processes, 76*, 113-131.

Gilliland, S.W. & Cortina, J.M. (1997). Reviewer and editor decision making in the journal review process. *Personnel Psychology, 50*, 427-452.

Gilliland, S.W. & **Beckstein, B.A.** (1996). Procedural and distributive justice in the editorial review process. *Personnel Psychology, 49*, 669-691.

Steiner, D.D. & Gilliland, S.W. (1996). Fairness reactions to personnel selection techniques in France and the U.S. *Journal of Applied Psychology, 81*, 134-141.

Russell, C.J. & Gilliland, S.W. (1995). Why meta-analysis doesn't tell us what the data really mean: Distinguishing between moderator effects and moderator processes. *Journal of Management, 21*, 813-831.

Gilliland, S.W. (1995). Fairness from the applicants' perspective: Reactions to employee selection procedures. *International Journal of Selection and Assessment, 3*, 11-19.

Gilliland, S.W. (1994). Effects of procedural and distributive justice on reactions to a selection system. *Journal of Applied Psychology, 79*, 691-701.

Gilliland, S.W., Wood, L., & Schmitt, N. (1994). The effects of alternative labels on decision behavior: The case of corporate site selection decisions. *Organizational Behavior and Human Decision Processes, 58*, 406-427.

Gilliland, S.W. (1993). The perceived fairness of selection systems: An organizational justice perspective. *Academy of Management Review, 18*, 694-734.

Gilliland, S.W. & Schmitt, N. (1993). Information redundancy and decision behavior: A process tracing investigation. *Organizational Behavior and Human Decision Processes, 54*, 157-180.

Gilliland, S.W., Schmitt, N., & Wood, L. (1993). Cost-benefit determinants of decision process and

accuracy. *Organizational Behavior and Human Decision Processes*, 56, 308-330.

Schmitt, N., Gilliland, S.W., Landis, R.S., & Devine, D. (1993). Computer-based testing applied to selection of secretarial applicants. *Personnel Psychology*, 46, 149-165.

Gilliland, S.W. & Landis, R.S. (1992). Quality and quantity goals in a complex decision task: Strategies and outcomes. *Journal of Applied Psychology*, 77, 672-681.

#### **OTHER PUBLICATIONS (Non-refereed)**

Gilliland, S.W. & Schepers, D.H. (2000). Doing downsizing right. *Arizona's Economy*, Spring, 1-3.

Gilliland, S.W. & Klafke, S.J. (1994). Comments on the JAP review process: Kudos and criticisms. *The Industrial-Organizational Psychologist*, 32, 75-77.

#### **SCHOLARLY PRESENTATIONS (last 5 years)**

Evans J. & Gilliland, S.W. (2009, August). *Service providers responses to unfair customer treatment*. Paper presented at the Annual Meeting of the Academy of Management. Chicago, IL.

Christian, M., Li, A., Evans J., Gilliland, S.W., Stein, J.H., Kausel, E.E. (2009, August). *Enhancing explanations for change through regulatory focus priming*. Paper presented at the Annual Meeting of the Academy of Management. Chicago, IL.

Gilliland, S.W. (2007, December). *We see but don't agree: Examining effects of an organization's customer-directed fairness on employees*. Invited talk at FCEE-Católica University, Lisbon, Portugal.

Pearsal, M., Goldman, B.M., Gilliland, S.W. & Shapiro, D. (2007, August). *An Investigation of Organizational Reluctance to Mediate Employee Disputes*. Paper presented at the Annual Meeting of the Academy of Management, Philadelphia, PA. Paper published in the Academy of Management Best Papers Proceedings and winner of CM Division Best Paper Award - Conflict in Context.

Evans, J.M. & Gilliland, S.W. (2006, August). *Perceived customer justice: Employee reactions to unfair customer policy and treatment*. Paper presented at the Annual Meeting of the Academy of Management. Atlanta, GA.

Paddock, L. & Gilliland, S.W. (2006, August). *Procedural justice or major organizational change: Which impacts employees' stress more?* Paper presented at the Annual Meeting of the Academy of Management. Atlanta, GA.

Gilliland, S.W. (2005, August). *Procedural justice and human resource systems: 20 years since Folger and Greenberg*. Paper presented at the Annual Meeting of the Academy of Management. Honolulu, HI.

Paddock, L. & Gilliland, S.W. (2005, April). *Which better predicts fairness: Benefits, compensation, training, or performance appraisal?* Paper presented at the 20<sup>th</sup> Annual conference of the Society for Industrial

and Organizational Psychology, Los Angeles, CA.

Gilliland, S.W. (2004, April). Discussant for *Perceptions of justice in personnel selection: International and minority perspectives*. Symposium at the 19<sup>th</sup> Annual conference of the Society for Industrial and Organizational Psychology. Chicago, IL.

#### **GRANTS AND CONTRACTS**

- Society for Human Resource Management Foundation grant. "Outsourcing HR in Small and Mid-Sized Businesses: Value Creation through Strategic Win-Win-Wins." With J. Slaughter (\$36,060). 2007-2009.
- Arizona Department of Public Safety contract. "Strategic Standard Performance Feedback System." With B. Bissell (\$70,000). 1998-2000.
- Eller College Summer Faculty Development grant. (\$11,000). 1999, 2000.
- University of Arizona, Foreign Travel Grant. (\$500). 1999.
- Society for Human Resource Management Foundation grant. "Decision making during the implementation of layoffs." (\$8,550). 1996-1997.
- Office of Mental Health, State of Louisiana contract. Background development for a consumer-centered outcome monitoring system. With J. Midgley, S. Rose (\$30,621). 1994.
- Louisiana State University, Council on Research. Summer Stipend Program. (\$4,000). 1994.

#### **DISSERTATIONS SUPERVISED** (current affiliation)

- Drew Brock (1993), Louisiana State University. (Dash Consulting)
- Mark Nagy (1995), Louisiana State University. (Xavier University)
- Matthew Liao-Troth (1999), University of Arizona. (Western Washington University)
- Bennett Cherry (2000), University of Arizona. (California State University San Marcos)
- Markus Groth (2001), University of Arizona. (Australian Graduate School of Management)
- Daniel Mertens (2003), University of Arizona. (St. Vincent College)
- E. Layne Paddock (2005), University of Arizona. (Singapore Management University)
- Joel M Evans (2009), University of Arizona. (SKK Graduate School of Management, Seoul, Korea)