

## **CURRICULUM VITAE** (January 17, 2020)

### **STEPHEN W. GILLILAND**

University Professor  
Claremont Graduate University  
Claremont, CA 91711  
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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**

2019 – present University Professor, Claremont Graduate University.

2016 – 2019 Peter and Nancy Salter Chair in Healthcare Management, Department of Management and Organizations, Eller College of Management, University of Arizona.

2016 – 2019 Executive Director, Center for Management Innovations in Healthcare, Eller College of Management, University of Arizona.

1995 - 2019 Professor, Department of Management and Organizations, Eller College of Management, University of Arizona. (Associate Professor 1997-2000, Assistant Professor 1995-1997)

2012 – 2016 Associate Dean for Executive Education, Eller College of Management, University of Arizona and President of Eller Executive Education.

2011 - 2016 Executive Director, Center for Leadership Ethics, Department of Management and Organizations, Eller College of Management, University of Arizona.

2005 - 2015 Arnold Lesk Distinguished Chair in Leadership, Department of Management and Organizations, Eller College of Management, University of Arizona.

2004 - 2014 Department Head, 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.

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

- Eller College of Management Dean's Award for Service (2018).
- Peter and Nancy Salter Chair in Healthcare Management (2016).
- Recipient of the outstanding module of the Executive MBA program (2010).
- 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)
- Faculty Initiate to Beta Gamma Sigma (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).

## ADMINISTRATIVE ASSIGNMENTS

- Executive Director, Center for Management Innovations in Healthcare (2016-2019)
  - Developed, gained approval, marketed, and launched a new online Master of Healthcare Management degree with 30 students the first year
  - Hosted community "future of healthcare" events and developed more than 200 contacts with healthcare community leaders
  - Recruited a tenured healthcare management professor
  - Stewarded \$2.5M endowment gift for the center
- Associate Dean, Eller Executive Education (2012-2016)
  - Developed stand-alone 501(c)(3) corporation with separate board of directors, financing, and insurance, and secured affiliation agreement with University of Arizona
  - Grew annual revenue from less than \$200K to \$1.2M in 4 years
  - Delivered more than 50 customized executive education programs and 20 open enrollment programs in 4 years
- Executive Director, Center for Leadership Ethics (2011-2016)
  - Obtained formal recognition of center status through university
  - Secured and stewarded approximately \$100K in annual gifts from individual and corporate donors
  - Launched internal small grant program to support ethics research and increased number of faculty conducting ethics related research
- Department Head, Management and Organizations (2004-2014)
  - Recruited 8 tenure track faculty and successfully promoted all faculty up for promotion
  - Launched undergraduate minor and certificate in sports management and grew it to one of the largest minors on campus
  - Brought business communication program into department as a separate financial unit, more than doubled faculty, and increased impact on all Eller programs
  - Increased quality of PhD program and successful placement of graduates in peer and aspirational peer schools
- Vice Dean, Eller College of Management (2001-2004)

- Oversaw programs, faculty, administration, and facility including \$55M budget and 18 direct reports
- Drafted report, management process, and secured AACSB reaccreditation
- Facilitated and drafted first strategic plan for the Eller College
- Executive Director, Rodel Social Entrepreneurship Initiative (2001-2004)
  - Stewarded annual gift of \$250K to support development of courses, programs, and scholarships
  - Created and taught first social entrepreneurship course for Eller College

## **PUBLICATIONS – Scholarly Books**

Gilliland, S. W., Steiner, D. D., & Skarlicki, D. P. (2015). *The Social Dynamics of Organizational Justice: Volume 8 in Research in Social Issues in Management*. Charlotte, NC: Information Age Publishing.

Gilliland, S. W., Steiner, D. D., & Skarlicki, D. P. (2011). *Emerging Perspectives on Organizational Justice and Ethics: Volume 7 in Research in Social Issues in Management*. Charlotte, NC: Information Age Publishing.

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. (2018). Organizational Justice. In D. S. Ones, N. Anderson, H. K. Sinangil, & C. Viswesvaran (Eds.), *The SAGE Handbook of Industrial, Work & Organizational Psychology*, 2<sup>nd</sup> ed, Vol. 2.

Bowen, D.E. Gilliland, S.W. & Folger, R. (2015). The psychology of fairness at work. In K. Elsbach, C. Kayes, & A. Kayes (Eds.), *Contemporary Organizational Behavior: From Ideas to Action*. Pearson-Prentice Hall.

Gilliland S. W. & **Anderson, J.** (2015). Justice, relative deprivation, and blame: Disentangling constructs to understand cognitive and emotional reactions to greed. In S. W. Gilliland, D. D. Steiner, & D. P. Skarlicki (Eds.), *The Social Dynamics of Organizational Justice*. Charlotte, NC: Information Age Publishing.

Gilliland S. W. & **Anderson, J.** (2014). On the psychology of greed. In J. K. Ford, J. R. Hollenbeck, & A. M. Ryan (Eds.), *The nature of work: Advances in psychological theory, methods, and practices* (pp. 99-116). Washington, DC: American Psychological Association.

Gilliland, S. W. & Steiner, D. D. (2012). Applicant reactions to testing and selection. In N. Schmitt (Ed.) *The Oxford Handbook of Personnel Assessment and Selection* (pp. 629-666). Oxford University Press.

Gilliland, S. W. & **Anderson, J. S.** (2011). Perceptions of greed: A distributive injustice model. In S. W. Gilliland, D. D. Steiner, & D. P. Skarlicki (Eds.) *Emerging Perspectives on Organizational Justice and Ethics* (pp. 137-166). Charlotte, NC: Information Age Publishing.

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* (pp. 291-311.). 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.

Werbel, 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**

**Cooper, D. A.,** Slaughter, J. E., Gilliland, S. W. (in press). Reducing Injuries, Malingering, and Workers' Compensation Costs by Implementing Overt Integrity Testing. *Journal of Business and Psychology*.

**Evans, J.M., Anderson, J.S.,** & Gilliland, S. W. (2018). Misleading by example: The effects of a manager's unfair customer treatment on service employee performance and trust. *Social Justice Research, 31*, 260-289.

Gilliland, S. W., Gross, M. A., & Hogler, R. L. (2014). Is organizational justice the new industrial relations? A debate on individual versus collective underpinnings of justice. *Negotiation and Conflict Management Research, 7*, 155-172.

**Li, A., Evans, J. M., Christian, M. S.,** Gilliland, S. W., **Kausel, E. E., & Stein, J. H.** (2011). The effects of managerial regulatory fit priming on reactions to explanations. *Organizational Behavior and Human Decision Processes, 115*, 268-282.

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 Right 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.

#### **PAPERS IN PROGRESS**

Anderson, J. S., Evans, J. M., & Gilliland, S. W. *Customer Identification as a Moderator of Service Worker Reactions to Unfair Customer Treatment*. Under second review at *Academy of Management Journal*.

Evans, J. M., Anderson, J. S., & Gilliland, S. W. *When Rules are Broken: A Motive Intentionality Model of Pro-Customer Rule Breaking*. Paper under revision.

Rees, M., Gilliland, S. W., Block, E., Broschak, J. *Simply A Window Dressing? Understanding How Organizations Respond to Ethical Misconduct*. Paper rejected OBHDP, under revision for submission.

#### **GRANTS AND CONTRACTS**

- NSF "Behavioral ethics: Multi-method examinations of contextual influences on ethical awareness and decision making in organizations." With L. Ordonez. (\$120,000). 2012-2014.

- 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.

### **SERVICE - Outreach**

- Member, Board of Directors for Merchants Information Solutions. 2014-present.
- Industrial/Organizational Psychology technical expert, Merchants Information Solutions. 2012-present.
- Facilitated strategic planning retreats for Farmers Investment Co. 1998-present.
- Chair, Board of Directors for St. Joseph’s Hospital, Tucson. 2015-2019.
- Member, Board of Directors for Agape Hospice, Tucson. 2016-2019.
- Delivered talks on “*Culture of Candor*” to San Gabriel Valley City Managers Association (2019); Town of Marana (2017); Arizona Medical Group Management Association (2017); International Cemetery, Cremation, and Funeral Association (2016); Tucson Airport Authority (2016); Financial Executives and Affiliates of Tucson (2013), SHRM-GT (2013), AACSB (2013), Pima Community College (2014), Well Fargo (2014); “*Organizational Justice*” to Tucson Pima Collaboration to end Homelessness (2018); “*Leadership for Development Professionals*” to UA Foundation (2018); “*Integrative Leadership*” to Watermark Group (2016) and UA College of Medicine MD Business Forum (2016); “*HR Research at the UA*” to AZ HR Executive Forum (2016), and “*Ethics in Business*” to Integrity Summit (2012 & 2013), Tucson City Council retreat (2012), PRSA of South Arizona (2013)
- Member, Integrative Touch for Kids Advisory Council. 2017-present.
- Member, Banner Southern Arizona Advisory Council. 2017-present.
- Facilitated Strategic Planning process for inaugural meeting of the American Pecan Council. 2017.
- Academic Advisor for the Arizona HR Executive Forum, Phoenix, AZ. 2014-2017.
- Facilitated Strategic Planning process for Arizona Center for Integrative Medicine. 2015-2016.
- Member, Board of Directors for Greater Tucson Leadership. 2014-2016.
- Facilitated leadership planning for Arizona Center for Integrative Medicine. 2014
- Facilitated development of a strategic plan for Arizona Center for Integrative Medicine. 2010-2011.
- Facilitated Board retreats and planning sessions for Carondelet Health Network. 2009-2010.
- Taught in Arizona Healthcare Leadership Academy. 2004-2013.
- Facilitated development of a strategic plan for the University of Arizona Foundation. 2008.
- Chair of the Michigan State University I/O Psychology Alumni Board. 2005-2010.
- Member of the Staff Parish Relations Committee for St. Francis in the Foothills, United Methodist Church. 2008-2010.
- 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. 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 seniors. 2000-2002.
- Conducted an organizational analysis for the Arizona Power Authority. 1999.
- Developed a performance feedback system for all personnel in the Arizona Department of Public Safety, Phoenix, AZ. 1998-2000.
- 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**

- Member, Eller College Faculty Status Committee (2017-2019)
- Chair, Department of Management and Organizations Annual Review Committee (2016-2018)
- Member, Executive Administrator to Dean Search Committee (2017)
- Member, Online Programs Task Force (2016-2018)
- Member, Eller College Advisor Committee (2016-2017)
- Chair, McGuire Center for Entrepreneurship Director Search Committee (2016-2017)
- Member/Chair of Center for Management Innovations in Health Care Faculty Committee (2014-2019)
- Chair of Endowed Chair selection committee, Management and Organizations Department (2015).
- Chair, P&T committee, Management and Organizations Department (2014).
- Chair, taskforce on executive education, Eller College of Management (2011-2012).
- Member, University President's Diversity Action and Resource Taskforce (DART). (2011-2013).
- Member, Eller dean search committee. (2010).
- Member of Eller dean 5-year review committee (2009-2010).
- Co-chair, Eller Strategic Planning Committee (2009).
- Member, selection committee for the University Distinguished Professors (2007-2009).

- Chair, Eller Leadership Program Task Force. (2007).
- Chair, Muzzy Endowed Chair search committee (2006-2007).
- Member, MBA Strategic Review committee (2006-2007).
- Member, search committee for Muzzy Chair in Entrepreneurship (2005-2006).
- Coordinator, 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, Eller College Millennium Committee for College diversity (2002-2004).
- Member, UA North Mission Development Task Force (2001-2003).
- Member, UA Supplemental Compensation policy review committee (2001).
- Chair, Eller College Committee on AACSB Reaccreditation (2000-2003).
- Member, Task Force on Marketing the Eller College of Business and Public Administration (2000-2002).
- Chair, MBA Outcome Evaluation Development Committee (2000).
- Member, College Advisory Committee (1998-2000).
- Co-Chair, 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, Eller Graduate School MBA Advisory Council (1999-2004).
- Faculty Advisor, Eller Graduate School MBA HR Working Group (1998-2000).
- Member, College of Business and Public Administration, Staff Award Selection Committee (1996-1999).
- Co-Chair, Search Committee for Eller College Director of Executive Education, which resulted in hire of Kris Weatherly (1999).
- Member, "Out of Box Thinkers" committee for development of University Department Heads Annual Retreat (1999).
- Chair, Department of Management and Policy Annual Performance Review Committee (1999, 2000).
- Advisor, Supervisory Development Needs Assessment Project, Human Resources, University of Arizona (1999).
- Judge, 1999 SkiView Business Plans Competition, Berger Entrepreneurship program.
- Faculty advisor, University of Arizona Student Chapter of the Society for Human Resource Management (1995-1999).
- Chair, Karl Eller Graduate School Placement Director Search Committee, which resulted in hire of Trina Callie (1998).
- Member, Dean's Undergraduate Task Force, College of Business and Public Administration, University of Arizona (1998).
- Member, Department of Management and Policy Promotion and Tenure Committee, University of Arizona (1997 & 1998).
- Chair, Department of Management and Policy Faculty Recruiting Committee, University of Arizona (1996/97 & 1997/98).
- Member, MBA Admissions Committee, College of Business and Public Administration, University of Arizona (1997).

## **SERVICE – Extramural Citizenship**

### Editorial Activities

Editorial Board Member     *Journal of Applied Psychology* (1995 to 2001; 2008 to present)  
   *Academy of Management Journal* (1997 to 1999)

*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 Academic Community

- Member, Academy of Management OB Division Cummins Award Committee (2018).
- Discussant for symposium on “Application Reactions and Organizational Justice” at the International Congress of Applied Psychology, Paris, France, July 2014.
- External reviewer for academic program review of Management Department at San Diego State University, November 2013.
- Discussant for symposium on “The Positive Side of Fairness” at the Annual Meeting of the Academy of Management, Orlando, FL, August 2013.
- Panelist for debate on “Is Organizational Justice the New Industrial Relations? A debate on Individual vs Collective Underpinnings of Justice?” at the Annual Meeting of the Academy of Management, Orlando, FL, August 2013.
- Co-organized “*International Round Table on Innovations in Organizational Justice*” in Nice France 2012.
- Discussant for symposium on *Organizational Justice and Decision Making* at the Annual Meeting of the Academy of Management, Chicago, IL, August 2009.
- External reviewer for academic program review of MBA program at San Diego State University, November 2008.
- 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).

#### **COURSES TAUGHT (Claremont Graduate University)**

- Organizational Behavior (MA/PhD)
- Organizational Development and Change (MA/PhD)
- Leadership in a Complex World (MA/PhD)
- Ethics and Deviance (MA/PhD)

#### **COURSES TAUGHT (University of Arizona)**

- Managing Ethics in Organizations (Exec MBA, Evening MBA)
- Topics in Organizational Behavior (PhD)
- Leadership in a Complex World (Undergraduate)
- Integrative Leadership (Online MBA)
- Healthcare Entrepreneurship (MBA and Undergraduate)
- Human Resources Management (MBA and Undergraduate)
- Organizational Behavior (MBA, Evening MBA)
- Social Entrepreneurship (MBA and Undergraduate)
- Organizational Justice (PhD)
- Human Resource Policy (Undergraduate)
- Integrating Business Strategies (MBA)

#### **DISSERTATIONS CHAIRED (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. (Provost at Hawaii Pacific 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. (Jacksonville State University)
- E. Layne Paddock (2005), University of Arizona. (Singapore Management University)
- Joel M Evans (2009), University of Arizona. (Mohammed Bin Salman College of Business and Entrepreneurship, Kingdom of Saudi Arabia)
- Jennifer Anderson (2014), University of Arizona (Weber State University)
- Sam Birk (2014), University of Arizona (VP Engineering, Full Measure Education)