

## CURRICULUM VITA

### **Lynn M. Shore**

Department of Management  
 College of Business Administration  
 221 Rockwell Hall  
 Colorado State University  
 Fort Collins, CO 80523  
 Phone: 970-491-4949  
 Email: Lynn.Shore@colostate.edu

### **EDUCATION**

- 1982-1985      Ph.D., Colorado State University, Industrial/Organizational Psychology.  
 1979-1982      M.S., Colorado State University, Industrial/Organizational Psychology.  
 1973-1977      B.A., University of Oregon, Psychology, with honors.

### **WORK EXPERIENCE**

#### **University Employment**

- 2013-            Colorado State University, Department of Management, Partners for Excellence  
 Professor  
 2017-            Colorado State University, Executive Director, HR Edge Network  
 2013-2018      Colorado State University, Department of Management Chair and Partners for  
 Excellence Professor  
 2011- 2013      San Diego State University, Department of Management Chair  
 2004 – 2013      San Diego State University, Department of Management  
 Professor and Co-Director, Institute for Inclusiveness and Diversity in Organizations  
 1986-2004      Georgia State University, Department of Management  
 Professor            (1999-2004)  
 Associate Professor (1992-1998)  
 Assistant Professor (1986-1992)

#### **Visiting Professorships**

- 2019 -            Ghent University, Department of Human Resource Management.  
 2011 –            Dauphine-Paris University, Department of Human Resource Management.  
 2010 – 2011      The Chinese University of Hong Kong, Department of Management.  
 2009 – 2014      London School of Economics and Political Science, Department of Management.

- 2009-2010 University of Toulouse, Department of Social Sciences.
- 2002-2004;  
2011 University of California, Irvine, Graduate School of Management.
- 1985-1986 Cleveland State University, Department of Management and Labor Relations.

### **Business Employment**

- 1985 Project Director, The Psychological Corporation, Psychological Measurement Division.
- 1983 Intern, IBM Corporation, Personnel Research, Armonk, New York.

### **HONORS AND AWARDS**

- 2021 Winner, International HRM Scholarly Research Award sponsored by the Human Resources (HR) Division of the Academy of Management.
- Winner, Group & Organization Management's 2020 Best Quantitative Paper.
- 2020 Winner, Sonny Lubick Pinnacle Award, College of Business, Colorado State University.
- Winner, Scholarly Impact Award 2015-2019 Article for *Human Resource Management Review*.
- 2019 Keynote Speaker, Symposium for the Establishment of the Center for Inclusive Leadership, Ritsumeikan Asia Pacific University, Beppu, Japan.
- Finalist, Best 2018 Article Award for *Human Resource Management Review*.
- 2018 Senior Consortium Fellow, Inclusion Workshop, Army Research Institute for the Behavioral and Social Sciences.
- NSF Workshop Panel – Invited speaker for opening conference session on “Gender and Work-Life Inclusion in Business Schools,” Purdue University.
- 2016 Elected to Executive Board of Society for Organizational Behavior.
- Top Departmental Reputation Contributor Award, Department of Management, CSU
- 2014 Elected to Board of Governors of the Academy of Management.
- 2013 Elected to Society for Organizational Behavior.
- Finalist for the 2013 International HRM Scholarly Research Award from the HR Division of Academy of Management.

- 2012 In the top most cited Management Professors. Source: Aguinis, Suarez-Gonzalez, Lannelongue, & Joo, (2012). *Academy of Management Perspectives*.
- Featured Top Rated Poster titled “Complementing diversity climate with leader inclusiveness: Effects on altruism.” Presented at the Society for Industrial and Organizational Psychology.
- 2010 Best Paper Award Winner at the Emerald Literati Network Awards for Excellence for paper titled “Reciprocation wariness as a moderator of employee-organization exchanges and employee outcomes” published in *Journal of Managerial Psychology*.
- 2009 San Diego State University, College of Business Administration Faculty Recognition Award for Research.
- 2009 Highly Commended Award Winner at the Emerald Literati Network Awards for Excellence for paper titled “The effects of retirement expectations and social support on post-retirement adjustment: A longitudinal analysis” published in *Journal of Managerial Psychology*.
- 2009 Jacob E. Hautaluoma Distinguished Alumni Award, Colorado State University
- 2008 Beyster Fellow, Foundation for Enterprise Development.
- 2008 Keynote Speaker, Fifth Innovative Teaching in Human Resources and Industrial Relations Conference, gave talk titled “HR Education: What Will Be Our Legacy?”
- 2008 In the top 100 most cited Management Professors (articles published from 1990-1999). Source: Podsakoff, MacKenzie, Podsakoff, & Bachrach, (2008). *Journal of Management*.
- 2000 Fellow, American Psychological Association.
- 2000 Listed as one of the most published authors in *Journal of Applied Psychology* and *Personnel Psychology* during the 1990s: Approximately top 2% of 1,690 authors. Source: Ones, D & Viswesvaran , C. (2000). *T.I.P.*, 37(4), 26-32.
- 1999 Fellow, Society for Industrial and Organizational Psychology.
- 1993 Georgia State University College of Business Administration Faculty Recognition Award for Research.

## **RESEARCH GRANTS**

- 2017-2020 Group Structure and Culture as Means to Mitigate Detrimental Group Faultline Effects, (funded), Research Grants Council, HK\$1,288,300 (\$192,817 USD), co-principal investigator (with Dr. Dora Lau).

- 2014 Creating an Inclusive Work Environment at CSU, (submitted December 2014; not funded), Ripple Effect Donor Grant Project at CSU, \$24,520, co-principal investigator (with Drs. Chris Henle and Samantha Conroy).
- 2014-2017 Bridging Subgroups in Strong Faultline Groups: A Tertius Iungens Perspective, (funded) Research Grants Council, HK\$620,000 (\$92,794 USD), co-principal investigator (with Dr. Dora Lau).
- 2010 Inclusion Practices and Their Effect on the Entrance and Retention of Women in STEM Careers, (submitted March 2010; not funded) National Science Foundation, \$524,914, principal investigator.
- The Role of Inclusive Leadership in the Scientific Workforce, (submitted April 2010; not funded) National Institute of Health, \$2,000,000, principal investigator.
- Institute for Inclusiveness and Diversity in Organizations, \$22,500 (funded), San Diego State University, principal investigator.
- 2008-2009 Organizational and Equity Practices of San Diego Area Life Science and Technology Companies, \$100,000, co-principal investigator (with Drs. Sanford Ehrlich and Gangaram Singh).
- 2008 Meta-analysis of Age and Performance, San Diego State University, \$6,500, principal investigator.
- 2007 Antecedents and Outcomes of Social and Economic Exchange, San Diego State University, \$8,000, principal investigator.
- 2006 Social, Organizational, and Economic Predictors of Recruitment of Engineers, Raytheon, \$30,000, co-principal investigator (with Dr. James Dulebohn).
- 2002 Union Member Relations: Perceived Union Support and Participation, Communication Workers of America, \$5,000, principal investigator (with Drs. Lois Tetrick and Lucy McClurg).
- 2001 Mapping the Conceptual Domain of the Psychological Contract, Joint funding by the Beebe Institute at Georgia State University, University of Maryland, University of Houston, and London School of Economics, \$11,000, co-principal investigator (with Drs. Susan Taylor, Lois Tetrick, and Jackie Coyle-Shapiro).
- 1999 Changing Nature of the Employment Relationship, Society for Human Resource Management, \$9,500, principal investigator (with Drs. Lois Tetrick and Sandy Wayne).
- Changing Nature of the Employment Relationship, Center for Human Resource Management, University of Illinois, \$15,000, principal investigator (with Drs. Lois Tetrick and Sandy Wayne).

- 1997 Impact of Compensation Plan Changes on Customer Service, BellSouth Advertising and Publishing, \$4,800, co-principal investigator (with Dr. Mary Graham).
- 1992 Union Member Relations: Loyalty, Instrumentality and Alienation, Communication Workers of America, \$8,000, co-principal investigator (with Drs. Lois Tetrick and Lucy Newton).
- 1989-1992 Antecedents and Outcomes of Employer Commitment, Delta Airlines, 1989-1992, \$40,000, principal investigator.
- 1989-1990 An Examination of Demographics, Child Care Support and Flexible Work Arrangements in Relation to Employee Absence and Work Attitudes, Antoinette Johnson Matthews Center for Research in Child Care, \$8,000, principal investigator.
- 1990 A Construct Validity Study of the Survey of Perceived Organizational Support, Georgia State University Research Grant Program, \$2,000, principal investigator.
- 1989 Employer Commitment: A Neglected Antecedent of Organizational Commitment, Georgia State University Research Grant Program, \$3,000, principal investigator.
- 1987 Job and Organizational Attitudes in Relation to Employee Behavior, Georgia State University Research Grant Program, \$2,600, principal investigator.

## **PUBLICATIONS**

### **Research Articles**

1. Shore, L.M. & Chung, B.G. (2021). Inclusive leadership: How leaders sustain or discourage work group inclusion. *Group and Organization Management*. Early online access.
2. Kedharnath, U., Shore, L.M., & Dulebohn, J.M. (2020). Organizational trust among job seekers: The role of information-seeking and reciprocity wariness. *International Journal of Selection and Assessment*, 28:351–363.
3. Rockstuhl, T., Eisenberger, R., Shore, L.M., Kurtessis, J.N., Ford, M.T., Buffardi, L.C., & Mesdaghinia, S. (2020). Perceived Organizational Support (POS) across 54 nations: A cross-cultural meta-analysis of POS effects. *Journal of International Business Studies*, 51, 933–962.  
\*Winner of the 2021 International HRM Scholarly Research Award from the Human Resources Division of the Academy of Management
4. Chung, B., Ehrhart, K.H., Shore, L.M., Dean, M., Randel, A., & Kedharnath, U. (2020). Work Group Inclusion: Test of a Scale and Model. *Group and Organization Management*. 45(1) 75–102.  
\* Winner *Group & Organization Management's* 2020 Best Quantitative Paper.

5. Audenaert, M., Carette, P., Shore, L.M., Lange, T., Van Waeyenberg, T., Decramer, A. (2018). Leader-employee congruence of expected contributions in the employee-organization relationship. *The Leadership Quarterly*, 29(3),414-422.
6. Shore, L.M., Cleveland, J.N., & Sanchez, D. (2018). Inclusive Workplaces: A Review and Model. *Human Resource Management Review*, 28(2), 176-189. <https://doi.org/10.1016/j.hrmr.2017.07.003>  
\*Finalist, Best paper award 2018 \*Winner, Scholarly Impact Award 2015-2019
7. Randel, A., Galvin, B., Shore, L.M., Chung, B., Ehrhart, K.H., Dean, M., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through a focus on belongingness and being valued for uniqueness. *Human Resource Management Review*. 28(2), 190-203.  
<https://doi.org/10.1016/j.hrmr.2017.07.002>
8. Kuvaas, B., Shore, L.M., Buch, R., & Dysvik, A. (2017). Social and economic exchange relationships and performance contingency: Differential effects of variable pay and base pay. *International Journal of Human Resource Management*.  
<https://doi.org/10.1080/09585192.2017.1350734>
9. Conroy, S., Henle, C., Shore, L., & Stelman, S. (2017). Where there is light, there is dark: A review of the detrimental outcomes of organizational identification. *Journal of Organizational Behavior*, 38 (2), 184–203.
10. Zheng, D., Wu, H., Eisenberger, R., Shore, L.M., Tetrick, L.E., & Buffardi, L. C. (2016). Newcomer Leader-Member Exchange: The contribution of anticipated organizational support. *Journal of Occupational and Organizational Psychology*, 89(4), 834–855.
11. Vardaman, J.M., Allen, D.G., Otondo, R., Hancock, J.I., Shore, L.M. & Rogers, B.L. (2016). Social comparisons and organizational support: Implications for commitment and retention. *Human Relations*, 69(7), 1483-1505.
12. Randel, A.E., Dean, M.A., Ehrhart, K.H., Chung, B.G., & Shore, L.M. (2016). Leader inclusiveness, psychological diversity climate, and helping behaviors. *Journal of Managerial Psychology*, 31(1), 216-234.
13. Buch, R., Kuvaas, B., Shore, L. M., & Dysvik, A. (2014). Once bitten, twice shy? Past breach and present exchange relationships. *Journal of Managerial Psychology*, 29(8), 938-952.
14. Rockstuhl, T., Dulebohn, J.H., Ang, S., & Shore, L.M. (2012). Leader-member exchange (LMX) and culture: A meta-analysis of correlates of LMX across 23 countries. *Journal of Applied Psychology*, 97, 1097-1130.  
\*Finalist for the 2013 *International HRM Scholarly Research Award* from the HR Division of AOM.
15. Shore, L.M., Randel, A.E., Chung, B.G., Dean, M.A., Ehrhart, K.H., Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262-1289.  
\* Received enough citations to place it in the top 1% of the academic field of Economics & Business.

16. Hu, X., Tetrick, L.E., & Shore, L.M. (2011). Understanding organizational commitment and the employment relationship. *Journal of Managerial Psychology*, 26(7), 528 – 548.
17. Sy, T., Shore, L. M., Strauss, J., Shore, T.H., Tram, S. Whiteley, P., & Ikeda-Muromachi, K. (2010). Leadership perceptions as a function of race-occupation fit: The case of Asian Americans. *Journal of Applied Psychology*, 95, 902-919.
18. Shore, L.M., Bommer, W.H., Rao, A., & Seo, J. (2009). Reciprocation wariness as a moderator of employee-organization exchanges and employee outcomes. *Journal of Managerial Psychology*, 24(8), 710-721.
19. Shore, L.M., Coyle-Shapiro, J. A-M., Chen, X-P., & Tetrick, L.E. (2009). Social exchange in work settings: Content, mixed and process models. *Management and Organization Review*, 5(3), 289-302.
20. Shore, L.M., Chung, B., Dean, M. Ehrhart, K., Jung, D., Randel, A., & Singh, G. (2009). Diversity in organizations: Where are we now and where are we going? *Human Resource Management Review*, 19, 117-133.  
\*Among the top 5 cited papers according to Scopus published in *Human Resource Management Review* from 2009-2013.
21. Henderson, D.J., Wayne, S.J., Shore, L.M., Bommer, W.H., & Tetrick, L.E. (2008). The effects of leader-member exchange, within-group differentiation, and psychological contract breach on employee in-role and organizational citizenship behaviors: A multilevel approach. *Journal of Applied Psychology*, 93, 1208–1219.
22. Shore, T. H., Bommer, W. H, and Shore, L. M. (2008). An integrated model of managerial perceptions of employee commitment: Antecedents and influences on employee treatment. *Journal of Organizational Behavior*, 29, 635-655.
23. Taylor, M. A., Goldberg, C., Shore, L.M., & Lipka, P. (2008). The effects of retirement expectations and social support on post-retirement adjustment: A longitudinal analysis. *Journal of Managerial Psychology*, 23, 458-470.
24. Coyle-Shapiro, A-M, & Shore, L.M. (2007). The employee-organization relationship: Where do we go from here? *Human Resource Management Review*, 17, 166-179.
25. Tetrick, L.E., Shore, L.M., McClurg, L., & Vandenberg, R.J. (2007). A model of union participation: The impact of perceived union support, union instrumentality, and union loyalty. *Journal of Applied Psychology*, 92, 820-828.
26. Wu, J.G., Hom, P.W., Tetrick, L.E., Shore, L.M., Jia, L., Li, C., & Song, L.J. (2006). The norm of reciprocity: Scale development and validation in the Chinese context. *Management and Organization Review*, 2, 377-402.
27. Shore, L. M., Tetrick, L. E., Lynch, P. & Barksdale, K. (2006). Social and economic exchange:

Construct development and validation. *Journal of Applied Social Psychology*, 36, 837-867.

28. Dulebohn, J. H., Shore, L., Kunze, M., & Dookeran, D. (2005). The differential impact of OCBs and influence tactics on leader reward behavior and performance ratings over time. *Organizational Analysis*, 13(1), 73-90.
29. Goldberg, C. B., & Shore, L.M. (2003). The impact of age of applicants and of referent others on recruiters' assessments: A study of young and middle-aged job seekers. *Representative Research in Social Psychology*, 27, 11-22.
30. Shore, L.M., & Coyle-Shapiro, J. A-M. (2003). New developments in the employee-organization relationship. *Journal of Organizational Behavior*, 24, 443-450.
31. Shore, L. M., Cleveland, J. N., & Goldberg, C. B. (2003). Work attitudes and decisions as a function of manager age and employee age. *Journal of Applied Psychology*, 88, 529-537.
32. Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29, 99-118.  
\* Selected for a Society for Human Resource Management Research Translation (Feb, 2004).
33. Maurer, T. J., Pierce, H. R., & Shore, L. M. (2002). Perceived beneficiary of employee development activity: A three-dimensional social exchange model. *Academy of Management Review*, 27, 432-444.
34. Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2002). The role of fair treatment and rewards in perceptions of organizational support and leader-member exchange. *Journal of Applied Psychology*, 87, 590-598.
35. Shore, L. M., Tetrick, L. E., Shore, T. H., & Barksdale, K. (2000). Construct validity of measures of Becker's side bet theory. *Journal of Vocational Behavior*, 57, 428-444.
36. Shore, L. M., & Barksdale, K. (1998). Examining degree of balance and level of obligation in the employment relationship: A social exchange approach. *Journal of Organizational Behavior*, 19, 731-744.
37. Shore, L. M., Tetrick, L. E., & Shore, T. H. (1998). A comparison of self-, peer, and assessor evaluations of managerial potential. *Journal of Social Behavior and Personality*, 13, 85 -101.
38. Riordan, C. M., & Shore L. M. (1997). Demographic diversity and employee attitudes: An empirical examination of relational demography within work units. *Journal of Applied Psychology*, 82, 342-358.
39. Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40, 82-111.



40. Cleveland, J. N., Shore, L. M., & Murphy, K. R. (1997). Person- and context-oriented perceptual age measures: Additional evidence of distinctiveness and usefulness. *Journal of Organizational Behavior*, 18, 239-251.  
\*Awarded Citation of Excellence by Editorial Advisory Board, ANBAR Electronic Intelligence.
41. Shore, L. M., Barksdale, W. K., & Shore, T. H. (1995). Managerial perceptions of employee commitment to the organization. *Academy of Management Journal*, 38, 1593-1615.
42. Taylor, M. A., & Shore, L. M. (1995). Predicting retirement age: Personal, psychological, and organizational factors. *Psychology and Aging*, 10, 76-83.
43. Shore, L. M., Tetrick, L. E., Sinclair, R. R., & Newton, L. A. (1994). Validation of a measure of perceived union support. *Journal of Applied Psychology*, 79, 971-977.
44. Shore, L. M., & Wayne, S. J. (1993). Commitment and employee behavior: Comparison of affective commitment and continuance commitment with perceived organizational support. *Journal of Applied Psychology*, 78, 774-780.
45. Shore, L. M., Eagle, B. W., & Jedel, M. J. (1993). Implications of the joint venture relationship for human resource management effectiveness. *International Journal of Human Resource Management*, 4, 67-83.
46. Bloom, A. J., Smoot, D. A., Shore, T. H., & Shore, L. M. (1992). Toward a perceptual model of smoking policy satisfaction. *Journal of Social Psychology*, 132, 675-684.
47. Cleveland, J. N. & Shore, L. M. (1992). Self- and supervisory perspectives on age and work attitudes and performance. *Journal of Applied Psychology*, 77, 469-484.
48. Newton, L. A., & Shore, L. M. (1992). A model of union membership: Instrumentality, commitment, and opposition. *Academy of Management Review*, 17, 275-298.
49. Shore, T. H., Shore, L. M., & Thornton, G. C. III. (1992). Construct validity of self- and peer evaluations of performance dimensions in an assessment center. *Journal of Applied Psychology*, 77, 42-54.
50. Shore, L. M., & Bleicken, L. M. (1991). Effects of supervisor age and subordinate age on rating congruence. *Human Relations*, 44, 1093-1105.
51. Shore, L. M., & Tetrick, L. E. (1991). A construct validity study of the Survey of Perceived Organizational Support. *Journal of Applied Psychology*, 76, 637-643.
52. Shore, T. H., Thornton, G. C. III, & Shore, L. M. (1990). Construct validity of two categories of assessment center dimension ratings. *Personnel Psychology*, 43, 101-116.
53. Shore, L. M., Newton, L. A., & Thornton, G. C. III. (1990). Job and organizational attitudes in relation to employee behavioral intentions. *Journal of Organizational Behavior*, 11, 57-67.

54. Shore, T. H., Thornton, G. C. III, & Shore, L. M. (1990). The distinctiveness of three work attitudes: Job involvement, organizational commitment, and career salience. *Psychological Reports*, 67, 851-858.
55. Shore, L. M., & Martin, H. J. (1989). Job satisfaction and organizational commitment in relation to work performance and turnover intentions. *Human Relations*, 42, 625-638.
56. Shore, L. M. & Thornton, G. C. III. (1986). Effects of gender on self- and supervisory ratings. *Academy of Management Journal*, 29, 115-129.

### Applied Articles

1. Singh, G. & Shore, L. (2010). Usage of eight forms of equity-based compensation in the San Diego life sciences industry. *Compensation and Benefits Review*, 42: 162-171.
2. Aaron, K. J., & Shore, L. M. (1990). Effective selection is not just for big businesses. *Business*, 40, 51-54.
3. Shore, L. M. & Bloom, A. J. (1986). Developing employees through coaching and career management. *Personnel*, 34-41.

### Books

1. Shore, L.M., Coyle-Shapiro, J.A., & Tetrick, L.E. (Eds.) (2012). *The Employee-Organization Relationship: Applications for the 21<sup>st</sup> Century*. New York, NY: Applied Psychology Series, Psychology Press/Routledge.
2. Coyle-Shapiro, J. A-M., Shore, L.M., Taylor, M.S., & Tetrick, L.E. (Eds.) (2004). *The Employment Relationship: Examining Psychological and Contextual Perspectives*. Oxford, UK: Oxford University Press.

### Book Chapters

1. Shore, L.M., Coyle-Shapiro, J. A-M., & Chang, C. (2017). Exchange in the employee-organization relationship. In D. Ones, N. Anderson, C. Viswesvaran, and H.K. Sinangil (Eds). *Handbook of Industrial, Work, and Organizational Psychology – 2nd Edition*, 499-536, London, UK: Sage Publications.
2. Cleveland, J.N., Shore, L.M., Anderson, K., Huebner, L. & Sanchez, D. (2018). Moving forward from inequality and discrimination: Historical global perspectives. In E. King and A. Colella (Eds) *The Oxford Handbook of Workplace Discrimination*, Oxford, UK: Oxford University Press.
3. Shore, L.M., & Coyle-Shapiro, J.A.-M. (2012). Perceived organizational cruelty: An expansion of the negative employee-organization relationship domain. In Shore, L.M., Coyle-Shapiro, J.A., & Tetrick, L.E. (Eds.) *The Employee-Organization Relationship: Applications for the 21<sup>st</sup> Century*, pp. 139-168. New York, NY: Applied Psychology Series, Psychology Press/Routledge.

4. Wayne, S. J., Coyle-Shapiro, J.A., Eisenberger, R., Liden, R. C., Rousseau, D., & Shore, L.M. (2009). Social Influences. In HJ. Klein, TE. Becker & JP Meyer (Eds) *Commitment in Organizations: Accumulated Wisdom and New Directions*, pp. 253-284, Frontiers Series, Society for Industrial and Organizational Psychology.
5. Shore, L.M., Lynch, P., & Dookeran, D. (2007). HR executives' views of HR education: Do hiring managers really care what education HR applicants have? In V.G. Scarpello (Ed.) *The Handbook of Human Resource Management Education: Promoting an Effective and Efficient Curriculum*, pp. 291-314. Thousand Oaks, CA: Sage Publications.
6. Cleveland, J. N., & Shore, L. M. (2007). Work and employment. In J. Birren (Ed.) *Encyclopedia of Gerontology*, pp. 683-693. Amsterdam, the Netherlands: Elsevier.
7. Shore, L.M., Porter, L.W., and Zahra, S.A. (2004). Employer-oriented strategic approaches to the employee-organization relationship (EOR). In J. Coyle-Shapiro, L.M. Shore, S. Taylor, and L. E. Tetrick, L.E. (Eds.), *The Employment Relationship: Examining Psychological and Contextual Perspectives* Oxford, UK: Oxford University Press.
8. Shore, L.M., Tetrick, L.E., Taylor, M.S., Coyle-Shapiro, J., Liden, R., McLean Parks, J., Morrison, E.W., Porter, L.W., Robinson, S., Roehling, M., Rousseau, D., Schalk, R. Tsui, A., Van Dyne, L. (2004). The employee-organization relationship: A timely concept in a period of transition. In J. Martocchio (Ed.) *Research in Personnel and Human Resources Management*, 23, pp. 291-370. JAI Press: Greenwich, CT.
9. Shore, L.M., & Goldberg, C. B. Age discrimination in the work place. (2004). In R.L. Dipboye and A. Colella (Eds.) *The Psychological and Organizational Bases of Discrimination at Work*. Frontier Series, Society for Industrial and Organizational Psychology.
10. Cleveland, J. N., & Shore, L. M. (1996). Work and employment. In J. Birren (Ed.) *Encyclopedia of Gerontology*. New York: Academic Press.
11. Shore, L. M., & Newton, L. A. (1995). Union-member relations: Loyalty, instrumentality, and alienation. In L. E. Tetrick and J. Barling (Eds.) *Changing Employment Relations: Behavioral and Social Perspectives*, pp. 189-208. Washington DC: APA Books.
12. Shore, L. M., & Shore, T. H. (1995). Perceived organizational support and organizational justice. In R. Cropanzano and K. M. Kacmar (Eds.) *Organizational Politics, Justice, and Support: Managing Social Climate at Work*, pp. 149-164. Quorum Press.
13. Shore, L. M., & Tetrick, L. E. (1994). The psychological contract as an explanatory framework in the employment relationship. In Cooper, C. and Rousseau, D. (Eds.), *Trends in Organizational Behavior*, 1, 91-109. Wiley: New York.

## Special Issues

1. Shore, L.M., Coyle-Shapiro, J.A-M., Chen, X-P., & Tetrick, L.E. (2009). Social exchange in organizations, *Management and Organization Review*.
2. Shore, L.M., & Coyle-Shapiro, J.A-M. (2003). Employment relationships: Exchanges between employees and employers, *Journal of Organizational Behavior*.

### Refereed Proceedings

1. Zhang, D., Wu, H., Eisenberger, R., Shore, L., Tetrick, L.E. & Buffardi, L.C. (2013). Contribution of Information Seeking to Organizational Newcomer's Leader-member Exchange. *Academy of Management Proceedings*, 13297.
2. Dulebohn, J.H., Shore, L.M., Kunze, M., & Dookeran, D. (2002). The differential impact of OCBs and influence tactics on relationship quality and performance ratings over time. *Proceedings of the Southern Management Association*.
3. Sharak, C. G., & Shore, L. M. (1995). Age stereotypes and new hire performance ratings. *Proceedings of the Southern Management Association*.
4. Barksdale, K., & Shore, L. M. (1995). An evaluation of manager-employee agreement on the terms of the psychological contract. *Proceedings of the Southern Management Association*.
5. Flynn, L. P., & Shore, L. M. (1994). Gender and context: The moderating effect of work group gender composition and occupation sex-type on work attitudes and behaviors. *Proceedings of the Southern Management Association*.
6. Shore, L. M., Tetrick, L. E., & Shore, T. H. (1994). A comparison of self-, peer and assessor evaluations of managerial potential. *Proceedings of the Southern Management Association*.
7. Barksdale, W. K., & Shore, L. M. (1993). A Comparison of the O'Reilly and Chatman and Meyer and Allen Models of Commitment. *Proceedings of the Southern Management Association*.
8. Shore, L. M., & Wayne, S. J. (1992). Commitment and employee behavior: A comparison of affective commitment and continuance commitment with perceived organizational support. *Proceedings of the Southern Management Association*.
9. Flynn, L. P., & Shore, L. M. (1992). Beyond Kanter: Perceived token status and the lack of fit model. *Proceedings of the Southern Management Association*.
10. Shore, T. H., & Shore, L. M. (1991). Construct validity of assessment center self-assessments. *Proceedings of the Southern Management Association*.
11. Eagle, B. W., & Shore, L. M. (1991). An examination of demographics, child care support and flexible work arrangements in relation to employee absence and work attitudes. *Proceedings of the Southern Management Association*.

12. Ragan, J. W., Shore L. M., Eagle, B. W., & Flynn, L. P. (1991). The employee request: A link between individual needs and organizational adjustment. *Proceedings of the Southern Management Association*.
13. Shore, T. H. & Shore, L. M. (1990). Construct validity of peer ratings in an assessment center. *Proceedings of the Southern Management Association*.
14. Shore, L. M., Eagle, B. W., & Shore, T. H. (1990). Race and gender effects on peer ratings. *Proceedings of the Southern Management Association*.
15. Eagle, B. W., Shore, L. M., & Barksdale, W. K. (1990). Effects of age and perceived organizational support on turnover intentions and late retirement intentions. *Proceedings of the Southern Management Association*.
16. Shore, L. M., Thornton, G. C. III, & Newton, L. A. (1989). Causal relations between job satisfaction, organizational commitment, behavioral intentions and employee behavior. *Best Papers Proceedings of the Academy of Management*.
17. Shore, L. M., Eagle, B. W., & Jedel, M. J. (1989). A typology of U.S. joint ventures with China: Implications for the management of human resources. *Proceedings of the Southern Management Association*.
18. Shore, L. M. & Shore, T. H. (1989). Effects of subordinate gender, anonymity, and the rating format on the relationship between self- and supervisory ratings. *Proceedings of the Southern Management Association*.
19. Newton, L. A., & Shore, L. M. (1989). Antecedents and outcomes of union commitment: Practical lessons for union leaders. *Proceedings of the Southern Management Association*.
20. Shore, L. M., & Bleicken, L. (1988). Effects of age on self- and supervisory ratings. *Proceedings of the Southern Management Association*.
21. Shore, T. H., Thornton, G. C. III, & Shore, L. M. (1988). The distinctiveness of three work attitudes: Job involvement, organizational commitment, and career salience. *Proceedings of the Southern Management Association*.
22. Newton, L. A., & Shore, L. M. (1988). A proposed model of union instrumentality and commitment. *Proceedings of the Southern Management Association*.
23. Shore, L. M., & Martin, H. J. (1987). Job satisfaction and organizational commitment in relation to work performance and turnover intentions. *Proceedings of the Southern Management Association*.

#### **WORK IN PROGRESS FOR JOURNAL SUBMISSION**

1. Henle, C., Shore, L.M., Conroy, S., & Morton, J. Putting a spotlight on the ostracizer: Workplace ostracism motives. Under review, *Group and Organization Management*.

2. Liu, Z., Wen, X., Eisenberger, R., Audenaert, M., Shore, L.M., & Decramer, A. Combating COVID-19-induced stress at work: The role of perceived government competence. Under review, *Journal of Organization Behavior*.
3. Shore, L.M., & Chung, B.G. Enhancing leader inclusion while preventing social exclusion in the work group. Under review, *Human Resource Management Review*.
4. Chung, B.G., Shore, L.M., Wiegand, J., & Xu, J. The social context for workgroup inclusion that contribute to employee trust. Under review, *Journal of Managerial Psychology*.
5. Su, Q., Lau, D.C., Poon, G.M., & Shore, L.M. Diversity in Chinese organizations: A review and a qualitative study. Under review, *Asia Pacific Journal of Management*.
6. Decuyper, A., Decramer, A., Shore, L.M., Verdorfer, A.P., & Audenaert, M. Leader attentive communication: A new communication concept, validation and scale development. Under review, *Journal of Applied Psychology*.
7. Shore, L.M., Dulebohn, J.M., Liao, C., & Ehrhart, K.H. The Role of the Recruiter in Predicting Organizational Fit and Application Behavior. Under preparation for review with *Human Relations*.
8. Dulebohn, J. H., Shore, L.M., & Rockstuhl, T. Meta-Analysis of Age and Work Outcomes. Under preparation for submission to *Academy of Management Discoveries*.
9. Su, Q., Lau, D.S., Shore, L.M., & Cai, Y. Bridging subgroups in a strong faultline group: A tertius iungens perspective. Under preparation for review, *Journal of Applied Psychology*.

### **INVITED PRESENTATIONS**

1. “Having Impact as a Scholar” Ghent University, Ghent, Belgium (April 2020).
2. “Leader Inclusion and the Creation of Inclusive Work Environments,” University of Melbourne, Melbourne, Australia (March 2020).
3. HR division’s plenary session on “Understanding the Inclusive Organization,” Academy of Management, Boston (August 2019).
4. “Leader Inclusion and the Creation of Inclusive Work Environments,” and “Having Impact as a Scholar,” Ritsumeikan Asia Pacific University, Beppu, Japan (July 2019).
5. “Having Impact as a Scholar” Cardiff University, Cardiff, Wales (September 2017).
6. “Inclusion in Organizations,” Keynote address, CIPD Wales (September 2017).
7. “Impact of Recruiter Social Exchange on Job Seeker Application Behavior,” Cardiff University, Cardiff, Wales (September 2017).

8. "The Search for Faultlines in China" Paris-Dauphine University, OB Workshop, Paris, France (May 2017).
9. "Inclusion and Diversity in Organizations" I/O Psychology, Colorado State University (September 2016).
10. "Inclusion and Diversity in Organizations" Shanghai University of Finance & Economics, Shanghai, China (March 2015).
11. "Aging of the Workforce" London School of Economics and Political Science, London, UK (February 2014).
12. "Inclusion in Organizations" Society for Organizational Behavior, Carnegie Mellon, (November 2013).
13. "I/O careers," panel discussion in undergraduate I/O psychology class, Colorado State University, (October 2013).
14. "I/O psychology academic careers," PhD seminar presentation, Colorado State University, (August, 2013).
15. "Diversity and Inclusion in Organizations: The Challenge and Opportunity for Higher Education," "Increasing inclusion in the classroom," and "The Role of the Recruiter in Predicting Organizational Fit and Application Behavior: Recruiter's Employment Relationship and Interview Evaluation," University of Lausanne, Lausanne, Switzerland (May 2013).
16. "Inclusion in Organizations," Department of Psychology, San Diego State University (November 2012).
17. "Managing the Review Process," London School of Economics and Political Science, London, UK (May 2012).
18. "Perceived Organizational Cruelty," Workshop on Research Advances in Organizational Behavior and Human Resources Management, Paris Dauphine University, Paris, France (May, 2011).
19. "What a Great Dissertation Is and How to Get There" and "Managing Relationships in the Profession," London School of Economics and Political Science, London, UK (May 2011).
20. "Inclusion in Organizations," London School of Economics and Political Science, London, UK (May 2011).
21. "Employee-Organization Linkages and Commitment," invited panelist for the 2010 Conference on Commitment: Advances and Debates Surrounding Workplace Commitments, Ohio State University (Fall, 2010).

22. "Inclusion in Organizations: A Review and Model for Future Research," The Chinese University of Hong Kong (July 2010).
23. "Measurement," "Validity," and "Preparing Presentations of Your Dissertation Research," London School of Economics and Political Science, London, UK (May 2010).
24. "Writing and Publishing in Scientific Journals" "Work Force Diversity" and "The Employee-Organization Relationship," ISCTE-Lisbon University Institute, Lisbon, Portugal (January 2010).
25. "Social and Economic Exchange in the Employee-Organization Relationship" and "Tips for Successful Publishing," University of Toulouse, Toulouse, France (May 2009).
26. "Social and Economic Exchange in the Employee-Organization Relationship," London School of Economics and Political Science, London, UK (March 2009).
27. "Social and Economic Exchange in the Employee-Organization Relationship," Kings College, London, UK (March 2009).
28. "Social and Economic Exchange in the Employee-Organization Relationship: The Moderating Role of Reciprocation Warmness," IESE Business School, University of Navarra, Barcelona, Spain (February 2009).
29. "Crafting Your PhD: Framing an Interesting Research Question and Making a Publishable Contribution," London School of Economics and Political Science, London, UK (January 2009).
30. "Tips for Successful Publishing," SDSU's Center for Teaching and Learning New Faculty Lunch series (Fall 2008).
31. "The Challenges and Opportunities of Diversity," Nanyang Technological University, Singapore (Summer 2008).
32. "The Employment Relationship: Past, Present, and Future," University of Maryland (Fall 2006).
33. "Human Resource Selection," SDSU's Entrepreneurial Management Center's Business Forums for Entrepreneurs (Fall 2006).
34. "Outside In and Inside Out: The Challenges of Studying Cultural Intelligence and Diversity," conference on Cultural Intelligence and Diversity (Spring 2006).
35. "Social and Economic Exchange: Construct Development and Validation" SDSU I/O Psychology graduate students and faculty (Spring 2005).
36. "Publishing in Peer Reviewed Journals," California State University, Long Beach College of Business (Spring 2004).



37. "Tips for Effective Teaching," University of California, Irvine Graduate School of Management (Fall 2003).
38. "New Trends in HRM," Speaker at luncheon for HR staff at BellSouth Advertising and Publishing, Atlanta (1997).
39. "Outcomes Assessment," Speaker at AACSB's conference for continuous improvement (1997).
40. "How to make the most of the GRA relationship," Speaker to Doctoral Fellows of the CBA at Georgia State University (1992).

### **CONFERENCE PRESENTATIONS**

1. Shore, L.M., & Chung, B.G. Enhancing leader inclusion while preventing social exclusion in the work group. Session held at annual meeting of the Academy of Management, virtual.
2. Poon, G.M.Y., Su, Q., Lau, D.C., Shore, L.M. & Li, R. Can membership change bring beneficial outcomes to strong faultline teams? Session held at annual meeting of the Academy of Management, virtual.
3. Meuser, J.D., Scandura, T.A., Anand, S., Bauer, T., Coglisier, C.C, Cullen-Lester, K.L., Emery, C., Liden, R.C., Nahrgang, J.D., Rockstuhl, T., Shore, L.M., Sin, H., Tse, H., & Vidyarthi, P.R. (2020, August). Leader-Member Exchange (LMX) Research Incubator Professional Development Workshop (PDW). Session to be held at the annual meeting of the Academy of Management, Vancouver, BC.
4. Chung, B., Shore, L.M., Weigand, J., Xu, J. (2020). "Antecedents and moderator of inclusion that lead to an environment of trust." In a symposium (Knappert, Engen, and Veli, organizers) titled *Broadening our sight: New perspectives on inclusion at work and the role of inclusive leadership*. Session to be held at the annual meeting of the Academy of Management, Vancouver, BC.
5. Kay, K., Campion, E., Gabriel, A., Golbodaghi, A., Poepelman, T. (2020). Organizers of *Top trends roundtable forum and communities of engagement kickoff*. Shore, L.M. Facilitator for topic of *Diversity and Inclusion*, (2020). Society for Industrial and Organizational Psychology, Austin, TX. Delayed due to COVID-19
6. Shore, L.M. Organized and facilitated by Sawyer, K., & Ferdman, B. (2020). Panel discussion *What Is Inclusion?* Society for Industrial and Organizational Psychology, Austin, TX. Switched to online presentation, May 2020.
7. Atwater, L., Aguinis, H., & Shore, L.M. (2019). Facilitators for a panel & group discussion on *Misconduct and Integrity in Scientific Scholarship*. Presented at the Annual meeting of Society for Organizational Behavior, University of Oklahoma, Norman, Oklahoma.

8. Metz, I., & Shore, L.M. (2019). *What has changed? Barriers and facilitators to women's career advancement in the 21st century*. Organizers of a panel discussion presented at the Annual meeting of the Academy of Management, Boston, MA.
9. Ward, A.K., Shore, L.M., & Nishii, L. (2019). *Where Do We Go From Here? An Expert Panel Discussion on the Future of Research on Climates for Diversity and Inclusion*. Organizers and participants of a panel discussion presented at the Annual meeting of the Academy of Management, Boston, MA.
10. Su, Q., Lau, D.S., & Shore, L.M. (2019). *Bridging subgroups in a strong faultline group: A tertius iungens perspective*. Presented at the Annual meeting of the Academy of Management, Boston, MA.
11. Shore, L.M., Su, Q., Lau, D.S., & Anderson, K. (2018). *Cultural faultlines and team outcomes: The moderating effects of leaders' cultural values*. In a symposium (Chung, Organizer) titled "Group Faultlines and Leadership: Triggers and Theoretical Implications." Presented at the Annual meeting of the Academy of Management, Chicago, IL.
12. Shore, L.M., Henle, C., Conroy, S., & Anderson, K. (2018). *Observers of Leader Ostracism in a Workgroup: Why do Observers Join In?* In a symposium (Chen and Ferris, Organizers) titled "Workplace Ostracism Research: What's Next?" Presented at the Annual meeting of the Academy of Management, Chicago, IL.
13. Lau, D.S., Shore, L.M., & Su, Q. (2018). *Mitigating Detrimental Group Faultline Effects: Group Structure and Culture Interactions*. In a symposium (Burns and Yang, Organizers) titled "Cross-Cultural Faultlines and Group Behaviors." Presented at the Annual meeting of the Academy of Management, Chicago, IL.
14. Su, Q., Lau, D.S., Shore, L.M., & Anderson, K. (2017). *Faultline as a Strategy: A Power Dynamic Perspective of Faultline Management*. In a symposium (Chung and Jiang, Organizers) titled "Group Faultline Activation: Triggers, Processes, and Theoretical Implications" Presented at the Annual meeting of the Academy of Management, Atlanta, GA.
15. Dulebohn, J., Shore, L.M., Liao, C., & Ehrhart, K.H. (2017). *What I see is what I expect: Impact of recruiter social exchange on job seeker application behavior*. In a symposium (Lee, Organizer) titled "Extending Social Exchange Perspectives in the Employee-Organization Relationship (EOR) Research." Presented at the Annual meeting of the Academy of Management, Atlanta, GA.
16. Lau, D.S., Shore, L.M., Su, Q., & Anderson, K. (2017). *Leadership and Faultlines in Chinese Organizations*. In symposium (Schoelmerich, Janardhanan, and Isaakyan, Organizers) titled "Impact of Faultlines on Individual Perspectives and Behaviors in Teams." Presented at the Annual meeting of the Academy of Management, Atlanta, GA.
17. Eisenberger, R., Rockstuhl, T., Ang, S., Shoss, M., & Shore, L.M. (2016). *Perceived organizational support in time and place*. Society for Organizational Behavior, Lincoln, Nebraska.

18. Shore, L.M., Cleveland, J.N., & Sanchez, D. (2016). *Inclusive Workplaces: Moving Beyond Inequality and Diversity Management*. In a symposium (Johnson and Lyons, Organizers) titled "Bridging the Gap: Shedding Light on New Frontiers of Diversity and Inclusion Research." Presented at the Annual meeting of the Academy of Management, Anaheim, CA.
19. Randel, A.E., Galvin, B.M., Shore, L.M., Ehrhart, K.H., Chung, B.G., Dean, M.A., & Kedharnath, U. (2016). *Realizing positive work relationships through inclusive leadership*. In a symposium (Konrad, Chair) titled "Positive work relationships: Building diversity and inclusion in a global business environment." Presented at the Annual meeting of the Academy of Management, Anaheim, CA.
20. Chung, B., Ehrhart, K., Shore, L.M., Randel, A. Dean, M., & Kedharnath, U. (2016). *Work group inclusion: Scale validation and relationship to outcomes*. Presented at the Society for Industrial and Organizational Psychology, Anaheim, CA.
21. Shore, L.M., Lau, D., Su, Q., & Stelman, S. (2016). *Faultlines in China*. Presented at Society for Organizational Behavior, Technion, Haifa, Israel.
22. Rockstuhl, T., Ang, S., Shore, L.M., & Mesdaghinia, S. (2015). *POS and Culture: A Meta-Analysis of Correlates Across 43 Countries*. In symposium (Eisenberger, Chair) titled "Perceived Organizational Support: Culture, Emotion, Well-being, and Practical Application," Presented at the Annual Meeting of the Academy of Management, Vancouver, Canada.
23. Shore, L.M. (2015). Discussant, *Understanding Perceptions of Female and Male Leaders* (Dennerlein, Bin Ding, and Kleinlogel, Organizers), Presented at the Annual Meeting of the Academy of Management, Vancouver, Canada.
24. Shore, L.M. (2014). *Inclusion and Diversity in Organizations*. Presented at the fall meeting of Front Range Management Research seminar, Denver, CO.
25. Shore, L.M., & Albert, L. (2014). Workshop: *The Positive Aspects of Diversity and Increasing Inclusion in the Classroom*. Presented at the 14th Annual Diversity Symposium, Colorado State University
26. Shore, L.M. (2014). Discussant, *The Nature and Consequences of Inclusive Leadership* (Jeanine Prime, Chair). Presented at the Annual Meeting of the Academy of Management, Philadelphia, PA.
27. Shore, L.M., Chung, B., Ehrhart, K.H., Dean, M., & Randel, A. (2014). *Validation of a measure of work group inclusion*. Presented at the Society for Organizational Behavior, Carnegie Mellon University, Pittsburgh, PA.
28. Shore, L.M. (2014). Discussant, *Leadership and Perceived Organizational Support: Favorable Treatment of and by Leaders* (Linda Shanock, Chair). Presented at the Annual Meeting of the Academy of Management, Philadelphia, PA.

29. Ehrhart, K., Chung, B., Randel, A., Dean, M., & Shore, L. (2014). *Inclusion and health moderated by demographic minority work group status*. Presented at the Society for Industrial and Organizational Psychology, Honolulu, Hawaii.
30. Zheng, D., Wu, H., Eisenberger, R., Shore, L. M., Tetrick, L. E., & Buffardi, L. C. (2013, August). Contribution of information seeking to organizational newcomers' leader-member exchange. Annual Meeting of the Academy of Management, Lake Buena Vista, FL.
31. Haar, J.M., & Shore, L.M. (2013). *Testing differences in reciprocity obligations with support perceptions towards employee absenteeism and turnover*. In symposium (M. Gloria Gonzalez-Morales and Robert Eisenberger, co-chairs) titled "Perceived Organizational Support and Employee Well-Being." Presented at the Society for Industrial and Organizational Psychology, Houston, Texas.
32. Randel, A., Dean, M., Chung, B., Ehrhart, K., Shore, L.M. (2012). Complementing diversity climate with leader inclusiveness: Effects on altruism." Presented at the Society for Industrial and Organizational Psychology, San Diego, California.
33. Presenter in (Lois Tetrick, Chair, 2012) panel discussion titled "Extending the Employee-Organizational Relationship Literature to Reflect Current and Future Realities in the World of Work." Presented at the Academy of Management, Boston, Massachusetts.
34. Shore, L.M. (2012). *Leader-Member Exchange: Some Compelling Questions*. In symposium (Terry A. Nelson & Thomas Stafford, Co-Chairs) titled "40 Years of LMX Research: Evolution, Challenges and Future Directions." Presented at the Academy of Management, Boston, Massachusetts.
35. Zingoni, M. Byron, K., & Shore, L.M. (2012) "*Justice for All" or "Everyone for Themselves"?: Employees' Responses to Justice for Self and Others*." Presented at the Academy of Management, Boston, Massachusetts.
36. Presenter in (Eden King, Chair, 2012). *Reducing Workplace Discrimination: Legalistic, Training, and Business-Case Perspectives*. Presented at the Society for Industrial and Organizational Psychology, San Diego, California.
37. Coyle-Shapiro, J.A.-M. & Shore, L.M. (2012) Co-Chairs in symposium titled "New Directions in the Employee-Organization Relationship for the 21st Century." Presented at the Society for Industrial and Organizational Psychology, San Diego, California.
38. Randel, A., Dean, M., Shore, L., Ehrhart, K., & Chung, B. (2012). *Complementing diversity climate with leader inclusiveness: Effects on altruism*. Included in the Featured Top Rated Posters session at the All-Conference Reception at the Society for Industrial and Organizational Psychology, San Diego, California.

39. Stamper, C., & Shore, L. M. (2011). *Current and future inclusion efforts in the Academy of Management: A panel discussion*. Professional Development Workshop presented at the Academy of Management, San Antonio, Texas.
40. Shore, L. M., & Stamper, C., & Roberson, Q. (2011). *Current and future inclusion efforts in the Academy of Management: A town-hall work session*. All-Academy session presented at the Academy of Management, San Antonio, Texas.
41. Shore, L.M. (2011). *What else should be learned about Perceived Organizational Support?* In symposium titled "Perceived Organizational Support: Current Knowledge, Future Promise (Chair Robert Eisenberger). Presented at the Society for Industrial and Organizational Psychology, Chicago, Illinois.
42. Shore, L.M. (2010). Chair of showcase symposium titled "Emerging Issues in Research on Diversity and Unfair Discrimination." Presented at the Academy of Management, Montreal, Canada.
43. Elvira, M. M., Shore, L. M., & Zatzick, C.D. (2010). *Employee Age and Work Group Age Diversity in Relation to Turnover and Layoffs*. In showcase symposium titled "Emerging Issues in Research on Diversity and Unfair Discrimination." Presented at the Academy of Management, Montreal, Canada.
44. Shore, L.M. , Ehrhart, M.G., & Coyle-Shapiro, J. A-M (2010). *POS in Teams: Support for All or Support for One?* In symposium titled "Multilevel Perspectives on Perceived Organizational Support (Co-chairs M. Gloria Gonzalez-Morales and Robert Eisenberger). Presented at the Society for Industrial and Organizational Psychology, Atlanta, Georgia.
45. Vardaman, J.M., Hancock, J.I., Allen, D.G., & Shore, L.M. (2010). *Group-Level POS and the Relationship between Individual-Level POS and Outcomes*. In symposium titled "Multilevel Perspectives on Perceived Organizational Support (Co-chairs M. Gloria Gonzalez-Morales and Robert Eisenberger). Presented at the Society for Industrial and Organizational Psychology, Atlanta, Georgia.
46. Shore, L.M. (2009). *International Research on Age in the Workplace* in PDW titled "Fostering Research on International Gender and Diversity Issues" (Co-chairs Dianna Stone, Miguel Olivas-Lujan, & Linda Isenhour). Presented at the Academy of Management, Chicago.
47. Bommer, W.H., Shore, L.M., & Pesta, B. (2009). *The Impact of Age Group Norms and Employee Relative Age* in symposium titled "Looming Crisis in the U.S. Labor Force: Exploring Ways to Engage and Retain Aging Workers" (Chair: Lisa Nishii). Presented at the Academy of Management, Chicago.
48. Shore, L.M., Dulebohn, J.M., & Ehrhart, K.H. (2009). *Predictors of Applicant Fit: Recruiter's Employment Relationship and Interview Evaluation* in symposium titled "Exchange Relationships, Psychological Contracts and Breach: Exploring Antecedents and Consequences" (Co-Chairs: Crystal M. Harold & Brian C. Holtz). Presented at the Academy of Management, Chicago.

49. Ehrhart, M.G., Shore, L.M., & Bommer, W.H. (2009). *Reciprocity and Helping Exchange in Teams* in symposium titled "Some New Developments in the Study of Organizational Citizenship Behavior" (Co-Chairs: Nathan P. Podsakoff and Philip M. Podsakoff). Presented at the Society for Industrial and Organizational Psychology, New Orleans.
50. Shore, L.M., Coyle-Shapiro, J. A-M, & Ehrhart, M.G. (2008). *Perceived Organizational Support as a Group-Level Phenomenon* in symposium titled "Building HRM Systems for High Involvement, High Performance Work Environments" (Chair Stan Gully). Presented at the Academy of Management, Anaheim.
51. Shore, L.M., Chung-Herrera, B., Dean, M. Ehrhart, K., Jung, D., Randel, A., & Singh, G. (2008). *Diversity and Inclusiveness: A Review and Research Agenda* in symposium titled "Diversity, Work Family, and Life Outcomes" (Co-chairs Jeannette N. Cleveland and April M. Jones). Presented at the Academy of Management, Anaheim.
52. Tetrick, L.E., Hu, X., & Shore, L.M. *Social Exchange Theory: Understanding Organizational Commitment and the Employment Exchange Relationship*. Presented at the International Association for Chinese Management Research, Guangzhou, 2008.
53. Shore, L.M. & Tetrick, L.E. (2008). *Research on Diversity in Organizations* in symposium titled "Emerging Issues in I & O Psychology Research" (Co-chairs Dianna Stone and Diana Deadrick). Presented at the Society for Industrial and Organizational Psychology, San Francisco.
54. Shore, L.M. (2008). *Age Diversity and Generational Conflict* in symposium titled "Generational Fault lines in the Workplace: Directions for Research and Practice" (Chair Aparna Joshi). Presented at the Society for Industrial and Organizational Psychology, San Francisco.
55. All Academy Panel Discussion titled *Doing Well by Doing Good in the Employee-Organization Relationship: Current Knowledge and Future Promise* (2007). Co-chair and facilitator: Lynn M. Shore and Co-chair and panelist: Robert Eisenberger. Other Panelists: Robert Liden, Jone L. Pearce, Mark V. Roehling, and Anne S. Tsui. Presented at the Academy of Management, Philadelphia.
56. Tetrick, L.E., Wu, J.B., Shore, L.M., & Hom, P. (2007). *Social Exchange Theory and the Norm of Reciprocity in the Employment Relationship: A Cross-Cultural Comparison between U.S. and Chinese Employees* in symposium titled "The Employment Relationship in China: Western Theory in the Chinese Context" (Zhike Lei and Lois Tetrick, Co-chairs). Presented at the Academy of Management, Philadelphia.
57. Shore, L.M. (2007). *Age Diversity and Generational Conflict* in symposium titled "Cracks in the American Dream: Generational Fault Lines Creating Social Conflict" (Joseph J. Martocchio, Chair). Presented at the Academy of Management, Philadelphia.
58. Shore, L.M., Tetrick, L.E., & Dean, M.A. (2007). *A Relational and Rational Model of Union Loyalty and Participation*. Presented at the Academy of Management, Philadelphia.

59. Panel Discussion titled *Perceived Organizational Support: Future Directions* (2007). Chair: Robert Eisenberger. Panelists: Lynn Shore, Lois Tetrick, Robert Eisenberger, Jacqueline Coyle-Shapiro, and Lou Buffardi. Presented at the Society for Industrial and Organizational Psychology, New York.
60. Shore, L.M., & Coyle-Shapiro, J. A-M. (2007). *The Manager as Agent in the Employee-Organization Relationship: The Influence of Managerial Interests* in symposium titled "Challenges and New Directions in the Employee-Organization Relationship" (Co-chairs: Shore, L.M., & Coyle-Shapiro, J. A-M.). Presented at the Society for Industrial and Organizational Psychology, New York.
61. Wu, J., Hom, P., Tetrick, L.E., & Shore, L.M. (2006). *The Norm of Reciprocity: Construct Validation of a Chinese Scale*. Presented at the Academy of Management, Atlanta.
62. Panel Discussion titled *HR Education: Its Present and Its Future* (2006). Co-chairs: Vida Scarpello and Lynn Shore. Panelists: David Balkin, Wayne Cascio, Debra Cohen, John Deckop, Robert Dipboye, John Fossum, Mary Graham, Greg Hundley, David Pierson, Herman Theeke. Presented at the Academy of Management, Atlanta.
63. Discussant for symposium chaired by Goldberg, C.B. (2006). Titled *The Impact of Organizational Practices on Recruiting a Diverse Workforce*. Presented at the Academy of Management, Atlanta.
64. Villanueva, L., Tetrick, L.E., & Shore, L.M. (2006). *Application of Resource Theory to the Study of Psychological Contracts*. Presented at the Society for Industrial and Organizational Psychology, Dallas.
65. Discussant for symposium chaired by Eisenberger, R. (2006). Titled *Perceived Organizational Support: The Key Role of the Supervisor*. Presented at the Society for Industrial and Organizational Psychology, Dallas.
66. Shore, L.M. (2005). Presenter in Stone, D.L., Klimoski, R.J., and Watson, M.R. (2005). *Fourth annual HR town hall meeting: Is the field of HR advancing as a science?* Presented at the Academy of Management, Honolulu.
67. Darnold, T. C., Kristof-Brown, A., and Shore, L.M. (2005). *A model of perceived organizational support and person-organization fit*. In a symposium co-chaired by Rupp, D., & Jackson, C. titled "Advancements in Social Exchange Theory: Mediators, Moderators, and Unit-Level Effects." Presented at the Academy of Management, Honolulu.
68. Discussant for symposium co-chaired by Rupp, D., & Jackson, C. (2005). Titled *Advancements in Social Exchange Theory: Mediators, Moderators, and Unit-Level Effects*. Presented at the Academy of Management, Honolulu.
69. Shore, L.M. (2005) Age discrimination. In panel discussion facilitated by Dipboye, R., & Colella, A. Titled *Frontiers Series: Workplace Discrimination*. Presented at the Society for Industrial and Organizational Psychology, Los Angeles.

70. Discussant for Van Dick, R. (2005). *Volitional and Nonvolitional Effects of Identification on Employee Behavior*. Presented at the Society for Industrial and Organizational Psychology, Los Angeles.
71. Rao, A., Shore, L.M., Seo, J., & Bommer, W. (2004). *Reciprocation wariness as a moderator of employee-organization exchanges and employee outcomes*. Presented at the Academy of Management, New Orleans.
72. Tetrick, L., Shore, L.M., Tsui, A.S., Wang, D., Glenn, D., Chen, N., Liu, H., Wang, X., and Yan, H. (2004). *Development of a measure of generalized, balanced, and negative reciprocity in employment relationships*. Presented at the Inaugural Conference of the International Association for Chinese Management Research, Beijing, June 18, 2004.
73. Shore, L.M. (2004). Facilitator in Masterson, S. and Stamper, C. *Examining employee-organization relational ties: Integrating the constructs via the perceived organizational membership framework*. Presented at the Academy of Management, New Orleans.
74. Shore, L.M. (2004). Presenter in Stone, D.L., Klimoski, R.J., and Watson, M.R. *Third annual HR town hall meeting: Identifying pressing research issues in human resource management*. Presented at the Academy of Management, New Orleans.
75. Shore, L.M., Rao, A., Seo, J., Bommer, W.H. Shore, L.M. (2004). *An exploration of differences in perceived organizational support and team-member exchange*. In (R. Eisenberger, chair) symposium titled "Perceived Organizational Support: The Roles of Coworkers, Supervisors, and Workgroups." Presented at Society for Industrial and Organizational Psychology, Chicago.
76. Dulebohn, J., Shore, L.M., Kunze, M., & Dookeran, D. (2004). *The differential impact of OCBs and influence tactics over time*. In (L. McFarland, chair) symposium titled "Making a Good Impression: Antecedents and Consequences of Impression Management." Presented at Society for Industrial and Organizational Psychology, Chicago.
77. Shore, L.M. (facilitator) in Stone, D.L., Klimoski, R.J., and Watson, M.R. (co-chairs; 2003). *Second annual HR town hall meeting: Crafting a value statement for HR scholars and educators*. Presented at the Academy of Management, Seattle.
78. Shore, T. H., & Bommer, W. H, and Shore, L. M. (2003). *An integrated model of managerial perceptions of employee commitment: Antecedents and influences on employee treatment*. Presented at the Society for Industrial and Organizational Psychology, Orlando.
79. Dookeran, D., and Shore, L.M. (2003). *Perceived organizational support: Self-interested or other interested?* Presented at the Society for Industrial and Organizational Psychology, Orlando.
80. Tetrick, L.E., Shore, L.M., & McClurg, L. (2003). *Organizational support theory applied to understanding union commitment and participation*. Presented at the Society for Industrial and Organizational Psychology, Orlando.



81. Bommer, W.H., & Shore, L.M. (2002). *Demographic dissimilarity and the occurrence of altruism in workgroups*. Presented at the Academy of Management, Denver.
82. Symposium: Taylor, S., Shore, L.M., Tetrick, L.E., & Coyle-Shapiro, J. (2002). *Mapping the conceptual domain of the psychological contract framework*. Presented at the Academy of Management, Denver.
83. Shore, L.M., & Dookeran, D. (2002). *HR education: Is it dead or just sleeping?* (2002). HR Town Meeting, organized by V. Scarpello. Presented at the Academy of Management, Denver.
84. Panel Discussion: *Employee-Employer Reciprocity: Where Do We Go From Here?* (2002). Co-chairs: Lois E. Tetrick and Robert Eisenberger. Panelists: Lynn M. Shore, Robert C. Liden, Lyman W. Porter, Anne S. Tsui. Presented at the Society for Industrial and Organizational Psychology, Toronto.
85. Shore, L.M., Bommer, W.H., Tetrick, L.E., & Wayne, S.J. (2001). *Social and economic exchanges as group-level phenomena*. Presented at the Academy of Management, Washington D.C.
86. Shore, L.M., Tetrick, L.E., Wayne, S.J., & Bommer, W.H. (2001). *The role of social and economic exchanges between employees and organizations*. Presented at the Society for Industrial and Organizational Psychology, San Diego.
87. Tetrick, L.E., Shore, L.M., Bommer, W.H., & Wayne, S.J. (2001). *Effects of perceptions of employer's failure to keep their promises: An application of ELVN-P*. Presented at the Society for Industrial and Organizational Psychology, San Diego.
88. Maurer, T. J., Pierce, H. R., & Shore, L. M. (2000). *Three dimensions of perceived beneficiary of employee development activity and organizational citizenship behavior: A social exchange model utilizing leader-member exchange and perceived organizational support*. Presented at the Academy of Management, Toronto.
89. Cleveland, J. N., Shore, L. M., & Goldberg, C. B. (2000). *Work attitudes and decisions as a function of manager age, subordinate age, and their interaction*. Presented at the Society for Industrial and Organizational Psychology, New Orleans.
90. Shore, L. M., Tetrick, L. E., & Barksdale, K. (1999). *Transactional and relational exchange relationships*. Presented at the Society for Industrial and Organizational Psychology, Atlanta.
91. Shore, L. M., Allen, D. G., & Griffeth, R. W. (1999). *A model of perceived organizational support and turnover*. Presented at the Society for Industrial and Organizational Psychology, Atlanta.
92. Shore, L. M., Tetrick, L. E., Shore, T. H., & Barksdale, K. (1999). *Construct validity of measures of Becker's side bet theory*. Presented at the Society for Industrial and Organizational Psychology, Atlanta.

93. Carter Taylor, M., Goldberg, C.B., & Shore, L. M. (1999). *The role of retirement expectations and social support on post-retirement satisfaction*. Presented at the Society for Industrial and Organizational Psychology, Atlanta.
94. Shore, L.M., & Barksdale, K. (1997). *The impact of the psychological contract of new hires*. Presented at the Southern Management Association, Atlanta.
95. Tetrick, L. E., Shore, L.M., & Malatesta, R. (1997). *Sources of perceived organizational support: Social support and HR practices*. Presented at the Southern Management Association, Atlanta.
96. Riordan, C. M., & Shore L. M. (1996). *Understanding demographic diversity and work-related attitudes: An examination of the individual within the group*. Presented at the Society for Industrial and Organizational Psychology, San Diego.
97. Barksdale, K., & Shore, L. M. (1995). *A typological approach to examining psychological contracts*. Presented at the Academy of Management, Vancouver.
98. Tetrick, L. E., Shore, L. M., & Newton, L. A. (1995). *Balancing credit between union and management effort*. Presented at the Second International Conference on Emerging Union Structures, Stockholm.
99. Harris, M. M. & Shore, L. M. (1995). *The impact of implied contract violation on obligations*. Presented at the Society for Industrial and Organizational Psychology, Orlando.
100. Sharak, C. G., & Shore, L. M. (1994). *Measuring age context: A comparison of two approaches*. Presented at the Academy of Management, Dallas.
101. Wayne, S. J., Shore, L. M., & Liden, R. C. (1994). *An examination of the effects of human resource practices on leader-member exchange and perceived organizational support*. Presented at the Academy of Management, Dallas.
102. Barksdale, K., & Shore, L. M. (1994). *A Construct validity study of the Psychological Contract Scale*. Presented at the Society for Industrial and Organizational Psychology, Nashville.
103. Shore, L. M., & Newton, L. A. (1994). *Union-member relations: Loyalty, instrumentality, and alienation*. Presented at the conference on "The psychology of industrial relations under changing employment relationships: An international perspective," Detroit.
104. Shore, L. M., Barksdale, W. K., & Shore, T. H. (1993). *Managerial perceptions of employee commitment to the organization*. Presented at the Society for Industrial and Organizational Psychology conference, San Francisco.
105. Kaufman, B. E., & Shore, L. M. (1991). *Employee recruitment strategies. Symposium on integrating economic and behavioral science perspectives in HR/IR research*. Presented at the Southern Management Association.

106. Shore, L. M., & Barksdale, W. K. (1991). *A longitudinal assessment of the antecedents of affective and continuance commitment*. Presented at the Academy of Management, Miami Beach.
107. Shore, L. M., & Tetrick, L. E. (1991). *A construct validity study of the Survey of Perceived Organizational Support*. Presented at the Society for Industrial and Organizational Psychology, St. Louis.
108. Taylor, M. A., & Shore, L. M. (1991). *Predicting retirement age: Personal, psychological, and organizational factors*. Presented at the Society for Industrial and Organizational Psychology, St. Louis.
109. Shore, L. M. (1990). *Effects of organizational actions on intentions to delay retirement*. Symposium on retirement, presented at the Southern Management Association, Orlando.
110. Newton, L. A., & Shore, L. M. (1990). *Construct validity of union commitment and union instrumentality*. Presented at the Academy of Management, San Francisco.
111. Shore, L. M., Thornton, G. C. III, & Shore, T. H. (1988). *Causal relations between work satisfaction and work commitment*. Presented at the Society for Industrial and Organizational Psychology, Dallas.
112. McFarlane, L. A. (1977). *Stereotypes regarding negative consequences of success for women in sex-inappropriate fields*. Presented at the American Psychological Association, San Francisco.

### **TEACHING INTERESTS**

Primary teaching interests include organizational behavior, leadership, human resource management, recruitment, selection, training, and measurement.

### **TEACHING EXPERIENCE**

Courses taught include organizational behavior, leadership, human resource management, recruitment, selection, training, principles of management, industrial/organizational psychology, and measurement and testing. Have taught at undergraduate, master's, and doctoral levels, including executive MBAs, health care MBAs, sports MBAs, and fully employed MBAs. Have coordinated and taught in Study Abroad program.

### **DOCTORAL DISSERTATIONS**

#### **Dissertation Chair- Georgia State University**

- |           |   |
|-----------|---|
| 2001-2006 | D. Dookeran "Perceived Organizational Support: Self-Interested or Other-Interested?"                |
| 1995-1997 | L. Flynn "Tokenism Effects for Working Men and Women."  |
| 1995-1997 | C. Goldberg "The Impact of Age of Applicants and of the Applicant Pool on Recruiters' Assessments." |

- 1993-1994 K. Barksdale “Human Resource Practices, Organizational Climate, Work Attitudes, and Organizational Effectiveness.”
- 1987-1989 L. Newton “A Proposed Model of Union Instrumentality and Commitment: Antecedents and Outcomes.”

**Dissertation Committee Member – Colorado State University**

- 2018- D. Chaffee  
2018-2020 M. Hanscom

**Dissertation Committee Member – Benedictine University**

- 2019-2020 S. Rahim-Dillard

**Dissertation Committee Member – Ghent University, Belgium**

- 2013-2014 M. Audenaert

**Dissertation Committee Member – University of Houston, Texas**

- 2013-2015 D. Zheng

**Dissertation Committee Member – University of Illinois, Chicago**

- 2007-2009 B. Glibkowski

**Dissertation Committee Member – Georgia State University**

- 1999-2001 V. Wan-Huggins  
1997-1999 D. Allen  
1996-1999 J. Reiners  
1996-1998 N. Finlay  
1994-1996 P. Lynch  
1994-1995 C. Riordan  
1993-1994 C. Fallang  
1989-1991 J. Seo  
1988-1990 L. Bleicken  
1987-1989 R. Renn

**MASTER’S THESIS**

**Thesis Committee Member – Colorado State University**

- 2021- B. Lynner  
2018-2019 M. Rosen  
2016 –2018 K. Anderson

2016–2017 L. Huebner  
 2015-2017 D. Chaffee  
 2015-2017 M. Hanscom

### **Thesis Committee Member- San Diego State University (SDSU)**

2010-2013 H. Yamashita  
 2008-2009 G. Tamir  
 2008-2013 C. Boulanger  
 2008-2011 K. Westfall  
 2006-2009 P. Tassinario  
 2005-2006 P. Aguirre

### **SENIOR HONOR’S THESIS**

#### **Chair – San Diego State University (SDSU)**

2010-2011 B. Soltani “Diversity Climate, Job Satisfaction, and Altruism toward the Workplace: Does Race Matter?”  
 2011-2012 A. Galleta “Responses to Incivility in the Workplace: A Study of Retaliation, Forgiveness, Withdrawal, and Reconciliation.”

#### **Student Research Symposium – San Diego State University (SDSU)**

2012 Andrew Galleta “Responses to Incivility in the Workplace: A Study of Retaliation, Forgiveness, Withdrawal and Reconciliation”  
 Cassandra Cook “Women Managers in Male Gender-Typed Jobs are Perceived as Less Likable, Efficient, and Competent than their Peer Male Counterparts”  
 Antonio Nuno “The Role of Inclusive Climate in Diverse Work Groups”  
 Utsav Pandey “Retirement Anticipation among Younger Generation: A Gender Perspective”

2011 Sara Tabrizi “Factors Which Determine the Relevance of Person-Job Fit and Person-Organization Fit”  
 Bahareh Soltani “Diversity Climate, Job Satisfaction, and Altruism toward the Workplace: Does Race Matter?”  
 Andrew Galleta “The Effects of Inclusion and LMXSC on Job Satisfaction and Altruism”

### **PROFESSIONAL SERVICE**

#### **Journal Editorial Boards**

2003-2008 *Journal of Applied Psychology* Associate Editor

1995-2002; 2008-1993-2002; 2008-1995- 2020	<i>Journal of Applied Psychology</i>	Review Board Member
2017-2018	<i>Journal of Management</i>	Review Board Member
2012 - 2014	<i>Journal of Organizational Behavior</i>	Review Board Member
	<i>Research in HRM</i>	Review Board Member
	<i>Oxford Research Reviews:</i>	
	<i>Business and Management</i>	Review Board Member
2013-	<i>Academy of Management Journal</i>	Review Board Member
2013-	<i>Academy of Management Discovery</i>	Review Board Member
1997-2001	<i>Human Resource Management Review</i>	Review Board Member
2007-	<i>Journal of Managerial Psychology</i>	Review Board Member
2013 - 2015	<i>Revue de Gestion des Ressources Humaines (RGRH)</i>	Review Board Member

### **Ad-Hoc Reviewer**

*Academy of Management Review*  
*Human Relations*  
*Journal of Occupational and Organizational Psychology*  
*Journal of Vocational Behavior*  
*Personnel Psychology*  
*Journal of Occupational Health Psychology*  
*Organizational Behavior and Human Decision Processes*  
*Organization Science*  
*Psychological Bulletin*

### **Academy of Management (AOM)**

2020	Member	HR Division Best Convention Paper Award
2019	Speaker	GDO Junior Faculty Consortium
2019	Mentor	GDO Junior Faculty Consortium mentor match
2019	Facilitator	OB Making Connections with OB Experts: A Networking Social
2014-2017	Representative At Large	Board of Governors (BOG)
2016-2017	Chair	BOG Internationalization Committee
2016-2017	Member	BOG Taking Stands Committee
2015-2016	Chair	BOG AOM Specialized Conferences Committee
2014-	Member	BOG AOM Specialized Conferences Committee
2015 - 2017	Member	BOG Trademark Governance Task Force
2011-2014	Member	GDO Division Executive Committee
2011-2014	Chair	GDO Faculty Transnational Research Award
2014	Member	OB Division Lifetime Achievement Award
2013-2014	Member	Diversity and Inclusion Theme Committee
2012-2013	Member	HR Division Emerging Scholar Awards in Employee Participation and Ownership
2011-2012	Chair	Diversity and Inclusion Theme Committee
2009-2016	Facilitator	OB Division Doctoral Student Consortium

2010-2011	Chair	Diversity and Inclusion Theme Committee Professional Development Workshops
2009-2010	Member	HR Division Review Report Committee
2010	Presenter	HR Division Doctoral Student Consortium
2008	Faculty Fellow	OB Division Junior Faculty Consortium
2008	Member	HR Division Nominations Committee
2007	Panelist	HR Division Doctoral Student Consortium
2006-2007	Chair	HR Division SHRM Foundation Dissertation Award Committee
2006	Member	HR Division Nominations Committee
2006	Panelist	HR Division Junior Faculty Consortium.
2006	Member	OB Division Best Paper Committee.
2004-2005	Chair	HR Division Heneman Career Achievement Award Committee
2004-2005	Member	HR Division Strategic Planning Committee
2005	Faculty Fellow	OB Division Junior Faculty Consortium
2001-2002	Member	HR Division Sponsorship Committee.
2001-2002	Chair	HR Division Nominations Committee
2002	Presenter	HR Division Doctoral Student Consortium
2000-2001	Chair	HR Division of the Academy of Management
1998-1999	Program Chair	HR Division of the Academy of Management.
1997-1998	Chair	HR Division Professional Development Workshops
1996-1997	Chair	HR Division Teaching Committee
1995-1996	Chair	HR Division Domain Committee
1995-1998	Member	HR Division Executive Committee
1995	Member	HR Division Best Paper Award Committee
1992-1994	Member	HR Division Liaison Committee
1993-1994	Member	HR Division Nominations Committee
1991-1993	Member	HR Division Awards Committee
1992-1993	Member	HR Division New Awards Subcommittee
1993	Member	HR Division Best Doctoral Student Paper Subcommittee

### **Society for Industrial and Organizational Psychology (SIOP)**

2020-	Member	Anti-Racism Grant Committee
2009-2013	Member	Publication Board (PB) of SIOP
2008	Panelist	Junior Faculty Consortium
2005-2008	Member	Graduate Student Scholarship Award Committee
2001	Member	SIOP Foundation Small Grants Program Committee
2000-2001	Member	Owens Scholarly Achievement Award Committee
1995	Member	Program Planning Committee
1994-1995	Continuing Education Administrator	Workshops and Continuing Education Committee
1992-1995	Member	Workshops and Continuing Education Committee

### **Society for Organizational Behavior**

2021	Member	Member Nominations Committee
2016	Chair	Member Nominations Committee

2016-2019 Member Executive Committee

### **Other Professional Associations**

2013-2016 Advisory Board Sustainability, Ethics, and Entrepreneurship (SEE) Conference  
 2012 Judge Cultural Intelligence Research Forum  
 2009- 2014 Research Affiliate Center for Leadership and Team Development, Merage School of Business, University of California, Irvine  
 2009 Mentor To First Time Reviewers for the International Association for Chinese Management Research  
 1997-1998 Chair Southern Management Association (SMA) Research Methods Track

### **INSTITUTIONAL SERVICE**

#### **Colorado State University**

2021 Member Monfort Professor Award Committee  
 2020 Speaker Executive Education on Diversity and Inclusion  
 2019- Chair HR Edge Network Undergraduate Scholarship Committee  
 2019-2020 Member Business Minor Committee  
 2020-2021 Member Faculty Search Committee, I/O Psychology  
 2018- Member Undergraduate Program Committee  
 2018-2020 Member VPR Task Force on Public Health Research  
 2017- Executive HR Edge Network (CHRO Roundtable)  
 Director  
 2016-2017 Member Entrepreneurship Minor Program Development Committee  
 2016 Speaker Future Business Leaders of America (student club)  
 2016 Member One Health Workshop  
 2015-2016 Chair University Budget Review Committee  
 2015-2016 Judge CSU Graduate Student Showcase  
 2013-2018 Chair Department of Management  
 2013-2014 Member Dean's Search Committee  
 2013-2014 Chair Finance Department Chair Search Committee  
 2013-2015 Chair People Task Force for COB Strategic Plan  
 2013-2018 Member Administrative Committee  
 2015-2018 Member Executive Committee  
 2014 Member Department of Psychology Program Review  
 2013 Member Search Committee for Executive Director of College-wide Graduate Programs

#### **San Diego State University**

2011-2013 Chair Department of Management  
 2011-2013 Member Executive Committee  
 2011- 2012 Member SDSU Research Foundation Principal Investigator Advisory Group  
 2011-2013 Judge SDSU Student Research Symposium



2011	Speaker	Sigma Phi Epsilon Cultural Diversity Panel (student club)
2010-2011	Member	Dept Leadership Minor Committee
	Member	Dept Entrepreneurship Minor Committee
2010-2012	Mentor	Faculty research mentor for promising undergraduate students
2010-2011	Member	CBA Peer Review Committee
	Facilitator	Dept Strategic Planning Retreat
2009-2011	Member	CBA Steering Committee
	Chair	Dept Research Support Committee
2009-2010	Member	Dept Peer Review Committee
	Member	College of Education Peer Review Committee
2008-2009	Member	CBA Peer Review Committee
2007-2008	Chair	Dept Peer Review Committee
2006-2009	Member	University Senate
	Member	University Committee on Committees and Elections
2006-2007	Member	Dept Peer Review Committee
2005-2008	Chair	Dept Doctoral Task Force
2005-2006	Member	HR Faculty Recruitment Committee
	Member	HR/OB Strategic Planning Committee
	Member	Dept Peer Review Committee
	Member	HR Undergraduate Program Committee
2005-2009	Member	Dept Governance Committee
	Member	CBA Graduate Education Strategic Planning Committee

### Georgia State University

2000-2001	Chair	Dept Strategic Planning Process
	Member	Strategy Faculty Recruitment Committee
1999-2000	Member	Strategy Faculty Recruitment Committee
1997-1998	Presenter	Developed and presented CBA faculty workshops on developing assessment plans and instruments for the AACSB accreditation process
	Member	University SACS Reaccreditation Committee
	Member	CBA Research Standards Committee
	Member	Dept Third Year Faculty Review Committee
	Member	HR/OB Faculty Recruitment Committee
1996-1998	Chair	CBA AACSB Assessment Committee
1996-1997	Member	CBA Dean Search Committee
	Member	HR/OB Faculty Recruitment Committee
1995-1996	Member	University Faculty Affairs Committee
	Member	University Search Committee for Director of Campus Security
	Member	University Faculty Senate
	Presenter	Conducted CBA faculty development workshop called "Development and Evaluation of Measures"
1994-1995	Member	Dept Target Journals Committee
	Member	HR/OB Faculty Recruitment Committee
	Chair	Doctoral Program Assessment and Planning Committee

	Member	Third Year Faculty Review Committee
	Member	HR/OB Faculty Recruitment Committee
1993-1994	Member	PER Doctoral Program Curriculum Committee
1992-1993	Member	University Faculty Senate
	Member	University Senate Research Committee
	Member	PER Master's Program Curriculum Committee
	Member	OB Faculty Recruitment Committee
	Member	Strategy Faculty Recruitment Committee
	Member	PER Doctoral Program Curriculum Committee
1991-1993	Member	CBA Doctoral Assistantship Committee
1990-1993	Doctoral	Personnel and Employee Relations Program Coordinator
	Member	CBA Doctoral Coordinators Committee
1990-1991	Member	PER Master's Student Selection Committee
	Member	OB Faculty Recruitment Committee
	Member	Search Committee for Chair of the Management Department
1989-1990	Member	Search Committee for Director of the Beebe Institute
	Member	Dept Master's Program Curriculum Committee
	Member	Task Force on Doctoral Student Evaluation and Development
1988-1989	Member	OB Faculty Recruitment Committee
	Member	Task Force on HRM and OB Curriculum Revision
	Member	HR Faculty Recruitment Committee
1986-1997	Member	Dept Doctoral Committee
1986-1993	Doctoral	Dept HRM Emphasis Coordinator

### **CONSULTING AND COMMUNITY SERVICE**

2018	Army Research Institute	Inclusion Workshop
2012	CSUSM	Strategic planning facilitator
2011-	Université Paris-Dauphine	Research workshop
2009-2010	Toulouse University	Research workshop
2010-2012	EEOC	Expert witness
2006- 2007	Raytheon	Developed and administered applicant and recruiter surveys to assist in the recruitment of engineers.
2005	Vericare	Strategic Planning Meetings with Executives
2004-2005	SDSU/UCSD	“Meet the U.S.” executive education program for managers from the Middle East. Co-sponsored by the Entrepreneurial Management Center (SDSU) and the Beyster Institute (UCSD) (2004-2005). Presentation titled “Managing the Workforce.”
2002-2003	Samsung	Developed and conducted employee attitude surveys.
2001-2002	CWA	Developed and conducted attitude surveys for Communication Workers of America union members
1999-2000	B-line	Developed and administered employee attitude surveys.

1989-1997	BellSouth	Developed employee attitude surveys (Advertising & Publishing Division)
1989-1997	Equifax	Assessor in developmental assessment center.
1995-1996	Clark Atlanta University	Guest lecturer on training and development as part of the Goals Program. The Goals Program is designed to encourage minority students to pursue further education in the field of HR, and involves faculty from throughout the U.S. as guest lecturers.
1994	Diversity Conference	AILG Affirmative Action/Diversity Conference, co-sponsored by the Beebe Institute
1993	Drake, Beam Morin	Conducted outplacement counseling for IBM (client)
1992-1993	CWA	Conducted union member attitude survey.
1992	Lockheed	Training program for HR staff on organization development and training.
1989-1992	Delta Airline	Conducted employee attitude surveys for the airline.
1991	Dept of the Army	Served as expert witness in Schein vs. Stone.
1989-1991	Dittler Brothers /Moreno Press	Conducted employee attitude surveys.
1987	Dittler Brothers /Moreno Press	Validated a selection test for maintenance mechanics.
1985-1986	Trainer	Westside Community Mental Health, Beechwood School District, and Osborne Manufacturing. Provided supervisory skills training.

### **MEMBERSHIPS**

Academy of Management  
 Society for Industrial and Organizational Psychology  
 Society for Organizational Behavior