

## VITA

### Georgia T. Chao

Department of Psychology  
4202 E. Fowler Avenue, PCD 4123  
University of South Florida  
Tampa, FL 33620  
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#### EDUCATION:

- Ph.D. (1982) The Pennsylvania State University  
Major area: Industrial/Organizational Psychology  
Minor areas: Organizational Behavior, Statistics and Measurement
- M.S. (1978) The Pennsylvania State University  
Major area: Industrial/Organizational Psychology
- B.S. (1975) University of Maryland  
Major area: Psychology (Honors)  
Minor areas: Mathematics & Zoology

#### PROFESSIONAL EXPERIENCE:

- 2020 – present University of South Florida, Tampa, Florida 33620  
Department of Psychology, Professor  
I-O Area Director, 2021 - present
- 2018 – 2020 National Science Foundation  
2415 Eisenhower Avenue, Alexandria, Virginia 22314  
Directorate for Social, Behavioral & Economic Sciences, Division of Social & Economic Sciences, Program Officer for Science of Organizations Program, SES Program Officer for Future of Work at the Human-Technology Frontier program, Program Officer for NSF Research Traineeship program
- 1985 - 2020 Michigan State University, East Lansing, Michigan 48824-1122  
Department of Management, Professor  
Department of Psychology, Adjunct Professor (2016 – 2020)  
Asian Studies Center - Core Faculty (1994 - 2020)
- 1982 - 1985 General Motors Institute (now known as Kettering University)  
1700 West Third Avenue, Flint, Michigan 48502  
Department of Management, Assistant Professor & Section Head of Management Area
- 1983 - 1990 General Motors Corporation, Flint, Michigan 48502  
Trainer, Education and Training

**PROFESSIONAL EXPERIENCE continued:**

- 1980 - 1982     The Pennsylvania State University, University Park, Pennsylvania 16802  
Department of Organizational Behavior, Instructor  
Department of Psychology, Instructor
- 1981 - 1982     HRB-Singer, Inc., State College, Pennsylvania  
Personnel Specialist
- 1979 - 1980     American Telephone & Telegraph Company, Basking Ridge, New Jersey  
Human Resource Development, Research Assistant

**FUNDED GRANTS:**

- 1/22 – 1/27     Army Research Institute for the Behavioral and Social Sciences. Adaptation dynamics in team systems: A multilevel process-oriented computational modeling paradigm. Principal Investigator: Steve W. J. Kozlowski, Co-PI: Georgia T. Chao, Co-I: Braun, M. T., Grand, J. A., & Kuljanin, G. W911NF2210005 [\$1,362,799 total costs]
- 9/21 – 8/26     National Science Foundation. FW-HTF-T/Collaborative Research: Occupational Exoskeletons and the Human-Technology Partnership: Achieving Scale and Integration into the Future of Work. Principal Investigator: Georgia T. Chao. NSF #2128946 [\$424,991 total costs]
- 8/18 – 8/20     National Science Foundation. NSF Intergovernmental Personnel Act (IPA) Assignment for the Science of Organizations program. Principal Investigator: Georgia T. Chao. [\$466,669 total costs]
- 5/14 – 7/20     Army Research Institute. A Computational Modeling Approach to Organizational Effectiveness: Mapping the Effects of Leadership, Group Structure, and Environmental Shocks. Principal Investigators: Steve W. J. Kozlowski & Georgia T. Chao. [\$734,574 total costs]
- 10/15 – 9/18     Department of Defense U.S. Army Medical Command. Development of an Integrated Team Training Design and Assessment Architecture to Support Adaptability in Healthcare Teams. W81XWH-15-1-0403. Principal Investigator: Rosemarie Fernandez. Principal Investigator for MSU Subaward: Georgia T. Chao. [\$1,148,440 total costs; \$212,230 MSU subaward]
- 8/15 – 8/17     National Science Foundation . A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks. (1533499). Principal Investigator: Steve W. J. Kozlowski, S. W. J., Co-PI: Georgia T. Chao. [\$106,605 total costs].
- 6/14 – 6/18     Agency for Healthcare Research and Quality. Translating simulation-based team leadership training into patient-level outcomes. HS022458-01. Principal Investigator: Rosemarie Fernandez. Principal Investigator for MSU Subaward: Georgia T. Chao. [\$749,950 total costs; \$156,292 MSU subaward]

- 6/14 – 11/15 American Psychological Association CEMRRAT Implementation Grants Fund for Ethnic Minority Recruitment, Retention and Training in Psychology. 2015 MSU Symposium on Multicultural Psychology: Multicultural Teams. Principal Investigators: Georgia T. Chao & Steve W. J. Kozlowski. [\$5,000 direct costs]
- 10/12 – 5/14 MSU Office for Inclusion and Intercultural Initiatives: Building Adjustment and Success for International Chinese Students (BASICS) Project. Project Director: Georgia T. Chao, [\$10,000 direct costs]
- 1/09 – 12/14 Office of Naval Research. Team Knowledge: Origins, Emergence & Measurement. Principal Investigators: Steve W. J. Kozlowski & Georgia T. Chao. [\$1,365,614 total costs]
- 8/95 - 9/00 U.S. Information Agency. Research partnership between MSU, University of Tasmania, and Zhejiang University. Principal Investigator: Georgia T. Chao. [\$120,000 direct costs]
- 1/95 - 12/96 U.S. Agency for International Development. Support for APEC project activities. Project Director: Georgia T. Chao. \$20,000
- 1/95 - 12/95 Joint CIBER/AMP Faculty Development Grant for International Initiatives. Principal Investigator: Georgia T. Chao. [\$5,000 direct costs]
- 1/95 - 12/96 Asia Pacific Economic Cooperation. An Examination of Cross-cultural Influences in International Joint Ventures. Principal Investigator: Georgia T. Chao.
- 5/94 - 8/96 MSU Seed Research Outreach Grants. An Examination of Cross-cultural Influences in International Joint Ventures with China. Principal Investigator: Georgia T. Chao.
- 7/90 - 5/91 U.S. Army Research Office, Battelle Scientific Services Program DAAL03-86-D-0001, 2221. Review of the Organizational Downsizing Literature. Principal Investigators: Steve W.J. Kozlowski & Georgia T. Chao. [\$58,000 direct costs]
- 9/85 - 6/90 MSU Collegiate Employment Research Institute. Career Development Projects with MSU Alumni. Principal Investigator: Georgia T. Chao.
- 7/86 - 6/88 MSU All-University Research Initiation Grant. Effects of Career Development and Organization Socialization on Job and Life Perceptions of Engineers. Principal Investigator: Georgia T. Chao.
- 2/87 - 7/87 USMA, West Point. Analysis of Survey Data for Study of Officer Careers. Principal Investigators: Daniel R. Ilgen & Georgia T. Chao.

**RESEARCH PROGRAMS:** Key terms: Work adjustment, future of work, organizational socialization, cultural psychology, teams, international human resource development. My research program centers on work adjustment. Specifically, how do individuals and organizations adjust to new technologies, such as occupational exoskeletons? How does knowledge emerge at the team level to affect team performance?

How can cultural differences among team members inhibit or enhance team performance? Current research projects include examining the implementation, acceptance and use of occupational exoskeletons, the emergence of team processes, computational models of team dynamics, and a review of computational modeling in organizational science.

#### **PUBLICATIONS:**

- Chao, G. T. (2022). The research environment: Opportunities and obstacles for advancing organizational science. In K. R. Murphy (Ed.), *Data, methods and theory in the organizational sciences*. (SIOP Frontiers Series). (pp. 269-293). New York, NY: Routledge Academic.
- Braun, M. T., Kuljanin, G., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (2022). The power of process theories to better understand and detect consequences of organizational interventions. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 15*, 99-104.
- Kozlowski, S. W. J., Chao, G. T., & Van Fossen, J. (2021). Leading virtual teams. *Organizational Dynamics*, <https://doi.org/10.1016/j.orgdyn.2021.100842>
- Rosenman, E. D., Misco, A., Olenick, J., Broliar, S. M., Chipman, A. K., Vrablik, M. C., Chao, G. T., Kozlowski, S. W. J., Grand, J., & Fernandez, R. (2021). Does team leader gender matter? A Bayesian reconciliation of leadership and patient care during trauma resuscitations. *Journal of the College of Emergency Physicians Open, 2*(1), e12348. doi: 10.1002/emp2.12348. PMID: 33532754; PMCID: PMC7823088.
- Fernandez, R., Rosenman, E. D., Olenick, J., Misco, A., Broliar, S. M., Chipman, A. K., Vrablik, M. C., Kalynych, C., Arbabi, S., Nichol, G., Grand, J., Kozlowski, S. W. J., & Chao, G. T. (2020). Simulation-based team leadership training improves team leadership during actual trauma resuscitations: A randomized controlled trial. *Critical Care Medicine, 48*(1), 73-82.
- Kozlowski, S. W. J., & Chao, G. T. (2018). Unpacking team process dynamics and emergent phenomena: Challenges, conceptual advances, and innovative methods. *American Psychologist, 73*(4), 576-592.
- Rosenman, E.D., Dixon, A.J., Webb, J.M., Broliar, S., Golden, S.J., Jones, K.A., Shah, S., Grand, J.A., Kozlowski, S.W.J., Chao, G.T., & Fernandez, R. (2018). A simulation-based approach to measuring team situational awareness in emergency medicine: A multicenter, observational study. *Academic Emergency Medicine, 25*(2), 196-204.
- Chao, G. T. & Gardner, P. D. (2017). Healthy transitions to work. In L. M. Padilla-Walker & L. J. Nelson (Eds.). *Flourishing in Emerging Adulthood: Positive Development during the Third Decade of Life*. (pp. 104-128). New York, NY: Oxford University Press.
- Allen, T. D., Eby, L. T., Chao, G. T., & Bauer, T. B. (2017). Taking stock of two relational aspects of organizational life: Tracing the history and shaping the future of socialization and mentoring research. *Journal of Applied Psychology, 102*(3), 324-337.
- Grand, J. A., Braun, M. T., Kuljanin, G., Kozlowski, S. W. J., & Chao, G. T. (2016). The dynamics of team cognition: A process-oriented theory of knowledge emergence in teams [monograph]. *Journal of Applied Psychology, 101*(10), 1353-1385.

- Kozlowski, S. W. J., Mak, S., & Chao, G. T. (2016). Team-centric leadership: An integrative review. In F. Morgenson (Ed.), *Annual Review of Organizational Psychology and Organizational Behavior*, (Vol. 3, pp. 21-54). Palo Alto, CA: Annual Reviews.
- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., & Kuljanin, G. (2016). Capturing the multilevel dynamics of emergence: Computational modeling, simulation, and virtual experimentation. *Organizational Psychology Review*, 6(1), 3-33.
- Kozlowski, S. W. J., Chao, G. T., Chang, C.-H. & Fernandez, R. (2015). Team dynamics: Using “big data” to advance the science of team effectiveness. In S. Tonidandel, E. King, & J. Cortina (Eds.), *Big data at work: The data science revolution and organizational psychology* (pp. 272-309). (SIOP Frontiers Series). New York, NY: Routledge Academic.
- National Research Council. (2015). *Measuring human capabilities: An agenda for basic research on the assessment of individual and group performance potential for military accession*. Committee on Measuring Human Capabilities: Performance Potential of Individuals and Collectives, Board on Behavioral, Cognitive, and Sensory Sciences, National Academy of Sciences. Washington, D.C.: National Academies Press.
- *Committee Member and coauthor of the Consensus Report.*
- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., & Kuljanin, G. (2013). Advancing multilevel research design: Capturing the dynamics of emergence. *Organizational Research Methods*, 16(4), 581-615.
- Winner of the *Best Paper Award* (published in 2013) by the Editorial Board of *Organizational Research Methods*.
  - Winner of the *William A. Owens Scholarly Achievement Award* in 2015 in recognition of the best publication in 2013 (appearing in a referred journal) by the Society for Industrial and Organizational Psychology.
  - Winner of Emerald Citations of Excellence award in 2016 by Emerald Group Publishing.
- Fernandez, R., Pearce, M., Grand, J. A., Rench, T. A., Jones, K., Chao, G. T., & Kozlowski, S. W. J. (2013). Evaluation of a computer-based educational intervention to improve medical emergency teamwork and performance during simulated patient resuscitations. *Critical Care Medicine*, 41(11), 2551-2562.
- Grand, J. A., Pearce, M., Rench, T. A., Chao, G. T., Fernandez, R., Kozlowski, S. W. J. (2013). Going DEEP: Guidelines for building simulation-based team assessments. *BMJ Quality & Safety*. 22(5), 436-448.
- Kozlowski, S. W. J. & Chao, G. T. (2012). The dynamics of emergence: Cognition and cohesion in work teams. *Managerial and Decision Economics*, 33, 335-354.
- Chao, G. T. (2012). Organizational socialization: Background, basics, and a blueprint for adjustment at work. In S. W. J. Kozlowski (Ed.), *The Oxford Handbook of Organizational Psychology*. (pp. 579-614). New York: Oxford University Press.
- Kozlowski, S. W. J. & Chao, G. T. (2012). Macro cognition, team learning, and team knowledge: Origins, emergence, and measurement. In E. Salas, S. Fiore, & M. Letsky (Eds.), *Theories of team cognition: Cross-disciplinary perspectives*. (pp. 19-48). New York: Taylor & Francis.

- Dietz, G., Gillespie, N., & Chao, G. T. (2010). Unravelling the complexities of trust and culture. In M.N.K. Saunders, D. Skinner, N. Gillespie, G. Dietz, & R. J. Lewicki (Eds.), *Organisational trust: A cultural perspective*. (pp. 3-41). Cambridge: Cambridge University Press.
- Kozlowski, S. W. J., Chao, G. T., & Jensen, J. M. (2010). Building an infrastructure for organizational learning: A multilevel approach. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations*. (pp. 363-403). (SIOP Frontiers Series). NY, NY: Routledge.
- Chao, G. T. (2009). Formal mentoring: Lessons learned from past practice. *Professional Psychology: Research and Practice*, *40*, 314-320.
- Wang, Y., Gupta, A., & Chao, G. T. (2008). Conducting research in the United States. In N. T. Hasan, N. A. Fouad, & C. Williams-Nickelson (Eds.), *Studying psychology in the United States: Expert guidance for international students*. (pp. 107-117). Washington, DC: American Psychological Association.
- Chao, G. T. (2007). Mentoring and organizational socialization: Networks for work adjustment. In B. R. Ragsin & K. E. Kram (Eds.) *The handbook of mentoring at work: Theory, research and practice* (pp. 179-196). Thousand Oaks, CA: Sage Publications.
- Chao, G. T. & Willaby, H. (2007). International employment discrimination and implicit social cognition: New directions for theory and research. *Applied Psychology: An International Review*, *56*, 678-688.
- Chao, G. T. (2006). Organizational socialization. Feature article in J. Greenhaus & G. Callanan (Eds) *Encyclopedia of Career Development*. (pp. 596-602). Thousand Oaks, CA: Sage.
- Chao, G. T. & Moon, H. (2005) The cultural mosaic: A metatheory for understanding the complexity of culture. *Journal of Applied Psychology*, *90*, 1128-1140.
- Chao, G. T. & Nguyen, H. D. (2005). International employment discrimination: A review of legal issues, human impacts and organizational implications. In R. Dipboye & A. Colella (Eds.) *Discrimination at Work: The Psychological and Organizational Bases*. (pp. 379-408). (SIOP Frontiers Series). Mahwah, NJ: Erlbaum.
- Chao, G. T. (2000). Multilevel issues and culture: An integrative view. In K. J. Klein & S. W. J. Kozlowski (Eds.) *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions*. (pp. 308-346). (SIOP Frontiers Series). San Francisco, CA: Jossey-Bass.
- Chao, G. T. (1998). Challenging research in mentoring. *Human Resource Development Quarterly*, *9*, 333-338.
- Kozlowski, S. W. J., Chao, G. T., & Morrison, R. F. (1998). Games raters play: Politics, strategies, and impression management in performance appraisal. In J. W. Smither (Ed.) *Performance appraisal: State of the art in practice*. (pp. 163-205). (SIOP Professional Practice Series). San Francisco: Jossey-Bass.

- Chao, G. T., & Sun, Y. J. (1997). Training needs for expatriate adjustment in the People's Republic of China. In D. M. Saunders (Series Ed.) & Z. Aycan (Vol. Ed.) *New Approaches to Employee Management: Vol. 4. Expatriate Management: Theory and Research* (pp. 207-226). Greenwich, CT: JAI Press, Inc.
- Chao, G. T. (1997). Mentoring phases and outcomes. *Journal of Vocational Behavior*, *51*, 15-28.
- Chao, G. T. (1997). Organizational socialization in multinational corporations: The role of implicit learning. In C. L. Cooper & S. E. Jackson (Eds.) *Creating Tomorrow's Organizations: A Handbook for Future Research in Organizational Behavior*, (pp. 43-57). New York: John Wiley & Sons.
- Chao, G. T. (1997). Complexities in international organizational socialization. *International Journal of Selection & Assessment*, *5*, 9-13.
- Chao, G. T. (1997). Unstructured training and development: The role of organizational socialization. In J. K. Ford, S. W. J. Kozlowski, K. Kraiger, E. Salas, & M. S. Teachout (Eds.), *Improving Training Effectiveness in Work Organizations* (pp. 129-151). Mahwah, NJ: Lawrence Erlbaum.
- Major, D. A., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. D. (1995). A longitudinal investigation of newcomer expectations, early socialization outcomes, and the moderating effects of role development factors. *Journal of Applied Psychology*, *80*, 418-431.
- Chao, G. T., O'Leary-Kelly, A. M., Wolf, S., Klein, H. J., Gardner, P. D. (1994). Organizational socialization: Its content and consequences. *Journal of Applied Psychology*, *79*, 730-743.
- Winner of the *Outstanding Publication in Organizational Behavior Award* in 1994 by the Academy of Management's Organizational Behavior Division.
- Kozlowski, S. W. J., Chao, G. T., Smith, E. M., & Hedlund, J. A. (1993). Organizational downsizing: Strategies, interventions, and research implications. In C. L. Cooper & I. T. Robertson (Eds.), *International Review of I/O psychology: 1993* (pp. 263-332). New York: Wiley.
- Chao, G. T., Walz, P. M., & Gardner, P. D. (1992). Formal and informal mentorships: A comparison on mentoring functions and contrast with nonmentored counterparts. *Personnel Psychology*, *45*, 619-636.
- Chao, G. T., & O'Leary, A. M. (1990). How others see same- and cross-gender mentoring. *Mentoring International*, *4*(3), 3-12.
- Chao, G. T. (1990). Exploration of the conceptualization and measurement of career plateau: A comparative analysis. *Journal of Management*, *16*(1): 181-193.
- Chao, G. T. (1988). The socialization process: Building newcomer commitment. In M. London & E. M. Mone (Eds.), *Career Growth and Human Resource Strategies* (pp. 31-47). Westport, CT: Greenwood Press, Inc.
- Chao, G. T., & Malik, S. D. (1988). A career planning model for women. In L. Larwood & S. Rose (Eds.), *Women's Careers: Pathways and Pitfalls*. New York: Praeger Press.

Chao, G. T., & Kozlowski, S. W. J. (1986). Employee perceptions on the implementation of robotic manufacturing technology. *Journal of Applied Psychology, 71*, 70-76.

Kozlowski, S. W. J., Kirsch, M. P., & Chao, G. T. (1986). Job knowledge, ratee familiarity, conceptual similarity, and halo error: An exploration. *Journal of Applied Psychology, 71*, 45-49.

Reilly, R. R., & Chao, G. T. (1982). Validity and fairness of some alternative employee selection procedures. *Personnel Psychology, 35*, 1-62.

#### **TECHNICAL REPORTS:**

Kozlowski, S.W.J., Chao, G.T., Grand, J.A., Braun, M.T., & Kuljanin, G. (2022-2023). *Adaptation dynamics in team systems*. Annual reports, U.S. Army Research Institute for the Behavioral and Social Sciences (W911NF-22-1-0005). Fort Belvoir, VA.

Kozlowski, S.W.J., Chao, G.T., Braun, M.T., Grand, J.A., & Kuljanin, G. (2014 – 2019). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual reports, U.S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.

Kozlowski, S.W.J., Chao, G.T., Braun, M.T., Grand, J.A., Kuljanin, G., Pickhardt, D., & Mak, S. (2014). *Team knowledge: Origins, emergence, & measurement*. Final Report, Office of Naval Research (N00014-09-1-0519). Arlington, VA.

Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., Kuljanin, G., Pickhardt, D., & Mak, S. (2012 - 2013). *Team Knowledge: Origins, Emergence, & Measurement*. Annual Reports, Office of Naval Research (N00014-09-1-0519). Arlington, VA.

Kozlowski, S. W. J., & Chao, G. T. (2010 - 2011). *Team knowledge: Origins, emergence, and measurement*. Annual Reports, Office of Naval Research (N00014-09-1-0519). Arlington, VA.

Chao, G. T., & Gardner, P. D. (2008). Young adults at work: What they want, what they get, and how to keep them. White paper prepared for Monster.com.

Chao, G. T., & Gardner, P. D. (2007). How central is work to young adults? White paper prepared for Monster.com.

Kozlowski, S. W. J., & Chao, G. T. (2007). Developing effective multicultural teams: Leadership, learning, and cultural networks. Concept paper prepared for the U.S. Army Research Institute for the Behavioral and Social Sciences.

Chao, G. T., & Gardner, P. D. (2006). Important characteristics of early career jobs: What do young adults want? White paper prepared for Monster.com.

Chao, G. T., & Gardner, P. D. (2006). Today's young adults: Surfing for the right job. White paper prepared for Monster.com.

Chao, G. T. (2006). Organizational socialization: Leaders and developmental networks for work adjustment. White paper prepared for the Army Research Institute.



- McGrath-Champ, S., Yang, X., & Chao, G. T. (2001). Effects of expatriate training on firm performance: A conceptual approach.
- Chao, G. T. (1995). ISP effectiveness project: Improving expatriate adjustment. Singapore: General Motors Asian and Pacific Operations Technical Report.
- Kozlowski, S. W. J., Chao, G. T., Smith, E. M., Hedlund, J. A., & Walz, P. M. (1991). Organizational downsizing: Individual and organizational implications and recommendations for action. (Contract No. DAAL03-86-D-0001, 2221). Research Triangle Park, N.C.: U.S. Army Research Office.
- Adams, J., Ilgen, D. R., Chao, G., Whitener, E., & DeGregorio, M. (1987). Project Proteus: A multi-year study of male and female army officer careers. General descriptions of the 1986 officer survey. (Technical Report 1) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., Ilgen, D. R., Chao, G., Whitener, E., & DeGregorio, M. (1987). Project Proteus: A multi-year study of male and female army officer careers. Officer survey item descriptions, descriptive statistics, and descriptions of data set management procedures for the 1986 survey. (Technical Report 1a) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., DeGregorio, M., Chao, G. T., Whitener, E., & Ilgen, D. R. (1987). Project Proteus: A multi-year study of female and male army officers careers. An investigation of the correlates of perceived leader and unit success, leader influence strategies and attributions for unit performance. (Technical Report 2) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., DeGregorio, M., Chao, G. T., Whitener, E., & Ilgen, D. R. (1987). Project Proteus: A multi-year study of female and male army officers careers. An investigation of the relationship between career satisfaction, career involvement and leader and unit success. (Technical Report 3) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., Chao, G. T., Ilgen, D. R., DeGregorio, M., & Whitener, E. (1987). Project Proteus: A multi-year study of male and female army officer careers. Analyses of work and nonwork quality of life indices. (Technical Report 4) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., Whitener, E., Ilgen, D. R., Chao, G. T., & DeGregorio M. (1987). Project Proteus: A multi-year study of male and female army officer careers. Analysis of pre-commission training effects on early career experiences. (Technical Report 5) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., Chao, G. T., Whitener, E., Ilgen, D. R., & DeGregorio, M. (1987). Project Proteus: A multi-year study of male and female army officer careers. Officer longitudinal research data base. (Technical Report 6) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.

- Adams, J., Chao, G. T., Ilgen, D. R., Whitener, E., & DeGregorio, M. (1987). Project Proteus: A multi-year study of male and female army officer careers. Executive report. (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Chao, G. T., & Reilly, R. R. (1980) Utility analysis of single and two-stage testing for selection of switching technicians. Basking Ridge: American Telephone & Telegraph Company Technical Report.
- Chao, G., Kozlowski, S., & Shute, S. (1980). The impact of rater training on two types of performance evaluations. (Tech. Rep. No. 80-03). University Park: The Pennsylvania State University, Department of Psychology.
- Chao, G., & Carter, R. (1979). Guidelines to the Police Services selection interview. (Tech. Rep. No. 79-01). University Park: The Pennsylvania State University, Department of Psychology.
- Chao, G., Massenberg, M. & Goldsmith, R. (1979). Standard Pressed Steel Technologies employee opinion survey: 1979. (Tech. Rep. No. 79-02). University Park: The Pennsylvania State University, Department of Psychology.
- Cleveland, J., Chao, G., Vance, R. & Wagner, M. (1979) Performance appraisal scale development and evaluation: Airco-Speer Carbon-Graphite. (Tech. Rep. No. 79-04). University Park: The Pennsylvania State University, Department of Psychology.
- Freytag, W., Chao, G., Carter, R. (1978). A documentation of the Police Services selection system. University Park: The Pennsylvania State University, Department of Psychology.
- Barnes, J., Chao, G., Cleveland, J., & Massenberg, M. (1978). Standard Pressed Steel Company employee attitude survey: 1976. (Tech. Rep. No. 78-03). University Park: The Pennsylvania State University, Department of Psychology.
- Freytag, W., Chao, G., McIntyre, R., Carter, R., & Colangelo, A. (1977). A research proposal on the selection of University Police Services officers. University Park: The Pennsylvania State University, Department of Psychology.

#### **CONVENTION OR MEETING PRESENTATIONS:**

- Chao, G. T. (Chair), Braun, M. T. (Panelist), Grand, J. A. (Panelist), Kozlowski, S. W. J. (Panelist), & Kuljanin, G. (Panelist) (2024, April). Advancing organizational science with process theory, data, and analytics. Panel to be presented at the 39<sup>th</sup> Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lindgren, R., & Chao, G. T. (2024, April). Exoskeletons: Applications and acceptance in the workplace. Poster to be presented at the 39<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Chicago, IL.
- Chao, G. T. (2023, April). Exoskeletons at Work. In Chao, G. T. (Chair), The Future of Work: How I-O Psychology Advances Science and Practice. IGNITE session presented at the 38<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Boston, MA.

- Porter, C. M. (Co-chair), Woo, S.E. (Co-chair), Bauer, T. (Panelist), Beier, M. (Panelist), Chang, C.-H. (Panelist), Chao, G. T. (Panelist), Cortina, L. (Panelist), Eby, L. T. (Panelist), Erdogan, B. (Panelist), Grandey, A. (Panelist), & Thomas, K. (Panelist). (2023, April). Women Academic Leaders, Networking, and Careers: Storytelling + Roundtable [Alternative Session Type]. Presented at the 38<sup>th</sup> Annual Meeting of the Society for Industrial and Organizational Psychology, Boston, MA, United States.
- Chao, G. T. (2022, December 6). Occupational Exoskeletons and the Human-Technology Partnership: Achieving Scale and Integration into the Future of Work. Panelist at Congressional briefing on Accelerating Advancements in Manufacturing: How NSF Supports Research and Education to Transform US Manufacturing Capabilities. Washington, D.C.
- Chao, G. T. (2022, October 25). Mentoring and the future of work: Implications for research and practice. Plenary speaker at the 15<sup>th</sup> Annual Mentoring Conference, University of New Mexico, Albuquerque, NM.
- Chao, G. T. (2022, April). The Research Environment: Opportunities and Obstacles for Advancing Organizational Science. In K. R. Murphy (Chair), *Organizational Frontiers Series Presents Data, Methods and Theory in the Organizational Sciences*. Alternative session presented at the 37<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Seattle, WA.
- Kozlowski, S. W. J., Braun, M. T., Chao, G. T., Grand, J. A., & Kuljanin, G. (2022, April). Advancing Process-Oriented Theorizing via Computational Modeling. In Kozlowski, S. W. J., & Olenick, J. (Co-chairs), *Process-Oriented Theorizing and Computational Modeling*. Symposium presented at the 37<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Seattle, WA.
- Chao, G. T. (2021, November 5). Psychological implications for the design and implementation of exoskeletons at work. Keynote Address at the 9<sup>th</sup> Annual USF Psychology Expo, Virtual conference.
- Chao, G. T. (2021, April 15). Moving Forward! Presidential Address presented at the 36<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.
- Kozlowski, S. W. J., Chao, G. T., & Ruark, G. A. (Co-Chairs) (2021, April). Dissecting the Dynamics of Team, Multi-Team, and Organizational Systems. Symposium presented at the 36<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.
- Grand, J. A., Kuljanin, G., Braun, M. T., Chao, G. T., & Kozlowski, S. W. J. (2021, April). Dynamic Bottom-up Effects of a newcomer on Team Cohesion. Presented at the 36<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.
- Kuljanin, G., Braun, M. T., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (2021, April). Local versus Global Optimization in Multi-Team Systems. Presented at the 36<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.
- Chao, G. T. (2021, April). How NSF and SIOP can Address Societal Issues. In K. A. Fletcher & R. Landers (Co-Chairs), *Visibly & Meaningfully Moving I-O Forward: Addressing Societal Issues*. Presented at the 36<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.

- Chao, G. T. & Goodwin, J. F. (2020, April). How to Get a Federal Research Grant: Background & Basics. Master tutorial accepted for presentation at the 35<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Austin, TX (Presentation canceled due to in-person conference cancellation from pandemic).
- Kozlowski, S. W. J., Chao, G. T., & Ruark, G. A. (Co-Chairs) (2020, April). Unpacking Organizational, Multi-Team, and Team System Dynamics. Symposium accepted for presentation at the 35<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Austin, TX (Presentation canceled due to in-person conference cancellation).
- Grand, J. A., Kuljanin, G., Braun, M. T., Chao, G. T., & Kozlowski, S. W. J. (2020, April). Bottom-up influence in organizational systems: Does one person make a difference? Symposium accepted for presentation at the 35<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, Austin, TX (Presentation canceled due to in-person conference cancellation).
- Chao, G. T. (2019, November). Evaluating the effectiveness of team and leadership training interventions in emergency medical teams. Invited lecture at the Interdisciplinary Committee on Organizational Studies, University of Michigan, Ann Arbor, MI.
- Chao, G. T. (2019, May). Panelist on funding opportunities for research on psychology and cybersecurity. The Organizational Science & Cybersecurity Workshop, Washington, D.C.
- Kozlowski, S. W. J. & Chao, G. T. (Co-Chairs) (2019, May). Applying Computational Modeling to Organizational Research. Presented at the 19<sup>th</sup> European Association of Work & Organizational Psychology Congress, Turin, Italy.
- Kozlowski, S. W. J. & Chao, G. T. (2019, May). *An Overview of Computational Modeling*. Presented at the 19<sup>th</sup> European Association of Work & Organizational Psychology Congress, Turin, Italy.
- Braun, M. T., Grand, J. A., Kuljanin, G., Kozlowski, S. W. J., & Chao, G. T. (2019, April). *A Computational Understanding of Team Synergy: How Dream Teams Can Fail*. In G. Kuljanin & J. Grand (Chairs), *Modeling emergent phenomena: Implementations and process insights*. Symposium presented at the 34<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, National Harbor, MD.
- Kozlowski, S. W. J., & Chao, G. T. (Co-Chairs) (2019, April). Advancing Organizational Research with Computational Modeling. Symposium presented at the 34<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, National Harbor, MD.
- Kozlowski, S. W. J. & Chao, G. T. (2019, May). *An Introduction to Computational Modeling*. In S. W. J. Kozlowski & G. T. Chao (Chairs), *Advancing organizational research with computational modeling*. Symposium presented at the 34<sup>th</sup> Annual Meeting of the Society for Industrial & Organizational Psychology, National Harbor, MD.
- Kuljanin, G., Braun, M. T., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (2018, April). Leadership and teamwork under varying task environments: A computational examination. Presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

- Chao, G. T. (2018, March 7). Panelist for Women in the workplace. #MeToo and time's up: The future of feminism? With featured speaker Gloria Steinem. Forum on Contemporary Issues in Society held at Wayne State University, Detroit, MI.
- Chao, G. T. (2017, August). Ready or not, here they come! Understanding today's young employees. Invited Address presented at the 125<sup>th</sup> Annual Convention of the American Psychological Association, Washington, D.C.
- Chao, G. T. (2017, August). Conversation hour: What's happening at APA and SIOP? Q&A with Division 14/SIOP Council Representatives. Presented at the 125<sup>th</sup> Annual Convention of the American Psychological Association, Washington, D.C.
- Grand, J. A., Kuljanin, G., Braun, M. T., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (2017, April). Task environments and team effectiveness: A computational exploration. Presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kuljanin, G., Mak, S., Braun, M. T., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (2017, April). The component processes of team performance in distributed expertise tasks. Presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Braun, M. T., Grand, J. A., Kuljanin, G., Kozlowski, S. W. J., & Chao, G. T. (2016, April). A computational integration of procedural and outcome interdependence in teams. Presented at the 31<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Mak, S., Pickhardt, D., Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T. & Kuljanin, G. (2016, April). Building team knowledge: Shaping macrocognitive processes. Presented at the 31<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Grand, J. A., Pearce, M., Fernandez, R., Kozlowski, S. W. J., & Chao, G. T. (2016, April). Disentangling teamwork and taskwork over time: A complex affair. Presented at the 31<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Grand, J. A., Braun, M. T., Kuljanin, G., Kozlowski, S. W. J. & Chao, G. T. (2015, August). An investigation of team knowledge-building processes: A multilevel, multitemporal perspective. Presented at the 75<sup>th</sup> Annual Meeting of the Academy of Management, Vancouver, British Columbia, Canada.
- Kuljanin, G., Braun, M. T., Grand, J. A., Chao, G. T., & Kozlowski, S. W. J. (2015, April). Modeling the temporal dynamics of team process. Presented at the 30<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Co-Chair with J. A. Grand (2014, May). Computational modeling: Advancing research on team dynamics. Symposium presented at the 29<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Grand, J. A., Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., Kuljanin, G. (2014, May). Agent-based interventions and the emergence of team knowledge. Presented at the 29<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

- Pickhardt, D. P., Mak, S., Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., Kuljanin, G. (2014, May). Team macrocognition: Integrating computational modeling and research methods. Presented at the 29<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Chao, G. T. (2014, February 28). Ready or not, here they come! Understanding today's young employees. Invited speaker to Shidler Seminar Series, University of Hawai'i at Mānoa, Honolulu, HI.
- Chao, G. T. (2014, January 28). Simulation-based team leadership training in healthcare action teams: An overview of the literature and insight into team leadership science. Expert panel presented at the International Meeting on Simulation in Healthcare, San Francisco, CA.
- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., Kuljanin, G., Pickhardt, D., & Mak, S. (2013, April). Agent-based interventions and the emergence of team knowledge. Presented at the 28<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Co-Chair with J. R. Rentsch (2013, April). Building shared knowledge in teams: Shaping macrocognitive processes. Symposium presented at the 28<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Grand, J. A., Pearce, M., Rench, T. A., Chao, G. T., Fernandez, R., & Kozlowski, S. W. J. (2013, January 26-30). Going DEEP: A procedural methodology for developing and improving assessment tools for simulation-based team training initiatives. Podium presentation at the 13<sup>th</sup> International Meeting on Simulation in Healthcare, Orlando, Florida.
- Fernandez, R., Pearce, M., Grand, J. A., Rench, T. A., Brooks-Buza, H., Chao, G. T., & Kozlowski, S. W. J. (2013, January 26-30). A computer-based educational intervention improves medical teamwork and performance during simulated patient resuscitations. Poster session to be presented at the 13<sup>th</sup> International Meeting on Simulation in Healthcare, Orlando, Florida.
- Chao, G. T. (2012, November 16). International Chinese Students at MSU. Invited faculty speaker for the OIII Workshop: Interrupting Bias in Academic Advising Part 3. East Lansing, MI.
- Chao, G. T. (2012, May 15). Teaching Chinese students: Faculty speaker. Invited panel discussion at the Maximizing Learning: Focus on Chinese Students program, East Lansing, MI.
- Pearce, M., Kozlowski, S. W. J., Chao, G. T., Fernandez, R., Grand, J. A., Rench, T. A., Huang, J. L., & Curran, P. G. (2012, April). Enhancing emergency medical team performance via team process training. Presented at the 27<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., & Kuljanin, G. (2012, April). Boids, droids, & noids: An integrative research paradigm on macrocognition. Presented at the 27<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

- Co-Chair with S. W. J. Kozlowski (2012, April). Macrocognition in teams: Understanding knowledge building for team problem solving. Symposium presented at the 27<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Pearce, M., Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Rench, T. A., Huang, J. L., & Curran, P. G. (2011, July). *A high-fidelity research paradigm for examining action teams*. Presented at the annual INGRoup conference, Minneapolis, MN.
- Chao, G. T. (2011, April). Celebrating our science and practice: Looking inward. Invited panel discussion at the 26<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Chao, G. T. (2011, April). Culture and diversity: Current and future theoretical and practical approaches. Panel discussion at the 26<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Co-Chair with S. W. J. Kozlowski (2011, April). Macrocognition: The next frontier for team cognition research. Symposium presented at the 26<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kozlowski, S. W. J., Chao, G. T., Grand, J., Keeney, J., Braun, M. T. & Kuljanin, G. (2011, April). Macrocognition and teams: The emergence and measurement of team knowledge. Presented at the 26<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Chao, G. T., Gillespie, N., & Dietz, G. (2010, July) Towards a theory of trust and culture: Dynamic processes of trust building through cultural identities. Presented at the 27<sup>th</sup> International Congress of Applied Psychology, Melbourne, Australia.
- Chao, G. T. (2010, June). Becoming knowledgeable about the BRIC countries. Invited panelist to the 2<sup>nd</sup> Biennial Advanced International Business Institute for Community College Faculty. East Lansing, MI.
- Rench, T., Fernandez, R., Kozlowski, S.W.J., Chao, G., Grand, J.A., Huang, J.L., & Curran, P. (2010, January). An evidence-based approach to rater training and assessment in human patient simulations: Building a quality research tool. Poster session presented at the 10<sup>th</sup> Annual International Meeting on Simulation in Healthcare, Phoenix, AZ.
- Chao, G. T. (2009, June). Doing business in China. Invited speaker to the 8<sup>th</sup> Biennial International Business Institute for Community College Faculty. East Lansing, MI.
- Chao, G. T. (2009, April). Understanding today's young employees. Invited speaker to the Faculty of Business, Technology, and Sustainable Development Research Seminar Series. Bond University, Gold Coast, Australia.
- Grand, J.A., Fernandez, R., Kozlowski, S.W.J., Chao, G., Huang, J.L., & Curran, P. (2009, January). Designing, developing, and evaluating event-based team simulations: Helping medical educators put theory into practice. Poster session presented at the meeting of the Society for Simulation in Healthcare, Orlando, FL.

- Discussant. (2008, August). Multi-stakeholder perspectives on work-life well-being. Symposium at the 68<sup>th</sup> Annual Meeting of the Academy of Management, Anaheim, CA.
- Chao, G. T. (2008, July). Team leadership in multicultural teams. Presented at the XXIX International Congress of Psychology, Berlin, Germany.
- Discussant, (2008, June). Invited participant at the Multiteam Systems Workshop, sponsored by the University of Central Florida and the Army Research Institute, Orlando, FL.
- Chao, G. T. (2008, April). Why pay attention to cultural issues in organizations? Panel discussion presented at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Chao, G. T. (2007, July). Ready or not, here they come: Profiles of young adults. Invited featured speaker to the Midwest Association of Colleges and Employers 2007 Annual Conference, Indianapolis, IN. Also presented on August 30, 2007 at the I/O Psychology Brown Bag Series, Michigan State University, East Lansing, MI.
- Discussant, (2007, July). Invited participant at the Cultural Understanding and Language Proficiency Workshop, sponsored by the Army Research Institute, Ft. Leavenworth, KS.
- Chao, G. T. (2007, April). Pitfalls and progress toward reducing employment discrimination internationally. Presented at the 22<sup>nd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Discussant. (2007, April). Global examinations of discrimination in the contemporary workplace. Symposium at the 22<sup>nd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Chao, G. T. (2007, March). The complexity of culture. Invited keynote address to a seminar on Methodological approaches to researching trust across cultural spheres. Seminar series sponsored by the Oxford Brookes University's Economic & Social Research Council, Durham, UK.
- Chao, G. T. (2006, December). Future directions. Invited participant at LCIOR-Net Workshop III, sponsored by the Army Research Institute, NAVAIR, and the University of Central Florida, Orlando, FL. (LCIOR-Net stands for the Leadership, Commander's Intent and Operational Readiness in a Network Centric Environment).
- Chao, G. T. (2006, November). Failure to launch: Recruitment and retention issues with young adults. Invited workshop presented at the Kentucky Psychological Association Annual Convention, Louisville, KY.
- Chao, G. T. (2006, August). Organizational socialization: Leaders and developmental networks for work adjustment. Invited presentation at the Science of Learning Workshop, Co-sponsored by Commanding General, U.S. Army Training and Doctrine Command (CG TRADOC) and Deputy Chief of Staff for Personnel (G1)., Hosted by U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) with assistance from the Institute for Defense Analyses (IDA). Hampton, VA.



- Chair and discussant. (2006, August). Power and abuses -- Implications for human rights and racism. 114<sup>th</sup> Annual Convention of the American Psychological Association, New Orleans, LA.
- Chao, G. T. (2006, August). Centering on mentoring: A training program for mentors and mentees. Presented at the 114<sup>th</sup> Annual Convention of the American Psychological Association, New Orleans, LA.
- Chao, G. T. (2006, July). Maximizing team effectiveness through multiple cultural identities. Presented at the 26<sup>th</sup> International Congress of Applied Psychology, Athens, Greece.
- Chao, G. T. (2005, August). Organizational socialization and mentoring. Presented at the National Academy of Management Meeting, Honolulu, Hawaii.
- Chao, G. T. (2005, July). The cultural mosaic: A network approach to cross-cultural teams. Invited presentation at LCIOR-Net Workshop II, sponsored by the Army Research Institute, NAVAIR, and the University of Central Florida, Orlando, FL.
- Chao, G. T. (2005, May). The role of socialization in the organizational entry process. Keynote address to the International Symposium of Youth and Work Culture. Helsinki, Finland.
- Chao, G. T. & Nguyen, H. D. (2004, August). Exploring legal issues and human impacts of international employment discrimination: A review. Paper presented at the National Academy of Management Meeting, New Orleans, LA.
- Chao, G. T. & Moon, H. (2003, June) A Cultural Mosaic: Defining the Complexity of Culture. Presented at the 1<sup>st</sup> International NKS (New Kind of Science) Conference. Boston, MA.
- Chao, G. T. (2002, April). Work adjustment issues for expatriates and host-country nationals: Implications for cross-cultural organizational socialization. Presented at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Inc. Toronto, Ontario, Canada.
- McGrath-Champ, S., Yang, X., & Chao, G. T. (2001, November). Effects of expatriate training on firm performance: A conceptual approach. Presented at the Academy of International Business Annual Meeting, Sydney, Australia.
- Chao, G. T. (2001, August). The cultural mosaic: Examining dimensions of culture and implications for cultural research. Keynote Address presented at the 28<sup>th</sup> Congress of the Interamerican Society of Psychology, Santiago, Chile.
- Chao, G. T. (2001, August). Socialization and interaction processes in international and cross-cultural teams. A Roundtable discussion at the 28<sup>th</sup> Congress of the Interamerican Society of Psychology, Santiago, Chile.
- Chao, G. T. (2001, March-May). Doing business in China: Cultural clashes and consequences. Presented at the Work Effectiveness Group Seminar Series at Queensland University of Technology. Also presented at the School of Business, Bond University and the University of Queensland.

- Chao, G. T. & Poulson, D. A. (2000, November). A multilevel model of intercultural organizational behavior: The Flying Horse case. Presented at the Academy of International Business Annual Meeting, Phoenix, Arizona.
- Chao, G. T., (2000, May). Multilevel issues and culture: An integrative view. Invited address to the Chinese Society for Industrial & Organizational Psychology conference in Hangzhou, China.
- Chao, G. T. (2000, April). Multilevel issues and culture: An integrative view. Presented at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana.
- Chao, G. T. & Kozlowski, S. W. J. (2000, April). Academic careers in psychology versus business. Invited presentation to the doctoral consortium at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Inc., New Orleans, Louisiana.
- Poulson, D. A., & Chao, G. T. (1998, November). Flying Horse: A longitudinal case study on cross-cultural management of an Australian SME in China. Presented at the Third South China International Business Symposium, Macau.
- Chao, G. T. & Poulson, D. A. (1998, May). Intercultural effects on organizational behavior and group performance. Presented at the China International Business Symposium, Shanghai, China. Also presented at an invited seminar, Hangzhou University, Hangzhou, China.
- Chao, G. T. (1997, June). Organisational socialisation in multinational corporations: The role of implicit learning. Presented at the Second Annual Industrial and Organisational Psychology Conference, Melbourne, Victoria, Australia.
- Chao, G. T. (1997, June). Examining expatriate adjustment in China. Invited seminar, University of Tasmania, Australia. Presented at the Launceston campus with video-link to Hobart campus.
- Chao, G. T. (1997, April). Research and practice in Chinese organizations. Roundtable discussion presented at the Twelfth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., St. Louis, Missouri.
- Chair, (1997, April). Counterproductive job performance and organizational dysfunction. Symposium presented at the Twelfth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., St. Louis, Missouri.
- Chao, G. T. & Sun, Y. J. (1996, April). Identifying training needs for expatriates in the People's Republic of China. Paper presented at the Eleventh Annual Conference of the Society for Industrial and Organizational Psychology, Inc., San Diego, CA. Also presented at the Beijing Petroleum Managers Training Institute, China National Petroleum Corporation in June, 1996.
- Chao, G. T. (1995, June). Asia: An economic, political, and cultural overview. Invited presentation to the 1995 International Business Institute for Community College Faculty, East Lansing, MI.
- Kozlowski, S. W. J., & Chao, G. T. (1995, May). Conducting integrative and creative research: Principles for pushing the envelope. Invited presentation to the doctoral consortium at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Orlando, FL.

- Chao, G. T. (1995, March). Identifying training needs for expatriates in the PRC. Presentation in the Human Resources Management conference at General Motors Asian and Pacific Operations, Singapore.
- Chao, G. T. (1995, February). An introduction to the MSU APEC Study Center. Presentation in the Asian Studies Center Colloquium Series, East Lansing, MI.
- Chao, G. T. & Kozlowski, S. W. J. (1994, August). An international comparison of organizational downsizing strategies. Paper presented at the National Academy of Management Meeting, Dallas, Texas.
- Chao, G. T. (1994, July). International perspectives on organizational downsizing. Presented at the 23rd International Congress of Applied Psychology, Madrid, Spain.
- Chao, G. T., Kozlowski, S. W. J., Major, D. A., & Gardner, P. (1994, April). The effects of individual and contextual factors on organizational socialization and outcomes. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Nashville, TN.
- Chao, G. T., (1994, April). Unstructured training and development: The role of organizational socialization. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Nashville, TN.
- Chao, G. T., (1994, March). Breaking the glass ceiling. Panel speaker at The Changing University: An Asian American Perspective conference, East Lansing, MI.
- Chao, G. T. & Kozlowski, S. W. J. (1993, April). Organizational downsizing. Paper presented at the Eighth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., San Francisco, California.
- Chao, G. T. (1993, February). Organizational socialization. Presentation to the Organizational Behavior faculty at The Chinese University of Hong Kong.
- Chao, G. T. (1993, January). Career development and human resources management. Presentation to De La Salle University, Manila, Philippines.
- Chao, G. T., & Kozlowski, S. W. J. (1992, August). Mentoring phases and outcomes. Paper presented at the National Academy of Management Meeting, Las Vegas, Nevada.
- Major, D., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. (1992, May). Newcomer expectations regarding learning and early experiences: Factors influencing a realistic match. Paper presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Montreal, Canada.
- Chao, G. T. (1991, November). Tools for dealing with career plateaus. Invited speaker to a meeting sponsored by the Upjohn Company.
- Chao, G. T. (1991, September). The individual's role in career development. Invited speaker to a meeting sponsored by the Upjohn Company.

- Chao, G. T. (1991, August). Fitting in: Organizational socialization and mentoring. Invited speaker to the Careers Division Doctoral Consortium at the National Academy of Management Meeting, Miami Beach, Florida.
- Chao, G. T., Walz, P. M., & Gardner, P. D. (1991, April). An exploration of mentorship functions and outcomes: A cross-situational comparison. Paper presented at the Sixth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., St. Louis, Missouri.
- Chao, G. T., O'Leary-Kelly, A. M., Walz, P. M., Klein, H. J., & Gardner, P. D. (1991, April). A comparative analysis of organizational socialization and its outcomes. Paper presented at the Sixth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., St. Louis, Missouri.
- Chao, G. T. (1991, March). Career management in low-growth environments. Invited speaker to a meeting sponsored by the Upjohn Company.
- Kozlowski, S. W. J. & Chao, G. T. (1991, February). Organizational downsizing: Individual and organizational implications and recommendations for action. Paper presented at Army Research Institute, Alexandria, Virginia.
- Chao, G. T. (1990, November). Women in management. Invited speaker to a meeting sponsored by the Women's Advisory Panel, Michigan Bell Telephone Company.
- Chao, G. T., O'Leary, A. M., Walz, P. M., Klein, H. J., & Gardner, P. D. (1990, August). The content and process of organizational socialization. Paper presented at the National Academy of Management Meeting, San Francisco, California.
- Walz, P. M., Gardner, P. D., & Chao, G. T. (1989, October). Job and career expectations of graduating college students. Paper presented at the Third Annual Conference of the Michigan Association for Institutional Research, Traverse City, Michigan.
- Chao, G. T. & Gardner, P. D. (1989, August). Examination of the conceptualization and measurement of career plateau: A comparative analysis. Paper presented at the National Academy of Management Meeting, Washington, D. C.
- Chao, G. T., O'Leary, A. M., Walz, P. M., Klein, H. J., & Gardner, P. D. (1989, April). Organizational socialization: Its measurement and consequences. Paper presented at the Fourth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Boston, Massachusetts.
- Chair, (1988, August). Testing/Selection III. Symposium for the P/HR Division. National Academy of Management Meeting, Anaheim, California.
- Chao, G. T. (1988, May). Managing a diverse workforce. Invited speaker to a conference sponsored by Queens College, CUNY and The New York Board of Trade, Charting the Future: Minorities in the Workforce, NY, NY.

- Chao, G. T. (1988, April). Organizational socialization and role design features on job and career outcomes. Paper presented at the Third Annual Conference of the Society for Industrial and Organizational Psychology Inc., Dallas, Texas.
- Whitener, E. M., Chao, G. T., Ilgen, D. R., DeGregorio, M., & Adams, J. (1988, April). A critical experiment of competing exchange theory predictions of organizational commitment. Paper presented at the 31st Annual Conference of the Midwest Division of the Academy of Management, Toledo, Ohio.
- Chao, G. T., & O'Leary, A. M. (1987, April). Third-party perceptions towards mentorship: An investigation of same- and cross-gender mentoring. Paper presented at the Second Annual Conference of the Society for Industrial and Organizational Psychology Inc., Atlanta, Georgia.
- Chair, (1987, April). The role of mentoring in organizational settings. Symposium presented at the Second Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Atlanta, Georgia.
- Chao, G. T. (1986, April). Work and nonwork effects on career development. Presented at the International Conference on the Biopsychosocial Model in Industrial Medicine and Management, Michigan State University, East Lansing, Michigan.
- Chao, G. T. (1986, August). An empirical exploration of career stages. Paper presented at the National Academy of Management Conference, Chicago, Illinois.
- Chao, G. T., & Moch, M. (1986, August). QWL, performance appraisal and career paths: A cognitive perspective. Paper presented at the National Academy of Management Conference, Chicago, Illinois.
- Malik, S. D., & Chao, G. T. (1986, August). A career planning model for women. Paper presented at the International Conference on Women and Organizations, Chicago, Illinois.
- Discussant, (1986, April). Motivational issues. 29th Annual Conference of the Midwest Division of the Academy of Management, St. Louis, Missouri.
- Chao, G. T., & Kozlowski, S. W. J. (1984, August). Employee perceptions on the implementation of robotic technology in manufacturing. Paper presented at the 92nd Annual Convention of the American Psychological Association, Toronto, Ontario.
- Chao, G. T., & Kozlowski, S. W. J. (1984, February). Preparing the organization for technological innovation. Presented to the General Motors Organization Research and Development Heads Meeting, Warren, Michigan.
- Chao, G. T., (1983, September). Investigation of behavioral and attitudinal relationships between work and nonwork. Presentation to General Motors Organizational Research and Development Group, Detroit, Michigan.
- Chair, (1983, August). Job analysis and employee selection. 91st Annual Convention of the American Psychological Association, Anaheim, California.

**PROFESSIONAL ACTIVITIES & AFFILIATIONS:**Professional Memberships:

American Psychological Association (APA)

Society of Industrial & Organizational Psychology, Inc. (SIOP - Division 14 of APA)

Awards, Honors, & Recognition:

2020 National Science Foundation Special Service Award

2017 SIOP Distinguished Service Contributions Award

2016 Emerald Citations of Excellence Award for publication in 2013

2015 William A. Owens Scholarly Achievement Award for best publication in 2013, SIOP

2014 Best Paper Award in *Organizational Research Methods* for 2013, Sage Publications

2003 Recognition for contributions to MSU Multicultural Business Programs

2000 Fellow of the American Psychological Association

2000 Fellow of the Society for Industrial and Organizational Psychology

2000 Honorary Appointment as Visiting Professor of the Center for Human Resources and Strategic Development, Zhejiang University, China

1995 Outstanding Publication Award in Organizational Behavior, Academy of Management

Professional Association Activities:

2023 Panelist to review CAREER research proposals for NSF Human-Centered Computing program

2023, Nov 7 Panelist for SIOP Diversifying I-O Psychology (DIP) Virtual Conference: The application itself

2023-2025 Invited member to SIOP SPARC committee and Alliance for Organizational Psychology (AOP)

2023-2028 Co-editor for the SIOP Organizational Frontiers Series (with Bradford Bell)

2023-2025 Elected to APA Policy and Planning Board

2022 - APA External Advisory Group on the Future of Work

2022 Panelist to review research proposals for NSF Future of Work at the Human-Technology Frontier program

2020 Panelist to review research proposals for NSF Science of Organizations program

2019 - 2022 Elected President-Elect for SIOP (2019-2020), APA Division 14, served as President (2020-2021) and Past-President (2021-2022)

2018 – 2022 Getting “I-O” into “Intro” Textbooks (GIT) Task Force for SIOP

2016-2018 Elected APA Council Member for Division 14, SIOP Executive Board

2016, Feb. 8 Team Panel to review research proposals for NASA’s Human Research Program

2012-2014 National Research Council Committee on Measuring Human Capabilities

2008 SIOP Governance Task Force

2006 Academy of Management, Committee to award the Outstanding Publication in OB

2002-2005 Elected Secretary to SIOP, SIOP Executive Committee

2001 SIOP Fellowship Committee

2000 Academy of International Business Program Committee

1998-2000 Elected APA Council Member for Division 14, SIOP Executive Committee

1998 Academy of Management HR Division Scholarly Achievement Award Committee

1997, 2000 Academy of Management HR Division Program Committee

1996 Midwest Academy of Management HR/OD Tract Program Committee

1996, 98, 99 SIOP Program Committee

1996 Academy of Management OB Division Program Committee

1996	Academy of Management OB Division Outstanding Publication Award Committee
1995-1996	Elected to Executive Committee of U.S. APEC Study Center Consortium
1994	Academy of Management HR Division Doctoral Consortium
1994, 95, 97	Academy of Management Careers Division Program Committee
1994	Midwest Decision Sciences Institute Program Committee
1993-1995	Chair, International Research Committee, HR Division of the Academy of Management
1993-1995	Elected to Executive Committee of the HR Division of the Academy of Management
1993-1995	Elected to Executive Committee of the Careers Division of the Academy of Mgmt.
1993-1994	Visiting Committee member for external audit of Education Testing Services
1991-1993	Co-chair, SIOP Workshop Committee
1991-1992	Midwest Academy of Management Board of Directors
1992	Academy of Management OB Division Awards Committee
1992	Academy of Management OB Division Conference Program Committee
1991	Academy of Management Careers Division Award Committee
1991	Academy of Management HR Division Conference Program Committee
1989, 1990	SIOP Workshop Committee
1988, 1989	Academy of Management HR Division Conference Program Committee
1987, 1989	Midwest Academy of Management Conference Program Committee
1987, 1988	APA Division 14 Conference Program Committee
1986	SIOP Workshop Conference Registrar

Editorial board for *Journal of Applied Psychology*, *Research in Human Resource Management*

Past Editorial board for *International Journal of Selection and Assessment*, *Human Resource Management Review*, *Management and Organization Review*

Past Ad hoc reviewer for *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Organizational Behavior*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*

#### International Activities:

2023, June 19-23	Participant in “Research methods in the study of uncertainty” workshop, Ascona, Switzerland
2020, May	Invited keynote address to the III International Congress on Work Psychology & Human Resources, Las Palmas (Canary Islands), Spain (Congress canceled due to pandemic).
2018, June	Understanding team process dynamics with computational modeling. Invited talk at a conference on Team Science and Innovation at the School of Business Administration at Zhejiang Gongshang University, Hangzhou, China.
2013, December	External examiner for doctoral thesis for Badri Zolfaghari at Durham University, Durham UK.
2010, June	Visiting scholar at Hong Kong Polytechnic University, Hong Kong.
2009, Jan.-May	Visiting scholar at Bond University, Gold Coast, Australia
2008, July	Presentation on leadership and multicultural teams at the XXIX International Congress of Psychology, Berlin, Germany.
2007, March	Invited keynote address to the ESRC Seminar Series on Building, maintaining, and repairing trust across cultures: Theory and practice. Durham, UK.
2005, May	Invited keynote address to the International Symposium on Youth and Work Culture, Helsinki, Finland.
2002, May	Visiting scholar at Tamkang University, Tamsui, Taiwan

- 2001, August Invited keynote address to the 28<sup>th</sup> Congress of the Interamerican Society of Psychology, Santiago, Chile
- 2001, March-May Research presentations to Bond University, Queensland University of Technology, and University of Queensland
- 2001, Jan.-June Visiting scholar at Bond University, Gold Coast, Australia
- 2000, June Research data collection in China
- 2000, May Invited keynote address at the Chinese Society for Industrial & Organizational Psychology in Hangzhou, China
- 1998, May-June Conference presentation at the China International Business Symposium in Shanghai, China. Visited Hangzhou University, Nanjing University, and Xian Janssen Pharmaceutical Ltd., Shanghai, China
- 1997, June Conference presentation at the Second Annual Industrial and Organisational Psychology Conference, Melbourne, Australia
- 1997, May-June Visiting scholar at the University of Tasmania, Launceston, Tasmania, Australia
- 1996, June Supported three graduate students to collect data on cross-cultural study in China. Presented earlier research findings at the Beijing Petroleum Managers Training Institute, China National Petroleum Corporation
- 1995, Feb./Dec. Represented MSU at two U.S. Department of State meetings of the U.S. APEC Study Centers
- 1995, March Faculty assignment with General Motors Asian Pacific Operations, Singapore
- 1995, January Represented MSU at the APEC-Human Resource Development (HRD) meeting in Manila, Philippines
- 1994, September Presentation on *The impact of civilizations*. Selected by the U.S. Department of State to represent U.S.A. at the Asia Pacific Economic Cooperation (APEC) Next Generations Leaders Program. Cheju Island, Korea
- 1994, August Represented MSU at the U.S. Department of State establishment of the U.S. APEC Study Center Consortium. Washington, D.C.
- 1994, July Presentation on *International perspectives on organizational downsizing* at the 23<sup>rd</sup> International Congress of Applied Psychology, Madrid, Spain
- 1994, June Represented MSU at the APEC-HRD meeting in Seoul, Korea
- 1994, January Represented MSU at the APEC-HRD meeting in Vancouver, Canada
- 1993, December Presentation on *Human resource development in industry*. Selected by USAID to represent U.S.A. at APEC-HRD International Seminar on Industrialization and Human Resource Development in the Asia Pacific Region, Tokyo, Japan
- 1993 United Nations - Association of Training Institutions for Foreign Trade in Asia and the Pacific - Consultancy services for training in export development to PTTC (Philippine Trade Training Center)
- 1993, June MSU Business School Representative to Hangzhou University, China
- 1993, February Presentation on *Organizational socialization*. Presented to the Organizational Behavior faculty at The Chinese University of Hong Kong
- 1993, January Presentation on *Career development and human resources management*. Presented to De La Salle University, Manila, Philippines
- 1991, June Participant in MSU faculty studies in Central Europe: Warsaw, Poland; Prague and Bratislava, former Czechoslovakia; Budapest, Hungary

USF Activities:

- 2023 Mid-tenure review committee for Dr. Kemesha Gabbidon
- 2023 – present Psychology department Committee on Diversity, Equity, and Inclusion
- 2023 – present Psychology department committee on CIP code change



2020 – present	Faculty Development Committee
2021 – present	I-O Area Director
2021 – present	Faculty adviser for Industrial-Organizational Psychology Student Association (IOPSA)
2022, June 21	Faculty Speaker for USF Summer Research Institute
2021, Nov. 5	Keynote Address to the 9 <sup>th</sup> Annual USF Psychology Expo, “Psychological Implications for the Design and Implementation of Exoskeletons at Work”
2021	Mid-tenure review committee for Dr. Brenton Wiernik

MSU Activities:

2017	Department representative to the Undergraduate Programs Committee
2016, 2017	Summer Business Institute, Faculty Panel
2015, 2016	HR Faculty Search Committees
2014-2015	Planning Committee for 2015 MSU Symposium on Multicultural Psychology: Multicultural Teams, October 9-10, 2015.
2015, April 1	Faculty Panelist for F&OD Lilly Workshop: Innovations in Supporting International Students: Best Practices in Teaching
2014-2017	Member of University Council
2014-2017	Member of Faculty Senate
2013, 2014	Trainer for doctoral students on Responsible Conduct of Research
2013, Oct. 11	Faculty panel for College of Business doctoral student orientation
2012, Nov. 16	Keynote speaker for “Interrupting Bias – Academic Advising Workshop”
2012, 2017	Faculty panel for College of Business New Faculty Orientation
2011, Nov. 3	Judge for China Business Challenge, business model competition
2011	Strategy Faculty Search Committee
2011 - 2014	Department representative to Doctoral Programs Committee
2011	Faculty Speaker for MSU Summer Business Institute
2009 - 2011	Department representative to the Undergraduate Programs Committee; Chair in 2009, 2011
2008	Department representative and Chair to the Undergraduate Programs Committee
2008	Faculty advisor for McNair/SROP Scholar
2007, 2008	Coach, MSU Team for 2007 & 2008 National MBA Human Capital Case Competitions
2007	Faculty advisor for Broad Scholar
2007	Department representative to University Library Committee
2006, 07, 09	HR/OB Faculty Search Committee
2006	MBA/MLIR Dual Degree Program Committee
2006	Faculty speaker at the Asian American Keys to Success conference
2005-2006	Department representative to Doctoral Programs Committee
2004-2005	Department representative to Masters Programs Committee
2004-2005	Area Studies Review Steering Committee
2003, 2004	Chair, Shao-Chang Lee Paper Competition Committee
2001-2003	University Hearing Board
2003	Faculty speaker at the (1) Freshman College Colloquium and (2) MBA Forum
1999, 00, 01	HR/OB Faculty Search Committees
1998	HRM Faculty Search Committee, Department Chair Search Committee
1998, 99, 02	Faculty speaker at the 1998, 1999, and 2002 Broad Business Student Camps - a program to recruit minority students
1998	Faculty Panelist for minority students orientation program, MAGIC: Maximizing Academic Growth In College

1997-2000 Department representative to the College Advisory Council  
 1997 Executive MBA Curriculum Review Committee  
 1996-2000 Doctoral Program Coordinator  
 1996 Faculty leader for Contemporary Management Issues module, Leadership: A Personal Challenge, in the Advanced Management Program, College of Business  
 1995 Faculty leader for Contemporary Management Issues module, Personal Career Development, in the Advanced Management Program, College of Business  
 1994, 1995 College of Business representative, Advisory/Consultative Committee to the Dean of International Studies and Programs  
 1993, 1994 Faculty Panelist for Spartan Exploration Day, program to recruit minority students  
 1993 Chair, Faculty Search Committee for HRM/OB interest group  
 1992, 1996- Chair, Ph.D. Comprehensive Exam Committee  
 1992, 1994 Faculty Speaker for MSU Summer Business Institute  
 1992 - 1995 MSU Distinguished International Alumni Awards Committee  
 1992 Search Committee for Associate Dean/Director of MBA Program  
 1992, 1994 Faculty Search Committee for Purchasing, OSM interest groups  
 1991, 1996 Department Head Search Committee  
 1990 Faculty Search Committees for P/OB and P/OM interest groups  
 1989, 1990 Department of Management representative in MSU's "Meet Your College" programs  
 1988 - 1989 All University Research Initiation Grant (AURIG) Committee  
 1987 - 1988 Chairman, Teaching and Advisory Committee  
 1987 - 1988 Honors Committee, College of Business Representative  
 1986 - present Ph.D. Comprehensive Exam Committee  
 1982 - 1985 Section Head, Management Area in Department of Management at General Motors Institute

**COURSES TAUGHT at USF:**

Undergraduate: Industrial & Organizational Psychology  
Ph.D.: Training & Development Seminar

**COURSES TAUGHT at MSU:**

Undergraduate: Introduction to Human Resources Management, Introduction to HRM and Organizational Behavior, Organizational Development, Training & Individual Development; International Management  
MBA: Introduction to HRM, Training & Individual Development, Leadership, International Management, Managing the Learning Organization, Talent Management and Development, Fundamentals in HR Staffing, Advanced Topics in HR Staffing  
Executive MBA: HRM & OB, Leadership  
Ph.D.: Seminar in HRM, Seminar in OB