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PRESIDENT

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EDUCATION

GEORGIA STATE UNIVERSITY

Ph.D., Organizational Behavior; Minor in Human Resource Management (1995)
Master of Business Administration (1989)

GEORGIA INSTITUTE OF TECHNOLOGY

Bachelor of Textile Engineering (now called Material Sciences Engineering) (1987)

COMMUNITY AWARDS AND HONORS

- [ATHENA Leadership Award \(2020\)](#) and [Finalist Video](#)
- [Georgia State University Distinguished Alumni Award \(2019\)](#)
- *Long Island Herald* Premier Business Woman of Long Island Award (2019)
- *City & State NY* one of Long Island's Most Influential People (2019) (2018)
- *Bethpage Best of Long Island Awards* Best College President (2020) (2019) (2017)
- *Long Island Business News* Top Fifty Most Influential Women in Business (2018)
- *Long Island Business News* Who's Who in Education (2018)
- *Garden City (New York) Chamber of Commerce* Businessperson of the Year (2018)
- *Diverse: Issues in Higher Education* magazine as one of 25 Top Women in Higher Education Who Are Making a Difference (2018)
- *Long Island Press* Power List of the 50 Most Influential People on Long Island (2019) (2018) (2017) (2016)
- [New York State Senate Woman of Distinction](#) (2017)
- *Islamic Center of Long Island* Excellence in Service Award for efforts to promote diversity and inclusion (2017)
- *Advancement for Commerce, Industry & Technology (ACIT)* Monsignor Hartman Humanitarian Award for Commitment to Leadership in the Field of Education (2017)
- *Long Island Business News* Top CEOs (2016)
- *Family & Children's Association* Woman of Distinction (2015)
- Leadership Kentucky Class (2014)
- Kentucky Colonel, the highest honor bestowed by the Governor for service to the community, state, and nation (2014)
- *Girl Scouts* Woman of Distinction (2013)
- *Denver Business Journal*: Power Book Winner (2012)
- *Fort Worth Magazine*: One of the Most Brilliant Minds in Fort Worth (2008)
- *Georgia Trend Magazine*: Top 40 under 40 Award (2003)

ACADEMIC POSITIONS

ADELPHI UNIVERSITY (Garden City, NY)

July 2015–present

- President
- University Professor of Management, with Tenure

Financial oversight includes:

- A \$250,000,000 annual operating budget (per 8/31/20 projections)
- A \$200,000,000 endowment (estimated fair value at 8/31/2020)
- Carry a manageable debt service of approximately \$9 million per year (less than 4% of the total operating budget)
- Standard & Poor's Rating of A– with a stable outlook

Operational oversight includes:

- More than 1,800 employees, excluding student workers
- More than 7,600 enrolled students
- More than 115,000 alumni worldwide
- Eight colleges/schools and a library system
- More than 150 academic programs
- Dining and housing facilities with approximately 1290 residents
- 23 athletics teams
- Four locations

Governance oversight includes:

- 26-person board of trustees for the university
- 12-person president's advisory council
- Six-person executive team

Major Accomplishments:

CRISIS RESPONSE

- Designed a crisis response and communications team to handle all major issues at the University.
- Set up a Level 3 (highest level) emergency response strategy for the University in response to COVID-19, as well as led a team to [design a restart plan](#).
- Set up a financial recovery strategy for the University in response to COVID-19.
- Co-led a restart higher education task force for the State of New York.

STRATEGY, GROWTH AND FINANCIAL MANAGEMENT

- Developed a University overall strategy with the board and other stakeholders and began executing in the fall of 2015. Updated this strategy in 2020, particularly concerning the impact of COVID-19.
- Increased enrollment by more than 12% over three fiscal years at a time when enrollments nationally at universities were declining.
- Increased net revenue by more than \$45 million in four years (24% increase).
- Increased operating surplus from \$500K deficit in 2014 to \$9.7 million surplus in 2019.
- Grew endowment assets by 34% from \$149 million to \$200 million in five years.
- Completed the construction of \$76 million Nexus building; working on a complete \$50 million renovation of the University Center; executed over \$19 million of additional renovations on infrastructure, academic and student life space.
- Launched a global recruiting strategy into 40 international territories.

- Entered into four private partnerships for dining, international recruiting, bookstore, and online programs.
- Set up a data analytics unit and regular dashboards and predictive models for all major functional areas.
- Set up best practices to develop a high-performing strategic Board of Trustees.

REPUTATION AND NETWORK BUILDING

- Advanced Adelphi University in *U.S. News & World Report* rankings.
- Cited for excellence by *USA Today*, *Forbes* and *The Washington Monthly*.
- Named to the United States President’s Higher Education Community Service Honor Roll.
- Selected as a Top Employer in the State of New York by *Forbes* in 2019.
- Achieved two consecutive Inspiring Programs in STEM Awards in 2018 and 2019 from *INSIGHT Into Diversity* magazine for our advancement of STEM learning (science, technology, engineering, mathematics) by underrepresented students.
- Received two consecutive Higher Education Excellence in Diversity (HEED) Awards from *INSIGHT Into Diversity* magazine in 2018 and 2019, recognizing Adelphi among the top 2 percent of American universities that demonstrate a truly outstanding commitment to diversity and inclusion.
- Named a Career Development College of Distinction in two consecutive years, 2018–2019 and 2019–2020.
- Created the University’s first Women’s Leadership Conference in 2017 and brought it to growth and prominence in 2018 and 2019, involving more than 300 members of our community.
- Reengaged alumni 1,000 to 3,000 participants at three annual Spirit Weekends since 2017.
- Established a partnership with Brookhaven National Laboratory that led to an Adelphi minor in scientific computing, the first in New York state.
- Launched the *Momentum* Tour throughout the United States to reconnect alumni and share University news.

DIVERSITY, EQUITY AND INCLUSION

- Achieved an 18 percent increase in underrepresented populations among Adelphi’s total student body.
- Increased the percentage of new hires who are people of color from 22 percent to 33 percent.
- Grew diversity University-wide by increasing the diversity of our full-time staff from 23 percent to 27 percent, of our full-time faculty from 23 percent to 26 percent and of our total domestic student body from 38 percent to 42 percent.
- Focused on diversity climate and training, resulting in increased satisfaction scores on climate surveys.
- Launched Adelphi’s Hispanic Community Partnership Program, Adelphi’s first-ever college readiness program for Hispanic high school seniors, offering a free, four-day on-campus experience, and financial literacy training.
- Established Adelphi’s first Office of Diversity, Equity, and Inclusion and appointed the University’s inaugural Vice President for Diversity, Equity, and Inclusion.
- Received a Premier Campus designation and 4.5 stars (out of 5) from the Campus Pride Index for our commitment to inclusion of LGBTQ+ students and Gold Medallion status from LGBT SportSafe Inclusion Program for the athletic department’s commitment to diversity.

ACADEMIC PROGRAMS, QUALITY AND STUDENT SUCCESS

- Launched 17 innovative new degree programs, including ten graduate programs in healthcare, business and STEM fields essential to our future career landscape.

- Led a successful University reaccreditation by the Middle States Commission on Higher Education, with commendations.
- Launched a new Innovation Center to establish partnerships with organizations for Live Cases student projects.
- Established the President's Student Success Scholarship, supported by funding from all President's Galas going forward, to help Adelphi juniors and seniors who face financial challenges reach their graduation goal.
- Opened the Panther Pantry to address food insecurity on campus and beyond, with a compassionate and innovative online system that allows for anonymity.
- Achieved a 95 percent placement rate for both undergraduate and graduate students, due to our increased focus on career placement and success for our students.
- Received 2019 Eduventures Innovation Award for the First-Year Mentoring Initiative, one of four nationwide winners.
- Achieved recognition by College Factual for 20 Adelphi programs that are top-ranked or in the top 10 percent of highest-paid graduates in their 2020 national rankings.

UNIVERSITY OF KENTUCKY (Lexington, KY)

July 2013–June 2015

- Provost
- Professor of Management with Tenure
- Executive Advisor

The Provost is the chief academic officer responsible for all academic operations, which constituted approximately \$1 billion of the total operations of the University. At that time, the University of Kentucky had more than 30,000 students, 19,000 full and part-time employees and a total budget of \$3 billion.

Oversight included:

- 16 colleges
- An extensive library system
- Undergraduate education
- Graduate education
- Enrollment management
- Information technology
- Student support services
- International programs, institutional research, and institutional effectiveness

Major Accomplishments:

GROWTH AND FINANCIAL MANAGEMENT

- Expanded the residential live and learn programs from 13 to 19 programs.
- Increased enrollment in these residential programs from 874 to over 1,700 students.
- Implemented new admissions marketing techniques and record enrollment growth for incoming students.
- Refined a responsibility centered financial and budget system.

OPERATIONAL IMPROVEMENT

- Developed a focused and coordinated approach to retention across campus.

PROGRAM DEVELOPMENT

- Increased support for new online courses and programs.

GLOBAL

- Expanded global activities with the addition of the Office for China Initiatives.

UNIVERSITY OF DENVER (Denver, CO)

July 2008–June 2013

- Dean
- Professor of Management with Tenure

The Dean is the chief executive officer of Daniels College, responsible for administrative and academic functions of the College and serves as the leading advocate of the faculty, programs, and students to the business community and other external constituencies.

Major Accomplishments:

STRATEGY AND FINANCIAL MANAGEMENT

- Lead regular reviews, updates, and execution of the Daniels Tomorrow Strategic Plan. Involved over 350 people in the initial design of the plan in 2008.
- Managed the College as an \$86 million operating unit of the University of Denver. Responsible for all financial oversight, internal controls, and risk of activities.

FUND-RAISING AND ENGAGEMENT

- Developed and lead a robust fundraising operation for the College. In 2012, obtained the highest year of giving in the history of the College at \$18.6 million; raised over \$45 million in the previous three years. Increased endowment of \$70 million in 2008 to over \$110 million in 2013.
- Cultivated student, faculty, staff, friends and alumni engagement with the College.

DIVERSITY, EQUITY AND INCLUSION

- Promoted diversity and inclusive excellence in the College.

TALENT MANAGEMENT

- Attracted, developed, and retained talented and accomplished faculty and staff.

BOARD MANAGEMENT

- Managed college-wide external boards, including international advisory boards.

BRAND DEVELOPMENT

- Implemented marketing and branding profile for Daniels, including an active media relations program.

TEXAS CHRISTIAN UNIVERSITY (Fort Worth, TX)

July 2005–June 2008

- Associate Dean of External Relations, Neeley School of Business
- Luther Henderson University Chair of Leadership
- Professor of Management with Tenure
- Co-director of TCU Energy Institute

Responsible for the functions of marketing, public relations, alumni relations, executive education, and the design of the BNSF Student Leadership Program. Also, served as the business school liaison to develop a new interdisciplinary Energy Institute at TCU.

UNIVERSITY OF GEORGIA (Athens, GA)

July 1995–June 2005

- Founding Director of the Institute for Leadership Advancement (2001–2005)
- Associate Professor of Management with tenure (2001–2005)

- Assistant Professor of Management (1995–2001)

Founded a leadership institute that designed and delivered leadership programs for undergraduate students, graduate students, and executives. Recently celebrated its 20th anniversary.

GEORGIA STATE UNIVERSITY COLLEGE OF BUSINESS ADMINISTRATION (Atlanta, GA)

Fall 1991–Spring 1995

Department of Management

Graduate Research Assistant (Fall 1991–Spring 1995)

- Provided assistance on research projects for professors in Organizational Behavior/Human Resource Management.

Graduate Teaching Assistant (Spring 1992–Spring 1995)

- Taught undergraduate courses in Organizational Behavior, Organizational Communication, and Human Resource Management.

Department of Decision Sciences

Statistical Lab Consultant (January 1993–January 1995)

- Responsible for providing advice and assistance to the College of Business Administration faculty and doctoral students on research methods and design as well as statistical software packages (e.g., SAS, SPSS, LISREL VII, & COMPUSTAT).

OTHER WORK EXPERIENCE

STATE FARM INSURANCE COMPANIES

1999–2014

Executive Coach and Consultant for State Farm (Retainer Contract)

- Provided individual and team coaching for senior executives.
- Participated in VP meetings on strategic and operational business issues.
- Acted as advisor to the executive team.
- Facilitated strategic planning for executive teams.
- Assisted in redesigning leadership curriculum for the Zone.
- Delivered leadership seminars to the executive team.
- Designed special projects (e.g., helped design diversity/inclusion initiatives; evaluated effectiveness of formal mentoring program).
- Provided input on numerous human resource issues (e.g., facilitated selection of Learning and Development Manager; wrote job descriptions; provided interview questions; interviewed candidates).
- Worked with executives at corporate on projects (e.g., worked with VP of HR to redesign goal-setting and reward process).

OLYMPIC EXPLORATORY COMMITTEE FOR GOVERNOR OF COLORADO AND MAYOR OF DENVER

2012

- Appointed by Governor to Chair the Why/Why Not Committee (economic impact analysis, evaluation of pros/cons of hosting winter Olympics).

AT&T SAFARI SYSTEMS

Summer 1991

Contract Consultant

- Recruited to be the acting Marketing Communications Manager.
- Responsible for creating and producing marketing collateral materials for a line of notebook computers and accessories.

ONLINE FINANCIAL COMMUNICATION SYSTEMS, INC.

1990–1991

Promoted to Account Manager

- Responsible for providing consulting, account management, and technical coordination to national accounts to maintain product acceptance and facilitate sales for a computer-based software company.

Vertical Market Specialist

- Recruited to act as "liaison" between OnLine Financial and AT&T's Retail Banking Division. Provided business and technical coordination for the development of AT&T's Retail Banking Solution product offering.

SOUTHERN COMPANY SERVICES

1988–1990

Promoted to Organizational Consultant

- Provided management consulting services to the various organizations and senior management within Southern Company Services.

ESOP Administrator

- Administered and maintained the Employee Stock Ownership Plan for the Southern Company and affiliated power companies.

Personnel Representative/Human Resources Planner (Co-op)

- Responsible for the Cooperative Education Program. Coordinated co-op activities; interviewed and recruited qualified candidates; administered orientation to the company.

CURRENT BOARD POSITIONS

- National Association of Corporate Directors (NACD) Board Leadership Fellow (2017–present)
- Have served on **15 boards**, currently serve on six boards

RE/MAX HOLDINGS, INC. (Denver, CO)

2015–present

- Director (2015–present)
- Chair of Nominating and Governance Committee (2016–present)
- Member of Compensation Committee (2016–present)
- Member of Audit Committee (2015–2016)
- NYSE: RMAX; publicly registered
- Major Accomplishments:
 - Board and leadership developed a new strategy and led an on-going successful period of external acquisitions to expand the product line and internal capabilities.
 - Board and leadership led a successful strategy for the reacquisition of franchises into the corporation.

- Led talent development strategy for senior executives with Board and Human Resources, including developing a CEO leadership profile and senior leadership profile and talent development plans.
- The Board led the successful transition of founder CEO to a new CEO.
- Lead yearly professional development for the Board of Directors.

ADELPHI UNIVERSITY (Garden City, NY)

2015–present

- Trustee (2015–present)
- Ex-Officio Member of all Committees
(Academic Affairs/Student Life, Advancement and External Relations, Audit, Enrollment and University Marketing, Facilities and Logistics, Finance and Investment, Trustee Affairs, Work/Life)
- Major Accomplishments:
 - Worked with Board Chair to restructure committees of the board.
 - Increased diversity of board composition.
 - Implemented regular training of board.
 - Focused the board on strategy and implementation of University priorities.
 - Set up a board officer succession plan.
 - Set up President and Senior Executive succession plans.

COUNCIL FOR INDEPENDENT COLLEGES AND UNIVERSITIES (Albany, NY)

2018–present

- Chair of Board of Directors (2020–2022)
- Vice-Chair and Chair-elect (2019–2020)
- Member of Board of Directors (2018–present)
- Member of Executive Committee (2019–present)
- Member of Audit Committee (2019–present)
- Major Accomplishments:
 - Developed and implemented lobbying strategy with state legislators on financial issues, scholarship issues, and student support.
 - Led taskforce with Cornell University’s Provost on how to restart higher education in the State of New York in response to COVID-19. The plan became the basis for the Governor’s Reopening Plan for Higher Education in New York.
 - Developed economic impact and outcome analyses of private higher education for the State of New York.

LONG ISLAND ASSOCIATION (Melville, NY)

2015–present

- Member of Board of Directors (2015–present)
- Co-chair of the Women’s Leadership Collaborative (2019–present)
- Major Accomplishments:
 - The board sets yearly economic development priorities and initiatives with leadership for Long Island, New York.
 - Legislative advocacy on significant issues for Long Island.
 - Co-chair of Women’s Leadership Collaborative, which hosts economic and leadership forums for women business leaders.

LONG ISLAND REGIONAL COUNCIL FOR HIGHER EDUCATION (Long Island, NY)

2015–present

- Member of Board of Directors (2015–present)
- Member of Executive Committee (2017–present)

- Treasurer (2019–2025)
- Major Accomplishments:
 - Set and implement strategic collaborative advocacy agenda for all private and public colleges and universities on Long Island

NE-10 ATHLETIC CONFERENCE (Mansfield, MA) 2015–present

- Member of Council of Presidents (2015–present)
- Member of Executive Committee (2017–2018; 2020–2021)
- Chair of Council of Presidents (2017–2018)
- Major Accomplishments
 - As Chair, completely revised Governance, internal controls, and oversight of the athletic conference. Set up a system with Presidential accountability and commitment to the athletic conference.

PREVIOUS BOARD POSITIONS

GEORGIA INSTITUTE OF TECHNOLOGY (Atlanta, GA) 2013–2019

- Member of President’s Advisory Council

CENTRAL BANK OF LEXINGTON (Lexington, KY) 2014–2015

- Member of Advisory Board

BEYOND BLUE CORPORATION (Lexington, KY) 2013–2015

- Member of Board of Directors

COLORADO SOCIETY OF CPAS (Denver, CO) 2011–2014

- Member of Board of Directors

AACSB

INTERNATIONAL ACCREDITING ASSOCIATION FOR BUSINESS SCHOOLS (Tampa, FL) 2013–2014

- Member of Board of Directors
- Member of Audit Committee

MILE HIGH UNITED WAY (Denver, CO) 2010–2013

- Treasurer/Chair of Finance Committee (budget, investments, audit)
- Member of Board of Trustees
- Member of Strategic Planning Committee
- Member of Real Estate Committee

ROCKY MOUNTAIN JUNIOR ACHIEVEMENT (Denver, CO) 2008–2013

- Member of Board of Directors
- Member of Strategic Planning Committee

BETA GAMMA SIGMA (St. Louis, MO) 2012–2013

- Member of Board of Directors

- Past President
- President
- Vice President
- Member of Board of Governors

PUBLICATIONS

BOOK

67. *Shift Happens: How to Adapt and Thrive in a Rapidly Changing World of Work*
www.shifthappensbook.com Forthcoming 2021.

PRACTITIONER BY-LINED ARTICLES

66. Leadership Habits That Are Beneficial to Your Team. *Medium*, April 2019. Also picked up by *ThriveGlobal*.
65. A Guide to Empowering Women in the Workplace. *Medium*, April 2019. Also, picked up by *ThriveGlobal*.
64. Passion and Purpose. *Medium*, December 2018. Also, picked up by *Patch*.
63. Five ways to increase productivity. *Medium*, June 2018. Also, picked up by *Patch*.
62. Devaluing Colleagues: We Do It Every Day. *Huffington Post*, October 2017.
61. Four Leadership Lessons from Sports. *SmartBrief on Leadership*, July 2015.
60. Helping Others, Helping Ourselves. *The GlassHammer*, December 2014.
59. Diversity is useless without inclusivity. *Harvard Business Review*, June 2014.
58. Creating Value for Others Through Recognition: Not Easy, But Worth It! *Work Style Magazine*, Fall 2014.
57. Three ways leaders can listen with more empathy. *Harvard Business Review*, January 2014.
56. We all need friends at work. *Harvard Business Review*, July 2013.
55. The positive returns of a happy workforce. *Financial Times*, May 2013.
54. Work-life balance isn't the point. *Harvard Business Review*, June 2013.
53. Three ways overconfidence can make a fool of you. *Forbes*, January 2013.
52. Leading rapid change, *CFI*, October 2012.
51. Woman power could decide in 2012. *Politico*, October 2012.
50. How to use optimism to defeat adversity. *Forbes*, September 2012.
49. Seven steps to conquering self-doubt. *Forbes*, April 2012.
48. How to deal with really tough criticism. *Forbes*, February 2012.
47. Six elements of mental toughness. *Forbes*, September 2010.
46. Why teams turn toxic and how to heal them. *Forbes*, September 2011.
45. Hard-won workplace advice for my daughter. *Forbes Woman*, August 2010.
44. The value you create: Your raison d'être. *SmartBrief on Leadership*, August 2012.
43. Test pattern or job discrimination? The paradox of ability tests in hiring. With Robert Gatewood. *CNBC* and *WSJ MarketWatch*, July 2012.
42. Take these four steps if you want to lead big change. *Forbes*, June 2012.
41. Killer apps: How to effectively complete a job application. *US News & World Report*, April 2013.
40. It's a matter of mindset: Ten principles for unleashing critical thinking. *Huffington Post*, March 2011.

39. How to juggle multiple roles. *Harvard Business Review*, October 2013.
38. Give the holiday gift of a remarkable customer experience, *Forbes*, December 2011.
37. Foster a culture of gratitude. *Harvard Business Review*, April 2013.
36. For great teamwork: Start with a social contract. *Harvard Business Review*, April 2012.
35. Corporations, listen up: Sex discrimination will cost you big bucks. *Daily Finance*, April 2011.
34. Sometimes micromanaging is good and necessary. But not for long. *Forbes*, July 2010.
33. Nice guys may finish last. *CNBC and Career Builder*, April 2010.
32. Putting power behind your actions. *Huffington Post*, January 2010.
31. Not business as usual. *Colorado Biz Magazine*, September 2009.
30. Employee call to action: How you can help your organization recover and thrive. *Colorado Biz Magazine*, August 2009.

ACADEMIC RESEARCH PUBLICATIONS

Research Focus:

- Leadership Development and Effectiveness
- Diversity and Inclusion
- Career Success

Citation Count: 6,046 (Source: Google Scholars, August 2020)

29. Schaffer, B.S. & **Riordan, C. M.** (2013). Relational demography in supervisor-subordinate dyads: An examination of discrimination and exclusionary treatment. *Canadian Journal of Administrative Sciences*, 30(1), 3–17.
28. Schaffer, B.S. & **Riordan, C.M.** (2011). The role of workgroup status as a contextual variable in relational demography research. *Journal of Business Diversity*, 11(1), Fall.
27. Goldberg, C., **Riordan, C.M.**, Schaffer, B.S. (2010). Missing pieces in relational Demography theory: Self-continuity and status-enhancement as moderators of similarity. *Human Relations*, 63(7), 903–926.
26. **Riordan, C.M.** (2008). Navigating Leadership Transitions. *Ivey Business Journal*. Reproduced in the *Economist – Business Intelligence*.
25. Goldberg, C., **Riordan, C.M.**, & Zhang, Lu. (2008). Employees' perceptions of their leaders: Is being similar always better? *Group and Organization Management*, 33, 330–355.
24. **Riordan, C.M.** & Holiday-Wayne, J. (2008). Are all measures the same? A critical review and examination of demographic similarity measures in relational demography within groups research. *Organizational Research Methods*, 11, 562–592.
23. **Riordan, C.M.**, Lankau, M.J., & Holiday-Wayne, J. (2007). It's all in how you view it: Perceptions of a hostile work climate. *Diversity Resistance in Organizations*, K. Thomas (Ed.), Lawrence Erlbaum.
22. **Riordan, C.M.**, Vandenberg, R.J., & Richardson, H. (2005). Employee involvement and organizational effectiveness: An organizational system perspective. *Human Resource Management*, 44 (4), p.471–488.
21. Lankau, M.J., **Riordan, C.M.**, Thomas, C.H. (2005) Twin perspectives? The effects of similarity and liking on formal mentoring relationships from mentors' and protégés' perceptions. *Journal of Vocational Behavior*, 67 (2), 252–265.
20. **Riordan, C.M.** (2004). Pointing out problems is a first step, but some solutions would be helpful! *Research in Multi-Level Issues*, 3, 251–257.
19. **Riordan, C.M.**, Schaffer, B.S., & Stewart, M. (2004) Relational demography within groups: Through the lens of discrimination. *Frontiers in Discrimination*, 37–61.

18. Ciavarella, M., Buchholtz, A., **Riordan, C.M.**, Gatewood, R.D., & Stokes, G.S. (2004). The entrepreneurial personality and venture success: Is there a linkage? *Journal of Business Venturing*, 19, 465–483.
17. Schaffer, B.S., & **Riordan, C.M.** (2003). A review of cross-cultural methodologies for organizational research: A best practices approach. *Organizational Research Methods*, 6 (2), 169–215. **Finalist for the 2004 Owens Award for Best Research Article, SIOP.**
16. **Riordan, C.M.**, Griffeth, R.W., & Weatherly, E.W. (2003). Age and work-related outcomes: The moderating effects of status characteristics. *Journal of Applied Social Psychology*, 33(1), 37–57.
15. **Riordan, C.M.**, Richardson, H., Schaffer, B., Vandenberg, R.J. (2001). Alpha, beta, and gamma change: A review of past research with recommendations for new directions. *Research in Management*. 1, 51–97.
14. **Riordan, C.M.**, Weatherly, E.W., Vandenberg, R.J., & Self, R.M. (2001). The effects of pre- and post-entry experiences on newcomer perceptions of fit and worth, attitudes, and turnover. *Journal of Managerial Issues*, 13(2), 159–176.
13. Wayne, J. H., **Riordan, C.M.**, & Thomas, K. M (2001). Is all sexual harassment the same? The effects of the harasser's and target's race and gender on mock juror decisions. *Journal of Applied Psychology*, 86(2), 179–187.
12. **Riordan, C.M.** & Weatherly, E.W. (2000). From quality circles to autonomous workgroups: Are employee teams legal in the United States? *Employee Responsibilities and Rights Journal*, 12(3), 121–139.
11. **Riordan, C.M.** (2000). Relational demography within groups: Past developments, contradictions, and new directions for research. *Research in Personnel and Human Resource Management*, 19, 131–173.
10. Ryan, L. V., & **Riordan, C.M.** (2000). The development of a measure of desired moral approbation. *Educational and Psychological Measurement*, 60(3), 448–462.
9. Gowan, M.A., **Riordan, C.M.**, & Gatewood, R.D. (1999). The development and test of a model of appraisal, coping, distress, and reemployment following involuntary job loss. *Journal of Applied Psychology*, 84(1), 75–86.
8. **Riordan, C.M.** & Weatherly, E. (1999). Defining and measuring employees' identification with their workgroups. *Educational and Psychological Measurement*, 59(2), 310–324.
7. Wan-Huggins, V.N., **Riordan, C.M.**, & Griffeth, R.W. (1998). The development and longitudinal test of a model of organizational identification. *Journal of Applied Social Psychology*, 28(8), 724–749.
6. **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(3), 342–358.
5. Gatewood, R. D., & **Riordan, C.M.** (1997). The development and test of a model of total quality: Organizational practices, TQ principles, employee attitudes, and customer satisfaction. *Journal of Quality Management*, 2(1), 41–65.
4. **Riordan, C. M.**, Gatewood, R.D., & Bill, J. (1997). Corporate image: Employee reactions and implications for managing corporate social performance. *Journal of Business Ethics*, 16(4), 401–412.
3. **Riordan, C. M.** & Gatewood, R.D. (1996). Putting the "employee" into quality efforts: A process model of organizational practices, quality principles, and employee reactions. *Advances in the Management of Organizational Quality*, 297–333, JAI Press.
2. **Riordan, C.M.**, & Griffeth, R.W. (1995). The opportunity for friendship within the workplace: An underexplored construct. *Journal of Business and Psychology*, 10(2): 141–154.

1. **Riordan, C.M., & Vandenberg, R.J. (1994).** A central question in cross-cultural management research: Do employees of different cultures interpret work-related constructs and measures in an equivalent manner? *Journal of Management*, 20(3): 643–671.

SAMPLE MEDIA COVERAGE

CNN, MSNBC, CNBC, Forbes, US News and World Report, Huffington Post, Psychology Today, among others.

LEADERSHIP, DIVERSITY, AND CAREER SUCCESS

187. [5 Small Things You Can Do To Make Your Job More Enjoyable & Be Happier at Work](#), *YourTango*, January 8, 2020.
186. [4 Natural Characteristics That Make Women Great Leaders](#), *Thrive Global*, August 5, 2019.
185. [Leadership Habits that are Beneficial for Your Team](#), *Thrive Global*, April 2019.
184. [A Guide to Empowering Women in the Workplace | Christine Riordan](#), *Patch*, April 2019.
183. [The Importance of Friends at Work](#), *About Her*, March 2019.
182. [The Keys to Becoming a Best Company to Work For](#), *BostInno*, February 2019.
181. Is your company wasting money on diversity? *Asian Correspondent*, January 2019.
180. [Active listening tips for managers](#), *Medium*, December 2018.
179. [Perks vs. productivity: what employee experience is and isn't](#), *Slack*, December 2018.
178. [Passion or Purpose in Leadership | Christine Riordan](#), *Patch*, December 2018.
177. [Start Creating Your Effective Work/Life Blend](#), *True Focus*, September 2018.
176. 6 Undeniable Characteristics of Successful Business Leaders and What They Actually Entail, *Entrepreneur*, August 2017.
175. [The latest perk from companies looking to lure millennials: offices that double as homes](#), *Quartz*, August 2017.
174. [How to Work with a Bad Listener](#), *Harvard Business Review*, August 2017.
173. [5 Ways to Boost Your Mental Toughness](#), *Progressive Women's Leadership*, April 2017.
172. [Talent Is Overrated: Top 10 Habits Of Mentally Tough People](#), *Entrepreneur*, April 2017.
171. [For The Legal Profession, Diversity Dies Without Inclusion](#), *Above the Law*, March 2017.
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169. [3 Mistakes to Avoid When Picking a Financial Advisor](#), *Yahoo Finance*, December 2016.
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165. [9 Ways To Become Better Friends With Your Coworkers](#), *Bustle*, July 2016.
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161. [25 Tips to Hyper Motivate and Inspire Your Team](#), *Inc.*, April 2016.
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HIGHER EDUCATION AND BOARD WORK

94. [How a Long Island, New York, Community Supports its Colleges](#), *University Business*, August 7, 2020.
93. [Hempstead Town Gives \\$2 Million Each to 4 Local Colleges](#), *Yahoo News*, August 5, 2020.
92. [Town of Hempstead Grants \\$2 Million Each to 4 Local Colleges](#), *Newsday*, August 4, 2020.
91. [Hempstead Town Gives \\$2 Million Each To 4 Local Colleges](#), *The Patch*, August 5, 2020.
90. [How 100+ University Presidents Worked Together to Prepare for Fall 2020](#), *EAB, Office Hours Podcast*, July 23, 2020.
89. [COVID-19's Impact and Moving Forward Safely](#), *Long Island Business News*, June 18, 2020.
88. [Colleges Prep for Facial Recognition, Temperatures Checks in Reopening Plans](#), *Newsday*, May 31, 2020.
87. [President, Provost to Advise NY's Safe Reopening Strategy](#), *Cornell Chronicle*, April 30, 2020.
86. [Adelphi Senior Unsure of Her Future Because of Coronavirus](#), *LI Herald*, April 7, 2020.

85. [COVID-19: Higher Ed Put to the Test](#), *University Business*, April 7, 2020 .
84. [Commission on Independent Colleges and Universities Announces New Board Chair](#), The Commission on Independent Colleges and Universities in New York Vice-Chair and Trustees, February 25, 2020.
83. [No. 479: On Soufflés, Nylons and Pauling–And LI Doctors in Alaska, Kinda](#), *Innovate LI*, February 28, 2020.
82. [2 Women Leaders Honored on Long Island](#), *Long Island Business News*, January 16, 2020.
81. [2020 Vision](#), *Long Island Business News*, January 3, 2020.
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75. [Adelphi President Named to Leadership Roles with State](#), *Long Island Educational Organizations, Island Now*, September 9, 2019.
74. [Adelphi Program Receives 2019 Inspiring Programs in STEM Award](#), *Island Now*, August 16, 2020.
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72. [Who Are the Best Educators On Long Island](#), *Long Island Press*, August 2019
71. [No. 436: On Patriots, Procurements And Busy College Presidents \(And Aliens And Cyborgs\)](#), *Innovate Long Island*, September 2019
70. [Adelphi Program Receives 2019 Inspiring Programs in STEM Award](#), *The Island Now*, August 2019.
69. [Adelphi Receives \\$1 Million Matching Grant](#), *The Island Now*, August 2019.
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67. [Executive Profile: Christine Riordan](#), *Long Island Business News*, June 2019.
66. [Estates Property Owners to hear Adelphi’s president](#), *Garden City News*, June 2019.
65. [Adelphi President Addresses Student Parking in Village](#), *The Garden City News*, June 2019.
64. [Adelphi to host its President’s Gala in June](#), *The Island Now*, May 2019.
63. 2018 Long Island Press Power Listers Honored, *Long Island Press*, May 2019.
62. [The 2019 Long Island Power 100](#), *City and State*, May 2019.
61. [Best College President on Long Island](#), *Long Island Press*, 2019.
60. [The Mayor’s Update – News and Information](#), *The Garden City News*, May 2019.
59. [2018 Long Island Press Power List Announced](#), *Long Island Press*, February 2019.
58. [No. 381: The Spur evolves, MIDI steps up, Applied DNA inks a deal in the weeds–and Amazon, we hardly knew ye](#) (Appointment as co-chair of LIA Women’s Collaborative), *Innovate Long Island*, February 2019.
57. [Long Island hires and promotions](#), *Newsday*, February 2019.
56. [Economic confidence is high, says AVZ survey](#), *Long Island Business News*, January 2019.
55. [Legislator Anker Celebrates Long Island’s Top 50 Women in Business](#), *Patch*, October 2018.
54. [Adelphi Receives Prestigious 2018 INSIGHT Into Diversity HEED Award](#), *Patch*, October 2018.
53. [Representative Kathleen Rice Introduces Bill to Ease Student Loan Debt](#), *LongIsland.com*, September 2018.

52. ['Food for thought,' redefined, at the Panther Pantry](#), *Innovate Long Island*, September 2018.
51. [Adelphi orchestrates new provost, baton included](#), *Innovate Long Island*, August 2018.
50. [Long Island Power 50](#), *City and State*, June 2018.
49. [Christine Riordan: Setting Adelphi Apart](#), *Long Island Press*, May 2018.
48. [Georgia the Bulldog helps students at Adelphi University de-stress](#), *Pix 11*, May 2018.
47. [Top Honors for Women Leading Adelphi, SBU Innovation](#), *Innovate Long Island*, April 2018.
46. [2018 Top 25 Women in Higher Education](#), *Diverse*, March 2018.
45. [Adelphi Marks Women's History Month With Events Throughout March](#), *LongIsland.com*, March 2018. Also, picked up by *Patch*.
44. [Long Island Press Power List Announced](#), *Long Island Press*, March 2018. Also, picked up by *Long Island Technology News*.
43. [Adelphi alum endows \\$1M to 'Faculty Leadership' effort](#), *Innovate Long Island*, March 2018.
42. [Adelphi University President to Speak at Rotary Club](#), *The Garden City News*, November 2017.
41. [Adelphi Receives Prestigious 2018 INSIGHT Into Diversity HEED Award](#), *Patch*, October 2017.
40. [Adelphi University Reaps Benefits of New Hiring Protocols](#), *Diverse Education*, September 2017.
39. [Corporate Directors From Brinker International, Fiserv Inc., JC Penny, Scottrade Financial Services, Toshiba Global Commerce Solutions, and More Become NACD Fellows](#), *GlobeNewswire*, August 2017.
38. [All of the US cities, counties, states, university presidents, companies, and investors defying Trump's stance on Paris](#), *Quartz*, June 2017.
37. [After Two Surgeries, Student-Athlete Shares Hope](#), *Newsday*, December 2016.
36. [HIA-LI Hosts 6th Annual Women's Leadership Breakfast](#), *PR Newswire*, November 2016.
35. [Adelphi University Inaugurates Its First Woman President, Christine M. Riordan](#), *My Long Island TV*, April 2016.
34. [8 Questions with Adelphi University President Christine M. Riordan](#), *Long Island Pulse*, March 2016.
33. [Adelphi inaugurates Christine Riordan as its 10th president](#), *Newsday*, March 2016.
32. [Welcoming Dr. Christine Riordan](#), *Her Campus*, March 2016.
31. [Adelphi prez at inauguration targets diversity, financial aid](#), *Long Island Business News*, March 2016.
30. [Adelphi Sets Its First TedX Talk](#), *Innovate Long Island*, March 2016.
29. [Adelphi University and Shorelight Education Launch New Program for International Students](#), *Shorelight*, October 2015.
28. [Prominent Global Leaders Serve on the AACSB International Board of Directors for 2014–15](#), *Yahoo*, July 2014.
27. [Real Estate moves through Feb. 4, North America edition](#), *SNL Financial*, February 2015.
26. [Re/Max Names University President to Board of Directors](#), *MarketWatch*, *CNBC*, *Inman News*, February 2015.
25. [Meet Dr. Christine Riordan, incoming Adelphi President](#), *The Garden City News*, January 2015.
24. [Q&A: Christine Riordan, Adelphi University](#), *Long Island Business News*, December 2014.
23. [Adelphi University Board of Trustees Elects Dr. Christine M. Riordan as 10th President of the University](#), *News Cision*, December 2014.
22. [DU's Daniels College dean takes provost job at University of Kentucky](#), *The Daniels Post*, May 2013.
21. [Second candidate for University of Kentucky provost speaks on campus](#), *TMC News*, April 2013.
20. [Changing The Game: Lessons Learned From Aspen Institute Competition](#), *Renewable Energy World Finance*, March 2013.

19. [DU's Daniels business college names entrepreneurship director](#), *Denver Business Journal*, December 2012.
18. [Did debate make undecided voters more decided?](#), *CNN Politics*, October 2012.
17. [Denver Business Journal announces 2012 Power Book winners: slideshow](#), *Denver Business Journal*, October 2012.
16. [Financial Times: University of Denver's Daniels among world's top 100 executive MBA programs](#), *Denver Business Journal*, October 2012.
15. [DU receives \\$5M gift from rental-car company CEO](#), *Denver Business Journal*, September 2012.
14. [Denver Leaders Forge Ahead with 2022 Olympic Bid, Forming Exploratory Committee](#), *The Denver Post*, December 2011.
13. [Denver, state announce exploratory committee to ponder future Olympic bid in Colorado](#), *The Denver Post*, December 2011.
12. [Four Colo. business schools make world's top 100 list](#), *Denver Business Journal*, September 2011.
11. [University of Denver honors Joy Burns](#), *Denver Business Journal*, May 2011.
10. [Christine Riordan Acceptance of European CEO Award](#), 2011.
9. [Businessweek: DU top undergrad B-school in Colorado](#), *Denver Business Journal*, March 2011.
8. [DU to rename hospitality-management school for Knoebel](#), *Denver Business Journal*, October 2010.
7. [Choices and more choices: paths towards MBA and other post-graduate work offer plenty of variety](#), *The Free Library*, April 2010.
6. [DU offers degree for charter-school leaders](#), *Denver Business Journal*, January 2010.
5. [Financial Times: Univ. of Denver's Daniels among world's top executive MBA programs](#), *Denver Business Journal*, October 2009.
4. [DU to offer MBA in school leadership](#), *Denver Business Journal*, October 2009.
3. [Daniels Business College at University of Denver unveils strategic plan](#), *Denver Business Journal*, September 2009.
2. [Executive Edge: Christine Riordan](#), *Colorado Biz Magazine*, August 2012.
1. [Take Back the Night: Community Rallies Against Sexual Assault in Annual Event](#), *Kentucky Kernel*, March 2014.

PRESENTATIONS

SAMPLE LIST OF RECENT KEYNOTES, PANELS, WORKSHOPS, AND INTERVIEWS OF PEOPLE

41. Herald Newspapers Webinar, Panelist, Student Health and Safety and Remote vs. In-Person Learning, August 21, 2020.
40. Wise Woman Wednesday, Presenter, Trends and Issues in Higher Education in times of COVID, August 19, 2020.
39. EAB Podcast Interview, [Presidential Listening Tour: Issues and Considerations in Higher Education in Response to COVID](#), July 14, 2020.
38. [Long Island Business News Webinar, Panelist, Re-opening Long Island: What Now?](#) June 18, 2020, 100 attendees.
37. Long Island Regional Advisory Council on Higher Education (LIRACHE) Report, Presenter as Co-Chair of Restart Task Force for Commission on Independent Colleges and Universities Higher Education, May 21, 2020, 15 attendees.

36. New York Forward Committee on Higher Education Restart, Presenter as Co-Chair of Restart Task Force for Commission on Independent Colleges and Universities Higher Education, May 18, 2020, 400 attendees.
35. Cedarmore Corporation Annual Benefit Honoring Women Leaders for Service to Community, Honoree Presentation – Shift Happens, March 7, 2020, 300 attendees.
34. Long Island Association Women’s Collaborative Panel: Resilience in Leadership, co-host, March 5, 2020, 150 attendees.
33. ATHENA Award Honoree and Presentation, January 16, 2020, 200 attendees.
32. Georgia State University, Alumni Awards Honoree and Speaker, October 2019, one of five speakers, 400 attendees.
31. Tackling Micro-inequities in the Workplace, LIA Women’s Collaborative, Moderator, September 2019, 150 attendees.
30. Long Island Association Women’s Collaborative Panel: Women’s Issues in Healthcare, Moderator, May 2019, 150 attendees.
29. Healthcare Financial Management Associations’ Women in Leadership Conference, Panelist, April 2019, 100 attendees.
28. 2019 Long Island Economic Outlook, Albrecht, Viggiano, Zurek (AVZ), Panelist, January 2019, 400 attendees.
27. Yale Higher Education Leadership Summit, One of Many Speakers, January 2019, January 2020, attendees include 80 leaders in higher education.
26. Women in Leadership, Panelist, Merrimack College, October 2018, 75 attendees.
25. Women’s Leadership Conference, Ready, Set, Change: Six Career Strategies to Help You Succeed in a Workplace That Has Just One Constant—Change Itself, American Management Association, March 2018, 200 attendees.
24. [Garden City Rotary Club](#), November 2017, 35 attendees.
23. Islamic Center of Long Island Gala, Keynote, November 2017, 400 attendees.
22. ACE Leadership Roundtable discussion, September 2017, 50 attendees.
21. Girls Inc. keynote address and panel, April 2017, 400 attendees.
20. Panas and Linzy Conference, Executive Roundtable discussion, March 2017, 150 attendees.
19. Hardwick Day Enrollment and Economics Conference keynote, January 2017, 75 attendees.
18. [HIA-LI, Panel on Balancing Careers and Life](#), Panelist, December 2016, 300 attendees.
17. Garden City Chamber Spring Luncheon speaker, June 2016, 120 attendees.
16. [Ted X, Dare to Be Extraordinary](#), April 2016, Viewed more than 20,000 times.
15. Town of Hempstead Pathfinders Award keynote speaker, March 2016, 100 attendees.
14. Dare to Be Extraordinary, REMAX Annual Convention, Keynote, February 2016, 35,000 attendees.
13. [Athena Awards Keynote](#), KPMG, January 2016, 120 attendees.
12. ACE Women’s Event featured speaker, December 2015, 35 attendees.
11. Family and Children’s Association, Thanksgiving Ball, Honorary Remarks, 2015, 400 attendees.
10. Garden City Prize for Leadership Reception, Moderator, September 2015, 60 attendees.
9. [Interview of Gary Kelly, Chairman, President, and CEO of Southwest Airlines](#), May 2013, 1000 attendees.
8. [Interview of John Mackey, Co-CEO of Whole Foods](#), January 2013, 1000 attendees.
7. Adelphi Matriculation, August 2015, 2016, 2017, 2018, 2019; attendance 1,500 each year.
6. Adelphi Student and Parent Orientation, July 2015, 2016, 2017, 2018, 2019, attendance 1,000 each year.
5. Adelphi Graduation, May 2016, 2017, 2018, 2019, attendance 17,000 each year.

4. Adelphi Ph.D. Hooding Ceremony, May 2016, 2017, 2018, 2019, attendance 200 each year.
3. Adelphi President's Gala, 2016, 2017, 2018, 2019, 2020 video, attendance 400 each year.
2. [Adelphi Inauguration](#) (Highlights), March 2016, attendance 1,500.
1. Adelphi Alumni Events, 2015, 2016, 2017, 2018, 2019, 2020 attendance, more than 500 each year.

REFEREED ACADEMIC PRESENTATIONS AND PROCEEDINGS

- Riordan, C.M., Lankau, M., Holiday-Wayne, J. It's all in how you view it: Factors contributing to perceptions of a hostile work climate. Presented at the 2006 Academy of Management meeting.
- Riordan, C.M., Lankau, M. & Stewart, M. Assessing the impact of demographic dissimilarity: The importance of personal comfort with diversity and multiple group membership. Presented at the 2006 Society for Industrial and Organizational Psychology, Dallas, TX.
- Weatherly, E.W., Riordan, C.M., & Eby, L. Interacting with coworkers and supervisors: Information acquisition and relationship building in newcomer socialization. Published in the *2005 Proceedings of the Southern Management Association*. **Winner of the best paper award in the Human Resources/Careers Track and the Michael J. Driver Award for Best Careers Paper at a Regional Meeting.**
- Schaffer, B.S., Riordan, C.M. Relational demography in supervisor-subordinate dyads: An examination of discrimination and exclusionary treatment. Published in the *2005 Proceedings of the Southern Management Association*.
- Riordan, C.M., Gatewood, R.D., Stokes, G., Butts, M. Individual differences, human capital, or family situation: Which is the most important for males' and females' career success? Presented at the 2005 Academy of Management meeting.
- Riordan, C.M., & Gatewood, R.D. Stigmatization within organizations: Why it occurs, how it develops, and what results. Presented at the 2005 Academy of Management meeting. Also, published in the *Best Paper Proceedings for the Academy of Management*.
- Schaffer, B., & Riordan, C.M. The effects of relational demography on perceptions of discrimination. Presented at the 2004 Academy of Management meeting.
- Goldberg, C., Riordan, C.M., & Zhang, Lu. Relational demography and leadership perceptions: Is similar always better? Presented at the 2004 Academy of Management meeting.
- Lankau, M.J., Riordan, C.M., Thomas, C.H. Twin perspectives? The effects of similarity and liking on formal mentoring relationships from mentors' and protégés' perceptions. Presented at the 2004 Academy of Management Meeting.
- Goldberg, C., Riordan, C.M., & Schaffer, B. Missing pieces in social identity theory: Continuity and status as moderators of similarity. Presented at the 2003 Academy of Management meeting. Also published in *Best Paper Proceedings for the Academy of Management*.
- Schaffer, B. & Riordan, C.M. (2003, November). The role of workgroup status as a contextual variable in relational demography research. Presented at the Southern Management Association Annual Conference. Clearwater, FL. **(Winner of Best Doctoral Student Paper Award for the Ethics/Social Issues/Diversity Track)**. Also published in the *Proceedings of the Southern Management Association*.
- Lankau, M.J., Thomas, C., Riordan, C.M. Perceived similarity and liking in formal mentoring relationships. Presented at the 2003 SIOP meeting.
- Riordan, C.M. Lankau, M.J., Stewart, M. Relational demography: An investigation of demographic dissimilarity and identity. Presented at the 2002 Academy of Management meetings.
- Riordan, C.M., Weatherly, E.W. Stewart, M. Relational demography within groups: Does interdependence affect relationships among types of fit? Presented at the 2002 Academy of Management Meetings.

- Schaffer, B.S., & Riordan, C.M. A review of cross-cultural methodologies for organizational research: A best practices approach. Presented at the 2001 Academy of Management meeting in Washington, D.C.
- Ciavarella, M., Buchholtz, A., Riordan, C.M., Gatewood, R.D., & Stokes, G.S. The entrepreneurial personality and venture success: Is there a linkage? A paper presented at the 2000 Southern Management Association meeting.
- Riordan, C.M., Gatewood, R., Ciavarella, M., Gerard, J., Rutherford, M., Schaffer, B., & Stokes, G. Who gets ahead? A longitudinal study of early life experiences, personality, and career success. A paper presented at the 2000 Academy of Management meeting.
- Weatherly, E.W., & Riordan, C.M. Newcomer and insider proaction in organizational socialization. A paper presented at the 2000 Academy of Management meeting.
- Schaffer, B., Riordan, C.M., Gatewood, R.D., & Stokes, G. S. (2000). Career success differentials between dual-earner males and females: The importance of family position variables. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in New Orleans, LA.
- Riordan, C.M., & Schaffer, B. (1999). Methodological issues in cross-cultural research: A best practices approach. A paper presented at the Southern Management Association meeting in Atlanta, GA.
- Riordan, C.M., & Weatherly, E.W. (1999). Relational demography within groups: An empirical test of a theoretical model. A paper presented at the annual meeting of the Academy of Management in Chicago, IL.
- Riordan, C.M., Weatherly, E.W., & Wayne-Holliday, J. (1999). Measurement issues in the study of relational demography: A levels-of-analysis approach. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Atlanta, GA.
- Riordan, C.M., Weatherly, E.W., Vandenberg, R.J., Self, R.M. (1999). The effects of pre- and post-entry experiences on newcomers. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Atlanta, GA.
- Wayne, J. H., Thomas, K., Riordan, C.M. (1999). Cross-race and same-gender interactions: Bias in sexual harassment cases? A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Atlanta, GA.
- Riordan, C.M. & Wayne-Holliday, J. (1998). Workgroup gender composition and employee attitudes: A test of competing hypotheses. A paper presented at the Southern Management Association meeting in Atlanta, GA. Also published in the *Proceedings of the Southern Management Association*.
- Ryan, L. V., & Riordan, C.M. (1998). The development of a measure of desired moral approbation. A paper presented at the Academy of Management meeting in San Diego, CA.
- Riordan, C.M. (1998). Relational demography: A theoretical and methodological critique. A paper presented as part of a symposium entitled "Opening the black box of organizational demography: Current research advances" for the Academy of Management meeting.
- Riordan, C.M. & Weatherly, E. (1998). Defining and measuring employees' identification with their workgroups. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Dallas, TX.
- Gatewood, R.D., & Riordan, C.M. (1998). A study of the reactions of workgroups to quality management. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Dallas, TX.
- Riordan, C.M. (1997). Advancing relational demography theory: A construct validity study of three measures of demographic similarity. A paper presented at the annual meeting of the Academy of Management in Boston, MA. Also published in the *Best Paper Proceedings of the Academy of Management*.

- Wan-Huggins, V.N., Riordan, C.M., & Griffeth, R.W. (1997). The development and longitudinal test of a model of organizational identification. A paper presented at the annual meeting of the Academy of Management in Boston, MA.
- Riordan, C.M., & Gatewood, R.D. (1997). The relationships among group-level attitudes, processes, and group-level effectiveness. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in St. Louis, MO.
- Riordan, C.M., & Holliday-Wayne, J. (1997). Methodological issues in the study of relational demography: A case of construct validity or lack thereof? A paper presented at the annual meeting of the Southern Management Association in Atlanta, GA. Also published in the *Proceedings of the Southern Management Association*.
- Weatherly, E., & Riordan, C.M. (1997). Legal issues in the design of work teams: Lessons learned since the Electromation case. A paper presented at the annual meeting of the Southern Management Association in Atlanta, GA. Also published in the *Proceedings of the Southern Management Association*.
- Riordan, C.M., & Shore, L.M. (1996). Relational demography and employees' attitudes toward their work units. A paper presented at the annual meeting of the Society of Industrial and Organizational Psychology in San Diego, CA.
- Riordan, C.M., Weatherly, E., & Gatewood, R.D. (1996). An integrative model of organizational socialization: The what (content), how (process), and why (outcomes). A paper presented at the annual meeting of the Southern Management Association in New Orleans, LA (**Received the 1996 Outstanding Faculty Paper Award for the Organizational Behavior Track**). Also published in the *Proceedings of the Southern Management Association*.
- Riordan, C.M. & Ryan, L.V. (1996). Making sense of an unusual event: A study of individual interpretation of the event and the organization's responses. A paper presentation for a symposium entitled "Lessons from an unusual event: An analysis of reactions to the fire at the Terry College of Business, University of Georgia." Presented at the annual meeting of the Southern Management Association in New Orleans, LA.
- Vandenberg, R.J., & Riordan, C.M. (1996). Job choice experiences: Actual work experiences versus job choice. A paper presented at the annual meeting of the Society of Industrial and Organizational Psychology in San Diego, CA.
- Gatewood, R. D., & Riordan, C.M. (1995). The development and empirical test of a process model of total quality management. A paper presented at the annual meeting of the Academy of Management in Vancouver, Canada.
- Riordan, C.M. (1995). Oh, now I remember! An examination of the integrity of retrospective measures following an organizational change. A paper presented at the annual meeting of the Southern Management Association in Orlando, FL. Also published in the *Proceedings of the Southern Management Association*.
- Riordan, C.M., Gowan, M.A., & Gatewood, R.D. (1995). Stress, coping, and well-being following job loss: A longitudinal examination. A paper presented at the 1995 annual meeting of the Society for Industrial and Organizational Psychology in Orlando, FL.
- Riordan, C.M., & Griffeth, R.W. (1995). Age and work-related outcomes: The moderating effects of status characteristics. A paper presented at the annual meeting of the Southern Management Association in Orlando, FL. Also published in the *Proceedings of the Southern Management Association*.
- Riordan, C.M. & Ledvinka, J. (1995). From quality circles to autonomous workgroups: Are employee involvement programs and interventions legal? A paper presented at the annual meeting of the Southern Management Association in Orlando, FL. Also published in the *Proceedings of the Southern Management Association*.

- Riordan, C.M., & Vandenberg, R.J. (1995). The stability of measurement: Across time and between diverse groups. A presentation for a symposium entitled "Structural Equation Modeling in Practice: Other Issues and Interpretational Confounding." Presented at the annual meeting of the Society for Industrial and Organizational Psychology in Orlando, FL.
- Riordan, C.M. (1994). On managing information technology: A framework for implementation strategies. A paper presented at the annual meeting of the Southern Management Association in New Orleans, LA. **(Received the 1994 Outstanding Doctoral Student Paper Award for the Technology & Innovation Management and Management Information Systems Track)**. Also published in the *Proceedings of the Southern Management Association*.
- Riordan, C. M., Gatewood, R.D., & Bill, J. (1994). Corporate image: Employee reactions and implications for managing corporate social performance. A paper presented at the annual meeting of the Academy of Management in Dallas, TX.
- Riordan, C.M., & Griffeth, R.W. (1994). Friendship opportunities within the workplace: An underexplored construct. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in Nashville, TN.
- Riordan, C.M., & Vandenberg, R.J. (1994). A cross-cultural comparison of a model of newcomers' changing commitment to the organization. A paper presented at the Conference on Causal Modeling at Purdue University (Sponsored by the Research Methods Division of the Academy of Management).
- Vandenberg, R.J., & Riordan, C.M. (1994). Post-choice justification: The link between pre- and post-organizational entry. A paper presented at the Conference on Causal Modeling at Purdue University (Sponsored by the Research Methods Division of the Academy of Management).
- Vandenberg, R.J., Riordan, C.M., & Stiles, D. (1994). Placing the characteristics of high-involvement work environments in perspective. A presentation for a symposium entitled Organizational, Group, and Individual Determinants of Employee Involvement Program Success.
- Riordan, C.M., Vandenberg, R.J., & Stiles, D. (1993). On assessing a hierarchical model of psychological climate. A paper presented at the annual meeting of the Southern Management Association in Atlanta, GA. Also published in the *Proceedings of the Southern Management Association*.
- Vandenberg, R.J., Riordan, C.M., & Stiles, D. (1993). An organizational-level analysis of the effectiveness of participative work concepts. A paper presented at the annual meeting of the Society for Industrial and Organizational Psychology in San Francisco, CA.
- Riordan, C.M., Self, R.M., Seo, J., & Vandenberg, R.J. (1993). Assessing cross-cultural differences: A confirmatory factor analytic approach. A paper presented at the annual meeting of the Academy of Management in Atlanta, GA.
- Riordan, C.M., & Vandenberg, R.J. (1992). The user and the information system: A conceptual approach. A paper presented at the annual meeting of the Southern Management Association in New Orleans, LA. Also published in the *Proceedings of the Southern Management Association*.
- Vandenberg, R.J., Riordan, C.M., & Stiles, D. (1992). A critical examination of participative work concepts: Do they make a difference? A paper presented at the annual meeting of the Southern Management Association Meeting in New Orleans, LA. Also published in the *Proceedings of the Southern Management Association*.

INVITED PRESENTATIONS

- Riordan, C.M. (2007). Developing the next generation of leaders: What is the role of business schools? AACSB Conference on Faculty Development.
- Riordan, C.M. (2007). The effects of relational demography on perceptions of discrimination. Texas A&M Management and Psychology Departments.

- Riordan, C.M. (2000). A relational demography perspective on discrimination. An invited keynote presentation for the conference on Psychological and Organizational Perspectives on Unfair Discrimination in the Workplace: Research, Theory, and Practice at Rice University in May 2000.
- Riordan, C.M. (1997). Invited panelist for the "Ask the Experts" session on Multivariate Data Analytic Techniques. Southern Management Association meeting in Atlanta, GA.
- Riordan, C.M. (1996). Invited instructional seminar on "Basic Data Analytic Techniques" for faculty members of the Southern Management Association. This was a session sponsored by the Southern Management Association Institute, which is a professional education division of the Southern Management Association.
- Riordan, C.M. (1996). Invited address on "Organizational Socialization" for the Graduate Student Organization of Applied Psychology.
- Riordan, C.M. (1995). Invited instructional seminar on "Basic Data Analytic Techniques" for faculty members of the Southern Management Association. This was an inaugural session of the Southern Management Association Institute, which is a professional education division of the Southern Management Association.
- Riordan, C.M. (1995). Invited panelist for the "Ask the Experts" session on LISREL at the Academy of Management meeting in Vancouver. This was a pre-conference activity sponsored by the Research Methods Division of the Academy of Management.
- Riordan, C.M. (1994). Invited address "From Quality Circles to Cooperative Work Teams: What Works; What Doesn't" for the Affirmative Action/Diversity Conference sponsored by the Atlanta Industry Liaison Group, Georgia State University, and Region IV DOL/OFCCP.
- Riordan, C.M. (1992). Invited address on Participative Management for the International Association of Record Managers & Administrators—Atlanta Chapter.

TEACHING

Average teaching rating at TCU: **3.83/4.00**

Average teaching rating at UGA: **4.79/5.00**

CLASSES TAUGHT:

- *Executive Leadership* (EMBA, TCU)
- *Foundations of Leadership* (Junior/Senior Class, TCU)
- *Interpersonal Leadership* (Junior Class, TCU)
- *Company-Project Organizational Consulting Course* (MBA Level, The University of Georgia)
- *Leading from Within* (Senior Level, The University of Georgia)
- *Leadership* (Junior/Senior Level, The University of Georgia, Oxford University Study Abroad Program)
- *Developing Leadership Skills* (MBA Level, The University of Georgia)
- *Leadership* (EMBA, The University of Georgia and IBM EMBA, The University of Georgia)
- *Organizational Behavior* (Junior/Senior Level, The University of Georgia)
- *Organizational Behavior* (Ph.D. Seminar, The University of Georgia)
- *Job Search Skills* (Junior Level, The University of Georgia)
- *Human Resource Management* (Ph.D. Seminar, The University of Georgia)
- *Human Resource Management* (Junior/Senior Level, Georgia State University)
- *Organizational Communication* (Junior/Senior Level, Georgia State University)

PRELIM/DISSERTATION COMMITTEES:

- 5 Industrial/Organizational Psychology Committees
- 4 Management Committees
- Dissertation Chair for 2 Management Ph.D. Students

EXECUTIVE EDUCATION PROGRAMS

- *Petroleum Land Practices Certificate Program*
Designed 7-day, open-enrollment program on petroleum land practices. Also, served as faculty co-director.
- *Personal Leadership Program*
Designed 4-day, open-enrollment program on personal leadership. Also served as faculty director. Average effectiveness rating was 4.76/5.00 for the entire program.
- *Intensive Leadership Week for EMBA Program*
Designed a program on leadership for the first week of the Terry EMBA program. Also served as faculty director. Average effectiveness rating was 4.78/5.00 for this week.
- *Leadership Class for EMBA Program*
Designed a six-month class on leadership that used distance learning techniques with Blackboard as a platform.
- *Leadership Course for Customized EMBA Program with IBM*
Designed and taught a 15-week class on leadership that used a combination of in-class time and distance learning techniques using Blackboard. The average rating was 4.50/5.00.
- *Executive Leadership Coaching Program*
Designed and managed the executive coaching programs for EMBA and IBM EMBA.
- *MBA Leadership Coaching Program*
Designed coaching component for the full-time MBA program.
- *Teaching Leadership: A Faculty Development Workshop*
Designed a 3-day workshop for faculty on teaching leadership. Also served as faculty director.
- *Lockheed Martin Aeronautics.*
Part of planning team for senior executive retreat; facilitate session at an off-site meeting, conducted leadership development program for senior executives, facilitated women's success forum; taught two seminars for high potential leadership groups of employees.

EXECUTIVE SEMINAR DESIGN AND FACILITATION

- Adapt and Thrive: How to Survive and Excel in a Rapidly Changing World of Work
- Building Effective Relationships
- The Changing Nature of Leadership
- Developing Your Personal Leadership Brand
- Women's Success Forum
- Factors that Contribute to Perceptions of a Hostile Work Environment
- Organizational Structure and Design
- Organizational Change and Transition
- From Vision to Action
- Taking Charge of Change
- What is Leadership?
- Capitalizing on My Strengths is Always a Good Thing...Right?
- Organizational Change and Leadership

- Creating a Motivating Work Environment
- Strategic Thinking
- Moving Ahead After Restructuring: A Manager's Top Ten List

Sample organizations: State Farm, Lockheed Martin Aeronautics, Waffle House, Regions Bank, Fannie Mae, IBM, National Society of Hispanic MBAs, Ben E Keith, Equal Employment Opportunity Commission, among others.

ACADEMIC RESEARCH AND TEACHING AWARDS AND HONORS

- Best paper award in the Human Resources/Careers Track and the Michael J. Driver Award for Best Careers Paper, Southern Management Association (2005)
- Winner of Best Doctoral Student Paper Award for the Ethics/Social Issues/Diversity Track, Southern Management Association (2003)
- Sanford Research Fellowship (2001)
- Sanford Research Fellowship (2000)
- Sanford Faculty-Practitioner Grant (1999)
- Sanford Research Fellowship (1998)
- Terry-Selig Research Fellowship (1997)
- Sarah Moss Fellowship (1997–1998)
A \$10,000 grant from the University of Georgia to establish international research. Met with faculty at the following universities: Hong Kong University of Science and Technology, University of Hong Kong, Australian Graduate School of Management, and University of Melbourne.
- Outstanding Faculty Paper Award for the Organizational Behavior Track Southern Management Association (1996)
- Outstanding Doctoral Student Paper Award for the Technology & Innovation Management and Management Information Systems Track, Southern Management Association (1994)
- Terry College of Business Teacher of the Year (2000)
- One of five finalists for MBA Teacher of the Year Award (1999)
- Department of Management Outstanding Teaching Award (1999)
- Department of Management Outstanding Teaching Award (1997)

ACADEMIC PROFESSIONAL SERVICE

AACSB, INTERNATIONAL ACCREDITING ASSOCIATION FOR BUSINESS SCHOOLS

- Board of Directors (2013–2014)
- Peer Review Teams: St. Louis University, Washington University, IMD
- 6th-year Peer Review Teams: reviewing six colleges in 2012
- Maintenance of Accreditation Committee (2011–2014)
- Marketing and Branding Task Force (2011–2012)
- Corporate Task Force (2012)

SOUTHERN MANAGEMENT ASSOCIATION

- Past President (2005–2006)
- President (2004–2005)
- President-elect (2003–2004)

- Vice-President and Program Chair (2002–2003)
- Vice-President-elect and Program Chair-elect (2001–2002)
- Board of Governors (1997–1999)

ACADEMY OF MANAGEMENT

- Doctoral Consortium Committee, Human Resources Division (2003–2004)
- Chair, Professional Development Workshop Committee, Human Resources Division (2002)
- Executive Committee, Human Resources Division
- Newsletter Editor, Human Resources Division
- Program and Member Involvement Committees, Human Resources Division
- Program Committee, Research Methods Division

EDITORIAL BOARD MEMBER FOR ACADEMIC JOURNALS

- *Academy of Management Journal* (1999–2001)
- *Journal of Applied Psychology* (1998–2001)
- *Journal of Management* (1998–2001)

AD HOC REVIEWER FOR ACADEMIC JOURNALS

- *Journal of Applied Social Psychology*
- *Academy of Management Review*
- *Human Relations*
- *Journal of Organizational Behavior Organizational Research Methods Research in International Business Personnel Psychology*
- *Human Resource Management*

OTHER MEMBERSHIPS

- Society for Industrial and Organizational Psychology
 - Program Planning Committee (1999–2000)
- American Psychological Association