Letter from the Editors

Dear Alumni and Friends,

Welcome to another edition of the Testudo Times! Our busy faculty, alumni, and students have made great achievements this year and, as always, there are more in the works.Outlined below are some of the highlights of this issue.

This year, the SDOS program welcomed five new students, Lily Assaad, Jess Fernandez, Hannah Samuelson, Rachel Venaglia, and Noah Wolf (p. 2). Wonderful times were had and many new connections were made with Dr. Mark Landau, who visited our program while on sabbatical (p. 4). Additionally, our program is hosting a great group of post-docs, lab managers, and visiting scholars (p. 5). Our faculty (p. 7) and alumni (p. 15) continue to impact their respective fields and accomplish great things. Finally, we have included a piece on this year’s annual SDOS party at the Society for Personality and Social Psychology Conference in Long Beach, California (p. 20) and information about the upcoming event at the Society for Industrial and Organizational Psychology Meeting in Philadelphia, PA this April (p. 21).

We are proud that this installment of the annual SDOS newsletter further emphasizes what makes our program stand out from the rest. Please enjoy, and we look forward to seeing you at upcoming conferences, events, and functions!

Editors for SDOS Newsletter, Volume 7: Ren Li, Noah Wolf, and Hannah Samuelson

Social, Decision, and Organizational Sciences
Department of Psychology
University of Maryland, College Park
New Students

**Lily Assaad**

Lily graduated from Abilene Christian University (ACU) in 2013 with a B.S. in Psychology and B.B.A. in Marketing, Summa Cum Laude. In between being an undergraduate and graduate student, she spent a semester working as a university statistics tutor, being a waitress, and participating in her local church.

A variety of personal experiences instigated Lily’s interest in cross-cultural psychology and conflict resolution, leading her to pursue her PhD under Michele Gelfand at UMD. Her desire to research these topics arose due to her upbringing as an Egyptian practicing the minority faith in Egypt who regularly experienced negotiations and conflict arising from religious, value-based, and cultural differences. Living on three different continents, leading various local reconciliation organizations, and participating in two international reconciliation efforts further enkindled her passion to understand these concepts. In order to prepare herself for a research career, she engaged in various research projects that relate to organizational psychology, including three projects on personality and two projects on decision-making. She is currently working with Michele on projects relating to negotiations in the Middle East, apology in honor cultures, and culture and stigma. In her spare time, Lily loves swimming, reading novels, experiencing food from various cultures, all while enjoying the company of her new UMD friends.

**Jess Fernandez**

Jess graduated from Gettysburg College in 2008 with a bachelor’s degree in Sociology. From 2010 to 2014, she worked as a research assistant on the Health and Social Development team at American Institutes for Research, a social and behavioral sciences non-profit organization based in Washington, DC. She is excited to be back in school and is working with her advisor, Arie Kruglanski on projects related to self-regulatory processes, emotion regulation, and perception of time and past performance. She is also working with Michele Gelfand on projects related to social norms and group identity. Outside of school, Jess likes to spend time with friends, visit her family, sing karaoke, and is hoping to run a marathon this year.
New Students

Hannah Samuelson

Hannah received her bachelor’s degrees in Psychology and Economics from the University of North Carolina at Chapel Hill in 2014. Her interest in goal pursuit and self-regulation naturally led her to Arie Kruglanski, but often makes her feel like a subject of her own experimentation. Her other interest integrates film and psychology, so she gets to sit back and watch a movie every once in a while for research’s sake. Though she misses both her home in the mountains of North Carolina and often reminisces about her time in Chapel Hill, she is looking forward to finding her niche in the DC metro area. She spends her spare time bouncing between local coffee shops, learning to crochet, and dreaming about picking up tap dancing.

Rachel Venaglia

Rachel received her Bachelor of Science in psychology from Lafayette College this past May. Now almost one year later, she has happily settled in at Maryland as a member of Dr. Ed Lemay's Interpersonal Relationships Lab. Over the course of the year, she and Dr. Lemay have been working on a series of projects regarding topics such as dating violence, conformity to gender stereotypes, and attitude alignment. She is also presenting research on emotion regulation in romantic relationships at the APS and IARR conferences this upcoming summer.

In addition to her love for research, she has happily embraced life as a Terrapin, showing off her newfound Maryland pride in the student section as the men and women's basketball teams both made their way to the NCAA tournament. Plus, she has been pleasantly surprised by her love for D.C., and is now using the National Mall once again as the training grounds for her

Noah Wolf

Noah’s research has focused on limerence, which is a state of mind where a person becomes obsessed with having their romantic feelings reciprocated. Currently, he is in the process of constructing a questionnaire designed to detect the limerent state in individuals. In general, he is interested in research about romantic relationships, as well as the various theories that surround the concept of love.
Visiting Scholars
By Rachel Venaglia

Dr. Mark Landau

Dr. Mark Landau was invited by Dr. Michele Gelfand to spend his sabbatical here at Maryland, to which he promptly replied, “You got a deal!” He was simply thrilled to have the opportunity to meet and share countless “stimulating exchanges” with the incredible SDOS faculty and graduate students.

Based on my interview with him three months after his return to Kansas, it is perfectly clear that Mark is nothing but grateful for his experience at Maryland. He fondly reflects on memories and intellectual conversations he shared with people like Dr. Gelfand and her “joie de vivre,” Dr. Ed Lemay, Dr. Arie Kruglanski, Dr. Phil Resnik in the Linguistics department, and Mark's office mate during his time at Maryland, Josh Jackson.

During his time at Maryland, Mark couldn't help but take note of the intellectual life of the SDOS program, which is made evident by his appreciation for the way we “incorporate practical applications into so-called ‘basic’ research.” Mark believes it is critical in psychology to make discoveries that can be applied to important and contemporary issues, and lauds the SDOS program for being "at the cutting edge of that development.”

In whatever time he managed to pull himself away from his work, he made sure to enjoy the many wonderful things the area has to offer by visiting the Smithsonian, exploring U-Street, and tasting a crab cake that he admits has ruined all future crab cakes he'll ever have.

He is truly grateful for the collaborations he has forged throughout the SDOS program, and how Maryland has brought “fresh ideas and research tools” to the table for him.

Though Mark has left Maryland, we will surely continue to hear from him through the SDOSers he is collaborating with—and maybe he’ll even swing by for another Maryland crab cake.
Visiting Scholars (cont.)

**Katarzyna Jasko**

Katarzyna Jasko is a postdoctoral researcher working with Dr. Arie Kruglanski. She is from Poland and received her Ph.D. in psychology from Jagiellonian University in 2011. Katarzyna works in the area of intergroup relations. She focuses on how members of disadvantaged groups perceive and react to intergroup inequalities. She is also interested in the relation between need for closure and decision making. After she joined Dr Kruglanski’s lab, Katarzyna experienced personal enlightenment and discovered that she wanted to study motivation all her life. She is currently working on several projects related to goal systems theory. She is also very much interested in the relation between basic psychological needs and radical intergroup behavior. In her free time, Katarzyna listens to jazz, tries to understand modern art, and runs. She really hopes that if she applies motivation theory to her running she might finally be able to run a sub-four-hour marathon.

**Erica Molinario**

Erica Molinario received a Bachelor and Master Degree in Work and Organizational Psychology at University of Rome. After the Master Degree, she did a one year internship in the Department of Psychology of Social and Developmental Processes of University of Rome. During that period, she had several experiences in social psychology research. Now, she is a Ph.D student in Social Psychology at Sapienza University of Rome. She also collaborates with CIRPA (Centre for Research in Environmental Psychology). Her main research areas are: environmental psychology; organizational communication; work and organizational psychology; attitude-behaviour relation. In SDOS, she is working with Arie Kruglanski on motivational theories with a particular focus on the study of pro-environmental and conservation behaviors.

**Elizabeth Salmon**

Elizabeth Salmon defended her dissertation and graduated from the SDOS program in 2014, after which she transitioned into a position as a postdoctoral research fellow working with Michele Gelfand. She is assisting on a project examining professionalism and conflict cultures in medical teams at the University of Maryland School of Medicine and the University of Maryland Medical Center.
Lab Managers

**Maxim Babush**
Maxim Babush is a Lab manager working with Dr. Arie Kruglanski. He is originally from Los Angeles, CA and received his BA and MA in experimental psychology from Cal State Northridge. His main research interests include goal pursuit, intertemporal choice, as well as judgment and decision-making. This fall, Max will be starting a behavioral marketing Ph.D program at the Chicago Booth School of Business.

**Joshua Jackson**
Joshua Jackson is the Culture Lab Manager, and works under the supervision of Professor Michele Gelfand. He has published articles and book chapters on emotion, culture, religious belief, existentialism, and close relationships. His research interests are more far ranging though, and he is currently working on projects investigating motion-tracking methodologies in social psychology, the impact of culture shock on brain behavior, empathic accuracy across the lifespan, and agent-based modeling of culture-loaded normative structures. Josh graduated with First Class Honors from McGill University in 2013. In his free time, he enjoys writing fiction, long distance running, and consistently placing last in his fantasy football league.

**Heather Muir**
Heather Muir is originally from Niantic, Connecticut and graduated with honors from the University of New Hampshire in May 2014 with a Bachelors of Arts in psychology. She has joined SDOS working as the Lab Manager for Prof. Ed Lemay’s Interpersonal Relationships Lab. She is really enjoying working with Dr. Lemay, his grad students and the research assistants in the lab. She is hoping to pursue a clinical doctorate in the future and is interested in taking her knowledge of relationships and applying it to psychotherapy research on the therapeutic alliance and the client/therapist relationship. In her spare time, you can find Heather hiking, brewing homemade beers with friends and traveling.
Faculty Updates
By Jesse Harrington, Lily Assaad, Marina Chernikova, Michelle Dugas,
& Jasmine Wheeler

Mike Dougherty
This year, Mike has been intensely engaged in his duty as the Associate Chair and Director of Graduate Studies. In this role, he has developed a keen interest in generating workshops and training opportunities for graduate students that will provide exposure to and information about non-academic career paths. He hopes to facilitate this goal by asking alumni who have taken non-academic positions to share their experience and advice in panel discussions with current graduate students. Notably, Mike hopes that the current SDOS newsletter will serve as a useful medium to generate ideas toward actualizing this goal, given that numerous SDOS students and alumni are currently interested in or have pursued industry jobs in the past.

In January, Mike helped organize and participated in a workshop at the White House sponsored by the Office of Science and Technology Policy (OSTP), the National Science Foundation, the National Institutes of Health, and the Institute of Education Science entitled “bridging neuroscience and learning.” As Mike notes, “this was a cool workshop that was aimed at understanding the effectiveness of education and learning interventions and the contribution of neuroscience to the formation of those interventions (currently very little to none).” The workshop brought together leading scientists from cognitive science, educational science, and neuroscience to tackle this issue, which is plagued with a multitude of problems including misinformation about what interventions work (very few actually do, despite claims from industry), what does it mean for something to be ‘based on neuroscience’ (there was no real agreement, but most agreed that most interventions aren’t really based on neuroscience theory or findings), and how can scientists better communicate with the public and the education sector to better articulate the scientific findings related to education interventions.

Finally, Mike has continued a record of impression publications in outlets such as the Quarterly Journal of Experimental Psychology, Psychonomic Bulletin and Review, Experimental Psychology, Memory & Cognition, and Current Directions in Psychological Science. He has also given invited talks at Kansas State University, the United States Institute for Peace, and the University of Virginia. dical Center.
Michele Gelfand

It has been a busy, productive, and fun year for Michele. She greatly enjoyed last year’s SIOP conference in Hawaii, especially as she was able to bring along her husband Todd and her two daughters, Jeanette and Hannah. Her daughter Hannah, a devout lover of the ocean, has since been inquiring after the “good universities in Hawaii” and is slowly but surely lobbying with Michele to go there for college, all at the precocious age of five. Since SIOP, Michele taught an executive education course in China on negotiation and gave a presentation at the American Chamber of Commerce in Beijing that focused on the best strategies for negotiation effectiveness. Never the one to miss a great party (or host one), Michele celebrated with her EMBA’s at her house when they came to the Maryland to graduate in September. A highlight of last summer was when Michele and many of her graduate students flew out to Reims, France to attend the 22nd Congress of the International Associated of Cross-Cultural Psychology in July, where they presented two symposia, one tightness-looseness and another on computational modeling of culture. Michele was “kvelling” over how well the students did in their presentations and high fiving them as always.

This year, Michele has been working on a number of exciting projects. She received a new Army Research Office grant to examine the antecedents and consequences of conflict cultures in hospital settings in collaboration with the University of Maryland medical system, an National Science Foundation grant with a team of anthropologists and archaeologists to study climate change and tightness in traditional societies, and a DOD grant to do computational modeling on tightness. She also received a contract from Oxford for an edited book on Arab Spring (with co-editor Mansoor Moadel, a Sociologist) which is based on a workshop she hosted in Cairo. Michele published the 5th volume of Advances in Culture and Psychology (Oxford) and the 6th is in press. She was busy writing numerous research articles, one that appeared in the Proceedings of the National Academy of Sciences on tightness-looseness differences between the states in the U.S. (with her student Jesse Harrington), another OBHDP on evolutionary game theory models of culture (with computer scientists Dana Nau and Patrick Roos and former post-doc Dr. Janetta Lun) and another that used the Bartlett reproduction method to study conflict escalation—basically how the telephone game can be applied to study how conflicts escalate across chains—which appeared in JESP (co-authored with Dr. Tiane Lee and Dr. Yoshi Kashima). Michele gave a number of invited talks throughout the year— at the University of Virginia, the University of Washington in St. Louis, Yale University, Georgetown University, the Medici School in Florence, London Business School, and Purdue where she gave the McCormick lecture (she was delighted to get to roast Chuck Hulin, one of her former mentors during the talk, who “Schlepped” from Champaign along with Dan Newman to see her talk) and a Keynote for the R.H. Smith School conference on emergent markets at the Reagan Building in downtown DC.

This year, Michele continued to work on interdisciplinary research—she set up an EEG lab in the UMD Psych Department and, with post-doc Dr. Yan Mu, has been running studies on the cultural neuroscience of norm violation detection. She also conducted fMRI work on conflict contagion with Dr. Shihui Han at Peking University. In March, she organized a workshop with evolutionary biologist David Sloan Wilson from Binghamton University on theoretical and practical insights on cultural evolution. This workshop was supported by the U.S. Air Force and took place at the University of Maryland on March 19th and 20th, 2015 and brought together biologists, anthropologists, computer scientists, and psychologists to tackle the big challenges of cultural evolution and develop a roadmap for research progress in this area.

As many of you know, Michele loves to celebrate mostly anything and will find any opportunity to feed her students! This year she hosted the SDOS outing at her house in University Park and hosted a lab group
celebration at the Cosmos Club—a place that has seen many a SDOS toast in the past. She is hosting a wedding party celebration for numerous students in the program after SIOP, a tradition that she continued after Harry Triandis, her mentor, had an engagement party for her and Todd (She notes that Harry sent out heart shaped invitations, and this tradition she discontinued!). In the meantime, she continues to work in Plato’s diner, and she has been attempting to learn how to “high elbow” instead of high five (it spreads germs, look it up!) with the help of student Brandon Crosby.

James Grand

As the second new SDOS faculty member, James has been very happy with the smooth transition to Maryland. James is thankful for the warm welcome from Maryland faculty and students alike, and thoroughly enjoyed his experiences teaching a survey I/O class to the undergrads and a multilevel theory seminar to the graduate students in the Fall.

This past year has seen several major professional accomplishments for James. First, James and his colleagues received both the SAGE Organizational Research Methods Best Paper Award (Academy of Management) and the William A. Owens Scholarly Achievement Award for Best I/O Publication (SIOP) this year for their paper “Advancing multilevel research design: Capturing the dynamics of emergence” published in Organizational Research Methods. The paper discusses the role of computational modeling in organizational science, a topic that James is very passionate about. In fact, James will also be chairing a symposium about applications of modeling in I/O psychology, and he strives to spread the word about modeling’s implications for our understanding of the workplace. James will also be presenting at an executive board invited session about I/O in a multidisciplinary world. There, he will be talking about another of his big projects, working with health care professionals to understand how teams work together in highly interdependent contexts like the ER, and how to improve effectiveness of teams in those settings. Rounding out what will be a very busy SIOP for James, he will also be running a speed mentoring event with the aim to share available granting opportunities and encourage I/O to become more visible to the grant funding agencies.

James is certainly familiar with the opportunities available for I/O from various granting agencies having been awarded a major grant from the Army Research Institute. As their first year of funding is coming to a close, James and his colleagues are excited to begin getting into the weeds of developing a computational model that will integrate theories of leadership and team effectiveness. Within the next year, James anticipates that the architecture of the model will be set, and they will have the chance to begin testing their predictions from what will be a novel, significant contribution to both the leadership and teams literatures.

The coming year looks to hold the promise of great excitement in both professional and personal terms for James. He will be welcoming his first graduate student to the program, and is thrilled to soon start collecting data in his new research lab. James will also be welcoming a new nephew to the family only shortly after becoming an uncle for the first time late last year. Fully settled in, James is looking forward to making more time for hobbies and travel beginning with an upcoming trip to California’s wine country. That being said, James is happy that he doesn’t have to travel far for a good time. He’s very much looking forward to exploring DC in the Spring, including the chance to see the cherry blossoms in full bloom.
Paul Hanges

This year marks the 22nd year of the Paul’s involvement in the GLOBE Project. This past year, the 4th GLOBE book, Strategic Leadership: The GLOBE Study of CEO Leadership Behavior and Effectiveness across Cultures, was published. However, this wasn’t the only exciting news regarding his experience with the GLOBE project. He was also voted by members of GLOBE community as a board member for the GLOBE 2015-2017. Paul, alongside his colleagues, also received a 2 year grant from the DRI, on organizational culture, ethical leadership, and trust. This grant explores the role of ethical leadership in moderating the effect of organizational culture on workplace aggression. Furthermore, due to his passion for mentoring, Paul became an executive coach for the R.H. Smith Business School’s Executive MBA program. Finally, over the past year, Paul has enjoyed teaching in Singapore and presenting in conferences in Hawaii, Philadelphia, and Paris, France, and travelling to Perth, Australia.

Paul continues his work with the Association of Research Libraries (ARL). This work, known as ClimateQUAL, examines various types of organizational climate and explores their relationship to organizational effectiveness. Since its inception in 2007, the ClimateQual survey has been used in research libraries around the world. The survey is based on the Healthy Organizational Theory and specifies that organizational effectiveness is a function of various climates such as valuing diversity, fairness, and learning orientation. In addition to collecting quantitative data over the years, it has also established a community for librarians who discuss the various interventions that they have attempted as a result of their survey feedback. Paul is working with ARL in writing a book that describes and provides evidence for ClimateQual and the Healthy Organizational Theory. As interest in using this survey increases, Paul and ARL will be translating the protocol into different languages to include more cultures into the ClimateQual. The highlight of this year is that the project now has a sufficient number of libraries (over 50) to permit the testing of the theory driving this project.

On the publishing front, Paul, along with his colleagues, published a chapter titled, New Developments in Intelligence Theory and Assessment: Implications for Personnel Selection, in Employee Recruitment, Selection, and Assessment. Contemporary Issues for Theory and Practice. Throughout the year, Paul has also been collaborating with Jim Outtz in order to conduct barrier analyses for the Federal Aviation Administration. Among many of the notable experiences arising out of this project was the fact Paul answered questions for US Senate and House appropriation committees regarding Air Traffic Control selection process. Regarding the future, Paul is also looking forward to collaborating with military academies on organizational climate and workplace aggression studies and examining test micro-behaviors to potentially understand roots of subgroup differences on tests.
**Arie Kruglanski**

Arie has had yet another successful year that involved a great deal of work, travel, and adventure. He has traveled all over the world to give talks on radicalization, cognitive energetics, attitudes and behavior, and other social psychological topics. Last year he led a colloquium at Columbia University on his theory of cognitive energetics. Arie also presented on his new attitude-behavior theory at a social psychology spring conference in St. Moritz, Switzerland. He gave a talk on radicalization at Pompeu Fabra University in Barcelona, another one at a conference of psychology and law in Trier University, Germany, and yet another one in Singapore in January.

Arie has been quite active in the realm of service. He is the current president of the Society for the Study of Motivation (SSM) and will be giving the presidential address at the SSM annual meeting in New York City this May. Arie serves on the executive committee of the Society for Experimental Social Psychology (SESP), and is currently chair of the publication board of SESP.

In addition, Arie has published over a dozen theoretical and empirical papers over the past year, including a review of locomotion and the experience of time published in the *Personality and Social Psychology Review*. He is working on completing a book on the psychology of radicalization with his former doctoral student, Jocelyn Belanger, who is now an assistant professor at the University of Quebec. Arie is also in talks to serve as a consultant for filmmakers who want to make a documentary on radicalization.

In his free time, Arie has continued to pursue his hobby of tennis over the past year. After some successful persuasion attempts from his grad students and postdocs, in the coming year he plans to take up yoga as well!

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**Ed Lemay**

Once again, Ed has had a busy and productive year. He just returned from Amsterdam, where he gave a summary of his work on motivated cognition at the International Convention for Psychological Science. Earlier this year, Ed won the Caryl Rusbult early career award and gave an award talk at the SPSP (Society for Personality and Social Psychology) annual meeting in Long Beach, California.

He has enjoyed teaching both graduate students and undergraduates in the psychology department. Last fall, Ed taught the department’s graduate social psychology class, and right now he is teaching the undergraduate social psychology lab. Next fall, he is looking forward to teaching a graduate seminar on multilevel modeling techniques.

In the realm of research, Ed is in the process of collecting Time 2 data for a longitudinal study on romantic dyads that investigates how people cope with having an insecure relationship partner. He is also becoming interested in how affective forecasting can work in the realm of
relationships; he currently has a paper on the topic under invited revision at the *Personality and Social Psychology Bulletin*. In addition, he is working with his graduate students, Noah Wolf and Rachel Venaglia, on various projects related to their interests. He recently started a collaboration with Rachel, Margaret Clark, and Harry Reis; they are looking at how relationship context moderates psychological phenomena. In his work with Noah, he is testing a model of motivated cognition in cross-sex friendships.

Last but not least, in his free time Ed takes boxing lessons at a gym in Rockville (so he can put up a good fight when reviewers question his work!).

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**Kent Norman**

Video games are more than fantasy, violence, or mindless entertainment. Dr. Norman and students in his lab are dedicated to conducting research that explores the cognitive and social psychological benefits of video gaming. They have been assessing the skills and abilities necessary to play various games. Some require high verbal-communication skills (Final Fantasy Series), others eye-hand coordination (Halo), others problem solving skills (Portal), and most pure sheer perseverance.

In addition to this line of research, other studies are currently examining perceived emotions in video games such as anger, boredom, happiness, and immersiveness. In terms of current human factors research projects, his lab is also continuing work that examines the relationship between the button mapping on controllers and preference for similar game genres. Theory suggests that gamers are more likely to gravitate towards games with similar button mapping and these games typically fall into the same genre.

A number of innovative projects are also on the horizon. Dr. Norman argues that gaming is becoming more important and relevant than ever. Gaming is becoming more social, with games that incorporate social networking and services such as Twitch that will soon outpace traditional sports and ESPN. Through his courses, Psyc445: The Psychology of Video Games and Honr288Q: The Psychology of Social Networking, Dr. Norman acknowledges that video gaming and social networking are becoming increasingly more intertwined with fascinating implications for the future of research in these areas.

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**Chuck Stangor**

Chuck has been spending his sabbatical both working and relaxing. After teaching the first summer session of last year, he attended a conference on Learning Analytics in Ann Arbor in August. He spent a few days around lake Michigan and then a month in Seattle and Victoria BC catching up with friends. Fall was spent in Iowa at Leslie’s family place. In addition to revising two textbooks Chuck is in the middle of a large-scale data analytics project in his position as Faculty Fellow at the Teaching and Learning Transformation Center on campus. He is also working with Ed on a Special Issue of JESP on methodological rigor in social psychology. He’s looking forward to seeing you all, and the new construction in the building, in the fall.
To continue to enjoy his role as emeritus professor, dividing time among research projects, grandchildren, DC’s cultural offerings, reading and traveling. On the research front, he is continuing his IARPA (intelligence Advanced Research Project Activity)-funded work on the Good Judgment Project (GJP). The GJP is a major team effort across multiple universities aimed at developing and improving methods for eliciting, aggregating and communicating probability forecasts about future events in ways that substantially beat simple averaging. His piece, with graduate student Joe Tidwell, is to develop and test methods for eliciting, modeling and aggregating individuals’ subjective continuous probability distributions about when geopolitical events may occur or future values that quantities may take. They are in the midst of two large-scale experiments involving some 600 volunteer forecasters and subject matter experts from across the country and the world to further refine their models and methods.

The second research project is with Isaiah Harbison, a research scientist at the Center for Advanced Study of Language (CASL). This project uses signal detection theory (SDT) as the basis for developing methods to improve humans’ abilities to identify topics when skimming material, e.g., when searching the Internet or reading the abstracts of research articles. People skim in order to distinguish relevant from irrelevant material, say, to put aside the relevant material for later reading. SDT allows us to separate the decision criterion for calling a text “relevant” from the ability to discriminate signals (relevant texts) from noise (irrelevant texts), and therefore allows us to investigate factors that affect the two components. Their first experiment is now in progress.

He would be more than happy to discuss this work with anyone who might find it of interest. Just send him an email.

On the travel front, he just returned from a week at The Technion in Haifa, Israel, where he was a member of a four-person committee evaluating one of the faculties (a unit somewhat between a department and a college) there. This past October, he and his wife spent the month in Berlin, Germany, where he was a visiting scientist at the Center for Adaptive Rationality at the Max Planck Institute. He gave a few talks there and met with all of their researchers and students. It was wonderfully stimulating. In addition to enjoying the vibrant city of Berlin, the visit provided them with the opportunity for a few side trips to other places in Europe.

As he said last year, he continues to enjoy the freedom granted by the emeritus status – sufficient time to do research, but also time for family, travel and so many other activities.
Closing in on the end of her first year as an SDOS faculty member, Jen is happily settled into life at Maryland. Having taught two classes in the Fall semester, a course for undergraduates and a seminar for graduate students, Jen got off to a busy start. She enjoyed the opportunity to teach and interact with the students, whom she found to be bright and enthusiastic. Jen was especially excited to have the chance to develop and teach a graduate seminar on diversity, a topic she is very passionate about, and a course that students were thrilled to take.

In addition to teaching, Jen has been churning out numerous papers and conference presentations. She is looking forward to several upcoming publications including one that was accepted by the Psychology of Women Quarterly about how women are evaluated in traditionally male hiring contexts and others that are coming out soon in Human Relations and Human Resource Management Review. For those attending SIOP, Jen will also be presenting at a symposium about one of her newest interests, authenticity and, more specifically, what it means to be your authentic self at work. Jen is eager to continue extending her already impressive work by putting her newly completed lab to use. The lab presents the unique opportunity to examine issues like stigma disclosure and reactions to disclosure in a controlled setting, which will serve as an excellent complement to her field work.

Jen also remains committed to applying her research interests to real-world settings. She’s been proactive about establishing relationships on campus with others who share her interests, including connecting with the Chief Diversity Officer of UMD. One very important project that has come from forging such connections involves looking at the university’s student evaluation procedures and whether they create potential for bias. Jen has found the experience of working with other offices on campus to be very rewarding, and she plans to continue exploring opportunities to apply her expertise in diversity where it can make a difference.

With all the work Jen has in the pipeline, it’s a good thing that she’ll be welcoming at least one graduate student to the SDOS program next year! While Jen found the process of narrowing down the impressive pool of applicants to be daunting, the experience of meeting with students who shared a passion for her research interests was undoubtedly positive and energizing.

In her “free” time, Jen enjoys going to DC, visiting family in the area, and sharing her delicious baked goods with grateful graduate students. Having welcomed a nephew to the family a few months ago and with a second nephew on the way, Jen is delighted to take on a new role as an aunt in what will surely be another exciting year both professionally and personally.
Congratulations to UMD Aumni Jim Outtz!!

By Brandon Crosby

Recently, it was announced that the president elect of SIOP would be an alumnus of the SDOS program, Jim Outtz. Dr. Outtz has many accolades under his belt, including being elected to Chair of the M. Scott Meyers Award Committee and membership on the Ad Hoc Committee on Revision of the SIOP Principles. He’s also served as an editor on many academic journals including the Journal of Applied Psychology. Dr. Outtz is President of his own consulting firm, Outtz and Associates, where he focuses on employee selection, adverse impact and areas of fairness. Recently, we were able to connect with Dr. Outtz and ask him about his experiences at UMD as well as his future as president of SIOP. After discussing how excited he was for this year’s annual conference in Philadelphia, he stated that he would also be busier than usual. He plans on getting his bearing as a future president, partially by watching and observing the current president. He expresses that he wishes to learn first, and even see if he can create polling questions about the direction of SIOP. He’ll also have the opportunity to catch up with colleagues, stating that “SIOP is really the one chance I get to see his many colleagues all in one place.

Despite his busy professional career as well as his commitments to SIOP, Dr. Outtz remains connected to UMD, as he has gotten chances to visit and work with our own Paul Hanges on issues of selection. He’s even had the chance to serve as a thesis committee member. Dr. Outtz has fond memories of his time as a graduate student at University of Maryland, where he worked with C. J. Bartlett and Ben Schneider. “My time at UMD couldn’t have been better” states Outtz, “I was taught to think for myself, and they helped me understand how to contribute and improve IO and SIOP.” He remarked that his first semester, Bartlett brought him and another graduate student into his office to discuss an issue. “He brought us into his office, and firmly told me and the other student that we weren’t working hard enough! I was so surprised because I thought I was working extremely hard. It was really the kick I needed and I appreciated his honesty. I was glad to know that I was going to be held to the same standards as everyone else.” Dr. Outtz concluded by saying the UMD gave him one great gift, confidence.

Come Celebrate and Honor Jim Outtz at Our SIOP Happy Hour!

(See Page 25 in this newsletter for details)
Faculty Awards

Congratulations Dr. Michele Gelfand, Dr. Edward Lemay, and Dr. James Grand

We are very excited to announce the many recent awards and achievements obtained by SDOS faculty and students!

Dr. Gelfand was awarded a grant from the Army Research Institute to study the etiology and consequences of organizational conflict cultures. In addition Gelfand (and former UMD students, Lisa Leslie (NYU Stern) and Kirsten Keller (Rand) along with Carsten de Dreu received the SIOP 2014 William A. Owens Scholarly Achievement Award, Society for Industrial- Organizational Psychology, for the best paper published in organizational psychology 2013! Dr. Gelfand also gave the Distinguished McCormick lecture at Purdue and will be honored at this year's SIOP Purdue reception.

Dr. Lemay won the 2015 Caryl E. Rusbult Early Career Award from the Relationships Research Interest Group of the Society for Personality and Social Psychology. Dr Lemay also won the 2014 Sage Young Scholars Award from The Foundation for Social and Personality Psychology, on the basis of research achievements, including “innovation, creativity, and potential to make a significant impact on the field.

Dr. Grand won the 2014 William A. Owens Scholarly Achievement Award for Best I/O Publication (SIOP) and the 2013 SAGE Organizational Research Methods Best Paper Award (Academy of Management) for his paper Kozlowski, S.W.J., Chao, G.T., Grand, J.A., Braun, M.T., and Kuljanin, G. (2013). Advancing multilevel research design: Capturing the dynamics of emergence. Organizational Research Methods, 16, 581-615.

Many congrats to all your hard work and achievements!
Student Updates

Brandon Crosby got engaged with his girlfriend Ve'lyn in Dec last year. He is also taking an internship this summer at RAND.


Ren Li presented at a symposium on tightness-looseness at the 22nd Congress of the International Associated of Cross-Cultural Psychology in Reims, France last year in July. Her presentation title is “For sojourners, not only the journey, but the destination matters: Host and home country’s tightness-looseness impacts sojourners adjustment and wellbeing.”

Sarah Lyons won the Jack Bartlett Memorial Award for the Best Dissertation Proposal in Psychology in 2014 and got married with Milan in Germany on March 21st.

Joo Park got engaged with her boyfriend JD on March 29th. She presented at a symposium on Ethical Leadership at the annual Academy of Management Conference in Philadelphia, PA last year in August. Her presentations' title is “Ethical Climate or Ethical Leaders: Does Alignment Matter?”


Jasmine Wheeler will present The Tight-Loose Divide: How Context Shapes Implicit and Explicit Attitudes Towards Americans and Middle Easterners at 2015 APS in New York City in May.
Dr. Scott Ralls is a 1997 graduate from our PhD program. Among the many hats that he currently wears, he is the seventh president of the North Carolina Community College System. North Carolina's community colleges are the most comprehensive in the nation, with programs ranging from basic skills and literacy to customized training, small business centers and workforce continuing education to technical and university transfer programs. With 58 colleges serving almost 830,000 people annually, NCCCS is one of the largest systems of higher education in the United States and is internationally recognized for programs to foster economic and workforce development. Under Dr. Ralls' leadership, North Carolina community colleges have garnered national recognition for their collective efforts to foster student success and program completion, including designation by the Brokings Institution and Rockefeller Foundation as one of "10 State and Metropolitan Innovations to Watch in 2012." Dr. Ralls has testified before US Congressional Committees on both workforce development and student success innovations, is a recent Chair of the National Council of State Directors of Community Colleges, and serves as Co-Chair of the Policy Leadership Trust for Student Success, sponsored by Jobs for the Future and supported by the Bill and Melinda Gates Foundation.

In an interview with JJ, Scott shares with us how his graduate school experience at UMD has influenced his career development. Below is an excerpt of the interview.

JJ: Thanks for taking time to speak with me despite your busy schedule.

Scott: No problem. Glad to be able to speak to you.

JJ: As a current graduate student in the program, I wonder what has changed or stayed the same, in terms of the graduate school experience. What was it like back then? How did your experience as a graduate student in UMD influence you?

Scott: Certainly the faculty must have changed since my time. When I joined UMD, Ben Schneider was still around. I worked with the (late) Irv Goldstein on workforce training and Kathleen Klein on technology implementation. At that point in time, Paul (Hanges) had only recently joined the faculty too.

As a person, I certainly found graduate school to be a daunting experience. I cannot imagine that it is any easier today compared to my time, to try to figure out where you will end up in the future while still being a graduate student. I certainly worried about this and for a time, I even considered dropping out of the program because of the uncertainty regarding my future. Nevertheless, with the benefit of hindsight, I can now say that my experience as a graduate student has helped me in my career.

JJ: Kudos to your persistence! Given your experience, what advice would you like to share with the current graduate students that could help them deal with this uncertainty?

Scott: Well, it might be helpful to remember that not every student will walk the same path. For example,
our program has a record of placing alumni in either applied I/O or academic positions. But look at me, I ended up in an administrative leadership position, which is technically neither. In other words, I hope that I could be an example that graduate training can still lead to success beyond the “traditional” paths.

JJ: That’s certainly good news. Could you elaborate how your graduate experience helped to prepare you for this “alternative” path?

Scott: When I was a graduate student, my faculty advisors afforded me the freedom to explore rather what was considered to be non-traditional topics back then. However, along with this freedom, I was also struggling to understand how I would fit into the larger scheme of things. Fortunately, the faculty guided me along, allowing me to gain confidence as I developed my skills and abilities.

For example, I was rather anxious with regards to statistics when I first joined the program - unlike some of my other colleagues who looked like they were “stat jocks”. Fortunately, Paul and another faculty who must be retired by now, were patient as teachers. This helped me overcome my anxiety with statistics. As it turns out, over the course of time as a graduate student, I ended up teaching an undergraduate statistics course, as well as being a TA for a graduate level statistics course.

One of the ways this personal graduate school experience of mine has helped me in my current job, is to understand the importance of learning as well as some of the obstacles that could stand in the way. For instance, I can empathize when students who dread math try to avoid it. As such, as part of my job, I have focused on directing policy towards improving the ways in which we teach math in the community college system. In fact, this is simply an example of a larger effort to improve the level of preparedness for our graduates who ultimately transfer from the community college system to a four year college program.

Other things that has helped me perform in my current job includes being exposed early on to the idea of organizational systems and various organizational frameworks, such as complex adaptive systems, as part of my graduate training. I believe this has helped me adopt the appropriate perspective as I’ve contributed to policy-making in various leadership positions.

JJ: Given the fruits of you labor over the past 7 years as president of the North Carolina community college system, what do you look forward to pursuing in the future?

Scott: Well, I’ve always been one that doesn’t shy away from the action. Depending on whether the opportunity arises, I’m always looking forward to being closer to the ground, to be working more closely with the faculty and students. Fingers crossed!

JJ: Oops. Looks like we’ve run out of time. We wish you continued success in your endeavors. Thank you for sharing your experience with us!

Scott: The pleasure is mine.
In August of 2016, the UMD SDOS program will welcome its inaugural Master of Professional Studies (MPS) in Industrial/Organizational Psychology class. The 30-credit MPS program, directed by Paul Hanges and Juliet Aiken, will offer ten 3-credit courses over five 12-week terms. The newly launched MPS, which will provide post-baccalaureate training in Industrial/Organizational (IO) Psychology with a focus on empirically supported workplace practices targeting employee development, retention, and performance. The MPS program will include a broad foundation on organizational topics such as the application of research and statistical methods in business, handling and analysis of large datasets, motivating, selecting, and developing employees, and managing organizational change.

We aim to make this MPS the best masters program in IO psychology; you can help make this happen by serving as a guest speaker (taped interviews or lectures offered online), adjunct faculty, and/or mentor. If you would like to be a resource for the MPS program - or have any additional thoughts on how we can make it successful - please contact Paul Hanges (phanges@umd.edu) and Juliet Aiken (juliet.renee.aiken@gmail.com).
Alumni Updates


**Hilary J Gettman** was promoted to associate professor with tenure at Stonehill College and bought a place in Boston. She also joined the board of directors of a local non-profit.

Alumni Updates (cont.)

Dave Mayer was promoted to associate professor with tenure at the Ross School of Business at the University of Michigan. He began a three-year term as an associate editor of the Academy of Management Journal. His recent publications include: (1) Bonner, J., Greenbaum, R. L., & Mayer, D. M. in press. My boss is morally disengaged: The role of ethical leadership in explaining the interactive effect of supervisor and employee moral disengagement on employee behaviors. Journal of Business Ethics. (Special issue on Context Influences on Workplace Ethics and Justice. (2) Greenbaum, R. L., Mawritz, M. B., Mayer, D. M., & Priesemuth, M. 2013. To act out, withdraw, or constructively resist? Employee reactions to supervisor abuse of customers. Human Relations, 66: 925-950. (Special issue on Organizational Justice and Behavioral Ethics.

Julie O'Brien had a daughter Ellen Michaela Russell who was born on May 24th 2014.


Laura Severance is getting married on May 30 of this year and moving to New York in the Fall with her soon to be hunsband Garet.


SDOS Events

*Photos by Su Junjie, Rachel Venaglia, Jess Fernandez, & Joo Park*

Below: The new students are welcomed to SDOS with a delicious cake.

Above: Ted Wilson and Derek Avery present their current research during the Fall ’14 SDOS brownbag series.

Left: Michele Gelfand’s Culture Lab attends dinner and socializes at Cosmos Club in DC.

Below (right): SDOS entered graduate student dodgeball tournament this year and won the second place. We call ourselves “SBOSS”.

Below (left): SDOS graduate students, postdocs, and lab managers hold a Secret Santa event.
This year’s Society for Personality and Social Psychology Annual Meeting was held in sunny Long Beach, California which served as the perfect atmosphere for the annual University of Maryland SDOS Happy Hour.

Now marking its fifth year, the UMD SDOS Happy Hour provides a chance for students, post-docs and faculty to catch up with alumni, collaborators, and friends of the program while enjoying appetizers and cocktails in a casual setting. We had a great turnout at the reception and were joined by our UMD faculty, Ed Lemay, Jennifer Wessel and Dylan Selterman, as well as our honorary SDOS faculty, Mark Landau who spent his sabbatical with us at Maryland this past fall. We also had a strong presence at the conference with a number of poster presenters including Marina Chernikova, Maxim Milyavsky, David Webber, Maxim Babush and Joshua Jackson.

And, as a special opportunity, we were excited to toast our own Ed Lemay for his Early Career Award and successful award address presentation at the Close Relationships pre-conference! Ed was the 2015 recipient of the Caryl E. Rusbult Early Career Award from the Relationships Research Interest Group of the Society for Personality and Social Psychology.

If you are planning to attend SPSP 2016 in San Diego, California, make sure we have your contact information so we can invite you to our next happy hour. We look forward to seeing you there!
2015 SIOP Reception
Philadelphia, PA
Presented by:
University of Maryland
Social, Decision, & Organizational Sciences

Please join us for appetizers and cocktails!

When: Thursday, April 23rd
6:00 PM – 8:00 PM

Where: Estia
1405 Locust St
Philadelphia, PA 19102

We hope to see you there!
Notable Publications


Notable Publications (cont.)


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Notable Publications (cont.)


Notable Publications (cont.)


Wessel, J. L. and Steiner, D. L. (accepted at *Human Relations*) *The roles of customer power and justice in emotional labor.*
