

VITA

Georgia T. Chao

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EDUCATION:

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

PROFESSIONAL EXPERIENCE:

- 1985 - present Michigan State University, East Lansing, Michigan 48824-1122
Department of Management, Associate Professor
Asian Studies Center - Core Faculty (1994 - present)
Institute for Public Policy and Social Research, Affiliate Faculty (1993 - present)
- 1982 - 1985 General Motors Institute (now known as Kettering University)
1700 West Third Avenue, Flint, Michigan 48502
Department of Management, Assistant Professor and Section Head of Management Area
- 1983 - 1990 General Motors Corporation, Flint, Michigan 48502
Trainer, Education and Training
- 1980 - 1982 The Pennsylvania State University, University Park, Pennsylvania 16802
Department of Organizational Behavior, Instructor
Department of Psychology, Instructor

PROFESSIONAL EXPERIENCE continued:

- 1981 - 1982 HRB-Singer, Inc., State College, Pennsylvania
Personnel Specialist
- 1979 - 1980 American Telephone & Telegraph Company, Basking Ridge, New Jersey
Human Resource Development, Research Assistant

FUNDED GRANTS:

- 10/12 – 5/13 MSU Office for Inclusion and Intercultural Initiatives: Building Adjustment and Success for International Chinese Students (BASICS) Project. Project Director: Georgia T. Chao, \$10,000
- 1/09 – 12/13 Office of Naval Research. Team Knowledge: Origins, Emergence & Measurement. Principal Investigators: Steve W. J. Kozlowski & Georgia T. Chao. \$1,365,614
- 8/95 - 9/00 U.S. Information Agency. Research partnership between MSU, University of Tasmania, and Zhejiang University. Principal Investigator: Georgia T. Chao. \$120,000
- 1/95 - 12/96 U.S. Agency for International Development. Support for APEC project activities. Project Director: Georgia T. Chao. \$20,000
- 1/95 - 12/95 Joint CIBER/AMP Faculty Development Grant for International Initiatives. Principal Investigator: Georgia T. Chao. \$5,000
- 1/95 - 12/96 Asia Pacific Economic Cooperation. An Examination of Cross-cultural Influences in International Joint Ventures. Principal Investigator: Georgia T. Chao.
- 5/94 - 8/96 MSU Seed Research Outreach Grants. An Examination of Cross-cultural Influences in International Joint Ventures With China. Principal Investigator: Georgia T. Chao.
- 7/90 - 5/91 U.S. Army Research Office, Battelle Scientific Services Program DAAL03-86-D-0001, 2221. Review of the Organizational Downsizing Literature. Principal Investigators: Steve W.J. Kozlowski & Georgia T. Chao.
- 9/85 - 6/90 MSU Collegiate Employment Research Institute. Career Development Projects with MSU Alumni. Principal Investigator: Georgia T. Chao.
- 7/86 - 6/88 MSU All-University Research Initiation Grant. Effects of Career Development and Organization Socialization on Job and Life Perceptions of Engineers. Principal Investigator: Georgia T. Chao.
- 2/87 - 7/87 USMA, West Point. Analysis of Survey Data for Study of Officer Careers. Principal Investigators: Daniel R. Ilgen & Georgia T. Chao.

RESEARCH PROGRAMS: Key terms: Organizational socialization, cultural psychology, teams, international human resource development, career development, mentorship. My research program centers on work adjustment. Specifically, what do individuals need to learn to facilitate their adjustment to a new career, job, team or international assignment? How does knowledge emerge at the team level to affect team performance? How can cultural differences among team members inhibit or enhance team performance? Current research projects include the emergence and measurement of team knowledge, team and leadership training for emergency medical teams, cross-cultural adjustment (for individuals and teams), and career development of young adults.

PUBLICATIONS:

- Fernandez, R., Pearce, M., Grand, J. A., Rench, T. A., Jones, K., Chao, G. T., & Kozlowski, S. W. J. (in press). Evaluation of a computer-based educational intervention to improve medical emergency teamwork and performance during simulated patient resuscitations. *Critical Care Medicine*.
- Grand, J. A., Pearce, M., Rench, T. A., Chao, G. T., Fernandez, R., Kozlowski, S. W. J. (in press). Going DEEP: Guidelines for building simulation-based team assessments. *BMJ Quality & Safety*.
- Kozlowski, S. W. J. & Chao, G. T. (2012). The dynamics of emergence: Cognition and cohesion in work teams. *Managerial and Decision Economics*, 33, 335-354.
- Chao, G. T. (2012). Organizational socialization: Background, basics, and a blueprint for adjustment at work. In S. W. J. Kozlowski (Ed.), *The Oxford Handbook of Organizational Psychology*. (pp. 579-614). New York: Oxford University Press.
- Kozlowski, S. W. J. & Chao, G. T. (2012). Macro cognition, team learning, and team knowledge: Origins, emergence, and measurement. In E. Salas, S. Fiore, & M. Letsky (Eds.), *Theories of team cognition: Cross-disciplinary perspectives*. (pp. 19-48). New York: Taylor & Francis.
- Dietz, G., Gillespie, N., & Chao, G. T. (2010). Unravelling the complexities of trust and culture. In M.N.K. Saunders, D. Skinner, N. Gillespie, G. Dietz, & R. J. Lewicki (Eds.), *Organisational trust: A cultural perspective*. (pp. 3-41). Cambridge: Cambridge University Press.
- Kozlowski, S. W. J., Chao, G. T., & Jensen, J. M. (2010). Building an infrastructure for organizational learning: A multilevel approach. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations*. (pp. 363-403). NY, NY: Routledge.
- Chao, G. T. (2009). Formal mentoring: Lessons learned from past practice. *Professional Psychology: Research and Practice*, 40, 314-320.
- Wang, Y., Gupta, A., & Chao, G. T. (2008). Conducting research in the United States. In N. T. Hasan, N. A. Fouad, & C. Williams-Nickelson (Eds.), *Studying psychology in the United States: Expert guidance for international students*. (pp. 107-117). Washington, DC: American Psychological Association.

- Chao, G. T. (2007). Mentoring and organizational socialization: Networks for work adjustment. In B. R. Ragins & K. E. Kram (Eds.) *The handbook of mentoring at work: Theory, research and practice* (pp. 179-196). Thousand Oaks, CA: Sage Publications.
- Chao, G. T. & Willaby, H. (2007). International employment discrimination and implicit social cognition: New directions for theory and research. *Applied Psychology: An International Review*, 56, 678-688.
- Chao, G. T. (2006). Organizational socialization. Feature article in J. Greenhaus & G. Callanan (Eds.) *Encyclopedia of Career Development*. (pp. 596-602). Thousand Oaks, CA: Sage.
- Chao, G. T. & Moon, H. (2005) The cultural mosaic: A metatheory for understanding the complexity of culture. *Journal of Applied Psychology*, 90, 1128-1140.
- Chao, G. T. & Nguyen, H. D. (2005). International employment discrimination: A review of legal issues, human impacts and organizational implications. In R. Dipboye & A. Colella (Eds.) *Discrimination at Work: The Psychological and Organizational Bases*. (pp. 379-408). (SIOP Frontiers Series). Mahwah, NJ: Erlbaum.
- Chao, G. T. (2000). Multilevel issues and culture: An integrative view. In K. J. Klein & S. W. J. Kozlowski (Eds.) *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions*. (pp. 308-346). (SIOP Frontiers Series). San Francisco, CA: Jossey-Bass.
- Chao, G. T. (1998). Challenging research in mentoring. *Human Resource Development Quarterly*, 9, 333-338.
- Kozlowski, S. W. J., Chao, G. T., & Morrison, R. F. (1998). Games raters play: Politics, strategies, and impression management in performance appraisal. In J. W. Smither (Ed.) *Performance appraisal: State of the art in practice*. (pp. 163-205). (SIOP Professional Practice Series). San Francisco: Jossey-Bass.
- Chao, G. T., & Sun, Y. J. (1997). Training needs for expatriate adjustment in the People's Republic of China. In D. M. Saunders (Series Ed.) & Z. Aycan (Vol. Ed.) *New Approaches to Employee Management: Vol. 4. Expatriate Management: Theory and Research* (pp. 207-226). Greenwich, CT: JAI Press, Inc.
- Chao, G. T. (1997). Mentoring phases and outcomes. *Journal of Vocational Behavior*, 51, 15-28.
- Chao, G. T. (1997). Organizational socialization in multinational corporations: The role of implicit learning. In C. L. Cooper & S. E. Jackson (Eds.) *Creating Tomorrow's Organizations: A Handbook for Future Research in Organizational Behavior*, (pp. 43-57). New York: John Wiley & Sons.
- Chao, G. T. (1997). Complexities in international organizational socialization. *International Journal of Selection & Assessment*, 5, 9-13.

- Chao, G. T. (1997). Unstructured training and development: The role of organizational socialization. In J. K. Ford, S. W. J. Kozlowski, K. Kraiger, E. Salas, & M. S. Teachout (Eds.), *Improving Training Effectiveness in Work Organizations* (pp. 129-151). Mahwah, NJ: Lawrence Erlbaum.
- Major, D. A., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. D. (1995). A longitudinal investigation of newcomer expectations, early socialization outcomes, and the moderating effects of role development factors. *Journal of Applied Psychology, 80*, 418-431.
- Chao, G. T., O'Leary-Kelly, A. M., Wolf, S., Klein, H. J., Gardner, P. D. (1994). Organizational socialization: Its content and consequences. *Journal of Applied Psychology, 79*, 730-743. Winner of the Academy of Management Organizational Behavior Division's Outstanding Publication Award in 1995.
- Kozlowski, S. W. J., Chao, G. T., Smith, E. M., & Hedlund, J. A. (1993). Organizational downsizing: Strategies, interventions, and research implications. In C. L. Cooper & I. T. Robertson (Eds.), *International Review of I/O psychology: 1993* (pp. 263-332). New York: Wiley.
- Chao, G. T., Walz, P. M., & Gardner, P. D. (1992). Formal and informal mentorships: A comparison on mentoring functions and contrast with nonmentored counterparts. *Personnel Psychology, 45*, 619-636.
- Chao, G. T., & O'Leary, A. M. (1990). How others see same- and cross-gender mentoring. *Mentoring International, 4*(3), 3-12.
- Chao, G. T. (1990). Exploration of the conceptualization and measurement of career plateau: A comparative analysis. *Journal of Management, 16*(1): 181-193.
- Chao, G. T. (1988). The socialization process: Building newcomer commitment. In M. London & E. M. Mone (Eds.), *Career Growth and Human Resource Strategies* (pp. 31-47). Westport, CT: Greenwood Press, Inc.
- Chao, G. T., & Malik, S. D. (1988). A career planning model for women. In L. Larwood & S. Rose (Eds.), *Women's Careers: Pathways and Pitfalls*. New York: Praeger Press.
- Chao, G. T., & Kozlowski, S. W. J. (1986). Employee perceptions on the implementation of robotic manufacturing technology. *Journal of Applied Psychology, 71*, 70-76.
- Kozlowski, S. W. J., Kirsch, M. P., & Chao, G. T. (1986). Job knowledge, ratee familiarity, conceptual similarity, and halo error: An exploration. *Journal of Applied Psychology, 71*, 45-49.
- Reilly, R. R., & Chao, G. T. (1982). Validity and fairness of some alternative employee selection procedures. *Personnel Psychology, 35*, 1-62.

TECHNICAL REPORTS:

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

- Kozlowski, S. W. J., & Chao, G. T. (2011). *Team knowledge: Origins, emergence, and measurement*. Annual Report, Office of Naval Research (N00014-09-1-0519). Arlington, VA.
- Kozlowski, S. W. J., & Chao, G. T. (2010). *Team knowledge: Origins, emergence, and measurement*. Annual Report, Office of Naval Research (N00014-09-1-0519). Arlington, VA.
- Chao, G. T., & Gardner, P. D. (2008). Young adults at work: What they want, what they get, and how to keep them. White paper prepared for Monster.com.
- Chao, G. T., & Gardner, P. D. (2007). How central is work to young adults? White paper prepared for Monster.com.
- Kozlowski, S. W. J., & Chao, G. T. (2007). Developing effective multicultural teams: Leadership, learning, and cultural networks. Concept paper prepared for the U.S. Army Research Institute for the Behavioral and Social Sciences.
- Chao, G. T., & Gardner, P. D. (2006). Important characteristics of early career jobs: What do young adults want? White paper prepared for Monster.com.
- Chao, G. T., & Gardner, P. D. (2006). Today's young adults: Surfing for the right job. White paper prepared for Monster.com.
- Chao, G. T. (2006). Organizational socialization: Leaders and developmental networks for work adjustment. White paper prepared for the Army Research Institute.
- McGrath-Champ, S., Yang, X., & Chao, G. T. (2001). Effects of expatriate training on firm performance: A conceptual approach.
- Chao, G. T. (1995). ISP effectiveness project: Improving expatriate adjustment. Singapore: General Motors Asian and Pacific Operations Technical Report.
- Kozlowski, S. W. J., Chao, G. T., Smith, E. M., Hedlund, J. A., & Walz, P. M. (1991). Organizational downsizing: Individual and organizational implications and recommendations for action. (Contract No. DAAL03-86-D-0001, 2221). Research Triangle Park, N.C.: U.S. Army Research Office.
- Adams, J., Ilgen, D. R., Chao, G., Whitener, E., & DeGregorio, M. (1987). Project Proteus: A multi-year study of male and female army officer careers. General descriptions of the 1986 officer survey. (Technical Report 1) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., Ilgen, D. R., Chao, G., Whitener, E., & DeGregorio, M. (1987). Project Proteus: A multi-year study of male and female army officer careers. Officer survey item descriptions, descriptive statistics, and descriptions of data set management procedures for the 1986 survey. (Technical Report 1a) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.

- Adams, J., DeGregorio, M., Chao, G. T., Whitener, E., & Ilgen, D. R. (1987). Project Proteus: A multi-year study of female and male army officers careers. An investigation of the correlates of perceived leader and unit success, leader influence strategies and attributions for unit performance. (Technical Report 2) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., DeGregorio, M., Chao, G. T., Whitener, E., & Ilgen, D. R. (1987). Project Proteus: A multi-year study of female and male army officers careers. An investigation of the relationship between career satisfaction, career involvement and leader and unit success. (Technical Report 3) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., Chao, G. T., Ilgen, D. R., DeGregorio, M., & Whitener, E. (1987). Project Proteus: A multi-year study of male and female army officer careers. Analyses of work and nonwork quality of life indices. (Technical Report 4) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., Whitener, E., Ilgen, D. R., Chao, G. T., & DeGregorio M. (1987). Project Proteus: A multi-year study of male and female army officer careers. Analysis of pre-commission training effects on early career experiences. (Technical Report 5) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., Chao, G. T., Whitener, E., Ilgen, D. R., & DeGregorio, M. (1987). Project Proteus: A multi-year study of male and female army officer careers. Officer longitudinal research data base. (Technical Report 6) (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Adams, J., Chao, G. T., Ilgen, D. R., Whitener, E., & DeGregorio, M. (1987). Project Proteus: A multi-year study of male and female army officer careers. Executive report. (Contract No. DAAG60-86-R-5003). West Point, N.Y.: U.S. Military Academy.
- Chao, G. T., & Reilly, R. R. (1980) Utility analysis of single and two-stage testing for selection of switching technicians. Basking Ridge: American Telephone & Telegraph Company Technical Report.
- Chao, G., Kozlowski, S., & Shute, S. (1980). The impact of rater training on two types of performance evaluations. (Tech. Rep. No. 80-03). University Park: The Pennsylvania State University, Department of Psychology.
- Chao, G., & Carter, R. (1979). Guidelines to the Police Services selection interview. (Tech. Rep. No. 79-01). University Park: The Pennsylvania State University, Department of Psychology.
- Chao, G., Massenberg, M. & Goldsmith, R. (1979). Standard Pressed Steel Technologies employee opinion survey: 1979. (Tech. Rep. No. 79-02). University Park: The Pennsylvania State University, Department of Psychology.
- Cleveland, J., Chao, G., Vance, R. & Wagner, M. (1979) Performance appraisal scale development and evaluation: Airco-Speer Carbon-Graphite. (Tech. Rep. No. 79-04). University Park: The Pennsylvania State University, Department of Psychology.

- Freytag, W., Chao, G., Carter, R. (1978). A documentation of the Police Services selection system. University Park: The Pennsylvania State University, Department of Psychology.
- Barnes, J., Chao, G., Cleveland, J., & Massenberg, M. (1978). Standard Pressed Steel Company employee attitude survey: 1976. (Tech. Rep. No. 78-03). University Park: The Pennsylvania State University, Department of Psychology.
- Freytag, W., Chao, G., McIntyre, R., Carter, R., & Colangelo, A. (1977). A research proposal on the selection of University Police Services officers. University Park: The Pennsylvania State University, Department of Psychology.

CONVENTION OR MEETING PRESENTATIONS:

- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., Kuljanin, G., Pickhardt, D., & Mak, S. (2013, April). Agent-based interventions and the emergence of team knowledge. Presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Co-Chair with J. R. Rentsch (2013, April). Building shared knowledge in teams: Shaping macrocognitive processes. Symposium presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Grand, J. A., Pearce, M., Rench, T. A., Chao, G. T., Fernandez, R., & Kozlowski, S. W. J. (2013, January 26-30). Going DEEP: A procedural methodology for developing and improving assessment tools for simulation-based team training initiatives. Podium presentation at the 13th International Meeting on Simulation in Healthcare, Orlando, Florida.
- Fernandez, R., Pearce, M., Grand, J. A., Rench, T. A., Brooks-Buza, H., Chao, G. T., & Kozlowski, S. W. J. (2013, January 26-30). A computer-based educational intervention improves medical teamwork and performance during simulated patient resuscitations. Poster session to be presented at the 13th International Meeting on Simulation in Healthcare, Orlando, Florida.
- Chao, G. T. (2012, November 16). International Chinese Students at MSU. Invited faculty speaker for the OIII Workshop: Interrupting Bias in Academic Advising Part 3. East Lansing, MI.
- Chao, G. T. (2012, May 15). Teaching Chinese students: Faculty speaker. Invited panel discussion at the Maximizing Learning: Focus on Chinese Students program, East Lansing, MI.
- Pearce, M., Kozlowski, S. W. J., Chao, G. T., Fernandez, R., Grand, J. A., Rench, T. A., Huang, J. L., & Curran, P. G. (2012, April). Enhancing emergency medical team performance via team training. Presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., & Kuljanin, G. (2012, April). Boids, droids, & noids: An integrative research paradigm on macrocognition. Presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

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

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

- Chief of Staff for Personnel (G1)., Hosted by U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) with assistance from the Institute for Defense Analyses (IDA). Hampton, VA.
- Chair and discussant. (2006, August). Power and abuses -- Implications for human rights and racism. 114th Annual Convention of the American Psychological Association, New Orleans, LA.
- Chao, G. T. (2006, August). Centering on mentoring: A training program for mentors and mentees. Presented at the 114th Annual Convention of the American Psychological Association, New Orleans, LA.
- Chao, G. T. (2006, July). Maximizing team effectiveness through multiple cultural identities. Presented at the 26th International Congress of Applied Psychology, Athens, Greece.
- Chao, G. T. (2005, August). Organizational socialization and mentoring. Presented at the National Academy of Management Meeting, Honolulu, Hawaii.
- Chao, G. T. (2005, July). The cultural mosaic: A network approach to cross-cultural teams. Invited presentation at LCIOR-Net Workshop II, sponsored by the Army Research Institute, NAVAIR, and the University of Central Florida, Orlando, FL.
- Chao, G. T. (2005, May). The role of socialization in the organizational entry process. Keynote address to the International Symposium of Youth and Work Culture. Helsinki, Finland.
- Chao, G. T. & Nguyen, H. D. (2004, August). Exploring legal issues and human impacts of international employment discrimination: A review. Paper presented at the National Academy of Management Meeting, New Orleans, LA.
- Chao, G. T. & Moon, H. (2003, June) A Cultural Mosaic: Defining the Complexity of Culture. Presented at the 1st International NKS (New Kind of Science) Conference. Boston, MA.
- Chao, G. T. (2002, April). Work adjustment issues for expatriates and host-country nationals: Implications for cross-cultural organizational socialization. Presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Inc. Toronto, Ontario, Canada.
- McGrath-Champ, S., Yang, X., & Chao, G. T. (2001, November). Effects of expatriate training on firm performance: A conceptual approach. Presented at the Academy of International Business Annual Meeting, Sydney, Australia.
- Chao, G. T. (2001, August). The cultural mosaic: Examining dimensions of culture and implications for cultural research. Keynote Address presented at the 28th Congress of the Interamerican Society of Psychology, Santiago, Chile.
- Chao, G. T. (2001, August). Socialization and interaction processes in international and cross-cultural teams. A Roundtable discussion at the 28th Congress of the Interamerican Society of Psychology, Santiago, Chile.

- Chao, G. T. (2001, March-May). Doing business in China: Cultural clashes and consequences. Presented at the Work Effectiveness Group Seminar Series at Queensland University of Technology. Also presented at the School of Business, Bond University and the University of Queensland.
- Chao, G. T. & Poulson, D. A. (2000, November). A multilevel model of intercultural organizational behavior: The Flying Horse case. Presented at the Academy of International Business Annual Meeting, Phoenix, Arizona.
- Chao, G. T., (2000, May). Multilevel issues and culture: An integrative view. Invited address to the Chinese Society for Industrial & Organizational Psychology conference in Hangzhou, China.
- Chao, G. T. (2000, April). Multilevel issues and culture: An integrative view. Presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana.
- Chao, G. T. & Kozlowski, S. W. J. (2000, April). Academic careers in psychology versus business. Invited presentation to the doctoral consortium at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, Inc., New Orleans, Louisiana.
- Poulson, D. A., & Chao, G. T. (1998, November). Flying Horse: A longitudinal case study on cross-cultural management of an Australian SME in China. Presented at the Third South China International Business Symposium, Macau.
- Chao, G. T. & Poulson, D. A. (1998, May). Intercultural effects on organizational behavior and group performance. Presented at the China International Business Symposium, Shanghai, China. Also presented at an invited seminar, Hangzhou University, Hangzhou, China.
- Chao, G. T. (1997, June). Organisational socialisation in multinational corporations: The role of implicit learning. Presented at the Second Annual Industrial and Organisational Psychology Conference, Melbourne, Victoria, Australia.
- Chao, G. T. (1997, June). Examining expatriate adjustment in China. Invited seminar, University of Tasmania, Australia. Presented at the Launceston campus with video-link to Hobart campus.
- Chao, G. T. (1997, April). Research and practice in Chinese organizations. Roundtable discussion presented at the Twelfth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., St. Louis, Missouri.
- Chair, (1997, April). Counterproductive job performance and organizational dysfunction. Symposium presented at the Twelfth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., St. Louis, Missouri.
- Chao, G. T. & Sun, Y. J. (1996, April). Identifying training needs for expatriates in the People's Republic of China. Paper presented at the Eleventh Annual Conference of the Society for Industrial and Organizational Psychology, Inc., San Diego, CA. Also presented at the Beijing Petroleum Managers Training Institute, China National Petroleum Corporation in June, 1996.

- Chao, G. T. (1995, June). Asia: An economic, political, and cultural overview. Invited presentation to the 1995 International Business Institute for Community College Faculty, East Lansing, MI.
- Kozlowski, S. W. J., & Chao, G. T. (1995, May). Conducting integrative and creative research: Principles for pushing the envelope. Invited presentation to the doctoral consortium at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Orlando, FL.
- Chao, G. T. (1995, March). Identifying training needs for expatriates in the PRC. Presentation in the Human Resources Management conference at General Motors Asian and Pacific Operations, Singapore.
- Chao, G. T. (1995, February). An introduction to the MSU APEC Study Center. Presentation in the Asian Studies Center Colloquium Series, East Lansing, MI.
- Chao, G. T. & Kozlowski, S. W. J. (1994, August). An international comparison of organizational downsizing strategies. Paper presented at the National Academy of Management Meeting, Dallas, Texas.
- Chao, G. T. (1994, July). International perspectives on organizational downsizing. Presented at the 23rd International Congress of Applied Psychology, Madrid, Spain.
- Chao, G. T., Kozlowski, S. W. J., Major, D. A., & Gardner, P. (1994, April). The effects of individual and contextual factors on organizational socialization and outcomes. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Nashville, TN.
- Chao, G. T., (1994, April). Unstructured training and development: The role of organizational socialization. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Nashville, TN.
- Chao, G. T., (1994, March). Breaking the glass ceiling. Panel speaker at The Changing University: An Asian American Perspective conference, East Lansing, MI.
- Chao, G. T. & Kozlowski, S. W. J. (1993, April). Organizational downsizing. Paper presented at the Eighth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., San Francisco, California.
- Chao, G. T. (1993, February). Organizational socialization. Presentation to the Organizational Behavior faculty at The Chinese University of Hong Kong.
- Chao, G. T. (1993, January). Career development and human resources management. Presentation to De La Salle University, Manila, Philippines.
- Chao, G. T., & Kozlowski, S. W. J. (1992, August). Mentoring phases and outcomes. Paper presented at the National Academy of Management Meeting, Las Vegas, Nevada.
- Major, D., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. (1992, May). Newcomer expectations regarding learning and early experiences: Factors influencing a realistic match. Paper presented

at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Montreal, Canada.

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

- Chair, (1988, August). Testing/Selection III. Symposium for the P/HR Division. National Academy of Management Meeting, Anaheim, California.
- Chao, G. T. (1988, May). Managing a diverse workforce. Invited speaker to a conference sponsored by Queens College, CUNY and The New York Board of Trade, Charting the Future: Minorities in the Workforce, NY, NY.
- Chao, G. T. (1988, April). Organizational socialization and role design features on job and career outcomes. Paper presented at the Third Annual Conference of the Society for Industrial and Organizational Psychology Inc., Dallas, Texas.
- Whitener, E. M., Chao, G. T., Ilgen, D. R., DeGregorio, M., & Adams, J. (1988, April). A critical experiment of competing exchange theory predictions of organizational commitment. Paper presented at the 31st Annual Conference of the Midwest Division of the Academy of Management, Toledo, Ohio.
- Chao, G. T., & O'Leary, A. M. (1987, April). Third-party perceptions towards mentorship: An investigation of same- and cross-gender mentoring. Paper presented at the Second Annual Conference of the Society for Industrial and Organizational Psychology Inc., Atlanta, Georgia.
- Chair, (1987, April). The role of mentoring in organizational settings. Symposium presented at the Second Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Atlanta, Georgia.
- Chao, G. T. (1986, April). Work and nonwork effects on career development. Presented at the International Conference on the Biopsychosocial Model in Industrial Medicine and Management, Michigan State University, East Lansing, Michigan.
- Chao, G. T. (1986, August). An empirical exploration of career stages. Paper presented at the National Academy of Management Conference, Chicago, Illinois.
- Chao, G. T., & Moch, M. (1986, August). QWL, performance appraisal and career paths: A cognitive perspective. Paper presented at the National Academy of Management Conference, Chicago, Illinois.
- Malik, S. D., & Chao, G. T. (1986, August). A career planning model for women. Paper presented at the International Conference on Women and Organizations, Chicago, Illinois.
- Discussant, (1986, April). Motivational issues. 29th Annual Conference of the Midwest Division of the Academy of Management, St. Louis, Missouri.
- Chao, G. T., & Kozlowski, S. W. J. (1984, August). Employee perceptions on the implementation of robotic technology in manufacturing. Paper presented at the 92nd Annual Convention of the American Psychological Association, Toronto, Ontario.

Chao, G. T., & Kozlowski, S. W. J. (1984, February). Preparing the organization for technological innovation. Presented to the General Motors Organization Research and Development Heads Meeting, Warren, Michigan.

Chao, G. T., (1983, September). Investigation of behavioral and attitudinal relationships between work and nonwork. Presentation to General Motors Organizational Research and Development Group, Detroit, Michigan.

Chair, (1983, August). Job analysis and employee selection. 91st Annual Convention of the American Psychological Association, Anaheim, California.

PROFESSIONAL ACTIVITIES & AFFILIATIONS:

Professional Memberships:

Academy of Management Association

- Human Resources Division (HR)

- Careers Division

- Organizational Behavior Division (OB)

- International Management Division

Academy of International Business

American Psychological Association (APA)

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

APA Division 52 – International Psychology

Asian Studies Center – Core Faculty

Awards, Honors, & Recognition:

2003 Recognition for contributions to MSU Multicultural Business Programs

2000 Fellow of the American Psychological Association

2000 Fellow of the Society for Industrial and Organizational Psychology

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

1995 Outstanding Publication Award in Organizational Behavior, Academy of Management

Professional Association Activities:

2012-2014 National Research Council Committee on Measuring Human Capabilities

2008 SIOP Governance Task Force

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

2005-2006 Appointed to APA Presidential Task Force on Mentoring

2004-2006 Elected to APA Committee on International Relations in Psychology; Chair in 2006

2002-2005 Elected Secretary to SIOP, SIOP Executive Committee

2001 SIOP Fellowship Committee

2000 Academy of International Business Program Committee

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

1998 Academy of Management HR Division Scholarly Achievement Award Committee

1997, 2000 Academy of Management HR Division Program Committee

1996 Midwest Academy of Management HR/OD Tract Program Committee

1996, 98, 99 SIOP Program Committee

1996 Academy of Management OB Division Program Committee

1996 Academy of Management OB Division Outstanding Publication Award Committee

1995-1996 Elected to Executive Committee of U.S. APEC Study Center Consortium

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

Editorial board for *Journal of Applied Psychology*

Editorial board for *International Journal of Selection and Assessment*

Editorial board for *Human Resource Management Review*

Editorial board for *Management and Organization Review*

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

International Activities:

2010, June	Visiting scholar at Hong Kong Polytechnic University, Hong Kong.
2009, Jan.-May	Visiting scholar at Bond University, Gold Coast, Australia
2008, July	Presentation on leadership and multicultural teams at the XXIX International Congress of Psychology, Berlin, Germany.
2007, March	Invited keynote address to the ESRC Seminar Series on Building, maintaining, and repairing trust across cultures: Theory and practice. Durham, UK.
2005, May	Invited keynote address to the International Symposium on Youth and Work Culture, Helsinki, Finland.
2002, May	Visiting scholar at Tamkang University, Tamsui, Taiwan
2001, August	Invited keynote address to the 28 th Congress of the Interamerican Society of Psychology, Santiago, Chile
2001, March-May	Research presentations to Bond University, Queensland University of Technology, and University of Queensland
2001, Jan.-June	Visiting scholar at Bond University, Gold Coast, Australia
2000, June	Research data collection in China
2000, May	Invited keynote address at the Chinese Society for Industrial & Organizational Psychology in Hangzhou, China
1998, May-June	Conference presentation at the China International Business Symposium in Shanghai, China. Visited Hangzhou University, Nanjing University, and Xian Janssen Pharmaceutical Ltd., Shanghai, China

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

MSU Activities:

2012, Nov. 16	Keynote speaker for "Interrupting Bias – Academic Advising Workshop"
2012, Aug. 20	Faculty panel for College of Business New Faculty Orientation
2011, Nov. 3	Judge for China Business Challenge, business model competition
2011	Strategy Faculty Search Committee
2011 -	Department representative to Doctoral Programs Committee
2011	Faculty Speaker for MSU Summer Business Institute
2009 - 2011	Department representative to the Undergraduate Programs Committee; Chair in 2009, 2011
2008	Department representative and Chair to the Undergraduate Programs Committee
2008	Faculty advisor for McNair/SROP Scholar
2007, 2008	Coach, MSU Team for 2007 & 2008 National MBA Human Capital Case Competitions
2007	Faculty advisor for Broad Scholar
2007	Department representative to University Library Committee

2006, 07, 09	HR/OB Faculty Search Committee
2006	MBA/MLIR Dual Degree Program Committee
2006	Faculty speaker at the Asian American Keys to Success conference
2005-2006	Department representative to Doctoral Programs Committee
2004-2005	Department representative to Masters Programs Committee
2004-2005	Area Studies Review Steering Committee
2003, 2004	Chair, Shao-Chang Lee Paper Competition Committee
2001-2003	University Hearing Board
2003	Faculty speaker at the (1) Freshman College Colloquium and (2) MBA Forum
1999, 00, 01	HR/OB Faculty Search Committees
1998	HRM Faculty Search Committee, Department Chair Search Committee
1998, 99, 02	Faculty speaker at the 1998, 1999, and 2002 Broad Business Student Camps - a program to recruit minority students
1998	Faculty Panelist for minority students orientation program, MAGIC: Maximizing Academic Growth In College
1997-2000	Department representative to the College Advisory Council
1997	Executive MBA Curriculum Review Committee
1996-2000	Doctoral Program Coordinator
1996	Faculty leader for Contemporary Management Issues module, Leadership: A Personal Challenge, in the Advanced Management Program, College of Business
1995	Faculty leader for Contemporary Management Issues module, Personal Career Development, in the Advanced Management Program, College of Business
1994, 1995	College of Business representative, Advisory/Consultative Committee to the Dean of International Studies and Programs
1993, 1994	Faculty Panelist for Spartan Exploration Day, program to recruit minority students
1993	Chair, Faculty Search Committee for HRM/OB interest group
1992, 1996-	Chair, Ph.D. Comprehensive Exam Committee
1992, 1994	Faculty Speaker for MSU Summer Business Institute
1992 - 1995	MSU Distinguished International Alumni Awards Committee
1992	Search Committee for Associate Dean/Director of MBA Program
1992, 1994	Faculty Search Committee for Purchasing, OSM interest groups
1991, 1996	Department Head Search Committee
1990	Faculty Search Committees for P/OB and P/OM interest groups
1989, 1990	Department of Management representative in MSU's "Meet Your College" programs
1988 - 1989	All University Research Initiation Grant (AURIG) Committee
1987 - 1988	Chairman, Teaching and Advisory Committee
1987 - 1988	Honors Committee, College of Business Representative
1986 - present	Ph.D. Comprehensive Exam Committee
1982 - 1985	Section Head, Management Area in Department of Management at General Motors Institute

COURSES TAUGHT:

<u>Undergraduate:</u>	Introduction to Human Resources Management, Introduction to HRM and Organizational Behavior, Organizational Development, Training & Individual Development; International Management
<u>MBA:</u>	Introduction HRM, Training & Individual Development, Leadership, International Management
<u>Executive MBA:</u>	HRM & OB, Leadership

Ph.D.: Seminar in HRM, Seminar in OB