

Chester S. Spell

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EDUCATION

Ph.D. Georgia Institute of Technology, Management (Organizational Behavior), 1996

B.I.E. Georgia Institute of Technology, Industrial Engineering (highest honor), 1987

CURRENT APPOINTMENT

Rutgers University, School of Business-Camden

Professor (2015-)

Associate Professor (promoted with tenure 2006, on leave 2012-2013)

Assistant Professor (2002-2006)

PREVIOUS APPOINTMENTS

San Jose State University, Organization & Management Department,

Associate Professor (2012 – 2013)

Washington State University, Department of Management and Decision Sciences

Assistant Professor (1999-2002)

University of Waikato, Department of Strategic Management & Leadership

Senior Lecturer (1997- 1999)

Lecturer (1997)

REFEREED PUBLICATIONS – Management and Organizational Behavior

1. Bezrukova, K., Spell, C., & Yang, H. (2025). What happens if we kick you out? Diversity programs as a misunderstood cousin in the family of best practices. Forthcoming in *“Call to Action for Policymakers: Defending and Advancing Diversity, Equity, and Inclusion (DEI)” Research on Social Issues in Management*. (E. King, Q. Roberson, & M. Hebl, Eds).

2. Bezrukova, K., Spell, C., & Yang, H., & Perry, J. (2024). Organizational Diversity Training Programs. *Current Opinion in Psychology*, 60:101907.
3. Bezrukova, K., Griffith, T., Spell, C.S., Rice, V., & Yang, H.E. (2023). Artificial Intelligence and Groups: Effects of Attitudes and Discretion on Collaboration. *Group & Organization Management*, 48(2), 629–670.
4. Spell, C. & Bezrukova, K. (2023). What Management History can tell us about the post pandemic workplace, and other useful things. *Journal of Management History*, 29(2), 167-178. <https://doi.org/10.1108/JMH-06-2022-0017>
5. Usman, S., Bezrukova, K., & Spell, C. (2021). “Mars vs. Jupiter: Nuclear Negotiations.” *DRRC Kellogg, Northwestern University*.
6. Marko, M., Gilman, L., Vasulingam, S., Miliskievic, M., & Spell, C. (2020). Leadership Lessons from the Titanic and Concordia Disasters. *Journal of Management History*. 26(2), pp. 216-230. <https://doi.org/10.1108/JMH-09-2018-0050>
7. Griffith, T., Spell, C., & Bezrukova, K. (2019). The impact of artificial intelligence on self-employment. *The Centre for Research on Self-Employment (CSRE): Strategic vision for the future of work*. London, UK. Online at <http://crse.co.uk/news/new-think-piece-examines-impact-artificial-intelligence-self-employment>
8. Mukherjee, S., Spell, C.S. and Baveja, A., (2017). Mathematical Equivalence of ‘Racial Match Index’ and ‘Representativeness’ Measures. *SSRN Electronic Journal*. Available at SSRN: <https://ssrn.com/abstract=3016203> or <http://dx.doi.org/10.2139/ssrn.3016203>
9. Bezrukova, K., Spell, C.S., Perry, J., and Jehn, K.A. (2016) A Meta-Analytical Integration of over 40 Years of Research on Diversity Training. *Psychological Bulletin*. 142, 1227-1274.
Notable Information: Ranked by Human Capital Growth among the top 10 studies of 2016 (<http://www.siop.org/tip/april17/gap.aspx>)
10. Bezrukova, K., Spell, C.S., Caldwell, D. & Burger, J. A. (2016). Multilevel Perspective on Faultlines: Differentiating the Effects between Group- and Organizational-level Faultlines. *Journal of Applied Psychology* 101, 86-107.
11. Pham, T., Metoyer, R., Bezrukova, K., & Spell, C.S. (2014). Visualization of Cluster Structure and Separation in Multivariate Mixed Data: A Case Study of Diversity Faultlines in Work Teams. *Computers & Graphics*. 38, 117-130. DOI: 10.1016/j.cag.2013.10.009.
10. Bezrukova, Thatcher, S.H.M., K. Jehn, K., & Spell, C. (2012). The effects of alignments: Examining group faultlines, organizational cultures, and performance. *Journal of Applied*

Psychology, 97, 77-92. DOI: 10.1037/a0023684

11. Bezrukova, K., Jehn, K., & Spell, C. (2012). Reviewing Diversity Training: Where We Have Been and Where We Should Go. *Academy of Management Learning and Education*, 11(2), 207-227. DOI: 10.5465/amle.2008.0090

Notable Information: Nominated for the Best Paper Published in 2012 award from the GDO division of the Academy of Management.

12. Spell, C., Bezrukova, K., Haar, J. & Spell, C.J. (2011). Faultlines, Fairness, and Fighting: A justice perspective on conflict in diverse groups. *Small Group Research*, 42, 309-340. DOI: 10.1177/1046496411402359

13. Bezrukova, K., Spell, C. & Perry, J. (2010). Violent splits or healthy divides? Coping with injustice through faultlines. *Personnel Psychology*, 63, 719-751. DOI: 10.1111/j.1744-6570.2010.01185.x

Notable Information: Nominated for the Best Paper Published in 2010 award from the GDO division of the Academy of Management.

14. Spell, C. & Bezrukova, K. (2010). A Question of balance? Women, men and high performance organizations. *Travail, Genre et Société*, 23, 193-201.
15. Spell, C. & Arnold, T. (2007). A multi-level analysis of organizational justice climate, structure and employee mental health. *Journal of Management*, 33, 724-751. DOI: 10.1177/0149206307305560
16. Spell, C., & Arnold, T. (2007). An appraisal perspective of justice, structure, and job control as antecedents of psychological distress. *Journal of Organizational Behavior*, 28, 729-751.
17. Arnold, T. & Spell, C. (2006). The relationship between justice and benefits satisfaction. *of Business and Psychology*. 20, 599-620. DOI: 10.1002/job.441
18. Spell, C. & Blum, T. (2005). The adoption of workplace substance abuse programs: Strategic Choice and institutional perspectives. *Academy of Management Journal*, 48, 1125-1142. DOI: 10.5465/amj.2005.19573113
19. Chaudhuri, A., Chakrabarty, G. & Spell, C. (2002). Information structure and contractual choice in franchising. *Journal of Institutional and Theoretical Economics*, 158, 638-663. DOI: 10.1628/0932456022975204
20. Guthrie, J., Spell, C., & Nyamori, O. (2002). Correlates and consequences of high involvement work practices: the role of competitive strategy. *International Journal of Human Resource Management* 13, 183-197. DOI: 10.1080/09585190110085071

21. Spell, C. & Blum, T. (2001). Organizational adoption of pre-employment drug testing. *Journal of Occupational Health Psychology*, 6, 114-126. DOI: 10.1037/1076-8998.6.2.114
22. Spell, C. (2001). Organizational technologies and human resource management. *Human Relations*, 54, 235-255. DOI: 10.1177/0018726701542003
23. Spell, C. (2001). Management Fashions: Where do they come from, and are they old wine in new bottles? *Journal of Management Inquiry*, 10, 358-37. DOI: 10.1177/1056492601104009
24. Chaudhuri, A., Ghosh, P., & Spell, C. (2001). A location based theory of franchising. *Journal of Business and Economic Studies*, 7, 54-67.
25. Spell, C., & Blum, T. (2000) Getting ahead: Organizational practices that set boundaries around mobility patterns. *Journal of Organizational Behavior*, 21, 299-314. DOI: 10.1002/(sici)1099-1379(200005)21:3<299::aid-job19>3.0.co;2-v
26. Spell, C. (1999). Where do management fashions they come from, and how long do they stay? *Journal of Management History*, 5, 334-348. DOI: 10.1108/13552529910288127
27. Shane, S., & Spell, C. (1998). Factors for new franchise success. *Sloan Management Review*, 39, 43-50.
28. Spell, C. (1997). The evolution of rights disputes and grievance procedures: A comparison of New Zealand and the U.S. *California Western International Law Journal*, 28, 199-208.
29. Blum, T., Milne, S., & Spell, C. (1996). Workplace characteristics and health care cost containment practices. *Journal of Management*, 22, 675-702. DOI: 10.1177/014920639602200501
30. Blum, T., Fields D., Milne, S., & Spell, C. (1992). Drug testing in the workplace: A review of research and a survey of worksites. *Journal of Employee Assistance Research*, 1, 315-349.

REFEREED PUBLICATIONS- Work-Family in the New Zealand Context

31. Haar, J. & Spell, C. (2009). How does distributive justice affect work attitudes? The moderating effects of autonomy. *The International Journal of Human Resource Management*, 20, 1827-1842. DOI: 10.1080/09585190903087248
32. Haar, J., Spell, C., O'Driscoll, M. (2009). Managing work-family conflict: Exploring individual and organizational options. *New Zealand Journal of Human Resource Management*, 9, 200-215.

33. Haar, J. & Spell, C. (2008). Predicting Total Quality Management in New Zealand: The Moderating Effect of Organizational Size. *Journal of Enterprise Information Management*, 21, 162-178. DOI: 10.1108/17410390810851408
34. Haar, J., & Spell, C. (2007). Factors affecting employer adoption of drug testing in New Zealand. *Asia Pacific Journal of Human Resources*, 45, 200-217. DOI: 10.1177/1038411107079116
35. Haar, J., & Spell, C. (2006). Coping with the dark side. *Monash Business Review*, 2(3), 6-6. DOI: 10.2104/mbr06047
36. Haar, J., Spell, C., & O'Driscoll, M. (2005). Exploring work-family backlash in a public organization. *International Journal of Public Sector Management*, 18, 604-614. DOI: 10.1108/09513550510624068
37. Haar, J., Spell, C., & O'Driscoll, M. (2005). Organizational Justice and Work-Family Policies: Predicting the Fairness of Policies and Users. *South Pacific Journal of Psychology*, 16(1), 30-39.
38. Haar J.M., Spell C., O'Driscoll M. (2004) The Backlash Against Work/Family Benefits: Evidence from New Zealand. *Compensation & Benefits Review*, 36(1), 26-34. DOI: 10.1177/0886368703261393
39. Haar, J. & Spell, C. (2004). Program Knowledge and Value of Work-Family Practices and Organizational Commitment. *International Journal of Human Resource Management*, 15, 1044-1055. DOI: 10.1080/09585190410001677304
40. Haar, J. & Spell, C. (2003). The Influence of Media Attention Towards Family-Friendly Practices: Was New Zealand's Paid Parental Leave a Family-Friendly Fashion Whose Time Had Come? *The New Zealand Journal of Human Resources Management*, 3, 1-23.
41. Haar, J. M., Spell, C., O'Driscoll, M., & Dyer, S. (2003). Examining the Relationship Between Work-Related Factors and Work-Family-Related Factors on Work-Family Conflict. *The Journal of Applied Management and Entrepreneurship*, 8(3), 98-114.
42. Haar, J. & Spell, C. (2003). Where is the justice? Examining work-family backlash in New Zealand: The potential for employee resentment. *The New Zealand Journal Of Industrial Relations*, 28(1), 59-73.
43. Haar, J. & Spell, C. S. (2001). Examining Work-Family Conflict Within a New Zealand Local Government Organization. *The New Zealand Journal of Human Resources Management*, 1(1), 1-21.

BOOK CHAPTERS AND CONFERENCE BEST PAPER PROCEEDINGS

1. Bezrukova, K., Spell, C.S. & Alex Lindsey, A. (2025). Team Chemistry, Performance Pressure, and When Things Matter. Forthcoming in ***Research Handbook of Group Decision Making*** (B. Bonner & M. Baumann, eds)Edgar.
2. Bezrukova, K., Spell, C. & Yang, H. (2023). Diversity Training. ***The Edward Elgar Encyclopedia of Diversity and Management***. In S. Nkomo, A. Klarsfeld, L. Taksa, A. Bender (Eds.) : Northampton, MA. : Edward Elgar Publishing.
3. Spell, C. & Bezrukova, K. (2014). A Theory of Preventive Health in Organizations. In ***New Directions in Management and Organization Theory: Best Papers from the 1st Management Theory Conference*** (J. Miles, ed). pp.231-268. Newcastle: Cambridge Scholars Publishing.
4. Spell, C. (2013). Substance Abuse. V. Smith and J. G. Golson (Eds.), ***Encyclopedia: Sociology of Work***. pp. 842-845. Thousand Oaks, CA: Sage Publications. DOI: 10.4135/9781452276199.n298
5. Pham, T., Metoyer, R., Bezrukova, K., & Spell, C.S. (2012). "Show Me the Cracks in Our Teams": Visual Representations of Demographic Diversity Faultlines. In ***VisWeek Conference Paper Proceedings***.
6. Spell, C. & Bezrukova, K. (2012). Perceptions of Justice in Employee Benefits. In ***Handbook of Quality-of-Life Programs: Enhancing Ethics and Improving Quality of Life at Work*** (J. Sirgy, N. Reilly, & A. Gorman, eds.). pp. 237-249. Springer.
7. Spell, C. (2010). The mental health implications of working in a lunar settlement. In ***Lunar Settlements*** (H. Benaroya, ed). pp. 241-246. Boca Raton, FL: Francis Taylor.
8. Haar, J. & Spell, C. (2003). Contemporary Issues In HRM: Work-Family Policies. In ***Human Resource Management: Challenges and Future Directions***. (R. Wiesner and B. Millett, eds.) pp.44-56. Sydney: Jacaranda Wiley.
9. Blum, T., Fields, D., Milne, S., & Spell, C. (1994). The interrelationships of drug testing with other human resource management practices and organizational characteristics. In ***Drug Testing in the Workplace*** (S. Macdonald and P. Roman, eds.) pp. 279-302. New York: Plenum Press.

OTHER REPORTS AND DOCUMENTS

Oppenheim, R., Baveja, A., Klapholtz, M., Mammo, A., Mukerjee, S. & Spell, C.(2020). ***Reducing cardiovascular disease risk in the Greater Newark area: Understanding causes and offering solutions***. Final grant report, Rutgers-Newark Chancellor's seed grant.

RESEARCH IN PROGRESS (as of 2026)

1. Spell, C. Bezrukova, K. Murkerjee, S., Baveja, A. Every little bit helps: Diversity in police departments, communities and arrest rates for minorities. ***Revise and Resubmit, journal name masked to ensure blind review***
2. Spell, C.S., Bezrukova, K., Blum, T., & Roman, P. Opioid treatment and the adoption of evidence-based practices. [under review ***journal name masked to ensure blind review***].
3. Yang, H. Bezrukova, K, Spell, C.S.
4. Spell, C., Baveja, A., Mammo, A., & Bezrukova, K. Predicting readmission risk using the faultline algorithm. [under revision]
5. Spell, C. Bezrukova, K., & Phillips, J. Conflict, Drugs and Health: Professional Baseball teams. [under review ***journal name masked to ensure blind review***]
6. Spell, C., Bezrukova, K. Wants, Needs, and Gives: Aligning employer and individual interests in health behaviors. [target: ***Academy of Management Review***]
7. Haar, J. Spell, C., & Bezrukova, K. Justice, Control, and Faultlines towards Work-Life Balance: A Longitudinal Study on Groups. [target: ***Journal of Management***]
8. Schindler, R., & Spell, C. S. Followership: a neglected aspect of organizational scholarship. **Revision underway.**

RESEARCH GRANTS

2024-	Lead, Employment Collaborative Learning table, REACH (Rutgers Equity Alliance for Community Health) Grant. Robert Wood Johnson Foundation.
2023-2024	Faculty representative, Collaborative Learning Tables (CLT) for REACH Grant. Robert Wood Johnson Foundation.
2023	Measuring academic social bullying in professional schools: Chancellor's Grant for Interdisciplinary Collaboration and Vice Chancellor's Fund for Research \$9,950 (with Janice Beitz, Co-PI)
2022-2024	NTR grants (Negotiation and Team Resources) Gender and AI/Human Interaction. \$10,000

1. NTR (Negotiation and Teams Research, private funding agency) (2024). For the study titled “Negotiating Procurement in Human-AI Teams.” Role: PI. Status: Funded
2. NTR (Negotiation and Teams Research, private funding agency) (2023). For the study titled “Human-AI Teams.” Role: Co-PI. Status: Funded
3. NTR (Negotiation and Teams Research, private funding agency) (2022). For the study titled “*Gender and AI/Human Interaction*.” Role: Co-PI. Status: Funded

2017-2020	Rutgers Newark Chancellor’s Grant (with R. Oppenheim, A. Baveja, A. Mammo, K. Lyons) Reducing cardiovascular disease risk in the Greater Newark area: Understanding the causes and offering solutions. Role: Co-PI. \$60000
2012-2013	San Jose State University Travel Grant. \$3000
2005-2006	Rutgers School of Business Research Grant: Adoption of flexible benefit plans. \$1000.00
2004-2005	Research Council Grant, Rutgers University: Management and Employee Mental Health. \$980.00
2002-2003	Rand Fellowship Grant from The Walter Rand Institute for Public Affairs: The Role of Employers in the Mental Health of Employees. \$4000.00
2001-2002	Seed grant from Washington State Office of Research: Work-family employee benefits and employee attitudes and behaviors. \$5200.00
1998-1999	Received grant from Waikato Management School to study HRM practices in New Zealand. Directed project and training research assistants in household survey and organizational level survey. \$4500.00
1990-1996	National Institute on Health (NIDA/NIAAA) grant to study human resource directors, Georgia Institute of Technology (Terry Blum, PI) Development of instrument items, field work including on site interviews. Role: Graduate Research Assistant, Direction of student assistants in data collection

HONORS AND AWARDS

Lindback Award for Distinguished Teaching, Rutgers University, 2022

Chancellor’s Award for Teaching Excellence, 2018

Nominee, Rutgers Faculty-Scholar Award, 2018

Outstanding Reviewer Award, *Management Decision*, 2015.

Best Empirical Paper, “Cracking under pressure: A context-centered attention-based perspective on faultlines” International Association for Conflict management, Leiden, Netherlands, 2014.

Outstanding Reviewer Award, Health Care Management Division, Academy of Management, 2012.

Leadership Award, Management History Division, Academy of Management, 2012.

Finalist (second place) for the PTC Awards and Peter Senge Reception, Academy of Management International Online Teaching Resource Library Video Competition, 2012.

Best Poster Award, "Out of reach: Examining group faultlines in virtual teams" 2011 INGroup conference, Minneapolis, MN.

Winner of the 'Dream Meets Reality Challenge' competition of the Human Rights and Technology Conference. Link to our video: www.youtube.com/watch?v=5re7Q0GXBDM". 2011.

Academy of Management Service Award, 2010-2011.

Superior Achievement Award for Teaching, Rutgers School of Business-Camden, 2007.

Superior Achievement Award for Research, Rutgers School of Business-Camden, 2006.

Rand Faculty Fellowship, The Walter Rand Institute for Public Affairs, 2002-2003.

Best Doctoral Paper, Human Resource Management/Careers/Conflict Management track, 2002 (November) Southern Management Association Meetings. Haar, J., Spell, C., & Dyer, S. Work-Family Benefits and Work Commitment

Best Paper Award, Organization Management Division, for Knowledge Management and Non-financial Performance. 2000 Association of Management Meetings.

Citation for excellence in teaching by graduating seniors at Georgia Tech, 1996.

Tower Award, Georgia Institute of Technology, 1996.

President's Fellowship, School of Management, Georgia Institute of Technology, 1991-1994.

Gamma Beta Pi, Honor and Service Society

Tau Beta Pi, National Honor Society for Engineers.

Alpha Pi Mu, National Honor Society for Industrial Engineers.

INVITED TALKS

1. Creativity Culture, Shifts between enacted and desired. Melbourne University, Australia, forthcoming August 10-15, 2026.
2. High-level faultlines in substance abuse treatment. Faultlines Webinar, Fall 2023.
3. Macro faultlines in a sample of substance abuse treatment centers. Rutgers - Camden Department of Psychology, January 27, 2002.
4. Faultlines: Multilevel, multi-sources, distal and proximal. Georgia Institute of Technology Scheller College of Business, doctoral seminar, September 16, 2020.
5. Managing Conflict from a Manager's Perspective. Presentation to Greenpac, Niagara Falls, NY, October 9, 2018.
6. AI as a good team player: Implications for work groups. IBM ISSIP, July 12, 2018. Armonk, NY
7. What We Need to Know and Do About the Impact of Artificial Intelligence on the Self-Employed. *Centre for Research on Self-Employment (CSRE) policy report: Strategic vision for the future of work*. To be presented in London April 2018.
8. The pursuit of happiness: What's the business case? *University at Buffalo, SUNY*, October 24, 2017.
9. Health Care Management's Promise. *University at Buffalo, SUNY*, April 11, 2017.
10. Happy, healthy and Wise. *Santa Clara University*, May 10, 2016.
11. Happiness in the workplace: Why it matters. *Santa Clara University*, May 14, 2015.
12. The legal landscape of diversity. *Santa Clara University*, March 5, 2015.
13. Using Analytics as a tool to predict Team Chemistry. *2014 GMs & Coaches Clinic - GRGFEST*. September 20, 2014. Chicago, IL.
14. Team Chemistry through Analytics. *NBA Summer League*. July 15, 2014. Las Vegas, NV.
15. The legal side of diversity in the workplace. *Santa Clara University*, November 14, 2013.
16. The business case for happy employees. *Santa Clara University*, May 8, 2013.
17. Who Cares? The role of the employer in health behaviors of employees. Presentation to the *Rutgers-Camden Faculty Research Symposium*, March 27, 2012.

18. The pursuit of happiness and why it is good for business. *University of South Carolina, Beaufort*. Department of Business. February 10, 2012.
19. Diversity and the workplace: Cases and precedent. *Santa Clara University*. November 7, 2011.
20. Work and Psychological Well-being. *Santa Clara University*. Department of Psychology. November 12, 2011.
21. The Pursuit of Happiness: The Business Case. *Santa Clara University*. Department of Psychology. November 9, 2010.
22. Dare to Care? A Theory of Healthy Behavior in Organizations. *Leavey School of Business, Santa Clara University*, February 10, 2010.
23. The Case for Business: Employee Mental Health and Psychological Well-being. *Santa Clara University*. Department of Psychology, May 12, 2009.
24. Feeling well, being well and the company you keep: Group splits and psychological well-being. *Claremont Graduate University*, March 6, 2009.
25. Diversity and faultlines among professional sports teams. *Santa Clara University*, Department of Psychology. January 22, 2009.
26. Justice, Behavioral Health and Psychological Well-being. *California State University, San Bernardino*, November 24, 2008.
27. Behavioral Health and Organizational Justice. *California State University, Fullerton*. November 17, 2008.
28. Employee Mental Health and Psychological Well-being. *Santa Clara University*. November 4, 2008.

REFEREED CONFERENCE PRESENTATIONS AND PROCEEDINGS

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1. Bezrukova, K. Spell, C.S., Jehn, K., Yang, E., & Kalmykova, N. (2026) Diversity Faultlines and Culture Shifts in Groups: A Multi-Study Examination of Cultural Alignment and Creative Outcomes. INGroup Conference, Pittsburg, PA, July 24.
 2. Yang, H., Griffith, T., Kane, A., Marabelli, M. & Spell, C. (2026). Biases in AI and Their Ethical Implications”, PDW at the Academy of Management Meeting, Philadelphia, Pennsylvania. July 31- August 2.
 3. Du, X., & Spell, C.S. (2026). A multilevel examination of demographic matching in substance use disorder treatment systems: A sexual and gender-neutral perspective. Society of Prevention Research meeting. Washington DC. May.

4. Yang, H., Bezrukova, K., Griffith, T., & Spell, C. (2025). The Impact of AI Gender Features on Human-AI Interaction. Academy of Management meeting, Copenhagen, Denmark. July 24-29. July 31- August 2.
5. Yang, H., Bezrukova, K., & Spell, C. (2025). Exploring Boundary Conditions of Faultlines' Impact Across Levels. Symposium, Academy of Management meeting, Copenhagen, Denmark. July 24-29.
6. Yang, H., Bezrukova, K., & Spell, C. , Burns, T., & Bell, S. (2025). Using Humor to Bridge Diversity Faultlines. Academy of Management meeting, Copenhagen, Denmark. July 24-29.
7. Yang, H., Bezrukova, K., & Spell, C. (2025). A sensemaking perspective on faultlines in human-AI ensembles. INGRoup conference, Rotterdam, The Netherlands, July 17 – 19.
8. Yang, H., Bezrukova, K., & Spell, C. (2024). The Impact of Macro Faultlines Amid the COVID-19 Pandemic. In symposium session [Exploring Group Faultlines at the Macro-level, Academy of Management meeting, Chicago, August 9-13.](#)
9. Perry, J., Spell, C., & Bezrukova, K. (2023). Group Faultlines in Upper Echelons: Triggers, Challenges, and Outcomes. Academy of Management meetings, Boston, MA August 10-14.
10. Perry, J., Bezrukova, K. & Spell, C. (2023) Does a fault line bias exist?: When and how investor perceptions of start-up team divisions influence funding decisions" " International conference on Conflict Management, Thessaloniki, Greece, July 9-12.
11. Yang, E., Bezrukova, K., Spell, C. (2023) "Advancing the AI and Negotiation Research" International conference on Conflict Management, Thessaloniki, Greece, July 9-12.
12. Kim, J., Bezrukova, K., Lloyd, D., Spell, C. & Said, H. (2022) *No Pain, No (Ethical) Gain? Faultlines, Ethical Decisions, and Group Cohesion.* International Association of Conflict Management meeting, Ottawa, ON, July 11.
13. Perry, J. Bezrukova, K., & Spell, C. (2022) *Do Subgroups Harm or Help?: A Triad Pathway Model of Group Splits.* International Association of conflict Management meeting, Ottawa, ON, July 10.
14. Spell, C. (2022) Technology and Negotiation Roundtable. Perspectives on AI. AI and Fairness. International Association of Conflict Management meeting, Ottawa, ON, July 11.
15. Spell, C. (2022). The future of diversity training. Association for Psychological Science Meeting, Chicago, May 27-28.
16. Spell, C. Bezrukova, K., Yang, E. Blum, T. & Roman, P. (2022). Encouraging Better Treatments Through Macro Faultlines. Academy of Management meetings, Seattle, August 5-9.
17. Yang, H., Bezrukova, K. & Spell, C. (2022). The Impact of Macro-faultlines Amid the COVID-19 Pandemic, Industry Studies Conference, Philadelphia, PA. June 25-27.
18. Yang, H., Bezrukova, K. & Spell, C. (2021). The Impact of Macro-faultlines Amid the COVID-19 Pandemic, 2021 INGRoup conference.
19. Yang, H., Bezrukova, K. & Spell, C. (2021). Divided in space: Group faultlines, affect and team cognition among astronauts. 2021 INGRoup conference.

20. Spell, C. Bezrukova, K., Mukherjee, S. & Baveja, A. (2021). Every little bit helps: Does diversity in police departments and communities affect arrest rates? *Proceedings of the 2021 Academy of Management Meeting*, 29 July- 4 August.
21. Rice, V., Spell, C. Bezrukova, K., Griffith, T., & Yang, E. (2020, June). AI in collaborative groups. Panel presentation on health care in a post COVID-19 world. *Industry Studies Association* . bit.ly/2TM6bKN
22. Yang, E., Bezrukova, K., & Spell, C. (2020, April). Trapped Together: Teamwork in Isolated, Confined, and Extreme Contexts. 2020 SIOP conference.
23. Rice, V. , Bezrukova, K. & Spell, C. (2020, February). *Bringing intragroup processes back to social psychology*. Society for Personality and Social Psychology Conference, New Orleans, LA.
24. Spell, C.S., Griffith, T., Bezrukova, K, & Yang, H. (2019, August). *Faultlines and AI*. Academy of Management Meeting, Boston, MA
25. Yang, H., Griffith, T., Spell, C. S., & Bezrukova, K. (2019, August). *Faultlines, self-employment, and AI*. Poster presented at the WAIM Convergence Conference: At the Boundary: Exploring Human-AI Futures in Context, New York City, NY.
26. Spell, C.S., Bezrukova, K., Blum, T., & Roman, P. (2019). *Faultlines and the adoption of innovations that are evidence-based practices: The case of opioid and other addictions*, Industry Studies Association Meeting, Nashville, TN
27. Schindler, R., Spell, C.S., & LoRusso, J.D. (2019). *The Skills Behind Effective Followership*. Eastern Academy of Management meetings, Wilmington, DE.
28. Spell, C. (2018). Facilitator for the PDW on “Connect and Collaborate.” Academy of Management Meetings, Chicago, IL.
29. Bezrukova, K. & Spell, C.S. (2018). *Group- and organizational-level faultlines, conflict, pay, and performance*. PDW on “Using Sport Data to Advance Management Theory.” Academy of Management Meetings, Chicago, IL.
30. Bezrukova, K., Spell, C.S., & Jehn, K. (2018). *Culture Shifts and Alignment*. Symposium on “Understanding How Group Faultlines Affect Individual, Group, and Organizational Outcomes.” Academy of Management Meetings. Chicago, IL.
31. Spell, C.S., Bezrukova, K., Blum, T.C., & Roman, P.M. (2018). *Faultlines and the adoption of evidence-based practices in substance abuse treatment centers*. Symposium on “Group Faultlines and Leadership: Triggers and Theoretical Implications.” Academy of Management Meetings. Chicago, IL.

32. Spell, C.S., Bezrukova, K., Blum, T.C., Roman, P.M., & Yang, H.E. (2018). *Faultlines and best practices in the treatment of substance abuse*. SciTS Conference, Galveston, TX.
33. Griffith, T.L., Spell, C., & Bezrukova, Y. (2018). *Artificial Intelligence and Team Faultlines*. Boston College Social Media Workshop, Brookline, MA.
34. Spell, C., Bezrukova, K., Blum, T., & Roman, P. (2018, August). *Faultlines and the adoption of evidence-based practices in the treatment of opioid and other addictions*. Paper in the Symposium: "Group Faultlines and Leadership: Triggers and Theoretical Implications". Academy of Management Meetings, Chicago.
35. Kim, J., Lloyd, D., Bezrukova, K., & Spell, C. (2018). *Checked and Balanced: The Role of Group Faultlines in Ethical Decision Making*, Twenty-seventh Annual Conference of the Association for Practical and Professional Ethics in Chicago, Illinois on March 1 – 4, 2018.
36. Bezrukova, K., Wang, E., Lee, K., & Spell, C.S. (2017). *Confused, Sorted, and Underperforming: Emotional Ambivalence and Faultline Activation in groups*. Symposium on "Group Faultline Activation: Triggers, Processes, and Theoretical Implications." Academy of Management Meetings. Atlanta, GA.
37. Grijalva, E., Bezrukova, K., Bell, Z., & Spell, C.S. (2017). *Alone and lonely: Complementary versus similarity-based faultlines in outer space*. Symposium on "Impact of Faultlines on Individual Perspectives and Behaviors in Teams." Academy of Management Meetings. Atlanta, GA.
38. Lindsey, A., Bezrukova, K., Spell, C.S., Shore, D., Sabat, I., & King, E. (2017). *Faultlines, Pressure, and When Things Matter*. Symposium on "Diversity Interface Challenges- Intersectionality, Faultlines, And Subtle Discrimination." Academy of Management Meetings. Atlanta, GA.
39. Kim, J., Bezrukova, K., Wang, E., Loyd, D., Spell, C.S. & Said, H. (2017). *Checked and Balanced: The Role of Group Faultlines in Ethical Decision Making*. Interdisciplinary Network for Group Research conference. St. Louis, MO.
40. Spell, C., Baveja, A., Bezrukova, K., Yang, H., Mammo, A., & Mukherjee, S. (2017, May). *Who Gets Good Care? Bias and Resource Based Perspectives of Quality of Care in Hospitals*. Industry Studies Association, Washington, DC.
41. Perry, J., Bezrukova, K., & Spell, C. (2017, April), *Meta-Analytic Evidence and Critical Contingencies of Resource-Based Subgroups in the* Symposium: Enhancing Understanding of Team Diversity Through the Lens of Faultlines. *Meeting of the Society of Industrial and Organizational Psychology*. Orlando, FL.
42. Haar, J., Spell, C., & Bezrukova, K. (2016, August). A Longitudinal Study of Conflict and Work-Life Balance: Solutions via a family-based faultline. *Academy of Management Meetings*. Anaheim, CA.
43. Spell, C. (2016, August) Bringing Conflict and Leadership Together: A Research Incubator for Junior Faculty Research Incubator. *Academy of Management Meetings*, Anaheim, CA.
44. Spell, C., Bezrukova, K., & Phillips, J. (2016, July) Healthy, Fighting, And Drugged? Organizational Well-Being, Conflict, and PEDs In Major League Baseball Teams. *INGroup Conference*, Helsinki, Finland.
45. Spell, C. (2016, July) Panelist in Panel Discussion: Team Chemistry in Outer Space: Getting Along with Your Crew When You Know You Can't Quit. *INGroup Conference*, Helsinki,

Finland.

46. Spell, C., Bezrukova, Y. Lindsey, A., & King, E. (2016, June). The Ins and Outs in Team Chemistry: The Why, the How, and the When. *Annual Conference of the International Association for Conflict Management*. New York, NY.
47. Haar, J. Spell, C., Bezrukova, K. (2016, April). Family Faultlines towards Work-Life Balance: A Longitudinal Study. *Meeting of the Society of Industrial and Organizational Psychology*. Anaheim, CA.
48. Bezrukova, K., Spell, C., Olhausen, J., & Hartman, E. (2015, November). Effects of Crew Mix in Long-Duration Space Expeditions. *Annual Meeting of the American Society for Gravitational and Space Research*. Alexandria, Virginia.
49. Spell, C. with Bezrukova, K., Kravitz, D. (2015, August). Ramping up our game: Improving the teaching of diversity. Professional Development Workshop, *Academy of Management Meetings*, Vancouver, BC.
50. Spell, C., & Bezrukova, K. (2014, November). Wants, needs, and gives: An alignment theory of employer and individual interests in health behaviors. *2014 Southern Management Association Meeting*. Savannah, GA.
51. Bezrukova, K., Spell, C., Perry, J., & Jehn, K. (2014, August). A Meta-Analytical Integration of over 40 years of Research on Diversity Training Evaluation. *Academy of Management Meetings*, Philadelphia, PA.
52. Bezrukova, K., Spell, C. Blum, T.C. (2014, August). From Micro to Macro and Back: Getting the Most out of Faultline Theory in Understanding Multi-Team Systems. *Academy of Management Meetings*, Philadelphia, PA.
53. Bezrukova, K. & Spell, C. (2014, July). Cracking Under Pressure: A Context-Centered Attention-Based Perspective on Faultlines. *International Association for Conflict Management Meeting*, Leiden, Netherlands.

Notable Information: Won Best Empirical Paper Award.

54. Spell, C., & Bezrukova, K. (2014, July). Can conflict make teams sick? The role of a culture of drugs and ‘other’ people in baseball teams. *InGroup*, Raleigh, NC.
55. Spell, C., Baveja, A., & Bezrukova, K. (2013, October). A new methodology for investigating health disparities. *INFORMS*, Minneapolis, MN.
56. Bezrukova, K., Spell, C., & Karen Jehn, K. (2013, July). Faultlines at Fault? A Diversity Based Perspective on Creativity and Performance. *INGroup*, Atlanta, GA.
57. Spell, C. & Bezrukova, K. (2013). Can conflict make you sick? The role of drugs and other people in baseball teams. *Annual Conference of the International Association for Conflict Management*, Tacoma.
58. Spell, C., & Bezrukova, K. (2013). Demographic Faults in baseball: We shall overcome? *Industry Studies Association*, Kansas City, MO.
59. Bezrukova, K., Spell, C.S., Caldwell, D., and Burger, J. (2012). Faultlines and Ultimate Performance in the Dynamic Environment of Baseball Teams. Symposium on “Contextualizing Faultlines: Exploring the Role of Environmental Contexts in Team Faultline Dynamics.” *Academy of Management Meetings*. Boston, MA.
60. Bezrukova, K., Spell, C.S. and Dhillon, S. (2012). *Diversity Training*, Academy of Management Meetings. Boston, MA.
61. Spell, S.C., Griffith, T., and Bezrukova, K. (2012). *Meetings that suck! The ultimate price of*

collaboration process bias. Interdisciplinary Network for Group Research conference. Chicago, IL.

62. Pham, T., Metoyer, R., Bezrukova, K., & Spell, C. (2012). Show Me the Cracks in Our Teams": Visual Representations of Demographic Diversity Faultlines. Poster at IEEE Visweek2012, Seattle, WA.
63. Spell, C., & Bezrukova, K. (2012). Understanding the Organization's Role in Employee Health Behaviors. Western Academy of Management meetings, LaJolla, CA.
64. Bezrukova, K., Spell, C., & Jehn, K. (2011). "Faultlines and Climate Change" Academy of Management Meetings, San Antonio, TX.
65. Bezrukova, K. Spell, C., Arakeri, S., Sharma, S., and Schreier, M. (2011). "Out of reach: Examining group faultlines in virtual teams" INGroup Conference, Minneapolis, MN.
66. Graves, S., Bezrukova, K., Spell, C., and Dhillon, S. (2011). *Evolution of Conflict*. Human Rights and Technology Conference, UC Berkeley, CA.
67. Spell, C. Spell, C.J., & Bezrukova, K. (2011). Faultlines in Baseball: Implications of group diversity for performance. American Psychological Association Meeting, Washington, DC.
68. Bezrukova, K., Spell, C., & Campion, M. (2011). Baseball Players, System Shocks, an Unfolding Faultline Model and Turnover. SIOP conference, Chicago, IL.

Notable Information: The session was approved for the PHR, SPHR, and GPHR recertification credits.

69. Bezrukova, K., Perry, J., & Spell, C. Dare to care? (2010). A theory of healthy behavior in organizations. Academy of Management Meeting, Montreal, Canada.
70. Spell, C. Bezrukova, K., Haar, J., & Spell, C.J. (2010). Faultlines, Fairness, and Fighting: A Justice Perspective on Conflict in Diverse Groups. 2010 INGroup conference. Washington DC.
71. Bezrukova, K. & Spell, C. (2009). Fighting Conflict: Violent Splits or Healthy Divides? 22nd Annual Meeting of the International Association for Conflict Management. Kyoto, Japan.
72. Bezrukova, K. & Spell, C., & Spell, C.J. (2009). Sidekick to a Star: The effects of faultlines on behavioral health and performance in baseball teams. INGroup conference. Colorado Springs, CO.
73. Haar, J., & Spell, C. (2009). Distributive and Procedural Justice, Collectivism and Job Satisfaction: A Study from Tanzania. Academy of Management Meeting, Chicago, IL.
74. Spell, C. & Perry, J. (2008). Getting involved: Employer monitoring of employee health. Academy of Management Meeting, Anaheim, CA.
75. Spell, C. & Perry, J. (2008). Fairness, evaluation, and psychological well-being. Academy of Management Meeting, Anaheim, CA.
76. Haar, J. & Spell, C. (2007). How does distributive justice affect work attitudes? The moderating effects of autonomy. Academy of Management Meeting, Philadelphia, PA.
77. Spell, C. (2007). The mental health implications of working in a lunar settlement. Rutgers Symposium on Lunar Settlements, New Brunswick, NJ.
78. Haar, J. & Spell, C. (2006). Work-Family Satisfaction and Job Attitudes: the Macromotive Effect. Academy of Management Meeting, Atlanta, GA.
79. Bezrukova, K., & Spell, C. (2006). Faultlines in Diverse Workgroups: Reconsidering the Justice-Psychological Distress Relationship. Academy of Management Meeting, Atlanta,

GA.

80. Haar, J.M. & Spell, C.S. (2006, July). What brings about organizational change? Predicting drug testing adoption in New Zealand and the moderating effect of organizational size. European And Mediterranean Conference On Information Systems, Alicante, Spain.
81. Haar, J.M. & Spell, C.S. (2006, July). Drug testing adoption in New Zealand and the moderating effect of organizational size. European and Mediterranean Conference on Information Systems, Alicante, Spain.
82. Haar, J. M. & Spell, C. S. (2005, July). Predicting strategic intent of New Zealand firms: Structures and processes of prospector, defender and analyzer enterprises. Enterprise and Innovation Research Conference, Hamilton, New Zealand.
83. Haar, J. M. & Spell, C. S. (2004, December). New Zealand employer responses to institutional pressures towards employee drug testing. Australia and New Zealand Academy of Management, Dunedin, New Zealand.
84. Arnold, T. and Spell, C. (2004, August). Closed Organizational Culture and the Relationship Between Justice and Benefits Satisfaction. Academy of Management Meetings, New Orleans, LA.
85. Haar, J.M. & Spell, C. (2004, August). Work family conflict and challenge and hindrance stressors using support organizations part of a Symposium on Work-family practices: A pragmatic perspective. Academy of Management Meetings, New Orleans, LA.
86. Haar, J.M. & Spell, C. (2004, August). Moderating Employee Attitudes about Work Family Practices. Academy of Management Meetings, New Orleans, LA.
87. Spell, C. (2003, August). The Relationship Between Discourse in Print Media and Adoption of Workplace Substance Abuse Programs. Academy of Management Meetings, Seattle, WA.
88. Haar, J. M., Spell, C., O'Driscoll, M., & Dyer, S. (2003, August). Managing Work-Family Conflict: Examining Individual Responses and Use of Organizational Practices. Academy of Management Meetings, Seattle, WA.
89. Haar, J. & Spell, C. & Dyer, S. (2002, November). Work-Family Benefits and Work Commitment. Proceedings of the Southern Management Association, (pp. 69-73), Atlanta.
90. Haar, J. & Spell, C., & Dyer, S. (2002, November). Examining the relationship between work-family conflict and work-family practice use. Proceedings of the Southern Management Association, (pp. 64-68), Atlanta.
91. Haar, J. & Spell, C. (2002, August). Examining the relationship of work factors, satisfaction and work-family practice use with work-family conflict. Academy of Management Meetings, Denver, CO.
92. Haar, J. & Spell, C. (2002, February). Using the norm of reciprocity to test the benefits associated with work-family policy use and employee attitudes. Association of Industrial Relations Academics of Australia and New Zealand, Queenstown, New Zealand.
93. Haar, J. & Spell, C. (2002, February). Examining work-family backlash among local government employees in New Zealand. Association of Industrial Relations Academics of Australia and New Zealand, Queenstown, New Zealand.
94. Haar, J. & Spell, C. (2001, December). Attitudes towards male and female users of work-family policies. Australian and New Zealand Academy of Management Meeting, Auckland, New Zealand.
95. Haar, J. & Spell, C. (2001, December). Examining the relationship between work-family conflict and employee attitudes within a local government organization. Australian and New Zealand Academy of Management Meeting, Auckland, New Zealand.

96. Haar, J., Spell, C., & Dyer, S. (2001, November). Using work-family practices and attitudes towards the organization: a study of New Zealand public sector employees. Southern Management Association Meeting, New Orleans, LA.
97. Spell, C. (2001, August). The relationship between discourse in print media, government goals, and adoption of workplace substance abuse programs. Academy of Management Meetings, Washington D.C.
98. Spell, C., Joyce, T., & Stivers, B. (2000, August) Knowledge management and non-financial performance. Proceedings of the Association of Management/International Association of Management Meetings, San Antonio.
99. Haar, J., & Spell, C. (1999, December) Where did New Zealand's paid parental leave come from: a family-friendly fashion whose time has come? 1999 ANZAM Conference, Hobart, Australia
100. Spell, C. (1998, August). Where do management fads come from, and how long do they stay? Academy of Management Meetings, San Diego.
101. Donald, D., & Spell, C. (1998, February) Let's keep it out of court: Informal dispute resolution in New Zealand Industrial relations. Presented at the 1998 AIRAANZ Conference, Wellington, New Zealand.
102. Spell, C. (1997, November) Core Technologies and human resource practices. In the Proceedings of the Southern Management Association (pp.116-118), Atlanta.
103. Spell, C. (1997, July). A configurational approach to understanding relationships between human resource management and technology. In the Proceedings of the International Employee Relations Association Conference, Coogee Bay, Sydney, Australia.
104. Shane, S., & Spell, C. (1997, March) Agency Costs, Search Costs, Transactions Costs, Managerial Limits to Firm Growth and New Franchisor Survival 1984-1994. In the Proceedings of the 1997 Society of Franchising Conference, Orlando.
105. Spell, C. & Blum, T. (1996, August) Pre-employment drug testing: Weapon in the War on Drugs or response to the institutional environment? Presented at the Academy of Management Meetings, Cincinnati.
106. Spell, C. (1995, August). Configurations of core technologies, skills and human resource practices. In the Proceedings of the Information Technology Management Group, Association of Management Conference, (pp 161- 169) Vancouver.
107. Spell, C. & Blum, T. (1995, August). Internal promotion and barriers to management: Relationships with organizational factors. In the Proceedings of the Human Resource Management Group, Association of Management Conference, (pp 142- 151) Vancouver.
108. Blum, T., Milne, S., & Spell, C. (1994, August). Organizational characteristics as predictors of health care cost containment practices. Presented at the Academy of Management Meetings, Dallas.
109. Spell, C. & Blum, T. (1993, November). Mobility within the organization: Effects of technology and other organizational factors. In the Proceedings of the Southern Academy of Management Meetings, Atlanta.
110. Spell, C. (1993, April) Technology and the workforce: Effects on personnel staffing practices, In Design for Competitiveness: Proceedings of the International Conference on Technology Management, (pp 745-776) Denver.

CONSULTING AND OTHER EMPLOYMENT

- 2012 Expert Witness, Gottesdiener Law offices, Brooklyn, NY.
- 2010 Applied Materials, Inc. Ongoing project on enhancing functioning of virtual teams in workforce of 1300 (IT department).
- 2006 Diversified Foam Products, Pennsauken, New Jersey. Provided direction on how to conduct valid interviews of job applicants. Guidance on psychological testing and other selection procedures.
- 1997 Fletcher Challenge Forests, Auckland, New Zealand. Consultation project on drug and alcohol policy for 1400 employee company.
- 1996 Cole School of Business, Kennesaw College. Consulted on data analysis and methodology for comparative research project on U.S. and Canadian firm strategies.
- 1987-88 Test Engineer, Norfolk Naval Shipyard, Portsmouth, VA. On site direction of testing procedures in naval nuclear power plant. Supervised plant operations.

COURSES TAUGHT

Organizational Behavior, Leadership (Undergraduate and MBA, professional MBA)

Human Resource Management (Undergraduate and MBA)

Organizational Theory and Design (Undergraduate, professional MBA)

Compensation (developed new course for Undergraduate and MBA)

Employee Health and Well-being (developed new course as part of Business Leader Development Program)

Principles of Management (Undergraduate)

Research methods and Statistics (Undergraduate and MBA)

SUPERVISING RESEARCH

Doctoral Dissertations: (chair) Jarrod Haar, University of Waikato (2002),
Theekshana Somaratna, Rutgers University
Xuanzhou Du, Prevention Science, Rutgers University, 2025-

Selected Master's Thesis Committees:

Alberly Perez, Department of Psychology, Rutgers University (2023)

Kevin Byrnes, Department of Psychology, Rutgers University (2018).
 Amy Mears, Department of Psychology, Rutgers University (2012).
 Jamie Perry, Department of Psychology, Rutgers University (2009).
 External examiner for numerous MBA students at University of Waikato.
 Examples: Brooke Lewis, University of Waikato (2010).
 Pauline Mtunda, University of Waikato (2007).

Recent Independent Studies Students:

Sherrod Colton “Hospital readmissions- data sources and literature review”
 Alyssa Barsony “Explaining gender differences in pay”
 Justin Lang: “The Mitchell Report and performance enhancing drugs in baseball teams”
 Brandon Weinberg: “Selection practices for the sales force in an insurance firm”
 Rachael Olorunnisola: “Research on self-management”
 Elaine Goldstein: “Special project evaluating HRM systems at DUE Charter School”
 Francis Lee: “Analysis of how organizational justice has been measured and researched”
 Susan Cristiano: “Fairness and Mental Health”
 Michelle Campion: “Here Today, Gone Tomorrow: Baseball Players, Shocks to the System, and the Unfolding Model of Employee Turnover”

Advised numerous graduate theses for management majors at Washington State University and University of Waikato.

APPEARANCES IN PRINT AND BROADCAST MEDIA

1. Interview with Human Resources Experts: Answering Students’ Questions About HR Trends. *Research .com*, July 2024.
<https://docs.google.com/document/d/1GiyRNEplXZXyCg3MYHYErbqwtR-GI4YEPk5RIqtf9Q/edit>
2. Interview with Dustin Petzold, *From the Great Resignation to the Great termination*. *Rutgers Today*, January 25, 2023. https://stories.camden.rutgers.edu/great-termination/index.html?utm_source=newsletter&utm_medium=email&utm_campaign=rutgerstoday&utm_content=Experts
3. Interview with LaRhonda Thomas, TVabc6 Philadelpha, on Work Life balance and health. January 4, 2023. <https://6abc.com/delaware-county-aunt-mary-pat-live-shows-troy-hendrickson/12652953/>
3. Interview with Laura Dixon, *Lyra Health* on mental health trends and initiatives, November 8, 2021.
4. Interview with Bettina Redway, *The Economist Group*, “Mental Health in Workplaces” October 27, 2021.

5. Interview with Aiden Orr, The Hatchet (George Washington University) . Changes in medical insurance plan, <https://www.gwhatchet.com/2021/10/11/employee-medical-dental-coverage-to-see-nominal-changes-in-2022/> October 11, 2021.
6. Interview with Lisa Fu, Fundfire. *BlackRock Promises Changes in Response to Law Firm Review* June 25, 2021.
7. Interviewed on diversity training, by Christine Ro, *BBC*, <https://www.bbc.com/worklife/article/20210326-the-complicated-battle-over-unconscious-bias-training-March-26>, 2021.
8. What diversity programs get wrong. *Nature*, April 24, 2019.
9. Self-employed? See if your job is among the most threatened by AI . *Philadelphia Business Journal* September 20, 2019. <https://www.bizjournals.com/philadelphia/news/2019/09/20/self-employed-see-if-your-job-is-among-the-most.html>
10. What the research on diversity training tells us. Sandra Guy, *Magazine of the Society of Women Engineers*, 65(2) p. 52-58. (2019).
11. All the Ways you will be laid off. Interviewed for *Vice*, January 14, 2019.
12. *Astroball*. Interviewed and quoted in book by Ben Reiter.
13. Quantifying Team Chemistry. Rutgers News, October 2018. p5.
14. Superman returns. *Sports Illustrated*, July 2, 2018. Interviewed by Ben Reiter.
15. What makes a team great? *The Atlantic*, July/August 2018. Interviewed by Ben Rosen. <https://www.theatlantic.com/magazine/archive/2018/07/finding-the-formula-for-team-chemistry/561722/>
16. Starbucks closed more than 8,000 stores for an afternoon of bias training. Will it work? Interview *PBS NewsHour*, May 29, 2018. <https://www.pbs.org/newshour/nation/starbucks-closed-down-for-an-afternoon-of-bias-training-will-it-work>
17. Managing Eagles Fever Before the Superbowl. Interview on WCAU-TV, Philadelphia. Matt DeLucia. Broadcast on January 26, 2018.
18. Bezrukova, Spell, Perry Jehn (2016) featured in Science at Work, Cioca, 2017, *Does Diversity Training Work? Time for an evidence-based answer*, <https://scienceforwork.com/blog/diversity-training-effectiveness/>
19. Girl Scout cookie sales: How to say no to a co-worker Interview with Dan Alexander FM101.5, January 10, 2017. <http://nj1015.com/girl-scout-cookie-sales-how-to-say-no-to-a-co-worker/>

20.5 modi per superare il burnout sul lavoro (5 ways to overcome burnout at work) *Repubblica (Italian)*. Interview by Stefania Mednetti. January 8, 2016.

21.Red flags when interviewing for a job. FM101.5 radio interview by Dino Flammia, May 14, 2015.

22.Mandatory flu shots: Why one N.J. hospital had 4,400 employees vaccinated. Interview in South Jersey Times by Kristie Rearick, January 24, 2015. online at http://www.nj.com/indulge/index.ssf/2015/01/mandatory_flu_vaccines.html

23.Keeping skills current- strategies? FM101.5 radio interview by Dino Flammia, aired November 24, 2014.

24.Chemistry 162. *ESPN The Magazine*, March 31, 2014.

25.High Schoolers grabbing internships. FM101.5 radio interview, March 12, 2014, online at <http://nj1015.com/high-schoolers-grabbing-internships-audio/>

26.Vacation: A right or a luxury? FM101.5 radio interview by Dino Flammia, aired December 9, 2013.

27.The Happiness Project. *ESPN The Magazine*. October 14, 2013.

28.Interview by Dan Nakasko. From the PTA to the corporate boardroom, 49ers coach Jim Harbaugh shows path to leadership. *San Jose Mercury News*, January 28, 2013.

29.What business can learn from Bruce Bochy, Interviewed Kathleen Pender, *San Francisco Chronicle*, October 31, 2012.

28.Commentary on fairness in application process for applicants, FM 105 radio interview, August 30, 2012.

29.Commentary on Supreme Court decision on health care ruling. Interview on WDEL radio, June 29, 2012.

30.N.J. businesses have mixed reaction to health care ruling. NorthJersey.com, June 29, 2012.www.northjersey.com/news/160794925_Contrast_in_views_on_ruling.html?page=all

31.“Breakfast at the Barracks” Television interview with Paula Caliguri, ITV, April 4, 2012.

32.Facebook privacy issue concerns many. Gloucester County Times, March 25, 2012. http://www.nj.com/gloucester-county/index.ssf/2012/03/assemblyman_john_burzichelli_b.html

33.Co-author, “Team Spirit” Blog for *Psychology Today*.

Notable: Editor’s pick as Essential Reading, March 2012.

34. Coping with a Bullying Boss. *Rutgers Today*, December 5, 2011.
35. Study: Gloomy Days Reduce Productivity. *Courier Post*. May 25, 2011. Available online at www.courierpostonline.com/article/20110525/NEWS01/10525037...days-reduce-productivity?odyssey=tab%7Ctopnews%7Ctext%7CFRONTPAGE
- Workplace Faultlines Can Ease Psychological Distress Among Employees. *Newswise*. January 13, 2011. Available online at www.newswise.com/articles/workplace-faultlines-can-ease-psychological-distress-among-employees
36. Workplace faultlines can ease psychological distress among employees. *Reliable Plant*. January 13, 2011. Available online at www.reliableplant.com/Read/28016/Workplace-faultlines-psychological-stress
37. Frustrated Employees Perceive Injustices at Work. *Business News Daily*, December 28, 2010. Available online at <http://www.businessnewsdaily.com/frustrated-employees-perceive-injustices-at-work-cost-billions-0856/>
38. Workplace Faultlines Can Ease Psychological Distress Among Employees. *Medical News Today*. December 26, 2010. Available online at www.medicalnewstoday.com/printerfriendlynews.php?newsid=212453.
39. CEO SALARIES: Do executives deserve big bucks? *Asbury Park Press*, August 8, 2010. Available online at <http://www.app.com/article/20100808/NEWS/100808018/1001&source=rss>.
40. Commentary on the SEPTA strike. Interviewed on WDEL, Wilmington DE, Nov 4, 2009.
41. "Business lessons from ball-team studies" *Philadelphia Inquirer*, Nov. 1, 2009. http://www.philly.com/inquirer/business/homepage/20091031_Business_lessons_from_ball-team_studies.html
42. "Baseball team dynamics and diversity" Interviewed on the Joe Bartlett Show, WOR radio, Oct 10, 2009.
43. "How much is a CEO Really worth?" *Asbury Park Press*, April 1, 2009. www.app.com/apps/pbcs.dll/article?AID=/20090401/BUSINESS/90401020&s=d&page=2
44. "Implications of Wall Street financial crisis for employee mental health" Interview on KNIX and Gloucester County Times, October 2008.
45. "Spaced out. Professor considers employees' desolate working environments" *Philadelphia Inquirer*, October 7, 2007, p. G1.

46. "Considering employee morale—on the moon". Focus on Faculty, BizEd, September/October 2007, p. 54
47. Working on the Moon. Astrobiology Magazine, June 27, 2007.
<http://www.astrobio.net/news/index.php?name=News&file=article&sid=2377>
48. Interview on Mental health implications of working on the moon, KYW1060 Philadelphia, June 22, 2007.
49. "Moon jobs will tax mental health of workers: Science Daily, June 22, 2007.
<http://www.sciencedaily.com/releases/2007/06/070622115215.htm> also published on Phys.org June 22, 2007, Medical Science News June 27, 2007.
50. Interview about New Jersey's Proposed Paid Family leave legislation, KYW1060 Philadelphia, May 30, 2007.
51. "Control issues: Sense of injustice at work can stress you out" Rutgers Magazine, Spring 2007, p. 31.
52. "Bush's healthcare proposal....what does this mean to us?" Commentary on KNX Los Angeles The Business Hour with Frank Mottek, January 24, 2007.
53. "Some question benefits of health care proposal" Gloucester County Times, January 24, 2007.
54. "Show us the holiday bonus" NJ Biz, December 11, 2006, p. 3.
55. "Business rumors die slowly after spreading on the Web" Press of Atlantic City, March 13, 2006.
56. "Analysts skeptical of Bush message" Daily Targum, February 2, 2006.
57. "Don't downsize the compassion" Philadelphia Inquirer, October 24, 2004, p. E1.
58. Commentary on Downshifting and Work Family balance on "The 10'o'clock News" WPHL TV, September 3, 2004.
59. "Let's make a deal! Business is in full swing on South Jersey golf courses" South Jersey Business and High Living, May 2004, p. 29-33.
60. "Workers use of amphetamines increasing" The Courier Post, May 5, 2003.

SERVICE TO THE PROFESSION

1.Editorships and Editorial Boards:

Editor, Special Issue on Artificial Intelligence, *Organizational Psychology Review*, 2026

Associate Editor: *Organizational Psychology Review* 2020-

Associate Editor: *Social Justice Research*, 2024-

Associate Editor, *Personnel Review*. 2016-2022

Associate Editor, Conflict Management Division, Academy of Management, 2016-2017

Editorial Boards:

Management Decision, 2014-

Small Group Research, 2013-

Journal of Management History, 2010-

2.Best paper Awards committee, Conflict Management division, Academy of Management,2026.

3. Referee, the Marsden Fund Grants (New Zealand) 2023

4.Reviewer, NASA Postdoctoral Research Grants,2018-

5Reviewer, National Science Foundation Doctoral Grants

6.Reviewer for Following Journals:

Academy of Management Journal

Academy of Management Review

Human Relations

Journal of Experimental Social Psychology

Journal of Management Studies

Journal of Occupational Health Psychology

Human Resource Management

Human Resource Management Review

Applied Psychology: An International Review

International Journal of Manpower

Asia-Pacific Journal of Human Resources

African Journal of Management

Socio-economic planning sciences

Social Justice Research

Journal of Business Research

Small Group Research

Other Reviewing:

InGroup conference, most recently 2025.

International Conference on Conflict Management, Kyoto, Japan, 2009

Organization and Management Theory Division, Academy of Management Meetings, 1995, 1996, 1999-2003

Health Care Management Division, Academy of Management Meetings, 2005-2007

Management History Division, Academy of Management Meetings, 1998, 2000-2008.

International Management Division, Southern Management Association Meetings, 1998.

Southwest Academy of Management Meetings, 1992

Northcraft, G.B. and Neale, M.A. 1994. Organizational Behavior: A Management Challenge (2nd Edition). Fort Worth: Dryden.

7.Member, Promotion review committee, Massey University, New Zealand, 2024.

8.Advisory Board for the Center for Customer Interface Excellence, Spears School of Business, Oklahoma State University. 2015-2016

9.Panel, Professional Development Workshop, “ Research from a Management History Perspective” Management History Division, Academy of Management meetings, Orlando, FL. August 2013.

10.Division Chair, 2011-2012, Management History Division, Academy of Management.

11.Program Chair, 2009-2010, Management History Division, Academy of Management

12.PDW Chair, 2008-2009, Management History Division, Academy of Management

13. Facilitator, Seminar for new doctoral students, Academy of Management Meetings, August 5, 2012.

14. Representative-at-large, International Employment Relations Association (Australia), 1997-98.

15. Session Chair, 1997 IERA Conference, Sydney, Australia.

16. Judge for the Strategic Management Case Competition, University of Waikato, 1997-1999.

17. Published Teaching Note: Spell, C. 1994. Managing Diversity. In Northcraft, G., and Neale, M. Teaching Tools for Organizational Behavior: A Management Challenge (2nd Edition), pp. 59-60. Fort Worth: Dryden.

SERVICE TO RUTGERS and CAMDEN CAMPUS

1. Rutgers School of Business Research Award Committee, 2025-
2. Area Head, OB/HR-Marketing, Fall 2023, Fall 2024.
3. Rutgers Camden Budget Committee, 2023-2025.
4. Member REACH (Rutgers Equity Alliance for Community Health) 2025 Conference Planning Committee, 2024-2025.

5. Member, REACH Grant Employment Collaborative Learning Table, 2023- 2024.
6. Lead, REACH Grant Employment Collaborative Learning Table, 2024-
7. Campus Teaching Award Selection committee, Chancellor's and Lindback Awards, 2023.
8. Academic Integrity Facilitator, School of Business, Rutgers, 2018-2020
9. Department Head/Coordinator, HRM/OB Area, 2017(interim) , 2005-2010, Rutgers – Camden School of Business
10. Graduate Curriculum committee, School of Business, Rutgers, 2020-present
11. "AI and the Risk to the Employed" Presentation to high school counselors and administrators, September 14, 2018.
12. Chair, Committee to establish Center for Workplace Health, 2009.
13. Campus Committee for Institutional Equity and Diversity, November 2014-
14. Organizer, HR/OB and Marketing Area Research Seminar, 2013-.
15. Co-Organizer for Multi-disciplinary (School of Business, Psychology, Public Affairs) Research Seminar, Rutgers-Camden, 2005-2011.
16. Research and Intellectual Contributions Committee, Rutgers School of Business-Camden, 2008-2011 (Chair, 2010-2011, 2011-2012, Co-Chair, 2014)
17. Co-chair, Teaching Awards Committee, Rutgers School of Business-Camden, 2008
18. MBA Task Force, Rutgers School of Business, Camden, 2008-2011.
19. Search Committee, Health Care Management Senior Scholar, 2008
20. Presentation at MBA Open House, Spring 2008
21. Coordinated Search for new HRM/OB faculty, 2007-2008.
22. "Working on the Moon and other tough jobs" Sample Class, Rutgers Open House, November 10, 2007.
23. Rutgers Open House, Sample Class on Organizational Behavior, Fall 2006.
24. Good Works Committee, Rutgers-Camden School of Business.
25. Chair, Panel discussion on "A Woman's work is..." Part of Women's History Month, Rutgers University, March 2004.

PROFESSIONAL ASSOCIATIONS

Academy of Management
 American Psychological Association
 Society for Industrial and Organizational Psychology
 Sloan Industry Foundation Affiliate