

UNIVERSITY OF MASSACHUSETTS LOWELL
Comprehensive Professional Vitae
January 2013

Michelle C. Haynes, Ph.D.
Department of Psychology
College of Fine Arts, Humanities, and Social Sciences
Assistant Professor
Field: Organizational Psychology

A. EDUCATION AND ACADEMIC QUALIFICATIONS

1. EDUCATION

- 2006 Doctor of Philosophy
 Organizational Psychology
 Minor: Quantitative Methods
 New York University, New York, NY
- 2004 Master of Arts
 Industrial/Organizational Psychology
 New York University, New York, NY
- 1997 Bachelor of Arts
 Psychology
 Wellesley College, Wellesley, MA
 Cum Laude

2. ACADEMIC EXPERIENCE

- 2006-present** Assistant Professor
 Department of Psychology, University of Massachusetts Lowell, Lowell, MA
- 2006-present** Associate
 Center for Women & Work, University of Massachusetts Lowell, Lowell, MA
- 1997-1999 Research Associate
 McLean Hospital, McLean, MA

B. PROFESSIONAL ACTIVITIES

1. PROFESSIONAL ASSOCIATION PARTICIPATION

a) Professional Association Membership

2005-present	Association for Psychological Science
2002-present	Academy of Management
2002-present	American Psychological Association (APA)
2000-present	Society for Industrial Organizational Psychology (APA Division 14)
2011-present	Society for the Psychological Study of Social Issues (APA Division 9)
2005-present	Society for Personality and Social Psychology (APA Division 8)

2. PROFESSIONAL HONORS AND AWARDS

2011	Teaching Award, Department of Psychology, University of Massachusetts Lowell
2006	Douglas and Katharine Fryer Thesis Fellowship in Psychology, Best dissertation in the area of Social/Organizational Psychology, New York University “Did I do that? Women's self-attributional rationalization of their contribution to successful team outcomes”
2002-2004	Mental Health Statistics Training Fellowship, NIMH
2000-2005	Henry Mitchell MacCracken Fellowship, New York University
2000-2005	Dean's Minority Fellowship, New York University

3. NON-TEACHING ACTIVITIES

a) Reviewer

2012	Journal Reviewer, <i>Journal of Applied Social Psychology</i>
2010	Journal Reviewer, <i>Group and Organization Management</i>
2010	Conference Submission Reviewer, <i>The 26th Annual Conference for the Society for Industrial and Organizational Psychology</i>
2007	Conference Submission Reviewer, <i>12th Massachusetts Statewide Undergraduate Research Conference</i> , Amherst, MA

2007 Journal Reviewer, *International Journal of Applied Psychology*

2007 Reviewer, *The Sloan Network Work and Family Encyclopedia*

2005 Journal Reviewer, *Social Justice Research*

2004 Journal Reviewer, *Sex Roles*

b) Training

2007 Designed and led diversity training workshop for student leadership orientation program, University of Massachusetts Lowell

c) Research Consultant

2011- present The Due Diligence Project: International research-advocacy project to end violence against women. Pro-bono consultant on survey design, execution, and data analysis.

d) Peer-Reviewed Conference Presentations

2012 **Haynes, M. C.**, Bond, M. A., Toof, R., Holmberg, M. D., Jackson, T. (2012, June). *Match vs. diversity in healthcare delivery: Dilemmas for organizational policy development* Symposium conducted at the 4th International Conference of Community Psychology, Barcelona, Spain.

2012 **Haynes, M. C.**, Bond, M. A., Toof, R., Holmberg, M. D., Jackson, T., Grigg-Saito, D., & Leary, M. (2012, March). *Developing a culturally responsive workforce: Challenges, promising practices, and policy implications*. Workshop conducted at the National Association of Community Health Centers Policy and Issues Forum, Washington, D.C.

2011 Dinh, K. T., Holmberg, M. D., Ho, I. K., & **Haynes, M. C.** (2011, August). *The relationship of college students' prejudicial attitudes to their psychological, social, and physical well-being*. Poster presented at the 119th Annual Convention of the American Psychological Association, Washington, DC.

2011 Bond, M. A., **Haynes, M. C.**, Toof, R., Holmberg, M., & Quinteros, J. R. (2011, June). *Empowering settings: Organizational practices that support diversity in community health centers*. Symposium conducted at The Society for Community Research and Action 13th Biennial Conference, Chicago, IL.

2011 Bond, M. A., **Haynes, M. C.**, Toof, R., Quinteros, J. R., Holmberg, M., & Thompson, M. (2011, June). *Nurturing diversity in health professions: challenges and best practices*. Paper presented at the 11th International Diversity in Organizations, Communities and Nations Conference, Cape Town, South Africa.

- 2011 Haynes M. C. & Lawrence, J. S.** (2011, April). *Who's to blame? Attributions of blame in mixed-sex work teams*. Poster presented at The 26th Annual Conference of the Society for Industrial Organizational Psychology, Chicago, IL.
- 2011 Haynes, M. C, Bond, M. A., Toof, R., Quinteros, J. R., Holmberg, M., Hajjar, L., & Thompson, M.** (2011, March). *Healthy diversity: Workplace diversity challenges for community-based health centers*. Poster presented at the Society for Community Research and Action Northeast Regional Conference, Cambridge, MA.
- 2010 Dinh, K. T., Tein, J-Y, & Haynes, M. C.** (2010, August). *Mediators in the association between acculturative variables and mental health outcomes among Asian Americans*. Poster presented at 118th Annual Convention of the American Psychological Association, San Diego, CA.
- 2007 Haynes, M. C. & Heilman, M. E.** (2007, August). *Differential attributions of credit for successful group outcomes*. Symposium conducted at the 21st Academy of Management Annual Meeting, Philadelphia, PA.
- 2007 Haynes, M. C. & Heilman, M. E.** (2007, April). *Understanding affirmative action: Effects of knowledge on attitudes and stigmatization*. Symposium conducted at The 22nd Annual Conference of the Society for Industrial Organizational Psychology, New York, NY.
- 2005 Haynes, M. C. & Heilman, M. E.** (2005, August). *Did I do that? Women's attributional rationalization of their own successes in mixed- sex teams*. Symposium conducted at the 19th Academy of Management Annual Meeting, Honolulu, HI.
- 2004 Haynes, M. C. & Heilman, M. E.** (2004, August). *Perceptions of affirmative action programs: What are they anyway?* Symposium conducted at the 18th Academy of Management Annual Meeting, New Orleans, LA.
- 2004 Haynes, M. C. & Heilman, M. E.** (2004, August). *Attributional rationalization of women's success in mixed-sex work teams: No Credit where credit is due*. Poster presented at the 18th Academy of Management Annual Meeting, New Orleans, LA.
- 2004 Haynes, M. C. & Jost, J. T.** (2004, June). *Prevention, promotion, and the status quo: Interactive effects of voice, framing, and system justification on perceptions of legitimacy*. Paper presented at the 10th International Society for Justice Research Social Justice Conference, Regina, Canada.
- 2003 Heilman, M. E. & Haynes, M. C.** (2003, April). *Policies designed to combat organizational discrimination*. Paper presented at the 18th Annual Conference of the Society for Industrial Organizational Psychology, Orlando, FL.
- 2002 Haynes, M. C. & Heilman, M. E.** (2002, April). *No credit where credit is due: Women in work teams*. Poster presented at the 17th Annual Conference of the Society for Industrial Organizational Psychology, Toronto, Canada.

d) Invited Conference Presentations

- 2011** Bond, M. A., **Haynes, M. C.**, & Toof, R. (August 2011). *Setting the stage for policy work: A case example of research with community health centers*. Invited paper as part of the SPSSI 75th Anniversary Celebration of “Then and Now” at the 119th Annual Convention of the American Psychological Association, Washington, D.C.

e) University of Massachusetts Lowell or Local Presentations

- 2011** Bond, M. A., **Haynes, M. C.**, Toof, R., Holmberg, M. D., & Reyes Quinteros, J. *Organizational practices that support diversity in community health centers*. Findings presented at the Statewide Human Resource Manager’s meeting of the Massachusetts League of Community Health Centers, Boston, MA.
- 2011** Bond, M. A., **Haynes, M. C.**, Toof, R., Reyes Quinteros, J., Holmberg, M. D., Hajjar, L., & Thompson, M. *Healthy diversity: Organizational staffing to promote culturally relevant health care in community health centers*. Poster presented at the Annual Faculty Research Symposium, University of Massachusetts Lowell, Lowell, MA.
- 2011** Bond, M. A., **Haynes, M. C.**, Toof, R., Holmberg, M. D., & Reyes Quinteros, J. *Organizational practices that support diversity in community health centers*. Paper presented at the Women’s Studies Research Center, Brandeis University, Waltham, MA.
- 2010** Bond, M. A., **Haynes, M. C.**, Punnett, L., & Toof, R. *Healthy diversity*. Poster presented at the Faculty Development Conference, University of Massachusetts Lowell, Lowell, MA.
- 2006** **Haynes, M. C.** *No credit where credit is due: Differential attributions of credit in mixed-sex work teams*, Department of Psychology Fall Research Colloquium Series, University of Massachusetts Lowell, Lowell MA.

C. RESEARCH

1. GRANTS AND CONTRACTS

a) External

2011-2013 **Grant Title:** Healthy Diversity in Massachusetts: Supporting our Diverse Healthcare Workforce through Innovative Partnerships
Agency: University of Massachusetts, President's Office (Creative Economy Fund)
Role on Grant: Co-Principal Investigator; equal collaborator on all aspects of the research process (design, execution, writing and dissemination of findings). In collaboration with Meg Bond (PI); Robin Toof (Co-PI)
Amount awarded: \$26,655.33

Summary: Investigates the use of community health center (CHC) - educational partnerships as a model of workforce development to increase diversification in the CHC workforce.

2009-2010 **Grant Title:** Healthy Diversity: Organizational Staffing Policies & Practices to Promote Culturally Relevant Health Care in Community Health Centers
Agency: The Society for the Psychological Study of Social Issues (SPSSI)
Role on Grant: Co-Principal Investigator; equal collaborator on all aspects of the research process (design, execution, writing and dissemination of findings). In collaboration with Meg Bond (PI); Robin Toof (Co-PI); Laura Punnett (Co-PI originally, changed to advisory board)
Amount Awarded: \$25,300

Summary: The overall goals of this project are: 1) to assess the challenges that Community Health Centers (CHCs) face in promoting the respectful integration of staff members from communities of color and/or immigrants into the delivery of culturally relevant health care; 2) to identify promising organizational policies and practices that address these challenges.

b) Internal

2011-2012 **Grant Title:** Healthy Diversity: Workplace Diversity Challenges for Community Based Health Centers
Program: Seed Grant
Agency: University of Massachusetts Lowell
Role on Grant: Co-Principal Investigator; equal collaborator on all aspects of the research process (design, execution, writing and dissemination of findings). In collaboration with Meg Bond (PI); Robin Toof (Co-PI); Laura Punnett (Co-PI originally, changed to advisory board)
Amount Awarded: \$9,997

Summary: Builds on previous work to investigate the diversity challenges faced by Community Health Centers (CHCs) and identify best practices that address these challenges.

2004 Travel Grant, New York University, Graduate School of Arts and Sciences

2003 Travel Grant, New York University, Graduate School of Arts and Sciences

2. ACADEMIC AND PROFESSIONAL PUBLICATIONS

a) Peer-Reviewed Publications

- 2013** Bond, M. A., **Haynes, M. C.**, Toof, R. A., Holmberg, M. D., & Reyes Quinteros, J. (in press). Workforce diversity in community health centers: Challenges and barriers. *Journal of Community Practice*.

Description: Mixed-method study documenting the obstacles community health centers face in their quest to diversify the workforce.

My Role: Based on research conducted for the Healthy Diversity Project (see above for description). I worked on writing, editing, and refining the manuscript.

Journal of Community Practice “is an interdisciplinary journal... designed to provide a forum for community practice, including community organizing, planning, social administration, organizational development, community development, and social change. As the only journal focusing on community practice, it covers research, theory, practice, and curriculum strategies for the full range of work with communities and organizations.” Impact factor: .36.

- 2013** Bond, M. A. & **Haynes, M. C.** (in press). Workplace diversity: A social ecological framework and policy implications. *Social Issues and Policy Review*.

Description: Reviews the extensive workplace diversity literature and articulates policy suggestions.

My Role: Equal collaborators.

Social Issues and Policy Review (SIPR) is the flagship publication of Society for the Psychological Study of Social Issues (SPSSI). SIPR publishes an annual review of theory and research relevant to social issues and public policy. Impact Factor: 1.52.

- 2013** Dinh, K. T., Holmberg, M. D., Ho, I. K., & **Haynes, M. C.** (in press). The relationship of prejudicial attitudes to psychological, social, and physical well-being within a sample of college students in the United States. *Journal of Cultural Diversity*.

Description: Survey study (n = 495) examining the degree to which holding prejudicial attitudes can negatively impact those who harbor such attitudes.

My Role: Contributed my expertise on prejudice and stereotyping processes and reviewed drafts of manuscript.

Journal of Cultural Diversity (JCD) is the “journal of choice for educators, researchers and practitioners involved in cultural diversity and the delivery of care, the development and implementation of programs, the formulation of policies, and the pursuit and analysis of research.” Impact factor: .63

- 2012** **Haynes M. C.** & Lawrence, J. S. (2012). Who’s to blame? Attributions of blame in unsuccessful mixed-sex work teams. *Basic and Applied Social Psychology*, 34(6), 558-564.

Description: Experimental study (n = 135) documenting the extent to which third party evaluators are more likely to blame females than males for failed team outcomes.

My Role: Took the lead role in designing and executing study, conducting data analysis, and writing paper for publication.

Basic and Applied Social Psychology (BASP) emphasizes the publication of outstanding research that has “important implications for basic social processes and often is some of the most exciting work in the field of social psychology.” Impact factor: 1.38

- 2012 Haynes M. C.** (2012). In the eye of the beholder: Perceptions of the centrality of merit in affirmative action and its psychological implications. *Journal of Organizational Psychology*, 12(2), 20-29.

Description: Two survey studies (Total n = 1,008) that document the relationship between individuals' perceptions of the centrality merit in the implementation of typical affirmative action plans and 1) their endorsement of the policy and 2) the degree to which beneficiaries are viewed as competent.

Journal of Organizational Psychology "publish[s] empirical reports and theoretical reviews of research in the field of organizational psychology... [that] benefit practitioners and policy makers." Impact factor not available; h- index: 2.

- 2012 Haynes, M. C., Toof, R. A., Holmberg, M. D., Bond, M. A.** (2012). Diversification of the health care workforce: Six research propositions for future research. *The International Journal of Diversity in Organizations, Communities and Nations*, 11(5), 163-174.

Description: Theoretical paper outlining lessons based on the Healthy Diversity Project and propositions for future research investigating the diversity climate in the healthcare workforce.

My Role: Took the lead writing the manuscript. Edited the paper in collaboration with my co-authors.

The International Journal of Diversity in Organizations, Communities, and Nations "examines the realities of difference and diversity today, empirically and critically." Citation statistics are unavailable "as the journal is relatively new. However, [the editors] envisage a high impact factor insofar as the journal is both part of the conventional world of academic publishing and highly visible to Internet search engines."

- 2005 Heilman, M. E. & Haynes, M. C.** (2005). No credit where credit is due: Attributional rationalization of women's success in male/female teams. *Journal of Applied Psychology*, 90(5), 905-916.

Impact factor: 4.31

- 1999 Zanarini, M. C, Frankenburg, F. R., Bradford, R. D., Marino, M. F., Haynes, M. C. & Gunderson, J. G.** (1999). Violence in the lives of adult borderline patients. *Journal of Nervous and Mental Disease*, 187(2), 65-71.

Impact factor: 1.68

b) Book Chapters with Editorial Reviews

- 2013 Haynes, M. C., Bond, M. A., Toof, R. T., Holmberg, M. D, & Jackson, T.** (under editorial review). Supporting a diverse healthcare workforce through innovative partnerships. (chapter due January 2013). In M. Duffy, A. Armenia & C. Stacey (Eds.), *Caring on the Clock: The Complexities and Contradictions of Paid Care Work*. Piscataway, NJ: Rutgers University Press.

Description: Chapter highlights the role of CHC - educational partnerships as an innovative pathway to workforce diversification at higher levels. Submitted January 15th, 2013

My Role: Taking the lead on drafting manuscript, will edit in collaboration with co-authors.

Caring on the Clock is currently under contract with Rutgers University Press. The volume focuses on the unique characteristics of care as paid work and will bring together a range of empirical studies on paid care work.

- 2008** Heilman, M. E. & **Haynes, M. C.** (2008). Subjectivity in the appraisal process: A facilitator of gender bias in work settings. In E. Borgida & S. T. Fiske (Eds.), *Beyond Common Sense: Psychological Science in Court* (pp. 127-155). Oxford, UK: Blackwell Publishing, Ltd.

Description: Chapter outlines the extent to which subjectivity in organizational performance appraisals enable stereotyping processes to flourish thereby contributing to the bias women experience in the workplace. Includes organizational policy recommendations designed to mitigate these consequences.

My Role: I was an equal contributor.

Beyond Common Sense addresses the many important and controversial issues that arise from the use of psychological and social science in the courtroom. Each chapter identifies areas of scientific agreement and disagreement, and discusses how psychological science advances our understanding of human behavior beyond common sense.

- 2006** Heilman, M. E. & **Haynes, M. C.** (2006). Affirmative action: Unintended adverse effects. In M. F. Karsten, (Ed.), *Gender, Race, and Ethnicity in the Workplace: Issues and Challenges for Today's Organizations, Volume 2*, (pp. 1-23). Westport, CT: Praeger Publishers.

Description: Reviews the literature on affirmative action that documents the extent to which beneficiaries of affirmative action are tainted with the stigma of incompetence.

My Role: I participated in framing, writing, and editing the chapter.

Gender, Race, and Ethnicity in the Workplace presents the latest research from the fields of management, sociology, psychology, law, and public policy to shed new light on the dynamics of gender, race, and ethnicity in the workplace.

- 2005** Heilman M. E. & **Haynes, M. C.** (2005). Combating organizational discrimination: Some unintended consequences. In R. A. Dipboye & A. Colella (Eds.), *Discrimination at Work: The Psychological and Organizational Bases* (pp. 353-378). Mahwah, NJ: Lawrence Erlbaum Associates.

c) Policy Monograph/Technical Report

- 2011** Bond, M. A., **Haynes, M. C.**, Toof, R. A., Holmberg, M. D., Reyes Quinteros, J. (2011). *Healthy diversity: Practices that support diverse staffing in community health centers*. Lowell, MA: University of Massachusetts Lowell.

Description: Documents the findings of the Healthy Diversity Project, a comprehensive survey of Massachusetts Community Health Centers (CHCs) employing both quantitative and qualitative methods to discern challenges and best practices in CHC workforce diversification. Includes specific recommendations aimed at practitioners and public policy makers to increase support- for and make improvements to the sustainability of workforce diversity efforts.

My Role: The Healthy Diversity Project is a highly collaborative (ongoing) research project. I have played an integral role in the projects' design, execution, analysis, and writing. I took the lead role in the quantitative data analysis and was primarily responsible for drafting the method and (quantitative) results sections of the report. I also contributed significantly to the writing and revision of the full report.

Impact: The monograph was circulated widely to Massachusetts CHCs as well as state and national policy makers. The report has received considerable attention and praise from the Massachusetts League of Communities Health Centers (MLCHC), the Massachusetts Department of Public Health (DPH), and the Massachusetts Area Health Education Center (AHEC) Network as an important study and document regarding workforce diversity practices in CHC settings.

d) Professional Newsletter Contribution

- 2012** Bond, M. A., Hostetler, A., Tran, N., & **Haynes, M. C.** (2012). Practice competencies and community social psychology at UMass Lowell. *The Community Psychologist*, 45(2), 7-11.

Description: Articulates the use of a competency framework by graduate faculty to reevaluate the master's program in Community Social Psychology (CSP) at UMass Lowell.

My Role: Involved in the framing, writing, and editing of the piece.

The Community Psychologist is the official newsletter of The Society for Community Research and Action - Community Psychology (Division 27 of the American Psychological Association). This article was reviewed by the column editor and the newsletter editor.

e) Encyclopedia Entries with Editorial Reviews

- 2006** **Haynes, M. C.** & Heilman, M. E. (2006). Sexual discrimination. In S. G. Rogelberg (Ed.), *Encyclopedia of Industrial and Organizational Psychology* (pp. 714-717). Thousand Oaks, CA: Sage Publications, Inc.

- 2006** Heilman, M. E. & **Haynes, M. C.** (2006). Stereotyping. In S. G. Rogelberg (Ed.), *Encyclopedia of Industrial and Organizational Psychology* (pp. 761-763). Thousand Oaks, CA: Sage Publications, Inc.

3. OTHER RESEARCH OR CREATIVE ACTIVITIES

a) Manuscripts, Revise and Resubmit (under second round of review)

- 2013** **Haynes, M. C.** & Heilman M. E. It had to be you (not me)! Women's attributional rationalization of their contribution to successful work outcomes. *Personality and Social Psychology Bulletin*.

Description: Series of 4 experimental studies (Total n = 330) documenting the extent to which women derogate their own contributions to successful team outcomes when working with men.

My Role: Designed and executed studies; conducted data analysis; took lead role in drafting manuscript.

Personality and Social Psychology Bulletin (PSPB) is the official journal for the Society of Personality and Social Psychology. *PSPB* offers an international forum for the dissemination of original empirical papers in all areas of personality and social psychology. Impact factor: 2.22.

D. INSTRUCTIONAL ACTIVITIES

1. TEACHING

Teaching Load: 3/3

^a Family leave – Spring Semester 2009

^b Pre-tenure sabbatical leave – Fall Semester 2011

^c 2/3 load for Research-Active Faculty (New workload policy instituted as of Fall of 2010)

Average student evaluation of summary item “Overall, how would you rate this instructor”
(1-poor, 5-excellent) = 4.22

2012-13^c	47.269	Research 1: Basics (4 sections)
	47.308	Industrial/Organizational Psychology (1 section)
2011-12^{b,c}	47.269	Research 1: Basics (2 sections, 32 students)
2010-11^c	47.269	Research 1: Basics (3 sections, 75 students)
	47.308	Industrial/Organizational Psychology (2 sections, 49 students)
	47.491	Directed Study (2 students)
2009-10	47.101	General Psychology (4 sections, 182 students)
	47.269	Research 1: Basics (1 section, 25 students, <i>New preparation in Fall 2009</i>)
	47.308	Industrial/Organizational Psychology (1 section, 29 students)
2008-09^a	47.101	General Psychology (2 sections, 67 students)
	47.308	Industrial/Organizational Psychology (1 section, 30 students)
2007-08	47.308	Industrial/Organizational Psychology (3 sections, 79 students, <i>New preparation in Fall 2007</i>)
	59.258	Honors Workshop (3 sections, 27 students, <i>New preparation in Fall 2007</i>)
2006-07	47.101	General Psychology (4 sections, 179 students, <i>New preparation in Fall 2006</i>)
	47.502	Graduate Seminar: Conflict and Negotiation (1 section, 19 students, <i>New preparation in Spring 2007</i>)

2. INSTRUCTIONAL-RELATED ACTIVITIES AND ACCOMPLISHMENTS

a) Graduate (M.A.) Thesis Committee Member

2010-11 Student: Johana Reyes Quinteros; Sense of community and community involvement and their relationship with individual and social well-being

- 2009-10** Student: Lingtao Yu; Procedural fairness perceptions of performance appraisal processes: A cultural analysis
- 2009-10** Student: Michelle Holmberg; College students' prejudicial attitudes in relation to their psychological, social, and physical well-being.

b) Undergraduate Thesis Committee Member

- 2007-08** Student: Kristen Bugden; The effect of age, dress, and date setting on a victim of rape and the assessment of blame and empathy in men and women.

c) Faculty Mentor

- 2012-2013** Emerging Scholars Faculty Mentor, Student: Teresa Scholl.
- 2008-2009** Faculty Mentor, Recruitment and Retention of Cambodian Americans Majoring in Psychology (RRCAMP)

E. SERVICE ACTIVITIES

1. COMMITTEE ACTIVITIES

a) Department

- 2012-2013** Chair, Subcommittee: Student Learning Outcomes
- 2011-2012** Psychology Teaching Forum Coordinator. Led a series of teaching-focused discussions catalyzing the creation of a website to share teaching resources among faculty
- 2009-2010** Chair, Subcommittee: Assessing Psychology Department Teaching Award
- 2007-2008** Member, Faculty Search Committee for Tenure track Position with Concentration in Childhood Adolescent Latino/a Studies
- 2007-2011** Undergraduate Honors Council Representative
- 2007-2010** Member, Psychology Honors Subcommittee: Developing an Honors Track Degree in Psychology
- 2007-2009** Chair, Subcommittee: Graduate Curriculum Review
- 2007** Revised Psychology Department course evaluation tool in conjunction another faculty member
- 2007-present** Member, Graduate Program Committee

2006-present Member, Personnel Committee

2006-present Member, Undergraduate Program Committee

2. OTHER SERVICE TO THE UNIVERSITY

2011 Member, Curriculum Development Group for course *Work, Labor, and Society* to serve as foundation for new “Work, Labor, and Society” Interdisciplinary Minor, to be launched Fall 2012.

2008-2009 Faculty Senate, Psychology Representative

2008-present Founder & Coordinator of Graduate Certificate in Workplace Diversity, established Fall 2008