STEVEN ZHOU
Curriculum Vitae

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SUMMARY

My primary areas of research include leadership, personality, psychometrics and quantitative methods (including the application of LLMs and machine learning algorithms), careers and calling, and the academic-practitioner gap. I have published 20+ peer-reviewed articles, brought in almost $40k in external research funding as a graduate student, taught almost a dozen course sections at both undergraduate and graduate levels in both psychology and business, and have several years of full-time corporate experience in HR, data analytics, and leadership development.

ACADEMIC APPOINTMENTS

Assistant Professor of Psychological Sciences   2025 – present
Claremont McKenna College – Claremont, CA
- Courses teaching: PSYC 37 Organizational Psychology, PSYC 109 Intro Stats, PSYC 137 Advanced Stats (Psychometrics & Multivariate Methods)
- Research Lab: STATS Lab at CMC

EDUCATION

Ph.D., Industrial and Organizational Psychology   2019 – 2024
　　　　with a Graduate Certificate in Computational Social Sciences
George Mason University – Fairfax, VA
Major Professors: Stephen J. Zaccaro, Ph.D. (chair); Philseok Lee, Ph.D.; Richard J. Klimoski, Ph.D.
Dissertation: *Negative effects of shared leadership: Application of agent-based modeling with lab experiment data*
　　　　Dissertation Awards: APA Dissertation Award, Fleishman Dissertation Award, Network of Leadership Scholars Chapman Dissertation Award, SIOP Wallace Dissertation Award, International Leadership Association Jablin Dissertation Award

M.A., Religion   2015 – 2017
Pepperdine University – Malibu, CA
Thesis: *Cultural diversity and transformational leadership*

B.A., Industrial and Organizational Psychology, *summa cum laude*   2012 – 2015
　　　　with an Undergraduate Certificate in Conflict Management, Straus Institute for Dispute Resolution
Pepperdine University – Malibu, CA

RESEARCH PUBLICATIONS

　　　　* denotes equal contribution, [a] graduate student author, [b] undergraduate student author
　　　　Impact Factors (IF) from Clarivate Analytics' Web of Science in most recent year to publication

Peer-Reviewed Journal Publications
27. Aczel, B., Szaszi, B., Clelland, H. T., … **Zhou., S.**, … & Nosek, B. A. (in press). Investigating the analytical robustness of the social and behavioural sciences. *Nature*. (IF = 55.0)

26. Nag, M., Leung, D., **Zhou, S.**, & Belwalkar, B. B. (2025). Use of artificial intelligence in industrial-organizational psychology: Current trends and future outlook. *The Industrial Organizational Psychologist, 63*(2), 63-68. https://www.siop.org/tip-article/use-of-artificial-intelligence-in-industrial-organizational-psychology-current-trends-and-future-outlook-2

25. **Zhou, S.**, Lebrecht, A. D.[a], Pithayarungsarit, P.[a], & Monke, C.[b] (2025). The gatekeepers of academia: Investigating bias in journal publication across topics, author backgrounds, and institutions. *Learned Publishing*. doi.org/10.1002/leap.2022 (IF = 2.4)

24. Lee, P., Son, M.[a], **Zhou, S.**, Joo, S., Jia, Z.[a], & Cheng, V.[a] (2025). The journey of forced choice measurement over 80 years: Past, present, and future. *Organizational Research Methods*. doi.org/10.1177/10944281251350687 (IF = 12.7)

23. **Zhou, S.**, Weiss, H.A., McCuskey, B., & Tay, L. (2025). College student well-being: Explaining academic and behavioral outcomes from a representative college student sample. *Journal of Happiness Studies*. doi.org/10.1007/s10902-025-00906-3 (IF = 4.5)

22. Ravi, N.[b], & **Zhou, S.** (2025). Importance of pay on job satisfaction. *Journal of Emerging Investigators.* doi.org/10.59720/24-026

21. **Zhou, S.**, Belwalkar, B. B., & Kath, L. (2024). From grad school to the real world: Three perspectives on essential skills. *The Industrial Organizational Psychologist, 61*(3), 48-53. https://www.siop.org/tip-article/from-grad-school-to-the-real-world-three-perspectives-on-essential-skills

20. **Zhou, S.**, & Srivastava, A.[a] (2024). Investigating gender and racial-ethnic biases in sentiment analysis of language. *Cogent Psychology.* doi.org/10.1080/23311908.2024.2396695 (IF = 1.7)

19. **Zhou, S.**, Hiller, N. J., Zaccaro, S. J., Campbell, L. N. P.[a], McCauley, R.[a], Parris, T., & Klimoski, R. J. (2024). The corporate Chief of Staff: Strategic leadership influence from outside the spotlight. *Journal of Leadership and Organizational Studies.* doi.org/10.1177/15480518241267078 (IF = 5.0)

18. **Zhou, S.**[a], Campbell, L. N. P.[a], & Fyffe, S.[a] (2024). Quantifying the academic-practitioner gap: How do small business owners react to academic articles? [Focal article]. *Industrial and Organizational Psychology*. doi.org/10.1017/iop.2024.11 (IF = 11.5)

17. **Zhou, S.**[a], Cheng, V.[a], & Lee, P. (2024). What are you comparing it to? Investigating order effects in presentation of multidimensional forced choice personality items. *Personality and Individual Differences*. doi.org/10.1016/j.paid.2024.112581 (IF = 4.3)

16. **Zhou, S.**[a], Lee, P., & Fyffe, S.[a] (2024). Examining gender differences in the use of multidimensional forced-choice (MFC) measures of personality in terms of test-taker reactions and test fairness. *Human Resource Development Quarterly*. doi.org/10.1002/hrdq.21521 (IF = 3.3)

15. **Zhou, S.**[a], Aitken, J.[a], & Kuykendall, L. (2023). Callings can take different shapes: Scope, proximity, and duration as new complexifications of calling. *Journal of Occupational and Organizational Psychology*. doi.org/10.1111/joop.12459 (IF = 6.2)

14. Albritton, B. H.[*a], Meyer, K. A.[*a], Holladay-Sandidge, H. D.[*a], **Zhou, S.**[a], Woznyj, H. M., & Rogelberg, S. G. (2023). Enhancing graduate student education through meaningful volunteer efforts [commentary]. *Industrial and Organizational Psychology.* doi.org/10.1017/iop.2023.67

13. **Zhou, S.**[a], Aitken, J.[a], McEachern, P. J.[a], & McCauley, R.[b] (2022). Data from 990 public real-world job advertisements organized by O*NET categories. *Journal of Open Psychology Data*. doi.org/10.5334/jopd.69

12. **Zhou, S.**[a], & Kodama Muscente, K.[a] (2022). Meta-analysis of volunteer motives using the Volunteer Functions Inventory (VFI) to explain volunteer satisfaction, commitment, and behavior. *Nonprofit and Voluntary Sector Quarterly.* doi.org/10.1177/08997640221129540 (IF = 2.8)

11. **Zhou, S.**[a], & Lee, P. (2022). Spirituality in the context of teams and organizations: An investigation of boundary conditions using The Integration Profile workplace spirituality measure. *Journal of Management, Spirituality, and Religion.* doi.org/10.51327/AELL2802 (IF = 1.4)

10. Ahmad, A. S., Stagl, K. C., **Zhou, S.**[a], & Zaccaro, S. J. (2022). Optimizing an online I-O program: Tips and lessons learned from launching an online Master's program [commentary]. *Industrial and Organizational Psychology.* doi.org/10.1017/iop.2022.22

9. **Zhou, S.**[a] (2022). Science communication: Eight perils, but one pearl to make it all worth it [commentary]. *Industrial and Organizational Psychology.* doi.org/10.1017/iop.2022.2

8. Campbell, L. N. P.[a], Torres, E. M.[a], Zaccaro, S. J., **Zhou, S.**[a], Hedrick, K. N.[a], Wallace, D. M., Luning, C. R., & Zakzewski, J. E.[a] (2022). Examining multiteam systems across context and type: A historiometric analysis of failed MTS performance. *Frontiers in Psychology.* doi.org/10.3389/fpsyg.2022.813624 (IF = 4.2)

7. Lee, P., Joo, S.-H., **Zhou, S.**[a], & Son, M.[a] (2022). Investigating the impact of negatively keyed statements on multidimensional forced-choice personality measures: A comparison of partially ipsative and IRT scoring methods. *Personality and Individual Differences.* doi.org/10.1016/j.paid.2022.111555 (IF = 4.0)

6. McCarron, G. P., **Zhou, S.**[a], Campbell, A.[a], Kodama Muscente, K., & Schierbeek, E.[a] (2022). We're not working with a blank slate: Students' pre-college leadership activities and perceived parenting behavior as predictors of college-based leader emergence and leader self-efficacy. *Journal of Leadership Education*. doi.org/10.12806/V21/I1/R3

5. Maskell, S., McCarron, G. P., Cannon, J. A.[a], **Zhou, S.**[a], Zaccaro, S. J., & Goldstein, T. (2022). The leadership stories our children are told: An examination of the characteristics of leadership behaviors and orientations in popular youth TV shows. *Journal of Youth and Adolescence.* doi.org/10.1007/s10964-021-01502-3 (IF = 5.6)

4. Ahmad, A. S.*, & **Zhou, S.**[a]* (2021). Spreading the word: Equipping I-O students to use descriptive statistics for effective data visualization [commentary]. *Industrial and Organizational Psychology*. doi.org/10.1017/iop.2021.115

3. **Zhou, S.**[a], & Field, J. G. (2021). Many forces at play: Ethical dilemmas in academic research [commentary]. *Industrial and Organizational Psychology*. doi.org/10.1017/iop.2021.75

2. Ahmad, A. S., **Zhou, S.**[a], & Ayers, T. (2020). The future of learning: Teaching industrial and organizational psychology in all modalities [commentary]. *Industrial and Organizational Psychology*. doi.org/10.1017/iop.2020.105

1. **Zhou, S.**[a], & Ahmad, A. S. (2020). Who's your audience? Expanding I-O teaching to non-I-O students [commentary]. *Industrial and Organizational Psychology*. doi.org/10.1017/iop.2020.98

Books

1. **Zhou, S.**[a], & McCarron, G. P. (2025). *From first job to career: Research and narratives.* Cambridge University Press. https://www.cambridge.org/core/books/from-first-job-to-career/1238DB72015ADAA84415F39489578015

Book Chapters

3. Zaccaro, S. J., & **Zhou, S.** (2025). Edwin A. Fleishman (1927-2021). In L. K. Bryan & A. J. Vinchur (Eds.), *Key thinkers in industrial and organizational psychology*. Routledge.

2. Zaccaro, S. J., **Zhou, S.**[a], & Resick, C. (2023). CEO characteristics and organizational agility. In S. J. Zaccaro, N. J. Hiller, & R. J. Klimoski (Eds.), *Senior leadership teams and the agile organization* (pp. 187-222). Routledge.

1. **Zhou, S.**[a], & Klimoski, R. J. (2023). Creating the interpersonal context for enabling organizational agility: The underappreciated role of the chief of staff. In S. J. Zaccaro, N. J. Hiller, & R. J. Klimoski (Eds.), *Senior leadership teams and the agile organization* (pp. 166-186). Routledge.

Manuscripts Under Review

3. **Zhou, S.**, Shrestha, I., Srinivasan, P., & Tay, L. (R&R1). GPT ratings of public figure leaders differ by leader gender and gender perspective. *PLOS One.*

2. **Zhou, S.**, & Karaman, A.[b] (under review). Unclustering the future: Using social network analysis to map and mend fragmentation in psychological science. *Perspectives on Psychological Science*.

1. **Zhou, S.**, & Ong, X. W.[a] (under review). Investigating the use of non-cognitive motivators to predict volunteer turnover using modern machine learning methods. *Nonprofit Management & Leadership*.

RESEARCH PRESENTATIONS

* denotes equal contribution, [a] graduate student author, [b] undergraduate student author

Peer-Reviewed Conference Presentations

34. Zhou, S., Hou, D. X., & Nguyen, J.[b] (2026, April 29 - May 2). When callings collide: A theory of multiplicity in career calling [Symposium]. In D. X. Hou & S. Zhou (Co-Chairs), *Beyond the linear path: Navigating complex and meaningful careers*. Society for Industrial and Organizational Psychology, New Orleans, LA.

33. Zhou, S., Chawota, T. A., Gongora, N.[a], & Dickson, M. W. (2026, April 29 - May 2). *Demonstrating the use of escape rooms as a novel research method* [Alternative session]. Society for Industrial and Organizational Psychology, New Orleans, LA.

32. Zhou, S. (2026, April 29 - May 2). *Using Tableau for data visualization in the organizational sciences* [Master Tutorial]. Society for Industrial and Organizational Psychology, New Orleans, LA.

31. Ong, X. W.[a], Zhou, S., & Hou, D. X. (2026, April 29 – May 2). Development of a multidimensional forced choice measure for RIASEC vocational interests [Symposium]. In L. Dang (Chair), *Guiding aligned career decisions: Assessment, feedback, and social context*. Society for Industrial and Organizational Psychology, New Orleans, LA.

30. Zhou, S. (2025, October 15-18). *The negative effects of shared leadership: An application of agent-based modeling based on lab experiment data* [Invited Session]. International Leadership Association Global Conference, Prague, Czech Republic. **Winner of Jablin Dissertation Award.**

29. Kreamer, L., Pietrofeso, A.[a], Zhou, S., McCauley, R.[a], Baran, B. (Panelist), Fletcher, K. (Panelist), Grabarek , P. (Panelist), Islam, S. (Panelist), Kath, L. (Panelist), Oswald, F. (Panelist), Rogelberg, S. (Panelist), Sawyer, K. (Panelist), Wiese, C. (Panelist), & Yost, P. (Panelist). (2025, April 2-5). *Marketing I-O psychology: Master your elevator pitches* [Invited Session]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO.

28. Zhou, S. & McCarron, G. P. (2025, April 2-5). The first steps in search of a calling: Stories of people navigating the start of their career. In E. Vosika (Chair) & L. Kuykendall (Discussant), *Exploring occupational calling: Insights, challenges, and paths to fulfillment* [Symposium]. Society for Industrial and Organizational Psychology, Denver, CO.

27. Zhou, S. (2025, April 2-5). *Using Tableau for data visualization in the organizational sciences* [Master Tutorial]. Society for Industrial and Organizational Psychology, Denver, CO.

26. Zhou, S., Zaccaro, S. J., & Lee, P. (2024, July 18-20). *The negative effects of shared leadership: An application of agent-based modeling based on lab experiment data*. Interdisciplinary Network for Groups Research, Charlotte, NC. **Finalist for Best Student Paper Award.**

25. Zhou, S., Gallagher, K. R., Feitosa, J., Courey, K., Chu, C., Olenick, J., & Phetmisy, C. (2024, April 17-20). *Award: Best of SIOP* [IGNITE]. Society for Industrial and Organizational Psychology, Chicago, IL. **Winner of Graen Grant for Student Research on Leaders & Teams.**

24. Zhou, S. (2024, April 17-20). Who are we helping? The impracticality of work-life initiatives for lower-SES employees. In D. Van Egdom (Chair) & E. Kossek (Discussant), *They matter too: Examining underserved populations in work-life policy research* [Symposium]. Society for Industrial and Organizational Psychology, Chicago, IL.

23. Zhou, S. (Co-Chair), McCauley, R.[a] (Co-Chair), Fletcher, K., Grabarek, P., Islam, S., Kath, L., Nelson, K., Rogelberg, S., Sawyer, K. Wiese, C., Yost, P., & Morel, J. (2024, April 17-20). *Speaking up for your research: How to communicate your findings to a broad audience* [Alternative Session]. Society for Industrial and Organizational Psychology, Chicago, IL.

22. Zhou, S. (Chair), Healy, C. (Panelist), Price, N. (Panelist), Rotch, R. W. (Panelist), Sanders, A. M. F. (Panelist), & Winslow, C. (Panelist). (2024, April 17-20). *The road less traveled in academia: Admin-professional and research positions for I-Os* [Panel]. Society for Industrial and Organizational Psychology, Chicago, IL.

21. Zhou, S.[a], Campbell, L. N. P.[a], & Fyffe, S.[a] (2023, April 19-22). Quantifying the academic-practitioner gap: How small businesses react to academic articles. In L. N. P. Campbell[a] & S. Zhou[a] (Chairs), *Nothing works and no one knows why: Regarding the academic-practitioner gap* [Symposium]. Society for Industrial and Organizational Psychology, Boston, MA.

20. Zhou, S.[a], & Price, N. (2023, April 19-22). *I-Os can improve academic administration: Case studies for professional development* [Alternative session]. Society for Industrial and Organizational Psychology, Boston, MA.

19. Martin, J. (Co-Chair), Zhou, S.[a] (Co-Chair), Cox, G., Goro, M., Kantrowitz, T., Poeppelman, T., & Shen, W. (2023, April 19-22). *Making the most of your SIOP membership: Insights from member engagement data* [Invited Panel Session]. Society for Industrial and Organizational Psychology, Boston, MA.

18. Zhou, S.[a] (2023, February 23-25). *Faculty perceptions on science communication: Reactions to academic articles cited in popular press outlets* [Poster]. Society for Personality and Social Psychology, Atlanta, GA.

17. Zhou, S.[a] (2023, February 23-25). *Using Tableau for data visualization in the psychological sciences* [Professional development workshop]. Society for Personality and Social Psychology, Atlanta, GA.

16. Zhou, S.[a] (2022, October 20-22). *Writing an op-ed: A workshop on teaching psychology students to write for public audiences, not for researchers* [Conference presentation]. Society for the Teaching of Psychology, Pittsburgh, PA.

15. Zhou, S.[a] (2022, October 20-22). *How psychological statistics faculty can incorporate data visualization into undergraduate statistics curriculum* [Conference presentation]. Society for the Teaching of Psychology, Pittsburgh, PA.

14. McCarron, G. P. & Zhou, S.[a] (2022, October 13-16). The seeds of wisdom: An examination of the major pre-college influences on leader self-efficacy. In Nelson, K. (Chair) & Bartlett, J. (Commenter), *Wisdom and leadership development: Intersections and transformation over the life cycle* [Symposium]. International Leadership Association, Washington, DC.

13. Zhou, S.[a], Aitken, J. A.[a], Montaño, L.[a], & Kuykendall, L. (2022, April 28-30). *Complexifying calling: Exploring the multifaceted nature of calling* [Research Incubator]. Society for Industrial and Organizational Psychology, Seattle, WA.

12. Zhou, S.[a], McEachern, P. J.[a], Aitken, J. A.[a], & Lee, P. (2022, April 28-30). Are we attracting the right candidates? A text analysis approach to understanding the applicability of O*NET in job advertising. In Zhou, S. (Co-Chair), McChesney, J. E. (Co-Chair), & Hoff, K. A. (Co-Chair), *Putting the O*NET into good use: A critical evaluation of the use and misuse of O*NET* [Symposium]. Society for Industrial and Organizational Psychology, Seattle, WA.

11. Zhou, S.[a] (2022, February 16-19). *Pursuing diversity in an inclusive manner: The impact of taboo topics on expression of diverse perspectives* [Poster session]. Society for Personality and Social Psychology, San Francisco, CA.

10. Zhou, S.[a] (2021, October 20-25). Patterns of leadership behavior: A person-centered approach to assessing leadership styles across gender and level [Spotlight Session]. International Leadership Association, Geneva, Switzerland. **Winner of the Kenneth Clark Student Research Award.**

9. Zhou, S.[a], & Kuykendall, L. (2021, April 15-17). *When infrastructure and ethics collide: A panel on ethical policy-making in higher ed* [Panel discussion]. Society for Industrial and Organizational Psychology, Online. [Presenters: Chen, G., Pierce, C. A., McAbee, S. T., & Thornton-Lugo, M. A.]

8. Zhou, S.[a], Cannon, J. A.[a], McEachern, P. J.[a], Zaccaro, S. J., & Lee, P. (2021, April 15-17). *A process-pattern model of personality and leader behaviors across gender and level* [Poster session]. Society for Industrial and Organizational Psychology, Online.

7. Zhou, S.[a], & Kodama Muscente, K.[a] (2021, April 15-17). *Why do people work for free? A meta-analysis of volunteer motivations* [Poster session]. Society for Industrial and Organizational Psychology, Online.

6. Zhou, S.[a], & Lee, P. (2020, August 6-9). *Not much more than PsyCap? A new psychometric investigation using bi-factor exploratory SEM* [Poster session]. American Psychological Association, Washington, DC.

5. Lee, P., Joo, S. H., & Zhou, S.[a] (2020, July 13-16). *Detecting ideal point-based DIF using dominance-based DIF methods* [Poster session]. International Meeting of the Psychometric Society 2020, College Park, MD. (Conference canceled)

4. Kodama Muscente, K.[a], Zhou, S.[a], McCarron, G. P., Schierbeek, E.[a], & Campbell, A.[a] (2020, June 1 – Sept 1). *Identification of parenting behaviors in adolescence that predict leader self-efficacy* [Poster session]. APS Poster Showcase, Online.

3. Campbell, A.[a], Zhou, S.[a], McCarron, G. P., & Schierbeek, E.[a] (2020, June 1 – Sept 1). *Predictors of leader self-efficacy and leader role from early childhood activities and education* [Poster session]. APS Poster Showcase, Online.

2. Zhou, S.[a], McCarron, G. P., Campbell, A.[a], & Schierbeek, E.[a] (2020, May 21-25). *Using a new configuration approach to discover patterns of implicit leadership theories and its predictors in*

early childhood activities and parenting [Poster session]. 32nd Annual Convention of the Association for Psychological Science, Chicago, IL. (Conference canceled)

1. Campbell, A.[*a], Schierbeek, E.[*a], & Zhou, S.[*a] (2020, January 9). *Leveraging pre-college leadership development influences towards supporting the whole GMU student* [Symposium session]. University Life Student Success Symposium, Fairfax, VA.

Invited Talks

12. Zhou, S. (2026, March 27). *Data visualization with Tableau*. Invited workshop to the Claremont Graduate University Drucker School of Management's Executive PhD program, Claremont, CA.

11. Zhou, S. (2026, March 3). *Overview of bibliometrics research and the application of social network analysis to coauthorship data*. Invited speaker for George Mason University's I-O Psychology Learning Series, Online.

10. Zhou, S. (2026, February 4). *Navigating your first job: Lessons from vocational psychology*. Invited speaker for Claremont Colleges Library Dean's Lecture Series, Claremont, CA.

9. Zhou, S. (2026, January 29). *Introduction to psychometrics*. Invited speaker for University of Pittsburgh's Community for Advanced Methodological Learning (CAMeL), Online.

8. Zhou, S. (2025, November 13). *Leadership meets data science: Insights from research at CMC.* Invited talk to alumni, parents, and community for Claremont McKenna College, Online.

7. Zhou, S. (2025, October 31). *The negative effects of shared leadership: An application of agent-based modeling based on lab experiment data*. Invited brown bag speaker for Wayne State University's I-O Psychology program, Online.

6. Zhou, S. (2024, November 21). *Bridging the scientist-practitioner gap: How our research should benefit the people we study*. Invited featured speaker for the Personnel Testing Council of Metropolitan Washington Fall Annual Event, Washington, DC.

5. Zhou, S.[a] (2023, May 23). *Using Tableau for data visualization in organizational psychology*. Invited workshop to the SIOP Membership Committee and friends, Online.

4. Zhou, S.[a] (2022, October 13). *Academic publishing and its impact on speech*. Invited presentation to the Leadership Institute college student group, Florida State University, Tallahassee, FL.

3. Zhou, S.[a] (2022, February 15). *Patterns of leadership behavior: A person-centered approach to assessing leadership stylistic profiles across gender and level*. Invited research presentation to the University of Amsterdam Leadership and Management Seminar Series, Online.

2. Zhou, S.[a] (2021, December 5). *Introduction to I-O psychology and scientific research*. Invited talk to the Sycamore School, Arlington, Virginia.

1. Zhou, S.[a] (2017, April 5). *Introduction to leadership theory and practice.* Invited talk to the Alibaba International – Aliexpress Chief Technology Officer and staff, Hangzhou, China.

GRANTS AND RESEARCH FUNDING

Awarded Internal Funding

2025	Structured debate as an in-class assessment to promote viewpoint diversity Granter: *CMC Faculty Fellows Program + Open Academy*	$8,930
2025	Faculty-student research on faculty co-authorship social networks Granter: *CMC Lowe Institute of Political Economy*	$9,000 + RA

2025	Faculty-student research on multiple vocational callings	$6,000 + RA
	Granter: *CMC Gould Center for Humanistic Studies*	
2022	Revision for paper on leader behavior profiles, research for careers book	$7,645.33
	Granter: *GMU I-O Graduate Student Fund*	
2022	Research on Chief of Staff role	$1,434.88
	Granter: *GMU I-O Graduate Student Fund*	
2021	Research on leader behavior profiles	$3,200.00
	Granter: *GMU I-O Graduate Student Fund*	
2020	CenterStat workshops in Multilevel and Mixture Modeling	$1,590.00
	Granter: *GMU I-O Graduate Student Fund*	

Awarded External Funding

2023	Dissertation Research Award [PI]	$5,000.00
	Granter: *American Psychological Association*	
2023	Research on Chief of Staff [PI]	$5,000.00
	Granter: *Institute for Humane Studies Publication Accelerator Grant*	
2022	Research on publication bias [PI]	$25,015.00
	Granter: *FIRE Foundation Free Inquiry Grant*	
2022	Dissertation research [PI]	$3,000.00
	Granter: *Society for Industrial and Organizational Psychology Graen Grant*	
2022	Research on faith at work [PI]	$1,500.00
	Granter: *Institute for Humane Studies Hayek Fund*	

SELECTED MEDIA AND POPULAR PRESS

13. Zhou, S. (2024, September/October). Calling is more than your job. *Christianity Today.* https://www.christianitytoday.com/2024/09/calling-gods-purpose-job-career-vocation

12. Zhou, S. (2023, August 28). What's in a calling? *Healthy Work Podcast*. https://www.audacy.com/podcast/healthy-work-eb0a8/episodes/whats-in-a-calling-55d09

11. Zhou, S. (2022, August 11). Three roadblocks in academia that limit science communication. *Heterodox: The Blog*. https://heterodoxacademy.org/blog/three-roadblocks-in-academia-that-limit-science-communication/

10. Zhou, S. (2022, February 25). The academic bait-and-switch: Do professors make good administrators? *The James G. Martin Center for Academic Renewal.* https://www.jamesgmartin.center/2022/02/the-academic-bait-and-switch-do-professors-make-good-administrators

9. Zhou, S. (2021, November 16). Failure isn't really failure: What academia can learn from start-up culture. *Heterodox: The Blog*. https://heterodoxacademy.org/blog/failure-isnt-really-failure-what-academia-can-learn-from-start-up-culture

8. Zhou, S. (2021, June 7). 3 warning signs to consider before using a personality test. *Fast Company*. https://www.fastcompany.com/90643890/3-warnings-signs-to-consider-before-using-a-personality-test

7. Zhou, S. (2021, May 12). The shift from liberal arts to STEM comes at a cost. *RealClearEducation*. https://www.realcleareducation.com/articles/2021/05/12/the_shift_from_liberal_arts_to_stem_comes_at_a_cost_110576.html

6. Zhou, S. (2020, August 10). Permanent work from home can be a wolf in sheep's clothing. *Washington Examiner*. https://www.washingtonexaminer.com/opinion/op-eds/permanent-work-from-home-can-be-a-wolf-in-sheeps-clothing

5. Zhou, S. (2020, April 27). It's good to share your opinions. *Fourth Estate*. http://gmufourthestate.com/2020/04/27/its-good-to-share-your-opinions

4. Zhou, S. (2020, March 23). Teach inquiry, not knowledge. *Fourth Estate*. http://gmufourthestate.com/2020/04/27/its-good-to-share-your-opinions

3. Zhou, S. (2020, January 27). Scholarships don't just grow on trees. *Fourth Estate*. http://gmufourthestate.com/2020/01/27/scholarships-dont-just-grow-on-trees

2. Zhou, S. (2019, September 18). How Christian higher education prepared me for the real world. *Pepperdine Spiritual Life Blogcast*. https://www.pepperdine.edu/spiritual-life/blogcast/posts/how-christian-higher-education-prepared-me-for-the-real-world.htm

1. Zhou, S. (2019, June 24). What psychology offers Christians amid political polarization. *Christianity Today*. https://www.christianitytoday.com/ct/2019/june-web-only/psychology-offers-christians-amid-political-polarization.html

AWARDS AND HONORS

2026   S. Rains Wallace Dissertation Award, *Society for Industrial and Organizational Psychology*

2025   Fredric M. Jablin Doctoral Dissertation Award, *International Leadership Association* and the *Jepson School of Leadership Studies*

2025   Alvah H. Chapman Jr. Dissertation Award, *Network of Leadership Scholars* and the *Academy of Management*

2025   Selected as one of four Editorial Fellows for *Journal of Applied Psychology*

2025   Edwin A. Fleishman Dissertation Award, *George Mason University*

2024   Selected participant in Beyond the Ivory Tower writing workshop, *Templeton*

2023   First Place Winner in the Three Minute Thesis Competition, *George Mason University*

2022   Top 8 Finalist in the Psych Science-in-3 Competition, *American Psychological Association*

2022   Course ReDesign Academy Participant, *Stearns Center for Teaching and Learning*

2021   Kenneth E. Clark Student Research Award, *International Leadership Association* and the *Center for Creative Leadership*

2021   Impact Award, *GMU Human Resources*

2021   Outstanding Graduate Student Instructor, *GMU Department of Psychology*

2020   Outstanding Graduate Student Teaching Assistant, *GMU Department of Psychology*

2019   Graduate Student Consulting Challenge Winner, *Personnel Testing Council – Metropolitan Washington Division*

2018   Religious Scholars Program Awardee, *Church Mutual Cares*

2017   President's Pathway Scholar, *Western Seminary*

2016   Student Employee of the Year, *Pepperdine University*

2012   Regent's Scholar, *Pepperdine University*

TEACHING EXPERIENCE

Graduate Courses
- Extended Faculty, MGMT 7xx Organizational Behavior, *Claremont Graduate University – Drucker School of Management* (Summer '26)
- Adjunct Faculty, PSYC 601 Applied Data Analytics I, *George Mason University* (Summer '24, Spring '25, Summer '25, Summer '26)
- Adjunct Faculty, PSYC 756 Quantitative Methods IV: Multivariate Techniques in Psychology, *GMU* (Fall 2024)
- GTA, PSYC 601 Applied Data Analytics I, *GMU* (Spring 2022)
- GTA, PSYC 792 Practicum, *GMU* (Summer 2020, Fall 2020)
- GTA, PSYC 616 Selection, *GMU* (Summer 2020)
- GTA, PSYC 603 Research Methods, *GMU* (Summer 2020, Spring 2021)

Undergraduate Courses
- Professor, PSYC 137 Advanced Stats – Psychometrics & Multivariate Methods, *CMC* (Spr 2026)
- Professor, PSYC 037 Organizational Psychology, *Claremont McKenna College* (Fall 2025)
- Professor, PSYC 109 Statistics for Psychology, *Claremont McKenna College* (Fall 2025, Spr 2026)
- Adjunct Faculty, BA 366 Organizational Behavior, *Pepperdine University* (Spr 2025)
- Instructor of Record, PSYC 324 Personality Theory, *George Mason University* (Summer 2023)
- Adjunct Faculty, BA 216 Statistical Analysis for Business, *Pepperdine* (Summer 2022)
- Instructor of Record, PSYC 320 Psyc Tests & Assessments, *GMU* (Spr 2022)
- Instructor of Record, PSYC 300 Statistics, *GMU* (Spring 2021, Fall 2021)
- Instructor of Record, PSYC 379 Cross-Cultural Psych, *GMU* (Summer 2021)
- Lab Instructor, PSYC 300 Statistics, *GMU* (Fall 2019, Spr 2020)
- GTA, MGMT 313 Organizational Behavior, *GMU* (Spr 2020)
- GTA, BA 366 Organizational Behavior, *Pepperdine* (Fall 2016, Spr 2017)
- GTA, HUM 212 Western Culture II, *Pepperdine* (Spr 2016)
- GTA, HUM 313 Western Culture III, *Pepperdine* (Fall 2015)

Other Teaching Experience
- Coach, Speech and Debate, *George Mason High School* (2019-2021)
- Instructor, Middle School Lincoln-Douglas Debate, *Young Genius* (2017-2018)
- Coach, Speech and Debate, *Oaks Christian High School* (2017)

INSTITUTIONAL AND PROFESSIONAL SERVICE

Service to *Claremont McKenna College*
- Member, Data Science Curriculum Committee (2025-present)

Service to *George Mason University*
- President, Graduate and Professional Student Association; Graduate Student Rep *ex officio* on University Board of Visitors, Graduate Council, University Strategic Steering Committee, and Graduate Education Reimagined Task Force (2021-2022)
- Director of Communications, Graduate and Professional Student Association (2020-2021)
- Vice President and Learning Series Coordinator, I-O Psychology Student Association (2020-2021)

- Psychology Representative, Graduate and Professional Student Association (2019-2020)

Service to *Pepperdine University*
- Regional Network Leader, Alumni Affairs (2018-present)
- Member, Academic Integrity Committee (2016-2017)

Professional Service
- Chair, *SIOP Ambassador Program* (2024-present)
- Editorial Fellow, *Journal of Applied Psychology* (2025-2026)
- Social Media Chair, *Society for Personality and Social Psychology Student Committee* (2023-2024)
- Co-Chair, *SIOP Membership Analytics Subcommittee* (2021-2024)
  - Led a team to develop the SIOP official Membership Dashboard on Tableau
  - Member (2021-2022); Co-Chair (2022-2024)
- Emerging Editor Board, *Personality and Social Psychology Review* (2022-2024)
- PhD Applicant Mentor and Director of Finance & Administration, *Project SHORT* (2020-2024)
  - Led the organization's launch of our first Board of Directors and our application to be recognized as a 501©3 nonprofit
- Assistant Editor, *Journal of Business and Psychology* (2021-2022)
  - Conducted desk reviews of around 5 new submissions per week
- Reviewer Coordinator, *Reviewer ZERO* (2021)

Peer Reviewing
- Editorial Board Member: *Journal of Business and Psychology* (2025-present), *Journal of Vocational Behavior* (2025-present)
- Conference Reviewer: *SIOP, APA, ILA, AOM*
- Ad-hoc Reviewer: *Nonprofit and Voluntary Sector Quarterly*, *International Journal of Selection and Assessment*, *Industrial and Organizational Psychology*, *Journal of Leadership Studies*, *Cambridge University Press*, *International Journal of Cross-Cultural Management*

CURRENT PROFESSIONAL AFFILIATIONS

2024-present	Member, *Society for Industrial and Organizational Psychology*
2024-present	Member, *Academy of Management*
2020-present	Member, *Heterodox Academy*
2020-2023	Student Affiliate, *Society for Personality and Social Psychology*
2020-2022	Student Member, *American Psychological Association*
2019-2024	Student Affiliate, *Society for Industrial and Organizational Psychology*
2019-present	Certified Specialist (ID# 1012353), *Tableau Desktop*
2018-present	SHRM-Certified Professional (ID# SHRMAPP56856), *Society for Human Resource Management*

OTHER PROFESSIONAL EXPERIENCES AND ACTIVITIES

Independent Consultant   2021 – present

Various full-time, part-time, and contract (short and long term) consulting in leadership development, strategic staffing, human resources, and data analytics; such as:
- Director of Operations for RGC (2023 – 2025)
  - Directed all business operations of a non-profit with ~400 members, leading a team of five staff

- o Oversaw annual budgeting process and ongoing budget reporting for a $2 million annual budget
- o Led the succession plan to successfully hire a new senior executive leader, plus additional leadership roles in the organization
- o Developed and led job analyses, needs assessments, job descriptions, performance management, and compensation framework development
- Survey & Measurement Methods Lead for Purdue University Institutional Data Office (2023 – 2024)
  - o Led the design, execution, analysis, and visualization/communication of large-scale surveying efforts that engage all types of Purdue constituents (students, faculty, staff, and others) on topics such as well-being, belonging, academic advising, and the multi-institutional SERU survey
  - o Developed and managed new initiatives to improve survey data warehousing and analysis, using big data warehousing solutions for 1M+ data entries
  - o Chaired the Survey Oversight Committee as Purdue's subject matter expert to establish best practices in survey methodologies and enhance the use and impact of survey results across all University functions
- Data Analyst for Heterodox Academy (2021 – 2023)
  - o Led the annual representative survey of US college students (annual sample of 1500) including survey design and administration, contract negotiations, analysis, and reporting
  - o Assisted with data analysis projects including membership data and conference feedback surveys

George Mason University

Graduate Assistant, Graduate Division in the Office of the Provost (part-time)   2022 – 2023
- Led development of data analysis and dashboards for graduate student data and benchmarking
- Assisted with strategic plan and implementation of new Graduate Division for the university
- Assisted with office management such as equipment setup and onboarding for new employees

President, Graduate and Professional Student Association [GAPSA] (part-time)   2021 – 2022
- Represented all 10,000+ graduate and professional students at Mason in various University leadership capacities such as the Board of Visitors, Graduate Council, Strategic Steering Committee, and Graduate Education Reimagined Task Force
- Led a team of six graduate student executive board members to launch, plan, and execute events and advocacy initiatives to support graduate student success at Mason
- Recruited 50+ graduate students to serve as representatives for their departments/programs in a General Assembly to deliberate and vote on graduate student policy issues
- Developed GAPSA as an organization to improve name recognition, representative power, and collaborative relationships with other University departments

HelloFresh

Senior Associate, Special Operations (full-time)   2017 – 2019
- Developed systems and databases to support a rapidly growing sales division generating over $6 million in revenue in 2018 with plans to double in size in 2019
- Collected, analyzed, and reported big data sets to make strategic decisions and project ROI in recruiting, management, compensation, and budgeting
- Developed forecasting methodology for 52-week predicted customer revenue based on customer data from all national sales in the past three years
- Developed, managed, and trained users on people ops systems for 250+ hourly FTE across 18 sales offices
Previously Talent Coordinator (Dec 2017 – Jun 2018) and HR Associate (Jun 2018 – Oct 2018)

Pepperdine University

Assistant, Student Affairs (part-time)   2015 – 2017
- Recruited, trained, and advised 20+ student leaders in club leadership, transition strategies, and volunteer recruitment and retention
- Planned various spiritual formation events for Pepperdine, including an annual 3-day retreat for 120+ participants and annual evening concert of 1500+ guests

- Coordinated and made award decisions for an annual budget of $20,000 for students interning with local and abroad non-profit organizations

Inter-Club Council President (part-time)   2014 – 2015
- Advised, evaluated, and managed over 100 student organizations activities on campus
- Managed annual budget of $200,000 for student organizations and development
- Launched and executed new data-driven hiring process, training program, and training materials for future executive board members

Community Service
- Deacon, *Redeeming Grace Church*, Fairfax, VA (2022-2024)
- Front of House Sound Engineer and Small Group Leader, *Resonate*, Fremont, CA (2017-2019)
- Production Manager, The Mountain at *Pepperdine University*, Malibu, CA (2014-2017)
- Sunday Morning Operations Director, *Calvary Chapel Malibu*, Malibu, CA (2014-2016)
- Sound Director, Thursday Night Worship at *Pepperdine University*, Malibu, CA (2013-2015)
- English Classroom Facilitator at *TeachOverseas*, Beijing, China (2012)
- Office Assistant, *Joni and Friends International Disability Center*, Castro Valley, CA (2012)