

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 Introductory Statistics
- 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, International Leadership Association Jablin Dissertation Award

M.A., Religion 2015 – 2017

Pepperdine University – Malibu, CA

Major Professors: David Lemley, Ph.D.; Ben Postlethwaite, Ph.D.

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

24. Zhou, S., Lebrecht, A. D.^a, Pithayarungsarit, P.^a, & Monke, C.^b (in press). The gatekeepers of academia: Investigating bias in journal publication across topics, author backgrounds, and institutions. *Learned Publishing*. (IF = 2.4)

23. 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)
22. **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)
21. Ravi, N.^b, & **Zhou, S.** (2025). Importance of pay on job satisfaction. *Journal of Emerging Investigators*. doi.org/10.59720/24-026
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 Volunteer 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.* , & **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

4. Belwalkar, B. B.* , & **Zhou, S.*** (R&R1). GenAI in I-O psych research and practice: A landscape survey and questions for the future. *Industrial and Organizational Psychology*.
3. **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*.

2. **Zhou, S.** (under review). Unclustering the future: Using social network analysis to map and mend fragmentation in psychological science. *Perspectives on Psychological Science*.
1. **Zhou, S.** (under review). Who are we helping? The impracticality of work-life initiatives for hourly blue-collar employees. *Community, Work & Family*.

RESEARCH PRESENTATIONS

* denotes equal contribution, ^a graduate student author, ^b undergraduate student author

Peer-Reviewed Conference Presentations

29. Kreamer, L., Pietrofeso, A., Zhou, S., McCauley, R., 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, Montañó, 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

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.

Campus and Departmental Talks

5. Zhou, S.^a (2021, September 22). *Strategies for Non-Exam Assessments, Grading, and Giving Feedback: PSYC 300 Statistics in Psychology*. Campus panel presentation at the Innovations in Teaching and Learning conference, George Mason University, Fairfax, VA.
4. Zhou, S.^a (2021, January 25). *Introduction to Tableau for Data Visualization*. Departmental workshop to the Psychology Department, George Mason University, Fairfax, VA.
3. Zhou, S.^a (2020, September 1). *Introduction to R*. Departmental workshop to the Psychology Department, George Mason University, Fairfax, VA.

2. Zhou, S.^a (2016, August 18). *Introduction to Organizational Behavior*. Departmental talk to the Office of the Chaplain, Pepperdine University, Malibu, CA.
1. Zhou, S.^a (2014, August 29). *Organizational Leadership*. Departmental workshop at the Student Activities Leadership Conference, Pepperdine University, Malibu, CA.

GRANTS AND RESEARCH FUNDING

Awarded Internal Funding

2022	Revision for paper on leader behavior profiles, research for careers book [PI] Granter: <i>GMU I-O Graduate Student Fund</i>	\$7,645.33
2022	Research on Chief of Staff role [PI] Granter: <i>GMU I-O Graduate Student Fund</i>	\$1,434.88
2021	Research on leader behavior profiles [PI] Granter: <i>GMU I-O Graduate Student Fund</i>	\$3,200.00
2020	CenterStat workshops in Multilevel and Mixture Modeling [Attendee] Granter: <i>GMU I-O Graduate Student Fund</i>	\$1,590.00

Awarded External Funding

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

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

2025	Fredric M. Jablin Doctoral Dissertation Award, <i>International Leadership Association</i> and the <i>Jepson School of Leadership Studies</i> (\$1000)
2025	Alvah H. Chapman Jr. Dissertation Award, <i>Network of Leadership Scholars</i> and the <i>Academy of Management</i> (\$3000)
2025	Selected as one of four Editorial Fellows for <i>Journal of Applied Psychology</i> (\$1000)
2025	Edwin A. Fleishman Dissertation Award, <i>George Mason University</i>
2024	Selected participant in Beyond the Ivory Tower writing workshop, <i>Templeton</i> (\$2000)
2023	First Place Winner in the Three Minute Thesis Competition, <i>George Mason University</i> (\$1000)
2022	Top 8 Finalist in the Psych Science-in-3 Competition, <i>American Psychological Association</i>
2022	Course ReDesign Academy Participant, <i>Stearns Center for Teaching and Learning</i> (\$800)
2021	Kenneth E. Clark Student Research Award, <i>International Leadership Association</i> and the <i>Center for Creative Leadership</i> (\$1,000 + travel)
2021	Impact Award, <i>GMU Human Resources</i> (\$300)
2021	Outstanding Graduate Student Instructor, <i>GMU Department of Psychology</i> (\$250)
2020	Outstanding Graduate Student Teaching Assistant, <i>GMU Department of Psychology</i> (\$250)
2019	Graduate Student Consulting Challenge Winner, <i>Personnel Testing Council – Metropolitan Washington Division</i> (\$333)

- 2018 Religious Scholars Program Awardee, *Church Mutual Cares* (\$5,000)
- 2017-2018 President's Pathway Scholar, *Western Seminary* (\$10,520)
- 2016 Student Employee of the Year, *Pepperdine University* (\$100)
- 2012-2015 Regent's Scholar, *Pepperdine University* (\$28,000 per year for three years)

TEACHING EXPERIENCE

Graduate Courses

- Adjunct Faculty, PSYC 601 Applied Data Analytics I, *GMU* (Summer '24, Spring '25, Summer '25)
- Adjunct Faculty, PSYC 756 Quantitative Methods IV: Multivariate Techniques in Psychology, *George Mason University* (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

- Adjunct Faculty, BA 366 Organizational Behavior, *Pepperdine University* (Spring 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* (Spring 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, Spring 2020)
- GTA, MGMT 313 Organizational Behavior, *GMU* (Spring 2020)
- GTA, BA 366 Organizational Behavior, *Pepperdine* (Fall 2016, Spring 2017)
- GTA, HUM 212 Western Culture II, *Pepperdine* (Spring 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)
- Program Director, CHARACTER Student Leadership Cohort, *Pepperdine University* (2016-2017)

INSTITUTIONAL AND PROFESSIONAL SERVICE

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

- Editorial Fellow, *Journal of Applied Psychology* (2025-present)
- Chair, *SIOPI Ambassador Program* (2024-present)
- Social Media Chair, *Society for Personality and Social Psychology Student Committee* (2023-2024)
- Co-Chair, *SIOPI Membership Analytics Subcommittee* (2021-2024)
 - Led a team to develop the SIOPI 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: *SIOPI*, *APA*, *ILA*
- 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*

Conference Attendance and Service

- *Society for Industrial and Organizational Psychology*: 2024 (Presenter), 2023 (Presenter), 2022 (Presenter), 2021 (Presenter & Zoom Technical Facilitator)
- *Council of Southern Graduate Schools*: 2024 (Presenter)
- *Society for Personality and Social Psychology*: 2023 (Presenter), 2022 (Presenter)
- *American Psychological Association*: 2022 (Attendee), 2020 (Presenter)
- *Society for the Teaching of Psychology Annual Conference*: 2022 (Presenter), 2021 (Attendee)
- *Heterodox Academy*: 2022 (Leadership Team)
- *Mason Graduate Interdisciplinary Conference*: 2022 (Leadership Team), 2021 (Leadership Team)
- *International Leadership Association*: 2022 (Presenter), 2021 (Presenter/Awardee)
- *Interdisciplinary Network for Group Research*: 2021 (Attendee), 2020 (Attendee)
- *Stearns Center Innovations in Teaching and Learning*: 2021 (Presenter), 2020 (Session Convener), 2019 (Volunteer)

CURRENT PROFESSIONAL AFFILIATIONS

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

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
 - Oversaw annual budgeting process and ongoing budget reporting for a \$2 million annual budget
 - Led the succession plan to successfully hire a new senior executive leader, plus additional leadership roles in the organization
 - 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)
 - 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
 - Developed and managed new initiatives to improve survey data warehousing and analysis, using big data warehousing solutions for 1M+ data entries
 - 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)
 - Led the annual representative survey of US college students (annual sample of 1500) including survey design and administration, contract negotiations, analysis, and reporting
 - 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)