

Curriculum Vitae Shannon L. Marlow

The University of Texas at San Antonio
Department of Management
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updated 10/8/2025

Education

Ph.D., Industrial & Organizational Psychology Rice University , Houston, TX	May 2018
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M.S., Industrial & Organizational Psychology University of Central Florida , Orlando, FL	August 2015
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B.S., Psychology (Minor: Statistics), Summa Cum Laude University of Central Florida , Orlando, FL	May 2013
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Academic Appointments

Associate Professor, Department of Management Carlos Alvarez College of Business, AACSB Accredited University of Texas at San Antonio	August 2025 - Present
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Assistant Professor, Department of Management Carlos Alvarez College of Business, AACSB Accredited University of Texas at San Antonio	August 2018 – August 2025
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Research

H-Index: 16; **Google Scholar Citation Count:** 4,421; *denotes graduate student co-author

Published Work

1. Lacerenza, C. N., **Marlow, S. L.**, Weinberger*, C., & Carter, D. (In press). Missing team dynamics? An integrative review of research on team development. *Journal of Management*.
2. Vangrieken, K., & **Marlow, S. L.** (2025). What sparks team learning? Refining the conceptual understanding of team learning and learning triggers. *Human Resource Management Review*, 35(4), 101101.
3. **Marlow, S. L.**, Lacerenza, C. N., & Salas, E. (2025). Examining how psychological safety consensus emerges over time. *Small Group Research*, 56(2), 175-202.
4. **Marlow, S. L.**, & Lacerenza, C. N. (2025). There is no end to learning, but how does it begin?: A meta-analysis of the team learning pathway. *Journal of Management Studies*, 62(2), 597-631.

5. Reyes, D. L., Dinh, J., Lacerenza, C. N., **Marlow, S. L.**, Joseph, D., & Salas, E. (2019). The state of higher education leadership development program evaluation: A meta-analysis, critical review, and recommendations. *Leadership Quarterly*, 30(5), 1013-111.
6. Burke, C. S., Georganta, E., & **Marlow, S. L.** (2019). A bottom-up perspective to understanding the dynamics of team roles in mission critical teams. *Frontiers in Psychology*, 10, 1322-1338.
7. Hughes, A. M., Hancock, G., **Marlow, S. L.**, Stowers, K., & Salas, E. (2019). Cardiac measures of cognitive workload: A meta-analysis. *Human Factors*, 61(3), 393-414.
8. **Marlow, S. L.**, Bedwell, W., Zajac, S., Reyes, D. L., Lamar, M., Khan, S.,...Salas, E. (2018). Multiple patient casualty scenarios: A measurement tool for teamwork. *Simulation in Healthcare*, 13(6), 394-403.
9. Salas, E., Zajac, S., & **Marlow, S. L.** (2018). Transforming health care one team at a time: Ten observations and the trail ahead. *Group and Organization Management*, 43(3), 357-381.
10. Lacerenza, C. N., **Marlow, S. L.**, Tannenbaum, S., & Salas, E. (2018). Team development interventions: Evidence-based approaches to improving teamwork. *American Psychologist*, 73(4), 517-531.
11. **Marlow, S. L.**, Bisbey, T., Lacerenza, C. N., & Salas, E. (2018). Performance measures for health care teams: A review. *Small Group Research*, 49(3), 306-356.
12. **Marlow, S. L.**, Lacerenza, C. N., Paoletti, J., Salas, E., & Burke, S. (2018). Does team communication represent a one-size-fits-all approach? A meta-analysis of team communication and performance. *Organizational Behavior and Human Decision Processes*, 144, 145-170.
13. **Marlow, S. L.**, Lacerenza, C. N., & Iwig, C. (2018). The influence of textual cues on perceptions of an email sender. *Business and Professional Communication Quarterly*, 81(2), 149-166.
14. Lacerenza, C. N., Reyes, D., **Marlow, S. L.**, Joseph, D., & Salas, E. (2017). Leadership training design, delivery, and implementation: A meta-analysis. *Journal of Applied Psychology*, 102(12), 1686-1718.
15. **Marlow, S. L.**, Lacerenza, C. N., Salas, E. (2017). Communication in virtual teams: A conceptual framework and research agenda. *Human Resource Management Review*, 27(4), 575-589.
16. **Marlow, S. L.**, Hughes, A. M., Sonesh, S. C., Gregory, M. E., Lacerenza, C. N., Benishek, L. E...Salas, E. (2017). A systematic review of team training in health care: Ten questions. *The Joint Commission Journal on Quality and Patient Safety*, 43(4), 197-204.

17. Benishek, L. E., Gregory, M., Hodges, K., Newell, M., Hughes, A. M., **Marlow, S. L.**, Lacerenza, C. (2016). Bridging the science of team training to school-based teams. *Theory into Practice, 55*(2), 112-119.
18. Hughes, A. M., Gregory, M. E., Joseph, D. L., Sonesh, S. C., **Marlow, S. L.**, Lacerenza, C. N., Salas, E. (2016). Saving lives: A meta-analysis of team training in healthcare. *Journal of Applied Psychology, 101*, 1266-1304.
Recipient of the 2018 Schmidt-Hunter Meta-Analysis Award.
19. **Marlow, S. L.**, Salas, E., Landon, B. L., & Presnell, B. (2016). Eliciting teamwork with game attributes. *Computers in Human Behavior, 55*(PA), 413-423.
20. Sonesh, S. C., Coultas, C., Lacerenza, C. N., **Marlow, S. L.**, Benishek, L. E., & Salas, E. (2015). The power of coaching: A meta-analytic investigation. *Coaching: An International Journal of Theory, Research, and Practice, 8*(2), 73-95.
21. Sonesh, S. C., Coultas, C., **Marlow, S. L.**, Lacerenza, C. N., Reyes, D., & Salas, E. (2015). Coaching in the wild: Identifying factors that lead to success. *Consulting Psychology Journal: Practice and Research, 67*(3), 189-217.

Book Chapters

1. **Marlow, S. L.** (2018). Teamwork. In V. Zeigler-Hill & T. K. Shakelford (eds.), *Encyclopedia of Personality and Individual Differences*.
2. Lacerenza, C. N., **Marlow, S. L.**, Sonesh, S. C., & Salas, E. (2018). What makes an expert team? A decade of research. In K. A. Ericsson, R. Hoffman, A. Kozbelt, & M. Williams (Eds.), *The Cambridge handbook on expertise and expert performance* (pp. 506-532). Cambridge, United Kingdom: Cambridge University Press.
3. **Marlow, S. L.**, Lacerenza, C. N., Reyes, D., & Salas, E. (2017). The science and practice of simulation-based training in organizations. In K. G. Brown (Ed.), *The Cambridge handbook of workplace training and employee development* (pp. 256-277). Cambridge, United Kingdom: Cambridge University Press.
4. **Marlow, S. L.**, Lacerenza, C. N., Woods, A., & Salas, E. (2017). Training creativity in teams. In R. Reiter-Palmon (Ed.), *Team Creativity and Innovation* (pp. 283-303). Oxford, United Kingdom: Oxford University Press.
5. Savage, N., **Marlow, S. L.**, Salas, E. (2015). The multi-level effects of organizational planning on performance. In M. Mumford & M. Frese (Eds.), *The Psychology of Planning in Organizations* (pp. 186-199). New York, NY: Routledge.
6. Thayer, A. L., Rico, R., Salas, E., & **Marlow, S. L.** (2013). Teams at work. In M. Peeters, J. de Jonge, & T. Taris (Eds.), *An Introduction to Contemporary Work Psychology* (pp. 434-457). West Sussex, UK: Wiley-Blackwell.

Technical Reports

Marlow, S. L., Iwig, C., Lacerenza, C. N., & Salas, E. (2017). Assessing health care team performance: A review of tools and the evidence supporting their use. Houston, TX: Rice University.

Hughes, A. M., Oglesby, J., **Marlow, S. L.,** Bisbey, T., Leyva, K., Cooper, T., & Salas, E. (2014). Real-time measurement of cognitive performance: A meta-analysis. Orlando, FL: Institute for Simulation & Training.

Sonesh, S. C., Gregory, M. E., Hughes, A. M., Lacerenza, C., **Marlow, S. L.,** Benishek, L...Salas, E. (2013). An empirical examination of medication error in emergency medical systems (EMS): Towards a comprehensive taxonomy. Orlando, FL: Institute for Simulation & Training.

Academic Presentations

Invited

Marlow, S. L. Moderator. (2025, April). Best of SIOP - Ignite. Society for Industrial and Organizational Psychology. Ignite session presented at the 2025 annual meeting of the Society of industrial and Organizational Psychology, Denver, CO.

Marlow, S. L. (2024, December). Effective communication. Workshop virtually presented to Georgia Clinical & Translational Science Alliance (CTSA) as part of the Team Science Skill Workshop. Atlanta, GA.

Marlow, S. L. (2020, December). Building effective team communication. Presented virtually to City South Chamber of Commerce Leader Academy. San Antonio, TX.

Marlow, S. L. (2020, November). Effective communication. Workshop virtually presented to Georgia Clinical & Translational Science Alliance (CTSA) as part of the Team Science Skill Workshop. Atlanta, GA.

Marlow, S. L. (2019, November). The more we learn the better we perform: A meta-analysis of team learning, performance, and innovation. Presented at the Industrial Organizational Psychology Research Seminar, Rice University, Houston, TX.

Buljac, M., Salas, E., Weaver, S., Burke, S., Waller, M., Maynard, T., Dekker, C., & **Marlow, S. L.** (2017, July). The amazing diversity in the research landscape of team training: What do we know and what is still left to be learned? Presented at INGRoup, St. Louis, MO.

Salas, E., & **Marlow, S. L.** (2017, June). The science of teamwork: Principles of effective teamwork. Workshop presented at MBA Student Government Leadership Summit, Rice University, Houston, TX.

Marlow, S. L., Hughes, A. M., Gregory, M. E., Joseph, D. L., Sonesh, S. C., Lacerenza, C. N...Salas, E. (2016, April). A meta-analytic investigation of health care team training

effectiveness. Presented at Rice University, Houston, TX.

Marlow, S. L. (2014, March). Distinguishing game-based training from simulation-based training. Presented at University of Central Florida, Orlando, FL.

Refereed

(*denotes graduate student co-author)

*Cruz, J., Lewis, A. C., & **Marlow, S. L.** (2025, October). Entrepreneurs and entrepreneurial support organizations: A new domain for HRM research and practice. Paper presented at the 2025 annual meeting of the Southern Management Conference, Greenville, SC.

Xu, X., Marlow, S. L., Le, T. N., *Liu, Y., & Jiang, L. X. (2025, July). Beyond the surface: A meta-analysis on the team big five, cohesion, and conflict. Paper presented at the 2025 annual meeting of the Academy of Management Proceedings, Copenhagen, Denmark.

Vangrieken, K., & **Marlow, S. L.** (2023, April). Team learning: A systematic review and future research agenda for measurement. In Rockwood, J. & Fleming, A. C. (Co-Chairs), Novel approaches to the measurement and assessment of teams. Symposia presented at 2023 annual meeting of the Society of industrial and Organizational Psychology, Boston, MA.

Marlow, S. L. (2022, April). Novel research on and unique approaches to studying team communication (Chair). Symposia presented at 2022 annual meeting of the Society of industrial and Organizational Psychology, Seattle, WA.

Lacerenza, C. N., **Marlow, S. L.**, & Salas, E. (2022, April). Are we all speaking up? How to foster a shared sense of psychological safety, quickly. In **Marlow, S. L.** (Chair), Novel research on and unique approaches to studying team communication. Symposia presented at 2022 annual meeting of the Society of industrial and Organizational Psychology, Seattle, WA.

Pan., L., **Marlow, S. L.**, & Caza, A. (2021, April). Job autonomy and role ambiguity: Moderating role of external constraints. Poster presented at the 36th annual meeting of the Society for Industrial and Organizational Psychology, virtual.

Paoletti, J., **Marlow, S. L.**, Bisbey, T., King, E., & Salas, E. (2021, April). Verbal participation in leader emergence via two categorization models. Poster presented at the 36th annual meeting of the Society for Industrial and Organizational Psychology, virtual.

Marlow, S. L., & Lacerenza, C. N. (2021, November). To the root of team learning: A meta-analysis of team learning antecedents and outcomes. Symposia presented at the annual meeting of the Southern Management Conference, New Orleans, LA.

Pan, L., Caza, A., **Marlow, S. L.** (2020, June). Examining the bright and dark sides of transformational leadership. Poster presented at the 35th annual meeting of the Society for Industrial and Organizational Psychology, virtual.

Lacerenza, C. N., & **Marlow, S. L.** (2020, July). Team emergent state development, an enigma no more: An empirical investigation of the crystallization of team psychological safety Symposia presented at the 2020 annual meeting of the Academy of Management, virtual

Marlow, S. L., Bedwell, W., Zajac, S., Reyes, D. L., Lamar, M., Khan, S.,...Salas, E. (2019, April). Multiple patient casualty scenarios: A measurement tool for teamwork. In McCloy and Kell (Co-Chairs), Measurement: New methods for classic problems, classic methods for new problems. Symposia presented at the 2019 annual meeting of the Society of industrial and Organizational Psychology, National Harbor, MD.

Reyes, D. L., Lacerenza, C. N., **Marlow, S. L.**, Dinh, J. V., Joseph, D., & Salas, E. (2019, April). Leadership development in higher education: A meta-analysis and systematic review. Poster presented at the 34th annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

Marlow, S. L., Lacerenza, C. N., Reyes, D. L., & Hebl, M. (2018, April). Perceptions towards feminists: Did the 2016 election matter? Poster presented at the 33rd annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

Lacerenza, C. N., **Marlow, S. L.**, Reyes, D. L. (2018, July). The Stigmatization of Feminism and the 2016 US Election: A Two Part Study. Presented at the 2018 annual meeting of the Academy of Management, Chicago, IL.

Marlow, S. L. (2017, October). Examining the relationships between unique types of communication and performance: A meta-analysis. Presented at Teaming Inside and Out: Avant-Garde Research on Teams. Montreal, QH, Canada.

Marlow, S. L., & Feitosa, J. (2017, April). Team-related constructs: How and what to measure? Symposium conducted at the 32nd annual meeting of the Society of Industrial and Organizational Psychology, Orlando, FL.

Marlow, S. L., Reyes, D. L., Gregory, M. E., & Salas, E. (2017, April). A systematic review of team performance measures. In **S. L. Marlow** and J. Feitosa (Co-Chairs), Team-related constructs: How and what to measure?. Symposium conducted at the 32nd annual meeting of the Society of Industrial and Organizational Psychology, Orlando, FL.

Burke, C. S., **Marlow, S. L.**, Iwig, C., & Salas, E. (2017, April). Examining team roles in space flight. In L. DeChurch (Chair), Exploring new frontiers: Building better teams on earth and beyond. Symposium conducted at the 32nd annual meeting of the Society of Industrial and Organizational Psychology, Orlando, FL.

Lacerenza, C. N., Iwig, C., & **Marlow, S. L.** (2017, April). Email me! How email textual cues influence perceptions. Poster presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.

Lacerenza, C. N., Reyes, D., **Marlow, S. L.**, Joseph, D., & Salas, E. (2017, April). Measuring Leadership Behaviors: A Meta-Analytic Review. In **S. L. Marlow** and J. Feitosa (Co-Chairs),

Team-related constructs: How and what to measure?. Symposium conducted at the 32nd annual meeting of the Society of Industrial and Organizational Psychology, Orlando, FL.

Lacerenza, C. N., Denise, R., **Marlow, S. L.**, & Salas, E. (2016, April). The nuts and bolts of leadership development: A meta-analytic investigation. In K. Cullen-Lester and C. N. Lacerenza (Chairs), Develop me! Novel approaches to enhance leadership. Symposium conducted at the meeting of the 31st annual meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.

Marlow, S. L., Hughes, A. M., Gregory, M. E., Joseph, D., Sonesh, S., Lacerenza, C. N., Benishek, L. E., King, H. B., & Salas, E. (2016, April). The progressive model of healthcare team training: The trickle-down effect. Poster presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Marlow, S. L., Woods, A. L., Hughes, A. M., Sonesh, S., Gregory, M. E., Lacerenza, C. N., Benishek, L. E., Hernandez, C., & Salas, E. (2016, April). A systematic qualitative review of healthcare team training. Poster presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Marlow, S. L., Reyes, D., Gregory, M. E., & Salas, E. (2016, April). A decade of team performance measurement: A systematic review. Poster to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Marlow, S. L., Lacerenza, C. N., Reyes, D. L., & Salas, E. (2016, August). The nuts and bolts of leadership training: A meta-analytic investigation. In D. Doty (Chair), Leadership development. Symposium conducted at the 2016 annual meeting of the Academy of Management, Anaheim, CA.

Lacerenza, C. N., Burke, C. S., Metcalf, D. S., **Marlow, S. L.**, Read, L., Allen, C., & Mazzeo, M. (2015). Using augmented reality to train combat medics: An evaluation. Presented at Interservice/Industry Training, Simulation, and Education Conference (I/ITSEC), Orlando, FL.

Gregory, M. E., Sonesh, S. C., Hughes, A. M., Cooper, T., Lacerenza, C. N., **Marlow, S. L.**, & Salas, E. (2015, April). When lives depend on it: Stressors and medication error. Poster presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

Lacerenza, C. N., **Marlow, S. L.**, Joseph, D., & Salas, E. (2015, April). Improving virtual team effectiveness through team cognition: A meta-analysis. In T. Koehler (Chair), #VirtualTeamDevelopment: Applying the Science. Symposium conducted at the meeting of the Society of Industrial and Organizational Psychology, Philadelphia, PA.

Hughes, A.M., Sonesh, S.C., Gregory, M.E., **Marlow, S. L.**, Lacerenza, C.N., & Salas, E. (2015, April). Medication error in Emergency Medical Systems (EMS): Introducing the systems-based approach for EMS medication error diagnosis (SAFE MED). Poster presented at the HFES 2015 International Symposium in Healthcare. Baltimore, MD.

Lacerenza, C. N., **Marlow, S. L.**, Guler, C., Feitosa, J., & Salas, E. (2015, April). Predictive Power of Cognition: A meta-Analytic Structural Equation Model. Poster presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

Marlow, S. L., Coultas, C., Lacerenza, C. N., Sonesh, S., & Salas, E. (2015, April). Insights into coaching: Identifying contributors to effectiveness. Poster presented at the 30th Annual Conference for the Society for Industrial and Organizational Psychology, Philadelphia, PA.

Marlow, S. L., Lacerenza, C. N., Petruzzelli, A., & Salas, E. (2015, April). The effect of virtuality on team communication: A meta-analysis. Poster presented at the 30th Annual Conference for the Society for Industrial and Organizational Psychology, Philadelphia, PA.

Sonesh, S. C., Hughes, A. M., Gregory, M. E., Benishek, L.E., Lacerenza, C. N., **Marlow, S. L.**, Joseph, D.L., Salas, E. (2015, April). Elements of Training Design and Training Implementation: Implications for Team Training Effectiveness. In K. Ford & K. Kraiger (co-chairs), New Directions for Understanding Training Effectiveness. Symposium conducted at the 30th annual meeting of the Society for Industrial Organizational Psychology, Philadelphia, PA.

Gregory, M. E., Hughes, A. M., Sonesh, S. C., **Marlow, S. L.**, Lacerenza, C. N., Benishek, L. E., & Salas, E. (2014, April). Who is participating in healthcare team training?: A qualitative review. Poster presented at the 2014 Human Factors and Ergonomics Society Health Care Symposium, Baltimore, MD.

Lacerenza, C., **Marlow, S. L.**, Colley, K., & Salas E. (2014, May). Team cognition in distributed teams: Does virtuality matter? Poster presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Marlow, S. L., Lacerenza, C., Colley, K., & Salas, E. (2014, July). The effect of virtuality on team communication: A meta-analysis. Poster presented at the 9th annual INGRoup Conference, Raleigh, NC.

Teaching Experience

Semester	Course Title	Course Type	Number of Students	Course Rating	Instructor Rating
The University of Texas at San Antonio					
Spring 2025	MGT 7613: Human Resource Management Seminar	PhD	5	5.0	5.0
Fall 2024	MGT 3613: Managing Human Resources	Undergrad	51	4.69	4.69
Fall 2024	MGT 3613: Managing Human Resources	Undergrad	53	4.40	4.49
Spring 2024	MGT 3613: Managing Human Resources	Undergrad	75	4.58	4.55
Spring 2024	MGT 4933: Internship in Management	Undergrad	1	*	*
Fall 2023	MGT 3613: Managing Human Resources	Undergrad	71	4.37	4.39
Fall 2023	MGT 3613: Managing Human Resources	Undergrad	72	4.37	4.35
Spring 2023	MGT 7033: Human Resource Management Seminar	PhD	4	*	*
Spring 2023	MGT 4933: Internship in Management	Undergrad	1	*	*
Fall 2022	MGT 3613: Managing Human Resources	Undergrad	70	4.47	4.53
Fall 2022	MGT 3613: Managing Human Resources	Undergrad	68	4.48	4.44

Semester	Course Title	Course Type	Number of Students	Course Rating	Instructor Rating
Fall 2022	MGT 4933: Internship in Management	Undergrad	1	N/A	N/A
Summer 2022	MGT 4933: Internship in Management	Undergrad	1	*	*
Spring 2022	MGT 3613: Managing Human Resources	Undergrad	75	4.69	4.69
Fall 2021	MGT 3613: Managing Human Resources	Undergrad	69	4.5	4.5
Fall 2021	MGT 3613: Managing Human Resources	Undergrad	68	4.63	4.67
Summer 2021	MGT 4933: Internship in Management	Undergrad	1	*	*
Spring 2021	MGT 7033: Human Resource Management Seminar	PhD	2	*	*
Fall 2020	MGT 3613: Managing Human Resources	Undergrad	78	4.57	4.67
Fall 2020	MGT 3613: Managing Human Resources	Undergrad	69	4.65	4.61
Summer 2020	MGT 6953: Independent Study	PhD	2	*	*
Spring 2020	MGT 4663: Training and Developing Employees	Undergrad	63	*	*
Fall 2019	MGT 4413: Performance Management	Undergrad	58	4.59	4.59
Fall 2019	MGT 4623: Staffing Organizations	Undergrad	60	4.3	4.3
Spring 2019	MGT 7033: Human Resource Management Seminar	PhD	5	4.5	4.75
Fall 2018	MGT 4623: Staffing Organizations	Undergrad	41	4.88	4.65
Rice University					
Summer 2017	PSYC 202: Introduction to Social Psychology	Undergrad	5	1.1/5	1.2/5

Note: 1 = Outstanding, 5 = Poor

Notes: All scores were collected on a 5-point scale, with 5 representing the highest score, unless otherwise specified. *Evaluations not collected due to class size or the COVID-19 pandemic.

Funded Grants and Contracts

Uncovering What Makes an Emergent Leader Effective: An Empirical, Longitudinal Study and Practical Recommendations.

Investigator(s): **Shannon Marlow** (PI), M.S., Eduardo Salas, Ph.D. (Co-PI), Gary Woods, Ph.D. (Co-PI)

Funding Agency: Doerr Institute for New Leaders, Rice University

Funding Amount: \$26,898.15

Dynamic Team Role Allocation in Long Duration, Exploration Missions: Identification of Roles, Triggers, and Measurement*

Investigator(s): Eduardo Salas, Ph.D. (PI), Shawn Burke (Co-PI), Ph.D., James Driskell (Co-PI), Ph.D., Stephen Fiore (Co-PI), Ph.D.

Funding Agency: NASA

Funding Amount: \$1,200,000

Facilitating the Synergistic Side of Cultural Diversity in LDSE: Identification of Challenges and Development of Cultural Training*

Investigator(s): Shawn Burke, Ph.D. (PI), Eduardo Salas (Co-PI)

Funding Agency: NASA

Funding Amount: \$920,000

**I contributed to the authorship of these proposals.*

Service

Doctoral Dissertation Committees

Eileen Cassidy, Member 2026

Department

Member, Department Faculty Review Committee	2025-Present
Member, Department Executive Committee	2025 – 2026
Member, Undergraduate Programs Committee	2024-2025
External Member, Psychology Faculty Search Committee	2024-2025
Member, Fixed-Term Faculty Search Committee	2024
Observer, Peer Observation and Portfolio Evaluation	2023-2025
Assistant Professor Representative, Department Executive Committee	2023 – 2024
Member, HRM Degree Reinstatement Ad Hoc Committee	2022 – 2023
Member, Management Chair Faculty Search Committee	2022 - 2023
Co-Chair, McCarter Seminar	2021 – 2022
Member, McCarter Seminar	2020 – 2021; 2022 - 2023
Member, Fixed-Term Faculty Search Committee	2020
Co-Chair, OB Faculty Search Committee	2020
Member, Doctoral Handbook Review Ad Hoc Committee	2019 – 2020
Member, Graduate Research Methods Course Review Ad Hoc Committee	2019 – 2020
Member, HRM Faculty Search Committee	2019
Member, Doctoral Program Committee	2018 – present

College

Member, Faculty Lifecycle Working Group	2024-2025
Member, Technology Ad Hoc Committee	2021-2022

Professional

Co-Chair-In-Training, SIOP Awards, Scholarships and Grants	2025-2026
Group Lead, SIOP Awards, Student Awards	2024 – 2025
Chair, SIOP Awards, Student Travel Awards Subcommittee	2023 – 2024
Ad-Hoc Reviewer	

- *Academy of Management* Conference
- *Society of Industrial and Organizational Psychology* Conference
- *Academy of Management Learning & Education*
- *European Journal of Work & Organizational Psychology*
- *Frontiers in Psychology*
- *Human Research Management Review*
- *Journal of Management*
- *Journal of Management Studies*
- *Journal of Personality and Social Psychology*
- *Journal of Occupational Health Psychology*
- *Personnel Review*
- *PLOS*
- *Small Group Research*

- *National Science Foundation, Economics Program*

Media Coverage of Research

Interviewed in: Best states for working from home. (2024). *WalletHub*.
<https://wallethub.com/edu/best-states-for-working-from-home/72801>

Interviewed in: Management professor discusses team communication in the virtual workforce. (2020). *UTSA Today*. <https://www.utsa.edu/today/2020/10/story/marlow-studies-virtual-working.html>

Interviewed in: 5 Ways to Make Videoconferencing Less Terrible. (2019). *Forge*.
<https://forge.medium.com/how-to-communicate-at-work/home>

Research highlighted in: Effective team communication? Focus on quality! (2018). *Science for Work*. <https://scienceforwork.com/blog/team-communication/>

Research highlighted in: Teamwork: The hidden ingredient in trading success. (2017). *Forbes*.
<https://www.forbes.com/sites/brettsteenbarger/2017/11/13/teamwork-the-hidden-ingredient-in-trading-success/#5425de2070af>

Research highlighted in: Quality beats quantity in team communications. (2017). *Association for Psychological Science*.
<https://www.psychologicalscience.org/news/minds-business/quality-beats-quantity-in-team-communications.html>

Research highlighted in: Team-trained health care staff can reduce patient deaths by 15 percent. (2016). *Science Daily*.
<https://www.sciencedaily.com/releases/2016/07/160714110914.htm>

Research highlighted in: Team training can produce great results. (2016). *EMR & EHR*.
<https://www.emrandehr.com/2016/07/21/team-training-can-produce-great-results/>

Research highlighted in: Team training healthcare can save lives. (2016). *Rice News*.
<http://news.rice.edu/2016/07/14/team-training-in-health-care-can-save-lives/>

Professional Affiliations

- | | |
|--|---------------|
| • Academy of Management | 2013– present |
| • Society for Industrial and Organizational Psychology | 2013– present |