



SAMANTHA C. PAUSTIAN-UNDERDAHL

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ACADEMIC APPOINTMENTS

Mary Tilley Bessemer Associate Professor of Business Administration Florida State University, Tallahassee, FL	2022-present
Associate Professor of Management Florida State University, Tallahassee, FL	2021-present
Assistant Professor of Management Florida State University, Tallahassee, FL	2018–2021
Assistant Professor of Management Florida International University, Miami, FL	2014–2018
Visiting Assistant Professor of Management & Research Director for Women’s Leadership Center Kennesaw State University, Kennesaw, GA	2013–2014
Post-Doctoral Research Fellow University of Alabama, Department of Management and Marketing, Tuscaloosa, AL	2012–2013

HONORARY APPOINTMENTS

Faculty Fellow, Center for Leadership Florida International University, Miami, FL	2014–Present
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RESEARCH

Research Interests: Work-family/ work-life interface; employee well-being and effectiveness; leadership; gender and diversity in organizations

Refereed Academic Publications (graduate student coauthors underlined):

27. ***Paustian-Underdahl, S.C.**, *Halbesleben, J. R. B., Carlson, D., & Hamadi, H. (In press). Examining Regulatory Focus in the Acceleration and Deceleration of Engagement and Exhaustion Cycles Among Nurses. *Health Care Management Review*.
*indicates authors contributed equally
26. **Paustian-Underdahl, S.C.**, Little, L.M., Mandeville, A., Hinojosa, A., & Keyes, A. (In Press). Examining the Role of Maternity Benefit Comparisons and Pregnancy Discrimination in Women’s Turnover Decisions. *Personnel Psychology*.
25. **Paustian-Underdahl, S.C.**, Palmer, J.C., Halliday, C., & Blass, F.R. (2022). The Role of Stress Mindsets and Coping in Improving the Personal Growth, Engagement, and Health of Small Business Owners. *Journal of Organizational Behavior*, 43(8), 1310-1329. DOI: <https://doi.org/10.1002/job.2650>
 - **Nominated for the 2020 Best Paper in Entrepreneurial Cognition Award sponsored by the Kauffman Foundation, the Academy of Management, and Managerial and Organizational Cognition division**
24. Halliday, C., **Paustian-Underdahl, S.C.**, Stride, C., & Zhang, H. (2022). Retaining Women in Male-

Dominated Occupations across Cultures: The Role of Supervisor Support and Psychological Safety. *Human Performance*, 1-22. DOI: 10.1080/08959285.2022.2050234

- **Nominated for the 2023 Saroj Parasuraman Award for the Outstanding Publication on Gender and Diversity**

23. Hackney, K. J., Daniels, S. R., **Paustian-Underdahl, S. C.**, Perrewé, P. L., Mandeville, A., & Eaton, A. A. (2021). Examining the Effects of Perceived Pregnancy Discrimination on Mother and Baby Health. *Journal of Applied Psychology*, 106(5), 774–783. DOI: <https://doi.org/10.1037/apl0000788>

- **Nominated for the 2020 AOM Human Resource Division’s Scholarly Achievement Award**

22. Halliday, C., **Paustian-Underdahl, S.C.**, & Fainshmidt, S. (2021). Women on Boards of Directors: A Meta-Analytic Examination of the Roles of Organizational Leadership and National Context for Gender Equality. *Journal of Business and Psychology*, 36, 173–191. DOI: <https://doi.org/10.1007/s10869-019-09679-y>

- **Nominated for the 2020 AOM Human Resource Division’s International Human Resource Management Award**

21. Gloor, J. L., Morf, M., **Paustian-Underdahl, S.C.**, & Backes-Gellner, U. (2020). Fix the Game, Not the Dame: Restoring Equity in Leadership Evaluations. *Journal of Business Ethics*, 161: 497-511.

20. *Frear, K., ***Paustian-Underdahl, S.C.**, Halbesleben, J.R.B., & French, K. (2019). Strategies for Work-Family Management: The Importance of Career-Family Centrality and Gender. *Archives of Scientific Psychology*, 7(1), 50-59. Special Issue: Gender Equity at Work (edited by Mikki Hebl and Eden King)

*indicates authors contributed equally

19. **Paustian-Underdahl, S. C.**, Eaton, A. A., Mandeville, A., & Little, L. M. (2019). Pushed out or opting out? Integrating perspectives on gender differences in withdrawal attitudes during pregnancy. *Journal of Applied Psychology*, 104(8), 985-1002.

- **Nominated for the 2019 Best Published Paper Award for the Careers Division of the Academy of Management**
- Featured by:
 - **US News and World Report:** <https://www.usnews.com/news/health-news/articles/2019-04-23/can-pregnancy-put-a-damper-on-your-career>
 - **Yahoo!:** <https://in.style.yahoo.com/pregnant-women-feel-pushed-jobs-064609883.html>
 - **WebMD:** <https://www.webmd.com/baby/news/20190423/employers-may-stymie-advancement-of-pregnant-women>

18. Frear, K., **Paustian-Underdahl, S.C.**, Heggstad, E. & Walker, L.S. (2019). Gender and Career Success: A Typology and Analysis of Dual Paradigms. *Journal of Organizational Behavior*, 40: 400-416.

- **Nominated for the 2019 Best Published Paper Award for the Careers Division of the Academy of Management**

17. Little, L.M., Hinojosa, A., **Paustian-Underdahl, S.C.**, & Zipay, K. (2018). Managing the Harmful Effects of Unsupportive Organizations During Pregnancy. *Journal of Applied Psychology*, 103(6), 631-643.

- **Nominated for the 2019 Rosabeth Moss Kanter award for Excellence in Work-Family Research**
- Featured by:
 - **London School of Economics Business Review:** <https://blogs.lse.ac.uk/businessreview/2018/09/12/working-while-pregnant-how-women-cope-with-unsupportive-organisations/>

16. **Halliday, C.S., Paustian-Underdahl, S.C., Rogelberg, S., Ordonez, Z., & Zhang, H.** (2018). Autonomy as a Key Resource for Women in Low Gender Egalitarian Countries: A Cross-Cultural Examination. *Human Resource Management, 52*(2), 601-615.
15. **Paustian-Underdahl, S.C., King, E., Rogelberg, S., Kulich, C., and Gentry, W.** (2017). Perceptions of Supervisor Support: Resolving Paradoxical Patterns across Race and Gender. *Journal of Occupational and Organizational Psychology, 90*(3), 436-457.
14. **Paustian-Underdahl, S.C., Fainshmidt, S., Sanchez, J., Misati, E., Zhao, Y. & Zhang, H.** (2017). The Role of Economic Development and Growth Opportunities in Employee Reactions to Acquisitions: A Study of the Merger Syndrome across 29 Countries. *Group and Organization Management, 42*(2), 163-194.
13. **Paustian-Underdahl, S.C., Halbesleben, J.R.B., Carlson, D., and Kacmar, K.M.** (2016). The Work-Family Interface and Promotability: Boundary Integration as a Double Edged Sword. *The Journal of Management, 42*, 4, 960–981.
- Featured by:
 - **KWBU public radio:** <http://kwbu.org/post/business-review-whos-getting-promoted>
12. **Paustian-Underdahl, S.C. and Walker, L. S** (2016). Revisiting the Beauty is Beastly Effect: New directions and tests of the effects of attractiveness, sex, and job characteristics on selection decisions. *International Journal of Human Resource Management, 27*:10, 1034-1058.
11. **Leon, M., Halbesleben, J.R.B., and Paustian-Underdahl, S.C.** (2015). A Dialectical Theory of Burnout and Engagement. *Burnout Research, 2*, 2–3, 87–96.
10. **Paustian-Underdahl, S.C., Walker, L.S., and Woehr, D.J.** (2014). Gender and Perceptions of Leadership Effectiveness: A Meta-analysis of Contextual Moderators. *Journal of Applied Psychology, 99*, 6, 1129-1145.
- **Awarded the 2015 Saroj Parasuraman Award for the Outstanding Publication on Gender and Diversity**
 - Featured in:
 - **Psychology Today:** <https://www.psychologytoday.com/articles/201701/view-the-top?collection=1097090>
 - **Forbes:** <http://www.forbes.com/sites/sebastianbailey/2014/07/23/who-makes-a-better-leader-a-man-or-a-woman/>
 - **Globe and Mail:** <http://www.theglobeandmail.com/life/relationships/men-think-theyre-better-leaders-but-this-study-suggests-no-one-else-does/article18370324/>
 - **The Atlantic:** <https://www.theatlantic.com/business/archive/2014/05/the-myth-of-the-ineffective-female-leader/361559/>
 - **Fox Business:** <http://smallbusiness.foxbusiness.com/entrepreneurs/2014/05/01/female-leaders-just-as-effective-as-men/>
 - **Huffington Post:** http://www.huffingtonpost.com/2014/05/01/women-effective-leaders_n_5246730.html?utm_hp_ref=women&ir=Women
 - **Elle:** <http://www.elle.com/news/culture/women-work-news-study>
 - **Daily News:** <http://www.dailynewsen.com/science/study-women-leaders-perceived-as-effective-as-male-counterparts-h2482620.html>
 - **Health Canal:** <http://www.healthcanal.com/mental-health-behavior/50332-study-women-leaders-perceived-as-effective-as-male-counterparts.html>
9. **Paustian-Underdahl, S.C. and Halbesleben, J.R.B.** (2014). Examining the Influence of Climate, Supervisor Guidance, and Behavioral Integrity on Work-Family Conflict: A Demands and Resources Approach. *Journal of Organizational Behavior, 35*, 4, 447–463.

8. Halbesleben, J. R. B., Neveu, J. P., **Paustian-Underdahl, S. C.**, & Westman, M. (2014). Getting to the COR: Understanding the role of resources in conservation of resources theory. *The Journal of Management*, 40, 5, 1334–1364.

- **2019 Nominee for Journal of Management’s Impact Award as one of the most impactful articles published in 2014**

7. Lawrence, E., Halbesleben, J.R.B., and **Paustian-Underdahl, S.C.** (2013). Outcomes of Workplace Injuries: The Influence of Job and Financial Insecurity on Work-Family Conflict. *The Journal of Occupational Health Psychology*, 18, 4, 371-83.

6. **Paustian-Underdahl, S.C.**, Shanock, L, Rogelberg, S., Scott, C., Justice, L. and Altman, D. A. (2013). Supportive Supervision: Antecedents and Implications for Leader Development. *The Journal of Occupational and Organizational Psychology*, 86, 3, 288-309.

5. **Paustian-Underdahl, S.C.**, Shanock, L, Rogelberg, S., Scott, C., Justice, L. and Altman, D. A. (2013). Building a Business Case for Developing Supportive Supervisors. *The Journal of Occupational and Organizational Psychology*, 86, 3, 324-330.

4. Halbesleben, J.R.B., Wheeler, A.T., and **Paustian-Underdahl, S.C.** (2013). From Resource Threat to Resource Loss: The Impact of Furloughs on Emotional Exhaustion, Performance, and Recovery Experiences. *Journal of Applied Psychology*, 98, 3, 492-503.

3. Rogelberg, S., Justice, L., Braddy, P., **Paustian-Underdahl, S.C.**, Heggstad, E., Shanock, L., Baran, B., Beck, T., Long, S., Andrew, A., Altman, D.G. and Fleenor, J.W. (2013). The Executive Mind: An Examination of Top Leaders’ Self-Talk, Effectiveness, and Job Strain. *Journal of Managerial Psychology*, 28, 2, 183-201.

2. King, E., Kravitz, D., McCausland, T., and **Paustian-Underdahl, S.C.** (2012). Values Cannot Be Ignored. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 354-357.

1. Frear, K. A., and **Paustian-Underdahl, S. C.** (2011). From elusive to obvious: Improving performance management through specificity. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 4, 198–200.

Other scholarly works:

Livingston, B., Gloor, J. L., Ward, A. K., Gabriel, A. S., Campbell, J. T., Frieder, R., Patel, A. S., Junker, N. M., Block, E., Mandeville, A., Hu, J., Shockley, K. M., **Paustian-Underdahl, S.C.**, Hillebrandt, A., Otner, S. M. G., French, K. A., Joseph, D. L., Priesemuth, M., Carter, D., & Shoss, M. (In Press; Commentary). Many roads to success: Broadening our views of academic career paths and advice. *Journal of Management*.

Hackney, K. J., Daniels, S. R., **Paustian-Underdahl, S. C.**, Jones, K., Brady, J. (2022). 5 Practices to Support Pregnant Employees in a Modern Workplace. *Harvard Business Review*.

Paustian-Underdahl, S.C. (2016). Leadership and Gender. In S. G. Rogelberg’s (Ed.), *The SAGE Encyclopedia of Industrial and Organizational Psychology*, 2nd edition.

Arnold, D. and **Paustian-Underdahl, S.C.** (2012). What Does it Mean to be Truly Green? Environmental Sustainability at Frito Lay North America. In Beauchamp, T. L., & Bowie, N. E, and Arnold, D.G. (Eds.), *Ethical Theory and Business*, 9th ed., Pearson Prentice Hall.

Refereed Manuscripts Under Review:

Paustian-Underdahl, S.C., Sockbeson, C., Hall, A., & Halliday, C. (Title withheld for blind review). Gender and Leadership Styles. Revision under review at: *Leadership Quarterly* (submitted 12/10/2023)

Keyes, A., Paustian-Underdahl, S.C., & De La Haye, D.C. (Title withheld for blind review). Employer Sponsored Egg Freezing Benefits. Revision being prepared for: *International Journal of Human Resource Management* (due 2/27/2024)

Paustian-Underdahl, S.C., Devine, R., Hideg, I., Holmes, R.M., Lamont, B.T., & Lam, J. (Title withheld for blind review). CEO gender and shareholder activism. Revision being prepared for: *Journal of Management* (due 3/6/2024)

Paustian-Underdahl, S.C., Li, Y., Whyte, J. & De La Haye, D.C. (Title withheld for blind review). Bullying on the Turnover Intentions, Patient Care, and Aggression of Nurses. Under review at: *Journal of Healthcare Management*

Paustian-Underdahl, S. C., Hackney, K. J., Daniels, S. R., Li, Yingge, Whyte IV, J., & Perrewé, P. L. (Title withheld for blind review). The Role of Stress Mindsets and Coping Appraisals in Addressing Maternal Discrimination at Work. Under review at: *Journal of Applied Psychology.*

Bosak, J., Kulich, C., & **Paustian-Underdahl, S.C.** (Title withheld for blind review). Ingroup Distancing in Women Managers. Under review at: *Psychology of Women Quarterly.*

Jordan, S.L., Palmer, J., Paustian-Underdahl, S.C., Wang, Y.R., King, J.E., & Halbesleben, J.R.B. (Title withheld for blind review). Supervisor and Subordinate Work-to-Home Integration. Under review at: *Human Relations*

Research in Progress:

Little, L., Bosak, J., **Paustian-Underdahl, S.C.,** and Keyes, A. (Title withheld for blind review). Examining changes in employee attitudes and behaviors due to a new flexible working arrangement. Drafting in progress.

De La Haye, D.C., Paustian-Underdahl, S.C., & Sawyer, K. John Doe (he/him): Examining Hiring Managers' Perceptions of Pronoun Use at Work. Collecting data.

Identity management and work-family interruptions. ESM and qualitative data. Writing in progress. Working with Shanna Daniels, Marcus Butts, Yingge Li, and Samantha Jordan.

Family household labor, gender, and work-family outcomes. ESM data analysis in progress. Working with Samantha Jordan, Shanna Daniels, Marcus Butts, and Yingge Li.

Remote work, gender, and parental status. Planning stage. Working with Kathryn Ostermeier, Michele N. Medina-Craven, Meagan E. Brock Baskin, and DC De La Haye.

Return from parental leave experiences for mothers versus fathers. Collected pilot data. Planning data collection with Rashpal Dhensa-Kahlon.

Academic Presentations:

Jordan, S., Paustian-Underdahl, S.C., Daniels, S., Butts, M., and Li, Y. Double Duty Differentials: How Gender Shapes the Influence of Daily Household Labor on Workplace Experiences. Submitted to be presented at the 2024 Academy of Management conference, Chicago, IL.

Invited speaker for: the HR Division Late-Stage Doctoral Student Consortium. Submitted to the 2024 Academy of Management conference, Chicago, IL.

Paustian-Underdahl, S. C., Hackney, K. J., Daniels, S. R., Li, Y., Whyte, J. & Perrewé, P. L. The Role of Stress Mindsets and Coping Appraisals in Addressing Maternal Discrimination at Work. Accepted to be

presented at the 2024 Society of Industrial and Organizational Psychology conference, Chicago, IL.

Yeo, G., Stephenson, E., Wayne, J., Shockley, K., Hideg, I., & Paustian-Underdahl, S. The Mental Load: A Conversation Between Researchers and Employees/Practitioners. [Alternative Session Type]. Accepted to be presented at the 2024 Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL, United States.

Paustian-Underdahl, Li, Y., & Whyte, J. Bullying and Turnover Intentions of Nurses: Examining the Importance of Staffing Adequacy and Stress Mindsets. Presented at the 2023 Southern Management Association conference, St. Pete Beach, FL.

Expert speaker for: The State of Tenure: A discussion of tenure and non-tenure models, and the laws impacting Florida and beyond. Presented at the 2023 Southern Management Association conference, St. Pete Beach, FL.

Bosak, J., Kulich, C., & Paustian-Underdahl, S.C. Perspective-Taking Attenuates Ingroup Distancing in Women Managers. Presented at the 2023 European Association of Social Psychology conference, Krakow, Poland.

Daniels, S. R., Jordan, S.L., Paustian-Underdahl, S.C., Butts, M., Li, Y., & Deng, Y. Uncontrollable and Important Boundary Violation of the Workday: Examining Daily Experiences of Family Interruptions of Work. Presented at the 2023 Academy of Management conference, Boston, MA.

De La Haye, D.C. & Paustian-Underdahl, S.C. John Doe (he/him): Examining Hiring Managers' Perceptions of Pronoun Use at Work. Presented at the 2023 Academy of Management conference, Boston, MA.

Paustian-Underdahl, S. C., Hackney, K. J., Daniels, S. R., Li, Y., & Perrewé, P. L. Workplace Maternal Discrimination, Stress Mindsets, and Women's Health. Presented at the 2023 Society of Industrial and Organizational Psychology conference, Boston, MA.

Co-organized PDW: Building Better DEI Practices in Business Schools. Presented at the 2022 Academy of Management conference, Seattle, WA.

Paustian-Underdahl, S.C., Devine, R., Hideg, I., Holmes, R.M., Lamont, B.T, & Lam, J. CEO Gender and Shareholder Activism: When and why do we see Gender Differences? Presented at the 2022 Academy of Management conference, Seattle, WA.

Expert speaker for: GDO Doctoral Student Consortium. PDW presented at the 2022 Academy of Management conference, Seattle, WA.

Paustian-Underdahl, S.C., Bosak, J., Little, L., and Keyes, A. When and Why does a new Telecommuting Policy Affect Employee Attitudes? Perceived Value is Key. Presented at the 2021 Southern Management Association conference, New Orleans, LA.

Expert speaker for: Representation and Inclusion in the Upper Echelons: New Frontiers in Research on Gender and Leadership. Session presented at 2021 Strategic Management Society (virtual).

Expert Speaker for: Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students. PDW presented at the 2021 Academy of Management conference (virtual).

Expert Speaker for: GDO Junior Faculty Consortium. PDW presented at the 2021 Academy of Management conference (virtual).

Hadzic, M., Tihic, M., Paustian-Underdahl, S., & Blass, R.F. Dealing with stress during the Covid-19 pandemic: Are military veteran entrepreneurs better equipped to cope? Presented at the 2021 Babson College Entrepreneurship Research Conference, Boston, MA. (virtually)

Paustian-Underdahl, S.C., Palmer, J.C., Halliday, C., & Blass, F.R. The Role of Stress Mindsets in Improving the Growth, Engagement, and Health of Small Business Owners during the COVID-19 Pandemic. Presented at the 2021 Society of Industrial and Organizational Psychology conference, New Orleans, LA. (virtually)

Jordan, S.L., Palmer, J., Paustian-Underdahl, S.C., King, J.E., Wang, Y.R., and Halbesleben, J.R.B. Going Above and Beyond...me? How Supervisors Perceive Subordinate Work-to-Home Integration Behavior. Presented at the 2020 Southern Management Association conference, St. Pete Beach, FL. (virtually)

Expert Speaker for: When Is the Right Time to Grow My Family? An Exploration into Challenges of Family Planning for Professional Women in the 21st Century. PDW presented at the 2020 Academy of Management conference, Vancouver, B.C. (virtually)

Paustian-Underdahl, S.C., Bosak, J., and Little, L.M. Flexible Work Arrangements and Their Effects on Employee Outcomes: Do employee perceptions matter more than utilization? Presented at the 2020 Academy of Management conference, Vancouver, B.C. (virtually)

Paustian-Underdahl, S.C., Mandeville, A., Eaton, A., & Jordan, S. L. Pregnancy Discrimination is a Family Affair: A spousal crossover model. Presented at the 2019 Southern Management Association conference, Norfolk, VA.

Frear, K., & Paustian-Underdahl, S.C. It's Complex: Conditions that Inhibit Women's Inclusion at Work. Co-organizer of presenter symposium. Presented at the 2019 Academy of Management conference, Boston, MA.

Mandeville, A., Paustian-Underdahl, S.C., Little, L.M., & Hinojosa, A. Comparison is the thief of joy... Examining the critical role of maternity benefit comparison in perceptions of pregnancy discrimination. Presented at the 2019 Society of Industrial and Organizational Psychology conference, Washington, D.C.

Paustian-Underdahl, S.C. Navigating troubled waters: A forum to advance research on motherhood and work. Panelist at the 2019 Society of Industrial and Organizational Psychology conference, Washington, DC. Panelists included: Paustian-Underdahl, S.C., Gabriel, A.S., Hideg, I., Nugent, J.S., & Volpone, S.D.

Hackney, K., Daniels, S., Paustian-Underdahl, S.C., Perrew, P., Eaton, A., and Mandeville, A. Examining the effects of Perceived Pregnancy Discrimination on Mother and Baby Health. Presented at the 2018 Southern Management Association Conference, Lexington, KY.

*Selected as Best Track Paper for the Career and Social Issues division, as well as the Best Overall Conference Paper for Southern Management Association 2018

Paustian-Underdahl, S.C., Sockbeson, C., Hall, A., & Halliday, C. Gender and Leadership Styles: A Meta-Analysis of Effects across Contexts. Presented at the 2018 Academy of Management conference, Chicago, IL.

Halliday, C. S., Paustian-Underdahl, S.C., & Zhang, H. The role of supervisor support, psychological safety and national culture in retaining women in R&D. Presented at the 2018 Academy of Management conference, Chicago, IL.

Paustian-Underdahl, S.C., Eaton, A., Mandeville, A., & Little, L.M. Pushed out or Opting out? An

Investigation of Gender Differences in the Drivers of Changes in Withdrawal Attitudes of Men and Women During Pregnancy. Presented at the 2018 Breaking Bias: Leadership Excellence and Gender in Organizations Conference, Purdue University, West Lafayette, Indiana.

Frear, K., Paustian-Underdahl, S.C., and Heggstad, E. A Typology of Gender and Career Success: Unequal Inputs and Unequal Effects. Presented at the 2018 Society of Industrial/ Organizational Psychology Conference, Chicago, IL.

Gonzalez, R., Eaton, A. A., Paustian-Underdahl, S., & Mandeville, A. (2017, October). Expecting? The importance of family-friendly organizational policies for expectant mothers' and fathers' job satisfaction and commitment. Poster presented at the SACNAS National Diversity in STEM Conference, Salt Lake City, Utah.

Gloor, J. L., Morf, M., Paustian-Underdahl, S.C., & Backes-Gellner, U. Team Design with (Female) Leaders in Mind: Restoring Equity in Leadership Evaluations. Presented at the 2017 Academy of Management conference, Atlanta, GA.

Paustian-Underdahl, S.C., Mandeville, A., & Eaton, A. Pregnancy Discrimination is a Family Affair: Changes in Women's Career Attitudes due to Discrimination depend on Spousal Support. Presented at the 2017 Academy of Management conference, Atlanta, GA.

Paustian-Underdahl, S.C., Mandeville, A., & Eaton, A. We're having a baby! Fist Bump or Career Slump? A longitudinal study of the workplace experiences of men and women expecting a baby. Presented at the 2017 European Association of Work and Organizational Psychology conference, Dublin, Ireland.

Paustian-Underdahl, S.C., Frear, K., Halbesleben, J.R.B., and French, K. Strategies for Work-Family Management: The Importance of Career-Family Centrality and Gender. Presented at the 2017 European Association of Work and Organizational Psychology conference, Dublin, Ireland.

Halliday, C.S., Paustian-Underdahl, S.C., Rogelberg, S. Ordonez, Z., & Zhang, H. Autonomy as a key resource for women in low gender egalitarian countries: a cross-cultural examination. Presented at the 2017 Society of Industrial/ Organizational Psychology Conference, Orlando, FL.

Halliday, C.S., Paustian-Underdahl, S.C., & Fainshmidt, S. What Fosters Gender Diversity on Boards of Directors? A Meta-Analytical Examination of Three Theoretical Perspectives. Presented at the 2016 Academy of Management Conference, Anaheim, CA.

Paustian-Underdahl, S.C., Rogelberg, S., King, E., Ordoñez, Z., Rasch, R., Wichert, I. and Gentry, W. Queen Bees or Mother Hens? A Multi-source and Cross-Cultural Examination of Gender Differences in Supervisor-Subordinate Relations. Presented at the 2016 Leadership Excellence and Gender Conference at Purdue University.

Mendez, N., Eaton, A., Paustian-Underdahl, S.C., & Mandeville, A. Coworker support buffers burnout in pregnant working women over time. Presented at the Association for Women in Psychology 2016 Conference, Pittsburgh, PA.

Paustian-Underdahl, S.C., King, J., & Halbesleben, J. Using Multi-level Models to Examine Work-Family Boundary Management. Presented at the 2016 Society of Industrial/ Organizational Psychology Conference, Anaheim, CA.

Paustian-Underdahl, S.C., Mandeville, A., Eaton, A., Jacobson, R., & Quiroz, A. Investigating Pregnancy Disclosures at Work via Discontinuous Change Modeling. Presented at the 2016 Society of Industrial/ Organizational Psychology Conference, Anaheim, CA.

Paustian-Underdahl, S.C., Fainshmidt, S., Sanchez, J., Misati, E., Zhao, Y. & Rasch, R. Do Employees See Acquisitions As Threats Or As Opportunities? A Comparative Study of the Merger Syndrome in 29 Countries. Presented at the 2015 Southern Management Association Conference, St. Pete Beach, FL.

Hinojosa, A., Little, L.M., & Paustian-Underdahl, S.C. Always a good thing? The influence of organizational support and impression management during pregnancy. Presented at the 2015 Academy of Management Conference, Vancouver, BC.

Paustian-Underdahl, S.C., Mandeville, A., Little, L.M., & Hinojosa, A. Should I Stay or Should I go Now? Examining the role of perceived pregnancy discrimination in the turnover of working mothers following maternity leave. Presented at the 2015 European Association of Work and Organizational Psychology conference, Oslo, Norway.

Paustian-Underdahl, S.C. and Mandeville, A. Investigating Pregnancy Disclosures at Work: A qualitative analysis. Presented at the 2015 European Association of Work and Organizational Psychology conference, Oslo, Norway.

Paustian-Underdahl, S.C. and King, J.E. Managing Family Identification via Segmenting Work from Home: The Importance of Context. Presented at the 2014 Southern Management Association Conference, Savannah, GA.

Paustian-Underdahl, S.C. Senior Executives' Boundary Management and Work-Family Conflict: Do Organizational Supplies Matter? Presented at the 2014 Academy of Management Conference, Philadelphia, PA.

Paustian-Underdahl, S.C., Rogelberg, S., King, E., Ordoñez, Z., Rasch, R., and Wichert, I. Understanding When and Why the Queen Bee Effect Occurs in Organizations: A Cross-cultural Examination. Presented at the 2014 Academy of Management Conference, Philadelphia, PA.

Paustian-Underdahl, S.C. and Frear, K. Gender and Strategies for Work-Family Management. Presented at the 2013 Southern Management Association Conference, New Orleans, LA.

Leon, M., Halbesleben, J.R.B., and Paustian-Underdahl, S.C. A Dialectical Theory of Burnout and Engagement. Presented at the 2013 Southern Management Association Conference, New Orleans, LA.

Paustian-Underdahl, S.C. and Halbesleben, J.R.B. Managing Family Identity Salience at Work: Examining the moderating effects of employee sex and boundary management preferences on manager-rated outcomes. Presented at the 2013 Academy of Management Conference, Orlando, FL.

Wheeler, A.T., Halbesleben, J.R.B., and Paustian-Underdahl, S.C. Those Who Leave Can: The Impact of Shocks on High Performers. Presented at the 2013 Academy of Management Conference, Orlando, FL.

Paustian-Underdahl, S.C., Rogelberg, S., King, E., Ordoñez, Z., Rasch, R., and Wichert, I. Cross-Cultural Examination of Supervisor-Subordinate Sex Similarity on Perceived Supervisor Support. Presented at 2013 Society of Industrial and Organizational Psychology conference, Houston, TX.

Frear, K., Paustian-Underdahl, S.C., Heggstad, E. and Walker, L.S. Gender Differences in Career Success: Moderated or Mediated Effects? Presented at 2013 Society of Industrial and Organizational Psychology conference, Houston, TX.

Halbesleben, J.R.B., Paustian-Underdahl, S.C., Kacmar, K.M., and Carlson, D.S. Regulatory Focus in Resource Gain and Loss Spirals. Presented at the 2012 Southern Management Association Conference, Ft.

Lauderdale, FL.

Paustian-Underdahl, S.C., Halbesleben, J.R.B., Carlson, D., and Kacmar, K.M. Integration of the Work and Family Domains: A Double Edged Sword? Presented at the 2012 Workshop on Research Advances in Organizational Behavior and Human Resources Management, Paris, France.

Halbesleben, J.R.B., and Paustian-Underdahl, S.C. Proactive Work-Family Boundary Management: A Lifespan Perspective. Presented at the 2012 Workshop on Research Advances in Organizational Behavior and Human Resources Management, Paris, France.

Paustian-Underdahl, S.C. and Halbesleben, J.R.B. Supervisory Work-Family Guidance and Behavioral Integrity: Relationships with Subordinate Conflict. Presented at the 2012 Society of Industrial and Organizational Psychology conference, San Diego, CA.

Halbesleben, J.R.B. and Paustian-Underdahl, S.C. Clarifying Work-Family Resources: The Impact of Unit-Level Support for Work-Family Integration on Positive Employee Outcomes. Presented at the 2012 Society of Industrial and Organizational Psychology conference, San Diego, CA.

Rogelberg, S., Justice, L., Braddy, P., Paustian-Underdahl, S.C., Heggestad, E., Shanock, L., Baran, B., Beck, T., Long, S., Andrew, A., Altman, D.G. and Fleenor, J.W. An Examination of Top Leaders' Self-Talk, Effectiveness, and Job Strain. Presented at the 2012 Society of Industrial and Organizational Psychology conference, San Diego, CA.

Frear, K., Paustian-Underdahl, S.C., and Walker, L.S. Exploring Gender Segregation of Industries, Wage Inequities and Career Choice Motivations. Presented at the 2012 Southeastern Women's Studies Association, Fairfax, VA.

Paustian-Underdahl, S.C. and Walker, L. S. An Update and Multiple Tests of the Beauty is Beastly Effect. Studies 1, 2, and 3 presented at the 2012 UNC Charlotte Graduate Research fair, Charlotte, NC.

Paustian-Underdahl, S.C. and Walker, L.R. What is Beautiful is Good...Unless you are a Woman Applying for a Male-typed Job: How physical attractiveness can be detrimental to some women's career success. Study 1 presented at the 2011 Southern Management Association conference, Savannah, GA.

Paustian-Underdahl, S.C., Shanock, L., Scott, C., Rogelberg, S., Braddy, P., Altman, D., Fleenor, J. and Askay, D. Who are Supportive Leaders and Why Should We Care? A Multi-method Study of Supportive Leadership. Paper presented at the 2010 Southern Management Association conference, St. Pete Beach, FL.

Paustian-Underdahl, S.C. and Shanock, L. An Examination of the Life Experiences and Effectiveness of Supportive Leaders. Paper presented at the 2010 UNC Charlotte Graduate Research Fair, Charlotte, NC.

Arnold, D., Beck, T. and Paustian-Underdahl, S.C. Assessing Organizational Integrity in the Pharmaceutical Industry. Research presented at the 2009 Organizational Science Fall Research Colloquium, Charlotte, NC.

INVITED PRESENTATIONS AND EXECUTIVE EDUCATION

- Employee Engagement and Effective Change Management. (4-part series; October, 2023). Strategic Insurance Leadership Academy. Carl DeSantis Center for Executive Management Education.
- Mind The Gap: A Psychological and Structural Perspective On Activist Shareholders' Targeting Of Women CEOs. (September, 2023). University of Texas at Arlington, College of Business Speaker Series.
- CEO Gender and Shareholder Activism: When and Why do we see Gender Differences. (March, 2023).

Wayne State University, College of Business Speaker Series.

- Employee Engagement and Effective Change Management. (4-part series; January, 2023). Strategic Insurance Leadership Academy. Carl DeSantis Center for Executive Management Education.
- Career Preparation and Enhancement Panel Discussion. (April, 2022). Women in Business/ Diversity in Business Presentation. University of North Florida.
- Team Engagement and Managing Conflict. (March, 2022). Leadership Development Workshop for Tallahassee Orthopedic Clinic. Carl DeSantis Center for Executive Management Education.
- When and Why does a new Telecommuting Policy Affect Employee Attitudes? Perceived Value is Key. (February, 2022). UNC Charlotte, College of Business Speaker Series.
- Courageous Conversations – How to discuss the “tough stuff” in today’s climate. (February, 2022). Florida Diversity Council: Jacksonville, FL chapter meeting.
- Building a High Performing Team. (December, 2021). Wounded Warrior Project: Entrepreneurship Bootcamp for Veterans. Jacksonville, FL.
- When and Why does a new Telecommuting Policy Affect Employee Attitudes? Perceived Value is Key. (April, 2021). Michigan State University, virtual research presentation.
- Navigating the Leadership Labyrinth as a Woman in Business: Q & A with a Johnson & Johnson Executive: Lisa Blair Davis, moderated by Dr. Sam Paustian-Underdahl (March, 2021). Florida State University.
- Diversity and Inclusion in Executive Searches. A Discussion with Dr. Sam Paustian-Underdahl and Nada Usina (March, 2021). Florida State University, Remote Opportunities to Interact.
- Navigating the Labyrinth: Research implications for women’s career success. (November, 2020). Virtual session for Elevate Women Northeast Florida.
- Parent/caregiver Support during COVID-19 from an Equity Perspective. (October, 2020). Lockton company’s Talent & Culture Virtual Learning Series Event: Employer Support for Parents and Caregivers during COVID-19
- Navigating the Labyrinth: Research implications for women’s career success. (May, 2018). FIU Leadership Center, Women Leaders Program, Miami, FL.
- Unconscious Bias: Implications and strategies to help you be more effective. (June, 2017). FIU Leadership Center, Summer Leadership Institute: Leadership Essentials, Miami, FL.
- Navigating the Labyrinth: Research implications for women’s career success. (May, 2017). FIU Leadership Center, Women Leaders Program, Miami, FL.
- Early decisions in research: Choosing a path and moving forward. (October, 2016). Southern Management Association, Annual Doctoral Consortium (early stage): Charlotte, NC.
- Unconscious Bias: Implications and strategies to help you be more effective. (June, 2016). FIU Leadership Center, Summer Leadership Institute: Leadership Essentials, Miami, FL.
- Navigating the Labyrinth: Research implications for women’s career success. (May, 2016). FIU Leadership Center, Women Leaders Program, Weston, FL.
- How do Women and Ethnic Minority Leaders Cope with Identity Threat? Redefining the Conditions of the Queen Bee Effect. (May, 2016). The Leadership & Talent Institute, Dublin City University, Dublin, Ireland.
- How do Employee Preferences Interact with Department Boundary Management Support in relating to Work-Family Conflict and Promotability? (March, 2016). Columbus, Ga chapter of the Georgia Association

of Women's Lawyers. Skype presentation.

- Gender and the Workplace – The Great Divide. (March, 2015). Invited by Diversified Search to present at the 2015 American College of Healthcare Executives, Chicago, IL.
- Gender and Healthcare Leadership. (April, 2014). Professional Women's Alliance, Executive Roundtable. Atlanta, Ga.
- Gender Differences in Leadership Effectiveness: The importance of context. (April, 2014). A webinar in support of Kennesaw State University's Executive Leadership for Women Program. Atlanta, Ga.
- Gender and Healthcare Leadership. (April, 2014). Advisory Board meeting for the Women's Leadership Center. Atlanta, Ga.
- The Queen Bee Effect: Understanding when and why women may reject other women at work. (March, 2014). A workshop for Kennesaw State University's Phenomenal Women's Conference. Atlanta, Ga.
- The Queen Bee Effect: Understanding when and why women may reject other women at work. (January, 2014). A webinar in support of Kennesaw State University's Executive Leadership for Women Program. Atlanta, Ga.
- The Queen Bee Effect: Understanding when and why women may reject other women at work. (August, 2013). Professional Women's Alliance, Executive Roundtable. Atlanta, Ga.
- Gender Differences in Leadership Effectiveness: The importance of context. (August, 2013). Advisory Board meeting for the Women's Leadership Center. Atlanta, Ga.
- Skills for Success: How to succeed in graduate school. (August, 2011). Panel member for an Organizational Science Lab graduate class seminar. Charlotte, NC.
- What is Beautiful is Good...Unless you are a Woman Applying for a Male-typed Job: How physical attractiveness can be detrimental to some women's career success. (May, 2011). Guest speaker for the Organizational Science Summer Diversity Institute. Charlotte, NC.
- Gender and Work: The impact of status, gender stereotypes, and personality on women's ability to reach and succeed in positions of leadership. (March, 2010). Guest speaker for a Sociology of Work undergraduate class. Charlotte, NC.
- Skills for Success: How to succeed in graduate school. (August, 2010). Panel member for an Organizational Science Lab graduate class seminar. Charlotte, NC.

TEACHING EXPERIENCE

Instructor of Record, Florida State University

- MAN 4930: Diversity Management- Undergraduate BBA program
 - 1 section, Spring 2021
 - 1 section, Summer 2022 (Valencia, Spain)
- MAN 5245: Organizational Behavior-MBA program
 - 1 section, Fall 2020
 - 1 section, Spring 2021
 - 1 section, Fall 2021
 - 1 section, Spring 2022
 - 1 section, Fall 2022
 - 1 section, Spring 2023
 - 1 section, Fall 2023
 - 1 section, Spring 2024

- MAN 5375: HR Analytics- MBA and Masters of Business Analytics programs
 - 1 section, Spring 2019
 - 1 section, Spring 2022
- MAN 3240: Organizational Behavior- Undergraduate BBA program
 - 2 sections, Fall 2018
 - 1 section, Fall 2021
 - 1 section, Summer 2022 (Valencia, Spain)
 - 1 section, Fall 2022
 - 1 section, Summer 2023
 - 1 section, Fall 2023

Instructor of Record, Florida International University

- MAN 6245: Organizational Behavior- Healthcare MBA Program
 - 2 sections, Fall A 2014
 - 1 section, Fall B 2014
 - 1 section, Spring A 2015
 - 1 section, Fall A 2015
 - 1 section, Spring A 2016
 - 2 sections, Fall A 2016
 - 2 sections, Spring A 2017
 - 2 sections, Fall A 2017
 - 2 sections, Spring A 2018
- MAN 4151: Organizational Behavior-Undergraduate BBA program
 - 1 section, Fall 2015
 - 1 section, Summer A 2016
- MAN 6245: Organizational Behavior- Corporate MBA Program
 - 1 section, Spring A 2015
- Instructor of Record, Kennesaw State University
 - MGMT 4001: Managing Organizations. 2 sections, Spring 2014
- Instructor of Record, UNC Charlotte
 - MGMT 3140: Management and Organizational Behavior. Summer 2011 and Fall 2011

GRANTS

- U.S. Fulbright Scholars Core Program: Dublin City University in Dublin, Ireland (2020).
- Florida State University's First Year Assistant Professor Research Grant: \$20,000 (2019).
- Florida International University Cross-College Faculty Collaboration Grant: \$2,000 (with Asia Eaton) to collect data related to pregnancy experiences and challenges in the workplace for dual-income couples (2014).
- Charlotte Mecklenburg Women's Summit: \$25,300 Research Grant (with Frear, K. and Walker, L.S.) to collect and analyze data related to gender differences in career experiences from multiple age cohorts of business students and alumni. (2011)
- Time-Sharing Experiments in the Social Sciences: Grant-in-kind (with Walker, L.S.) to collect data from a

nationally representative sample on “Status Effects of Gender and Physical Attractiveness on Perceptions of Leadership Success” (Funding provided by the National Science Foundation) (2011)

- U.S. Fulbright Scholars Core Program: Applied to conduct longitudinal research with Dr. Janine Bosak at Dublin City University in Dublin, Ireland for three months in 2017-2018. Selected as an alternate.
- Society for Human Resource Management: (2016). Research grant to collect data on “Creating Family-Friendly and Productive Organizations: A multilevel investigation of the impact of paid paternity leave and family-friendly policies on employee attitudes and unit performance”. (\$117,383.86; 2016). Not funded.
- Society for Human Resource Management: (2014). Research grant to collect data on “Investigating Pregnancy Disclosures at Work: Understanding Antecedents and Outcomes”. (\$77,000; 2013). Not funded.
- Society for Human Resource Management: (2013). Research grant to collect data on “Investigating Pregnancy Disclosures at Work: Understanding Antecedents and Outcomes”. (\$54,940; 2014). Not funded.

EDUCATION

The University of North Carolina, Charlotte, NC

Ph.D. in Organizational Science 2008-2012

Dissertation: A Meta-Analysis of Gender Differences in Leadership Effectiveness

M.A. in Industrial-Organizational Psychology 2008–2010

Thesis: Who are Supportive Leaders and Why Should We Care? A Multi-method Study of Supportive Leadership

The University of Georgia, Athens, GA

B.S. in Psychology, Cum Laude 2004-2007

ACADEMIC SERVICE

Editorial Service

Associate Editor for the Journal of Management (July 2022-present)

Editorial Board Member for the Leadership Quarterly (January 2023-present)

Editorial Board Member for the Journal of Business and Psychology (February 2013-present)

Editorial Board Member for the Journal of Organizational Behavior (January 2020-October 2023)

Editorial Board Member for the Journal of Management (February 2017- June 2022)

Editorial Board Member for Human Performance (January 2015-December 2019)

Editorial Board Member for Journal of Occupational and Organizational Psychology (July 2012-February 2017)

Ad Hoc Reviewer for: Academy of Management Journal; Journal of Applied Psychology; Organizational Behavior and Human Decision Processes; Human Relations; Human Resource Management; International Journal of Human Resource Management; Journal of Occupational and Organizational Psychology

Leadership, Committees, and Mentoring

Programs and Events Committee Member for Elevate Women Northeast Florida (2022-present)

Mentor for MDSA Job Candidate Workshop, PhD Project (virtual, 2021)

Representative-at-large for the GDO division for the Academy of Management (2018-2021)

Reviewer for the Social Sciences and Humanities Research Council of Canada Insights Grant (2019)
Committee Chair for the Academy of Management Saroj Parasuraman Award (2019-2021)
Committee Member for the Academy of Management Saroj Parasuraman Award (2017 & 2018)
Sub-committee member for the SIOP Bray-Howard Research Grant (2018)
Alvah H. Chapman Jr. Outstanding Dissertation Award Committee member (2017)
SMA Member Research Involvement Committee member (2015-present)
Volunteer with SIOP Veterans Transition Project (February 2013- July 2014)
Assistant Editor for Journal of Business and Psychology (May 2011-May 2012)
Advisor to Atlanta Next OnBoard—an organization aimed at increasing the number of women in leadership positions in Georgia organizations (July 2013-July 2014)
Reviewer for Society of IO Psychology Conference
Reviewer for Academy of Management Conference-GDO Division
Reviewer for the Southern Management Association Conference
Organizational Science Summer Diversity Institute: Mentor (2009-2011)
Organizational Science Student Government Association: President (January 2011-December 2011)
Organizational Science Student Government Association: Senator (January 2010-December 2010)
Organizational Science Student Government Association: Treasurer (January 2009-December 2009)
UNC Charlotte-Graduate Research Fair Planning Committee: Member (2009)

SERVICE TO FSU

College of Business: Organizational Effectiveness Institute, Barry and Janice Anderson Director (August 2023-present).

- Responsible for developing strategic initiatives, managing budgets, engaging with the advisory board, and securing funding to support the OEI

College of Business: Advancement of Women in Business Committee, co-chair. (January 2021-Present).

- Fundraising to support initiatives for the Advancement of Women in Business in the COB at FSU.
- Developed and coordinated the College of Business's 2021 and 2022 Summit for the Advancement of Women in Business at FSU, a one-day event for students (live-streamed to alumni) with a keynote speaker, networking, and breakout sessions led by industry experts.

College of Business: Diversity Committee, member. (August 2018 - Present).

College of Business: Faculty affiliate to the FSU Center for Human Resource Management (August 2018 - Present).

Department: Ad hoc graduate committee, Management department: (August 2018 - Present).

DISSERTATION COMMITTEE MEMBERSHIPS

Chair: Andrew Keyes (Florida State University). Pay transparency and applicant attraction.

Co-chair: Yingge Li (Florida State University). Allyship and trust.

Co-chair: DC De La Haye (Florida State University). Trans-inclusive HR policies.

Chair: Hillary Keltner (Florida State University). Gender and leadership.

Committee Member: Rachel Hochstein (Florida State University). The Cultural Negotiation of Practice Boundaries Through New Rituals: The Case of Self-Care Consumption. Defended May 31, 2023.

Committee Member: Yufan Deng (Florida State University). Newly Promoted Leaders: Role Identity Management Strategies And Their Effectiveness In New Leader Transition. Defended April 6, 2023.

Committee Member: Yao Huang (Florida State University). Exploring Mobile Performance Support Systems in the Workforce. Defended June 1, 2022.

Committee Member: Ryan Jacobson (Florida International University). How Organizational Cultures Moderate the Relationship between Demographic Diversity and Intragroup Conflict: A Meta-analysis. Defended June 3, 2019.

Committee Member: Cynthia Halliday (Florida International University). Toward a Better Understanding of the Roles of Social Exchanges and Psychological Safety on Followers' Change-oriented Behaviors. Defended March 13, 2019.

Committee Member: Ashley Mandeville (University of Alabama). The Effects of a Friendship Network on Pluralistic Ignorance of Preferences to utilize Family-Friendly Benefits. Defended February 24, 2017.

AWARDS, SCHOLARSHIPS, AND HONORARY SOCIETIES

- FSU College of Business's Outstanding Junior Faculty Research Award 2020
- Fulbright Scholar (Dublin City University: Dublin, Ireland) 2020
- Best Overall Conference Paper for Southern Management Association: Examining the Effects of Perceived Pregnancy Discrimination on Mother and Baby Health 2018
- Best Paper Award in Track 5: Careers/Social Issues/Diversity Issues/Ethics at the Southern Management Association: Examining the Effects of Perceived Pregnancy Discrimination on Mother and Baby Health 2018
- AOM Showcase Symposium Awarded for: Gender and Leadership: Shining a Light on the Importance of Context 2018
- Best Professor Award in Healthcare MBA program at FIU (Cohort 6) 2018
- Best Course Award in Healthcare MBA program at FIU (Cohort 18) 2018
- Best Course Award in Healthcare MBA program at FIU (Cohort 5) 2017
- Emerald Group Publishing Citations of Excellence Award 2017
- Saroj Parasuraman Award for the Outstanding Publication on Gender and Diversity 2015
- FIU Top Scholar Award 2015
- Outstanding Reviewer Award, AOM conference, GDO division 2014
- UNC Charlotte's 2011 Graduate School Dean's Outstanding Master's Thesis Award 2011
- Who's Who Among Students in American Colleges and Universities
- Psi Chi National Honor Society for Psychology