

# STANLEY M. GULLY

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## CONTACT INFORMATION

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## EDUCATION

Ph.D. August, 1997. **Michigan State University**, Industrial/Organizational Psychology.  
M.A. August, 1993. **Michigan State University**, Industrial/Organizational Psychology.  
B.A. May, 1989. **San Diego State University**, Psychology, with Distinction and Honors.

## ACADEMIC WORK EXPERIENCE

*7/04-Present* Associate Professor, Department of Human Resource Management,  
**Rutgers, The State University of New Jersey.**  
*7/98-7/04* Assistant Professor, Department of Human Resource Management,  
**Rutgers, The State University of New Jersey.**  
*8/96-5/98* Assistant Professor, **George Mason University.**  
*1/95-8/96* Instructor, **Michigan State University.**  
*8/92-12/95* Research Assistant, **Michigan State University.**  
*9/88-8/90* Research Assistant, **San Diego State University.**

## REFEREED PUBLICATIONS

Gully, S. M. (invitation for revision). Influences of leaders on team member self-regulation: An integrative framework of team motivation. Submitted to Journal of Applied Psychology.  
Chen, G., Gully, S. M., & Eden, D. (2004). General self-efficacy and self-esteem: Toward theoretical and empirical distinction between correlated self-evaluations. Journal of Organizational Behavior, *25*, 375-395.  
Gully, S. M., Phillips, J. M., & Tarique, I. (2003). Collectivism and goal orientation as mediators of the effect of national identity on merit pay decisions. International Journal of Human Resource Management, *14*, 1368-1390.  
Kacmar, K. M., Witt, L. A., Zivnuska, S., & Gully, S. (2003). The impact of leader-member exchange on communication type, frequency, and performance ratings. Journal of Applied Psychology, *88*, 764-772.  
Phillips, J. M., & Gully, S. M. (2002). Fairness reactions to personnel selection techniques in Singapore and the United States. International Journal of Human Resource Management, *13*, 1186-1205.  
Gully, S. M., Incalcaterra, K. A., Joshi, A., & Beaubien, J. M. (2002). A meta-analysis of team-efficacy, potency, and performance: Interdependence and level of analysis as moderators of observed relationships. Journal of Applied Psychology, *87*, 819-832.

- Gully, S. M., Payne, S. C., Koles, K. L. K., & Whiteman, J. K. (2002). The impact of error training and individual differences on training outcomes: An attribute-treatment interaction perspective. *Journal of Applied Psychology*, *87*, 143-155.
- Kozlowski, S. W. J., Gully, S. M., Brown, K. G., Salas, E., Smith, E. M., & Nason, E. R. (2001). Effects of training goals and goal orientation traits on multi-dimensional training outcomes and performance adaptability. *Organizational Behavior and Human Decision Processes*, *85*, 1-31.
- Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a new general self-efficacy scale. *Organizational Research Methods*, *4*, 62-83.
- Chen, G., Gully, S. M., Whiteman, J. A., & Kilcullen, B. N. (2000). Examination of relationships among trait-like individual differences, state-like individual differences, and learning performance. *Journal of Applied Psychology*, *85*, 835-847.
- Ford, J. K., Smith, E. M., Weissbein, D. A., Gully, S. M., & Salas, E. (1998). Relationships of goal orientation, metacognitive activity, and practice strategies with learning outcomes and transfer. *Journal of Applied Psychology*, *83*(2), 218-233.
- ♦ Recipient of the 1998 Research Award from the American Society for Training and Development
- Johnson, L. L., van Dyk, G. E., Green, J. R., Pittsley, A. W., Bays, B., Gully, S. M., & Phillips, J. M. (1998). Clinical assessment of asymptomatic knees: Comparison of men and women. *Arthroscopy*, *14*(4), 347-359.
- Phillips, J. M., & Gully, S. M. (1997). The role of goal orientation, ability, need for achievement, and locus of control in the self-efficacy and goal setting process. *Journal of Applied Psychology*, *82*(5), 792-802.
- Johnson, L. L., van Dyk, G. E., Johnson, C. A., Bays, B. M., & Gully, S. M. (1997). The popliteal bursa (Baker's Cyst): An arthroscopic perspective and the epidemiology. *Arthroscopy: The Journal of Arthroscopic and Related Surgery*, *13*(1), 66-72.
- Gully, S. M., Devine, D. J., & Whitney, D. J. (1995). A meta-analysis of cohesion and performance: Effects of levels of analysis and task interdependence. *Small Group Research*, *26*(4), 497-520.
- Gully, S. M., Whitney, D. J., & Vanosdall, F. E. (1995). Prediction of police officers' traffic accident involvement using behavioral observations. *Accident Analysis and Prevention*, *27*(3), 355-362.
- Young, R. L., de Moor, C., Wildey, M. B., Gully, S. M., Hovell, M. F., & Elder, J. P. (1990). Correlates of health facilitator performance in a tobacco-use prevention program: Implications for recruitment. *Journal of School Health*, *60*(9), 463-467.

## **BOOK CHAPTERS & OTHER PUBLICATIONS**

- Gully, S.M., & Phillips, J.M. (forthcoming, 2005). A multilevel application of learning and performance orientations to individual, group, and organizational outcomes. To appear in J. Martocchio (Ed.), *Research in Personnel and Human Resources Management* (Vol. 24). Greenwich, CT: JAI Press/Elsevier Science.
- Gully, S. M. (2003). Book review: *Applied Multivariate Statistics for the Social Sciences*, 4<sup>th</sup> edition by J. P. Stevens. *Organizational Research Methods*, *6*, 268-272.
- Gully, S. M. (2000). Work team research: Recent findings and future trends. In M. M. Beyerlein (Ed.), *Work teams: Past, present, and future* (pp. 25-44). The Netherlands: Kluwer Academic Publishers.

- Gully, S. M. (2000). Group cohesiveness. In A. Forman and Associates (Eds.), Encyclopedia of Psychology (pp. 15-16). Washington, DC: APA Books.
- Kozlowski, S. W. J., Gully, S. M., Nason, E. R., & Smith, E. M. (1999). Developing adaptive teams: A theory of compilation and performance across levels and time. In D. R. Ilgen & E. D. Pulakos (Eds.), The changing nature of performance: Implications for staffing, motivation, and development (pp. 240-292). San Francisco, CA: Jossey-Bass.
- Cortina, J., & Gully, S. M. (1999, Spring). Ethics of outlier elimination: So the great dragon was cast out... who deceives the whole world. Research Methods Division Newsletter, 14(1), 1, 4, 13-15.
- Kozlowski, S. W. J., Gully, S. M., McHugh, P., Salas, E., & Cannon-Bowers, J. A. (1996). A dynamic theory of leadership and team effectiveness: Developmental and task contingent leader roles. In G. Ferris (Ed.), Research in Personnel and Human Resources Management (Vol. 14, pp. 253-305). Greenwich, CT: JAI Press.
- Kozlowski, S. W. J., Gully, S. M., Salas, E., & Cannon-Bowers, J. A. (1996). Team leadership and development: Theory, principles, and guidelines for training leaders and teams. In M. Beyerlein (Ed.), Advances in interdisciplinary studies of work teams: Team leadership (Vol. 3, pp. 253-291). Greenwich, CT: JAI Press.
- Gully, S. (1993). Surviving the thesis/dissertation process. The Industrial-Organizational Psychologist, 31(2), 95-98.

## **SELECTED WORKS IN PROGRESS**

- Phillips, J. M., & Gully, S. M. *Strategic Recruiting*, Book under contract with Prentice-Hall for their Managing Human Resources series. John Wanous, series editor. Draft being written.
- Gully, S. M., Phillips, J. M., & Chung, Y. Effects of Allocator Nationality, Performance Level, and Performance Cause on Merit Pay Decisions. Draft written and being revised.
- Gully, S. M., Phillips, J. M., & Chung, Y. Collective Efficacy, Group Processes, and Performance: A Path-Analytic Meta-Analysis. Data being collected.

## **CONFERENCE PRESENTATIONS**

- Gully, S. M., Phillips, J. M., & Chung, Y. (2004, August). Effects of allocator nationality, performance level, and performance cause on merit pay decisions. In R. A. Posthuma (Chair), Culture and cognition in cross-border business. Symposium conducted at the Annual Meeting of the Academy of Management, New Orleans, LA.
- Chung, Y., & Gully, S. M. (2004, April). The influence of previous discrimination experiences and dyadic dissimilarity on trainees' pre-training expectations and diversity attitudes. In C. T. Kulik (Chair) and B. M. Ferdman (Discussant), Individual differences in diversity initiatives. Symposium conducted at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Gully, S. M. (2003). A contextual multilevel framework of collective efficacy. In S. Gully (Chair) and J. Mathieu (Discussant), Exploring the nomological network of collective efficacy: Recent findings, new directions. Symposium conducted at the Academy of Management Meetings, Seattle, Washington.
- Gully, S. M., Phillips, J. M., & Tarique, I. (2001). Collectivism and goal orientation as mediators of international differences in merit pay. Academy of Management Meetings, Washington, D. C.

- Gully, S. M., & Phillips, J. M. (2001). Cross-cultural differences in merit pay. Core functions of HRM: Appraisal and remuneration of people in organisations. Paper presented at The Global Human Resources Management Conference, Barcelona, Spain.
- Gully, S. M., Joshi, A., & Incalcaterra, K. (2001). Relationships among team-efficacy, self-efficacy, and performance: A meta-analysis. In D. Eden (Chair) and J. E. Mathieu (Discussant), Raising and extending self-efficacy research to new levels and domains. Symposium conducted at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Chen, G., Gully, S. M., & Eden, D. (2000). General self-efficacy and self-esteem are distinguishable constructs. In T. N. Bauer (Chair) and A. DeNisi (Discussant), The self in organizations: self-love, efficacy, esteem and awareness. Symposium conducted at the Academy of Management Meetings, Toronto, Canada.
- Chen, G., Gully, S. M., & Eden, D. (2000). Validation of a new general self-efficacy scale. In T. N. Bauer (Chair) and A. DeNisi (Discussant), The self in organizations: self-love, efficacy, esteem and awareness. Symposium conducted at the Academy of Management Meetings, Toronto, Canada.
- Gully, S. M. (2000). Chair. If we believe it, can we achieve it? sources and influences of multi-faceted efficacy perceptions on collective processes and outcomes. Symposium conducted at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Gully, S. M., Beaubien, J. M., Incalcaterra, K. A., & Joshi, A. (2000). A meta-analytic investigation of the relationship between perceived collective capability and performance. In S. Gully (Chair) and R. A. Guzzo (Discussant), If we believe it, can we achieve it? sources and influences of multi-faceted efficacy perceptions on collective processes and outcomes. Symposium conducted at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Gully, S. M., Payne, S. C., Kiechel, K. L., & Whiteman, J. A. (2000). The impact of error training and individual differences on training outcomes: An attribute-treatment interaction perspective. In S. W. J. Kozlowski (Chair), Developing complex adaptive skills: Individual- and team-level training strategies. Symposium conducted at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Gully, S. M., & Phillips, J. M. (1999). Influences of leaders on team self-regulation: An integrative framework of team motivation. In John L. Cordery (Chair) and S. Parker (Discussant), Enhancing Team Effectiveness. Symposium conducted at the Third Conference on Industrial and Organisational Psychology, Brisbane, Australia.
- Gully, S. M., & Phillips, J. M. (1999). A multilevel application of learning and performance orientations to individual, group, and organizational outcomes. In D. Steele-Johnson (Chair) and D. A. Hofmann (Discussant), New directions in goal orientation research: Extending the construct, the nomological net, and analytic methods. Symposium conducted at the Fourteenth Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Gully, S. M., Payne, S. C., Kiechel, K. L., & Whiteman, J. A. (1999). Affective reactions and performance outcomes of error-based training. In S. M. Gully and S. W. J. Kozlowski (Chairs) and M. Frese (Discussant), Learning to fail or failing to learn? The role of errors, failures, and feedback in learning environments. Symposium conducted at the Fourteenth Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

- Gully, S. M. (1999). Co-chair with S. W. J. Kozlowski of Learning to fail or failing to learn? The role of errors, failures, and feedback in learning environments. Symposium conducted at the Fourteenth Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Klimoski, R. J., Kiechel, K. L., Ashkanasy, N. M., Gully, S. M., Isen, A. M., & Zaccaro, S. J. (1998). Getting emotional about cohesion: Should we commit to save or eliminate the construct? Roundtable discussion conducted at the First Conference on Emotions and Organizational Life, San Diego, CA.
- Gully, S. M., Frone, M. R., & Edwards, J. R. (1998). Problems and pitfalls in mediational tests. In J. M. Cortina (Chair) and L. R. James (Discussant), Greasing the wicket: Addressing some sticky issues in modern data analysis. Symposium conducted at the Thirteenth Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Colquitt, J. A., Hollenbeck, J. R., & Gully, S. M. (1998). Repeated measures regression: Decomposing variance in cross-level research. Paper presented at the Thirteenth Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Gully, S. M. (1998). Co-chair with J. E. Mathieu of Individual differences, learning, motivation, and training outcomes. Symposium conducted at the Thirteenth Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Gully, S. M., Phillips, J. M., Beaubien, J. M., & Payne, S. C. (1998). Effects of individual differences in goal orientation and self-regulatory tendencies on learning. In S. M. Gully and J. E. Mathieu (Chairs) and E. Salas (Discussant), Individual differences, learning, motivation, and training outcomes. Symposium conducted at the Thirteenth Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Phillips, J. M., Gully, S. M., & Douthitt, E. (1997). A meta-analysis of the effects of realistic job previews on performance and turnover. Paper presented at the 1997 Annual Meeting of the Academy of Management, Boston, MA.
- Chen, G., & Gully, S. M. (1997). Specific self-efficacy, general self-efficacy, and self-esteem: Are they distinguishable constructs? In E. M. Whitener (Chair) and M. Erez (Discussant), Self-esteem, efficacy, and behavior. Symposium conducted at the 1997 Annual Meeting of the Academy of Management, Boston, MA.
- Gully, S. M. (1997). A cross-level analysis of the influences of cognitive ability and goal orientation on individual outcomes in a team training context. In J. Mathieu (Chair) and D. A. Hofmann (Discussant), Cross-level investigations of group influences on individual outcomes. Symposium conducted at the Twelfth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Gully, S. M. (1997). Effect size, theory, and tests of significance in repeated measures and multilevel analyses. In J. Cortina (Chair) and L. James (Discussant), Fresh ideas in significance testing and model fit. Symposium conducted at the Twelfth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Phillips, J. M., & Gully, S. M. (1996). An integration and extension of individual difference, goal setting and self-efficacy theories. In A. Butcher (Chair) and L. St. Clair (Discussant), symposium conducted at the 1996 Annual Meeting of the Academy of Management, Cincinnati, OH.
- Gully, S. M., & Kozlowski, S. W. J. (1996). The influence of self-efficacy and team-efficacy on training outcomes in a team training context. In J. George-Falvy (Chair), symposium conducted at the 1996 Annual Meeting of the Academy of Management, Cincinnati, OH.

- Kozlowski, S. W. J., & Gully, S. M. (1996). TEAMS/TANDEM: Examining skill acquisition, adaptability, and effectiveness. In J. B. Vancouver (Chair) and R. E. Wood (Discussant), symposium conducted at the 1996 Annual Meeting of the Academy of Management, Cincinnati, OH.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. M., Brown, K. G., Mullins, M. E., & Williams, A. E. (1996). Sequenced mastery goals and advance organizers: Enhancing the effects of practice. In K. Smith-Jentsch (Chair) and Paul Thayer (Discussant), When, how, and why does practice make perfect? Symposium conducted at the Eleventh Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kozlowski, S. W. J., Gully, S. M., Salas, E., & Cannon-Bowers, J. A. (1995, June). Team leadership and development: Theory, principles, and guidelines for training leaders and teams. Paper presented at the Third Annual University of North Texas Symposium on Work Teams, Dallas, TX.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. M., Nason, E. R., & Brown, K. G. (1995, May). Sequenced mastery training and advance organizers: Effects on learning, self-efficacy, performance, and generalization. In R. J. Klimoski (Chair) and R. Lord (Discussant), Thinking and feeling while doing: Understanding the learner in the learning process. Symposium conducted at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Nason, E. R., Gully, S. M., Brown, K. G., & Kozlowski, S. W. J. (1995, May). Skill acquisition and complex task performance: Where structural knowledge fits. Paper presented at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Smith, E. M., Ford, J. K., Weissbein, D. A., & Gully, S. M. (1995). The effects of goal orientation, metacognition, and practice strategies on learning and transfer. In R. J. Klimoski (Chair) and R. Lord (Discussant), Thinking and feeling while doing: Understanding the learner in the learning process. Symposium conducted at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Van Dyk, G. E., Johnson, L. L., Bays, B., & Gully, S. M. (1995, February). Clinical findings of asymptomatic women's knees. Paper presented at the 1995 Annual Meeting of the American Academy of Orthopaedic Surgeons, Orlando, FL.
- Gully, S. M. (1994). A socialization view of graduate student development. In K. Burgess (Chair) and J. Mathieu (Discussant), What the I/O Handbook did not cover: The student chapter. Symposium conducted at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Gully, S. M. (1994). Repeated measures regression analyses: A clarification with illustrative examples. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Kozlowski, S. W. J., Gully, S. M., Nason, E. R., Ford, J. K., Smith, E. M., Smith, M. R., & Futch, C. J. (1994). A composition theory of team development: Levels, content, process, and learning outcomes. In J. Mathieu (Chair) and R. Ginnett (Discussant), Developmental views of team processes and performance. Symposium conducted at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Gully, S. M., Whitney, D. J., & Devine, D. J. (1993). Bringing cohesion to group cohesion research: A literature review and meta-analysis. Paper presented at the Eighth Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

- Kozlowski, S. W. J., Gully, S. M., & McHugh, P. (1993). Leadership and team effectiveness: A developmental - task contingent model. In J. A. Cannon-Bowers (Chair) and R. A. Guzzo (Discussant), Optimizing team performance through team leader behavior. Symposium conducted at the Eighth Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Johnson, L. L., Van Dyk, G. E., Gully, S. M., & Bays, B. (1992). What effect does a traumatic articular cartilage lesion have on the outcome of ACL reconstruction? Paper presented at the 1992 Annual Meeting of the American Orthopedic Society of Sports Medicine, San Diego, CA.
- Gully, S. M., & Whitney, D. J. (1992). Driver performance measurement (DPM) as a predictor of police officers' traffic accident involvement. Paper presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology, Montreal, Canada.
- Sallis, J. F., Elder, J. P., de Moor C., Edwards, C. C., Vito D., Gully, S. M., Wildey, M. B., & Young, R. L. (1991). Refusal skills to offers of cigarettes and smokeless tobacco among experimenters and high-risk never-users. Presented at the 118th Annual Meeting of the American Public Health Association, New York.
- Gully, S. M., & Rodin, M. (1990). The effects of perceived controllability and stability of performance trends on job reward. Paper presented at the 70th Annual Convention of the Western Psychological Association, Los Angeles, CA.

## **INVITED PRESENTATIONS**

- Gully, S. M. (2003). Presenter. Job search panel. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Chicago, IL.
- Gully, S. M. (2003). Presenter. Conducting a successful academic job search. Doctoral Consortium, 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Gully, S. M. (2001). Facilitator. Group and team process issues. Interactive papers session. Annual Meetings of the Academy of Management, Washington, D.C.
- Gully, S. M. (2001). Panelist. E-media resources management. Professional development workshop, Annual Meetings of the Academy of Management, Washington, D.C.
- Gully, S. M., Kacmar, M., Rothausen, T., & Stone, D. (2001). Presenters. Survival and success. HR Junior Faculty Consortium, Annual Meetings of the Academy of Management, Washington, D.C.
- Gully, S. M. (2001). Discussant. In K. A. Smith-Jentsch (Chair), When do learning and performance orientations enhance learning outcomes? Interactions with individual and contextual variables. Symposium conducted at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Gully, S. M., & Phillips, J. M. (2001). Presenters. Surviving and thriving as an assistant professor. Doctoral Consortium, 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Gully, S. M. (2001). Presenter. Academic careers in psychology versus business schools. Doctoral Consortium, 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Gully, S. M. (1999). Discussant. In H. Aguinis (Chair), Using Monte Carlo Simulations to Answer Methodological Questions. Symposium conducted at the Annual Meeting of the Academy of Management, Chicago, IL.

- Phillips, J. M., & Gully, S. M. (1999). Presenters. Dual career issues and balancing non-work areas. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Chicago, IL.
- Gully, S. M. (1998). Discussant. In J. A. Wagner III (Chair), Self-managing work teams. Symposium conducted at the Annual Meeting of the Academy of Management, San Diego, CA.
- Gully, S. M. (1998). Discussant. In P. D. Bliese (Chair), Power and inference. Symposium conducted at the Annual Meeting of the Academy of Management, San Diego, CA.
- Phillips, J. M., & Gully, S. M. (1998). Presenters. Dual career issues and balancing non-work areas. HR Doctoral Consortium, Annual Meeting of the Academy of Management, San Diego, CA.
- Gully, S. M. (1997, September). Facilitator. Promoting the acquisition and development of work-related competencies. CUWMA/GMU/ARI conference on The Interface of Leadership and Team Processes in Organizations: Implications for Understanding Work Effectiveness, Leesburg, VA.
- Gully, S. M., Phillips, J. M., Varma, A., & Wilk, S. (1997). Panelists. Coping strategies for new faculty. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Boston, MA.
- Bauer, T. N., Gully, S. M., & Phillips, J. M. (1997). Presenters. Dual career issues. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Boston, MA.
- Kozlowski, S. W. J., & Gully, S. M. (1996). Presenters. TEAMS/TANDEM. Presentation to Research Team at Brooks Air Force Base, San Antonio, TX.

## RESEARCH INTERESTS

Organizational and individual learning -- Understanding the impact of HR systems on individual and organizational behaviors that enhance or inhibit learning. Investigating the effects of organizational climate on training outcomes relevant to firm performance.

Team effectiveness -- Identifying individual and team factors that influence team learning and performance in complex and dynamic task environments.

Leadership -- Understanding the role of leadership in the facilitation of learning that enhances team and organizational effectiveness.

Self-regulation -- Understanding aspects of regulatory systems that are relevant to learning, performance and adaptation, including mastery/performance goals, process/outcome feedback, and meta-cognition.

## TEACHING INTERESTS

Organizational Learning

Work Team Effectiveness

Training and Organizational Development

Research Methods

Measurement

Recruitment, Staffing, and Workforce Flow

Leadership

Strategic Human Resource Management

Introductory and Advanced Statistics

Levels of Analysis

## TEACHING EXPERIENCE

### Ph.D. Level:

Professional development seminar  
 Strategic human resource management  
 Multivariate analysis  
 Organizational learning and development  
 Training  
 Advanced research methods/measurement/statistics (integrated one-year course)

### Master's Level:

Advanced HR Strategy  
 Performance management  
 Training & development  
 Organizational learning  
 Developing strategic workforce capabilities  
 Staffing, recruitment, retention, and career development  
 Statistics and data-based decision-making  
 Research methods

### Undergraduate Level:

Industrial/organizational psychology  
 Statistics

### Specialized Teaching Experience

International Experience: Indonesia & Singapore  
 Distance learning  
 Executive Master's Program

## GRANT EXPERIENCE

- Gully, S. M. (2003). Office of Research and Sponsored Programs Research Council Grant, Rutgers University. Self-Efficacy, Team-Efficacy, and Team Performance: A Meta-Analysis. \$2,500.
- Gully, S. M. (1999). Principal Investigator. Determination of the Impact of Collective-Efficacy on Collective Performance. School of Management and Labor Relations. \$5,000.
- Gully, S. M. (1996). George Mason University Summer Research Grant. Summer research grant. Influences of Individual Differences in Goal Orientation, Self-Regulation, and the Five Factor Personality Dimensions on Learning Strategies and Outcomes. \$3,500.
- Gully, S. M., Phillips, J. M., & Smith, E. M. (1994). Training Program for Safety Representatives at Great Lakes Industry, Inc. Supported by the Great Lakes Trade Adjustment Assistance Center (TAAC). Ann Arbor, MI: Business and Industrial Assistance Division, School of Business Administration, University of Michigan. One year grant to develop a safety training program to improve the climate for safety at Great Lakes Industries, Inc. \$15,000.

**TECHNICAL REPORTS**

- Gully, S. M., Phillips, J. M., Beaubien, J. M., & Payne, S. (1997, August). Influences of individual differences in goal orientation, self-regulation, and the five factor personality dimensions on learning strategies and outcomes. Final Summer Research Award Report, submitted to the Office of the Provost. Fairfax, VA: George Mason University.
- Nason, E. R., Brown, K. G., Gully, S. M., & Kozlowski, S. W. J. (1996, June). Skill acquisition and knowledge development: Further evidence for the unique contributions of knowledge structure to skilled performance (USAFA-TR-96-3). Colorado Springs, CO: United States Air Force Academy.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. M., Brown, K. G., Mullins, M. E., & Williams, A. E. (1996). Sequenced mastery goals and advance organizers: Enhancing the effects of practice (Final Report 2; Contract No. DAAL03-91-C-0034, DO No. 93367). Research Triangle Park, NC: U.S. Army Research Office.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. M., Nason, E. R., & Brown, K. G. (1996). Learning objectives and training for complex tasks: The effects of sequenced mastery goals and advance organizers on learning outcomes and skill generalization (Final Report 1; Contract No. DAAL03-91-C-0034, DO No. 93367). Research Triangle Park, NC: U.S. Army Research Office.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. M., Nason, E. R., & Brown, K. G. (1995, April). Leader/instructor skills and learning orientation: The effects of sequenced mastery training and advance organizers on learning, self-efficacy, performance, and skill generalization for complex tasks. Report prepared for the Naval Air Warfare Center, Human Factors Division, Orlando, FL.
- Ford, J. K., Smith, E. M., Weissbein, D. A., & Gully, S. M. (1995, April). The effects of goal orientation, metacognition, and practice strategies in a learner controlled training environment (TCN Number 93-339). Orlando, FL: Naval Training Systems Center.
- Smith, E. M., Phillips, J. M., & Gully, S. M. (1995, January). Safety representative training program for Great Lakes Industry, Inc. Prepared for Great Lakes Trade Adjustment Assistance Center (TAAC). Ann Arbor, MI: Business and Industrial Assistance Division, School of Business Administration, University of Michigan.
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- Kozlowski, S. W. J., & Gully, S. M. (1993, November). FNBH Bancorp, Inc: Organizational climate survey. Final report prepared for FNBH Bancorp, Inc.
- Kozlowski, S. W. J., Gully, S. M., & McHugh, P. P. (1993, June). Leadership skills to enhance team tactical decision-making effectiveness (Contract DAAL03-86-D-0001). Research Triangle Park, NC: U. S. Army Research Office.
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- Kozlowski, S. W. J., Ford, J. K., & Gully, S. M. (1991). Manual for the technical training of gauge use: Great Lakes Industries. East Lansing, MI: Michigan State University.

## PROFESSIONAL AFFILIATIONS

Society for Human Resource Management (2001 to present)  
 Southern Management Association (1999 to present)  
 Academy of Management (1992 to present)  
 Society for Industrial and Organizational Psychology (1990 to present)  
 American Psychological Association (1990 to present)

## PROFESSIONAL SERVICE ACTIVITIES

### Editorial Boards

Journal of Applied Psychology (2002 to 2005)  
Journal of Organizational Behavior (2002 to present)  
Academy of Management Journal (2001 to 2007)  
Journal of Management (1999 to 2002)

- 2001 Most Thorough Reviewer Award

### Reviewer

Academy of Management Review  
Personnel Psychology  
Organizational Behavior and Human Decision Processes  
Organizational Research Methods  
Organization Science  
International Journal of Human Resource Management  
Group and Organization Management  
Journal of Applied Social Psychology  
Human Performance  
Psychological Bulletin

### Academy of Management, Human Resources Division

Committee for the HR Division Best Paper Award (2002)  
 Committee for the HR Division Best Student Convention Paper Award (2001)  
 Chair, Ralph Alexander Dissertation Award Committee (2001, 2002)

### Academy of Management, Organizational Behavior Division

Program Committee for the Annual Meeting (1998, 2002, 2003, 2004)

### Academy of Management, Research Methods Division

Co-Editor, RM Division Newsletter (1998-2002)  
 Program Committee for the Annual Meetings (1996, 1997, 1998, 2002, 2003)

### Academy of Management, Management and Organizational Cognition

Program Committee for the Annual Meetings (2003)

### Society for Industrial and Organizational Psychology

S. Rains Wallace Dissertation Award Committee (2003)  
 William A. Owens Scholarly Achievement Award Committee (2001)  
 Strategic Program Planning Subcommittee (2001, 2002, 2003)  
 Program Planning Committee (2000, 2002)  
 Program Committee (1997, 1998, 2000, 2001, 2002, 2003)  
 Representative for the Student Network column in *The Industrial-Organizational Psychologist*, (1993-1995)

**Southern Management Association**

Program Committee (2002, 2004)

**American Psychological Association**

Program Planning Committee (1999)

**Grant Reviewer**

Proposals for NYC University (1997)

Air Force Office of Scientific Research (1998)

**SCHOOL AND UNIVERSITY SERVICE ACTIVITIES****Dissertation Committees:**

Jane Barnes, Rutgers University (2003)

Mila Lazarova, Rutgers University (2003)

Aparna Joshi, Rutgers University (2001)

Gilad Chen, George Mason University (2001)

Stephanie Payne, George Mason University (2000)

**Thesis Committees:**

Yunhyung Chung (Chair), Rutgers University (2003)

Colin Dowe, Rutgers University (2002)

Ibraiz Tarique, Rutgers University (2000)

Jane Barnes, Rutgers University (2000)

**Examination Committees:**

Yunhyung Chung, Rutgers University (2003)

Ibraiz Tarique, Rutgers University (2002)

Jane Barnes, Rutgers University (2001)

Jana Miller, Rutgers University (2001)

Sean Way, Rutgers University (2000)

Sean Burke, George Mason University (1998)

Cathy Murenski, George Mason University (1998)

**Other School/University Service Activities:**

Board of Advisors for the Center for Human Resource Strategy (2002-present)

Ad Hoc Curriculum Committee for Evaluation of Data-Based Decision-Making, Accessing Data, and Measurement Courses, Department of HRM, Rutgers University (2003)

Faculty Secretary for the School of Management and Labor Relations, Rutgers University (2002)

Faculty Search Committee, Department of HRM, Rutgers University (2001)

Rules, Nominations, and Review Committee, Department of HRM, Rutgers University (2001-2003)

Student Recruiting Committee, Department of HRM, Rutgers University (2000)

Comprehensive Examinations Revision Committee, George Mason University (2000)

Representative for the Council of Graduate Students to the University Committee on Academic Policy (UCAP) at Michigan State University (1992-1993)

Representative for the University Committee on Academic Policy to the Academic Senate at Michigan State University (1992-1993)

Coordinator of the Industrial/Organizational interest group "Brown Bag Lunch" colloquiums,  
Michigan State University (1991-1994)

Representative to the Council of Graduate Students (COGS) at Michigan State University (1991-  
1993)

## **HONORS/AWARDS**

2001 Most Thorough Reviewer Award from *Journal of Management*

1998 Research Award from the American Society for Training and Development

1995-96 Michigan State University Excellence-in-Teaching

1991-1993 MCDF Fellowship

Phi Kappa Phi Honor Society - Graduate level

Golden Key Honor Society

Psi Chi Psychology Honor Society

Graduated with Honors and Distinction in Major

Member of UPS management team voted Best Preload of Southern California