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Department of Management & Human Resources
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Education

Michigan State University

Ph.D. , Industrial/Organizational Psychology (1985)

Dissertation topic: Trainee attributes and attitudes:
Neglected influences of training effectiveness

M.A. Industrial/Organizational Psychology (1982)

The Ohio State University

B.S. Psychology (1980)

Employment

The Ohio State University: Department of Management and Human Resources

Robert and Anne Hoyt Designated Professor of Management (1999-present)

Michigan State University: Department of Management

Associate Professor (1995-1999)

University of Minnesota: Industrial Relations Center, Carlson School of Management

Associate (1991-1995) and Assistant (1985-1991) Professor, Industrial Relations Center,
University of Minnesota.

Michigan State University: Department of Psychology (During Graduate Studies)

Project Director. Evaluation of a behavior-modeling training program for school administrators. Project funded by the National Association of Secondary School Principals, 1985.

Research Assistant, Dr. Neal Schmitt, Department of Psychology, Michigan State University, 1983-1984, 1981-1982. Developed assessment center exercises and conducted content and criterion-related validity study of assessment center.

Personnel Research Intern, International Business Machine Corporation, Corporate Personnel Research, Summer 1983.

Research Assistant, Dr. Lorraine Uhlener Hendrickson, Department of Management, Eastern Michigan University, Ypsilanti, MI, 1982. Developed performance appraisal system for Sheriff Department.

Research Assistant, Dr. Kenneth N. Wexley, Department of Management, Michigan State University, 1980. Developed assessment center exercises.

Assessor, Westinghouse Corporation, Medium Transformer Division, Sharon, PA, Summer 1980.

Courses Taught

The Ohio State University

Human Resources Management (MBA Program core course, MHRM Programs, Ph.D. Seminar)

Training and Development (MHRM Program and Undergraduate Program, Ph.D. Seminar)

Performance Management (MHRM Program core course, MBA Elective Course, & Undergraduate Program)

Human Resources Problem Solving (MHRM Program)

Strategic Human Resource Management

Organizational Behavior (Ph.D. Seminar)

Advanced Research Methods in Organizational Behavior and Human Resource Management (Ph.D. Seminar)

** Executive Education*

Talent Management for Graybar Branch Manager School, St. Louis, MO, July 15, 2012 (one day program for sixty Graybar branch sales managers).

Talent Management (with Larry Inks), Fisher College of Business Executive Education Series. September 2006, May 2007, April 2007 for American Automobile Association (AAA) Ohio, June 2008, Tosoh (October 2008), May 2009, December 2010. One or two day program on all aspects of talent management.

Engagement and Succession Planning. Half-day program for Fisher College of Business Executive Education Social Enterprise Program (November 2008).

Management and Human Resources Certificate Program: Fundamentals of Human Resource Management, April 2000, May, 2000, October 2002, March 2003, May 2003, October 2003, May 2004, April 2005, April 2006, May 2007, May 2008, June 2009, May 2010, May 2011, May 2012, May 2013. Two hour overview of human resource management practices (selection, work design, compensation, performance management, training, talent management).

Developing and Managing Talent, presented at President and Provost Leadership Institute, The Ohio State University, November 2006.

State of Ohio and OCSEA Leadership Development Program “Talent Management and Personal Development”, April 2005.

American Electric Power, May 2002, October 2003, “Strategic Human Resource Management” and “Employee Development”(with Tim Harshbarger, Vice President, Human Resources Strategy and Development) in AEP/OSU Strategic Leadership Program.

Emerging Leaders Institute, “How to Choose a Mentor”, January 2002.

Limited Stores, Leadership Academy, January 2002, “Building Talent”. Day program for managers focusing on how to develop employees to retain talent.

Coach for three Limited Stores Managers.

Three hour module in Nuclear Training Managers Course, “Models and Practices to Increase Transfer of Training” The Nuclear Managers Training Course was a collaborative effort between the National Academy for Nuclear Training, Institute of Nuclear Power Operations, and Ohio State University (Center for Education and Training for Employment) to facilitate the transition of training managers to a performance improvement approach to training.

Online Computer Library Center (OCLC) Center for Leadership Development, September and October 2001 and May 2002. Day program on Strategic Human Resource Management.

Go Bucks! Leadership Institute Program, September 2000 and June 2001

**National Center for the Middle Market*

Presenter (with Larry Inks) at Greater Cleveland Middle Market Forum presented by the Cleveland Partnership, May 2014 on topic of performance management.

Coach for executive teams from Ricoh, Precision Aerospace, and Fortress Investment Group (2012, 2014). Provided expertise and guidance on projects focused on development of an engaging culture and relationship-oriented sales staff and managers, succession planning, and development, and performance management.

Consulted on development and interpretation of results of survey of middle market CEO's on performance management practices (2013), and recruiting, retention, and employee value proposition (2014).

**Centre for Management Training at Warsaw University School of Management*

Taught Human Resource Management course (4 days, 1.5 credits) in International MBA program (2009, 2010, 2011, 2012, 2014)

Michigan State University

Managerial Skills (Weekend MBA Program)

Human Resource Management (Weekend MBA Program, MBA Program, Undergraduate Program)

Training & Development (MBA Program, Undergraduate Program)

** Executive Education*

Human Resource Management Module - Practice Management Certificate Program

Taught and coordinated two-day human resource management module in program for veterinarians and veterinary practice managers, March 19-20, 1999.

Taught seminar in human resource management for Turkish Petroleum Corporation Management Series, June 10-11, 1996.

Industrial Relations Center, University of Minnesota

Quantitative Methods (MHR Program)

Staffing, Training & Development (MHR Program, Ph.D. Program)

Organizational Behavior (Undergraduate Program)

Human Resource Management (MHR Program, MBA Program, Ph.D. Program)

* Participated in 1992-93 Bush Faculty Development Program for Excellence and Diversity in Teaching

**Employer Education Service & Executive Education*

Seminar leader for one and two day public programs designed to educate public and private sector human resource professionals. The topics covered in these programs include statistics, developing employee surveys, personnel selection, training, designing career development systems, and managing organizational behavior (1988-1995)

* Minnesota Management Institute, 1992. Presented Human Resource Management module to mid and upper level managers.

* Developed and delivered an in-house four hour program, "Developing customer surveys" to Northwestern Travel Service employees, August 4 & 18, 1994. Contracted through Employer Education Service, Industrial Relations Center, University of Minnesota.

Michigan State University: Department of Psychology (During Graduate Studies)

Instructor, Organizational Behavior, GMI Engineering & Management Institute, Flint, MI, 1985.

Instructor, Teaching Assistant, Introductory Industrial/Organizational Psychology, Statistics. Department of Psychology, Michigan State University, 1980-1984.

Journal Articles

Tews, M.J. & Noe, R.A. (2017). Does training have to be fun? A review and conceptual model of the role of fun in workplace training. *Human Resource Management Review* (in press)

Dineen, B. R., Vandewalle, D., Noe, R.A., Wu, L. & Lockhart, D. (2017). Who cares about demands-abilities fit? Moderating effects of goal orientation on recruitment and organizational entry outcomes. *Personnel Psychology* (in press)

Bell, B.S., Tannenbaum, S.I., Ford, J.K., Noe, R.A., & Kraiger, K. (2017). 100 years of training and development research: What we know and where should we go. *Journal of Applied Psychology*, 102, 305-323.

Tews, M.J., Michel, J.W., & Noe, R.A. (2017). Does fun promote learning? The relationship between fun in the workplace and informal learning, *Journal of Vocational Behavior*, 98, 46-55.

Noe, R.A., Tews, M.J., & Michel, J.W. (2017). Managers' informal learning: A trait activation theory perspective, *International Journal of Training & Development*, 21, 1-17.

Tews, M.J., Noe, R.A., Scheurer, A., & Michel, J.W. (2016). The relationships of work-family conflict and core self-evaluations with informal learning in a managerial context". *Journal of Occupational and Organizational Psychology*, 89, 92-110.

Zoogah, D., Noe, R.A., & Shenkar, O. (2015) Shared mental model, team communication, and collective self-efficacy: an investigation of strategic alliance team effectiveness. *International Journal of Strategic Business Alliances*, 4, 244-270.

Wang, S., Noe, R.A., & Wang, Z. (2014). Motivating knowledge sharing in knowledge management systems: A quasi-field experiment. *Journal of Management*, 40, 978-1009.

Noe, R.A., Marand, A.D.M., & Klein, H.J. (2014). Learning in the twenty-first-century workplace. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 245-275.

Noe, R.A., Tews, M.J. & Marand, A.D. (2013). Individual differences and informal learning in the workplace. *Journal of Vocational Behavior*, 83, 327-335.

Dachner, A., Saxton, B., Noe, R.A., & Keeton, K. E. (2013). To infinity and beyond: Using a narrative approach to identify training needs for unknown and dynamic situations. *Human Resource Development Quarterly*, 24, 239-267.

Noe, R.A. & Tews, M.J. (2012). Realigning training and development research to contribute to the psychology of competitive advantage. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 101-104.

Tews, M.J., Michel, J.W., & Noe, R.A. (2011). Beyond objectivity: The performance impact of the perceived ability to learn and solve problems. *Journal of Vocational Behavior*, 79, 484-495.

Noe, R.A. Tews, M.J., & Dachner, A. (2010). Learner engagement: A new perspective for enhancing our understanding of learner motivation and workplace learning. *The Academy of Management Annals*, 4, 279-315.

Wang, S. & Noe, R.A. (2010). Knowledge sharing from a human resource perspective: A review and directions for future research. *Human Resource Management Review*, 20, 115-131.

Wang, S., Tomlinson, E.C., & Noe, R.A.(2010). The role of mentor trust and protege locus of control in formal mentoring relationships. *Journal of Applied Psychology*, 95, 358-367.

Wang, S., Noe, R.A., Wang, Z. & Greenberger, D. (2009). What affects willingness to mentor in the future? An investigation of attachment styles and mentoring experiences. *Journal of Vocational Behavior*, 74, 245-256.

Dineen, B. & Noe, R.A. (2009). Effects of customization on application decisions and applicant pool characteristics in a web-based recruitment context. *Journal of Applied Psychology*, 94, 224-234.

Dixon, M., Noe, R.A., & Pastore, D. (2008). Human resource management systems and organizational effectiveness in non-profit sports organizations. *International Journal of Sports Management*, 9 (1), 22-45.

Dineen, B., Noe, R.A., Shaw, J., Duffy, M., & Wiethoff, C. (2007). Level and dispersion of satisfaction in teams: Using foci and social context to explain the satisfaction-absenteeism relationship. *Academy of Management Journal*, 50, 623-643.

- Klein, H., Noe, R.A., and Wang, C. (2006). Motivation to learn and course outcomes: The impact of delivery mode, learning goal orientation, and perceived barriers and enablers. *Personnel Psychology*, 59, 665-702.
- Dixon, M.A., Noe, R.A., & Pastore, D.L. (2004). Impacting athletic department effectiveness through human resource management: A multi-level model and review of best practices. *Journal of Contemporary Athletics*, 1, 71-97.
- Dineen, B., Noe, R.A., & Wang, C. (2004). Perceived fairness of web-based applicant screening procedures: Weighing the rules of justice and the role of individual differences. *Human Resource Management Journal*, 43, 127-146.
- Simmering, M.J., Colquitt, J.A., Noe, R.A., & Porter, C.O.L.H. (2003). Conscientiousness, fit, and employee development: A longitudinal field study. *Journal of Applied Psychology*, 88, 954-963.
- Dineen, B.R., Ash, S.R., & Noe, R.A. (2002). A web of self-selection and applicant attraction: Person-organization fit in the context of web-based recruitment, *Journal of Applied Psychology*, 87, 723-734.
- Colquitt, J.A., Noe, R.A., & Jackson, C.L. (2002). Justice in teams: Antecedents and consequences of procedural justice climate. *Personnel Psychology*, 55, 83-110.
- Noe, R.A. (2000). Invited reaction: Development of a generalized learning transfer inventory system. *Human Resource Development Quarterly*, 11 (4), 361-365.
- Kossek E.E., Colquitt, J., & Noe, R.A. (2001). Caregiving decisions, well-being, and performance: The effects of place and provider as a function of dependent type and work-family climates, *Academy of Management Journal*, 44, 29-44.
- Colquitt, J. LePine, J., and Noe, R.A. (2000). Toward an integrative theory of training motivation: A meta-analytic path analysis of twenty years of research. *Journal of Applied Psychology*, 85, 678-707.
- Kossek, E.E., Noe, R.A., & DeMarr, B.J. (1999). Work-family role synthesis: Individual, family, and organizational determinants. *The International Journal of Conflict Management*, 10, 103-130.
- Cavanaugh, M.A. & Noe, R.A. (1999). Antecedents and consequences of relational components of the new psychological contract. *Journal of Organizational Behavior*, 20, 323-340.
- Mullen, E.J. & Noe, R.A. (1999). The mentoring information exchange: When do mentors seek information from their proteges? *Journal of Organizational Behavior*, 20, 233-242.
- Wilk, S. & Noe, R.A. (1997/1998). The role of psychological contracts in determining employees' participation in development activities. *Journal of Training Research*, 3, 13-38.

Janz, B.D., Colquitt, J.A., & Noe, R.A. (1997). Knowledge worker team effectiveness: The role of autonomy, interdependence, team development, and contextual support variables. *Personnel Psychology*, 50, 877-904.

Janz, B.D., Wetherbe, J.C., Davis, G.B., & Noe, R.A. (1997). Reengineering the systems development process: The link between autonomous teams and business process outcomes. *Journal of Management Information Systems*, 14, 41-68.

London, M. & Noe, R.A. (1997). London's career motivation theory: An update on measurement and research. *Journal of Career Assessment*, Winter, 61-80.

Noe, R.A. (1996). Is career management related to employee development and performance? *Journal of Organizational Behavior*, 17, 119-133.

Noe, R.A. & Wilk, S.L. (1993). Investigation of factors that influence employees' participation in development activities. *Journal of Applied Psychology*, 78, 291-302.

Noe, R.A. & Barber, A.E. (1993). Willingness to accept mobility opportunities: Destination makes a difference. *Journal of Organizational Behavior*, 14, 159-175.

Noe, R.A., Noe, A.W., & Bachhuber, J.A. (1990). An investigation of the correlates of career motivation. *Journal of Vocational Behavior*, 37, 340-356.

Noe, R.A., Sears, J.A., & Fullenkamp, A.M. (1990). Relapse training: Does it influence trainees' post-training behavior and cognitive strategies? *Journal of Business and Psychology*, 4 (3), 317-328.

Pucel, D.J., Cerrito, J.C., & Noe, R.A. (1989). Integrating selection, training, and performance evaluation. *Performance Improvement Quarterly*, 2 (4), 21-29.

Noe, R.A. (1988). An investigation of the determinants of successful assigned mentoring relationships. *Personnel Psychology*, 41, 457-479.

Noe, R.A., Steffy, B.D. & Barber, A.E. (1988). An investigation of the factors influencing employees' willingness to accept mobility opportunities. *Personnel Psychology*, 41, 559-580.

Noe, R.A. (1988). Women and mentoring: A review and research agenda. *Academy of Management Review*, 13, 65-78.

Noe, R.A. & Steffy, B.D. (1987). The influence of individual characteristics and assessment center evaluation on career exploration behavior and job involvement. *Journal of Vocational Behavior*, 30, 187-202.

Ford, J.K. & Noe, R.A. (1987). Self-assessed training needs: The effects of attitudes toward training, managerial level, and function. *Personnel Psychology*, 40, 39-53.

Noe, R.A. & Schmitt, N. (1986). The influence of trainee attitudes on training effectiveness: Test of a model. *Personnel Psychology*, 39, 497-523.

Noe, R.A. (1986). Trainee attitudes and attributes: Neglected influences of training effectiveness. *Academy of Management Review*, 11, 736-749.

Schmitt, N., & Noe, R.A. (1986). On shifting standards for conclusions regarding validity generalization. *Personnel Psychology*, 39, 849-852.

Schmitt, N., Noe, R.A., & Gottschalk, R. (1986). Using the lens model to magnify raters' consistency matching and shared bias. *Academy of Management Journal*, 29, 130-139.

Loher, B., Noe, R.A., Moeller, N., & Fitzgerald, M.P. (1985). A meta-analysis of the relationship of job characteristics and job satisfaction. *Journal of Applied Psychology*, 70, 280-289.

Schmitt, N., Gooding, R.Z., Noe, R.A., & Kirsch, M. (1984). Meta-analyses of validity studies published between 1964 and 1982 and the investigation of study characteristics. *Personnel Psychology*, 37, 407-422.

Schmitt, N., Noe, R.A., Meritt, R., & Fitzgerald, M.P. (1984). Validity of assessment center ratings for the prediction of performance ratings and school climate of school administrators. *Journal of Applied Psychology*, 69, 2, 207-213.

Schmitt, N. & Noe, R.A. (1983). Demonstration of content validity: An assessment center example. *Journal of Assessment Center Technology*, 6, 2, 5-12.

Schmitt, N., Meritt, R., Fitzgerald, M. P., & Noe, R.A. (1982). The NASSP assessment center: A validity report. *NASSP Bulletin*, 66, 455, 134-142.

Invited Chapters in Edited Books

Wang, S., Greenberger, D.B., Noe, R.A. & Fan, J. (2017). The development of mentoring relationships: An attachment theory perspective. In M.R. Buckley, J. R. B. Halbesleben, & A.R. Wheeler (eds.), *Research in Personnel and Human Resource Management*, 35, 53-102.

Marand, A.D. & Noe, R.A. (2018). Facilitating the development of expertise: An individual to organizational perspective. In K. Brown (ed.) *The Cambridge Handbook of Workplace Training and Employee Development* (pps. 38-74). New York: Cambridge University Press.

Noe, R.A. & Ellingson, J.E. (2017) Autonomous learning in the workplace: An introduction. In Ellingson, J.E. & Noe, R.A. (eds.) *Autonomous Learning in the Workplace* (pps. 1-12). Taylor & Francis.

- Noe, R.A. & Tews, M.J. (2014). Employee development and growth. In A. Day, E. Kevin Kelloway, & J.J. Hurrell, Jr. (eds.), *Workplace Well-being: How to Build Psychologically Healthy Workplaces* (pps. 142-160). New York: Wiley-Blackwell.
- Molloy, J. & Noe, R.A. (2010). "Learning" a living: Continuous learning for survival in today's talent market. In S. Kozlowski and E. Salas (eds.), *Learning, Training, and Development in Organizations* (pps. 333-362). New York: Routledge.
- Noe, R. A. & Tews, M. (2009). Strategic training and development. In J. Storey, P. Wright, and D. Ulrich (eds.) *The Routledge Companion to Strategic Human Resource Management* (pps.262-284). New York: Routledge.
- Sutton, K., & Noe, R.A. (2005). Family friendly human resource programs and work-life integration: More myth than magic? In E.E. Kossek and S. J. Lambert (eds.), *Work and Life Integration*, (pps 151-170). Mahwah, New Jersey: Lawrence Erlbaum Press.
- Dineen, B. & Noe, R.A. (2003). The impact of team fluidity and its implications for human resource management research and practice. In J. Martocchio and G. Ferris (eds.), *Research in Personnel and Human Resource Management*, (Vol. 22, pp. 1-37).Oxford, UK: Elsevier LTD.
- Noe, R.A, Colquitt, J.A., Simmering, M.J. & Alvarez, S. (2003). Knowledge management: Developing intellectual and social capital. In S.E. Jackson, M.A. Hitt, & A.S. DeNisi (eds), *Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management* (pp. 209-242). San Francisco: Jossey-Bass.
- Noe, R.A., Greenberger, D., and Wang, S. (2002). Mentoring: What we know and where we might go. In G.R. Ferris and J.J. Martocchio (eds.), *Research in Personnel and Human Resource Management*, (Vol. 21, pp. 129-173). Oxford, UK: Elsevier LTD.
- Noe, R.A. & Simmering, M.J. (2002). Training and Development. In R.L. Heneman & D.B. Greenberger (eds.) *Human Resource Management in Virtual Organizations* (pps 179-216). Greenwich, CT: Information Age Publishing.
- Noe, R.A. & Colquitt, J (2002). Planning for impact training: Principles of training effectiveness. In K. Kraiger (ed.), *Creating, Implementing, and Managing Effective Training and Development* (pp. 53-79). San Francisco: Jossey-Bass.
- Noe, R.A., Wilk, S.L., Mullen, E., & Wanek, J. (1997). Employee development: Issues in construct definition and the investigation of antecedents. In Ford, J.K., Kozlowski, S.W., Kraiger, K., Salas, E., and Teachout, M.S. (eds.), *Improving Training Effectiveness in Organizations* (pp. 153-189). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Noe, R.A. & Ford, J.K. (1992). Emerging issues and new directions for training research. In Rowland, K.M. & G.R. Ferris (eds.), *Research in Personnel and Human Resource Management* (Vol. 10, pp. 345-384). Greenwich, CT: JAI Press.

Edwardson, S.R. & Noe, R.A. (1992). Organizational effectiveness and productivity enhancement. In Decker, P. J. & Sullivan, E.J. (eds.), *Nursing Administration* (pp. 113-136). Norwalk, CT: Appleton & Lange.

Noe, R. A. (1991). Mentoring relationships for employee development. In Jones, J.W., Steffy, B.D. & Bray, D.W. (eds.), *Applying Psychology in Business* (pp. 475-482). Lexington MA: Lexington Books.

Noe, R.A. (1991). Trainee characteristics and training effectiveness. In Jones, J.W., Steffy, B.D. & Bray, D.W. (eds.), *Applying Psychology in Business* (pp. 509-519). Lexington MA: Lexington Books.

Noe, R.A. & Simmerman, E. (1991) Employment at will: A legal review and implications for personnel practices. In Jones, J.W., Steffy, B.D., & Bray, D.W. (eds.), *Applying Psychology in Business* (pp. 408-420). Lexington, MA: Lexington Books.

Schmitt, N. & Noe, R.A. (1986). Personnel selection and equal employment opportunity, In Cooper, C.L. & Robinson, I, *International Review of Industrial and Organizational Psychology* (Vol. 1, pp. 71-116). New York: Wiley.

Impact Factor (Includes Journal Articles, Invited Chapters in Edited Books, Textbooks)

Google Scholar: 23210 Citations, h-index = 48, i-10 index=60

Edited Books & Textbooks

Ellingson, J.E. & Noe, R.A. (eds.) *Autonomous Learning in the Workplace* (2017). New York: Routledge. (SIOP Organizational Frontiers Series).

Daft, R.L. & Noe, R.A. (2001). *Organizational Behavior*. Fort Worth, TX: Harcourt College Publishers.

Noe, R.A. (2009). *Learning System Design: A Guide to Creating Effective Learning Initiatives*. Alexandria, VA: Society for Human Resource Management (SHRM) Foundation.

Noe, R.A. (2017). *Employee Training and Development* (7th ed.). Burr Ridge, IL: McGraw-Hill/Irwin.

Noe, R.A., Hollenbeck, J.H., Gerhart, B.E., & Wright, P. (2016). *Fundamentals of Human Resource Management* (7th ed.). Burr Ridge, IL: McGraw-Hill Irwin.

Noe, R.A., Hollenbeck, J., Gerhart, B., & Wright, P. (2017). *Human Resource Management: Gaining a Competitive Advantage* (10th ed.). Burr Ridge, IL: McGraw-Hill/Irwin.

Wright, P.M. & Noe, R.A. (1996). *Management of Organizations*. Burr Ridge, IL: McGraw-Hill/Irwin.

Technical & Project Reports

Inks, L. and Noe, R.A. Academic Research Advisors for National Center for the Middle Market report, “Mastering Talent Planning a Framework for Success” (December 2016).

National Center for the Middle Market, Inks, L.W. and Noe, R.A. “Building the Top Team: How Middle Market Firms Attract and Retain the Top Talent that Fuels Their Success”, National Center for the Middle Market, Ohio State University Fisher College of Business, GE Capital, Novo Group, 2015.

National Center for the Middle Market, Noe, R.A., & Inks, L.W. “It’s About People: How Performance Management Helps Middle Market Companies Grow Faster”, National Center for the Middle Market, Ohio State University Fisher College of Business, GE Capital, October 2014.

Noe, R.A. & Inks, L. “Performance Management in the Middle Market: Implications for Private Equity Firms”, In Association for Corporate Growth publication, “Middle Market Growth” at www.middlemarketgrowth.org , October 2014.

Klafehn, J.L., Cai, D.A., Connelly, S., Mathieu, J.E., Maurer, T.J., Noe, R.A., & Salazar, M. (March 2014). Soldier development following negative cross-cultural experiences: An integrated review of the literature. Research Note 2014-01. Alexandria, VA: United States Army Research Institute for the Behavioral and Social Sciences.

Ellingson, J.E., Noe, R.A., Klein, H.J., & Dachner, A.M. (2013). “Building a smart workforce on a tiny training budget: When employees see how much they can learn on the job they actively promote their own development. National Center for the Middle Market, In Collaboration with Fisher College of Business and GE Capital, available at www.middlemarketcenter.org.

Mathieu, J. & Noe, R.A.(2012). Development following negative cross-cultural experiences: situational influences. Alexandria, VA: Army Research Institute.

Maurer, T. & Noe, R.A. (2012). Development following negative cross-cultural experiences: Individual learning processes. Alexandria, VA: Army Research Institute.

Noe, R.A., Dachner, A., Saxton, B. & Keeton, K. (2011). Team training for long-duration missions in isolated and confined environments: A literature review, operational assessment, and recommendations for practice and research. *National Aeronautics and Space Administration (NASA) Technical Report NASM/TM-2011-216162*, available from <http://ston.jsc.nasa.gov/collections/TRS>

Caligiuri, P., Noe, R.A., Nolan, R., Ryan, A. & Drasgow, F. (2011). Training, Developing, and Assessing Cross-Cultural Competence in Military Personnel. *US Army Research Institute for the Behavioral and Social Sciences, Technical Report 1284*. Alexandria, VA: US Army Institute for the Behavioral and Social Sciences.

Wang, S., Noe, R.A., & Greenberger, D.B. (2002). Cardinal Health Mentoring Program: Mentees' Reactions to Program Participation. Prepared for Cardinal Health, Dublin, OH.

Ostroff, C. & Noe, R.A. (1991). Evaluation of the Springfield Simulation. Prepared for the National Association of Secondary School Principals, Reston, VA.

Noe, R.A. (1989). Analysis of barriers and facilitators of employee mobility. Prepared for Division of Fish & Wildlife, Department of Natural Resources, State of Minnesota.

Noe, R.A. & Steffy, B.D. (1987). Investigation of factors influencing employees' willingness to accept movement opportunities. Prepared for Department of Natural Resources, State of Minnesota.

Noe, R.A. & Koziara, K. (1987). Business and Youth Partners: Sharing and Growing. A progress report on the Business Partners Program. Prepared for Donna Harris, Director of Minneapolis Employment and Training Program.

Noe, R.A. & Koziara, K. (1987). Evaluation of U.S. Foods Engineering Mentoring Program. Prepared for Pillsbury Company.

Schmitt, N., Noe, R.A., & Ostroff, C. (1986). Evaluation of the Springfield Simulation. Prepared for the National Association of Secondary School Principals.

Noe, R.A., Snell, S.A., & Wexley, K.N. (1984). Series of reports on current practices and future trends in job analysis, performance appraisal, career path planning, job evaluation, and human resource planning. Prepared for Arthur Andersen & Co., St. Charles, IL 60174.

Schmitt, N. & Noe R.A. (1982). Final validation results: NASSP assessment center. East Lansing, MI. Michigan State University Psychology Department.

Schmitt, N., Noe, R.A., Meritt, R., Fitzgerald, M., & Jorgenson, C. (1982). Criterion-related and content validity of the NASSP assessment center. Reston, VA: National Association of Secondary School Principals.

Hendrickson, L.U. & Noe, R.A. (1981). Progress report on the development of Project Unity: A performance feedback system for the Livingston County Sheriff's Department. Department of Psychology, Michigan State University, Research report No. 81-5.

Schmitt, N., Meritt, R., Fitzgerald, M. & Noe, R.A. (1981). Results of the validation of the NASSP assessment center. Department of Psychology, Michigan State University, Research report No. 81-4.

Academic Presentations

Zhan, Y., Noe, R.A., and Klein, H. "How Do Organizations with a negative employer reputation due to their industry attract applicants? Presented at the 2017 Academy of Management Meeting, Atlanta, Georgia.

Wang, S., Hu, C, Noe, R., & Wang, Z. An examination of the role of protégé information seeking in formal mentoring". Presented at the 2016 Academy of Management Annual Meeting, Anaheim, CA.

Noe, R., Dachner, A., & Saxton, B. Team training for self-correction on long duration missions: Evidence from NASA. Presented in symposium "Staying alive! Training High-risk teams for self-correction", at the 2011 Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL.

Wang, S., Tomlinson, E., & Noe, R. Trust and mentoring functions: The role of locus of control. Presented in symposium "A closer look at mentoring relationships: Origins and effects" at the 2009 Academy of Management Annual Meeting, Chicago, IL.

Dineen, B., Vandewalle, D., Noe, R., & Lockhart, D. Learning orientation in job search and employment contexts: Effects on recall and cultural alignment. Presented at 2008 Academy of Management Annual Meeting, Anaheim, CA

Wang, S., Noe, R.A., & Greenberger, D. What affects willingness to mentor? An investigation of attachment styles and experience in mentoring relationships. Presented at Academy of International Business 2008, Milan, Italy.

Dineen, B.D., VandeWalle, D., Noe, R.A., & Lockhart, D. Goal orientation: Effects on cultural understanding, perceived P-O fit, and satisfaction. Paper presented in symposium, "'Fit happens: Exploring person-environment fit during the employment cycle" at the 2007 Society for Industrial and Organizational Psychology Annual Conference, New York, NY.

Dineen, B.D. & Noe, R.A. Satisfaction configurations, absenteeism, and injuries in teams. Paper presented in paper session "Health, Safety, and Well-being in the Workplace" at the 2005 Academy of Management Annual Meeting Honolulu, Hawaii.

Dineen, B.D. & Noe, R.A. Job seeker goal orientation and the relative weighting of P-O and Demands-Abilities fit perceptions in making application decisions. Paper presented in symposium Elucidating "this thing called fit": Toward a multidimensional approach at the 2005 Society for Industrial and Organizational Psychology, Los Angeles, CA.

Dineen, B.D. & Noe, R.A. Web-based recruitment messages: Effects of information customization and value preferences. Paper presented in symposium "Web recruitment messages: Effects of information customization and value preferences at the 2004 Academy of Management Annual Meeting, New Orleans, Louisiana.

Dineen, B.D. & Noe, R.A. Half empty or half full: The effects of goal orientation on interpretations of P-E fit feedback and preferences for types of recruitment information. Paper

presented in symposium “Current person-based and message-based approaches to understanding recruiting” at the 2004 Society for Industrial and Organizational Psychology, Chicago, IL.

Klein, H., Noe, R.A. & Wang, C. Determinants of motivation to learn in alternative delivery modes. Paper presented at the 2004 Society for Industrial and Organizational Psychology, Chicago, IL.

Zoogah, D. & Noe, R.A. Social capital and cultural predictors of OCB and performance. Paper presented at the 2004 Society for Industrial and Organizational Psychology, Chicago, IL.

Wang, S., Greenberger, D.B., & Noe, R.A. Psychological base for mentoring relationships: An attachment perspective. Paper presented in session “Developing Career” at the 2003 Academy of Management Meeting, Seattle, WA.

Sutton, K.L., Klein, H., & Barnard, J., & Noe, R. A. (2003). Distance learning and learning preferences: Does gender matter? Presented at a poster session during the annual meeting of the Academy of Management, Seattle, WA.

Dineen, B., Noe, R.A., & Wang, C. “Perceived fairness of an applicant screening system: Weighing the rules of justice. Paper presented in session “Incentives and fairness in the human resources management systems of firms” at the 2002 Academy of Management Meeting, Denver, CO.

Wang, S. Noe, R.A., & Greenberger, D. Mentoring and protégé benefits from cross-functional mentoring relationships. Paper presented in session “Underlying processes responsible for beneficial mentorships: Implications of emerging research” at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, April 12th-14th, 2002, Toronto, Canada.

Noe, R.A. Mentoring: What do we know? What have we learned? Invited Colloquium speaker, Psychology Department, Indiana University Purdue University Indianapolis, April 5, 2002.

Dineen, B.R. & Noe, R.A. (2001). Turning teams over: A proposed framework of the effects of team fluidity on team process variables. Paper presented in session “Group and Team Process Issues” at the 2001 Academy of Management Meeting, Washington, D.C.

Colquitt, J.A., Noe, R.A., Jackson, C.L. (2001). Collectivism and team effectiveness: Mediators and boundary conditions. Paper presented at poster session at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, April 27-29, 2001, San Diego, CA.

Dineen, B.R., Noe, R.A., and Wiethoff, C. (2001) Attitudinal diversity and team outcomes: Do interdependence and size moderate? Paper presented at poster session at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, April 27-29, 2001, San Diego, CA.

Dineen, B.R., Ash, S.R., and Noe, R.A. (2001). Internet-based recruitment: Does interactive p-o fit feedback matter? Paper presented in symposium “HR.COM: Human Resource Management

Strategies for the Dot-com World” at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, April 30- May 2, 1999, Atlanta, Georgia.

Colquitt, J.A., Simmering, M., Porter, C., & Noe, R.A. (1999). What predicts development responses to 360-degree feedback? Paper presented at poster session at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, April 30- May 2, 1999, Atlanta, Georgia.

Kossek E.E., Colquitt, J.A., and Noe, R.A. (1998). “Is there no place like home? Differential work and family antecedents and outcomes of elder and child caregiving place”. Paper presented in symposium at Academy of Management Meeting, San Diego, CA.

Colquitt, J.; LePine, J.; and Noe R.A. (1998). Trainee attributes and attitudes revisited: A meta-analytic structural equation modeling analysis of research on trainee motivation. Paper presented at 1998 Academy of Management Meeting, San Diego, CA.

Kossek, E.E., Noe, R.A., DeMarr, B.J. (1997). "Self-management of work and family roles: Individual and organizational determinants of role synthesis", Presented in poster session of the Women in Management Division, 1997 Academy of Management Meeting, Boston, Massachusetts.

Colquitt, J.A., Noe, R.A., and Janz, B. (1997). Knowledge worker teams: Impact of input, process, and support variables. Paper presented in Poster session, "Groups, Leadership, and Organizational Culture," at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, April 11-13, 1997, St. Louis, Missouri.

Kossek, E.E., Noe, R.A., DeMarr, B.J. (1997). Personality: An antecedent of work-family management strategies. Paper presented in symposium titled "The role of personality in work-family conflict" at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, April 11-13, 1997, St. Louis, Missouri.

Noe, R.A., Holt, K., & Cavanaugh, M.A., Managers' developmental responses to 360-degree feedback. Paper presented in symposium titled, "360-degree feedback: another look at their uses and impact", at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, April 26-28th 1996, San Diego, CA.

Cavanaugh, M.A. & Noe, R.A., Antecedents and consequences of attitudes and expectations related to the new psychological contract. Paper presented in poster session at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, April 26-28th 1996, San Diego, CA.

McCauley, C.D., Cavanaugh, M.A., & Noe, R.A., Does challenge mediate the relationship between job demands and development? Paper presented in poster session at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, April 26-28th 1996, San Diego, CA.

Wilk, S.L. & Noe, R.A., HRM practices' impact on firm performance: examination of levels and alternative fit perspectives. Paper presented in symposium titled, " Organizational outcomes of training: financial, employee, and strategic issues, at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, April 26-28th 1996, San Diego, CA.

Noe, R.A., Employee development: What do we need to know? presented to staff of the Center for Creative Leadership, Greensboro, NC June 23, 1994.

Noe, R.A. Developing models for training research. Invited presenter at the doctoral student consortium, Ninth Annual Conference of the Society for Industrial and Organizational Psychology, April 8-10th, 1994, Nashville, TN.

Noe, R.A. Employee development: What is it? How do we measure it? What affects it? McCormick Early Career Award Winner Invited Address, presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, April 8-10th, 1994, Nashville, TN.

Noe, R.A., Wilk, S.E., & Gorski, J. The effects of ability, motivation, and obligation on participation in development activities. Paper presented in symposium "The role of context in training", at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, April 8-10th, 1994, Nashville, TN.

Wilk, S.L. & Noe, R.A. The role of psychological contracts in determining employees' participation in development activities. Paper presented at the 1992 Academy of Management Meetings, Las Vegas, Nevada, August 9-12.

Noe, R.A. & Ford, J.K. Future directions in training research and practice. Panel discussion at Society for Industrial and Organizational Psychology Seventh Annual Conference, Montreal, Canada, May 1-3, 1992.

Noe, R.A. Cross-cultural training. Presented to International Special Interest Group of American Society for Training and Development, October 21, 1991.

Noe, R.A. Motivational, personal, and organizational determinants of participation in development activities. Paper presented at Training Effectiveness Conference, Michigan State University, October 4 & 5, 1991.

Noe, R.A. & Wilk, S.L. Investigation of the factors that influence employees' participation in development activities. Presented at Society for Industrial and Organizational Psychology Sixth Annual Conference, St. Louis, April 25-27, 1991.

Cerrito, J.C., Noe, R.A., Pucel, D.J. Designing a human resource management system that integrates the key dimensions of selection, training, and performance. Paper presented at the Association of Human Resource Management and Organizational Behavior meetings, Long Beach, California, October 28, 1988.

Noe, R.A. The current state of affairs in job design research. Paper presented in symposium titled "New directions in job design: Expanding predictors criteria, and theory," Society of Industrial/Organizational Psychology Third Annual Conference, Dallas, Texas, April 22-23, 1988.

Noe, R.A. Relapse training: Does it influence trainees' post-training behavior and cognitive strategies. Paper presented in symposium titled "Thinking before training: Cognition's role in training design and implementation," Society for Industrial and Organizational Psychology Third Annual, Conference, Dallas, Texas, April 22-23, 1988.

Noe, R.A. Exploratory investigation of the antecedents and consequences of mentoring. Paper presented in symposium on mentoring at Society for Industrial and Organizational Psychology Second Annual Conference, Atlanta, GA, April 3-5, 1987.

Co-panelist with J. Fossum, R. Dawis, & B. Steffy at the 50th Annual Meeting of the Minnesota Psychological Association, May 8, 1986, in session titled "Psychology and Industrial Relations: A 40 year marriage that's still working".

Noe, R.A. A model of the influence of trainees attributes and attitudes on training program effectiveness. Paper presented at the 28th Annual Meeting of the Midwest Division of the Academy of Management, Champaign, IL, April 18-20, 1985.

Noe, R.A. The impact of job candidate sex and physical attractiveness on recruiters' evaluations. Paper presented in symposium titled "Progress towards the fair evaluation of women: A historical perspective and directions for future research", at the 27th Annual Meeting of the Midwest Division of the Academy of Management, South Bend, IN, April 12-14, 1984.

Noe, R.A. Project Unity: Using OD techniques for implementation, development, and capturing employees; perceptions of a performance appraisal system. Paper presented in symposium titled "Designing personnel functions in the 80s: The critical linkage of personnel and organizational development technologies", at the Annual Conference of the International Personnel Management Association, Washington, DC, May 22-26, 1983.

Schmitt, N. & Noe, R.A. Assessment center outcomes correlated with subsequent performance and environment ratings. Presented at American Psychological Association Annual Convention, Anaheim, CA, August, 1983.

Schmitt, N. & Noe, R.A. Demonstration of content validity: An assessment center example. Presented at American Psychological Association Annual Convention, Anaheim, CA, August, 1983.

Schmitt, N. & Noe, R.A. Validity of assessment center ratings for the prediction of performance ratings and school climate of school administrators. Presented at the 26th Annual Meeting of the Midwest Division of the Academy of Management, Kalamazoo, MI, April 14-16, 1983.

Invited Discussant, Colloquia, Meetings

University of Akron, Industrial/Organizational Psychology Group, “Technology-aided interactivity: Changing HR practices and implications for research”, December 2006.

Human Resource Division Doctoral Consortium 1994, 1998, 2000, 2001, 2003 held at the Academy of Management Annual Meetings, Dallas, Texas; San Diego, California; Toronto, Canada, Washington, D.C., Seattle, Washington)

Invited participant in International Conference on Advances in Selection and Assessment, Manchester, England, May 20-22, 1987.

Invited member in Personnel and Human Resources Research Group, a group of business school and psychology faculty members from U.S. institutions who research personnel and human-resource issues.

Invited to attend one hour teleconference on training research with University of Maryland doctoral seminar, Professor Susan Taylor, instructor, 2004.

Invited to speak on training research at doctoral seminar at the University of Maryland, 2000.

Taught training class in undergrad human resource class at St. Francis Xavier University in Antigonish, Nova Scotia, Canada, 2000.

Facilitator at Industrial Relations Center Institute, Diversity in the Workplace: Designing Programs to Meet Human Resource Needs, 1991.

Facilitator at Minnesota Governor's Conference on Labor-Management Relations, 1990.

Moderator for session "Rewarding Innovative Contributors" at the Tenth Annual Industrial Relations Center Institute, 1988.

Personnel/Human Resource Management Doctoral Student Consortium, National Academy of Management Meetings, Boston, MA, 1984.

Discussant for Symposium, “New directions in understanding motivation to learn”, at Academy of Management annual meeting, August 2012, Boston, Massachusetts.

Host for Community of Interest session “Coaching for employee development”, coordinated by M. Du Preez, at Society for Industrial and Organizational Psychology Annual Conference, April 2011, Chicago, IL.

Discussant for symposium, “One size doesn’t fit all: Cross-cultural competence across organizational contexts” at Society for Industrial and Organizational Psychology Annual Conference, April 2011, Chicago, IL.

Discussant for symposium “Toward a comprehensive understanding of employee self-development: Key antecedents and consequences”, at Academy of Management annual meeting, August 2008, Anaheim, California.

Discussant for symposium “Measuring and molding learners’ minds: A training research perspective”, at Society for Industrial Organizational Psychology Annual Conference, April 2007, New York, New York.

Discussant for symposium, “Current issues in training effectiveness”, at Society for Industrial Organizational Psychology Annual Conference, April 2006, Dallas, Texas.

Discussant for symposium, “Optimizing individual and team training effectiveness”, at Academy of Management Annual Meetings, August 5-10, 2005, Honolulu, Hawaii.

Discussant for symposium, “Recent research on managing/fostering employee and leader development”, at Society for Industrial Organizational Psychology Annual Conference, April 11th-13th, 2003, Orlando, Florida.

Discussant for symposium, “Current issues in training design and evaluation”, at Society for Industrial Organizational Psychology Annual Conference, April 12th-14th, 2002, Toronto, Canada.

Discussant for symposium, “New developments in managing via the internet”, at Academy of Management Annual Meetings, August 5-8, 2001, Washington, D.C.

Discussant for symposium, “The changing nature of employment contracts and career opportunities for low-skilled service workers”, at Academy of Management Annual Meetings, August 5-8, 2001, Washington, D.C.

Discussant for symposium, “I’m teaching, are you interested in learning? The role of motivation in increasing training program impact”, at Society for Industrial and Organizational Psychology Annual Conference, April 24th – 16th 2000, New Orleans, Louisiana.

Symposium, “Training evaluation: advances and new directions for research and practice”, at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, April 30 – May 2, 1999, Atlanta, Georgia.

Symposium, "Suppose we took the staffing of work teams seriously?", at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, April 11th-13th, 1997, St. Louis, Missouri.

Symposium, "Predicting and enhancing individual development efforts following feedback", at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, April 26-28th 1996, San Diego, CA.

Paper session "Personnel Training" at Academy of Management Annual Meetings, August 14-17, 1994, Dallas, Texas.

Paper session, "Training", National Academy of Management Meetings, Atlanta, Georgia, August 7-11, 1993.

Paper session, "Determinants of human resource policies and practices", National Academy of Management Meetings, Las Vegas, Nevada, August 9-12, 1992.

Symposium, "Understanding and enhancing training effectiveness: A broader perspective" at Sixth Annual Conference of the Society for Industrial Organizational Psychology, April 25-27th, 1991, St. Louis, MO.

Symposium, "Attacking the transfer of training problem: New directions in applied research", National Academy of Management meetings, 1987

Practitioner Presentations

Noe, R.A. "Employee Engagement", Presented to Hylant Group Wellness Roundtable, January 19, 2017 at Hylant offices, Dublin, OH.

Noe, R.A. "HR Research & Research Tips". Presented to Ohio State HR Directors at the Summit for Human Resource Directors, April 20, 2016 at Hale Hall, Ohio State University, Columbus, OH.

Noe, R.A. "Designing Effective Training", Presented at Emergency Medical Services Leadership Development Conference sponsored by Ohio State University's Wexner Medical Center, Center for Emergency Medical Services, March 24, 2016 at Ohio Union, Ohio State University, Columbus, Ohio.

Greenberger, D. & Noe, R.A. "Engaging in engagement", Presented to Ohio State University Medical Center 7th Annual Leadership Retreat, March 9-10, 2007 at Cherry Valley Lodge.

Noe, R.A. (1999). "Mentoring and Training for Employee Retention and Productivity". Presented at conference "How to successfully hire and retain front line workers in a tough labor market". Sponsored by WORKsource, Ohio Hospitality Coalition, Private Industry Council of Columbus and Franklin County, Inc. and OSU Extension/Franklin County, January 25, 1999 at Crowne Plaza Hotel Columbus, Ohio.

Noe, R.A. (1997). "Use of new technologies in training". Presented to South Central Chapter of the American Society for Training and Development, September 24, 1997.

Noe, R.A. Employer Education Service, "Breakfast with the Experts" series, "The new employment contract: Managing your own career", September 16, 1994. Also presented at StarTribune Lunch Box Series for recruitment advertisers, October 19, 1994. Designed survey and analyzed results to assess the extent to which managers and professionals perceptions of

various aspects of the employment relationship matched the "reality" of the new employment relationship. Presented survey results and recommendations for career management to eighty managers and human resource professionals.

Noe, R.A. Presented "Projected changes in the labor market and employee-employer relationships" to Mature Worker Program participants, part of the Employment Action Center, St. Louis Park, August 25, 1994. The Mature Worker Program provides employment services to workers aged 45 and above seeking employment.

Noe, R.A. Presented " Projected changes in the labor market and employee-employer relationships" to 100 employees of BlueCross BlueShield of Minnesota, St. Paul, Minnesota., May 3 & May 12, 1994.

Noe, R.A. Invited Participant in Executive Briefing on Mentoring sponsored by Drake Beam Morin, Inc., April 21, 1994, Radisson South Hotel, Bloomington, Minnesota.

Noe, R.A. The quality movement - Recognizing the value of every employee. Presentation in the "Noontime Lecture Series" Sponsored by the Saint Paul Area Chamber of Commerce, May 7, 1992.

Noe, R.A. How managers can help employees develop, Management Academy class for Robbinsdale, Minnesota Area Schools, District 281, February 27, 1990.

Noe, R.A. Issues affecting transfer of training: Employees readiness. Presented at the 11th Annual Industrial Relations Center Institute, Training & Development in the 90s, October 25, 1989, Minneapolis, Minnesota.

Noe, R.A. Mentoring: A panacea for employee development? Presented to Personnel Decisions, Inc., as part of Staff Administration Day activities, September 18, 1989.

Noe, R.A. Mentorships: Identifying the structure and proper environment for their existence. Presentation to MinnKota Cooperative Education Association Annual Conference, June 26, 1989.

Noe, R.A. Applying leadership theory to business practice. Presented to student leaders at Augsburg College, May 1989.

Reviewing and Editorial Appointments

Associate Editor, *Journal of Organizational Behavior*, 1999- 2006, 2010-2014.

Consulting Editor, *Journal of Applied Psychology*, 2005-2013, 2013-2017 (reappointed 2018-2019).

Consulting Editor, *Journal of Business and Psychology*, 1989-2008.

Editorial Board, *Academy of Management Learning and Education*, 2001-2004.

Editorial Board, *Personnel Psychology*, 1991-2016 (reappointed 2017-2019).

Editorial Board, *Human Resource Development Review*, 2006-present.

Editorial Board, *Human Resource Development Quarterly*, 1999-2001.

Editorial Board, *Human Resource Management Review*, 1997-present.

Editorial Board, *Journal of Management*, 2014-2017 (reappointed 2017-2020).

Editorial Board, *Journal of Training Research*, 1993-1999.

Publication Advisory Board, *Public Personnel Management*, 1987-1988.

Ad Hoc Reviewer for *Academy of Management Discoveries*, *Academy of Management Review*, *Academy of Management Journal*, *Academy of Management Learning and Education*, *Administrative Science Quarterly*, *Human Resource Management Journal*, *Human Performance*, *International Journal of Manpower*, *Journal of Organizational Behavior*, *Journal of Occupational Psychology*, *Journal of Applied Psychology*, *Organization Behavior and Human Decision Processes*, *Journal of Management*, *Journal of Business and Psychology*, *International Journal of Psychology*, *Journal of Applied Social Psychology*, *Group & Organization Management*, *Information Systems Research*

Book Proposal Reviewer, American Psychological Association, Oxford University Press.

Grant Proposal Reviewer, National Science Foundation.

Book Reviewer, Richard Irwin, Inc., Scott-Foresman, Business Publications, Allyn & Bacon, Dryden Press.

Reviewed *Advances in Selection and Assessment*, Smith, M., & Robertson, I. (eds.) for *Journal of Organizational Behavior*, see volume 11.

Reviewed *Working in Organizations* by Kakabadse, A., Ludlow, R., & Vinnicombe, S. for *Journal of Organizational Behavior*, see volume 9 (3).

External Referee for Tenure and Promotion Cases

Brian Blume (University of Michigan-Flint), Christopher Collins (Cornell ILR School), Bob Marx (University of Massachusetts- Amherst), Miguel Quinones (Arizona, SMU), Ken Brown (For both Associate and Full Professor - Iowa), Joe Martocchio (Illinois), Deb Steele (Old Dominion) , Jon Werner (South Carolina), Mark Weslokowski (Miami), Jim Guthrie (Kansas), D. Brent Smith (Rice), Steve Sommers (University of California, Riverside), John Boudreau (Cornell University & Center for Effective Organizations/ University of Southern California),

Todd Maurer (Georgia State), Charlie Trevor (University of Wisconsin- Madison), Thomas Becker (University of Delaware), Annette Towler (Illinois Institute of Technology, DePaul University), Stephen Green (Purdue), Gayle Porter (Rutgers-Camden), Brad Bell (Cornell ILR School), Frank Linnehan (Drexel University), Megan Gerhardt (Miami), Romila Singh (University of Wisconsin-Milwaukee), M. Audrey Korsgaard (University of South Carolina), Clint Chadwick (Kansas), Paula Caligiuri (currently at Rutgers, letter for Distinguished Professor at Northeastern University, Sam Rabinowitz (Rutgers-Camden, promotion to Full Professor), Traci Sitzmann (University of Colorado Denver), Anton Villado (Rice University), Jodi Goodman (University of West Virginia, promotion to Full Professor), Georgia Chao (Michigan State University, promotion to Full Professor).

SIOP Fellowship Nomination Letters: Todd Maurer (Georgia Tech), Miguel Quinones (Arizona), Michael Harris (University of Missouri-St. Louis), Lillian Eby (University of Georgia), Jason Colquitt (University of Florida), Brad Bell (Cornell ILR School).

Professional Service

Roundtable leader on the journal submission process in the “Developing a Scholarly Profile” session of the HR Division Middle-Stage Doctoral Student Professional Development Workshop at the Academy of Management 2015 Annual Meeting, August 7 - 11, in Vancouver, BC, Canada.

Paper reviewer, Personnel/Human Resources and Career Divisions of the Academy of Management for National Academy of Management meetings, 1988, 1990, 1991, 1992, 1995.

Paper reviewer, Midwest Academy of Management meetings, 1986-1991.

Academy of Management 2006 Career Achievement Awards Committee for Distinguished Education, Service, Scholar Practitioner, and Scholarly Contribution Awards.

Society for Industrial and Organizational Psychology Review Committee for Small Grants Initiative, 2001-2003.

Society for Industrial and Organizational Psychology Awards Committee, 1994-1997, 2000-2002.

HR Division Scholarly Award Committee Member, 1994, 2002, 2004, 2014-2017.

Executive Committee member of the Personnel and Human Resource Division of the Academy of Management, 1989-1992.

Program Committee for the Society for Industrial and Organizational Psychology Annual Meeting, 1990, 1991, 1992, 1997, 2001, 2002.

Program Committee for Careers Division of Academy of Management, 1991.

Program Committee for Division 14, American Psychological Association, 1988.

Committee to select best paper (Holton Research Excellence Award) published in *Human Resource Development Review*, 2015-2017.

External Reviewer for Management Department at Miami (Ohio) University, 2012.

Grants and Contracts

Awarded \$30,000 in 2012 by the National Center for the Middle Market (with Jill Ellingson, Howard Klein, and Ali Dachner) to study how middle market firms leverage informal human resource strategies.

Development following negative cross-cultural experiences (DEFNCE). (April – September 2012). Awarded \$18,000 by Army Research Institute. Purpose of contract was to review and make recommendations for new research to understand the situational and learning processes that influence soldiers' ability to develop follow negative experiences in the theater of operations.

Development of cross-cultural competence in the Army (with P. Caligiuri & R. Nolan). (June – September 2010) Awarded \$30,000 by Army Research Institute. Purpose of contract was to review current Army practices and make recommendations regarding how to train, develop, and design learning strategies to enhance soldiers cross-cultural competence. Deliverables included a technical report.

Literature Review and Operational Assessment of Training Strategies Related to the Behavioral Health and Performance Element of the NASA Human Research Program (January – September 2010). Awarded \$25,000. Provided Brian Saxton and Ali Dachner, graduate students with financial support for their services. Contract involved interviews at Johnson Space Center with astronauts, behavioral scientists, trainers, and flight engineers to identify current team training practices and future team training needs for long duration space missions in isolated and confined environments. Deliverables included a technical report.

Service Learning Initiative, The Ohio State University (2003). With Maria Moore, developed a Service Learning component for MHR 855 course. Students revised the Job Success program for the Godman Guild. Awarded \$5000.00. Monies spent for supporting Maria and copying and material costs for student groups.

Bureau of Labor Statistics (2002-2003). Assisting the Bureau of Labor Statistics in establishing metrics for tracking progress in its strategic human resource management activities (with Dixie Sommers, Center on Education and Training for Employment). Awarded \$25,000. Supporting Melissa Seng, MHR student.

National Institute of Occupational Safety and Health (1997). Literature review and evaluation of safety training program for the restaurant industry (with Jason Colquitt). Awarded \$5,000.

Carlson School of Management, McKnight Foundation Grant (1992). "Information seeking by the mentor: When the mentoring roles switch" (with Ellen Mullen, Ph.D. student). Awarded \$2,000.

National Association of Secondary School Principals Grant (1987): "The Effects of the Springfield Simulation on Educator's Job and Career Attitudes, Development Behavior, and Performance. Awarded \$29,000.

Minnesota Department of Natural Resources, Division of Fish & Wildlife (1988-1990). Awarded \$700.00 to defray expenses associated with study of factors that influence employees willingness to accept mobility opportunities.

Carlson School of Management, McKnight Foundation Grant (1986): "The Relationship Between Career Stages, Portfolio Decisions, and Propensity to Leave an Organization" (with Rebecca Luzadis and Brian Steffy).

Consulting Experience

R.G. Barry Corporation (pro bono).

Strategic Interactive, East Lansing, Michigan (1997-1998) Member of Learning Council. The Learning council provides advice and consulting to the company founders and clients regarding various aspects of learning systems including needs assessment, evaluation, transfer of training, and the use of technology to create integrated learning systems.

National Center for Manufacturing Sciences and Michigan Virtual Automotive College (MVAC) (1998). Provided advice regarding how to effectively use Web-based training and distance learning.

Tetra Pak EquipUS, Inc., Minneapolis, Minnesota (1990). Development and analysis of quality survey.

Johnston Coca-Cola Bottling Group, Eagan, Minnesota (1990). Revision of employee attitude survey.

American Federation of State, County, and Municipal Employees (1990). Evaluated structured selection interview and tests used by state government. Participant in videotape regarding fair testing practices. Conducted seminar on personnel testing for business representatives.

Washington County, Minnesota (1988). Contract involving design and analysis of an employee attitude survey.

City of St. Paul (1988). Contract involving revision and norming of physical ability tests for firefighters.

Minneapolis Star & Tribune (1987). Contract involving development of performance tracking system for fleet drivers.

Minneapolis Civil Service Commission (1987). Contract to revise firefighters physical ability tests (with Richard Arvey).

Wilson Learning Corporation (1986). Contract involving analysis of training needs assessment reports to develop sales training program.

Oldsmobile Division, General Motors Corporation (1985). Contract to conduct training needs assessment for lower and middle managers (with J. Kevin Ford).

Arthur Andersen & Company (1984). Contract to review current practices and future trends in employee staffing functions (with Ken Wexley and Scott Snell).

University, College, and Department Service

The Ohio State University

Member of General Education (GE) Review Coordinating Committee, Council on Academic Affairs, 2017. Chair of subcommittee focused on students' first year experience and capstone.

Moderator of New Directions Symposia for Department of Management & Human Resources at 2016 Fisher College of Business Centennial PhD Alumni Reunion, May 14, 2016.

Member of Distance Education Strategy Committee, Fisher College of Business, May 2016.

Co-Chair of the Learning Methods team (with Rao Unnava, Sr. Associate Dean) as part of the Fisher College of Business Strategic Planning Process, 2015.

Member of Faculty Appeals and Investigations Committee, 2015-2016, 2017-2018.

Member of Masters Program Committee, 2015-2016.

Faculty Representative on Office of Academic Affairs Committee to consider reappointment of Chris Poon as Dean of Fisher College of Business (2013)

Speaker on HR specialization at "Specialization Spectacular" for undergrad business students (2015, 2016).

Speaker in Young Scholars Program Entrepreneurship Experience (2014).

Co-Director, Masters in Human Resource Management (MHRM) Degree Program (with David Greenberger), 2014-present.

Academic Director, Masters in Human Resources (MHRM) Degree Program, 2011- 2014.

Member of ad hoc committee to review and suggested changes in review process for Fisher College of Business clinical faculty (2014)

Search committee chair for Assistant Professor in Human Resources, 2012.

Member of search committee for Chase Chair in Strategy, 2012-13.

Academic Advisor for Human Resource Association (HRA), undergraduate student organizations for students interested in human resource management 2011-present.

Academic Advisor for MHRM Council, graduate student HR organization, 2011-2012, 2017.

Member of Central and Eastern Europe Gateway Faculty Advisory Group for the Office of International Affairs, 2010.

Professional College Representative on interdisciplinary studies subcommittee of College of Arts and Sciences Curriculum Committee, 2007-2008.

Faculty representative on Executive Committee, Fisher College of Business, 2007-2009.

Council on Academic Affairs, 2003-2006 (Chair, 2005-06).

College Promotion and Tenure Committee, 2003-2006, 2009-2014, 2015-2017, 2017-2018.

Endowed Appointments Committee, 2000-02.

Research Committee, 2000-2009.

Ph.D. Coordinator for Human Resources and Organizational Behavior, 2000-2006.

Committee for Specialized Master Programs, 2017-2018.

Committee for Graduate Education in Labor & Human Resources, 2000-present (chair 2012-present).

Committee for Graduate Education in Business Administration, 2000-2006.

Search Committee member for Human Resource position (2012), Strategy Chair (2012), Entrepreneurship position (2009), and Davis Chair (2003).

Michigan State University

Search Committee member for OB/HR position, 1997.

Member of Program in Integrated Management Review Committee, 1997.

Revision of the Day MBA program, 1995-96.

Executive Development Programs, 1996-97, 1998.

Review of Weekend Broad School MBA Program, 1997.

Broad School Business Placement - CQI Initiative, 1996-97

Faculty team for creating "Managing the Workforce" and "Ethics and Critical Thinking" courses in new Broad School MBA program, 1996.

University of Minnesota

Member of MBA Functional Core Design Team and Teaching Team (redesign of Carlson MBA program), 1993-95.

Industrial Relations Center Executive Committee, 1995.

MAIR Admissions Committee, 1993-94.

University committee to select a Director for Faculty and Academic Staff Assistance Program, 1990.

Co-chair for Industrial Relations Center colloquium committee, 1989-1990, 1993.

Chairperson of selection committee for Employer Education Service, 1988.

Blegen Hall Classroom Planning Committee, 1989.

Search Committee for Staffing, Training, and Development position, 1987.

Coordinator for IBM/IRC Classroom, 1987.

Member of Human Resources Executive Council, 1987-1990.

Awards and Recognition

Awards and Recognition

2017 Excellence in Reviewing Award for *Human Resource Management Review*.

Ranked 58th in Aguinis, H., Ramani, R., Campbell, P., Bernal-Turnes, P., Drewry, J., & Edgeron, B. , "Most Frequently Cited Sources, Articles, and Authors in Industrial-Organizational

Psychology Textbooks”, *Industrial and Organizational Psychology: Perspectives on Science and Practice*, in press.

Ranked 121st of scholars in the field of management based on 2434 citations in scholarly journals and 94th based on Google pages (198,337) from January 1981 through October 2011. Reported in Aguinis, H., Suarez-Gonzalez, I., Lannelongue, G., & Joo, H. (2012). Scholarly impact revisited. *Academy of Management Perspectives*, 26, 105-132.

Selected one of the finalists for an Undergraduate Teaching Award by the Fisher College of Business Teaching Awards subcommittee (2010).

Ranked 62nd most-cited author in management journals from 1981-2004 as reported in Podsakoff, P., MacKenzie, S., Podsakoff, N., & Bachrach, D. (2008). Scholarly influence in the field of management: A bibliometric analysis of the determinants of university and author impact in the management literature in the past quarter century. *Journal of Management*, 34, 641-720.

2007 Fisher College of Business, The Ohio State University, Pace Setters Bostic-Georges Faculty Service Award.

2003-2004 Outstanding Faculty Award, Fisher College of Business, The Ohio State University. Awarded for exceptional instruction and service to Masters in Labor and Human Resources students.

Received Excellence in Practice Citation from American Society for Training and Development (2002) for instruction in Online Computer Library Center (OCLC) Inc., Executive Education Program, Fisher College of Business, The Ohio State University.

Received the American Society for Training and Development Research Award (2001), for the article “Toward an integrative theory of training motivation: A meta-analytic path analysis of 20 years of research” (Colquitt, J. LePine, J., and Noe, R.A. (2000). Toward an integrative theory of training motivation: A meta-analytic path analysis of twenty years of research. *Journal of Applied Psychology*, 85, 678-707). The Research Award recognizes an outstanding, original piece of research published in a refereed journal and that holds major implications for practitioners of workplace learning and performance.

Society of Industrial and Organizational Psychology Fellow (elected 1996).

Recipient of the Society of Industrial and Organizational Psychology Ernest J. McCormick Award for Distinguished Early Career Contributions for 1993. This award is given annually in recognition of a Society member who has made significant contributions to the science and/or practice of industrial and organizational psychology within seven years of receiving the doctoral degree.

Recipient of 1991 Herbert G. Heneman Jr. Distinguished Teaching Award, Industrial Relations Center, University of Minnesota, 1991. This award, which is given annually, is based on a vote of the MAIR graduate students.

Recipient of Award for Outstanding Academic Achievement, College of Arts and Sciences, Ohio State University, November 1980.

Professional Affiliations

Academy of Management
American Psychological Association
Society for Industrial and Organizational Psychology
Society for Human Resource Management
Association for Talent Development
International Society for Performance Improvement

Media Contact

C. Brooks, “Loosen up! Having fun at work is good for culture” Cited and discussed Tews, Michel, & Noe (2017) *Journal of Vocational Behavior* article on fun and informal learning. In *Business News Daily*, December 18, 2016 at <http://www.businessnewsdaily.com/9640-fun-at-work.htm>.

YouTube videos for the National Center for Middle Markets (with Larry Inks and Tom Stewart) “Performance Management in the Middle Market” “Improve Your Performance Management Process” and “Performance Management: Your Role as CEO”, 2014 (www.youtube.com).

Interviewed and quoted in article, T. Knox, “Taking a public sector job not such a compromise anymore”, *Columbus BusinessFirst*, May 6, 2014.

Interviewed and quoted in article, “Employee Engagement”, *Columbus CEO*, October 2013 issue.

Webinar, National Center for Middle Markets, Building a Corporate Culture (with Greg Tunney, CEO, President & CEO RG Barry, and Nancy Abbott, Leader Organization and Staffing, GE Capital), 2012.

Interview on work-life balance with Ed Burghard, Executive Director of the Ohio Business Development Coalition, posted on Ohio Business Development Coalition blog November 7, 2007.

Quoted in J. Bartko, “Follow the Leader”, *Columbus BusinessFirst*, April 8, 2005,

Quoted in S. Sutherland, "The HR Guide: 6. The Learning Curve", In *AlbertaVenture*, June 2004, Vol 8 (5), pp. 98-99.

Quoted in “Coaching the Big Boss”, *Columbus CEO*, April 2003, pp. 61-71.

Quoted in “Worker Benefits on Shaky Ground”, (M. Niquette). Appeared in *Dispatch*, March 9, 2003, pps G1 & G2.

Quoted in “Gimme Attitude” (S. Greengard). Appeared in *Workforce Management*, July 2003, 56-60.

Henley, A.B. & Price, K.H. (2002) “Want a better team? Foster a climate of fairness. Research Brief in *Academy of Management Executive*, 16 (3), pp. 153-54. Based on Colquitt, J.A., Noe, R.A., & Jackson, C.L. (2002). Justice in teams: Antecedents and consequences of procedural justice climate, *Personnel Psychology*, 55, 83-110.

Quoted in “Succession Planning” (by D. Fandray). Appeared in *Continental Magazine*, April 2002, pps 28-30.

Quoted in “Online Recruiting” (by S. Deutschle). Appeared in *Business First*, September 6, 2002, A24-25.

Research mentioned in “Cultural Fit Survey May Mean Fewer Applicants, Higher Employee Retention”. Appeared in *Daily Reporter*, July 26, 2002, pps.1 & 4.

Guest on “It’s Your Business”, on Open Line WOSU 820AM call-in program
Topic was Workplace Issues, November 30, 2001.

M. Hogan, *The Daily Reporter*, “New-to-Columbus retailer not worried about attracting employees”, July 7, 2001. Quoted in article re Container Store’s HR practices and how they relate to attracting and retaining talent.

Chicago Tribune, April 1, 2001, “Study reports that elder care can slow down job performance more than child care does” Article based on interview and report of eldercare study conducted with Kossek, E.E., Colquitt, J., and Noe, R.A. (2001). Caregiving decisions, well-being, and performance: The effects of place and provider as a function of dependent type and work-family climates, *Academy of Management Journal*, 44, 29-44.

On Campus, March 29, 2001, Ohio State Faculty & Staff Newspaper, Page 19, ..in brief, article written by Office of University Relations based on eldercare study conducted with Kossek E.E., Colquitt, J., and Noe, R.A. (2001). Caregiving decisions, well-being, and performance: The effects of place and provider as a function of dependent type and work-family climates, *Academy of Management Journal*, 44, 29-44.

Appeared on KUOM "Talking Sense" program to discuss book *Dear Boss* by William Werther, June 26, 1989.

