

MARITZA SALAZAR CAMPO, Ph.D.
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University of California, Irvine
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Academic Positions

- 2016-Current** **UNIVERSITY OF CALIFORNIA, IRVINE** **Irvine, CA**
Paul Merage School of Business
Assistant Professor of Organization & Management
- 2011-2016** **CLAREMONT GRADUATE UNIVERSITY** **Claremont, CA**
Assistant Professor of Organizational Behavior
Division of Behavioral and Organizational Sciences

Education

- 2011-2016** **CLAREMONT GRADUATE UNIVERSITY** **Claremont, CA**
Assistant Professor of Organizational Behavior
Division of Behavioral and Organizational Sciences
- 2009-2011** **UNIVERSITY OF CENTRAL FLORIDA, Institute for Simulation & Training** **Orlando, FL**
Postdoctoral Research Associate, Project Lead of MURI Grant
Advisor: Eduardo Salas
- 2004-2009** **NEW YORK UNIVERSITY, Stern School of Business** **New York, NY**
Ph.D. in Business Administration in Management and Organizations
Dissertation Title:
Understanding the Facilitators and Barriers to Knowledge Creation: An Investigation of Interdisciplinary Teams in a Medical Context
Dissertation Committee:
Theresa Lant (Chair), Aimée Kane (NYU), Zur Shapira (NYU), Diane Vaughan (Columbia)
- 2001-2003** **UNIVERSITY OF SOUTHERN CALIFORNIA, School of Social Work** **Los Angeles, CA**
Master of Social Work with Highest Honors
Area of Specialization: Industrial Social Work
- 1997-2001** **STANFORD UNIVERSITY** **Palo Alto, CA**
B.A., Psychology with Honors; B.A., Spanish
Honors Thesis: *Investigation of Academic & Social Self-Efficacy in the Transition to College*

Academic Interests

My *research interests* lie at the intersection of team processes, organizational learning, and diversity research with an emphasis on the interaction that occurs across boundaries (e.g., disciplinary, cross-cultural) that affects team and organizational performance. My specific interests center on collaboration processes and outcomes in knowledge-diverse and culturally diverse teams that facilitate and inhibit learning processes, such as creativity.

My *methodological interests* focus is on a multi-method approach that combines experimental, qualitative, and questionnaire based approaches to investigate under-explored research questions related to predictors of team learning and creativity. In particular, I leverage these methodologies to build on existing empirical research to identify and further understand the team processes and social psychological mediators that promote and hinder knowledge transfer, integration, and creation in diverse teams.

My *teaching interests* include organizational theory and behavior, cross-cultural psychology, and human resource management. Drawing upon previous training as a group facilitator and as a course instructor, I rely on an interactive approach to foster stimulating course discussion and mastery of course material.

Journal Articles Published

1. Sonesh, S., Gregory, M., Hughes, A., Feitosa, J., Benishek, L., Verhoeven, D, Patzer, B, **Salazar, M.**, Gonzalez, L. Salas, E. (2015) Team Training in Obstetrics: A multi-level evaluation. *Family, Systems and Health*.
2. **Salazar, M.** & Salas, E. (2013). Reflection of Cross-Cultural Collaboration Science. *Journal of Organizational Behavior*. Vol. 34, pp. 910-917. DOI: 10.1002/job.1881.
3. Bedwell, W. L., Wildman, J. L., DiazGranados, D., **Salazar, M.**, Kramer, W. S., & Salas, E. (2012). Clarifying collaboration: An integrative multilevel conceptualization. *Human Resources Management Review*, 22(2), pp.128-145.
4. **Salazar, M.**, Lant, T., Fiore, S., Salas, E. (2012). Integrative Capacity: A New Perspective for Understanding Interdisciplinary Team Processes and Outcomes. *Small Group Research*, DOI: 10.1177/1046496412453622.
5. Feitosa, J., Grossman, R., Coultas, C., **Salazar, M.R.**, & Salas, E. (2012). Integrating the fields of diversity and culture: A focus on social identity. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 371-374.
6. Feitosa, J, Salas, E. & **Salazar, M.** (2012). "Social Identity: Clarifying its Dimensions across Cultures". *Psihologijske teme*, 21 (3), p. 527.
7. **Salazar, M.**, Lant, T. & Kane, A. (Aug 2011). Knowledge Workers and Interdisciplinary Team Structures for Knowledge Creation: Predicting Participation Choices. *Clinical and Translational Science*. Vol 4 (4) pp: 274-278.
8. **Salazar, M.**, & Lant, T. (2008). Rescuing Latent Technologies: A relational model of technology managers. *Best Paper Proceedings Academy of Management*.

Book Chapters

1. Slyngstad, D., DeMichele, A., **Salazar, M.** (2016) Team Performance in Knowledge Work. Eduardo Salas, Rico, Ramon, Neal Ashkanasy, Jonathon Passmore,. *The Wiley Handbook of Psychology of Team Working and Collaborative Processes*. Malden, MA: John Wiley & Sons, Ltd., 2016 (pg. 43-72)
2. Wildman, J. L., Qureshi, R. A., **Salazar, M.**, & Salas, E. (2014). Educational Approaches Across Cultures: Consequences for International I/O Programs. In *Internationalizing the Curriculum in Organizational Psychology* (pp. 59-78). Springer New York.
3. Salas, E., **Salazar, M.** Feitosa, J., & Kramer, W. (2013) Collaboration and Conflict in Work Teams. *The Oxford Handbook of Organizational Climate and Culture*. Oxford: Oxford Press.
4. Salas, E., **Salazar, M.**, & Gelfand, M. (2012). Understanding Culture as Diversity. In Q. Roberson (Eds.), *The Oxford Handbook of Diversity and Work*. (pp. 31-51). Oxford: Oxford Press.
5. **Salazar, M.**, Shuffler, M., Bedwell, W. & Salas, E. (2012). Toward A Contextualized Cultural Taxonomy. In M. Gelfand & K. Sycara (Eds.), *Models for Inter-Cultural*

Journal Articles Currently Under Review

1. **Salazar, M.**, Feitosa, J., & Salas, E. (2017). Cultural Diversity and Team Creativity: The mediating role of social identity. (Under Review at *Group Dynamics: Theory, Research and Practice*).
2. Feitosa, J., Grossman, R., and **Salazar, M.**, (under review). Working in teams: The influence of culture. *American Psychologist*. *All authors contributed equally.
3. **Salazar, M.**, Doiron, K., Widmer, K., and Lant, K., Leader integrative capabilities: A catalyst for effective inter-disciplinary Teams (under review) to appear in *Advancing Social and Behavioral Health Research through Cross-Disciplinary Team Science: Principles for Success*
4. Benson, G., McIntosh, C., **Salazar, M.** & Vaziri, H. (2017). Defining Career Success: A Cross-Cultural Comparison. (Under Review: *Human Resources Management Review*)
*Winner of Careers Division 2013 International Management Best Paper Award.
5. **Salazar, M.** & Lant, K. (2017). Facilitating Innovation in Interdisciplinary Teams: The Role of Leaders and Integrative Capabilities (Under Review: *Academy of Management Journal*)
6. Viziri, H., Benson, G. & **Salazar, M.** (2017) Hard working Co-workers: A Multi-level Cross-cultural look at Group Work Hours and Work-Family Conflict (Under Review: *Journal of Organizational Behavior*)

Data Analyzed & Manuscript to be Submitted in 2016

1. **Salazar, M.**, Lugo, J., Doiron, K., Shultz, M., (in prep). Into the future or anchored in the present? The role of time orientation heterogeneity on team creativity. (Target: *Organizational Behavior and Human Decision Processes*)
2. Huansuriya, T., & **Salazar, M.** (in prep). Team Member and Leader Selection: The Role of Personal Estimates of Collective Efficacy across Cultures. (Target: *Journal Cross Cultural Psychology*)
3. Kim, H., Doiron, K. & **Salazar, M.** (in prep). Team Engagement toward tAsks and Members (TEAMS): Scale Development and Validation. (Target: *Personnel Psychology*).
4. DeMichele, G., Slyngstad, D., & **Salazar, M.** (in prep). Boundary Spanning and Team Performance: A meta-analysis. (Target: *Small Group Research*)

Data Collection or Analysis in Progress

1. **Salazar, M.**, & Lant, K (in prep). Bridging Across the Disciplinary Divide: The role of team training to enhance integrative capacity. (Target: *Personnel Psychology*).
2. **Salazar, M.** Imada, S., Chang, T., Khoury, H., & Yan, H. (in prep). Predicting Leaders' Responses to Voice: A cross-cultural investigation in the United States, China, and Lebanon. (Target: *Academy of Management Journal*)
3. Widmer, K., & **Salazar, M.** (in prep). Getting everyone to work together: The role of team communication norms in supporting inter-professional team performance. (Target: *Journal of*

Case Studies, Training Tasks, & White Papers

1. **Salazar, M.** & Lant (2012). Eric's Dilemma: Managing Diverse Science Team Collaborations.
2. **Salazar, M.**, Mathieu, J., & Gallus, J. (2012). Learning from Negative Experiences: An examination of team processes and performance. (White Paper, Sponsored by the Army Research Office)
3. **Salazar, M.** & Widmer, K. (2014). TB or not TB: A knowledge integration task to understand the spread of TB.
4. **Salazar, M.**, Lant, T. DeMichele, G., & Shultz, M., (2014). Identifying the Root Cause of MRSA: A knowledge integration task

Presentations

1. **Salazar, M.**, Lant, T. & Slyngstad, D. (2015). Integrative Capacity in Teams: Measure Construction and Validation. Presented at the 2015 Annual Science of Team Science Conference, National Institutes of Health, Bethesda, MD.
2. DeJesus, A. & **Salazar, M.** (2015) Exploring the Relationship between Multicultural Exposure and Creativity Enhancement. Society for Personality and Social Psychology, Long Beach, CA.
3. Eremiyski, E.R., **Salazar, M.** & Kim, H. (2014). Positive Intervention at Work: A Longitudinal Pilot Study of Intentional Compassionate Acts of Kindness on Employee Engagement in Service Employees. Western Positive Psychology Association, Claremont, CA
4. Kim, H. & **Salazar, M.** (2014) Meaning at Work and Work Engagement: A Meta-analysis Western Positive Psychology Association, Claremont, CA.
5. Dollwet, M., Reichard, B., & **Salazar, M.** (2014) Socializing Expatriates and their Spouses through Organizational Onboarding. Society of Industrial Organizational Society, Honolulu, HI.
6. Huansuriya, T., **Salazar, M.** & Crano, B. (2014). From Trust to Group Efficacy: The Moderating Effect of Culture. American Psychological Association, Washington, D.C.
7. Benson, G., **Salazar, M.**, Colias, J., & Butts, M. (2014). Job Attribute Preferences for Alternative Work Arrangements: A Discrete Choice Model Using Hierarchical Bayes Estimation. Academy of Management Conference, Philadelphia, PA
8. **Salazar, M.**, Kim, H., Jackson, J. & Benson, G. (2013). Reactions to Informational Justice Across Cultures: Relationships with Control over Workload, Supervisor Support and Intention to Turnover. Presented at the Academy of Management Conference, Orlando, FL
9. **Salazar, M.** & Lant, T. (2013) *Facilitating Innovation in Interdisciplinary Science Teams: The Role of Intergroup Leaders*. Presented at the Academy of Management Conference, Orlando, FL
10. Benson, G., McIntosh, C., **Salazar, M.** & Vaziri, H. (2013). Defining Career Success: A Cross-Cultural Comparison. Presented at the Academy of Management Conference, Orlando, FL
**Winner of Careers Division 2013 International Management Best Paper Award.
11. **Salazar, M.**, & Lant, T. (2012). Organizational innovation through the creation of interdisciplinary science teams: A tri-motor theory of generative mechanisms. Discussion Panel at the Academy of

Management Conference, Boston, MA.

12. Grossman, R., **Salazar, M.**, & Salas, E., (August, 2012). *Understanding collaboration across cultures: What matters?* Poster presented at the American Psychological Association Annual Convention, Orlando, FL.
13. **Salazar, M.**, Feitosa, J., & Salas, E. (2012). Facilitating Creativity in Inter-Cultural Teams: The Role of Dual Identification and Power Distance. Invited Symposium to be conducted at the 24th Annual Meeting of the Association for Psychological Science, Chicago, IL.
14. Wildman, J. **Salazar, M.**, Qureshi, Carter & Salas, E. (2012). Fatalism and Interpersonal Trust in a Collaborative Context. Paper presentation to be conducted at the 27th Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
15. **Salazar, M.**, Kane, A. (April 2011). Realizing the Innovative Promise of Interdisciplinary Science Teams. In Salazar, M. & Weaver, S (Co-Chairs) *Comprising Effective Teams: One Size Does Not Fit All*. Symposium to be conducted at the 26th Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
16. **Salazar, M.** (April 2011). *Methodologies for Science of Team Science Research*. Invited Presenter at the Science of Team Science Conference, Northwestern University, Chicago, IL.
17. **Salazar, M.**, Feitosa, J., & Salas, E. (2010). *Creativity in Multicultural Teams: The role of Dual Identification*. Paper presented at the MURI review, University of Maryland, Oct. 2010.
18. **Salazar, M.**, Grossman, R., & Riches, O. (2010). *Creativity across cultures: The role of power distance and team norms on creative task performance*. Paper presented at the Annual Conference of the Interdisciplinary Network for Group Research, Washington, DC, July 2010.
19. Wildman, J. L., Lazzara, E. H., **Salazar, M.**, & Salas, E. (2010, July). *Trust repair in intercultural teams: A review and propositions*. Paper presented at the annual meeting of the Interdisciplinary Network for Group Research, Washington, DC.
20. **Salazar, M.**, & Kane, A. (2010, July). *Realizing the innovative promise of interdisciplinary science teams: Knowledge stock heterogeneity, knowledge subgroups, and attitude heterogeneity*. Paper presented at the annual meeting of the Interdisciplinary Network for Group Research, Washington, DC.
21. **Salazar, M.**, Shuffler, M., & Salas, E. (2009). Conceptualizing our Nations Together: A cultural taxonomy (CONTACT). Paper presented at ITSEC, HSCB FOCUS 2010.
22. **Salazar, M.**, Lant, T., & Kane, A. (2008). *Knowledge Creation in an Interdisciplinary Context*. Paper presented in a symposium, Knowledge Creation across Boundaries: A multilevel examination of social, psychological and structural barriers, at the Annual Meeting of the Academy of Management in Anaheim, CA.
23. **Salazar, M.**, & Lant, T. (2008). *Rescuing Latent Technologies: A Relational Model of Technology Managers*. Paper presented at the Annual Meeting of the Academy of Management in Anaheim, CA.
24. **Salazar, M.**, Kane, A., & Lant, T., (2008). *Knowledge Transfer and Creation in an Interdisciplinary Context*. Paper presented at the INGRoup Conference, Kansas City, MO.
25. Kane, A. & **Salazar, M.** (2007). *Team learning from membership transfer*. Paper presented in a showcase symposium, Future Direction in Team Learning, at the Annual Meeting of the Academy of Management in Philadelphia, PA.

26. **Salazar, M. & Robinson, J. (2006)** *Does it Really Take Money to Make Money?* Paper presented at the Annual Meeting of the Academy of Management in Atlanta, GA.

Teaching and Instruction

Winter 2017- Current	UCI, Paul Merage School of Business Instructor of Organizational Behavior (Full-time MBA)	Irvine, CA
Fall 2011- 2016	CGU, School of Behavioral of Organizational Sciences Instructor of a graduate-level courses entitled Managing Diversity in the Global Workplace, Organizational Theory, Organizational Development & Change, Advanced Qualitative Methods and Cross-Cultural Psychology	Claremont, CA
Spr. 2011	UCF, Psychology Department Instructor of Record Lecturer and instructor of Master's I/O Psychology course entitled, Organizational Psychology and Motivation.	Orlando, FL
2009-2011	UCF, INSTITUTE FOR SIMULATION & TRAINING Advised and collaborated with over 17 graduate and undergraduate students Assisted with UCF dissertation (J. Wildman), undergraduate honors (J. Feitosa).	Orlando, FL
Fall 2007	NYU, STERN SCHOOL OF BUSINESS Instructor of Record Lectured and instructed 67 undergraduate students in course C50.0001.05 on the fundamentals of organizational and management theory	New York, NY
Fall 2006	Teaching Assistant for Management and Organizations, Prof. Gina Dokko Corrected assignments and term papers for 60 students in enrolled in the full-time Master's in Business Administration program at the Stern School of Business.	
Fall 2004	Teaching Assistant for Theory of Probability, Prof. Edward Melnick Instructed students during office hours to answer questions about course material and assignments.	

University Service

2011-2014	Member, International Review Board, Claremont Graduate University.
2013-2014	Member, President's Council on Diversity Member, President's Translational Studies Advisory Board, CGU

Fellowships and Awards

- 2016, 2017 Academy of Management, Organizational Behavior Division Outstanding Reviewer
- 2012 Senior Consortium of Universities Research Fellow, Army Research Institute: \$9,500
- Claremont Graduate University, 2011 Kozmetsky Transdisciplinary Scholar Award: \$5,000
- Recipient of UCF, Institute for Simulation and Training In-House Grant: \$4,900
- Recipient of Small Business Administration Doctoral Research Award: \$16,000
- Recipient of the Berkley Center for Entrepreneurial Studies Research Grant: \$7,000
- Recipient of the NYU Stern Opportunity Fellowship
- Pre-Doctoral Minority Doctoral Fellowship, May 2004 (2 from a pool of 100)
- Stanford University Haas Center for Public Service Fellowship

Consulting & Speaking

Oct. 2015	Invited Speaker, National Institutes of Health	Bethesda, MD
	• Invited by the National Institutes of Health to discuss team science research.	
Sept 2015	Panelist, Symposium- Enhancing the Effectiveness of Team Science	Bethesda, MD
	• Invited by the National Academies of Science to provide latest research on leadership in team science.	
June 2015	Fundamentals of Team Science Workshop, Science of Team Science	Bethesda, MD
	• Presented background on training and development for team science to practitioners and team science managers prior the Science of Team Science Conference.	
Sept. 2014	Team Science Workshop, University of Texas Medical Branch	Galveston, TX
	• Provided training and development at the annual Innovate to Translate faculty conference to foster interdisciplinary medical research collaboration.	
March 2012	Team Science Workshop Series, Stanford Medical School	Palo Alto, CA
	• Consulted and presented findings from research to Medical School Faculty to foster successful interdisciplinary medical research collaboration	

Current & Future Grant Support

Support: Active
Project/Proposal Title: National Research Traineeship (NRT)
Co-I on Award Maritza Salazar
Sponsoring Org National Scholarship Foundation
Total Award Period Covered: 09/2016-9/2021
Total Award Amount: \$2,967,150.00

Support: Active
Project/Proposal Title: CTSA Team Science Research and Support
PI & Co-PI on Award Maritza Salazar
Sponsoring Org UCLA, NIH
Total Award Period Covered: 09/2016-2/2021
Total Award Amount: \$900,000

Support: Active
Project/Proposal Title: ICTS Team Science Research and Support
PI & Co-PI on Award Maritza Salazar
Sponsoring Org UC Irvine, NIH
Total Award Period Covered: 09/2015-9/2016
Total Award Amount: \$175,000

Support: Complete
Project/Proposal Title: BRIDGES: Building Resources through Integrating Disciplines for Group Effectiveness in Science
PI & Co-PI on Award Maritza Salazar & Theresa Lant
Sponsoring Org National Science Foundation
Total Award Period Covered: 04/2013-04/2016
Total Award Amount: \$425,000

Support: Complete
Project/Proposal Title: Facilitating Creativity: The role of an integrating vision in temporally diverse multicultural teams
PI Maritza Salazar
Sponsoring Org Claremont Graduate University, Fletcher Award
Total Award Period Covered: 04/2013-04/2014
Total Award Amount: \$3,500

Support: Complete
 Project/Proposal Title: Multi-University Research Initiative: Collaboration & Negotiation Across Cultures
 PI on Award Michele Gelfand
 Sponsoring Org United States Office of Navy Research
 Total Award Period Covered: 1/01/12 - 8/01/14
 Total Award Amount: \$40,000

Organizational Practice and Experience

- July 2017** **SCIENCE OF TEAM SCIENCE CONFERENCE**
 • Program Committee Co-Chair
- April 2012** **Science of Team Science Planning Committee, Northwestern University Chicago, IL**
 • Member of the advisory committee planning the 3rd Annual Science of Team Science Conference.
- 2011-Present** **USC, Center for Effective Organizations** **Los Angeles, CA**
Affiliated Research Scientist
 • Provided in-depth expertise on evidence-based research and consulting focused on cultural differences, teamwork and organizational performance.
- 2008-2010** **NYU Med Center, Clinical and Translational Science Institute** **New York, NY**
External Consultant
 • Provided in-depth expertise on best practices from studies of organizational change and learning to inform the development of the Clinical Translational Studies Institute
 • Will evaluate the development and performance of the proposed Clinical Translational Studies Institute through the use of survey metrics and focus groups
- 2002-2003** **USC, Employee Assistance Program** **Los Angeles, CA**
Industrial Social Work Intern
 • Created and implemented initiatives, such as a university-wide assertiveness program, to improve the communication, performance, and well-being of employees
- July-Sept 1997-1998** **THE BOEING COMPANY** **Long Beach, CA**
Human Resource Management Intern
 • Recipient of the Boeing Company “Intern of the Year Award” for excellent performance for work related to outplacement management and counseling.
 • Established a career center for employees after the McDonnell Douglas Aircraft merger
 • Offered resume workshops and matched employment opportunities to individuals’ skills.

Professional Activities

- 2012-2014** **Editorial Board:**
 Small Group Research
- 2005-2009** **Minority Doctoral Student Association (MDSA)**
Vice President-Elect; Steering Committee Member
 • Raised \$25,000 to help support the doctoral education of under-represented minority students
 • Collaborated with fellow officers to organize and lead the 10th annual MDSA conference to promote doctoral education and the need for diverse faculty in U.S. business schools
- 2004-2016** **Membership:**
 Academy of Management, OB, MOC and TIM divisions
 Minority Doctoral Students’ Association (Ph.D. Project)
 Interdisciplinary Network for Group Research
 Society for Industrial & Organizational Psychologist
 Society for Human Resources Management
 International Association of Cross Cultural Psychology

2004-2016

Ad hoc Reviewer:

Academy of Management Journal
Academy of Management, OB, OMT, MOC and TIM Divisions
Current Directions in Psychological Science
Group and Organizational Behavior
Groups and Organization Management
Group Processes and Intergroup Relations
Journal of Applied Psychology
Journal of Organizational Behavior
Military Psychology
National Academies Press
Personnel Psychology
Small Group Research

**2010-
Current**

Doctoral Advising:

Co-Chair:

- Thipnapa Huansuriya, Ph.D., Claremont Graduate University

Committee Member

- Jessica Wildman, Ph.D., University of Central Florida
- Chris Coultas, Ph.D., University of Central Florida
- Maren Dollwet, Ph.D., Claremont Graduate University
- Sheleisha Willis, Ph.D., Claremont Graduate University
- Barbara (Ariel) Blair, Claremont Graduate University
- Sarah Marcos, Claremont Graduate University
- David Mendelsohn, Claremont Graduate University
- Natasha Wilder, Claremont Graduate University
- Meghana Rao, Claremont Graduate University
- Sarah Marcos, Claremont Graduate University

Primary Research Advisor, Future Dissertation Chair

- Karen Widmer, Claremont Graduate University
- Max Freund, Claremont Graduate University
- Molly Rottapel, Claremont Graduate University
- Angela DeMichele, Claremont Graduate University
- Mackenzie Shults, Claremont Graduate University
- Daniel Slyngstad, Claremont Graduate University
- Jeffrey Fajans, Claremont Graduate University
- Heejin Kim, Claremont Graduate University
- Jem Lugo, Claremont Graduate University
- Samantha Imada, Claremont Graduate University
- Helen Yan, Claremont Graduate University
- Kathryn Doiron, Claremont Graduate University
- Benjamin Fall, Claremont Graduate University
- Krista Jensen, Claremont Graduate University
- Noah Boyd, Claremont Graduate University