

**Nicole Strah (Schulz)**  
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## ACADEMIC POSITIONS

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**University of North Carolina at Charlotte** August 2022 - Present  
Assistant Professor of Management  
Affiliate Faculty Member of Organizational Science, PhD program  
Affiliate Faculty Member of Industrial/Organizational Psychology Master's program

**Postdoctoral Research Fellow** August 2021 – May 2022  
Industrial-Organizational Psychology, George Mason University

## EDUCATION

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**Purdue University**  
PhD, Industrial-Organizational Psychology August 2021  
Graduate Certificate in Psychological Statistics  
Master of Science in Industrial-Organizational Psychology May 2018

**University of Illinois at Urbana-Champaign**  
Bachelor of Science, Psychology with Distinction May 2015  
Minor in Communication

## PEER REVIEWED PUBLICATIONS

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<sup>†</sup>Indicates coauthor is a student

Keith, M. G., **Strah, N.**, & Sorensen, M. (Accepted). The beginning of the end for equal employment opportunity?: What the repeal of EO 11246 means for organizations. *Industrial and Organizational Psychology*.

Wonders, M. <sup>†</sup>, Hoover, A. <sup>†</sup>, Rupp, D. E., Kaplan, S., **Strah, N.**, Aitken, J. <sup>†</sup>, & Ratwani, K. (Accepted). The application of within-person methods to promote inclusive job analysis. *Organizational Psychology Review*.

Campion, E., Campion, M., & **Strah, N.** (2025). Remote versus onsite proctored assessment practices: Candidate quality, assessment types, subgroup differences, and fairness reactions. *Human Resource Management*. Online version.

Batz-Barbarich, C., **Strah, N.**, & Ahmed, R. <sup>†</sup> (2025). Do words matter? The impact of communal and agentic language on women's application to job opportunities. *Journal of Personnel Psychology*.

- Strah, N.**, Rupp, D. E., Shao, R., King, E., & Skarlicki, D. (2024). Why have we not detected gender differences in organizational justice perceptions?! An evidenced-based argument for increasing inclusivity within justice research. *Journal of Organizational Behavior*. <https://doi.org/10.1002/job.2797>.
- Batz-Barbarich, C., **Strah, N.**, & Tay, L. (2024). The impact of changing engineering perceptions on women's attitudes and behavioral intentions towards engineering pursuits. *International Journal of STEM Education*, 11(1), 23.
- Strah, N.**, Rupp, D. E., & Cannon, J. A. <sup>†</sup> (2023). Disability and adverse impact: Creating inclusive selection practices for individuals with disabilities. Research in Human Resource Management, Volume: Forgotten Minorities in Organizations, D. L. Stone, B. Murray, K.M. Lukaszewski, J. H. Dulebohn (Eds.), 177-206.
- Graso, M., Aquino, K., Chen, F. X. <sup>†</sup>, Camps, J., **Strah, N.**, & van den Bos, K. (2023). When do observers deprioritize due process for the perpetrator and prioritize safety for the victim in response to information-poor allegations of harm?. *Psychological Science*. <https://doi.org/10.1177/09567976221128203>
- Strah, N.**, & Rupp, D. E. (2022). Are there cracks in our foundation? An integrative review of diversity issues in job analysis. *Journal of Applied Psychology*, 107(7), 1031–1051. <https://doi.org/10.1037/apl0000989>.
- Busby, A. D., Thornton-Lugo, M. A., Parker, L., & **Strah, N.** (2022). What Can Go Wrong When Everything is Right? Using Organizational Justice to Understand Police Misconduct and Improve Personnel Systems. *Personnel Assessment and Decisions*, 8(2), Article 6. <https://doi.org/10.25035/pad.2022.02.006>.
- Strah, N.**, Rupp, D., & Morris, S. (2022). Job analysis and job classification for addressing pay inequality in organizations: Adjusting our methods within a shifting legal landscape. *Industrial and Organizational Psychology*, 15(1), 1-45. doi:10.1017/iop.2021.94.
- Rupp\*, D. E., Song\*, Q. C., & **Strah\*, N.** (2020). Resolution to the validity-diversity trade-off? Exploring the practicalities and legal defensibility of Pareto-optimization for reducing adverse impact within personnel selection. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 13(2), 246-271. doi:10.1017/iop.2020.19. \*equal authorship.
- Graso, M., Camps, J., **Strah, N.**, & Brebels, L. (2019). Organizational justice enactment: An agent-focused review and path forward, 116, 1-23 *Journal of Vocational Behavior*. <https://doi.org/10.1016/j.jvb.2019.03.007>.
- Santuzzi, A., Keating, R. T., Martinez, J., Finkelstein, L., Rupp, D. E., & **Strah, N.** (2019). Identity management strategies for workers with concealable disabilities: Antecedents and consequences. *Journal of Social Issues*, 75(3), 847-880. <https://doi.org/10.1111/josi.12320>

**Schulz, N.,** Murphy, B., & Verona, E. (2016). Gender differences in psychopathy links to drug use. *Law and Human Behavior*, 40(2), 159.

## **BOOK CHAPTERS AND ENCYCLOPEDIA ENTRIES**

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Cropanzano, R. S., **Strah, N.,** Rupp, D. E., & Cannon, J. A. <sup>†</sup> (2023). Organizational justice: Revisiting Greenberg's pay inequity study. In N.K. Steffens, F. Rink, & M.K. Ryan (Eds.), *Organizational Psychology: Revisiting the Classic Studies* (pp. 201-220). London, UK: Sage.

Nottingham, A. <sup>†</sup>, **Strah, N.,** Rupp, D. E. (2023). Pay equity/pay inequity issues. In D. C. Poff & A. C. Michalos (Eds.), *Encyclopedia of Business and Professional Ethics*. Springer Verlag (1445-1450).

**Strah, N.,** Batz-Barbarich, C., & Rupp, D. E. (2020). Corporate social responsibility and gender. In D. Haski-Leventhal, L. Roza, & S. Brammer (Eds.), *Employee Engagement in Corporate Social Responsibility*. SAGE Publishing.

Willness, C.R., Jones, D. A., **Strah, N.,** & Rupp, D. E. (2019). Corporate social responsibility at the individual level of analysis: Research findings that inform responsible management "in the wild". In O. Laasch, D. Jamali, E. Freeman, & R. Suddaby, *The Research Handbook of Responsible Management*. Cheltenham: Edward Elgar.

## **CONFERENCE PRESENTATIONS**

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Batz-Barbarich, C., & **Strah, N. (2022).** *Do Words Matter? The impact of Gendered Language on Women's Applicants*. Annual Conference of the Society for Industrial and Organizational Psychology. Seattle. W. A.

**Strah, N.,** Morris, S., Rupp, D. E. (2021). Current issues in and novel methods to investigating pay inequity. Symposium chaired at the annual conference of the Society for Industrial and Organizational Psychology. Virtual Conference (COVID-19).

**Strah, N.,** Rupp, D.E., & Morris, S. (2021). Adjusting our Methods: How Job Analysis can be Used to Mitigate Pay Injustice. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology. Virtual Conference (COVID-19).

**Strah, N.,** Rupp, D. E., Shao, R., & Skarlicki, D. (2019). *Gendered reactions to organizational justice: A meta-analysis*. Academy of Management. Boston, MA.

**Schulz, N.,** & Rupp, D. E. (2019). *Perceptions of justice across gender: Are our measures appropriate?* Annual Conference of the Society for Industrial and Organizational Psychology. Washington, D.C.

**Schulz, N.,** Su, R., Monteith, M., & McCarty, M. (2017). *Predicting interest in academic leadership with agentic/communal goal congruence*. Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.

**Schulz, N.,** & Su, R. (2016). *Gender differences in leadership interests across generations: A meta-analysis*. Annual Conference of the Society for Industrial and Organizational Psychology. Anaheim, CA.

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## EDITORIAL APPOINTMENTS

### Editorial Boards

Journal of Business and Psychology

August 2022 – Present

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## TECHNICAL REPORTS

Lanik, M., Rupp, D. E., Brown, M., Kim, Y., & **Strah, N.** (2020). *Repairing the broken rung: Overcoming bias in the leadership pipeline*. Denver, CO: Pinsight.

**Schulz\*, N.,** Thapa\* S., & Rupp, D. E. (2018). *Morehead-Cain Selection Process Audit: Phase 1, Part 1: Morehead-Cain Database and Analytic Tool*. Chapel Hill, NC: Morehead -Cain Foundation. \*equal authorship

Ng, V., Rupp, D. E., Saef, R., Keith, M., & **Schulz, N.,** Thapa, S. (2018). *Morehead-Cain Selection Process Audit: Phase 1, Part 3: Quality x Prompt Matrix*. Chapel Hill, NC: Morehead-Cain Foundation.

Rupp, D. E., Keith, M., Ng, V., Saef, R., **Schulz, N.,** & Thapa, S. (2018). *Morehead-Cain Selection Process Audit: Phase 1, Part 4: Revised Prompts*. Chapel Hill, NC: Morehead -Cain Foundation.

Rupp, D. E., **Schulz, N.,** & Kolze, M., (2018). *ACT Human Capital Report and Recommendations*. Arlington, VA: Amazon Conservation Team.

**Schulz, N.** & Rupp, D. E. (2018). *ACT Employee Survey*. Arlington, VA: Amazon Conservation Team.

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## TEACHING AND MENTORING EXPERIENCE

### Human Behavior in Organizations (MBA Course), Instructor of Record

University of North Carolina at Charlotte – Fall 2022, Fall 2023

### Acquiring & Maintaining Human Resources, Instructor of Record

University of North Carolina at Charlotte – Fall 2022, Spring 2023, Fall 2023, Spring, 2024

### Practicum in Applied Psychology (Online Graduate Course), Adjunct Faculty

George Mason University – Fall 2021

**Psychological Research Methods (Online Graduate Course), Adjunct Faculty**  
George Mason University – Fall 2021

**Intro to Research Methods in Psychology, Instructor of both Online and In-person Lab Sessions, Lead Lab Instructor**  
Purdue University – Fall 2020, Spring 2021

**Introduction to Industrial-Organizational Psychology (Online Course), Instructor of Record**  
Purdue University – Summer 2020

**Undergraduate Research Project, Supervisor and Mentor**  
Purdue University - Fall 2017 through Spring 2019

### **Funding**

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**US Army Research Institute** (2024) – Multilevel Construct Validation of Dynamic Leader Behavior.

**US Army Research Institute** (2023) – Leadership Reimagined: A Dynamic, Inclusive Leader Behaviors Framework.

**UNC Charlotte IGNITE** (2023) - The Center for Leadership Science: *Funded: \$94,507*

**UNC Charlotte Truist Business Research and Innovation Program** (2023) – Gendered Interactions and Inclusive Leadership. *Funded: 45,000.*

**SIOP Anti-Racism Grant** (2021 – Spring) - Words matter: Identifying language in job postings that perpetuates racial segregation at work: *Funded: \$6,400*

### **AWARDS AND ELECTED/APPOINTED LEADERSHIP POSITIONS**

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**William Hendrix Award for Graduate Student Research Excellence** Summer 2021  
Purdue University  
\$1,500

**Joseph Tiffin Award for Creative and Contributory Graduate Student Research in Industrial – Organizational Psychology** Summer 2020  
Purdue University  
\$750

**Purdue Association of Graduate Students in Industrial Psychology, President** Fall 2019 – Spring, 2021  
Purdue University

<b>Dr. Charles H. Lawshe Graduate Fellowship</b> Purdue University \$633	Fall 2018
<b>Dr. Charles H. Lawshe Graduate Fellowship</b> Purdue University \$1,200	Summer 2018
<b>Dr. Charles H. Lawshe Graduate Fellowship</b> Purdue University \$750	Summer 2017
<b>Dr. Charles H. Lawshe Graduate Fellowship</b> Purdue University \$1,000	Summer 2016

## **CONSULTING AND INDUSTRY EXPERIENCE**

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<b>Expert Witness Work</b>	August 2022 – October 2022
Worked as a member of team to complete an expert witness report for an employment discrimination case.	

**Equal Employment Opportunity Commission (EEOC), Chicago, IL**    April 2019 - July 2019  
Under the direction of EEOC lawyers, I completed literature reviews and legal research to support cases; compiled a dataset from information provided during depositions; and observed and opined on depositions, court appearances, expert witness reports, legal meetings, and mediation sessions.

<b>Morehead-Cain Foundation</b>	August 2018 – May 2019
Under the direction of Deborah Rupp, I conducted adverse impact analyses for scholarship selection system (identified needed data, details of selection system, and appropriate analyses); wrote a report explaining the adverse impact analyses conducted and future analyses that could be run with additional data collection; and evaluated prompts used in interviews and leaderless group discussions and suggested evidence-based improvements.	

<b>Amazon Conservation Team, Restructuring Initiative</b>	May 2018 - October 2018
Under the direction of Deborah Rupp, I crafted a strategy to investigate the strengths and weaknesses of the company; conducted employee interviews; completed a job analysis on current company roles; analyzed the structure of the company from a human capital perspective; and wrote a comprehensive report that evaluated the current state and structure of the company and suggested recommendations for improvement.	

<b>Amazon Conservation Team, Engagement Survey</b>	December 2017 - January 2018
Under the direction of Deborah Rupp, I evaluated a previous employee engagement survey and made evidence-based revisions and analyzed the results of the updated employee engagement	

survey.

#### **ADDITIONAL SERVICE TO THE PROFESSION**

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<b>Ad Hoc Reviewer – Journal of Applied Psychology</b>	<b>Fall (December) 2024</b>
<b>Ad Hoc Reviewer – Human Resource Management</b>	<b>Fall 2023</b>
<b>Science of Organizations (SoO) program at the National Science Foundation</b>	<b>Fall 2023</b>
<b>Ad Hoc Reviewer – Equality, Diversity, and Inclusion: An International Journal</b>	<b>2021</b>
<b>Ad Hoc Reviewer – International Journal of Community Well-Being</b>	<b>2020</b>

#### **PROFESSIONAL AFFILIATIONS**

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**Society of Industrial-Organizational Psychology (SIOP)**  
Member

**Academy of Management (AOM)**  
Member