

DANIELLE M. GARDNER

Pronouns: she/her/hers

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PROFESSIONAL APPOINTMENTS

_2021 – Present Assistant Professor of Psychology
Colorado State University
College of Natural Sciences

EDUCATION

2016 – 2021 **Ph.D. Organizational Psychology**, Michigan State University
2016 – 2018 **M.A. Organizational Psychology**, Michigan State University
2012 – 2016 **B.A. Psychology**, Rice University
Summa Cum Laude with Distinction in Research and Creative Works

PEER-REVIEWED PUBLICATIONS

* indicates graduate student co-author; # indicates undergraduate student co-author.

^ indicates authors contributed equally and are listed alphabetically.

21. *West, D., **Gardner, D. M.** & Dik, B. J. (In press). Work and wellbeing for LGBT+ employees perceiving a calling: The role of diversity climate. *Journal of Career Assessment*.
20. Regina, J., ^Chang, Y., ^Cobb, H. R., & ^**Gardner, D. M.** (2026). Guest editorial: Introducing the “Changing, evolving, persisting: Exploring the role of masculinity in careers and family” special issue. *Career Development International*, 31(2), 113-119.
19. Fletcher, K., French, K., Escudero, S. B., Casper, W., Vaziri, H., & **Gardner, D. M.** (2025). The impacts of further abortion restrictions on work: The role of I-O psychology. *Industrial and Organizational Psychology*, 18(3), 329-337.
18. Prasad, J. J., *Davis, S., & **Gardner, D. M.** (2025). Evaluating the bi-directional relationship between authenticity at work and job satisfaction. *Current Psychology*, 44, 11330-11333.
17. Prasad, J. J., **Gardner, D. M.**, *Finch, H. M. & *Ponce-Pore, I. (2025). From a point to a line: Investigating social and ethnic predictors of longitudinal academic performance and degree attainment. *Current Psychology*, 44, 1840-1855.
16. **Gardner, D. M.**, & Ryan, A. M. (2024). Does identity distancing beget work-life boundary segmentation? An examination of lesbian, gay & bisexual employees. *Occupational Health Science*, 8(4), 711-732.

15. *Briggs, C. Q., **Gardner, D. M.**, & Ryan, A. M. (2023). Competence-questioning communication and gender: Exploring mansplaining, ignoring, and interruption behaviors. *Journal of Business and Psychology*, 38(6), 1325-1353.

Media coverage by *The Guardian*, *Yahoo! Finance*, *Fortune*, *Atlanta Journal Constitution*, *NBC LX News*, *Bridge Michigan*

14. *Chheda, K., *Beckel, J. L. O., & **Gardner, D. M.** (2023). When equal isn't equal: Contrasting equity and equality perspectives in supporting women professors. *Industrial & Organizational Psychology*, 16(2), 248-251.

13. **Gardner, D. M.**, Ali, A. A., & Ryan, A. M. (2023). Reparative impression management for ex-offender applicants: Understanding mechanisms, race/ethnicity and disclosure timing. *Journal of Business and Psychology*, 38(3), 561-578.

Recipient of *Journal of Business and Psychology* Editor Commendation

12. Leong, F. T. L., **Gardner, D. M.**, Prasad, J. J & Nye, C. D. (2022). The five-factor Career Adapt-Abilities Scale's predictive and incremental validity with work-related and life outcomes. *Journal of Career Development*, 50(4), 860-882.

11. **Gardner, D. M.** & Prasad, J. J. (2022). The consequences of being myself: Understanding authenticity and psychological safety for LGB employees. *Journal of Occupational and Organizational Psychology*, 95(4), 788-797.

10. *Beckel, J., **Gardner, D. M.** & Prasad, J. J. (2022). Decolonizing intervention assessment: Qualitative and interdisciplinary approaches to understanding "side effects." *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 15(1), 113-116.

9. **Gardner, D. M.**, *Briggs, C. Q., & Ryan, A. M. (2022). It is your fault: Workplace consequences of anti-Asian stigma during the COVID-19 pandemic. *Equality, Diversity and Inclusion: An International Journal*, 41(1), 3-18.

8. Prasad, J. J., **Gardner, D. M.**, Leong, F. T. L., Zhang, J., & Nye, C. D. (2021). The criterion validity of Career Adapt-Abilities Scale with Cooperation among Chinese workers. *Career Development International*, 26(2), 252-268.

7. **Gardner, D. M.**, Lauricella, T., Ryan, A. M., Wadlington, P. L & Elizondo, F. (2021). Managing boundaries between work and non-work domains: Personality, job characteristics and adopted style. *Journal of Occupational and Organizational Psychology*, 94(1), 132-159.

6. **Gardner, D. M.** & Ryan, A. M. (2020) What's in it for you? Demographics and self-interest perceptions in diversity promotion. *Journal of Applied Psychology*, 105(9), 1062-1072.

5. **Gardner, D. M.** & Alanis, J. M. (2020) Together we stand: Ally training for discrimination and harassment reduction. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 13(2), 196-199.
4. **Gardner, D. M.**, Ryan, A. M., & Snoeyink, M. (2018) How are we doing? An examination of gender representation in industrial and organizational psychology. Focal Article for *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 11(3), 1-20.
3. Nye, C. D., Leong, F. T. L., Prasad, J., **Gardner, D. M.**, & Tien, S. (2018). Revising the structure of the Career Adapt-Ability Scale: The cooperation dimension and a 5-factor model. *Journal of Career Assessment*, 26(3), 549-562.
2. Nitttrouer, C.L., O'Brien, K. R., Hebl, M., Trump-Steele, R. C. E., **Gardner, D. M.**, & Rogers, J. (2018). The influence of ethnicity and gender on placing biomedical students into laboratories. *Equality, Diversity and Inclusion: An International Journal*, 37(3), 254-264.
1. **Gardner, D. M.** & Ryan, A. M. (2017). Does intentionality matter? An exploration of discrimination with ambiguous intent. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 10(1), 77-82.

REFEREED BOOK CHAPTERS

- Gardner, D. M.**, French, K. A., & Fletcher, K. A. (In press). Expanding access to overlooked reproductive benefits in organizations: Highlighting fertility treatment and abortion accessibility. In E. B. King, Q. M. Roberson, & M. R. Hebl (Eds.), *Research in Social Issues in Management*. Information Age Publishing.
- Ryan, A. M. & **Gardner, D. M.** (2018). Religious harassment and bullying in the workplace. In D'Cruz P., Noronha E., Caponecchia, C., Escartin J., Salin D., & Tuckey M. (Eds.), *Dignity and Inclusion at Work: Handbooks of Workplace Bullying, Emotional Abuse and Harassment*, Vol (3). Springer: Singapore.

MANUSCRIPTS UNDER REVIEW/REVISION

- *West, D., **Gardner, D. M.**, Prasad, J. J., & Dik, B. J. (1st Revision Under Review). [Topic: Meaning and calling buffering job and health outcomes of stressor exposure]. *Journal of Career Development*
- Gardner, D. M.**, *Beckel, J., Prasad, J. J. & *Chheda, K. (Under Review). [Topic: Sexual orientation and autonomy perceptions]. *Current Psychology*
- *Chheda, K. J., **Gardner, D. M.**, Prasad, J. J., & Leong, M. (Under Review). [Topic: GenAI use and employee motivation]. *Journal of Workplace Health Management*

MANUSCRIPTS IN PREPARATION

French, K., Fletcher, K., **Gardner, D. M.**, Allen, T. A., Prasad, J. J., & Jordan, A. (Stage: Writing) [Topic: Implications of additional data collection expectations in publishing]. Target: *Journal of Management*

Alanis, J. M., **Gardner, D. M.**, & Nye, C. D. (Stage: Writing). [Topic: Vocational interest explaining gender pay disparities]. Target: *Journal of Business and Psychology*

Prasad, J. J., **Gardner, D. M.**, Trzebiatowski, T., & Henle, C. (Stage: Writing). From desk to dinner table: Workload impacts family incivility via ego depletion. Target: *Journal of Business and Psychology*

*Perpich, R. A., **Gardner, D. M.**, Fisher, G. G., & Prasad, J. J. (Stage: Writing). Investigating the relationship between LGBTQ+ supportive organizational practices and work-life balance among LGBTQ+ employees. Target: *Occupational Health Science*

REFEREED CONFERENCE PRESENTATIONS

Chaired Symposia, Panels, & Multi-Presentation Sessions

6. *Davis, S. N., & **Gardner, D. M.** (April, 2025; Co-chairs). Disrupting the DEI Dialogue: Fresh perspectives and bold solutions. IGNITE session presented at the meeting of the Society of Industrial and Organizational Psychology in Denver, CO.
5. **Gardner, D. M.** (April 2024; Chair). Broadening insights on the LGBTQ+ work-life interface. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Chicago, IL.
4. *Morris, K., & **Gardner, D. M.** (April, 2023; Co-chairs). To disclose or not to disclose: Managing understudied concealable identities at work. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Boston, MA.
3. **Gardner, D. M.** (April, 2022; Chair). Advancing understanding of authentic identity expression for marginalized employees. Symposium to be presented at the 2022 meeting of the Society of Industrial and Organizational Psychology in Seattle, WA.
2. **Gardner, D. M.**, & Ryan, A. M. (June, 2020; Co-chairs). Allyship: What works and what doesn't. Symposium presented virtually for the 2020 meeting of the Society of Industrial and Organizational Psychology originally scheduled for Austin, TX.
1. **Gardner, D. M.** & Ryan, A. M. (April, 2018; Co-chairs). Gender equity in I-O practice: The known and unknown. Panel presentation at the 2018 meeting of the Society of Industrial and Organizational Psychology in Chicago, IL.

Conference Papers/Talks/Alternative Sessions & Workshops

67. *Davis, S., **Gardner, D. M.**, & *Gyamfi, J. (June, 2026). The development and validation of a code-switching scale for Black employees. Paper to be presented at the 17th Conference of the European Academy of Occupational Health Psychology in Helsinki, Finland.
66. **Gardner, D. M.** (August, 2025). Discussant in K. A. Fletcher & A. Kom's (Co-Chairs), *Masculinity norms in the workplace: Contemporary issues and implications*. Symposium presented at the conference for the American Psychological Association in Denver, CO.
65. *West, D., **Gardner, D. M.**, Prasad, J. J. & Dik, B. J. (April, 2025). Mitigating the consequences of work stressors: The role of perceived meaning and calling at work. In E. Vosika's (Chair), *Exploring occupational calling: Insights, challenges, and paths to fulfillment*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Denver, CO.
64. *West, D., **Gardner, D. M.**, & Prasad, J. J. (April, 2025). Similarity in work & life disclosure levels predicting LGBTQ+ employee wellness. In W. Rodriguez's (Chair), *Novel research directions on authentic expression at work for LGBTQ+ employees*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Denver, CO.
 - Session awarded the 2025 Best Lesbian/Gay/Bisexual/Transgender (LGBT) Research Award of the SIOP conference.
63. **Gardner, D. M.** (April, 2024). In K. B. Hatter's (Chair), *Research incubator: Current research and professional behaviors of the LGB workforce*. Facilitator in alternative session presented at the meeting of the Society of Industrial and Organizational Psychology in Chicago, IL.
62. *Davis, S., Prasad, J. J., & **Gardner, D. M.** (April, 2024). Evaluating the bi-directional relationship between authenticity and job satisfaction. In B. M. Lynner & J. J. Prasad's (Co-Chairs), *Authenticity at work: Multiple pathways to well-being*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Chicago, IL.
61. *Lynner, B. M., Prasad, J. J., *Benson, A. B., **Gardner, D. M.**, *Bolund, S. (April, 2024). The role of authenticity in confronting workplace interpersonal mistreatment. In B. M. Lynner & J. J. Prasad's (Co-Chairs), *Authenticity at work: Multiple pathways to well-being*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Chicago, IL.
60. *Chheda, K. J., **Gardner, D. M.**, *Beckel, J. L. O., & Prasad, J. J. (April, 2024). Authenticity at work: Predictive nuance via a dimensional approach. In B. M. Lynner & J. J. Prasad's (Co-Chairs), *Authenticity at work: Multiple pathways to well-being*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in

Chicago, IL.

59. *Perpich, R. A., Fisher, G. G., & **Gardner, D. M.** (April, 2024). Investigating the relationship between LGBTQ+ supportive organizational practices and work-life balance among LGBTQ+ employees. In **D. M. Gardner's** (Chair), *Broadening insights on the LGBTQ+ work-life interface*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Chicago, IL.
58. *West, D., **Gardner, D. M.**, & Prasad, J. J. (April, 2024). Alignment in work and life disclosure as predictive of LGBT+ wellbeing. In **D. M. Gardner's** (Chair), *Broadening insights on the LGBTQ+ work-life interface*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Chicago, IL.
57. *Rosen, M. A., **Gardner, D. M.**, & Prasad, J. J. (April, 2023). The silent minority: How diversity climate reduces minority silence and burnout. In T. Bisbey & C. Phetmisy's (Co-Chairs), *Unheard and undervalued: The unexamined consequences of employee voice*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Boston, MA.
56. **Gardner D. M.**, Ali, A. A., & Ryan, A. M. (April, 2023). Criminal record disclosure in hiring: The role of applicant race/ethnicity. In K. Morris & **D. M. Gardner's** (Co-Chairs), *To Disclose or Not to Disclose: Managing Understudied Concealable Identities at Work*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Boston, MA.
55. Nye, C. D., *Alanis, J., & **Gardner, D.** (March, 2023). Closing the gap: Explaining gender pay disparities with vocational interest fit. Paper presented at the International Convention of Psychological Science in Brussels, Belgium.
54. **Gardner, D. M.** (October, 2022). Funding the future of diversity and worker health and wellbeing: Research examples from four NIOSH-funded graduate students. Discussant for symposium presented at the 3rd International Symposium to Advance Total Worker Health in Bethesda, MD.
53. **Gardner, D. M.** (August, 2022). Unpacking the transition from graduate student to faculty member. In D. Arena & K. Landay's (Co-Chairs), *We Got By with a Little Help: Recent Perspectives on the Academic Job Market*. Presenter in professional development workshop (PDW) at the annual meeting of the Academy of Management in Seattle, WA.
52. **Gardner, D. M.**, & Prasad, J. J. (April, 2022). The consequences of being myself: Understanding authenticity, disclosure, and psychological safety for LGB workers. In **D. M. Gardner's** (Chair), *Advancing Understanding of Authentic Identity Expression for Marginalized Employees*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Seattle, WA.

51. Nye, C. D., & **Gardner, D.** (April, 2022). Examining moderator effects on the relationship between interests and satisfaction. In C. D. Nye's (Chair), *The Power of Vocational Interests: Understanding Choices, Attitudes and Behavior*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in Seattle, WA.
50. **Gardner, D. M.** (August, 2021). Mental health while on the academic job market. In Arena, D. & Landay, K. (Co-Chairs), *We Got By with a Little Help: Recent Perspectives on the Academic Job Market*. Facilitator in virtual professional development workshop (PDW) at the annual meeting of the Academy of Management originally scheduled for Philadelphia, PA.
49. **Gardner, D. M.** & Ryan, A. M. (April, 2021). Does identity management beget work-life boundary management? An examination of lesbian, gay and bisexual employees. In S. D. Volpone & L. Barnes' (Co-Chairs), *Research Incubator: Emerging Topics in Stigma Identity Management Scholarship*. Alternative session presented virtually at the 2021 meeting of the Society of Industrial and Organizational Psychology originally scheduled for New Orleans, LA.
48. Kuang, S. K., **Gardner, D. M.**, & Ryan, A. M. (April, 2021). Pay equity analysis in a majority-female STEM profession. In I. Bilotta & E. B. King (Co-Chairs), *Beyond Representation: Understudied Aspects of Diversity in STEM*. Symposium presented virtually at the 2021 meeting of the Society of Industrial and Organizational Psychology originally scheduled for New Orleans, LA.
47. **Gardner, D. M.** & Ryan, A. M. (June 2020). What's in it for you? The role of perceived self-interest in workplace diversity promotion. In **D. M. Gardner** & A. M. Ryan (Co-Chairs), *Allyship: What Works and What Doesn't*. Symposium presented virtually for the 2020 meeting of the Society of Industrial and Organizational Psychology originally scheduled for Austin, TX.
46. Prasad, J. J., Leong, F. T., Nye, C. D., & **Gardner, D. M.** (April 2020). An examination of the predictive validity of the CAAS-5 among working adults in China. In F. T. L. Leong (Chair), *Adaptability at Work: Cross-Cultural Perspectives* [Session canceled]. Symposium accepted for the 2020 meeting of the Society of Industrial and Organizational Psychology originally scheduled for Austin, TX.
45. Leong, F. T., **Gardner, D. M.**, Nye, C. D., Prasad, J. J. (April 2020). Career Adapt-Abilities Scale's (CAAS-5) predictive and incremental validity with work-related outcomes. In F. T. L. Leong (Chair), *Adaptability at Work: Cross-Cultural Perspectives* [Session canceled]. Symposium accepted for the 2020 meeting of the Society of Industrial and Organizational Psychology originally scheduled for Austin, TX.
44. Collier-Spruel, L., Nye, C. D., **Gardner, D. M.**, & Donnellan, B. (April 2020). Exploring the relationship between interests and satisfaction: Moderators of the relationship. In B. Wille (Chair), *Vocational Interests at Work: New Directions* [Session canceled]. Symposium

accepted for the 2020 meeting of the Society of Industrial and Organizational Psychology originally scheduled for Austin, TX.

43. Leong, F. T. L., **Gardner, D. M.**, Nye, C. D., & Prasad, J. J. (May, 2019). Career-Adapt-Abilities Scale (CAAS-5) predictive and incremental validity with work-related outcomes. In A. Keller & C. Nye (Co-Chairs), *The Role of Personal Resources to Face Career Changes*. Symposium presented at the European Association of Work and Organizational Psychology Congress in Turin, Italy.
42. **Gardner, D. M.** & Ryan, A. M. (April, 2019). Cross-gender feedback effects: Do evaluator and recipient gender matter? In A. M. Ryan (Chair), *Speaking While Female: Gender and Communication Acceptance*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in National Harbor, MD.
41. Briggs, C. Q., **Gardner, D. M.** & Ryan, A. M. (April, 2019). Gendered communication behaviors at work affect men and women differently. In A. M. Ryan (Chair), *Speaking While Female: Gender and Communication Acceptance*. Symposium presented at the meeting of the Society of Industrial and Organizational Psychology in National Harbor, MD.
40. **Gardner, D. M.**, Ali, A. A., & Ryan, A. M. (August, 2018). Impression management for ex-offender applicants: The role of race. In T. Barnes & G. Beaver (Co-Chairs), *Stigma, Stereotypes and Selection: A Reality in Review*. Symposium presented at the annual conference of the Academy of Management in Chicago, IL.
39. Prasad, J. J., Nye, C. D., Leong, F. T. L., **Gardner, D. M.**, & Tien, S. (June, 2018) Examining the structure of the Career Adapt-Abilities Scale: The cooperation dimension and a five-factor model. In H. Cardu (Chair), *Career Adaptability and Worker's Career Paths: Different Approach, Methods and Applicability*. Symposium presented at the International Congress of Applied Psychology in Montreal, Quebec, CA.
38. Leong, F. T. L., Nye, C. D., **Gardner, D. M.** & Prasad, J. J. (June, 2018). Career-Adapt-Abilities Scale (CAAS-5) predictive and incremental validity with work-related outcomes. In H. Cardu (Chair), *Career Adaptability and Worker's Career Paths: Different Approach, Methods and Applicability*. Symposium presented at the International Congress of Applied Psychology in Montreal, Quebec, CA.
37. Briggs, C. Q. **Gardner, D. M.**, Ryan, A. M. (March, 2018). Gender competence bias communication at work: Exploring mansplaining, voice nonrecognition, and interruption behaviors. Paper presented at Leadership Excellence and Gender in Organizations Conference in Purdue, IN.

Posters

36. **Gardner, D. M.**, French, K. A., Fletcher, K. A., Allen, T. D., Prasad, J. J. Jordan, A. &

- Murray, M. (April 2027). Additional data collections in peer review: Implications for equity, ethics & rigor. Proposed poster to be presented at the meeting of the Society of Industrial and Organizational Psychology in National Harbor, MD.
35. *Chheda, K. J., **Gardner, D. M.**, & Prasad, J. J. (April 2026). Useful but threatening? GenAI's double-edged impact on motivation. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in New Orleans, LA.
 - Identified as a top-rated poster for the Technology/Artificial Intelligence Content Area Theme Track.
 34. *West, D., & **Gardner, D. M.** (April, 2026). Vocational calling outcomes for LGBT+ employees: The role of diversity climate. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in New Orleans, LA.
 33. Prasad, J. J., & **Gardner, D. M.** (August, 2025). Communal goal congruity and academic outcomes among American Indian and White students. Poster to be presented at the conference for the American Psychological Association in Denver, CO.
 32. *Chheda K., *West, D., & **Gardner, D. M.** (July, 2025). Organizational implications for belonging and engagement: Roles of physical work environment and meaningful work. Poster presented at the Work, Stress and Health annual conference in Seattle, WA.
 31. French, K. A., Fletcher, K. A., **Gardner, D. M.**, Allen, T. D., Prasad, J. J., & Jordan, A. (April, 2025). Critiquing expectations for multi-study papers for peer-reviewed publication. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Denver, CO.
 30. *Chheda, K. J., **Gardner, D. M.**, Prasad, J. J., Trzebiatowski, T., & Henle, C. (April, 2025). From desk to dinner table: Workload impacts family incivility via ego depletion. Poster to be presented at the meeting of the Society of Industrial and Organizational Psychology in Denver, CO.
 29. *Davis, S. N., *Gyamfi, J., & **Gardner, D. M.** (April, 2025). The development and validation of a code-switching scale for Black employees. Poster to be presented at the meeting of the Society of Industrial and Organizational Psychology in Denver, CO.
 28. *Davis, S. N., #Olave, K., Bryant, C. & **Gardner, D.** (November, 2023). The development and validation of a code-switching scale. Poster presented virtually at the Work, Stress, & Health Conference originally scheduled for Miami, FL.
 27. #Castro, D. M., *Beckel, J. L. O., & **Gardner, D. M.** (April, 2023). When choice isn't enough: Telework choice, social support, and job satisfaction. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Boston, MA.
 26. *Davis, S. N., Burch, K. A., & **Gardner, D. M.** (April, 2023). Influence of diversity and

- BLM statements on applicant attractiveness. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Boston, MA.
25. *Beckel, J. L. O., **Gardner, D. M.**, & Prasad, J. J. (April, 2023). Can I do what I want? Implications of diversity climate on perceived autonomy of LGB employees. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Boston, MA.
 24. **Gardner, D. M.** & Ryan, A. M. (April, 2022). Comparing boundary management congruence in heterosexual and LGB employees. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Seattle, WA.
 23. *Alanis, J. M., **Gardner, D. M.**, & Nye, C. D. (April, 2022). Explaining the gender pay gap through vocational interest fit. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Seattle, WA.
 22. *Rosen, M. & **Gardner, D. M.** (April, 2022). In this economy? Voice behaviors and silence under economic crisis. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Seattle, WA.
 21. **Gardner, D. M.**, Briggs, C. Q., & Ryan, A. M. (April, 2021). It's your fault: Workplace consequences of anti-Asian stigma during the COVID-19 pandemic. Poster virtually presented at the meeting of the Society of Industrial and Organizational Psychology originally scheduled for New Orleans, LA.
 - Designated as one of the Top 10 posters in the 2021 SIOP conference.
 20. #Duby, J., **Gardner, D. M.**, & Ryan, A. M. (April, 2021). Who is caring for whom? Coworker perceptions of caregiving accommodations. Poster presented virtually at the meeting of the Society of Industrial and Organizational Psychology originally scheduled for New Orleans, LA.
 19. #Nelson, A., **Gardner, D. M.**, & Ryan, A. M. (April, 2021). Tensions between confidentiality and transparency in sexual harassment investigations. Poster presented virtually at the meeting of the Society of Industrial and Organizational Psychology originally scheduled for New Orleans, LA.
 18. Briggs, C. Q., **Gardner, D. M.** & Ryan, A. M. (April, 2021). Condescension or mansplaining? Attributions to sexism and gender. Poster presented virtually at the meeting of the Society of Industrial and Organizational Psychology originally scheduled for New Orleans, LA.
 17. **Gardner, D. M.** Ryan, A. M., & Kuang, S. K. (April, 2021). Are some accommodations more acceptable than others? Coworker fairness perceptions. Poster virtually presented at the meeting of the Society of Industrial and Organizational Psychology originally scheduled for New Orleans, LA.

16. Kuang, S. K., **Gardner, D. M.**, & Ryan, A. M. (April, 2021). The role of gendered perceptions in understanding feedback quality and LMX. Poster presented virtually at the meeting of the Society of Industrial and Organizational Psychology originally scheduled for New Orleans, LA.
15. Briggs, C. Q., **Gardner, D. M.**, & Ryan, A. M. (April, 2021). Experiences of anti-Asian stigma in the U.S. during COVID-19. Poster presented virtually at the meeting of the Society of Industrial and Organizational Psychology originally scheduled for New Orleans, LA.
14. Kuang, S. K., **Gardner, D. M.** & Ryan, A. M. (June, 2020). Why do you need an accommodation? Controllability and fairness perceptions. Poster presented virtually for the meeting of the Society of Industrial and Organizational Psychology originally scheduled for Austin, TX.
13. **Gardner, D. M.** & Ryan, A. M. (June, 2020). Perceived fairness of workplace accommodations: The role of accommodation reason and controllability. Poster presented virtually for the meeting of the Society of Industrial and Organizational Psychology originally scheduled for Austin, TX.
12. Marquez, S., **Gardner, D. M.**, Nye, C. D., & Wee, S. (April, 2020). Are vocational interests susceptible to faking? An employee sample [Session cancelled]. Poster accepted for the meeting of the Society of Industrial and Organizational Psychology originally scheduled for Austin, TX.
11. **Gardner, D. M.**, & Ryan, A. M. (April, 2019). The role of race and gender in effectively promoting organizational diversity initiatives. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in National Harbor, MD.
10. **Gardner, D. M.**, & Nye, C. D. (April, 2019). Understanding machine learning assessments: Does the reality match the hype? Poster presented at the meeting of the Society of Industrial and Organizational Psychology in National Harbor, MD.
9. Brucher, N., Bradburn, J., **Gardner, D. M.**, McClure, T., Lobene, E. V., Martin, N. R., & Ryan, A. M. (April, 2019). Suitable for all ages? Gamified assessment reactions, performance and age. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in National Harbor, MD.
8. Briggs, C. Q., Harvey, T., & Clancy, R. **Gardner, D. M.**, & Ryan, A. M. (April, 2019). The makings of a glass cliff: Women leaders preferred when there are people problems. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in National Harbor, MD.
7. **Gardner, D. M.**, Ali, A. A. & Ryan, A. M. (April, 2018). The effects of race and impression

management tactics for ex-offender job applicants. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Chicago, IL.

6. Harvey, T., **Gardner, D. M.**, & Ryan, A. M. (April, 2018). Women and minorities falling off the glass cliff? A closer examination. Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Chicago, IL.
5. **Gardner, D.**, Nittrouer, C., Hebl, M., Trump-Steele R. (April, 2017). Do gender stereotypes limit veteran job applicants? Poster presented at the meeting of the Society of Industrial and Organizational Psychology in Orlando, FL.
4. **Gardner, D. M.**, Ryan, A. M. & Snoeyink, M. (February, 2017). How are we doing? An audit of gender representation in industrial and organizational psychology. Poster presented at the 9th Annual Graduate Academic Conference in East Lansing, MI.
3. **Gardner, D.**, Hebl, M., Nittrouer, C., Trump-Steele, R. (May, 2016). From deployment to unemployment: Is discrimination a factor? Poster presented at the Association of Psychological Science Annual Convention in Chicago, IL.
2. **Gardner, D.** (May, 2015). Media effects on disease knowledge and attitudes: Ebola, HIV and the availability heuristic. Poster presented at the Association of Psychological Science Annual Convention in New York City, NY.
1. Carter, J., **Gardner, D.**, Nittrouer, C., Trump, R. C. E., Hebl, M. (May, 2015). What's in a bi-gendered name? Are you too communal/agentive for me to hire? Poster presented at the Association of Psychological Science Annual Convention in New York City, NY.

INVITED PRESENTATIONS

7. **Gardner, D. M.** (April, 2026). Conducting science toward impact for all. Invited IGNITE! session, *From Science to Impact- Shaping the Future of Work Through I-O Excellence*, to be presented at the meeting of the Society of Industrial and Organizational Psychology in New Orleans, LA.
6. **Gardner, D. M.** (January, 2025). Promoting positive LGBTQ+ employee experiences: A multi-study review. Invited talk for the Clemson University I-O Psychology Colloquia Series in Clemson, SC presented virtually.
5. **Gardner, D. M.** (October, 2023). Promoting positive LGB employee experiences: A multi-study review. Invited talk for the Rice University I-O Psychology Colloquia Series in Houston, TX presented virtually.
4. **Gardner, D. M.** (May, 2022). Organizational justice & DEI efforts: A review of research & practical implications. Invited talk for University of Denver Morgridge College of Education Speaker Series in Denver, CO presented virtually.

3. **Gardner, D. M.** (September, 2021). The consequences of being myself: Understanding authenticity, disclosure, & psychological safety for LGB employees. Invited talk for the Bowling Green State University I-O Psychology Colloquia Series in Bowling Green, OH presented virtually.
2. **Gardner, D. M.** (January, 2021). Allyship toward increased workplace equity. Invited presentation to LinkedIn's Business Recruiting Group's "All Hands" recurring virtual meeting hosted from Sunnyvale, CA presented virtually.
1. **Gardner, D. M.** (February, 2016). Media effects on disease knowledge and attitudes: Ebola, HIV and the availability heuristic. Invited poster at Rice University Office of Alumni Relations Classroom Connect event in Houston, TX.

SELECTED AWARDS & HONORS

2025	Joel Lefkowitz Early Career Award for Humanistic I-O Psychology (\$3000)
2024	Colorado State University Best Teacher Award Nominee
2020	Joseph L. White Outstanding Multicultural Research Award (\$500)
2020	MSU College of Social Sciences Research Scholars Award (\$2475)
2019	MSU College of Social Sciences Research Scholars Award (\$3100)
2018	MSU Org. Psychology Outstanding Graduate Student Fellowship (\$8800)
2018	Michigan State University Research Enhancement Grant (\$945)
2016-2021	Michigan State University Distinguished Fellowship (\$135,000)
2016	William Howell Award for Excellence in Research & Scholarship (\$250)
2016	NSF Graduate Research Fellowship Honorable Mention
2016	Phi Beta Kappa National Honor Society Inductee
2014-2016	Rice Social Sciences Undergraduate Research Enterprise Grant (\$1200)
2015	Rice University Scholars Program Research Grant (\$1300)

GRANT/FUNDING APPLICATIONS & INVOLVEMENT

Funded Grant Applications

2022-2027

Louis Stokes New STEM Pathways and Research Alliance: Rocky Mountain Alliance for Minority Participation (RM-LSAMP), National Science Foundation

Budget: \$2,987,427

Role: Research Scientist; PI: Marion Underwood; Co-PI's: Ernest Chavez, Jacquelyn Klancher, Joshua Prasad, Mary Pedersen

Status: Funded (Terminated in 2025 due to federal administrative priorities)

Applications Under Review

2026-2028

Understanding Job Relevance Perceptions of Applicant Criminal Convictions Across Applicant Race/Ethnicity; Society for Industrial and Organizational Psychology, Zedeck-Jacobs Opportunity Equity in Organizations Grant

Budget: \$3994

Role: Principal Investigator

Status: Under Review

2026-2028

Understanding Job Relevance Perceptions of Applicant Criminal Convictions Across Applicant Race/Ethnicity; Society for Industrial and Organizational Psychology, The James L. Outtz Research Grant for Inclusion, Belonging & Fairness in the Workplace

Budget: \$3994

Role: Principal Investigator

Status: Under Review

2026-2028

Implications of Escalating Industry Standards for Professionals' Human Sustainability, Small Grant Program

Budget: \$15000

Role: Co-Investigator; Principal Investigator: Dejun "Tony" Kong; Co-Investigator: Kimberly French

Status: Under Review

Unfunded Applications

2025-2027

Disclosing the Pursuit of Fertility Treatment: Understanding Antecedents and Consequences to Health and Work; Society for Industrial and Organizational Psychology, Small Grant Program

Budget: \$9,900

Role: Principal Investigator

Status: Not Funded

2025-2026

Disclosing the Pursuit of Fertility Treatment: Understanding Antecedents and Consequences to Health and Work; Mountain and Plains Education and Research Center Pilot Project Program

Budget: \$19,941

Role: Principal Investigator

Status: Not Funded

2025

Rapid Response Bridge Funding: Understanding STEM Majors as Ecosystems Using Large Corpora of Student Narratives; Spencer Foundation

Budget: \$14,127.30

Role: Co-Investigator; PI: Dr. Joshua Prasad

Status: Not Funded

2024-2025

Disclosing the Pursuit of Fertility Treatment: Understanding Antecedents and Consequences to Health and Work; Bruce and Jane Walsh Grant in Memory of John Holland, American

Psychological Foundation

Budget: \$18,980

Role: Principal Investigator

Status: Not Funded

2023-2024

Analyzing the U.S. Construction Industry's Initiatives and Programs for Construction Workers' Mental Health; Center for Construction Research and Training (CPWR)

Budget: \$49,989

Role: Co-Investigator; PI: Dr. Mohammed Mehany, Co-Investigator: Vince Hafeli

Status: Not Funded

2023-2024

How Personal and Environmental Factors Shape Alignment in Identity Disclosure Across Work & Life: Health & Wellbeing Consequences for LGBT+ Employees; Bruce and Jane Walsh Grant in Memory of John Holland, American Psychological Foundation

Budget: \$18,796

Role: Principal Investigator; Co-Investigator: Dr. Joshua Prasad

Status: Not Funded

2023-2024

"Out" in Life But Not Work: Health & Wellbeing Impacts of Disclosure Incongruence for LGBT+ Employees; NIOSH Mountain and Plains Education and Research Center

Budget: \$17,478

Role: Principal Investigator; Co-Investigator: Dr. Joshua Prasad

Status: Not Funded

RESEARCH EXPERIENCE

Researching Identity & Stigma in Employment (RISE) Lab January 2022 – Present

PI: Dr. Danielle M. Gardner

Role: Principal Investigator & Lab Director

Purpose: Identify mechanisms and outcomes of identity processes and marginalization in organizations toward increasing employee support and workplace equity.

Michigan State University Diversity Research Group August 2016 – August 2021

PI: Dr. Ann Marie Ryan

Role: Lab Manager, Graduate Member

Purpose: Contribute to knowledge and practices concerning underrepresented populations' identity management and inclusion at work.

Rice University Diversity and Discrimination Lab

Nov. 2013 – May 2016

PI: Dr. Mikki Hebl*Role:* Lab Manager*Purpose:* Focus on issues related to identifying, understanding and remediating discrimination through a blended social, interpersonal and organizational perspective.**TEACHING & MENTORING EXPERIENCE**

Instructor of Record (Colorado State University)

<u>Term</u>	<u>Course</u>	<u>Title</u>	<u>Level</u>	<u>Modality</u>	<u>Hrs</u>	<u>Enroll #</u>
2026 SM	PSY 340	Organizational Psychology	UG	Online	3	32
2026 SP	*PSY 210	Psych. of Ind. in Context	UG	In-Person	3	133
2026 SP	PSY 596D	I-O Psych. Weekly Seminar	GR	In-Person	2	4
2026 SP	PSY 340	Organizational Psychology	UG	Online	3	20
2025 SM	PSY 340	Organizational Psychology	UG	Online	3	31
2025 SM	PSY 341	Org. Psych. Lab	UG	Online	1	20
2025 SP	PSY 340	Organizational Psychology	UG	Online	3	20
2025 SP	*PSY 210	Psych. Of Ind. In Context	UG	In-Person	3	134
2024 FA	PSY 340	Organizational Psychology	UG	In-Person	3	54
2024 FA	PSY 341	Org. Psych. Lab	UG	In-Person	1	50
2024 SM	PSY 340	Organizational Psychology	UG	Online	3	31
2024 SP	*PSY 210	Psych. Of Ind. In Context	UG	In-Person	3	137
2024 SP	PSY 340	Organizational Psychology	UG	Online	3	20
2023 FA	PSY 340	Organizational Psychology	UG	In-Person	3	54
2023 FA	PSY 341	Org. Psych. Lab	UG	In-Person	1	50
2023 FA	PSY 792D	Diversity in Organizations	GR	In-Person	3	5
2023 SM	PSY 340	Organizational Psychology	UG	Online	3	24
2023 SP	PSY 340	Organizational Psychology	UG	Online	3	20
2023 SP	PSY 292A	I-O Psychology Seminar	UG	In-Person	1	30
2023 SP	PSY 596D	I-O Psych. Weekly Seminar	GR	In-Person	2	6
2022 FA	PSY 340	Organizational Psychology	UG	In-Person	3	53

2022 FA	PSY 341	Org. Psych. Lab	UG	In-Person	1	53
2022 FA	PSY 644	Advanced Org. Psychology	GR	In-Person	3	4
2022 SM	PSY 340	Organizational Psychology	UG	Online	3	20
2022 SP	PSY 292A	I-O Psychology Seminar	UG	In-Person	1	16
2021 FA	PSY 792D	Diversity in Organizations	GR	In-Person	3	8

*co-taught course.

Graduate Mentoring (Colorado State University)

Dissertation Chair

Marisa Rosen (2022)
 Julia Beckel (2024)
 Kinjal Chheda (2026)

Dissertation Committee Member

Annika Benson (2024)
 Elizabeth Lucci-Rimer (2025)
 Kelsie Colley (2025)
 Alexa Jayne (2026)
 Hannah Finch
 Linda Helsley
 Tom Schlechter
 Kesea Nutter

Master's Thesis Chair

Danielle West (2025)

Master's Thesis Committee Member

Annika Benson (2022)
 Rachel Perpich (2023)
 Amanda Spitzer (2024)
 Trudy Tompkins (2026)
 Brenna Carter (2026)
 Allie Kom
 Luiza Flores

Undergraduate Mentoring (Colorado State University)

Undergraduate Thesis Advisor

Heather Tran (2023)
 Taylor Haun (2024)
 Roy Shalev (2025)

Undergraduate Thesis Committee Member

Hannah Kaiser (2022)
 Leila Zulic (2023)
 Anika Johnson (2023)
 Olivia Detry (2023)
 Elisa Randazzo (2024)
 Ashley Morris (2026)

RISE Lab Undergraduate Research Assistants

Nora Isbilir (Spring 2026 - Present); Emilia Morao (Fall 2024 - Spring 2025); Joselle Gyamfi (Fall 2023 - Spring 2024; Ph.D. student at George Washington University); Jade Loerzel (Fall 2023 - Spring 2024); Destiny Castro (Spring 2022 - Spring 2023; Ph.D. student at Rice University); Mary Lynne Larson (Spring 2023; Master's student at Vanderbilt University); Karina Olave (Spring 2023)

PROFESSIONAL ACTIVITIES & SERVICE

Professional Service & Reviewing Experience

Editorial Board Member

Journal of Business and Psychology (2023 - Present)
Occupational Health Science (2025 - Present)

Guest Editor, Special Issue

Career Development International, "Changing, evolving, persisting: Exploring the role of masculinity in careers and family" (2024 - 2026)

Ad-Hoc Journal Reviewer

Journal of Experimental Social Psychology; Equality, Diversity & Inclusion: An International Journal; Journal of Occupational and Organizational Psychology; Sex Roles; International Journal of Communication; Journal of Undergraduate Research; International Journal of Environmental Research and Public Health; American Behavioral Scientist; Journal of Management Studies; International Journal of Selection and Assessment; Applied Psychology; Industrial and Organizational Psychology; Journal of Experimental Psychology: General; Current Psychology

Ad-Hoc Grant Reviewer

American Psychological Foundation's Wayne F. Placek Grant (2022 – 2024)
 National Science Foundation, Science of Organizations (2022)

Society for Industrial and Organizational Psychology

Conference Reviewer (2020 – Present)
 Hebl Award Committee Member (2024)
 APA Program Committee Member (2024 – 2025)

Goldstein and Schneider Scholarship Committee Member (2021 – 2022)

Academy of Management

Conference Reviewer (2021; 2022)

University Service

College of Natural Sciences, Colorado State University

College of Natural Sciences Undergraduate Scholarship Rater (2022 – 2024)

Psychology Department, Colorado State University

Faculty Hiring Search Committee (Fall 2022)

Diversity and Inclusion Team Committee Member (2022 – 2025)

Graduate Curriculum Committee (2026 - Current)

Industrial & Organizational Psychology Program, Colorado State University

Comprehensive Exam Chair (Spring 2022 - Spring 2025)