



Michele Joy Gelfand

1996 - 2021

A Terp Forever



**THIS YEARBOOK IS DEDICATED
TO MICHELE TO HONOR HER MANY YEARS OF FRIENDSHIP
AND ACADEMIC PRESTIGE DURING HER TIME AT
UNIVERSITY OF MARYLAND, COLLEGE PARK.
YOU WILL BE MISSED!**



BEN SCHNEIDER

My oh-so-fond reminiscences of my colleague Michele are too numerous to present in a quick note. The short story is that we met at an international psychology conference before she ever received her PhD and we have been close colleagues and friends since then. I knew when I met her she was fabulous and I was right and her mentor, Harry Triandis, fully supported my impressions. Though she was a social psychology PhD, I figured we could get her to see the value of I/O as well and she did that, too. Her capacity to simultaneously manage a lab, astonishingly broad field research, writing amazing articles and books, and mentoring students is appropriately legendary. Michele is indeed a legend in her own times. It is just a shame that she has never been able to put a smile on her face, be spontaneous and cheerful in social situations, be insightful and creative in discussions of her and others work, or be able to write a sentence that others will understand but then again, you cant have everything. Enjoy the new digs Michele :). Your colleague, Ben



Getting ready to river raft



The esteemed I/O Psychology Program faculty

I have worked with and been friends with Gelfand (aka Michele) for approximately 20 years. It is impossible to concisely state the impact she had on the program as well as on me. I have tons of fond memories of her. Many of these memories revolved around food and, in particular, eggs. She would call people a good egg if they would go out of their way to help others. There was another period when Michele was trying to improve the nutritional value of her diet. She would bring in hard boiled eggs to the office each day for her breakfast. However, I don't think she ever ate one of the eggs. Instead, she would give the eggs away to students and other faculty every day. I also fondly remember her Aunt Ruth's visit to the program. Aunt Ruth was very special to Michele. She convinced her Aunt Ruth to visit the program by telling her that everyone wanted to taste her chopped liver recipe. Doubtful that this was true. Aunt Ruth made the dish anyway. I remember Michele proudly introducing Aunt Ruth to the faculty and students. And true to advertising, Aunt Ruths chopped liver was great.

But beyond food, of course, I remember the hard work and fun that Gelfand and I had co-creating and co-teaching a graduate seminar on cognition and negotiation. The semester quickly passed and soon it was the end of the semester. We both decided to hold the last session at a local College Park establishment. We were going to discuss the final set of readings over drinks and snacks, but we never discussed a single article. Instead, we had laughs, great conversation, food, drinks, and even cigars.



PAUL HANGES



Of course, her impact on the program is immeasurable. I remember when there were about 20 graduate students enrolled and we were the only two faculty members left in the program. Those were difficult times but we both had fun working together to recreate and rebuild the program. The energy that she had and shared with her students, the faculty and the entire program was truly incredible and invaluable. Gelfand is truly a great friend and colleague. I will miss working and chatting with her on a regular basis.

MEMORIES

ARIE KRUGLANSKI

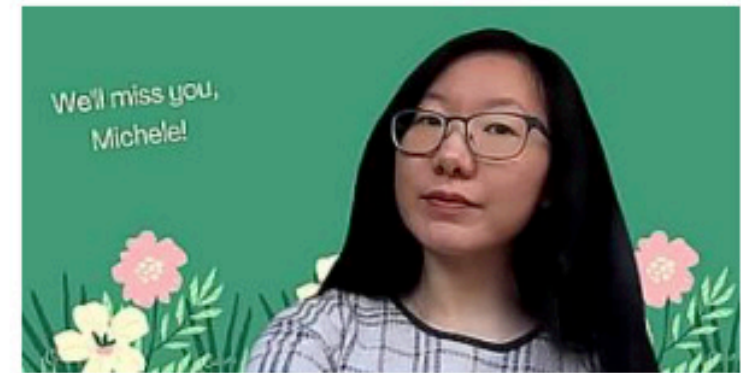
When I think of Michele, the term that comes to mind is gratitude. Gratitude for having her with us these last 25 years, and for what she gave her students, her colleagues, SDOS and the department. Michele was all about giving, she called it the Jewish Mother syndrome. It was about food, and we all enjoyed the Jimmy Jones sandwiches to which she often treated her colleagues, and the many great parties she threw at her home, whether pot luck or not, but it was not only about food. In my many travels with her on joint research grants she always insisted on giving. After a visit to a Jail in Manila, she initiated us buying a printer for the warden, and on numerous occasions she initiated invitations of our guests and coworkers for dinners, lunches and breakfasts (OK, so mostly food). I am trying to remember the most striking thing I can recall related to Michele. Usually, I am not an assessor, and find it hard to determine what was best, most, or greatest. In this case, however, the event stands very clear in my mind. It was when Michele shared with me the genealogical information from a family member that she and I are related. This was the most surprising event I ever experienced, and also the best surprise ever. For that too, I am very grateful.



LINDA ZOU

Dear Michele - I am so bummed out that we didn't get to spend more time together, and so grateful for the time we did have! Thanks for everything - you have made me feel so welcomed and supported!

We'll miss you,
Michele!



KLAUS BOEHNKE

So, I go back yet another 16 years to 1996. The older one gets, the fonder are memories from way back when. In the attached picture, you see us on a cruise on the St. Lawrence River on the occasion of the 16th International Congress of the International Association for Cross-Cultural Psychology (IACCP) in Montreal. This was the first time I met Michele. I believe it was the time when she had just accepted the offer from UMaryland. As an aside, I should mention that in 1996 IACCP had already drawn the two of us in, so-to speak. Michele became treasurer a few years later. I was IACCP's secretary general from 2000 to 2008, and lately (2018-2020) its president. The us on the picture includes Mark F. Peterson, an American, now, I believe, at Aarhus University in Denmark, sitting on Michele's right side (with me on her left side).



On the window side, next to Mark, a colleague whose name I do not remember; the same applies to the colleague sitting opposite to her on the window side. The gentleman sitting opposite to Michele and me is Norm Feather from Flinders University in Australia, one of the most prominent psychologists from down under like Michele and myself working on values and related constructs. Why do I send this picture? Because it shows the birth of a highly productive academic friendship. From ever then onward Michele and I cooperated on survey studies of mutual interest. Our cooperation, of course, culminated in the seminal paper on tightness-looseness that Michele had the chutzpah to push into Science in 2011. It was my pleasure to not only be a passive data deliverer for that paper but an active participant in the production of analyses and text. Thank you, Michele, that you had the guts to sell a simple seven-item (or was it six?) factor analysis to the second most important journal around for us academics. That publication laid the ground for my nomination of Michele for the prestigious Anneliese Maier Award of Alexander von Humboldt Foundation, endowed with 250,000 Euros, which she received in 2012. It also laid the ground for me to receive an offer for a professorship at the University of Warwick, ranked in the Top 5 of UK universities, and among the Top 20 worldwide. I declined the offer, and stayed at Jacobs University with improved conditions that still pay off. As we have continued to cooperate also after Anneliese Maier, I have high hopes that there will also be joint projects in the future unlike public universities in Germany, Jacobs, as a private enterprise, does not know mandatory retirement, and allows me to continue for at least four more years, long enough, I'd say, to venture into something new with Michele...

In the attached picture, you see us on a cruise on the St. Lawrence River on the occasion of the 16th International Congress of the International Association for Cross-Cultural Psychology (IACCP) in Montreal. This was the first time I met Michele. I believe it was the time when she had just accepted the offer from UMaryland. Why do I send this picture? Because it shows the birth of a highly productive academic friendship.



BRANDON CROSBY

One of my all time favorite memories of Michele happened right after she returned from a trip to Singapore. I was sitting in the graduate student lab when we heard Michele's iconic footsteps coming from the elevator. 'That sounds like...!' someone started, before the door opened and there was Michele, fresh from the airport. After a long overnight flight, she went right into the office and was still ready and willing to talk to students about their research. We politely suggested that she go home, but she was determined! Something small like a flight across the planet wasn't going to stop Michele from reaching out to her students and doing her research. One day, I will have the same energy, or at least, that's what I tell myself. UMD will sorely miss you!!

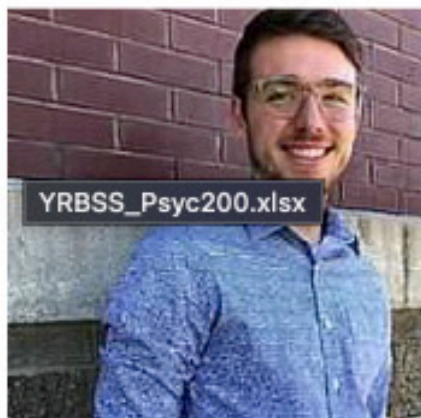
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JON WILKENFELD

Michele appeared in my office in the Government and Politics Department at Maryland 25 years ago, accompanied by a somewhat dubious-looking Psychology Department professor. She was being interviewed for a position in the Psychology Department and had asked if she could meet with me. Although I am a political scientist, Michele had taken an interest in my work on conflict and crisis behavior, and she wanted to explore the extent to which an interdisciplinary collaboration might be possible. In a sense she was interviewing me, in the way that most star recruits check things out while being checked out themselves. Needless to say, I was totally overwhelmed even then with the depth of her interdisciplinary knowledge and interests. Over the years, we have often collaborated in the training of graduate students, secured research grants, and published our joint research in interdisciplinary journals.

At first I was surprised that Michele's appointment at Stanford will be in their business school, with a courtesy appointment in psychology. But really, who could pull this off better than Michele, who has crossed disciplinary lines since her earliest days at Maryland. Our great loss is Stanford's great gain, and I hope that Michele will continue to push the limits of research, in line with her creative mind and her uncompromising attention to scientific rigor. Best of luck.



DYLAN PIEPER

Michele is an encouraging mentor and boss who recognized my unflappable Buddha nature. Michele takes the time to make everyone in the lab feel welcomed, get to know them, and discuss their ideas and goals. Unfortunately all my memories I shared with her are through Zoom, but I enjoyed going to the digital Jazz concert and eating Wisconsin cheese!



ERICA MOLINARIO

Michele, I am extremely grateful to have had crossed paths with you at UMD! I have learned so much from you and I have a deep admiration for you and your research. You truly are an example of integrity, creativity, and fun that all young scholars like me should follow as an example. Thanks for all that you have done for me and the program, you made SDOS a family and you made me feel part of it, I will be always grateful to you! Stanford is so lucky to have you!



HANNAH SAMUELSON

I'm grateful to have received Michele's constructive mentorship, delightful tours of the Cosmos Club, and bagels at lab meetings. I'm sure your influence will be missed at UMD, the West Coast is lucky to have you - best of luck in your new position!



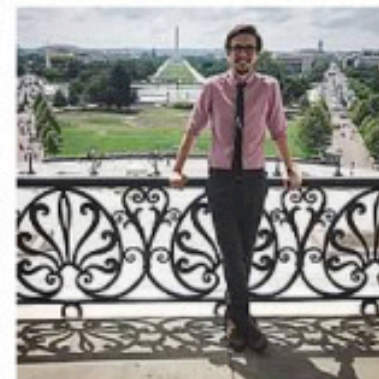
JOSH RYAN

Michele is always such a warm presence in class, at brown bags, at our program socials, and when our paths cross in hallways. Michele is fantastic at making others feel welcome and appreciated. I remember feeling nervous as I awaited a talk with Michele as the last interview with faculty during my interviews for the university, but ended up greatly enjoying my conversation with her that day. She spoke enthusiastically about the work done in her own lab, and the labs of the other faculty, and it contributed to my feelings that the program would be both intellectually stimulating, but also congenial and exciting. I was lucky that Michele agreed to serve on both my masters thesis and dissertation committees, and I benefited greatly from her thoughtful comments, brilliant ideas, and support. I felt just as lucky, though, sharing a drink with her and hearing her thoughts about the television show *The Americans* during one of our social gatherings. Michele cares greatly about the program, and fosters a sense of real community within it and I think the success of those efforts show in the friendships many of us have with our peers. I'm deeply appreciative of my experiences with Michele, and wish her all the best at Stanford!



PIOTR PROKOPOWICZ

One of my favorite memories with Michele is meeting her family's dog, Pepper. Of course, the memory is not about Pepper (the wonderful creature that she is), at least not primarily about that. It's about what that meeting represented. It's about feeling at home when you're five thousand miles away from your family. It's about how Michele, her lab, her family--and Pepper!--made me feel welcomed, even though they knew me just for a couple of weeks. As Maya Angelou famously never said, people may forget what you said but they will never forget how you made them feel. I sure won't.



BEN LEVINE

Michele, wishing you all the best! So excited for you! Working with you was so impactful on my career and development. Watching you lead and ideate and create, shaped my thought processes, research identity, and the I/O I wanted to be. I'll always remember the conferences, lab outings, SDOS socials where you showed us what it meant to be part of the program and part of the SDOS family. Thank you for everything and best of luck!





REWINA BEDEMARIAM

As you prepare to transfer to Stanford Business School, I would like to say thank you for being so supportive and for the guidance you gave me. I was nervous about joining the Ph.D. program and had some confusion about the journey but coming to your office and speaking to you about my concerns always gave me some clarity and direction.

Given what has been going on in Ethiopia with the war on Tigray, you reached out to me with a note of support and reiterated that all of SDOS stands with me at this time of crisis. This meant a lot, thank you! You are highly supportive which is invaluable for those of us in grad school. Although it is difficult to see you go, I wish you the best of luck with all your future endeavors.

JENNY CHATMAN

Given that we have been orbiting in the same universe for decades, it is surprising that I only met Michele quite recently - at the Atlanta Academy Meetings (2018?) to be precise-ish. Michele joined our rabble-rouser group and, though we were already operating at ceiling effect levels, she easily dialed up the volume and the fun! Ever since then, whether in research meetings, touring college campuses, or meeting with the Bad Asses, I have been struck by Michele's rare combination of immense brilliance as a scholar coupled with her outsized personality that oozes outrageous happiness, a love of life, and unrivaled kindness to others. Unlike many of you who are mourning Michele's move, I feel like the west coast, and the greater Bay Area specifically, won the lottery in getting Michele to move out here. I await her arrival with glee!



ELIZABETH SALMON

My favorite memories of Michele are the times we celebrated milestones and accomplishments together as a lab. We would come together over drinks at the Cosmos club, meals at delightful restaurants, or for festive parties in Michele's home. Of all our wonderful gatherings, my favorite was when we celebrated Michele and her coauthors publication in Science. I remember the strong sense of community as we toasted to this amazing accomplishment together. Beyond her significant contributions to research and science, I think these experiences capture what sets Michele apart - as a mentor, teacher, and guide, she has created an interconnected family of scholars and practitioners who support and celebrate one another.



GREG BALL

An Appreciation of Michele Gelfand from Gregory F Ball, Dean and Professor College of Behavioral and Social Sciences (BSOS) at the University of Maryland, College Park MD.

Michele Gelfand came to the University of Maryland in 1996 and has over the course of her career at UMD excelled in all aspects of academic life including research, teaching and service. She is without a doubt one of the most impactful scientists in BSOS and at UMD in general. Her impact is apparent from the breadth of her publications and the widespread discussion they have received both in the scholarly circles as well as in the press. Another indicator of her impact is apparent from the many students whose lives she has changed for the better.

She has received every honorific the University can bestow on its faculty including most recently Distinguished University Professor. She is a fellow of the American Academy of Arts and Sciences and member of the National Academy of Sciences. This combination of accolades is indicative again that Professor Gelfand is at the top of her field. The entire BSOS and University community will miss her. I have many memories of Professor Gelfand but one of the most salient was when she visited the Trustees of the UMD College Park Foundation and absolutely wowed them with her description of her on loose and tight cultures.

I attach a picture of Michele and Francis Lee when the Deans office had a celebration of their election to the American Academy.



ROBIN PINKLEY

My Moments with Shel

It is impossible to share a single story about Michele because "she" is the story. To meet her is to know her, and to know her is to love her whether you're her family, friend, colleague, student, mentor, cab driver, waiter, bartender, or someone she happens to pass on the street. I've never known anyone with a more secure sense of self or fewer boundaries. She loves life and the people in it, most especially her husband, daughters, brothers, father, family members, mentors, students, and friends.

Her boundless curiosity leads her to interview everyone she meets. It's impossible to get through a cab ride or restaurant order without her grilling the service person about their life. She is simply incapable of not squeezing every ounce of joy out of each moment of her life. Dinner with her means tasting everything on the menu, chatting up the people at the next table, and laughing until tears roll down your face and you're sick from laughing on a full stomach. We've often had lunch that lasted through dinner.

I've never been with Michele when she did not insist I come to her room as she changes her clothes over a bottle of wine. Why because she has a major case of FOMO (Fear of Missing Out), when the truth is missing any moment with her is a moment lost. For this reason, Michele will fly across the country for one night with her friends and often does. I don't know anyone busier or more willing to be there for you despite this.

I could tell you SO MANY STORIES that would make you laugh out loud and likely shock you. But I won't. These moments together are sacred. To share them would diminish their worth. I've not spent one moment with Michele when I was not in awe of her intellectual curiosity, ability to hold her liquor while sharing profound ideas, generosity, loyalty, humbleness beyond all others, and cathartic ability to make me laugh through my tears. There is no one I trust or admire more. There is no one who can make me laugh harder or cry louder. There is no one I'm more honored to call my friend.

There is only one Michele Gelfand, so if you're reading this, you know exactly what I mean. I love you my Soul Sister!!



SARAH LYONS-PADILLA

Favorite memory: When Michele's 33-country TL study was accepted to Science, she took the whole lab out to celebrate with a limo tour of DC. For reasons that are foggy in my memory, the evening started out with Michele in a pickle costume. When it turned out that the limo AC wasn't working in the blistering Memorial Day weekend heat, Michele whipped out her negotiation skills to get us a new limo so that we could sip our champagne in comfort like respectable grad students. We stopped by the Georgetown waterfront, had a nice Middle Eastern dinner, and finished off the night at a hookah lounge. It was a night for the ages!

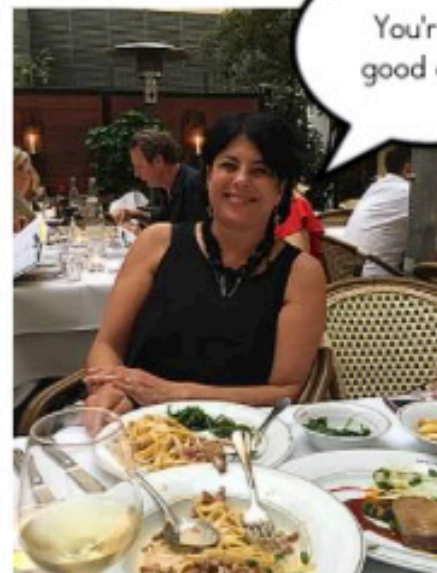


MO WANG

It happened in February 2010. There was a blizzard covering Maryland, D.C., and Virginia. At the time, I was by myself in Maryland and was really bored. So, I decided to go to the office and do some work. When I got there, the psychology building's door facing the parking structure was jammed by snow and I had to dig my way into it in order to open the door. However, when I got to the third floor, Michele was already there with her sunshine-style smile!

She had already been there working the whole morning (after digging through the snow to enter the same door and the snow obviously re-jammed the entrance after that). So, we chatted about how hard it was to dig through the snow and discussed some research-related stuff. I have always remembered that day, thinking about how lucky I am to have a colleague who is so dedicated to her work.

Another piece of fond memory was that Michele always brought me breakfast in the morning when I was in my office. I don't remember when it started, but she just always showed up with boiled eggs, cottage cheese, and a banana for me (the credit also goes to Todd, as he is the one putting them together). The breakfast was really something super difficult to part from when I later was considering moving to Florida :)



JEN WESSEL

Michele leaving is bittersweet - I am so happy for her and this new adventure, but I have to acknowledge what a defining force she has been in our program and in our entire department. Not only is Michele this research superstar who is globally respected for her amazing work, but she also has put in the effort to create a welcoming, positive climate for her colleagues and students. She has been a guiding star for SDOS's culture (which is the perfect balance of tight and loose!) and has watched out and spoken up for her junior faculty colleagues in ways that are greatly appreciated. Over many mentoring meetings, Michele has helped me brainstorm projects, discuss strategy, and also vent (or "kvetch") about life. She has also made it my goal in life to be described by others as a "good egg". I will miss her greatly as an energizing and kind presence in our program.



JAMES GRAND

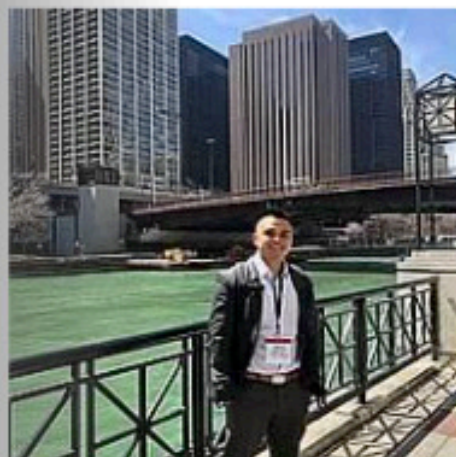
Michele was a big reason why I wanted to join SDOS and UMD. She was the first person I met when I came for the job interview in 2014, and I remember talking with her at dinner that night about her time here, the program, etc. and thinking "Wow, I have never met another person in our field like this!" Her enthusiasm, passion, and interest in learning about everything was so immediately contagious that it got me genuinely excited about the possibility of being part of this group. And then when she referred to herself and the rest of SDOS as "mad scientists who love other mad scientists," there was no going back for me. Seeing all the accomplishments Michele has earned over the past six years I've been here (not to mention all those that came before!) is both amazing and inspiring. But I'll also never forget all the little things that made it so much fun to be her colleague. I will always remember Gelf giving me a hard time for my office not being messy enough and watching Seinfeld anytime I was working at my computer with my headphones on. I will always remember Michele agreeing to help me out with a mentoring event at SIOP, but only if I introduced her as "The Gelf" to everyone in attendance. I will always remember Gelf cheerfully shouting "Hangese! How ya doin Hangese!" down our hallway everytime she came into the office. I will always remember being offered bagels, sandwiches, sushi, cake, and whatever other extra food Gelf had laying around her office. There are too many of those sorts of things to write out here, but I feel so lucky to have had a colleague and mentor as encouraging and supportive as Michele -- and I will definitely never forget that!



Its been about 8 years now since I first met Michele, and she gave me a money tree on my first day of work. Since then, she's given me so much more, including a lifelong friend and mentor. I know Michele will continue to thrive at Stanford, where we can keep making memories and having fun!

JOSH JACKSON

It's hard to come up with just a few favorite memories with Michele because I feel like we have so many! Some of my favorite memories have been when we've traveled around the world together, like our 2016 trip to Israel where Michele gave the keynote at the Israel Organizational Behavior Conference or our 2019 trip to Austria where we worked our way through a bottle of (dry) Riesling while catching up about the last year and looking ahead to the future. Other memories have been closer to home, like when Michele would make me Matzo ball soup and have me over to talk about papers, or when she would stop by my office to say hi and chat for a few minutes as she arrived at work, or when she would take the lab out to the Cosmos club to celebrate everyone's success.



JORDAN EPISTOLA

One of my favorite memories and things about Michele is that she goes out of her way to say hello to you and to talk to you when she sees you. Since my office is by the elevators, people frequently see me and walk by my office on their way to class and/or their offices. I always appreciated how Michele would go out of her way to say hello to me and actually talk to me about how things are going and/or what I have been up to with my own projects whenever she walked by. To see someone that successful in our field take the time to say hello to me and show interest in my work made me feel more comfortable with and proud to be a part of the program. Michele made me feel very welcome, and definitely served as a positive role model and leader to follow in the department.

Another memory would be me first hearing about Michele and Paul's infamous cigar sessions! Hearing this dispelled the stereotype for me that professors are always serious and boring. In fact, it showed me that even the most successful professors know how to have fun and celebrate! It will definitely be a huge loss that Michele is leaving, but I am very glad that I got to know her and take a class with her during my graduate studies!

JAE EUN LEE

Thanks to Michele, I could visit the Cosmos Club, which was one of the fanciest places I've ever been to in my life! It was such a fun, memorable memory. I also fondly remember the event that was held to celebrate Michele's joining of the American Academy of Arts and Science. Michele was indeed a strong, powerful role model. We will miss you, Michele! I wish you the best of luck with the new chapter in life!



JESSE HARRINGTON

I have too many favorite memories with Michele to name! Whether it was planning a strategy to tackle reviewer comments for a PNAS paper (published!), getting shushed because we couldn't help discussing tightness-looseness research at a Bethesda Jazz and Blues Club event, or the kindness she showed my wife and I by hosting a celebration for our upcoming wedding at her house, I couldn't have asked for a better advisor or person to guide me through my grad school journey. Best of luck at Stanford, Michele!

Be Buddha!



REN LI

As researchers, if we want to make new discoveries, sometimes that means taking a leap in the dark – a leap we might not take if we're too afraid to fail. During my Ph.D. I was very lucky to have an advisor who taught me how to approach research challenges in a positive and resilient mindset. Michele offered opportunities that I often felt were beyond me from early in my Ph.D. She encouraged me to stretch my limits, to try new and risky ideas, and not to take no for an answer easily. When I was disappointed in non-significant results from an experiment, Michele was always there to cheer me on and tell me failed experiments were the driving forces of scientific discovery. She often says we are just gonna be buddha about the results, even though she is 100% Jewish! Her encouragement and humor help me to move on with a touch more grace. I'm so grateful that Michele taught me how to be persistent and resilient in the face of discouragement. These are skills I now rely on as an early-career academic. I hope that, when I have my own Ph.D. students, I'll be able to share that failure is normal and expected in science, and if they sigh at their failed experiments, I will say to them "we are just gonna be buddha about this."



DANA NAU

Michele,

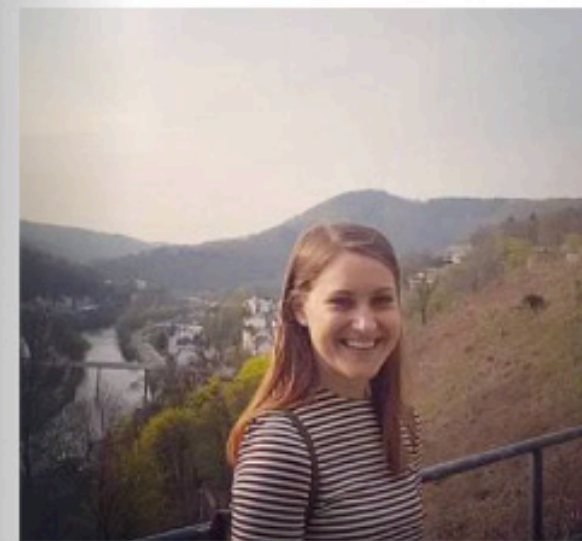
Looking at my appointment calendar, I was surprised to see that we've been working together for more than 10 years! Being from very different academic fields, we started out with very different ways of thinking about research. I recall that we needed a lot of time to develop a mutual understanding of what kind of research problems were interesting and significant, and how to conceptualize and solve those problems. I'm very happy that we both were interested in taking the time to do that. First, it has enabled us and our students to do some "great" research together -- things that neither of us could have done within our own academic disciplines. Second, our work together has been some of the most fun I've had during my academic career. I'll really miss having you as a colleague here at Maryland!

Dana

PS: Virginia asked me to provide a photo to go along with what I've written. Here's one to remind you of how I dressed when I rode my bicycle to our meetings during the winter.



MARIEKE VAN EGMOND



There are a lot of memories that pop-up when I think of my time working with Michele as a postdoc, and nearly all involve a lot of laughter as well as intellectual stimulation. I met Michele (and Todd, Jeanette and Hannah) when they all came to Germany to accept Michele's Anneliese Maier Award from the Humboldt Foundation at the end of 2011. Little did I know then what was in store for me the following two years and the adventures we would have in testing cultural tightness-looseness, in labs, in surveys and on the street in over 30 countries. Our studies were unconventional to say the least, but always adhered to the highest scientific standards. We for example not only relied on the latest survey software, evolutionary theories of behavior or statistical analyses, but also on the most realistic latex warts, skin tone-independent temporary tattoos, universally rebellious hair extensions and unpleasant mixtures of lemonade and vinegar. I visited Michele at UMD a couple of times and was always welcome at the house to catch up with the rest of the family, which illustrated how much of a part her family is of her work as well as vice versa. I am grateful that we are still in touch and am optimistic that our paths will cross again at some time in the future, ideally over a bottle of German Riesling. For now, I wish you a wonderful start at Stanford and I can't wait to follow your tightness-looseness-related as well as any new intellectual endeavors in the future.



JASMINE WHEELER

My favorite memories with Michele, aside from the many research "aha!" moments I had in her office or lab spaces under her guidance, involve the moments we shared that highlight the academic and life milestones that occurred during just over the half decade our paths crossed at College Park. The moment I got the call alerting me that Michele was considering me as a graduate school, little did I know I would become one of her last students during her impressive career shaping the SDOS program and former students. Our first work lunch at Adele's, where we talked about our shared research interests as I was taking it all in during my first week on campus. The journeys to the Cosmos Club, a cultural treat in and of itself, where we often honored visiting scholars and graduating students.

The many social events at her house where she demonstrated her generous hosting style where empty plates and glasses were not only frowned upon by the hostess, but actively filled. Including her lab in the defining moments of her daughter's youth at their bat mitzvahs will always be a testament to her viewing SDOS as an extension of her family, her academic family. I'm so grateful for the beautiful and joyous moments I shared with her developing impactful and meaningful research, celebrating major academic and life milestones together, as I did my best to absorb as much knowledge and savvy before graduating from the program. While the SDOS program will no longer be her home base, her legacy and connection to the SDOS family tree will remain strong. Her absence will be felt at UMD, but the academic community will still have a superstar! Best wishes from San Diego :)

EMILY FORGO

I distinctly remember how nervous I was for my graduate school interview at UMD. I also distinctly remember just how much of an impression Michele made on me during my interview with her that day. She radiated so much warmth and kindness and confidence that it was hard not to feel more at ease as soon as you sat down with her. She was so excited to meet me and to talk about the program. That excitement was infectious and I remember walking out of that interview feeling even more assured in my desire to go to UMD. Words like warmth, kindness, and infectious enthusiasm continued to be words I associated with her during my two years as a grad student here thus far. I could always tell when she was in her office by the excited greetings she would shout down the hall to faculty and students alike. I also greatly appreciated how she would take time out of her busy schedule to check in and see how I was settling into the program whenever she saw my office door open. Her warm, exuberant nature, as well as phenomenal research, has truly made a positive impact here on SDOS, as well as UMD as a whole, and the students and faculty of Stanford will be incredibly lucky to have her!



RELLIE DERFLER-ROZIN

Michele, I still remember our first lunch soon after I arrived at UMD right after my PhD. I have known about your work (obviously!) and admired it but have never met you personally. I will be forever grateful for the kind words and support. You encompass this rare combination of competence and warmth, in addition to levels of energy I have rarely seen before!! You are truly a role model, we will miss you here and I wish you happiness and success in your next amazing journey! You rock!



EFTYCHIA STAMKOU



Dearest Michele,
Huge congratulations! I am so happy for you and very excited about all the great things your professorship at Stanford will bring! You have been a role model to me, an inspiring force from the start of my PhD. I have always been looking up to you and feel blessed for our collaboration. I have met several prolific scholars, but you are unique in many ways: extremely successful, yet approachable and friendly; super busy with all kinds of projects, yet full of energy and always responsive; excited about many different ideas, yet a deep thinker and devoted. I sent you a memory/photo from my PhD defense--a day that became very special thanks to your presence. I am looking forward to working more with you, meeting you f-t-f again, and sharing fun moments with you!
Much love, Eftychia

MICHAEL DOUGHERTY

It's been a true pleasure to work with Michele for the past two decades. We've all seen the passion, energy, and enthusiasm that she brings to the department. What many don't see, however, are the random woo-hoo's and hurray's of support she sends out. I have the pleasure of receiving these bi-weekly, like clockwork. As small as those gestures may seem, they'll be missed.



MANDY O'NEILL

I first met Michele as an undergraduate psychology student at University of Maryland. I was a student in her Intro to I/O Psychology class, one of those large lecture classes you hear about at big schools like UMD. I sat in the middle of the huge auditorium and soaked up the brilliance and humor of Michele, then a young assistant professor. Halfway through the semester, I turned to the girl next to me and sharing probably for the first time out loud that I wanted to be a professor someday. And that's what I did.

One of my favorite memories of Michele took place at the conclusion of her I/O Psychology Honors Seminar. Michele invited all of us to her house for the final class. I remember the afternoon quite well. It felt like what I dreamed college courses would be like, a small group of highly motivated students sharing and learning with a charismatic and engaged professor in an intimate environment. Kind of a Dead Poets Society learning experience.

Michele invited me to join her lab group as a research assistant when I was a junior undergraduate student and she was a young assistant professor. It felt like a family, with Michele as the head of the family and the older graduate students (Lisa Nishii and Jana Raver) like older sisters. A highlight of our lab meetings was the day Michele received notification of her first major NSF grant award. It was a joyous moment, the first of many signs that Michele was on her way to academic rockstardom. I felt lucky to know her, then and now.

At Michele and the I/O groups encouragement, I applied for an NSF Graduate Fellowship as a senior undergraduate student. Inspired by Michele's work, I wrote about my desire to study gender and cross-cultural psychology. I was amazed when I received the award, which I owed in large part to the experience working with Michele at Maryland. The award supported me financially for several Ph.D. years at Stanford (which Michele now knows well is one of the most expensive places to live in the U.S!).

Seeing me graduate from college was a big deal for my parents, especially my mom, who had never attended college. On commencement day, the Psychology department hosted a reception for the graduating Honors students. Michele, Paul, and several other professors attended. My parents were so thrilled to meet Michele and Paul, whom they had heard so much about and to whom they attributed much of my college success and happiness. I recall my mom beaming when she met Michele. I was beaming, too. Now as a professor myself, I know how busy professional lives can be and how its hard to make time to attend all the student events that take place in a large, busy department. Michele, Paul, and I took a photo together that day. I still keep that photo on my shelf as a reminder of the kind mentorship I received at UMD. I am grateful to Michele for making that time for me that day, and so many other days of my undergraduate years.

The Ph.D. years were difficult. I missed the loving cocoon of the UMD I/O Psychology family. I reached out to Michele at some point and we spoke by phone. I don't remember exactly what she said, but I remember her sympathy, and more importantly, her inspiration to work hard and persist. Persistence has been one of the most important traits in getting me through graduate school, through the assistant professor years, and through tenure.



JANA RAVER



I can sum up my grad school memories of Michele in a very simple equation: Michele = joie de vivre + generosity. She was always up for a party and opened her home to all of the faculty and students on so many occasions. These parties were usually huge events organized to celebrate others big life events and successes, where she served amazing goodies and laughter. I had never seen such positivity and generosity before my time with Michele at Maryland, and have not seen it since. This particular evening in 2001, she had gone completely over the top to organize a celebration for me, something for which I will always be grateful. Thank you, Michele, for all that you did and all that you continued to do to make grad school at Maryland a magical experience.



LYNN IMAI

MG.

When I reflect on my time with you at Maryland, the first word that comes to mind is MOM. When I first joined the program, you were a new mom to Jeanette who was still a toddler in a car seat and Hannah wasn't born yet. This feels like yesterday to me, but can you believe this was 18 years ago?! While you were an academic mom to me and the other students, you really did come close to a real one. Thank you for feeding us often! I appreciated the random boiled egg + salt shaker offerings during our meetings and the parties with 35 White Castle burgers and 20 large pizzas!

Academically, you always had me at the edge of my comfort zone and encouraged a growth mindset. You put a lot of trust in me to do some really bold things like being a 24-year-old discussant at AOM alongside senior scholars and writing a crazy chapter integrating 9 disciplines including stuff on monkeys! I grew so much from the novel, diverse, and challenging opportunities you put in front of me and your ability to be a true boundary spanner and adventure-seeker in your intellectual pursuits. My very best to you as you start your new chapter! You are a huge loss to Maryland and Stanford is extremely lucky to have you!
Much Love,
Lynn



MAURICE SCHWEITZER

Though Michele and I are surprisingly close in age, I have looked-up to her for a long time. Michele has given me wise counsel from everything from serving as a president of IACM to when to give a speech at a party. Michele is an amazing mentor, leading light, and simply one of my favorite people. She is both intensely serious as a scholar who has redefined cross-cultural research, and wonderfully fun. Who else throws parties for new appliances? You can reliably find Michele at the bar talking about her Happy Headaches. The Gelf reflects the very best of academia and swears like a sailor about everything else.



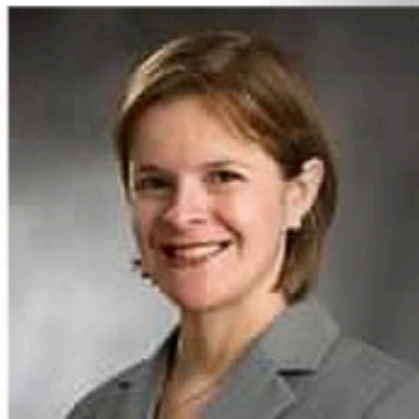
Michele w/ Laura Kray, IACM, Kyoto, 2009.

LAURA KRAY

When I think about my interactions with Michele over the past twenty years, I think of global adventures, hearty laughter, copious amounts of white wine (which must always be tasted first before committing to a full glass), and delicious cuisine in fancy restaurants, interspersed with some academic talks and research discussions. More than anyone I know, Michele is always up for an adventure and is fearless in her embrace of the new and unfamiliar. While her home base will change with her move to Stanford, something tells me the "go go go" attitude of Michele will continue, and we will barely notice a difference. I am grateful that she will be a car ride away from me in California, but I am under no illusion that her break-neck pace of travel in service of her passion for culture will subside. I enjoy watching Michele's boundless energy, in awe from the sidelines.

REBECCA RATNER

I have always loved arriving at the Psychology Department to serve on a dissertation committee that Michele was chairing or serving on. Her warmth, wisdom, and upbeat attitude enriched the experience for all of us. Her personal greetings to me when I entered the room made me feel welcome and included. Congratulations on this exciting new chapter at Stanford, Michele! I will miss you.



LISA LESLIE

I vividly remember my last meeting with MG as a grad student at UMD. It was the day before I headed off to start my first job as an assistant professor at UMN. Since it's Michele, we were squeezing in all the research meetings we could before I left. After we wrapped up the meeting, I left her office and "immediately" burst into tears. I spent the next few minutes alone in the computer lab trying to get myself together and cover up the fact that I had been crying. I went back to Michele's office a little while later to update her on one last analysis. She immediately announced that she had been crying her eyes out since I left, and also reported that she had checked the exact number of emails we had sent to each other over the last five years (it was in the thousands). That's one of the greatest things about Michele. She cares about her students deeply...and isn't afraid to show it!



SNEHESH SHRESTHA

While our regular team meetings, random lunches, and conference events have all been fun--the Cosmos dinner is a fun tradition Michele hosts every year bringing together all the lab members and their loved ones, and it is obviously my favorite. Not only was it a time to let loose (pun intended) plus wine and dine, to me, it was also the time I realized the lab's strong culture--one that Michele made me feel a part of...the culture group family. The threat dictionary project has been a long learning curve of ups and downs (a journey!) and I am excited that we are putting a bow on it as you close this chapter at UMD and start a new one at Stanford. I am surprised that we don't have any pictures of us together but I guess we have been busy having fun, more than taking pictures of us having fun :) --here's one of Virginia and me from the SPSP conference. My best wishes to you with many more successes as you move to the other coast!



ED LEMAY

Michele, I'm going to miss having you next door! I'll miss all of our hallway conversations, your energy, and your humor. I'll also miss our parties, and all of the fancy wines. You've been a great colleague and friend. Good luck at Stanford, and congratulations!
Ed





GILAD CHEN

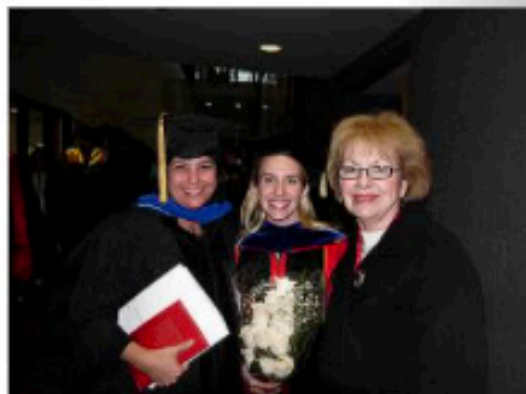
We will all miss Michele for her outstanding scholarship and mentorship of students. She's certainly a huge loss for U of MD, and an equally huge gain for Stanford! But, for me, Michele's departure also means fewer joint dinners, drinks, and fun conversations with Michele and Todd. In fact, it is hard for me to think of any real conversations I've had with Michele where great food and drinks were NOT involved! Michele has been a great friend. I guess we'll just need to relocate our get togethers to Napa now -- and that's ok.. Thanks for all your great contributions to U of MD, Michele, and have a great transition to Stanford! We will miss you (and Todd).

We will all miss Michele for her outstanding scholarship and mentorship of students. She's certainly a huge loss for U of MD, and an equally huge gain for Stanford! But, for me, Michele's departure also means fewer joint dinners, drinks, and fun conversations with Michele and Todd...I guess we'll just need to relocate our get togethers to Napa now -- and that's ok..

LAURA SEVERANCE

Here are a few of my favorite Michele memories. The West Coast is lucky to have her!

- MG always offering me a hard boiled egg when we met. Her students never went hungry!
- An incredible MURI dinner at Zaytinya. I remember eating a lot of whipped garlic. She always makes sure to celebrate students' and collaborators' successes and show her appreciation.
- MG opening her home to us for lovely parties with her husband, daughters, and Pepper. The desserts were especially abundant!
- MG iterating on countless drafts of my dissertation at all hours of the day and night.
- MG mentoring me, pushing me, and giving me the skills for a successful research career.



MICHELLE DUGAS

For all of the weighty topics of Michele's lab meetings (evolution of culture, revenge, extremism), my strongest memories are most often punctuated by laughter and food. Whether sharing bagels and schmear, pizza, or kitfo, Michele's lab meetings were more than an exchange of ideas they were an opportunity to build community and friendship. I am forever grateful for those moments and, while I know Michele's move will be a loss to the UMD community in more ways than one, I am excited for the students at Stanford who will get to benefit from the same warmth and thought leadership. Congrats, Michele and may the best be yet to come!

XINYUE PAN

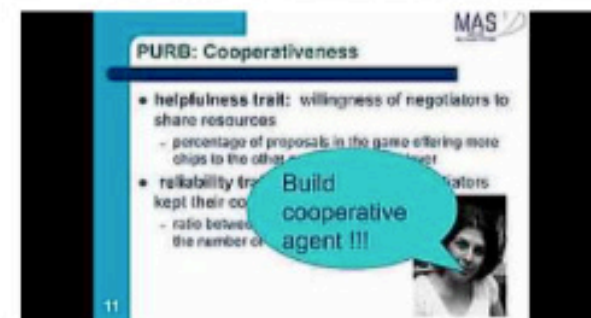
I still remember the day when I arrived in the U.S. It was my first time visiting a foreign country. I had two suitcases that were heavier than myself. I had no credit card, no Google Map, no Uber app, and the only thing I had was a phone number of Michele. Michele picked me up from the airport. On our way, she told me about I-495, why buildings in DC cannot be taller than the Monument, the double deck tour bus that I should take, and more that I didn't fully understand. Then she and Nava magically took out a plastic bag, containing a bread, two apples, and a bottle of milk, which had kept me alive for the first two days on this land.

Now I've been living in the U.S. for four years, but my migrating has never stopped between different fields of research, different stages of career, and different forms of life. Every time when I step on a new land and feel at a loss, I find Michele's number. I know that she will always find me, guide me through the way, and book me a bus tour, on which I can start exploring the world myself. I know that she will always feed me when I starve, but also cheer for the Mapo Tofu that I cook. I can never speak enough about how grateful I am to Michele. I will not say farewell because I know Michele will always have my back no matter where she is and where I go. I feel so lucky to be one of Michele's students at the University of Maryland and for a lifetime.



SARIT KRAUS

Presented is a slide from my talk on Human-Computer Negotiation: Learning from Different Cultures from June 2010. In the talk I described a computer agent that could negotiate well with people. It was developed together with Michele. One of our main discussion topics was about the level of cooperativeness of the agent. Michele argued that the automated negotiating agent needs to be cooperative, and my approach was that the agent should maximize its expected utility and. She explained that reaching an agreement that is not fair will lead to breaking the agreement. My point was that if so, this criterion should be part of the utility function. Recently, one of my graduate students developed a negotiation agent that tries to maximize its expected utility and social welfare. I brought my discussions with Michele as a justification.



PURB: Cooperativeness

- **helpfulness trait:** willingness of negotiators to share resources
 - percentage of proposals in the game offering more chips to the other negotiator
- **reliability trait:** willingness of negotiators kept their cooperation
 - ratio between the number of...

Build cooperative agent !!!

JEANNE BRETT

Memories of Working with Michele

Michele and I share heritage. We both have PhDs in psychology at the University of Illinois. But that is not where we met! Her PhD is newer than mine by 24 years! When I retired a few years ago, I sent her my academic regalia with the orange and blue U of I stole. I doubt the 8 cornered tam fits her head. Michele has a bigger brain than I do!

We met on a panel on culture and negotiation at the 1999 IACM conference in San Sebastian Spain. My clearest memories of that conference are not of Michele, but the trip to the Guggenheim in Bilbao to see the Richard Serra sculptures and then everyone got sick!

Michele says she pitched the idea of co-editing a special issue or chapter book on negotiation and culture then and I was uninterested. Apparently, she persisted. Isn't that like Michele, and I had the good sense to change my mind. By the 2001 IACM in France, Michele had Jeanette. Jeanette had a purple swimsuit baby gift from me—a good thing too it was really, really hot at that conference, and we had a book contract with Stanford University Press. We hosted a negotiation and culture conference with the chapter authors at Northwestern in October 27, 2001.

Michele got Dean Pruitt to write a forward to the book, which is where you can find his famous question, what would have happened if social science had started elsewhere in the world, for example, in China or Japan, rather than in the West?

We turned the book into Stanford in the summer of 2002 and Stanford sent it back to us in the Spring of 2003 saying the book was too long: cut 20 percent! This was the start of a running joke between us. Michele writes and I cut it by 20 percent.

How many of you have worked with Michele at Platos diner? I have, too. We brainstormed the outline of our chapter A cultural analysis of the underlying assumptions of negotiation theory there. What will Platos do without Michele working in the back room? Where will she find a Platos substitute in Palo Alto? Is it possible to find a Platos substitute?

Our next joint project, with more time at Platos, was what I call the At Your Service study. I think it's our only joint empirical work. It was an ambitious slog collecting negotiation data in Taiwan and the U.S. on dyads and teams. Michele never stopped believing in that study! And I kept going back to Taiwan for more data. We learned a lot and we definitely put culture in context.



Our most recent collaboration was the 2018 Culture and Negotiation conference at Kellogg and resulting NCMR special issue. Michele, writing the outstanding Rule Makers, Rule Breakers, leading numerous grants and contracts doing research all over the world. How could I ask her to do one more thing? But I did, and of course Michele stepped right up. She delivered the cultural experts I so wanted the negotiation community to learn from. She also wrote the introduction to the NCMR special issue and I only cut it by about 5 percent!

Michele, do you ever say no? Well yes you did, twice to Kellogg offering you a job, but I forgive you, at least a little for that.

These two conferences have book cased Michele and my working relationship. What an honor to have had the opportunity to work with you, Michele. Your intellectual bravery and theoretical insight, your drive and your humor, your confidence and your caring, I could go on and on. There is no better colleague and mentor than Michele Gelfand. Her academic contributions are not just to the knowledge base but to the people all over the world she engages with in generating that knowledge. I am honored to be one of those people.



LISA NISHII

I met Michele when she was fresh out of grad school as a visiting faculty member at NYU, where I was taking classes to try to figure out in what subject at the intersection of psychology and economics I wanted to pursue a PhD. One day I was hanging out in the doorway of Harold Goldsteins office telling him that the first time I ever felt truly passionate about something I was studying was when I read Harry Triandis's work on individualism-collectivism. Harold stopped me mid-sentence and took me to Michele's office next door and said, she's your woman. I told her I'm half Japanese and half American and so Harry's work helped me

figure out all sorts of inner conflicts, she said get out of town! and told me I could be Harry's intellectual grandchild. We instantly started working on our first project together (Gelfand et al. 2001. JAP on cognitive representations of conflict). I didn't always get her references to George Costanza and SNL skits (having grown up in Japan I didn't know much pop culture!), but that didn't stop her :).

We had SO many good laughs and loved, loved brainstorming together. We thought we were a pretty sassy duo. I was heartbroken when several months later she told me that she had accepted a job as an assistant professor at Maryland. I thought, how could she possibly leave me?! I knew I needed to keep working with her, that under her guidance and in the presence of her infectious laugh, boundless curiosity, and razor-sharp intellect, I too could find my way. And I did. Moving to Maryland to continue working with Michele is among my best life decision. Thank you, my dearest Michele, for the indelible impact you have had on me personally and professionally. I love, admire, and cherish you. Always xoxox



DAN NEWMAN

Gelfand (memories from 2004-2005)

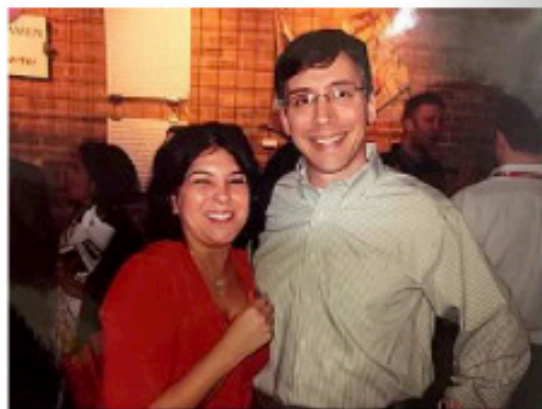
Milestones: Michele moved into Ben Schneider's old office. Jeannette was 3 yrs old. Hannah was close to 1 yr old.

Projects: Michele was writing a paper for Annual Review of Psychology, and was collecting and analyzing data on tightness-looseness.

Grad students: Dave Mayer, Lisa Leslie, Garry Shteynberg, Anu Ramesh, Kirsten Keller, Lynn Imai, Lili Duan, Julie Lyon, Seth Hayes, Hillary Gettman, Mina Sipe

Things Gelfand said basically every day: (a) loud phone call to infant daughter in middle of the day, yelling (in NY accent): Hellooo Beeyootiful! HelloooGawgious!, (b) shouting down the hallway around noon, New York Delil or Jimmy Johns! (she would not take time to eat lunch with you, but she would let you share a sandwich delivery order), (c) asking Are you cranking? (i.e. finishing research projects), (d) greeting Hanges!!! with delight, (e) Hello Newman (from Seinfeld), (f) f-bombs, (g) You're a good egg, and (h) I'm a bad Jew.

Things I recall we did at UMD that year: Rafting trip, Toasting SIOP submissions, Sitting shiva for Michele's mom, Baby shower for Sam Newman, Maryland SIOP dinner in Los Angeles (I think it was the last UMD SIOP dinner). Importantly, no matter how stressful the work could be, Michele always made it fun. Working with Michele feels like being on a winning team.



BILL GABRENYA

Two short stories about Michele Gelfand

Story 1

I first met Michele at a meeting of the Society for Cross-Cultural Research in the early 1990s when she was still a student with Harry Triandis. John Adamopoulos and I attended her presentation, possibly some early work on the tight-loose dimension, after which we both just said, wow. As in: a star is born.

Story 2

One of my pastimes has been making videos of conference presentations, so I recorded Michele's paper summarizing her 2007 Annual Review of Psychology chapter with Miriam Erez and Zeynep Aycaan at the 2006 Spetses, Greece Congress of the International Association for Cross-Cultural Psychology. It was classic Gelfand: a rapid-fire dash through a literature replete with multiple moderators and qualifications. I have used segments of her talk in my cross-cultural I/O classes ever since to accompany reading this or another Gelfand article. I show the video not so much for its content, which students can just as well read, but to demonstrate that really smart people can talk really fast and still make sense, whereas the rest of us have to choose one or the other.



ADAM FACTOR

From the moment I set foot on campus, it was clear that Michele was the cultural heart of this program. I have so enjoyed her boundless energy over these hectic years. She cares so deeply about the staff, faculty, and students around her. The key thing that comes to mind when I think of Michele is personality. She has such a powerful identity as a person that she humanizes everything she does and breathes life into everyone she works with. It's something that I admire for being rare in academia, and makes me proud to be a part of SDOS. Michele's impact transformed this program long ago for the better and I am thrilled to see her spread this culture to the West Coast. Though as a Berkeley alum I'm obligated to complain about her choice of Stanford, as a fan of Michele I am optimistic that she can finally help them compete with a certain esteemed public university across the bay!

JESS FERNANDEZ

It's hard to think of a memory of Michele when she wasn't smiling, giving high fives, getting excited about new studies, planning her next jazzercise, ordering massive amounts of food for lab meetings and celebrations, laughing in the SDOS hallways, or spreading her UMD pride. Michele brings enthusiasm everywhere she goes and she carries that energy into both her research and the connections she makes with people. Even though she's heading to Stanford, we know she's always a Terp!



JANETTA LUN

As I am writing this, it has been nearly a decade since the infamous "pickle costume" picture was taken. This picture brings back fun memories with MG, and I hope it would do that for her as well. I first met MG when I interviewed for the post-doc position in her lab. I can't remember the specifics of what we talked about, but I remember she was very excited about various cultural research ideas. I also thought her work was extremely interesting. Perhaps what was most memorable to me that day was that she drove me around College Park, and she brought me to her house and introduced me to her daughter, Jeanette. I recalled being in awe of how open and welcoming she was. Not long after joining her lab, I became a part of her academic family, which many of you know is signaled by her calling you the first letter of your first name ("J" for me). MG doesn't only have a big brain, but she also has a huge heart. I have learned so much from working with her, including preparing a 100-slide presentation for a MURI progress meeting. The unrelenting effort of doing the best we can to reach the pinnacle of a scientific endeavor is what reminds me of Michele. After a long day at work, I could always imagine her saying, "Let's call this a victory and have a drink."





DONALD CONLON

Hello Maryland, and hello Michele. I know Michele begins a new part of her academic journey at Stanford this Fall, and I am sure my friends at Terrapin Station are sad. But you have been so blessed to have had the most fantastic person to be with you for over two decades. She is amazing! I have literally too many fond memories to reduce to just one, but I will always cherish our time working together in the early years of IACM, a conflict management society we are both a part of. I will also miss visiting her home in Maryland, with its interesting disco ball and shag carpeting upstairs. I look forward to seeing her new digs in California, and of course, I still hope I get to see her on her annual trek to Michigan—a photo from her visit just last year is attached. Love you Shel. Safe travels.

JENS HERBERHOLZ

Dear Michele,
We shared many memorable moments, both as colleagues and friends. Not surprisingly, when I was searching for pictures, I found plenty of our daughters spending time together at school, birthday parties, and musical performances. Aside from your family's friendship over the years, my favorite memory is how we converted a simple crayfish study from my lab into a Master's thesis for one of your students! I will always appreciate your genuine and broad interest in all of science, your advice and guidance, and your humor and positivity. I will miss our regular coffee hours, but since we are all used to Zoom by now, I am sure we can work something out. Maybe instead of coffee, you will be sipping wine in Napa Valley! Stanford is lucky to have you as a new member of their faculty, and it is a big loss for us. Most of all, I am super excited and happy for you and wish you all the best for the new adventure!
Cheers,
Jens



KAREN O'BRIEN

Top 10 Reasons Why I Will Miss Michele Gelfand
10. Michele is an exceptional role model for how to negotiate anything! 9. She is wickedly smart. 8. Michele conducts important research that makes a powerful difference in our world. 7. She has research collaborators and friends - all around the world. 6. Michele is my only colleague who begins her emails to me with Hi Sweetie. 5. She always invites students in her undergraduate classes to dinner at her home - and orders enough food for all 1300 PSYC majors. 4. Michele loves her family deeply: she chose an awesome partner, Todd, and she treasures being a mom to two wonderful daughters, Jeanette and Hannah. 3. I have wonderful memories of our early years as assistant professors having fun dinners at Addies with Lisa. 2. I admire that Michele is courageously pursuing her dream to work at Stanford. 1. UMD will never be the same without Michele!
I'll miss you, Michele. Karen



YOON YOUNG SIM

When I had my first breakfast with Michelle, she said she feeds her students well. And she surely did not only with the food but the warmth. How she welcomes her students, staff, and former people to her dinner is really touching. The conversations that happen within our group meetings with her show how much she cares about her people.

Even with the short time period that I worked at the Culture Lab, I felt I really belonged there with her caring vibes and warmth. I still miss the vibes and people back there. I thank her for giving me a wonderful opportunity to get to know her as an amazing researcher, professor, and person! Although now we both will not be at UMD, I hope this relationship will be continued! Hope you will enjoy the West Coast!



RYAN FEHR

When I think back to my time at UMD, I can't imagine it without Michele. Michele was the best advisor a student could ask for. I just graduated college before joining UMD in 2005, and honestly didn't know what I was getting into. It was only with Michele's kindness, patience, and guidance that I was able to survive my time at UMD and truly enjoy every moment of it. I will forever be grateful to you, Michele, for your lifelong mentorship, friendship, and compassion, and I will forever be amazed at your academic brilliance. Thank you sooo much and, in my role as official ambassador for the West Coast, welcome!



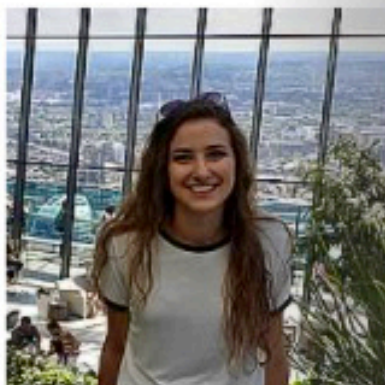


KATHERINE KLEIN

What a joy it was to have Michele as my colleague in my years in the Psychology Department at the University of Maryland. When I think of those years, I remember Michele's cheery shout of Hello, colleagues! as she rounded the corner into the I/O Psychology wing of the department. I remember her scholarly brilliance, her focus and discipline, and her elaborate celebrations of colleagues, students, and loved ones accomplishments. No celebration was complete without decorations, certificates, banners and more. (The more that comes to mind, I confess, is chocolate martinis weird and rather wonderful, too.) I recall discussing how best to measure cultural tightness-looseness and the pleasure of reading Michele's field-changing and illuminating publications on the topic years later. And I remember Michele's words of endearment: good egg, sweet-pea, and mother-f*. Who but Michele could use these phrases more or less interchangeably to shower praise? She is all of these things and a star scholar, colleague, mentor, and friend. Congratulations on all you have accomplished at Maryland, Michele! I know you will go on to accomplish stellar things at Stanford!

EMMY DENISON

During my time working with Michele, I have learned so much. Watching her work has shown me the power of constantly making new connections both with people and with concepts. One of the biggest challenges I faced when I started as her lab manager was keeping track of her collaborations, since it seemed like there was an endless amount of them (and I still think there might be). But as I adjusted, I was able to step back and witness the power of collaboration in action. Through her work with other scholars around the globe, she is constantly producing an overwhelming amount of innovative work in a vast variety of areas. Working with Michele has also taught me how to be constantly on the lookout for connections. Whether it's coming up with anecdotes or innovating interdisciplinary projects that bridge academic fields, Michele is a master at connecting concepts, which makes her work rich and ever-evolving. I look forward to continuing to work with Michele even after she is no longer at UMD, and I know I will carry the lessons I have learned from watching her into my own work.



YAN MU

Michele is my mentor, my friend, my idol, and the person I admire. I met Michele in the summer of 2013 and then had worked together for five years. As a psychologist, Michele has strong passion for scientific research in multiple areas from neuroscience to cross-culture; as a mother, she is open-minded and a lovely mother like I want to become; as a mentor, she can always point out key issues (i.e. problems in the experimental design and essay-writing); and as a friend, Michele has witnessed me finding the right guy, becoming a mother, and finding a job. When I got my position in the Institution of Psychology in China, I felt very anxious, but Michele encouraged me and said you will be a good mentor. Although I'm still trying, I am not afraid anymore to be a good supervisor. When I am met with problems, I think of Michele and what she would do. Her openness, inclusiveness, and her insights and enthusiasm for scientific research inspires me and still guides me. I am so grateful to have worked with her and to be a member of the Culture Lab! Love all of you guys!
Best wishes,
Yan



GARRIY SHTEYNBERG

I remember being a 2nd year doctoral student, on the verge of submitting my master's thesis. After Michele had given me a million suggestions, corrections, and restructuring ideas on many, many previous drafts, I thought we were done. After all, Michele's dad was in town, and I think it may have been his birthday and Michele was throwing a party for him (of course!). Michele emailed me to let me know that we were not done, that I should come to the party, at which she would give me further (and final) feedback. I came to the party, and with both of us standing in her lawn, she marked up the pages of my thesis, handing them to me one by one. I remember it was very windy, so each page had to be passed between us very carefully and with much intention. It was a physical manifestation of how MG approaches scholarship--with perseverance, tenacity, and seriousness, and lots of humor. The moment was as serious as it was ridiculous, and I treasure it still. Nowadays, whenever I think I have finished a paper, I give it another read with my MG hat on, and if I am not smiling by the end it's not worthwhile.





DAVID SLOANE WILSON

I contacted Michele out of the blue to discuss her work. At the time, evolutionary science and cross-cultural psychology were largely separate "islands" of the "Ivory Archipelago"--so much that Michele wondered if I had contacted the right Gelfand! But we quickly established common ground and never looked back. We pooled our resources to hold a series of workshops that led to the formation of the Cultural Evolution Society. She invited me to give a keynote at Northwestern's School of Management, where I took this image that is quintessentially Michele--always brimming with good humor and energy.

Lucky me--I persuaded Michele to join the board of my new nonprofit, Prosocial World, and we will continue to work together at her new Stanford home. You're the best, Michele!

Let's brainstorm... anything goes!



WHEN YOU UNEXPECTEDLY FIND YOURSELF TO BE ALMOST A CLOSE RELATIVE OF MICHELE

In 2002 the Association for Cross-Cultural Psychology organized its conference in Yogyakarta, Indonesia. This was my second IACCP conference. Michele was treasurer. There was a reception and Michele came up to me and said: Hi, you really remind me of my grandmother. Maybe we are distant relatives. She was smiling, she was full of energy, she was highly intelligent and very responsive. I was really happy to consider myself similar to her grandmother, to be somebody who could be a distant relative. We decided to take a picture. Debbie Best, who was the president of IACCP at that time joined the group. We really enjoyed being together.

Since that time, almost 20 years have gone by. Michele has been a highly respected and very much loved colleague to me and I was keen to participate in any of her big comparative researches. This was, in fact, a real privilege.

The work on cultural tightness and looseness really provides a significant contribution to understanding the different societal and citizen responses to the pandemic. Michele is an exemplary person combining cheerfulness, warmth and strength with exceptional intelligence. I wish her a lot of success in her new endeavor in California and send a big grandmothers hug.



MÁRTA FÜLÖP

ASHLEY FULMER

Food is such an integral part of the research process with Michele. She always makes sure the students are fed. Many of my fondest memories happened at restaurants in the district when we had visitors, meetings at Plato's, and in the department conference room with Seven Seas' dumplings. And I loved the parties at her house! Michele threw great parties. Everyone congregated in the kitchen and she piled food and drinks on us. Once, after Michele poured my wine glass to the brim multiple times, I somehow broke the glass on the kitchen floor (I honestly don't know why). It's this love for her students, as well as her love for food, for life, and for science that set her apart and anchored my time at Maryland. Michele's passion and dedication are energizing and contagious. It's something I have missed dearly.



AMY STILLWELL

Michele,

Congratulations on this great achievement! I'm so happy for you as you shift to this next phase of your career, and so grateful to have experienced your incredible mentorship. You have this amazing ability to create family in every space that you enter by pursuing big goals, and encouraging those around to share in a grand vision for themselves. From the moment I arrived at Maryland, you made me feel welcome and appreciated even when I wasn't feeling well, with soup and chocolate pancakes from Plato's Diner! You opened so many doors for me by simply believing that I was capable and inviting me to take responsibility on projects, participate in meetings and conferences, and meet new colleagues. Your knowledge and encouragement were instrumental in my pathway to academia. You inspire me every day, as I strive to bring the same encouragement and energy to my students that you gave to me. I look forward to seeing you even more now that you'll be based in the West Coast! Thank you for being you.

Warm hugs.

Amy



MIRIAM EREZ

Dear Michele,

I cannot write about you as a researcher and colleague without thinking of you as my friend and family.



I cannot remember how many years we have know each other. I think we got to know each other when you were still a doctoral student, working with Harry Triandis at the U. of Illinois in the 90s.

Harry connected between us because I spent my first sabbatical at the U. of Illinois, where I got exposed to Cross-Cultural research.

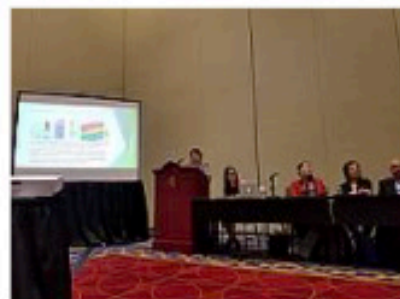


I remember that Michele and I met, and from the first moment, I felt like she is part of my family. Michele asked me about the Psychology Department at the U. of Maryland, where I did my post-doc with Ben Schneider, who welcomed my family and me very warmly and inspired my research interest in organizational climate and culture.

Ben and I have become close friends forever. Ben and his wife Brenda adopted my young family when we arrived and gave us all the baby furniture for my younger son, Mattan, who was 14 months old at the time.

I hope I conveyed to Michele the family culture of the Dept. of Psychology at the U. of MD, where Michele has been developing her career from an assistant professor to a Distinguished University Professor throughout 25 years!

Michele came to visit me in Israel when she was in her early pregnancy with Hanna, who is now in college. At that time, I shared with her the unique and personal meaning of becoming a mom. Then, when Jeanette was born, Michele consulted with me about her middle name. She wanted to name her Shaine, which is in Yiddish (I think Aunt Ruth suggested it). I suggested using the Hebrew meaning- Yaffa ("pretty girl", as she is).



So, now I can say a few words about Michele as my colleague. First, it is impossible to conflict with Michele. Why? Not only because Michele is an expert in negotiation and conflict resolution, but because at the end of all meetings, she always asks, are we connected? Namely, do we love and hug each other? And sure, we do.

Michele, Zeynep Aycan and I collaborated on the chapter on Cross-Cultural Organizational Behavior. *Annual Review of Psychology*, 58, 479-514. Then, about 10 years later we collaborated on the paper: Cross-Cultural Industrial Organizational Psychology and Organizational Behavior. *J. of Applied Psychology*, 102(3):514-529. In

2018 I contributed a chapter titled: From Local to Cross-Cultural to Global Work Motivation and Innovation. In: Gelfand, M., Chiu, C. Y., and Hong, Y. Y. (Eds.). *Handbook of Advances in Culture and Psychology*, 7, 217. New York: Oxford University Press. We are now collaborating as co-editors of: *The Oxford Handbook on Culture and Work*.

We used to meet a lot in the scientific conferences every year, and the last one before Covid 19 was 2019 SIOP in Washington DC.



And now, on Michele as an Academic Leader:

Michele has made a significant breakthrough by coming up with the theory of tight-loose culture. She tested and validated the theory at the macro and micro levels, at the national and regional levels. Michele's theory also looked into the explanatory variables that lead to tight and loose cultures.

As you can see, I am from a rule breaker culture, where we write from right to left. I think the inspiration underlying this theory is the theoretical integration of Harry Triandis and Ben Schneider. Harry is the Father of Cross-Culture research. Ben is the Father of Organizational Climate and Culture, emphasizing culture as facilitating or inhibiting the display of individual differences (Cultures Strength). A creative person like Michele integrated two independent streams of research into the tight and loose national cultures.

Michele herself is an integration of loose and tight behaviors. Her flexible behavior has facilitated her proactivity and creativity, whereas her tight behavior is reflected in her rigorousness, strong methodology, and managing skills to run her research in thirty-three cultures. On top of these two capabilities, I would like to add a third one her impressive interpersonal and relational capabilities, whether she is in her tight or loose phase of behaviors. I suggest a fourth aspect, which is the integration of theory and relevance. Michele's research is theoretically rigor and highly relevant, as shown in her research on the relationship of tight loose cultures to the election in the U.S. and to the spread of COVID-19.

I love Michele as a family member and a close friend, and I am so proud of Michele as a scholar and researcher. I last met Michele and her family before the beginning of Covid 19. Here is a picture in front of the Maryland University Hotel, with Michele, Tod, Hanna, and Jeannette.

Love and a big hug,

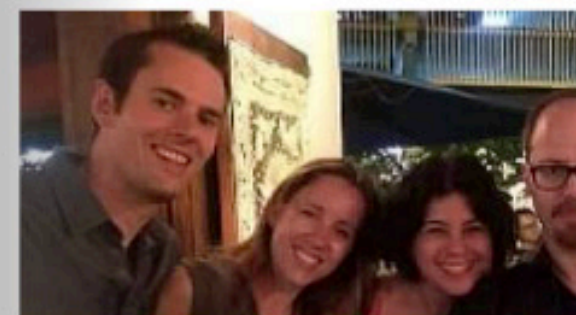
Mia (Miriam) Erez



GERBEN VAN KLEEF & ASTRID HOMAN

Dear Michele,

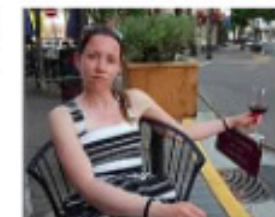
We've spent so much amazing and fun time together, but where are the pictures?! We actually found more joint papers than pictures :) So, almost all pictures we have of you are in our minds (except for one for one of us). But we treasure very fond memories of your stay in Amsterdam, of working together



on awesome projects, and of conference visits with you around the world. We did find some loose (post-)conference pictures of ourselves that we would love to re-enact with you soon! We wish you tons of inspiration and fun on your new adventure, and we are looking forward to sharing some of it with you when we visit. And rest assured, we'll be sure to take photos then!

Much love and big hugs,

Gerben & Astrid





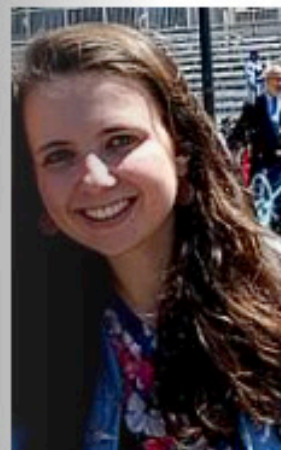
NAVA CALUORI

Where to start-I have so many great memories of my time working with Michele at UMD. From an ever-growing sticky list to exciting research projects that broadened my research imagination to silly moments in the lab, the Culture Lab is such a special group. It's hard to beat the excitement I'd always feel when Michele brought in surprise bagels and lox to our lab meetings. ALWAYS enough to feed an army. No other PI has kept me consistently as well-fed as Michele, and for that I'll always be grateful! One of my favorite memories was traveling to Germany for a conference, and Michele had to stuff all my clothes into her suitcase since the airline I booked on didn't allow luggage. Thankfully I was able to repay

her for this by lending her my deodorant when we arrived, which she had forgotten!! And speaking of fun excursions, before I left UMD, Michele took me, Virginia, and Sarah out for such a wonderful night of celebration in DC that I'll always remember. We had amazing food on the waterfront and went to a jazz club that knocked my socks off. And on top of these unforgettable experiences, Michele cultivated such a supportive, inquisitive, creative, and original culture in her lab that made it a dream to work there. The Culture Lab shaped me as a researcher in so many ways, and I'm so thankful to Michele for the support, wisdom, and friendship that she has imparted to me. Stanford is lucky to have her, and I know that any student who passes through her lab will be better for it. Cheers to Michele!

VIRGINIA CHOI

Michele loves metaphors. As for the metaphors that remind me of MG, I imagine a zippy race car or the twirling arm movements of a conductor. Her daily operational speed is so fast that I can retrace some of my memories of her through a trail of smoke clouds. Michele is an insatiable learner and loves to chase down a million new ideas. Her passion for her work is as infectious as her cheerfulness and optimism. Michele is also masterful at jump-starting any weary researcher out of their proverbial slump. I have so many good memories of excitedly chatting with her on an explosive number of different research ideas, and wanting to eke out an extra lifetime just to try them all. Throughout my PhD career, Michele has lent me both her passion and bravery. And when Michele believes in you, it is with such firm conviction and plain faith, it is difficult to not feel more fired up and emboldened. I am so excited to be a part of her next adventure.



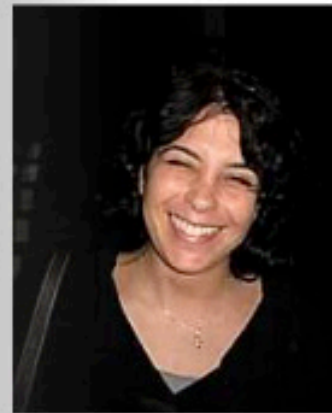
SARAH GORDON

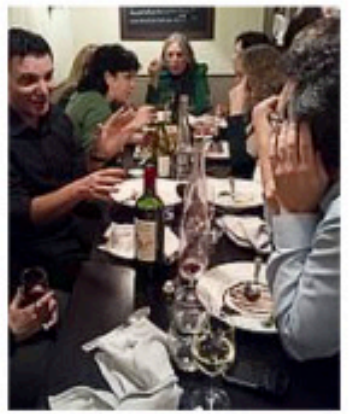
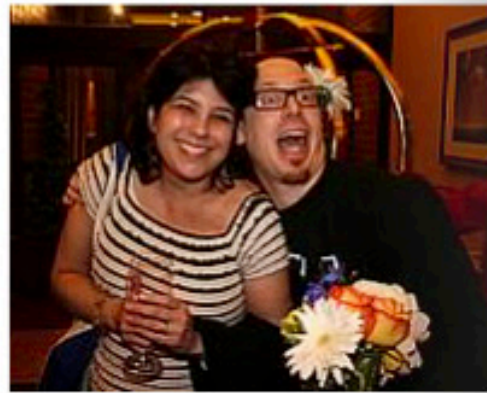
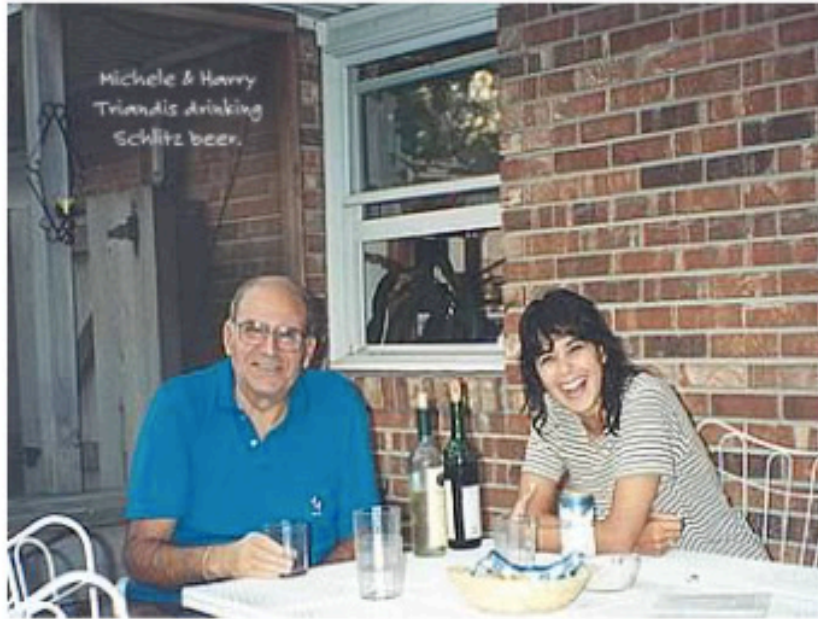
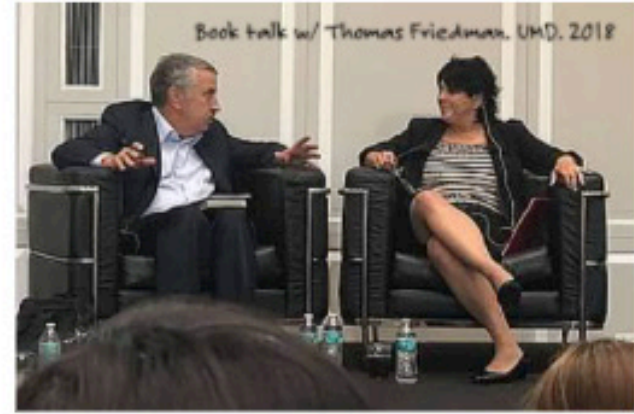
There are too many good memories with Michele to count. My favorites range from our brainstorm sessions on research topics as varied as one could imagine, our one-on-one chats about work, life, and family (whether over drinks at the Cosmos or in Michele's homey office), and of course our regular sticky check-ins! I will always think back on my time in Michele's lab as one of much growth. I am so grateful to have Michele as a life-long mentor.

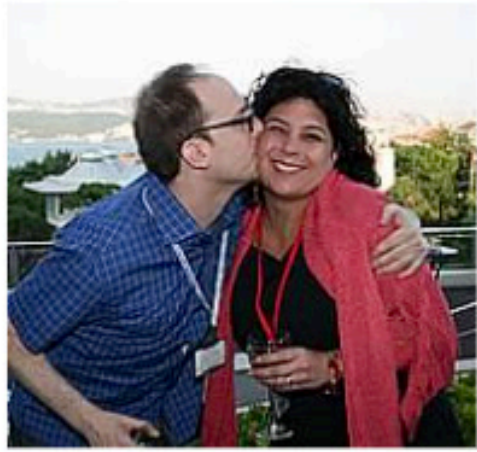


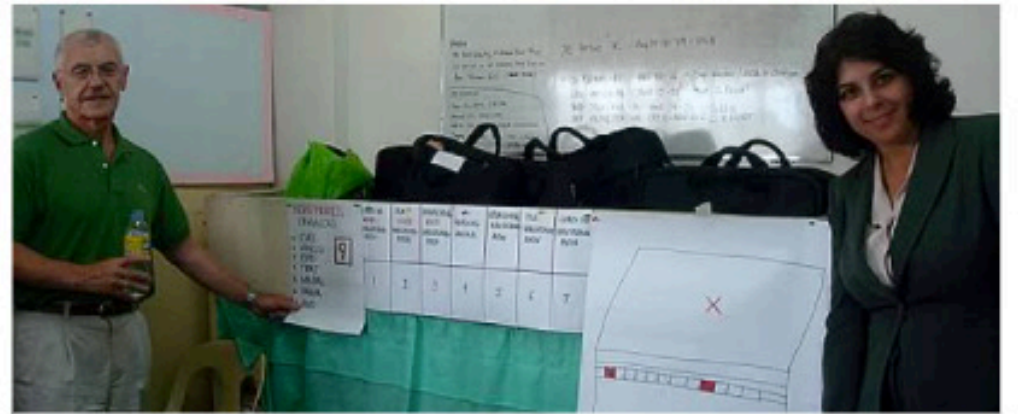
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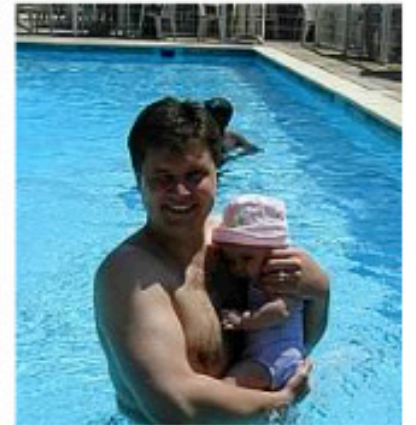
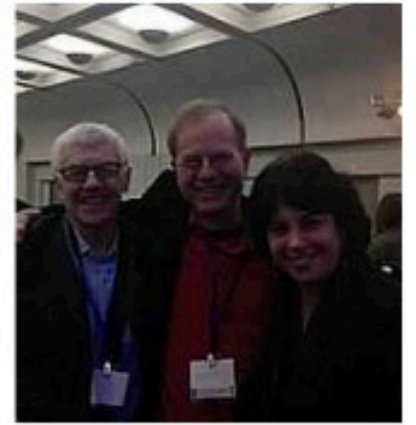
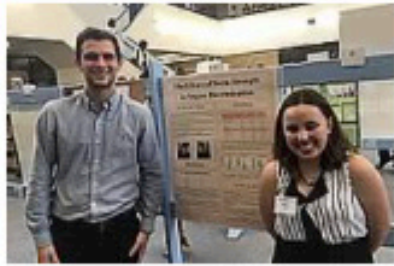




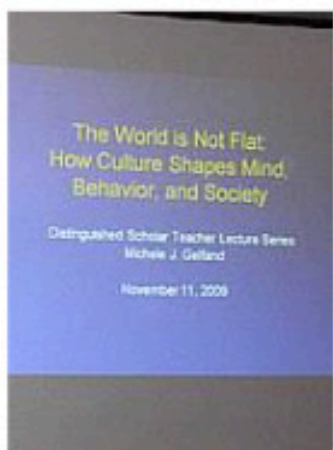












MICHELE AT PLATO'S DINER

by Sarah Lyons-Padilla

The following describes the accomplishments of Dr. Michele Gelfand over the 2013-2014 year (although we can assume much of this took place at Plato's)

If you're wondering what gives Dr. Michele Gelfand the stamina to manage multiple grants and research collaborations, look no further than the breakfast menu at Plato's Diner in College Park. It was there where she worked with UMD computer scientists Patrick Roos and Dana Nau to produce a paper for the Proceedings of the Royal Society B on evolutionary game theory and third-party punishment. (Plato's was thanked in the acknowledgment section.)

I followed Michele to Plato's one day to see the magic happen. She sat down at the booth in the corner, and while waiting for the server to arrive, she co-organized a conference on multilevel

issues in negotiation at the University of Arizona with Barry Goldman and Deb Shapiro, where some of the top minds in negotiation research brainstormed on new directions in the field.

The diner was crowded, so she had time to submit a few publications before the server came to take her coffee order. She put out a special issue on Culture and Collaboration in Multicultural Contexts in the Journal of Organizational Behavior, co-edited with Eduardo Salas. Her political science-psychology sub-team of MURI, including Elizabeth Salmon, then published a paper on culture and mediation in the Journal of Conflict Resolution. She saw the server walking to her table, so she and some collaborators, including Jeanne Brett and Lynn Imai, squeezed in a paper on culture and team negotiation to the Journal of Applied Psychology. She had just enough time to publish the 4th volume in the Advances in Culture and Psychology Series (Oxford), which she edited with C-Y Chui and Ying Yi Hong.

Michele ordered her coffee, took a few sips, and felt re-energized. So, she took a few minutes to work on her grant activities. She made a call to China and recruited Yan Mu, an expert on EEG, to come work as a post-doc as part of her new MINERVA grant to look at the neurobiological foundations of cultural tightness. While data was being collected in China, she switched gears and sent some e-mails to the FBI about their contract to work on getting to yes in the Middle East and interventions to improve intercultural relations. While finishing her coffee, she reflected upon her multiyear MURI grant that's ending this year and thought about how fortunate she was to have the DoD push her work into interdisciplinary directions. She made a mental note to follow up with Sarit Kraus, Andrzej Nowak, and Jon Wilkenfeld about some post-MURI collaborations.



Deep in thought, she looked up and realized that Engin Ozturk, a visiting scholar from Turkey, was scanning the menu at a nearby table. So she invited him over to talk about research on culture and apologies, and she filled him in on the new students joining SDOS next year. She gave him a high-five before he left.

Michele checked her watch and realized it was time for one of her favorite activities: sharing eggs with her students. The undergraduates from her negotiation class came to Platos ready to negotiate and debrief on theory and research behind the cases. Then her Exec Ed class arrived from Beijing and they enjoyed some home fries and Greek-spiced omelets together.

After class was dismissed, Michele excused herself to take a quick trip into DC to brief some folks at the Pentagon and the State Department on MURI findings. On her way back, she stopped by Chris Van Hollen's (D-MD) office to offer some tips on budget negotiations. Traffic was lighter than expected, so she picked up a hazmat suit and cleaned out her office before returning to Platos.

They were still holding her table for her, so Michele kindly accepted a coffee refill and caught up on e-mails. She found out that she was elected into the Fellows group at the Academy of Management, and was notified that she would receive the William A. Owens Scholarly Achievement Award for best published paper of the year at SIOP for work on conflict cultures published in JAP in 2012. Before she closed out her e-mail, she responded to a few messages from Germany about her large-scale unobtrusive study of tightness-looseness around the world that was made possible through her Humboldt prize.

Suddenly, Michele realized it was getting late and she still had a Bat Mitzvah to plan! So she got the check, gave everyone on the Platos staff a high-five, ran home to orchestrate a celebration for 140 guests, and then proudly watched her daughter Jeanette do an outstanding job at her ceremony.

That's an average day for Michele Gelfand. If you don't find her at Platos, you might check Hawaii where she and her family will go for SIOP (and 10-year-old daughter Hannah is already researching colleges in the area), or try Reims, France, where she and some graduate students and post-docs can be found presenting their research at IACCP this summer. Otherwise, look for her at the booth in the corner.

1996-2021
A TERP FOREVER
WE'LL MISS YOU, MICHELE!





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