

# Megan Chan

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## Education

**Northwestern University**, Evanston | IL

Ph.D. Industrial Engineering and Management Sciences

Jun. 2026

M.S. Industrial Engineering and Management Sciences

Jun. 2022

**California Polytechnic University**, San Luis Obispo | CA

B.S. Industrial Engineering, *Summa Cum Laude*

Jun. 2019

## Research

**Graduate Student Researcher**, SONIC Lab

Aug. 2021 - Present

- Conducted experiments with NASA crews to study team performance and multiteam system coordination
- Used simulation-based network analysis (e.g. exponential random graph models) to identify determinants of individual, team, and multiteam system performance
- Investigated hybrid team coordination using text analysis (e.g. LIWC, BERT) and dynamic network approaches (i.e. relational hyperevent models)

## Papers

**Chan, M.**, Carter, D., DeChurch, L., Contractor, N. Multicommunication and Collective Attention in Hybrid Teams [Special issue]. (in revision). *Organization Science*.

DeChurch, L., Lungeanu, A., **Chan, M.**, Contractor, N. Shared Leadership from Rome to Mars. (conditionally accepted). *Academy of Management Discoveries*.

Lungeanu, A., DeChurch, L., **Chan, M.**, Contractor, N. (2025). Leading the Crew to Mars: Evidence from NASA HERA Analog Crews. *Acta Astronautica*.

Efobi, I., & **Chan, M.** (2024). Racial Disparities and Medicine: A Never-Ending Cycle. *The Young Researcher*, 8(2), 108-114.

## Working Papers

**Chan, M.**, Izadinia, N., DeChurch, L., Waechter, A., Contractor, N. Measuring Up: A Multilevel, Optimization-Based Approach to Multiteam System Performance Measurement. Target Journal: *Organizational Research Methods*.

**Chan, M.\***, Larson, L.\*, Gomez-Zara, D., DeChurch, L., Contractor, N. Congruent Leadership Emergence in Multiteam Membership Contexts. Target Journal: *Organization Science*.

*\*shared lead-authorship*

## Conference Papers & Symposia

**Chan, M.**, DeChurch, L., Contractor, N. (2025, Jul 25-29). Closing the Loop: Multicommunicating in Multiteam Systems. [Conference Presentation]. Academy of Management, Copenhagen, Denmark.

DeChurch, L., Lungeanu, A., **Chan, M.** (2025, Jul 25-29). \*\*When Two is Too Many and Not Enough: Shared Leadership in Ancient Rome (32 to 491 CE). [Conference Presentation]. Academy of Management, Copenhagen, Denmark.

*\*\*2025 SAGE Publishers Award Best Paper*

**Chan, M.** Contractor, N., Begerowski, S., Bell, S., Cao, H., Kush, J., Mathieu, J. (2024, Apr 17-20). *Text to Teamwork: Decoding Team Dynamics with Computer-Aided Text Analysis* [Conference Presentation]. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL, United States.

**Chan, M.**, Contractor, N., & DeChurch, L. (2024, Apr 17-20). *Leadership Signatures in Spaceflight Multiteam Systems* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL, United States.

**Chan, M.**, DeChurch, L., Contractor, N. (2023, August 4-8). *The Leadership Signatures of Effective Multiteam Systems*. [Conference Presentation]. Academy of Management, Boston, MA, United States.

**Chan, M.**, DeChurch, L., Contractor, N. (2023, July 20-22). *Characterizing Configurations of Effective Teams in Multiteam System Networks*. [Conference Presentation]. INGroup, Seattle, WA, United States.

Conference  
Presentations

**Chan, M.**, Iyer, S., Su, I., Tu, J., Contractor, S. (2026, Feb 17-20). A Multiplex Lens on Influencer Performance, Group Synergy, and Network Centralization. [Conference Presentation]. NetSciX, Auckland, New Zealand.

Contractor, N., **Chan, M.**, Lungeanu, A., DeChurch, L., Bell, S. (2025, Jan 28-31). TEAMSTaR: Supporting Resilient Teams to go the Distance. [Conference Presentation]. NASA Human Research Program Investigators' Workshop, Galveston, TX, United States.

Contractor, N., Lungeanu, A., DeChurch, L., **Chan, M.** (2024, Oct 14-18). *Teams that SIRIUSly Go the Distance: Effect of Isolation and Confinement on Team Performance* [Conference Presentation]. IAC 2024 Congress Proceedings 75th International Astronautical Congress (IAC), Milan, Italy.

DeChurch, L., Lungeanu, A., **Chan, M.**, Contractor, N. (2024, Oct 14-18). *Leading the Crew to Mars: Evidence from NASA HERA Analog Crews* [Conference Presentation]. IAC 2024 Congress Proceedings 75th International Astronautical Congress (IAC), Milan, Italy.

**Chan, M.**, DeChurch, L., Contractor, N. (2023, June 19-July 1). *A Network Modeling Framework for Predicting Effective Individuals, Teams, and Multiteam Systems*. [Conference Presentation]. Sunbelt, Portland, OR, United States.

**Chan, M.**, Izadinia, N., DeChurch, L., Waechter, A., Contractor, N. (2022, October 16-19). *A Quantitative Approach to Stratify and Measure Performance of Multi-Team Systems*. [Conference Presentation]. INFORMS Annual Meeting, Indianapolis, IN, United States.

Conference  
Posters

**Chan, M.**, DeChurch, L., Contractor, N. (2025, Jan 28-31). PRISM: Performance Reimagined in Spaceflight Multiteam Systems. [Poster Presentation]. NASA Human Research Program Investigators' Workshop, Galveston, TX, United States.

**Chan, M.**, Sudarsan, S., DeChurch, L., Lungeanu, A., Bell, S., Contractor, N. (2025, Jan 28-31). Paired for Success: Operationally Building Crew Communication.

[Poster Presentation]. NASA Human Research Program Investigators' Workshop, Galveston, TX, United States.

Qian, N., **Chan, M.**, Lungeanu, A., DeChurch, L., Bell, S., Contractor, N. (2025, Jan 28-31). Improving Space Mission Success Through Team State-Building Activities. [Poster Presentation]. NASA Human Research Program Investigators' Workshop, Galveston, TX, United States.

Ly, L., **Chan, M.**, Lungeanu, A., DeChurch, L., Bell, S., Contractor, N. (2025, Jan 28-31). Evaluating the TEAMSTaR Dashboard: Usability Perceptions of Crew Members vs. Mission Control. [Poster Presentation]. NASA Human Research Program Investigators' Workshop, Galveston, TX, United States.

Contractor, N. Lungeanu, A., DeChurch, L., Bell, S., **Chan, M.**, Javalagi, A. (2024, Feb 13 - 16). TEAMSTaR: Supporting Resilient Teams to Go the Distance. [Poster Presentation]. NASA Human Research Program Investigators' Workshop, Galveston, TX, United States.

**Chan, M.**, DeChurch, L., Contractor, N. (2024, Feb 13 - 16). PRISM: Performance Reimagined in Spaceflight Multiteam Systems. [Poster Presentation]. NASA Human Research Program Investigators' Workshop, Galveston, TX, United States

Shah, M., **Chan, M.**, Youn, H., DeChurch, L., Contractor, N. (2023, Oct. 6 - 8). Uncovering Effective Sequences of Dialog Acts in High-Performance Multiteam Systems. [Poster Presentation]. Organizational Communication Mini Conference, New Brunswick, NJ, United States.

**Chan, M.**, Izadinia, N., DeChurch, L., Waechter, A., Contractor, N. (2023, April 19-22). *Measuring Multiteam System Performance with Multi-Objective Optimization*. [Poster Presentation]. SIOP Annual Conference, Boston, MA, United States.

#### Awards

##### **Northwestern University, Industrial Engineering and Management Sciences**

Outstanding Teaching Assistant Award	2025
Student Leadership Award	2024
Harold Richards Graduate Fellowship, \$4,500	2022

##### **Academy of Management**

Sage Publishers Award, Best Paper	2025
<i>Paper Title: When Two is Too Many and Not Enough: Shared Leadership in Ancient Rome (32 to 491 CE).</i>	

##### **NASA Human Research Program**

Grant Augmentation Competition for Students and Postdocs, \$25,000	2023
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##### **Northwestern Center for Human-Computer Interaction + Design**

Segal Design Cluster Fellowship, \$10,000	2023
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##### **Northwestern University, McCormick School of Engineering**

Royal E. Cabell Fellowship, \$5,000	2022
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#### Teaching: Courses

<b>Northwestern University</b> , Teaching Assistant Project Management for Engineers, <i>Undergraduate</i>	F25
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	<ul style="list-style-type: none"> <li>• Taught leadership module and participated in lecture discussions</li> </ul>	
	Social Network Analysis, <i>Undergraduate</i>	SU23, SP24, SU24, SP25, SU25
	<ul style="list-style-type: none"> <li>• Average teaching rating: 5.76/6.00; Class size: 55 - 100 students</li> <li>• Supported in-person, asynchronous, and study abroad course sections</li> <li>• Taught all coding labs and hosted regular discussion sections and office hours</li> </ul>	
	Negotiations and Conflict Resolution for Engineers, <i>Undergraduate</i>	W25
	<ul style="list-style-type: none"> <li>• Average teaching rating: 5.93/6.00; Class size: 41 students</li> <li>• Taught the mediations module and assisted with preparing case material</li> </ul>	
	Social Network Analysis, <i>Graduate (Doctoral)</i>	F24
	<ul style="list-style-type: none"> <li>• Average teaching rating: 5.95/6.00; Class size: 55 students</li> <li>• Taught all coding labs and hosted regular discussion sections and office hours</li> </ul>	
	Leading Collaboration, <i>Graduate (Masters)</i>	F24
	<ul style="list-style-type: none"> <li>• Facilitated teamwork teaching exercises, including hidden profiles activities</li> </ul>	
	Whole-Brain Leadership, <i>Undergraduate</i>	SP24
	<ul style="list-style-type: none"> <li>• Facilitated group discussions and graded assignments</li> </ul>	
	Leading and Leveraging Networks, <i>Graduate (Masters)</i>	SP23, SP24
	<ul style="list-style-type: none"> <li>• Prepared lecture slides and facilitated network teaching activities</li> </ul>	
	<b>California Polytechnic University</b> , Undergraduate Teaching Assistant	
	Data Management & System Design	F18, SP19
	<ul style="list-style-type: none"> <li>• Taught hands-on coding labs and hosted office hours</li> </ul>	
	Process Improvement Fundamentals	W19
	<ul style="list-style-type: none"> <li>• Coached project teams and led activities on work sampling and line balancing</li> </ul>	
Teaching: Executive Education	<b>Kellogg School of Management</b> , Teaching Assistant	
	Influencing AI and Human Teams	2024 - 2025
	Leading Multiteam Systems	2024 - 2025
	Leading High Impact Teams	2024 - 2025
	Networks and Connected Organizations	2024 - 2025
	<b>W.W. Grainger</b> , Teaching Assistant	
	Leading and Leveraging Networks	2023 - 2025
	<ul style="list-style-type: none"> <li>• Facilitated social network analysis teaching activities</li> </ul>	
Teaching: Other	<b>Instructor</b> , Northwestern University	
	Python and MATLAB Foundations	Sep. 2022
	<ul style="list-style-type: none"> <li>• Developed and taught coding bootcamp for incoming IEMS students</li> </ul>	
	<b>Sr. Study Session Leader</b> , California Polytechnic University	F17 - SP19
	<ul style="list-style-type: none"> <li>• Led weekly study sessions for introductory math and physics courses</li> <li>• Developed strategic direction for study sessions program</li> <li>• Mentored new study session leaders, providing feedback on workshop facilitation</li> </ul>	
Mentorship	<b>PhD Research Lead</b> , SONIC Lab	Sept. 2022 - Present
	<ul style="list-style-type: none"> <li>• Mentored J. Tu, S. Iyer, and I. Su on network approaches to study team synergy, accepted for an oral presentation at the 2026 NetSciX conference</li> </ul>	

	<ul style="list-style-type: none"> <li>Mentored N. Qian on research capturing outcomes from a predictive team performance dashboard and related activities, presenting a poster at the 2025 NASA Human Research Program's Investigator's Workshop</li> <li>Mentored A. Rahim and G. Osimi on research utilizing semantic hypergraphs to study team dynamics in space crews, who received an award for their poster at the 2024 Northwestern Undergraduate Research and Arts Expo</li> <li>Mentored M. Shah on research using Bidirectional Encoder Representations from Transformers (BERT) to classify multiteam system dialogs, presenting a poster at the 2023 Organizational Communication Mini Conference</li> <li>Mentored E. Zhou on research focused on drivers of team performance in multiteam systems, with her submission accepted to the 2024 NetSciX conference</li> </ul>	
Leadership & Service	<b>President</b> , NU INFORMS Student Chapter <ul style="list-style-type: none"> <li>Led 80-member chapter, organizing social and academic events including brown bag seminars, cultural snack hours, and industry panels</li> <li>Received the magna cum laude award from the Institute for Operations Research and the Management Sciences (INFORMS) for our chapter contributions</li> </ul>	Jul. 2023 - Aug. 2024
	<b>Mentor</b> , Harvard OpenBio Summer Research Institute <ul style="list-style-type: none"> <li>Mentored a high school student, I. Efobi, for an 8-week program, guiding her through the process of performing a literature review on a topic of her choice</li> <li>Out of 70 total submissions, I. Efobi's work placed in the top 5 literature reviews, with her full paper "Racial Disparities and Medicine: A Never-Ending Cycle" accepted for publication in the <i>Young Researcher</i></li> </ul>	Jun. 2024 - Aug. 2024
	<b>National Office Sustainability Lead</b> , Protiviti <ul style="list-style-type: none"> <li>Developed programming to encourage sustainable practices across domestic and international offices</li> </ul>	Jan. 2020 - Aug. 2021
Professional Experience	<b>Technology Consultant</b> , Protiviti <ul style="list-style-type: none"> <li>Analyzed procurement data for a Workday Supply Chain Management software implementation at a large healthcare company</li> <li>Visualized key purchasing, invoicing, and receiving metrics with Microsoft Power BI to inform significant conversion decisions</li> </ul>	Jul. 2019 - Aug. 2021
Professional Development	<b>Reflective and Effective Teaching Certificate</b> , Northwestern University <b>ISyE-MS&amp;E-IOE Rising Stars Workshop</b> , Georgia Tech <b>From Cells to Societies</b> , Santa Fe Institute <b>Teams Research Incubator</b> , University of Miami <b>NextProf Pathfinder</b> , University of Michigan & UCSD	Jun. 2025 May 2025 Jun. 2023 Mar. 2023 Oct. 2021
Affiliations	Science of Networks in Communities (SONIC) Academy of Management, CTO and OB Institute for Operations Research & Management Sciences Society of Women Engineers Systems Optimization Club, <i>Financial Chair</i>	Sep. 2021 - Present Mar. 2023 - Present Jul. 2022 - Aug. 2024 Sep. 2016 - Jun. 2019 Sep. 2016 - Jun. 2019

## References

### **Prof. Noshir Contractor**

Jane S. & William J. White Professor of Behavioral Sciences  
McCormick School of Engineering, School of Communication, Kellogg School of  
Management, Northwestern University

Email: [nosh@northwestern.edu](mailto:nosh@northwestern.edu)

(Dissertation chair and advisor)

### **Prof. Leslie DeChurch**

Professor

School of Communication, Northwestern University

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(Dissertation committee member and advisor)

### **Prof. Dorothy Carter**

Associate Professor

Eli Broad College of Business, Michigan State University

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(Dissertation committee member and collaborator)