

## VITA

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#### *PROFESSIONAL EDUCATION:*

1980 (August): Virginia Commonwealth University, Ph.D. in Social Psychology

1973 (June): Virginia Commonwealth University, M.S. in Industrial Psychology

1966 (June): Richmond Professional Institute, B.S. in Psychology

Dissertation topic: Attribution theory applied to moral judgments

Thesis topic: Effects of test administrator's race on General Aptitude Test Battery scores (in cooperation with the U.S. Testing and Employment Service and Department of Labor).

#### *PROFESSIONAL EXPERIENCE:*

1984 (September) to present

Employer: University of Baltimore, Baltimore, Md.,  
Division of Applied Behavioral Sciences  
Position: Director of Graduate Program in Industrial & Organizational Psychology  
Associate Professor of Psychology  
Research Fellow at the Schaefer Center for Public Policy

1986-1998

Employer: Johns Hopkins University, Baltimore, Md.  
Division of Business and Management, School of Continuing Studies  
Position: Adjunct Faculty.  
Teaching graduate and undergraduate courses in Human Resources Management.

Self-Employed: Providing Human Resources Consulting services to private/public sector

1994-1995 (Summers)

Employer: Montana State University, Bozeman, Montana Department of Psychology  
Position: Visiting Professor. Consultant to develop Masters' program

1980 - 1984

Employer: Louisiana Tech University, Ruston, Louisiana. Behavioral Sciences  
Position: Assistant Professor, undergraduate and graduate faculty teaching  
Industrial/Organizational and Social Psychology.

Employer: Grambling State University, Grambling, La. Department of Psychology  
Position: Adjunct faculty. Teaching experimental psychology.

1981 (Summer)

Employer: Tech Rome Program, Louisiana Tech University, Rome, Italy.  
Position: Dean of Students

1979-1980

Employer: Virginia Commonwealth University, Richmond, Virginia. Dept. of Psychology  
Position: Instructor. Teaching Industrial/Organizational and Social Psychology.

*COURSES TAUGHT:*

Undergraduate

Experimental Psychology (intro/adv)  
Behavioral Statistics  
I/O Psychology  
Social Psychology  
Behavioral Analysis in Business  
Educational Psychology  
Staffing, Recruiting and Interviewing  
Seminar in Org Psychology  
Interviewing  
Principles of Psychology  
Behavioral Analysis  
Dynamics of Adjustment  
Business, Values, and Society  
Ethical, Historical and Social Foundations  
History of Psychology

Graduate

Research Design  
Job Analysis  
Personnel psychology  
Psychology of Work Behavior  
Motivation/Satisfaction/Leadership  
Organizational Psychology  
Personality at Work  
Environmental Psychology  
Interviewing  
Advanced Social Psychology  
Seminar in Decision Making  
Advanced General Psychology  
Seminar in Applied Psychology  
Practical Applications in I/O Psychology  
Work Groups in Organizations  
Human Relations

## *NON-ACADEMIC WORK EXPERIENCE*

1984 – Present

Self-employed Industrial – Organizational consultant to public agencies and private sector organizations

1973 (Sept) - 1976 (Dec)

Employer: Division of Personnel, Virginia Merit System. Commonwealth of Virginia, Richmond  
Position: State Personnel Examiner.

Duties: \* constructed and validated selection procedures for State job classifications.  
\* Analyzed selection procedures to insure compliance with EEOC and Federal guidelines  
\* Trained employees in job analysis techniques  
\* Trained oral examination board members to conduct group oral interviews.  
\* Planned and conducted oral examination boards for management selection.  
\* Consulted with agency directors to establish appropriate selection procedures.  
\* Performed data analyses using SPSS, and SAS.

1971 (Jan) - 1973 (Sept)

Employer: Virginia Employment Commission, Richmond, Virginia.

Position: Industrial Services Specialist

Duties: \* Developed aptitude tests for jobs for U.S. Training and Employment Services  
\* Established training and job performance criteria based on DOT job analyses  
\* Performed statistical analyses to derive specific aptitude test batteries.  
\* Consulted with private sector employers to solve personnel problems.

### *MILITARY SERVICE:*

1966 (Oct) - 1969 (July) Discharge: Honorable. United States Continental Army Band. Fort Monroe, Va. Specialist 5th class. Musician. Performed for foreign dignitaries and official government functions.

### *ADDITIONAL TRAINING:*

1999 \* RIVA Marketing, Focus Moderator Training  
1985-1988 \* APA Management development workshops (I/O)  
1975 (March) \* Test validation, National Civil Service League  
1974 (Feb) \* Management Development, U.S. Dept. of Labor  
1973 (Feb) \* Job Restructuring, U.S. Dept. of Labor  
1973 (Jan) \* D.O.T. Training for Interviewing, Richmond, Va.  
1972 (Feb) \* Test Validation, U.S. Testing and Employment Service, Raleigh, N.C.

## PUBLICATIONS & TECHNICAL REPORTS

Mitchell, T., & Cotton, A. (2017). *Maryland State Highway Administration: Final Status Report: District Level Administrative Chief Positions Verification and Job Redesign*. Technical report to the Maryland State Highway Administration. University of Baltimore Schaefer Center for Public Policy, School of Public Affairs.

Cotton, A., Mitchell, T. (2016). *Maryland State Highway Administration: Administrative Chief Position Verification and Job Redesign*. Technical report to the Maryland State Highway Administration. University of Baltimore Schaefer Center for Public Policy, School of Public Affairs.

Cotten, A. P., Mitchell, T., & Ross, J. (2015). *Maryland Department of Public Safety and Correctional Services Parole and Probation Agent Workload Study*. Technical report to the Maryland Department of Public Safety and Correctional Services Parole and Probation. University of Baltimore School of Public Affairs.

Mitchell, T. & Ford, K. (2014). *SHA Employee Engagement Assessment Report*. Technical report to the Maryland State Highway Administration. University of Baltimore School of Public Affairs.

Mitchell, T., & Grimes, K. (2013). *Office of Real Estate Workforce Competency Assessment: Report on Division-Level Competencies Assessed by Judgmental Ratings*. Technical report to the Maryland State Highway Administration. University of Baltimore School of Public Affairs. Federal Highway Administration Grant #DTFH61-089G-00017.

Mitchell, T., & Pillion, H. (2012). *Maryland State Highway Administration Contract Management Workforce Competency Assessment: Report on Competencies Assessed by Judgmental Ratings*. Technical report to the Maryland State Highway Administration. University of Baltimore School of Public Affairs. Federal Highway Administration Grant #DTFH61-089G-00017.

Mitchell, T., & Pillion, H. (2011). *Procurement Workforce Competency Assessment: Report on Competencies Assessed by Judgmental Ratings*. Technical report to the Maryland State Highway Administration. University of Baltimore School of Public Affairs. Federal Highway Administration Grant #DTFH61-089G-00017.

Mitchell, T., Godbout, J., and Pillion, H. (2010). *Maintenance Workforce Competency Assessment: Report on competencies assessed by judgmental ratings*. Technical report to the Maryland State Highway Administration.. University of Baltimore School of Public Affairs. Federal Highway Administration Grant #DTFH61-089G-00017.

Mitchell, T., & Yun, G. (2008). Four-factor structure of the correctional personnel rating scale. *Canadian Journal of Criminology and Criminal Justice*, 50, 211-224.

Walz, H. S., & Mitchell, T. (2007). Adult Children and Their Parent's Expectations for Future Elder Care Needs. *The Journal of Aging and Health*, 19, 482-499.

Mitchell, T. & Cahill, A. M. (2005). Cognitive Style and Plebe Turnover at the U.S. Naval Academy. *Perceptual and Motor Skills*, 101, 55-62.

Mitchell, T. (2003). *Validation of a Test Batter for Selecting Entry-Level Correctional Officers in the State of Maryland*. Technical Report prepared for the Maryland Department of Budget and Management.

Mitchell, T. & Mastrangelo, P. (2001). *Assessment of the Staffing Program for Correctional Officers*. Technical Report prepared for the Maryland Department of Budget and Management.

Mitchell, T. (1999). Book Review: An American approach to participatory management, by J.M. Plas. *Journal of Occupational and Organizational Psychology*, 72, December.

Mitchell, T. (1996). Participation in decision making: Effects of using one's preferred strategy on task performance and attitudes. *Journal of Social Behavior and Personality*, 11, 531-546.

Shollenberger, G. & Mitchell, T. (1996). A Comparison of employees with mental retardation and non-disabled on absenteeism and terminations. *Journal of Rehabilitation*, v. 62, (3) 56-60.

Mitchell, T. (1993). The effects of acceptance vs. rejection of subordinate input on task performance and perceptions of manager. *Journal of Social Behavior and Personality*, 8, 155-167.

Tobacyk, J., Nagot, E. & Mitchell, T. (1989). Prediction of future events scale: Assessment of beliefs about predicting the future. *Journal of Social Psychology*. 129, 819-821.

Tobacyk, J., Pritchett, G., & Mitchell, T. (1988). Paranormal beliefs in late adulthood. *Psychological Reports*, 62, 965-966.

Tobacyk, J., & Mitchell, T. (1988). Comparisons of paranormal beliefs of black and white university students from the Southern United States. *Psychological Reports*, 63, 492-494.

Tobacyk, J. & Mitchell, T. (1987). The out-of-body experience and personality adjustment. *The Journal of Nervous and Mental Disease*, 175, 6, 367-370.

Tobacyk, J. & Mitchell, T. (1987). The out-of-body status as a moderator of effects of narcissism on paranormal beliefs. *Psychological Reports*, 60, 440-442.

Mitchell, T. (1985). Actor-observer differences in attributions to morality. *The Journal of Social Psychology*, 125, 475- 477.

Tobacyk, J. & Mitchell, T. (1984). More on the Nova controversy. *Skeptical Inquirer*, 9.

Downs, A. & Mitchell, T. (1984). The effects of perceived ability on choice behavior. *Southern Psychologist*, 12, 28-33.

Forsyth, D., Berger, R., & Mitchell, T. (1981). Effects of self- serving versus other serving claims of responsibility on attraction and attributions in groups. *Social Psychology Quarterly*, 44, 59-63.

Forsyth, D. & Mitchell, T. (1979). Reactions to others' egocentric claims of responsibility. *Journal of Psychology*, 103, 281-285.

## CONFERENCE PRESENTATIONS

Mitchell, T. (2017). Becoming a True Master: Tips for master's level I/O psychologists: In Seibert, M. (Chair), Panel Discussion conducted at the 32<sup>nd</sup> annual conference of the Society for Industrial and Organizational Psychology. Orlando, FL. April

Mitchell, T. (2017). Use DataSim to Create User Specified Data Sets for Quantitative Courses in Psychology. Poster presentation at the 39<sup>th</sup> Annual National Institute on the Teaching of Psychology. St. Pete Beach, FL. January.

Mitchell, T., & Ancona, M. (2016). Engagement Attitudes predict Discretionary and Non-Discretionary Work Behaviors. Poster presentation at the 67<sup>th</sup> annual conference of the Southeastern Psychological Association, New Orleans, LA. April.

Mitchell, T., Leeds, P., & Grimes, K. (2014, May) JCM, VIE and engagement in predicting federal workers' performance. Poster presentation at the 29<sup>th</sup> annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Livingston, M., Mitchell, T., Carter, A., Kennedy, A. Tobacyk, J. (2011, February). Human Subjects Research Dilemmas: Following rules, protecting people, getting results? Discussion panel at Southeastern Psychological Association annual conference. New Orleans, LA.

Amodeo, A., Kurtessis, J. N., Mitchell, T., Nusbaum, R. (2011). Stay or Go: value of a master's in applied settings. In Rogowsky, A. L., Baker, D. P.(Co-chairs), Panel Discussion conducted at the 26<sup>th</sup> annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

Loignon, A., Yun, G. Mitchell, T. (2010). Bridge Employment in the public sector. Paper presented at the 25<sup>th</sup> annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Mitchell, T., Bates, J., Farley, S., & Griggs, J. (2010). A comparison of professor and student perceptions of behaviors characteristic of master teachers and effective students. Poster presentation at the 32<sup>st</sup> Annual National Institute on the Teaching of Psychology. St. Pete Beach, FL. January.

Mitchell, T. (2009). A comparison of in-class vs. online team discussions and group strategies. Poster presentation at the 31<sup>st</sup> Annual National Institute on the Teaching of Psychology. St. Pete Beach, FL. January.

Yun, G., Mitchell, T., & Walk, M. (April, 2008). Influences of cognitive abilities on the effectiveness of faking Traits. Poster presented at the 23<sup>rd</sup> annual conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

Walk, M. J., Mitchell, T., & Yun, G. (May, 2008). Know thy social self? Self-monitoring predicts accuracy in rating one's reputation. Poster presentation at the 20<sup>th</sup> annual conference of the Association for Psychological Science, Chicago, IL.

Livingston, M. M., Carter, A. P., Osland, J. & Mitchell, T. (2008). Helping students navigate the IRB process. Presentation at National Institute of Teaching conference. St. Petersburg, FL, January.

Yun, G., & Mitchell, T. (2007). Four-factor structure of the correctional personnel rating scale. Poster presented at the 19<sup>th</sup> annual conference of the Association for Psychological Science, Washington, D.C., May.

Mitchell, T. (2007). Use of mid-semester evaluations to improve instructors' performance. Presentation at the 29<sup>th</sup> Annual National Institute on the Teaching of Psychology, St. Petersburg, FL. January 5.

Heinl, R. C., Davis, L., T., Cummins, M., Field, & Mitchell, T. (2006). Cutting edge selection: Turning applicant tracking into talent management. Symposium presented at the 21<sup>th</sup> Annual Conference of the Society of Industrial and Organizational Psychology. Dallas, TX, May.

Mitchell, T. (2006). The use of Data Simulation to Create a Dynamic and Interactive Practical Applications Capstone Course. Presentation at the 28<sup>th</sup> Annual National Institute on the Teaching of Psychology, January, St. Petersburg Beach, FL. January.

Mitchell, T. (2006). Assessing Leadership. Mid-Atlantic Personnel Assessment Consortium. Spring Conference, Baltimore MD.

Walz, H. S., & Mitchell, T. (2005). Expectations of Future Care Needs as Perceived by Today's Adult Children and Their Parents. Presentation at 68<sup>th</sup> Annual Scientific Meeting of the Gerontological Society of America. Orlando, FL, November.

Mitchell, T. & Thune, A. (2005). Faking as a predictor of training success and rehire. Poster presented at 20<sup>th</sup> Annual Conference of the Society of Industrial and Organizational Psychology. Los Angeles, CA, April 16, 2005

Mitchell, T. & Serra, S. (2004). Efficacy of a multi-method test battery for selecting correctional officers. Poster presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology National Convention, Chicago. (April).

Serra, S., Cora, J., & Mitchell, T. (2003). A systematic approach to address recruitment and retention issues for correctional officers. Symposium presentation to the 27<sup>th</sup> Annual Conference on Personnel Assessment. Assessment Council of the International Public Management Association for Human Resources. Baltimore, MD. June.

Mitchell, T. & Buttigieg, S. (2003). Managerial Applicants' Response Distortion on the CPI and GZTS Personality Inventories: Intentional Faking or Unintentional Self-Deception? American Psychological Society. National Convention in Atlanta, GA. April.

Buttigieg, S. & Mitchell, T. (2003). Psychometric properties of the Correctional Personnel Rating Scale. Paper presented at the Eastern Psychological Association, Baltimore, MD. April.

Mitchell, T. (2002). "The role of simulations and experiential learning: Applications in Business, I/O psychology, and OB Education." Third Conference on Innovative Teaching in

Human Resources and Industrial Relations at Fisher College of Business, Ohio State University. October.

Cahill, A. & Mitchell, T. (2002). "Plebe turnover at the U.S. Naval Academy" Society for Industrial and Organizational Psychology National Convention, Toronto, Canada. (April).

Mitchell, T. (2001). "Been there, done that." Panel discussant at Society for Industrial Organizational Psychology national convention in San Diego, CA.

Rosenstein, R. & Mitchell, T. (1998). Applicants' perceived utility of recruitment sources. Presentation at American Psychological Society annual convention in Washington, D.C. (May).

Sanddal, N., Mitchell, T. & Esposito, T. J. (1996). Injury prevention and control: The integration of the psychological disciplines into a comprehensive public health model. Paper presented at the International Conference on Injury Prevention and Control in Melbourne, Australia. February.

Bartle, S. & Mitchell, T. (1996). The effect of frustration on cooperation: An examination with hours of control. Southeastern Psychological Association, Norfolk, VA. March.

Barbier, M. S., Mitchell, T., & Potthast, M. (1996) The influence of employee perceptions of management commitment to TQM on motivation and job satisfaction. American Psychological Association, Toronto, Canada. August.

Rosenstein, R. & Mitchell, T. (1994). An analysis of recruitment sources used in the selection of minority employees. Paper presented at the American Psychological Society, Washington, D.C., July.

Shollenberger, G. & Mitchell, T. (1994). A Comparison of employees with mental retardation and non-disabled on absenteeism and terminations. Paper Presented at American Psychological Society, Washington, D.C., July.

Humphrey, E. & Mitchell, T. (1994). Promotional opportunities for disabled employees in the department of Health and Human Services. Paper presented at American Psychological Association, Los Angeles, Ca., August.

Mitchell, T. & Fernandez, M. (1994). Participatory management: Effects of input utilization on performance and attitudes. Paper presented at Southeastern Psychological Association, New Orleans, La., April.

Angst, A. & Mitchell, T. (1994). Present salary and salary demand: A handicap for female applicants? Paper presented at the Southeastern Psychological Association, New Orleans, LA., April.

Mitchell, T. & Andrade, E. (1990). Effects of acceptance vs. rejection of decision-input of effort expended and liking for task. Paper presented at 36th Annual Southeastern Psychological Association, Atlanta, Ga., April.

Fisher, C., Shaw, B., & Mitchell, T. (1989) A preliminary investigation of work boredom. Paper presented at Academy of Management Annual conference. August.



Mitchell, T. & Mitchell, R. (1989). Salary demand influences on resume evaluations: Unintended sex discrimination? Paper presented at 35th Annual Southeastern Psychological Association, Washington, D.C., April.

Mitchell, T. & Stein, S. (1987). The effectiveness of inoculation in mediating influences of a persuasive communication on abortion. Paper presented at Eastern Psychological Association. Washington, D.C. April.

Mitchell, T. & Henning, J. (1987). Effects of present salary on resume evaluations: Sex Discrimination? Paper presented at 33rd Annual Southeastern Psychological Association, Atlanta, GA.

Mitchell, T.(1983). Actor-Observer Differences in Attributions to Morality: Covariance or Schemata? Paper presented at the Southeastern Psychological Association. Atlanta, Georgia.

Mitchell, T., & Gombossy, T. March (1982). Effects of Self- Presentational Tactics on Others' Attributions to Causes for Expected and Unexpected Helping Behavior. Paper presented at the 28th Annual Meeting of the Southeastern Psychological Association. New Orleans, Louisiana.

Mitchell, T. (1980). The Attribution Cube and Judgments of Morality. Paper presented at the Southeastern Psychological Association. Washington, D. C.

Berger, R., & Mitchell, T. (1980). The Psychology of Self- Defense. Paper presented at the Southeastern Psychological Association, Washington, D.C.

Mitchell, T. & Forsyth, D. R. (1979). Reactions to Others' Egocentric Claims of Responsibility. Paper presented at the 87th Annual Meeting of the American Psychological Association, New York.

#### *GRANTS:*

Mitchell, T. (2010). Off-campus access for SPSS through Citrix. Technology Investment Grant, University of Baltimore. \$14,450.

Mitchell, T. (2005). Information Technology for Wagman Lab Assessment Center. Submitted to University of Baltimore, Information management Advisory Committee (IMAC) for funds to implement online testing and survey research capability. (April). \$18,000.

Mitchell, T. (2003). Organizational Survey of Job Satisfaction and Climate for the Maryland Department of Budget and Planning. \$50,000 (not funded).

Mitchell, T. (2002). Validation Study for selecting Entry-level Correctional Officers Maryland Department of Budget and Planning. \$60,000.

Mitchell, T. & Markowitz, A. (2001). Development of an Exit Interview for Correctional Officers Maryland Department of Budget and Planning. \$13,000.

Mitchell, T. & Mastrangelo, P. (2000). Assessment of Correctional Officer Staffing and Exam Validation for Maryland Department of Budget and Planning. \$38,594.

Mitchell, T. (1993). Development and Validation of promotional exam for engineers at the Maryland Department of Highways. \$9,600.

Mitchell, T. (1992) Personal involvement as a moderator variable in the cognitive process of ethical reasoning. Research Grants and Lectures, Summer. \$500.

Mitchell, T., Fisher, C., & Shaw, B. (1988). Questionnaire development for the construct of boredom. \$2000 from Research Grants and Lectures, Summer.

Mitchell, T. (1984). Evaluation of applicants as a function of their present salary. Funded by University of Baltimore Research, Grants and Lectures Committee. \$640.00

Mitchell, T. (1982). The relationship of cultural exposure to dialect differences in freshmen and seniors from outside the northern Louisiana region. Funded by Louisiana Tech University Graduate Faculty Research and Development Program. \$800.00

#### *ON GOING RESEARCH PROJECTS:*

- Engagement attitudes that predict engagement behaviors
- Succession planning for executive level positions at the Maryland Aviation Administration
- Administrative Chief job redesign at the Maryland State Highway Administration
- Effectiveness of Job Characteristics Model (JCM) and the Valence Instrumentality Expectancy (VIE) Model as predictors of performance in a large sample of employees in 21 federal agencies

#### *RERESENTATIVE WORKSHOPS for Management development*

Improving Worker Productivity  
Interpersonal Communication  
Implementation of Total Quality Management  
Leadership Roles in Group Dynamics  
Myers-Briggs Psychological Type  
Leadership behavior  
Making Teams Work

#### *PROFESSIONAL MEMBERSHIP AFFILIATIONS:*

Certified RIVA Focus Group Moderator

Association for Psychological Science  
Society of Industrial and Organizational Psychology (Division 14 member of APA)  
Society for Personality and Social Psychology  
Personnel Testing Council of Metropolitan Washington D.C.

4-15-16