

E. Paisley Shultz

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EDUCATION

The Graduate Center & Baruch College, City University of New York (CUNY)	New York, NY
Ph.D. in Industrial-Organizational Psychology	<i>Expected May 2028</i>
GPA: 4.00 Concentration in Quantitative Research Methods	
<i>Master's Thesis (Proposed): "Sharing Salary Secrets: The Motives and Deterrents of Pay Information Disclosure"</i>	
[Advisor: Dr. Andrea Bazzoli, Ph.D.]	
Macaulay Honors College & Baruch College, CUNY	New York, NY
Bachelor of Business Administration with Honors Distinction in Industrial-Organizational Psychology	<i>May 2023</i>
GPA: 3.89 Summa Cum Laude Dean's List Scholar Minors: English & Arts in New York City Studies	
<i>Undergraduate Honors Thesis: "The Relationship Between Corporate Social Responsibility and Organizational Citizenship Behaviors During the COVID-19 Pandemic"</i> [Advisor: Dr. Zhiqing "Albert" Zhou, Ph.D.]	

RESEARCH FOCI

- Socioeconomic status & upward mobility
- Change management & resilience
- Reactions to technological changes at work
- Job insecurity & economic stress
- Pay transparency & pay disclosure
- Virtual interviewing & equitable hiring practices
- Leadership & executive coaching
- Motivation, goal pursuit, & self-regulation

RESEARCH GRANTS & FELLOWSHIPS

Stone Center on Socioeconomic Inequality Junior Scholars Program (\$5,000)	<i>Spring 2026 – Present</i>
CUNY Graduate Center Psychology University Fellowship (\$3,000)	<i>Fall 2025 – Present</i>
CUNY Graduate Center Doctoral Student Research Grant (\$850)	<i>Spring 2025 – Present</i>
Society for Industrial-Organizational Psychology Small Grant (\$10,000)	<i>Fall 2024 – Present</i>
CUNY Pipeline Program Fellowship (\$7,000)	<i>Fall 2022 – Spring 2023</i>
National Science Foundation Research Experience for Undergraduates Fellowship (\$4,200)	<i>Fall 2021 – Spring 2022</i>
CUNY Macaulay Honors College Opportunities Fund (\$1,500)	<i>Fall 2021</i>

AWARDS & SCHOLARSHIPS

CUNY Graduate Center Psychology Ph.D. Program Travel Award (\$480)	<i>Fall 2025</i>
National Science Foundation Graduate Research Fellowship Program Honorable Mention	<i>Spring 2025</i>
Society for Industrial-Organizational Psychology Student Travel Award (\$500)	<i>Spring 2025</i>
CUNY Graduate Center Full-Tuition Scholarship (\$30,000)	<i>Fall 2023 – Present</i>
CUNY Pipeline Program Summer Research Award (\$3,000)	<i>Summer 2023</i>
Best Undergraduate Honors Thesis of Baruch College (\$500)	<i>Spring 2023</i>
John E. Bauer Award for Leadership, Service, Compassion, Candor, Courage, and Conviction (\$300)	<i>Spring 2023</i>
Baruch College Honors Program Leadership Award	<i>Spring 2023</i>
National Science Foundation Research Experience for Undergraduates Alumni Award (\$3,600)	<i>Fall 2022</i>
National Science Foundation Research Experience for Undergraduates Travel Award (\$1,500)	<i>Spring 2022</i>
Macaulay Honors College Full-Tuition Merit Scholarship (\$27,000)	<i>Fall 2019 – Spring 2023</i>

FIRST-AUTHORED RESEARCH PRESENTATIONS

- Shultz, E. P.,** (Co-Chair), Malloy, C. (Co-Chair), & Liff, J. (2026, May 1). *Technology-mediated job interviews: Rethinking hiring in a hybrid world* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.
- Shultz, E. P.,** Scherbaum, C., & Agnello, P. (2026, April 30). The little things matter: Socioeconomic factors in virtual

interviews [Invited talk]. In the SIOP Foundation, *From ideas to impact: Advancing inclusion and innovation through I-O research* [IGNITE! Session]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.

Shultz, E. P., & Zipfel, M. (2026, May 1). Too close to home: How socioeconomic divides shape applicant reactions to virtual interviews. In E. P. **Shultz** & C. Malloy (Co-Chairs), & J. Liff (Discussant), *Technology-mediated job interviews: Rethinking hiring in a hybrid world* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.

Shultz, E. P., Manjezi, B., & Gödöllei, A. F. (2026, May 1). Writing on the wall: How job characteristics relate to automatability versus automation-related job insecurity. In M. Zipfel & A. Bazzoli (Co-Chairs), *Navigating job insecurity in the age of automation: Individual, team, and global perspectives* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.

Shultz, E. P., & Malloy, C. (2026, April 29). Are we hiring you or your AI? Balancing technological literacy and authenticity. In E. Campion, E. Toomey, & K. Badr (Co-Chairs), *AI applied to selection* [Research community forum]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.

Shultz, E. P. (Co-Chair), Gödöllei, A. F. (Co-Chair), & Behrend, T. S. (Discussant). (2025, April 5). *Facing the future: Employee responses to technology-related job insecurity* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO, United States.

Shultz, E. P., & Gödöllei, A. F. (2025, April 5). Lighting a fire: The impact of job insecurity on preparations for automation. In E. P. **Shultz** & A. F. Gödöllei (Co-Chairs), & T. S. Behrend (Discussant), *Facing the future: Employee responses to technology-related job insecurity* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO, United States.

Shultz, E. P. (Co-Chair), Malloy, C. (Co-Chair), Bending, A. (Co-Chair), Young, M. (Co-Chair), Goldstein, B., Bosco, F., Rudolph, C., & Steel, P. (2025, April 4). *Artificial intelligence in meta-analyses: Opportunities and considerations* [Panel discussion]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO, United States.

Shultz, E. P. (2024, November 25). *Sharing salary secrets: The motives and deterrents of pay information disclosure*. [Brown bag presentation]. CUNY Baruch College's Industrial-Organizational Psychology Ph.D. Program, New York, NY, United States.

Shultz, E. P., Wong, A., & Scherbaum, C. (2024, April 18). *Sorry for the noise: The impact of auditory interruptions on virtual interviews* [Poster presentation]. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL, United States.

Shultz, E. P., & Eaton, A. (2023, November 3). *Threats to safety and privacy: A qualitative study of identity-based Facebook group administrators* [Poster presentation]. New Directions in Research on the Psychology of Technology, Los Angeles, CA, United States.

Shultz, E. P., & Zhou, Z. (2023, May 11). *The relationship between corporate social responsibility and organizational citizenship behaviors during the COVID-19 pandemic* [Poster presentation]. Research & Creative Inquiry Day Expo, Baruch College, New York, NY.

Shultz, E. P., & Zhou, Z. (2023, May 5). *The relationship between corporate social responsibility and organizational citizenship behaviors during the COVID-19 pandemic* [Poster presentation]. Psi Beta National Psychology Summit Poster Presentation, Remote.

COLLABORATIVE RESEARCH PRESENTATIONS

Zipfel, M., **Shultz**, E. P., & Scherbaum, C. A. (2026, May 1). *Status-based distractions: How social class influences virtual interview experiences* [Poster presentation]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.

Malloy, C., & **Shultz**, E. P. (2026, April 29). Client perceptions of AI in consultancies: Staying credible and cutting-edge. In E. Campion, E. Toomey, & K. Badr (Co-Chairs), *AI applied to selection* [Research community forum]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.

Malloy, C., & **Shultz**, E. P. (2026, April 29). Preferences for AI- vs. human-powered decision making. In E. Campion, E.

- Toomey, & K. Badr (Co-Chairs), *AI applied to selection* [Research community forum]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.
- Crowley, L. M., Morgan, A. E., **Shultz**, E. P., Paradis, M., Phillips, J., Zipfel, M., Roll, L. C., De Witte, H., & Bazzoli, A. (2025, July 10). *Driven to develop: How job and occupation insecurity shape desire and perceived need for development* [Poster presentation]. Work, Stress, and Health Conference, Seattle, WA, United States.
- Zipfel, M., Paradis, M., Phillips, J., **Shultz**, E. P., Crowley, L. M., Morgan, A. E., Roll, L.C., De Witte, H., & Bazzoli, A. (2025, July 10). *The costs of broken promises: The impact of psychological contract breach on engagement and burnout* [Poster presentation]. Work, Stress, and Health Conference, Seattle, WA, United States.
- Goldstein, B., Malloy, C., Bending, A., **Shultz**, E. P., Young, M., Larson, E., & Scherbaum, C. (2025, April 4). *A quantitative review of the physical ability test validity* [Poster presentation]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO, United States.

MANUSCRIPTS UNDER REVIEW

Bazzoli, A., Phillips, J., Griffin, C., **Shultz**, E. P., Crowley, L., & Curcuruto, M. (under 3rd review). Designing safer workplaces by nudging employee safety voices. In E. Crawford and S. Pazell (Eds.), *Good work design: Conceptualisation and practice for sustainable futures* (pp. xx-xx). Edward Elgar Publishing.

LAB AFFILIATIONS

Supporting Healthy and Promoting Equitable (SHAPE) Work Lab at CUNY Baruch College New York, NY
Research Assistant | Advisor: Dr. Andrea Bazzoli, Ph.D. January 2024 – Present

Motivation and Technology (MAT) Lab at CUNY Baruch College New York, NY
Research Assistant | Advisor: Dr. Anna Gödöllei, Ph.D. November 2023 – Present

Personnel Selection and Employee Assessment Lab at CUNY Baruch College New York, NY
Research Assistant | Advisor: Dr. Charles Scherbaum, Ph.D. September 2021 – Present

Power, Women, and Relationships (PWR) Psychology Lab at Florida International University Virtual
Research Assistant | Advisor: Dr. Asia Eaton, Ph.D. May 2023 – December 2024

Interpersonal Processes Lab at CUNY Baruch College New York, NY
Research Assistant | Mentor: Joshua Nagel January 2022 – June 2022

Diversity, Interventions, and Health Lab at CUNY Baruch College New York, NY
Research Assistant | Advisor: Dr. Julie Dinh, Ph.D. December 2021 – May 2022

TEACHING

1. **Adjunct Instructor** of the Psychology of Motivation and Learning (Asynchronous; 30 students) *Fall 2025*
2. **Adjunct Instructor** of the Psychology of Motivation and Learning (Asynchronous; 30 students) *Summer 2025*
3. **Adjunct Instructor** of the Psychology of Motivation and Learning (Asynchronous; 30 students) *Summer 2025*
4. **Adjunct Instructor** of the Psychology of Motivation and Learning (In-Person; 30 students) *Spring 2025*
5. **Adjunct Instructor** of the Psychology of Motivation and Learning (Asynchronous; 30 students) *Fall 2024*
6. **Adjunct Instructor** of the Psychology of Motivation and Learning (Asynchronous; 30 students) *Summer 2024*
7. **Adjunct Instructor** of the Psychology of Motivation and Learning (Asynchronous; 30 students) *Summer 2024*
8. **Adjunct Instructor** of the Psychology of Motivation and Learning (In-Person; 24 students) *Spring 2024*
9. **Teaching Assistant** of Research Methods in Psychology (In-Person; 15 students) *Spring 2024*
10. **Teaching Assistant** of Research Methods in Psychology (In-Person; 19 students) *Fall 2023*
11. **Grader** of the Literature and Psychology of the Holocaust (In-Person; 25 students) *Fall 2023*

SERVICE & LEADERSHIP

Volunteer Program Assessment New York, NY
PhD Student Consultant January 2025 – Present

- Analyze engagement surveys for volunteer-run nonprofit organizations to improve volunteer satisfaction and retention.
- Provide data-driven feedback and tailored recommendations to support clients' organizational growth and effectiveness.

New York Metropolitan Association of Applied Psychology (METRO)

New York, NY

Lead Chair of Career Day

November 2022 – Present

- Plan and schedule largest annual events for oldest association of applied psychologists in the U.S., raising \$6,000+ annually.
- Run successful 8-hour networking events by facilitating each panel and subsequent Q&A with the audience, organizing small discussion groups between panelists and attendees, and hosting happy hours.
- Attract 100+ attendees yearly by creating marketing materials and communicating with colleges in the tristate area.
- Recruit 15+ early career, internal consulting, and external consulting industrial-organizational psychologists for panels.

Baruch Ph.D. Program

New York, NY

Volunteer

June 2024 – Present

- Organize weekly brown bag meetings, including coordinating with speakers and planning presentations.
- Plan and facilitate orientation day for new students.
- Connect incoming students with mentors and plan events for the mentorship program.
- Answer questions of prospective students at virtual open houses.

CUNY Graduate Center Psychology Department Faculty Membership Committee

New York, NY

Committee Member

August 2025 – Present

- Voice opinion on developing procedures and formulating criteria for making new faculty appointments with faculty committee members.
- Review faculty membership on ad hoc basis, including each faculty's primary training area affiliation.
- Attend program-wide monthly meetings with executive officer and executive committee.

Assessment Center for Executive Master's Program at Baruch College

New York, NY

Assessor and Role Player

January 2023; January – February 2024; January – February 2025

- Acted as role player in an assessment center for executive master's students to practice and display their skills.
- Analyzed students' written and verbal responses and rated their performance on several competencies.

Blacks in Industrial-Organizational Psychology (BIOP), Asians in IO, and Latinos in IO

New York, NY

Project Consultant | Advisor: Dr. Elliott Larson, Ph.D.

January 2024 – June 2024

- Designed training for the mentorship programs of the 3 affinity groups in IO.
- Conducted training needs analysis by researching the groups and interviewing past and present mentors and mentees.
- Developed training modules using Google Sites to teach mentors and mentees the necessary knowledge and skills for success.

Career Services Committee for the Society for Industrial and Organizational Psychology (SIOP)

Virtual

Committee Member

May 2023 – April 2024

- Spearheaded SIOP mock interview program's recruitment process, crafting SIOP-wide emails and survey questions.
- Paired 600+ mock interviewers and interviewees for the annual SIOP conference based on their experiences and interests.

Baruch College Psychology Club

New York, NY

President (previously Vice President, Secretary, and Chair of Academic Achievement)

February 2021 – May 2023

- Increased active engagement from less than a dozen members to 300+ undergraduate students.
- Restructured, recruited, onboarded, and lead executive board of 6 committees and 17 members (per semester).
- Planned, coordinated, and hosted dozens of events exposing members to professional, academic, and research opportunities.
- Collaborated with Baruch's Starr Career Development Center to create month-long professional development workshops.

Baruch College Honors Ambassadors Program

New York, NY

Honors Program Ambassador

September 2020 – September 2022

- Answered questions, offered resources, explained personal experiences, and conducted follow-up communication with hundreds of prospective honors students and parents who attended panel discussions, open houses, and information sessions.
- Interviewed prospective candidates and conducted the orientation for new Honors Program Ambassadors.

Macaulay Honors College Orientation Leader and Peer Mentorship Program

New York, NY

Orientation Leader and Peer Mentor

August 2021 – May 2022

- Mentored freshmen across 8 CUNY colleges as they transition to college by sharing resources and advice during frequent check-ins, organizing and facilitating co-curricular and community service events, and fostering a sense of community.
- Led a group of 17 Macaulay Honors College freshmen through interactive, team-building exercises during orientation.

APPLIED EXPERIENCE

Executive Master's Program in IO Psychology, CUNY Baruch College

New York, NY

Coach and Professional Assessor

July 2025 – Present

- Coach leaders through monthly professional development meetings to enhance leadership skills.
- Analyze and synthesize personality, emotional intelligence, and cognitive assessment results.
- Deliver data-driven coaching recommendations, aligning development plans with professional goals and assessment results.
- Manage annual assessment centers, including assessor training, to ensure accurate performance evaluations.
- Create integrated feedback reports combining quantitative and qualitative insights from assessment center raters.

Siena Consulting

New York, NY

Consulting Assistant

June 2025 – Present

- Deliver leadership simulation assessments to evaluate candidate performance under pressure.
- Advise hiring managers and HR leaders on interpreting assessment results for talent acquisition.
- Generate and analyze thousands of variables from external platforms to validate assessments against real job performance.
- Evaluate competencies using asynchronous video interviews for early-career leadership development program.

Research Foundation of CUNY & NSF-REU Program

New York, NY

Program Coordinator

August 2022 – September 2025

- Process paperwork, payments, stipends, reimbursements, and conference advanced payments totaling \$200,000+.
- Facilitate weekly graduate school preparation course for 12 undergraduate students mentored by 4 doctoral faculty yearly.
- Advise students about their psychological research design, statistical analysis, and professional and scientific writing skills.
- Coordinate research conference for experimental studies with various focuses in psychology from 4 different labs: personnel selection and employee assessment, social psychology, developmental psychology, and clinical/sleep psychology.

Retensa, Consulting in Employee Retention Strategies

Employee Experience Associate

New York, NY

January 2023 – May 2023

- Conducted, cleaned, and coded hundreds of phone-based exit interviews for 9 client companies in varying industries.
- Designed surveys, including candidate 360-degree feedback, employer brand, and diversity, equity, and inclusion (DEI).
- Analyzed clients' workforce trends with Excel using thousands of survey responses and prepared client-facing presentations.
- Facilitated monthly learning and development programming for the entire firm.
- Created dozens of animated data visualizations using dummy data for firm's social media and client acquisitions.

RELEVANT SKILLS & ADDITIONAL EXPERIENCE

- *Proficiencies:* R; Mplus; Qualtrics; Microsoft Office; Google Suite; Atlas.ti; SPSS Statistics; Python
- *Quantitative and qualitative analytical techniques:* structural equation modeling, confirmatory factor analysis, exploratory factor analysis, regression techniques, thematic analysis
- *Platforms:* Prolific; Slack; Handshake; Symplicity; Sona; Discord; Medium; Foundation Directory Online; Dropbox
- *Journal ad hoc reviewer:* Social and Personality Psychology Compass, Columbia University Graduate Student Journal of Psychology
- *Conference program reviewer:* Society for Industrial-Organizational Psychology, American Psychological Association
- *Trainings:*
 - Eye Tracking and Attention Computing Training with Tobii at Baruch College
 - New York University Artificial Intelligence and Machine Learning School
 - Functional Magnetic Resonance Imaging (fMRI) Workshop at the CUNY Advanced Science Research Center
 - 4 course certifications from Collaborative Institutional Training Initiative (CITI) Program
 - Mental Health, Equity, and Resilience Training at New York City Department of Health and Mental Hygiene
 - Mental Health First Aid Certification at ThriveNYC