

ELIZABETH MULLEN

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School of Management
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EDUCATION

- Ph.D. University of Illinois at Chicago, 2004
Major: Social Psychology
Minor: Statistics Methods and Measurement
- M.A. University of Illinois at Chicago, 2000
Major: Social Psychology
- B.A. University of Memphis, 1998
Major: Psychology

ACADEMIC POSITIONS

- 2015 – present Assistant Professor of Management
School of Management, San Jose State University
- 2013 – 2015 Associate Professor of Management
School of Business, George Washington University
- 2006 – 2013 Assistant (2006 – 2010) and Associate Professor of Organizational Behavior
Graduate School of Business, Stanford University
- 2004 – 2006 Visiting Assistant Professor of Management and Organizations and
Post-Doctoral Fellow at the Dispute Resolution Research Center;
Kellogg Graduate School of Management, Northwestern University

AWARDS AND HONORS

- Nominated for the PhD Distinguished Faculty Teaching and Service Award, Stanford GSB, 2011
Louise and Claude Rosenberg Faculty Scholar for 2011-2012
Ascendant Scholar, Western Academy of Management, 2011
James and Doris McNamara Faculty Scholar for 2008-2009
Best Paper - New Directions Award by the Conflict Management Division, Academy of Management, 2007
Dispute Resolution Research Center Grant for Research, Northwestern University, 2005
Society for Personality and Social Psychology Student Travel Award, 2002
University Fellowship, University of Illinois at Chicago, 2001-2003
First Place – Sigma Xi Graduate Research Competition, 2000
Departmental Research Funding, University of Illinois at Chicago, 1999
Addington Award for Outstanding Achievement in Psychology, University of Memphis, 1998
Psi Beta Chi Award for Outstanding Academic Achievement, University of Memphis, 1998

RESEARCH INTERESTS

Behavioral Ethics; Distributive and Procedural Justice; Compensatory and Retributive Justice; Morality

PUBLICATIONS (** indicates equal authorship; ** indicates current or former graduate student)

Edited Volume

Neale, M. A., Mannix, E. A., & Mullen, E. (Eds.). (2010). *Research on Managing Groups and Teams: Fairness and Groups*. Bingley, UK: Emerald.

Book Chapters (peer-reviewed)

Mullen, E. & Okimoto, T. (2015). Compensatory Justice. In M. Ambrose & R. Cropanzano (Eds.), *Oxford Handbook of Justice in Work Organizations*.

**Skitka, L. J., **Bauman, C. W., & **Mullen, E. (2015). Morality and Justice. In C. Sabbagh & M. Schmitt (Eds.), *Handbook of Social Justice Theory and Research*. Springer Press.

Skitka, L. J., Bauman, C. W., & Mullen, E. (2008). Morality and justice: An expanded theoretical perspective and empirical review. In K. A. Hegtvedt and J. Clay-Warner (Eds.), *Advances in Group Processes: Justice* (Vol. 25, pp 1-27). Bingley, UK: Emerald Group Publishing.

Mullen, E. (2007). The reciprocal relationship between affect and perceptions of fairness. In K. Tornblom & R. Vermunt (Eds.), *Distributive and Procedural Justice: Research and Social Applications* (pp. 15-37). Burlington, VT: Ashgate.

Skitka, L. J., & Mullen, E. (2002). Psychological determinants of public opinion. In V. Ottati, et al., (Eds.), *Social Psychological Application to Social Issues: The Social Psychology of Politics* (pp. 107-134). New York: Kluwer Academic / Plenum Publishers.

Journal Articles (peer-reviewed)

**Mullen, E., & **Monin, B. (2016). Consistency versus licensing effects of past moral behavior. *Annual Review of Psychology*, 67.

**Adams, G. S. & Mullen, E. (2015). Punishing the perpetrator decreases compensation for victims. *Social Psychological and Personality Science*. DOI: 10.1177/1948550614542346

Bauman, C. W., & Mullen, E. (2014). Reconsidering Motivation to Blame and the Distinction between Private and Public Blame. [Commentary]. *Psychological Inquiry*, 197-200. DOI: 10.1080/1047840X.2014.901131

**Adams, G. S., & Mullen, E. (2013). Increased voting for candidates who compensate victims rather than punish perpetrators. *Social Justice Research*, 26, 168-192. DOI: 10.1007/s11211-013-0179-x

**Adams, G. S., & Mullen, E. (2012). The social and psychological costs of punishing. [Commentary]. *Behavioral and Brain Sciences*, 35, 15-16. doi: 10.1017/S0140525X11001142

Jordan, J., Mullen, E. & Murnighan, J. K., (2011). Striving for the moral self: The effects of recalling past moral actions on future moral behavior. *Personality and Social Psychology Bulletin*, 37, 701-713.

Morgan, G. S., Mullen, E., & Skitka, L. J. (2010). When values and attributions conflict: Liberals' and conservatives' values motivate attributions for alleged misdeeds. *Personality and Social Psychology Bulletin*, 36, 1241-1254.

Mullen, E., & Skitka, L. J. (2009). Comparing Americans' and Ukrainians' allocations of public assistance: The role of affective reactions in helping behavior. *Journal of Cross Cultural Psychology*, 40, 301-318.

Mullen, E., & Nadler, J. (2008). Moral Spillovers: The effect of moral violations on deviant behavior. *Journal of Experimental Social Psychology*, 44, 1239 -1245.

Skitka, L. J., & Mullen, E. (2008). Moral convictions often override concerns about procedural fairness: A reply to Napier and Tyler. *Social Justice Research*, 21, 529-546.

Maddux, W. M., Mullen, E., & Galinsky, A. (2008). Chameleons Bake Bigger Pies and Take Bigger Pieces: Strategic Behavioral Mimicry Facilitates Negotiation Outcomes. *Journal of Experimental Social Psychology*, 44, 461-468.

Mullen, E., & Skitka, L. J. (2006). Exploring the psychological underpinnings of the moral mandate effect: Motivated reasoning, group differentiation, or anger? *Journal of Personality and Social Psychology*, 90, 629-643.

Mullen, E., & Skitka, L. J. (2006). When outcomes prompt criticism of procedures: Analysis of the Rodney King case. *Analyses of Social Issues and Public Policy*, 6, 1-14.

Skitka, L. J., **Bauman, C. W., & **Mullen, E. (2004). Political tolerance and coming to psychological closure following the September 11, 2001 terrorist attacks. *Personality and Social Psychology Bulletin*, 30, 743-756.

Mullen, E., Bauman, C. W., & Skitka, L. J. (2003). Avoiding the pitfalls of politicized psychology. *Analyses of Social Issues and Public Policy*, 3, 171-176.

Skitka, L. J., Mullen, E., Griffin, T., Hutchinson, S., & Chamberlin, B. (2002). Dispositions, scripts, or motivated correction? Exploring competing explanations for ideological differences in attributions for social problems. *Journal of Personality and Social Psychology*, 83, 470-487.

Skitka, L. J., & Mullen, E. (2002). Understanding judgments of fairness in a real-world political context: A test of the value protection model of justice reasoning. *Personality and Social Psychology Bulletin*, 28, 1419-1429.

Skitka, L. J., & Mullen, E. (2002). The "dark side" of moral conviction. *Analyses of Social Issues and Public Policy*, 2, 35-41.

Manuscripts Under Review or In Preparation

Mullen, E., **Adams, G. S., **Chow, R., & **Zak, S. (2015). Power predicts preferences for compensatory and retributive justice. *Manuscript in preparation*.

**Schaumberg, R. & Mullen, E. (2015). Incidental hardships boost perceptions of moral character. *Manuscript in preparation.*

**O'Connor, K. & Mullen, E. (2015). Two wrongs make it right: When managerial rule violations restore justice. *Manuscript in preparation.*

CONFERENCE PRESENTATIONS

Adams, G. S., & Mullen, E. (2014, July). Punishment decreases victim compensation. Paper presented at the biannual meeting of the European Association for Social Psychology: Amsterdam.

Mullen, E., & O'Connor, K. (2012, September). When two wrongs make a right: Managerial rule violations restore perceptions of justice. Paper presented at the biannual meeting of the International Society for Justice Research: Israel.

O'Connor, K. S. & Mullen, E. (2012, August). Two wrongs make it right: When rule violations restore justice. Paper presented at the annual meeting of the Academy of Management: Boston, MA.

Schaumberg, R. & Mullen, E. (2012, January). Incidental hardships increase perceptions of a volunteer's sacrifice and moral character. Paper presented at the Justice and Morality Preconference to the annual meeting of the Society for Personality and Social Psychology: San Diego, CA.

Schaumberg, R. & Mullen, E. (2011, January). Incidental Morality: Exogenous Factors influence perceptions of self-sacrifice and morality. Poster presented at the annual meeting of the Society for Personality and Social Psychology: San Antonio, TX.

Adams, G. S., & Mullen, E. (2010, August). Compensating victims leads to more status conferral than punishing perpetrators. Paper presented at the biannual meeting of the International Society for Justice Research: Banff, Alberta, Canada.

O'Connor, K., Effron, D., Mullen, E., & Monin, B. (2010, August). Innocent by association: When a close other's good deed licenses one's transgressions. Paper presented at the biannual meeting of the International Society for Justice Research: Banff, Alberta, Canada.

Schaumberg, R. & Mullen, E. (2010, August). Incidental morality: Exogenous factors influence perceptions of self-sacrifice and morality. Paper presented at the biannual meeting of the International Society for Justice Research: Banff, Alberta, Canada.

Adams, G. S., & Mullen, E. (2010, January). Compensating victims leads to more status conferral than punishing perpetrators. Paper presented at the Justice and Morality Preconference to the annual meeting of the Society for Personality and Social Psychology.

O'Connor, K., Effron, D., Mullen, E., & Monin, B. (2010, January). Vicarious Credentials. Poster presented at the Justice and Morality Preconference to the annual meeting of the Society for Personality and Social Psychology.

Mullen, E., Zak, S., Chow, A., & Adams, G. (2009, August). Power influences preferences for retributive and compensatory justice. Paper presented at the annual meeting of the Academy of Management: Chicago, IL.

Adams, G. S., & Mullen, E. (2009, August). Paying out and moving up: Compensating victims leads to more status conferral than punishing perpetrators. Paper presented at the annual meeting of the Academy of Management: Chicago, IL.

Morgan, G. S., Mullen, E., & Skitka, L. J. (2009, July). Understanding the left-right political divide in explanations for social problems: Stable individual difference or motivated reasoning? Paper presented at the annual meeting of the International Society for Political Psychology: Dublin, Ireland.

Morgan, G. S., Mullen, E., & Skitka, L. J. (2009, April). The ideo-attribution effect: Stable individual difference or motivated reasoning? Paper presented at the annual meeting of the Midwestern Political Science Association meeting, Chicago, IL.

Morgan, G. S., Mullen, E., & Skitka, L. J. (2009, April). Understanding the left-right political divide in explanations for social problems: Individual difference or motivated reasoning? Paper presented at the annual meeting of the Social Psychologists of Chicago. Chicago, IL.

Adams, G. S. & Mullen, E. (2009, February). Victim emotions influence punishment and compensation. Poster presented at the annual meeting of the Society for Personality and Social Psychology: Tampa, FL.

Jordan, J., Mullen, E., & Murnighan, J. K. (2009, February). The devil within and the saints around: The contingent influence of moral actions. Paper presented at the annual meeting of the Society for Personality and Social Psychology: Tampa, FL.

Mullen, E., & Zak, S. (2008, August). Power Predicts Preferences for Compensatory and Retributive Justice. Paper presented at the biannual meeting of the International Society for Justice Research: Adelaide, Australia.

Skitka, L. J., Mullen, E., & McCready, W. C. (2008, May). The effects of political orientation and the salience of race and location on self-reported charitable giving after Hurricane Katrina. Paper presented at the annual meeting of the American Association of Public Opinion Researchers, New Orleans, LA.

Morgan, G. S., Mullen, E., & Skitka, L. J. (2008, May). When conservatives let people off the hook and liberals leave them hanging. Paper presented at the annual meeting of the Midwestern Psychological Association. Chicago, IL.

Morgan, G. S., Mullen, E., & Skitka, L. J. (2008, February). Exploring the boundaries of conservative blame: The motivated correction model of ideological reasoning. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Albuquerque, NM.

*Maddux, W.W., Mullen, E., & Galinsky, A.D. (2007, August). Chameleons bake bigger pies and take bigger pieces: Strategic behavioral mimicry facilitates negotiation outcomes. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA.

*** awarded Best Paper-New Directions by the Conflict Management Division, AOM, 2007**

Mullen, E., Galinsky, A., Bauman, C. W., & Chow, R. (2007, July). Power and Perceptions of Justice. Paper presented at the annual meeting of the International Association for Conflict Management: Budapest, Hungary.

Mullen, E., & Skitka, L. J. (2006, August). Cultural Differences in People's Willingness to Allocate Resources to Needy Others. Paper presented at the biannual meeting of the International Society for Justice Research: Berlin, Germany.

Mullen, E., & Skitka, L. J. (2005, August). The Role of Moral Identity in Justice Reasoning. Paper presented at the annual meeting of the Academy of Management: Honolulu, HI.

Skitka, L. J., & Mullen, E. (2004, October). Understanding the moral mandate effect: Motivated reasoning, in-group distributive bias, or affective heuristic? Paper presented at the meeting of the Society for Experimental Social Psychology, Fort Worth, TX

Mullen, E., & Skitka, L. J. (2004, June). When Are Outcomes More Important than Procedures? The Role of Moral Identity in Justice Reasoning. Paper presented at the biannual meetings of the International Society for Justice Research: Regina, Canada.

Mullen, E., & Skitka, L. J. (2004, February). Justice runs shallow, but injustice runs deep: A dual process model of justice reasoning. Paper presented at the annual meeting of the Society for Personality and Social Psychology: Austin, TX.

Skitka, L. J., Bauman, C.W., & Mullen, E. (2003, October). When terrorists strike: anger, fear, and their consequences on political tolerance. Paper presented at the annual meeting of the Society for Experimental Social Psychology: Boston, MA.

*Bauman, C. W., Mullen, E., & Skitka, L. J. (2003, February). The likeability heuristic and the assessment of political ideology: Validation of a likes and dislikes measure of political orientation. Poster presented at the annual meeting of the Society for Personality and Social Psychology: Los Angeles, CA.

***Runner-Up, Graduate Student Poster Award**

German, S., Mullen, E., Hutchinson, S., & Skitka, L. J. (2003, April). Why we help: Affect, responsibility, and aptitude. Poster presented at the Undergraduate Research Symposium. University of Illinois at Chicago: Chicago, IL.

Skitka, L. J., Bauman, C., & Mullen, E. (2003, February). With malice toward some and charity toward others: Support for civil liberties and psychological closure following September 11. Paper presented at the annual meeting of the Society for Personality and Social Psychology: Los Angeles, CA.

Mullen, E. (2002, June). Toward understanding when fairness matters: Affect and perceptions of fairness. Paper presented at the IXth International Social Justice Conference of the International Society for Justice Research: Skovde, Sweden.

Mullen, E., & Skitka, L. J. (2002, May). Procedural and outcome fairness in reaction to the Rodney King case. Poster presented at the annual meeting of the Midwestern Psychological Association: Chicago, IL.

Skitka, L. J., Mullen, E., Griffin, T., Hutchinson, S., & Chamberlin, B. (2002, May). Dispositions, scripts, or motivated correction? Understanding ideological differences in explanations for social problems. Paper presented at the annual meeting of the Midwestern Psychological Association: Chicago, IL.

Mullen, E. (2002, April). A motivated correction explanation for ideological differences in attributions for social welfare. Paper presented at the Sigma Xi Graduate Research Forum. University of

Illinois at Chicago: Chicago, IL.

Mullen, E. (2002, January). Understanding when fairness matters: Affect and perceptions of fairness. Paper presented at the Justice pre-conference to the annual meeting of the Society for Personality and Social Psychology: Savannah, Georgia.

Mullen, E., & Skitka, L. J. (2001, June). A two-stage model of ideological differences in attributions for social welfare. Poster presented at the annual meeting of the American Psychological Society: Toronto, Canada.

Skitka, L. J., & Mullen, E. (2001, May). What is fair? The role of personal identity, values, and moral mandates. Paper presented at the American Association of Public Opinion Researchers: Montreal, Canada.

Mullen, E., & Skitka, L. J. (2001, May). A two-stage model of attributions: Are liberals more likely to correct dispositional attributions than conservatives? Paper presented at the annual meeting of the Midwestern Psychological Association: Chicago, IL.

Skitka, L. J., Chamberlin, B., Hutchinson, S., & Mullen, E. (2001, May). Explaining liberal generosity: An ideologically scripted or effortfully corrected response? Paper presented at the annual meeting of the Midwestern Psychological Association: Chicago, IL.

Skitka, L. J., Mullen, E., Griffin, T., Hutchinson, S. & Chamberlin, B. (2001, March). Dispositions, scripts, or motivated correction? Explaining ideological differences in attributions for social problems. Invited paper presentation at the annual meeting of the Social Psychologists Around the Midwest: Iowa State University; Ames, IA.

Mullen, E., & Skitka, L. J. (2000, May). A cross-cultural test of the contingency model of distributive justice. Poster presented at the annual meeting of the Midwestern Psychological Association: Chicago, IL.

Mullen, E. (2000, April). The role of culture in allocating scarce resources: The United States and Ukraine. Paper presented at the Sigma Xi Graduate Research Forum. University of Illinois at Chicago: Chicago, IL.

Colon, M. L., Mullen, E., & Skitka, L. J. (1999, April). Locus of control in allocations of assistance and reward. Paper presented at Northwestern University's Undergraduate Research Symposium: Evanston, IL.

Grisa, E. K., Griffin, T. D., Mullen, E., & Skitka, L. J. (1999, April). Cultural differences in political ideology. Paper presented at Northwestern University's Undergraduate Research Symposium: Evanston, IL.

Mullen, E. (1999, March). Locus of control and perceived deservingness in allocation decision-making. Paper presented at the Sigma Xi Graduate Research Forum. Univ. of IL-Chicago.

INVITED TALKS

UC Berkeley, Haas School of Business, 2011

Ascendant Scholar Address, Western Academy of Management, 2011

University of California, Davis, Social Psychology, 2011

University of British Columbia, Sauder School of Business, 2009

Northwestern University, School of Law, 2008

UC Berkeley, Haas School of Business, 2007
UC Santa Cruz, Social Psychology Speaker Series, 2007
Stanford University, Social Psychology Lab, 2006 & 2011
University of Chicago, Political Psychology Workshop, 2006
Northwestern University, Ayers Residential College of Commerce & Industry, 2006
University of Illinois at Chicago, Social Psychology Brown Bag Series, 2005

INVITED PANEL DISCUSSIONS

Kim, P. H. (Chair), Barry, B., Dirks, K. T., Hannah, S., Mullen, E., Murnighan, J. K., Olekalns, M., Schweitzer, M., Tenbrunsel, A. (2009, August). Behavioral insights into the nature of morality and ethics. Professional development workshop at the annual meeting of the Academy of Management. Chicago, IL.

Camacho, J., Hernandez, G., Mullen, E., Nokes, T. J., & Rosenblatt, B. (1999, October). Being a successful graduate teaching assistant. Invited panel discussion for Graduate Teacher Training Course, University of Illinois at Chicago: Chicago, IL.

MEDIA COVERAGE OF RESEARCH

The Economist, Washington Post, Globe and Mail, CFO Magazine, Psychology Today, GW Today

EXTERNAL GRANTS

Ideological Differences in Public Compassion: Effects of Perspective Taking, Emotion, and Attributions on Willingness to Help. National Science Foundation, #SBR-0518084, August 15, 2005 – August 14, 2007. Co-Principal Investigator with Linda Skitka.

Toward Understanding When Fairness Matters: Affect and Perceptions of Fairness. (2003). Sigma Xi Grant in Aid of Research.

Affective Influences on People's Fairness Reasoning. (2003). SPSSI grant for dissertation research.

SERVICE

Search Committee Member, Lindner Gambal Ethics Professorship, GWSB, 2014 - 2015
Conflict of Interest Committee Member, GWU, 2013 - 2015
Co-organizer, Department of Management Seminar Series, GWSB, 2013- 2015
Hiring Committee, Department of Management, GWSB, 2013-2014
Research Committee, GWSB, 2013 - 2015
Micro OB PhD Liaison, Stanford GSB, 2011 - 2012
Faculty Committee for the New Building, Stanford GSB, 2010
Co-organizer, Research on Managing Groups and Teams conference, 2009
Co-organizer, Organizational Behavior Seminar Series, Stanford GSB, 2006 – 2009
PhD Admissions Committee, (micro) Organizational Behavior, Stanford GSB, 2006 – 2010, 2012
Co-Organizer, Justice Pre-conference to the SPSP annual meeting, 2005 – 2009
SPSSI Grant in Aid Review Panel Member, 2006 – 2008
Task Force on Feminism and Political Psychology, 2006 – 2008
DRRC, Post Doctoral Fellow Search Committee, Kellogg School of Management, 2006
Kellogg Cares – Volunteer, 2005
APA Science Student Council – member at large, 2001 - 2003

Committee of Graduate Studies, Univ. of Illinois at Chicago, Psychology Department, 2000-2001
Graduate Student Council, University of Illinois at Chicago, 2000-2001

EDITORIAL BOARD SERVICE

Journal of Personality and Social Psychology, 2012 - present
Social Psychological and Personality Science, 2012 - present
Analyses of Social Issues and Public Policy, 2011 - present
Social Justice Research, 2011 - present

AD HOC REVIEWER

Administrative Sciences Quarterly; *Basic and Applied Social Psychology*; *Behavioral Ethics Quarterly*; *British Journal of Social Psychology*; *Conflict Management and Peace Studies*; *European Journal of Social Psychology*; *Group Processes and Interpersonal Relations*; *Journal of Experimental Social Psychology*; *Journal of Personality and Social Psychology*; *Journal of Personality*; *Journal of Research in Personality*; *Organizational Behavior and Human Decision Processes*; *Organization Science*; *Personality and Social Psychology Review*; *Personality and Individual Differences*; *Psychological Science*; *Psychology of Women Quarterly*; *Social Justice Research*; *Social Psychological and Personality Science*; National Science Foundation; Time-sharing Experiments for the Social Sciences

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM)
Association for Psychological Science (APS)
International Society for Justice Research (ISJR)
Society of Experimental Social Psychology (SESP)
Society for Personality and Social Psychology (SPSP)
Society for the Psychological Study of Social Issues (SPSSI)

TEACHING EXPERIENCE

George Washington University, School of Business

MGT6215: Conflict Management and Negotiations (1 section: Spring 2015)
MBAD_6263: Organizations and Human Capital (2 sections: Fall, 2014)
MBAD_6261: Organizations and Leadership (2 sections: Fall 2013, Spring 2014)
MGT 8386: PhD seminar on Organizational Justice and Behavioral Ethics (Spring 2014)

Stanford Graduate School of Business

OB 206: Organizational Behavior (13 sections total: Fall 2007, 2008, 2009, 2010, 2011)
OB 381: Conflict Management and Negotiation (1 section: Fall 2006)
OB 581: Negotiations (5 sections total: Fall, 2007, 2008, 2010)
OB 673: Social Psychology of Justice (PhD seminar, Spring 2010)
OB 678: Design and Process of Experimental Research (PhD seminar, 2010-2012)

Kellogg School of Management

MORS 470: Negotiations (6 sections total: Winter, Spring, Fall 2005; Spring 2006)

University of Illinois at Chicago

PSCH 312: Social Psychology, Undergraduates (2 sections total: Spring 2003; Summer 2003)
PSCH 505: Colloquium on the Teaching of Psychology, PhD students (1 section: Fall 2003)