
Scott B. Shadrick
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Education: Doctor of Philosophy, Technology Management: Human Resource Development & Industrial Training, Indiana State University, 2006
Dissertation Topic: *Accelerating the Development of Adaptive Thinking in United States Army Captains.*

Master of Arts, Applied (Industrial-Organizational) Psychology, Western Kentucky University, 1999

Thesis topic: *Meta-Analysis of Computer-Assisted-Instruction for Adult Learners.*

Bachelor of Arts, Psychology, University of South Florida, 1995

Experience: *Team Leader/Psychologist*, U.S. Army Research Institute,
Unit Focused Research Unit, December 2006 to Present

Senior Research Psychologist, U.S. Army Research Institute,
Armored Forces Research Unit, August 2006 to December 2006

Research Psychologist, U.S. Army Research Institute,
Armored Forces Research Unit, May 2001 to August 2006

Adjunct Faculty, Western Kentucky University,
Department of Psychology, August 1999 to Present

Research Scientist, Human Resources Research Organization,
Advanced Distributed Training, October 1997 to May 2001

Research Fellow, Consortium of Universities Fellow,
Fort Knox, June 1996 to September 1997

Teaching Experience:

Western Kentucky University: Graduate

Statistical Software for Behavioral Scientists (PSY 505): The research tool introduces the student to the main frame and the personal computer as instruments for facilitating the statistical analyses of data. Skills in using the major statistical analyses software (SPSS, SAS, and/or BMDP) are developed. This course fulfills the research tool requirement of the WKU Graduate College.

Western Kentucky University: Undergraduate

Industrial/Organizational Psychology (PSY 370): Topics included job analysis, predictor and criterion development, validity, reliability, utility, test bias, leadership, motivation, and satisfaction. Course is lecture based supplemented with projects.

Member of Thesis Committee:

Fultz, C. (2006). Comparison of distributed versus collocated command group collaboration performance.

Breidert, J. (In Prep). Skill Level, Criteria Ambiguity, and Their Effects on Self-Assessment Accuracy for the Think Like A Commander Training Program.

Technical Reports, Products, and Book Chapters:

Beaubien, J., Paley, M., Badugu, S., Shadrick, S. B., Ennis, C., & Jacklin, S. (2007). *Red Cape: Crisis Action Planning and Execution* (ARI Research Product 2007-01). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.

Brown, S., & Shadrick, S. B. (2003). *MEDALIST Prototype System, Version 2.0*. Available from the U.S. Army Research Institute for the Behavior and Social Sciences; Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.

Flynn, M. R., Dannemiller, B., Bonnett, M. E., Gossman, J. R., Forrest, D., Bonnett, M. E., Shadrick, S. B., & Mauzy, R. P. (2001). *The Commanders' Integrated Training Tool for the Close Combat Tactical Trainer 3: Final prototype development* (ARI Research Report 1781). Alexandria, VA: U.S. Army Research Institute for the Behavior and Social Sciences.

Gossman, J. R., Beebe, M. E., Bonnett, M. E., Forrest, D., Shadrick, S. B., Dannemiller, B., Mauzy, R., & Bonnet, M. E. (1998). *The Commanders' Integrated Training Tool for the Close Combat Tactical Trainer: Design, prototype development, and lessons learned* (ARI Research Report 1739). Alexandria, VA: U.S. Army Research Institute for the Behavior and Social Sciences.

Gossman, J. R., Bonnett, M. E., Forrest, D., Shadrick, S. B., Dannemiller, B., Flynn, M. R., Mauzy, R. P., & Bonnett, M. E. (2000). *The Commanders' Integrated Training Tool for the Close Combat Tactical Trainer - 2: Second generation design and prototype development*. (ARI Research Report 1759). Alexandria, VA: U.S. Army Research Institute for the Behavior and Social Sciences.

Gossman, J. R., Heiden, C. G., Flynn, M. R., Smith, P. G., & Shadrick, S. B. (2005). *Training battle command thinking skills with distance mentoring: A comparison of three methods*. Available from the U.S. Army Research Institute for the Behavior and Social Sciences; Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.

Gossman, J. R., Mauzy, R. P., Heiden, C. G., Campbell, C. H., Flynn, M. R., Lussier, J. W., & Shadrick, S. B. (2005). *Flexible methods for Future Force concept development* (ARI Research Report 1839). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.

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- Graves C. R., Campbell, C. H., Jenkins, S. N., & Shadrick, S. B. (2005). *The Multi-echelon Distributed Army Leaders' Information Support Training II: Prototype development and recommendations for future training* (ARI Research Report 1843). Arlington, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- Graves C. R., Jenkins, S. N., Flynn, M. R., & Shadrick, S. B. (2005). *MEDALIST: Communication drills for distributed coaching* (ARI Research Product 2006-02). Arlington, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- Graves C. R., Jenkins, S. N., Flynn, M. R., Brown, S. H., & Shadrick, S. B. (2004). *The MEDALIST Prototype System (MPS) and sample exercises*. Available from the U.S. Army Research Institute for the Behavior and Social Sciences; Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.
- Graves C. R., Jenkins, S. N., Flynn, M. R., Brown, S. H., & Shadrick, S. B. (2004). *Multi-Echelon Distributed Army Leader Information Processing Training: Prototype development and recommendations for future research* (ARI Research Report 1843). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Heiden, C. G., Shadrick, S. B., & Davies, A. G. (2004). *Think Like a Commander – Mission to Azerbaijan: Student installation disk* (ARI Research Product 2004-05). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Leedom, D. K., McElroy, W., Shadrick, S. B., Lickteig, C. W., Pokorny, R. A., Haynes, J. A., & Bell, J. (2007). *Cognitive task analysis of the battalion level visualization process* (ARI Technical Report 1213). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Lickteig, C. W., Sanders, W. R., Shadrick, S. B., Lussier, J. W., Holt, B. J., & Rainey, S. J. (2002). *Human-system integration for future command and control: Identifying research issues and approaches* (ARI Research Report 1792). Alexandria, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Lussier, J. W., Shadrick, S. B., & Prevou, M. I. (2003). *Think Like a Commander Prototype: Instructor's guide to adaptive thinking* (Research Product 2003-02). Alexandria, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- McElroy, W., Bell, J., Shadrick, S. B., Leedom, D. K., Pokorny, R. A., & Haynes, J. A. (2007). *Exemplar training for battalion visualization* (ARI Research Product 2007-05). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Phillips, J. K., Ross, K. G., & Shadrick, S. B. (2006). *User's guide for tactical behaviorally anchored rating scales* (ARI Research Product 2006-05). Alexandria, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Phillips, J. K., Shafer, J., Ross, K. G., Cox, D. A., & Shadrick, S. B. (2006). *Behaviorally anchored rating scales for the assessment of tactical thinking mental models* (ARI Research Report 1854). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.

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- Schaefer, P. S., Shadrick, S. B., Beaubien, J., & Crabb, B. T. (2008). *Training effectiveness assessment of Red Cape: Crisis action planning and execution* (ARI Research Report 1885). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Shadrick, S. B. (1999). *The effectiveness of computer-assisted-instruction in the acquisition of knowledge, skills, and abilities for adult learners: A meta-analysis*. Unpublished master's thesis, Western Kentucky University, Bowling Green, Kentucky.
- Shadrick, S. B. (2002). *MEDALIST Prototype System, Version 1.0*. Available from the U.S. Army Research Institute for the Behavior and Social Sciences; Armored Forces Research Unit, Fort Knox, KY.
- Shadrick, S. B. (2004). *Think Like a Commander: Mission to Azerbaijan*. Available from the U.S. Army Research Institute for the Behavior and Social Sciences; Armored Forces Research Unit, Fort Knox, KY.
- Shadrick, S. B. (2006). *Accelerating the development of adaptive thinking in United States Army captains*. Unpublished dissertation, Indiana State University, Terre Haute, Indiana.
- Shadrick, S. B., & Brown, S. (2003). *MEDALIST Prototype System*. Available from the U.S. Army Research Institute for the Behavior and Social Sciences; Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.
- Shadrick, S. B., & Lussier, J. W. (2002) *Think Like a Commander: Captain's Edition Prototype version 1.0* (ARI Research Product 2002-02). Alexandria, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Shadrick, S. B., & Lussier, J. W. (2002) *Think Like a Commander: Captain's edition prototype rage update*. Available from the U.S. Army Research Institute for the Behavior and Social Sciences; Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.
- Shadrick, S. B., & Lussier, J. W. (2004). *Assessment of the Think Like a Commander training program* (ARI Research Report 1824). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Shadrick, S. B., & Lussier, J. W. (2008). Knowledge elicitation: The FLEX approach. In *The PSI handbook of virtual environments for training and education: Developments for the military and beyond* (VOLUME 2: VE Components and training technologies) (Eds. Denise Nicholson, Dylan Schmorrow, & Joseph Cohn). Praeger, Westport, Connecticut, pp 363-377.
- Shadrick, S. B., & Lussier, J. W. (2008). Training complex cognitive skills: A theme-based approach. In K. A. Ericsson (Ed.), *Development of professional expertise: Toward measurement of expert performance and design of optimal learning environments*. Cambridge, UK: Cambridge University Press.
- Shadrick, S. B., & Mauzy, R. (1999, 2000). *The Commanders' Integrated Training Tool Instructional Overview CD-ROM*. Fort Knox, KY: Human Resources Research Organization. Available from U.S. Army Research Institute, Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.

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- Shadrick, S. B., Crabb, B. T., Lussier, J. W., & Burke, J. T. (2007). *Positive transfer of adaptive battlefield thinking skills* (ARI Research Report 1873). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Shadrick, S. B., Lussier, J. W., & Fultz, C. (2007). *Accelerating the development of adaptive performance: Validating the Think Like a Commander training* (ARI Research Report 1868). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Shadrick, S. B., Lussier, J. W., & Hinkle, R. (2005). *Concept development for future domains: A new method of knowledge elicitation* (ARI Technical Report 1167). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Shadrick, S. B., Schaefer, P. S., & Beaubien, J. (2007). *Development and content validation of crisis response training package Red Cape: Crisis action planning and execution* (ARI Research Report 1875). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Shlechter, T. M., Shadrick, S. B., & Bessemer, D. W. (1997). *Can a simulation-based training program strengthen participants' sense of efficacy?* Available from the U.S. Army Research Institute for the Behavior and Social Sciences; Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.
- Shlechter, T. M., Shadrick, S. B., Bessemer, D. W., & Anthony, J., (1997). *An examination of training issues associated with the Virtual Training Program* (ARI Technical Report 1052). Alexandria, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- U.S. Army Research Institute for the Behavioral and Social Sciences. (2007). *Red Cape: Crisis action planning and execution* (ARI Research Product 2007-01). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- U.S. Army Research Institute for the Behavioral and Social Sciences. (2007). *Red Cape: Crisis response training for national guard and interagency teams* (ARI Research Product 2007-07). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- U.S. Army Research Institute for the Behavioral and Social Sciences. (2006). *Captains in Command: Mission to Azerbaijan* (ARI Research Product 2006-04). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- U.S. Army Research Institute for the Behavioral and Social Sciences. (2006). *Captains in Command: Captains Edition* (ARI Research Product 2006-04). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.

Presentations:

- Beaubien, J. M., Shadrick, S. B., & Paley, M. J. (2006, December). *Using deliberate practice to train military-civilian interagency coordination*. Paper presented at the 2006 Interservice/Industry Training, Simulation & Education Conference. Orlando, FL.

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- Lussier, J. W. & Shadrick, S. B. (2003, October). *Adaptive thinking training for tactical leaders*. Paper presented at the Human Factors & Medicine Panel Symposium on Advanced Technologies for Military Training. North Atlantic Treaty Organization: Genoa, Italy.
- Lussier, J. W. & Shadrick, S. B. (2004, December). *How to train deployed soldiers: New advances in interactive multimedia instruction*. Proceedings of the Interservice/Industry Training, Simulation & Education Conference, Orlando, FL.
- Lussier, J. W. & Shadrick, S. B. (2005, April). *Integrating new technology into warfighting operations*. Paper presented at the 13th Republic of Korea-United States of America Defense Analysis Seminar. Seoul, South Korea.
- Lussier, J. W. & Shadrick, S. B. (2006, June). *Components of effective training*. Paper presented at the RTO Human Factors and Medicine Panel (HFM) Workshop Virtual Media for Military Applications. North Atlantic Treaty Organization: United States Military Academy, West Point, NY.
- Phillips, J. K., Shafer, J., Ross, K. G., Cox, D. A., & Shadrick, S. B. (2005, December). *A behaviorally anchored assessment tool to measure tactical thinking proficiency*. Paper presented at the 2005 Interservice/Industry Training, Simulation & Education Conference. Orlando, FL.
- Shadrick, S. B. (2000, April). *Design quality as a moderator of computer-assisted-instruction*. Paper presented at 2000 Society of Industrial-Organizational Psychology Association. Atlanta, GA.
- Shadrick, S. B. (2004, June). *Training battle command thinking skills with distance mentoring: A comparison of three methods*. Paper presented at the 72nd Military Operations Research Society Symposium. Navy Postgraduate School, Monterey, CA.
- Shadrick, S. B. (2004, October). *How to train deployed soldiers: New advances in interactive multimedia instruction*. Paper presented at the Training for Tomorrow: Adaptive, Intelligent, and Collaborative Workshop at the Gilruth Conference Center at NASA JSC NASA Johnson Space Center, Houston, TX.
- Shadrick, S. B. (2005, April). *Technology integration in training and education*. Paper presented at the Society for Industrial/Organization Psychology Annual Conference, Los Angeles, CA.
- Shadrick, S. B. (2005, May). *Training distributed leader teams*. Paper presented at the Workshop Human in Command: Military Command Team Effectiveness: Research, Models, and Instruments. Soesterberg, NL.
- Shadrick, S. B. (2006, April). *Realistic methods for automated coaching*. Paper presented at TRADOC Days. U.S. Army Training and Doctrine Command: Fort Eustis, VA.
- Shadrick, S. B., & Elias, D. (1996, April). *Attitudes toward minority supervisors: Scale construction and psychometric properties*. Paper presented at the 1996 Middle Tennessee Psychological Association. Nashville, TN.

Shadrick, S. B., & Lussier, J. W. (2002, April). *Training adaptive thinking*. Paper presented at the Society for Industrial/Organization Psychology annual conference, Orlando, FL.

Shadrick, S. B., & Lussier, J. W. (2002, December). *The application of Think Like a Commander in the Armor Captains Career Course*. Presented at the 2002 Interservice/Industry Training, Simulation & Education Conference, Orlando, FL.

Shadrick, S. B., & Lussier, J. W. (2007, December). *Training complex cognitive skills: A theme-based approach*. Paper presented at the Development of Professional Performance: Approaches to Objective Measurement and Designed Learning Environments Conference. Orlando, FL.

Shadrick, S. B., Leedom, D. K., Bell, J., Manning, D., & Lickteig, C. W. (2008, December). *Development and assessment of battlefield visualization training for battalion commanders*. Presented at the 2008 Interservice/Industry Training, Simulation & Education Conference, Orlando, FL.

Shadrick, S. B., Lussier, J. W., & Wilson, B. (2006, December). *Realistic methods of automated coaching*. Presented at the 2006 Interservice/Industry Training, Simulation & Education Conference, Orlando, FL.

Shlechter, T. M., Burnside, B. L., Shadrick, S. B., & Zaccaro, S. L., (1997, April). *The Virtual Training Program: An illustration of a cognitive technology*. Paper presented at the First Meeting of the Cognitive Technology Society. Terre Haute, IN.

Shoenfelt, E. L., Stone, N., Walker, S., Kottke, J., Shadrick, S., & Moffett, R. (2008, April) Getting your feet wet: Master's and undergraduate I/O internship experiences. Presented at the Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

Newsletters, Fact Sheets, and Information Papers:

Shadrick, S. B. (2008). *End State: Commander's visualization at the battalion level* (ARI Fact Sheet). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.

Shadrick, S. B. (2003, May). Training adaptive leaders. *ARI Newsletter*, 13(1), 10-12,

Shadrick, S. B. (2004, October). Multi-echelon distributed army leader's information support training. *ARI Newsletter*, 14(1), 14-15, 19.

Shadrick, S. B. (2005, February). *Realistic methods for automated coaching* (ARI Fact Sheet). Available from U.S. Army Research Institute, Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.

Shadrick, S. B. (2005, February). *Tactical thinking-behavioral anchored rating* (ARI Information Paper). Available from U.S. Army Research Institute, Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.

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- Shadrick, S. B. (2005, March). *Crisis action planning and execution* (ARI Information Paper). Available from U.S. Army Research Institute, Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.
- Shadrick, S. B. (2005, September). New advances in training deployed soldiers. *ARI Newsletter* (15, 2), 11-13.
- Shadrick, S. B. (2005, September). Exercise *generation for embedded battle command training* (ARI Information Paper). Available from U.S. Army Research Institute, Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.
- Shadrick, S. B. (2005, October). *Cognitive skill requirements for training battle command expertise* (ARI Information Paper). Available from U.S. Army Research Institute, Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.
- Shadrick, S. B. (2006, March). *RED CAPE: Crisis action planning and execution* (ARI Fact Sheet). Arlington, VA: U.S. Army Research Institute for the Behavior and Social Sciences.
- Shadrick, S. B. (2007, December). *Captains in Command* (ARI Information Paper). Available from U.S. Army Research Institute, Armored Forces Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.
- Shadrick, S. B. (2008, February). *Commander's visualization at the battalion level* (ARI Information Paper). Available from U.S. Army Research Institute, ARI-Fort Knox Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.
- Shadrick, S. B. (2008, November). End State: *Commander's visualization training at the battalion level* (ARI Fact Sheet). Available from U.S. Army Research Institute, ARI-Fort Knox Research Unit, ATTN: DAPE-ARI-IK, Fort Knox, KY 40121.

Professional Association Memberships:

Society for Industrial and Organizational Psychology (American Psychological Association: Division 14)

Recent Awards and Recognition:

2007 U.S. Army Research and Development Achievement Award

2008 Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) Best Paper for the Education Division