The 2013-2014 George Mason University (GMU) Industrial Organizational Psychology Student Association (IOPSA) would like to welcome our incoming class to the program! We are excited to have such an accomplished group and look forward to working with and getting to know you all! Before discussing the new IOPSA board’s plans for the upcoming year, we must first acknowledge the achievements of the previous IOPSA board and thank them for their work and continued guidance. Led by past President Alex Lindsey, the 2012-2013 IOPSA board accomplished several important goals. One of its most commendable achievements was the creation and development of a Volunteer Program Assessment

(See Address, page 3)

Letter From the Faculty Advisor
Author: Seth Kaplan

Hi everyone. I am very pleased to introduce the first issue of the 18th volume of the I/ON. 18 years... that’s a long time. That means the current GMU freshmen were just being born when the I/ON started. It’s been a long strange trip... well, a long one at least!

For me, one of the real benefits of being the I/ON faculty advisor is getting to know and work closely with students with whom I otherwise might have not. For example, I had not worked on any research projects with last year’s editors, Nikki Giacopelli and Sooyeol Kim, and so I really got to know them through our work on the

(See Letter, page 2)

An Interview with SIOP’s Newly Elected President, Dr. Jose Cortina
Author: Zitong Sheng

Our very own Dr. Jose Cortina was recently elected SIOP president. He kindly joined me for an interview to answer a few questions regarding his new role.

ZS: Congratulations on being elected as the new SIOP president! What is your agenda for your presidency?

JC: I want to improve the research methods of I/O psychology. The key is to figure out what the problems are, why they exist, and to try to tackle the structural issues that cultivate these method problems. These sorts of issues have always interested me; they drive many of my projects such as the meta-correlation stuff and the moderated-mediation stuff I’m working on with students. We are pushed everyday to use more and more sophisticated methods, but not everybody in our field understands how such methods should be used, and I want to call attention to this. I want to use my time as SIOP president to figure out why people don’t use the correct methods, why they are allowed to use the incorrect methods, what is it about the system that lets this work survive the review process, and what we can do about the system so that errors can be caught before they get to print.

(See SIOP President, page 11)

The I/ON is Pleased to Welcome the Incoming Class of 2013.
To Meet All of Them, Check Out Page 6!
I/ON...and I feel so fortunate for the opportunity. They were absolutely extraordinary editors. If anyone needs further evidence of the strength of our program and of our students, one needs not look any further than the I/ON. I continually am amazed not only by all of our students’ accomplishments, but also by the time and commitment that they devote to the program and this newsletter. Nikki and Sooyeol epitomized the “good citizen” all organizations would like to hire, and I am most grateful for all they did for the newsletter.

While Yan and Kristen have big shoes to fill, as is obvious from this issue, they clearly are up to the task! This issue has “something for everyone.” It highlights the tremendous achievements of our faculty (e.g., Jose Cortina being named SIOP President, Reeshad Dalal being named Dept Chair), our alumni (e.g., Gilad Chen being named the Editor of Journal of Applied Psychology), and our students (see the entire newsletter!). It also introduces our new students. We are certain that, in short time, we will be bragging about their achievements as well.

In closing, I want to wish you all a wonderful semester. May it be a time of learning and growth for everyone! Happy reading...!◆

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Reeshad Dalal is Named the New Psychology Department Chair

Author: Alan Tomassetti

AT: Congratulations on your new position! What was your motivation for wanting to become the Department Chair?

RD: I know this sounds terribly naive, but the primary reason was the belief that I can make a difference. The psychology department is one of the strongest departments in the university and has a national reputation. I hope to build upon the good work of recent department chairs by maintaining and further accelerating the department’s reputational trajectory.

There were also things that gave me pause when I was considering running for the position. Candidly, foremost among these was concern about whether I’ll simultaneously be able to do a good job as Chair and maintain my current level of research productivity. I think I will, but only time will tell.

AT: What are some things that you would like to see remain the same?

RD: The I/ON. More seriously, I’d like to see our department’s collaborative and collegial atmosphere continue and ideally improve further (for example, I think we could do more to mentor junior faculty).

AT: What are some changes you hope to bring to the department?

RD: The overall goal is to further increase the department’s prominence. Obviously there are many aspects to this, so I will provide only a few examples. At the faculty level, I’d like us (as a department) to be able to hire even more prominent senior faculty and high potential junior faculty. At the graduate student level, I’d like us to be able to attract ever more talented students as well as to increase the proportion of students who go on to academic jobs. At the undergraduate student level, I’d like us to focus even more than we currently do on imparting what I view as the fundamentals: writing, research methods, and statistics. Finally, I’m thrilled by the demographic diversity of our undergraduate majors—but

(See Chair, page 4)
I do think we could do more to increase diversity at the graduate student and faculty levels.

AT: How does your I/O background help you in your new role, and how does being the Department Chair affect your view of I/O (e.g., highlight important areas we are not currently studying, reinforce some of our historic findings)?

RD: I think my I/O background has helped in several ways. For instance, the university is currently in the throes of strategic planning, and individual departments will also soon be engaging in the process. I will do my damnedest to think about how this process should be informed by Locke and Latham’s work on goal-setting, Gollwitzer’s work on implementation intentions, Leventhal’s work on procedural justice criteria, and of course Kahneman and Tversky’s work on heuristics and biases.

As another example, the university is encouraging every department to offer more online courses. I certainly agree that online education has the potential to fundamentally reshape higher education, and that we as a department can and should do more in this regard. But my knowledge of research methods in general and training evaluation models in particular remind me of the importance of cutting through the more breathless claims regarding online education, and instead using rigorous training evaluation models to evaluate our online course offerings with the goal of seeing what works and what needs to be improved.

Incidentally, though, I certainly cannot take credit for this (it predates my time at Mason, let alone my term as Department Chair), readers may be interested to know that our department uses Behaviorally Anchored Rating Scales to evaluate faculty performance.

Conversely, being Department Chair has affected my view of I/O. For instance, it has certainly reinforced the idea that we in I/O have really done ourselves and our constituencies (practitioners, etc.) a disservice by neglecting within-person variability for most of the field’s history. Even back in the good old days when emails and smartphones existed only in the pages of science fiction novels, Mintzberg famously noted that the job of a manager was characterized by “brevity, variety, and discontinuity.” That’s certainly true of the job of a modern psychology department. In my view, within-person theories such as Weiss and Cropanzano’s Affective Events Theory, Beal and Weiss’s Episodic Performance Model, and Lord and colleagues’ Self-Regulation Theory ought to be among the theories most employed by leadership researchers.

AT: Have you thought about how you are going to relax on the weekends given the added stress of your new position? :-)

RD: Isn’t a weekend just a two-day period when one can work uninterrupted for 12 hours a day? No, seriously, it’ll be a challenge. I’ll just have to keep in mind the research on “recovery” (conducted by people like Sabine Sonnentag and my friend Charlotte Fritz), and the research on the truly frightening effects of sleep deprivation (conducted by our very own Mason Ph.D. student Heather Mullins).

“The People Make the Place”: A History of I/O Psychology at Mason

*Adapted from Dr. Lou Buffardi’s PowerPoint Presentation

1972-1973: Psychology Department recognizes MA specialization in Industrial Psychology that included 4 course requirements of selection, training, social psychology of industry and human factors

1976-1977: Nick Batlis joins the faculty and covers “O” and multivariate courses (so Lou didn’t have to teach everything himself!)

1981: SCHEV approves PsyD, which was not limited to clinical programs in theory; however, our I/O program was the first of its kind to offer that degree

1983: Lou Buffardi writes a letter that was published in TIP explaining the structure of Mason’s I/O program, and reassures that it values empirical scientific research

1985: The first SIOP Conference was held, with a debate centering around whether I/O programs should be classified as “PsyD” or “PhD”

May 1985: 1st PsyD graduate, Evelyn Hendrix, receives her degree in the first event scheduled in the newly opened Patriot Center

(See History, page 9)
Faculty Lab Updates

The I/ON staff asked the GMU Faculty to provide a brief summary of the present and planned research/activities in their labs.

Jose Cortina

Several of the projects that are currently underway include: Zitong Sheng’s project on the prediction of creativity and her project on meta-correlation matrices, Sam Holland and Daniel Shore’s project on moderated mediation, Daniel’s project on the effects of recognition programs, Heather Mullins’s project on outcomes of sleepiness, and Vias Nicolaides’s project on determinants of lateness. Also, I’ll be starting a project on SEM degrees of freedom in the Fall, as well as a project on mediation moderation (i.e., a moderator effect is mediated by a fourth variable).

Reeshad Dalal

My situational strength lab is currently working on two studies funded by the U.S. Army Research Institute for the Behavioral and Social Sciences. The first of these studies is a pretty cool (if I say so myself) experiment that examines the role of motivational states such as goals in explaining the joint impact of situational strength and personality on performance. The second of these studies is a correlational study that examines the relative importance of the "sources" of situational strength: the immediate supervisor, upper management, etc. In addition, we are validating a measure of counterproductive/deviant behavior among employees who telework. My decision-making lab is currently working on projects involving maximizing tendency (in brief: is it dysfunctional to try to find the "best" alternative as opposed to just settling on an alternative that's "good enough?"), individual differences in decision-making competence (in brief: do some people characteristically make better decisions than others, and how does this translate into job performance?), and policy capturing (in brief: does a technique known as policy capturing enable us to reduce people's ability to distort their responses in a socially desirable manner?).

Seth Kaplan

Our lab is conducting studies in several areas. First, we are in the process of developing and evaluating various positive psychology interven-
The I/ON Would Like to Welcome the Incoming Class of 2013

New Doctoral Students

Wenmo Kong

I’m Wenmo Kong from China. I got my undergraduate degree at Peking University. My research interests focus on work stress, work and family conflict and methodologies. I love reading, swimming and yoga, but I’m really open to anything interesting. I feel really lucky to meet all of you at Mason and I can’t wait to see you soon!

Ashley Membere

Hi! My name is Ashley Membere and I am an incoming PhD student and will be working with Dr. Eden King. I’m originally from Wichita, KS and earned my BA in Psychology from Rice University. My time at Rice developed my interest in I/O psychology and I am very excited to continue my education and training at George Mason. I’m currently interested in diversity and inclusion, motivation, and OHP. My hobbies include reading, listening to music, and watching movies. I’m planning on exploring many different things to do in the D.C. area and I can’t wait to meet you all!

Martin Biskup

Greetings! My name is Marty Biskup, and I am very grateful to be joining the George Mason community as a first year PhD student. I grew up in northeast Pennsylvania and attended Villanova University where I received a BS in Mechanical Engineering in 2009. For the past few years, I’ve worked at Knolls Atomic Power Laboratory and studied psychology part-time at SUNY Albany. My time as an engineer in the nuclear industry has spurred my current research interest in team dynamics during crisis scenarios. Additionally, I find myself increasingly passionate about the promotion of employee psychological well-being. In my free time, I enjoy running, playing golf, and watching old movies. Moving to the DC area also means that I’ll be able to live with my sister, and I’m really looking forward to being close to family during this exciting new journey.

Jennifer Green

Hi everyone! My name is Jen and I am very excited to be a part of the I/O PhD program at George Mason! I grew up in Baltimore, Maryland and graduated with a BS in psychology from Davidson College in North Carolina. After graduation, I worked for a year in Charlotte as a Recruiting Analyst with Aon Hewitt’s Talent Acquisition Solutions team. My previous research has focused on methodological issues in the peer review process, qualitative data analysis, and training. I plan to continue my studies of methodology as well as research individual differences and employee well-being. I can't wait to explore DC and discover new places. I also like to run, watch football, and cook!

David Wallace

Hi everyone! My name is Dave Wallace, and I am an incoming PhD student. I am originally from Sandbrook, NJ, and I completed my undergrad in Economics at the US Naval Academy. I have a Master’s in Information Technology Management from the Naval Postgraduate School in Monterey, CA. (Note the lack of Psychology background - I'll be asking for a lot of help!)

I am a Commander in the US Navy with experience both ashore and at sea. I most recently was the commander of a task group charged with protecting naval logistics shipping in the Middle East against
potential pirate, terrorist, or enemy attacks. I am excited to be joining the I/O program at GMU! I will be concentrating my research on understanding small unit leadership. Upon completion of my degree, I will be joining the faculty at the Naval Academy to teach leadership to Navy midshipmen.

I live in Crownsville, Maryland with my wife, Val, and our three daughters, Savannah, Maddie, and Emma.

**Mengmeng Zhu**

Hi everyone! My name is Mengmeng Zhu, and I am an incoming first year PhD student working with Dr. Reeshad Dalal. I am originally from Shenzhen, China, a small yet fast-developed city next to Hong Kong, and have completed my bachelor’s degree in Psychology from Kansas State University (Manhattan, KS) last summer. My research interests include judgment and decision-making, quantitative methods, and leadership. In my spare time, I love doing sports, especially biking, swimming, and yoga. I also enjoy traveling, listening to music, hanging out with friends, and eating good food. I am so looking forward to living in D.C. area and extremely excited to start the new school year at GMU! I cannot wait to meet you all!

**New Masters Students**

**Melissa Bleiberg**

Hello! My name is Melissa Bleiberg and I’m originally from Ft. Lauderdale, Florida. I recently graduated from the University of Central Florida where I double majored in Psychology and Interpersonal/Organizational Communication. As an undergrad, I had the opportunity to be very involved in research at UCF’s Institute for Simulation and Training which influenced my current research interests in teamwork and training. In my spare time, I enjoy watching movies, cooking, watching sporting events, and hanging out with friends. I am very excited to continue my education at Mason and learn more about I/O Psychology!

**Alycia Busz**

Hello! My name is Alycia Busz, and I am from Rockville, Maryland. I graduated from the University of Maryland with a BS in Psychology in 2010. During my undergraduate studies, I assisted in several Psychology research laboratories, including the I/O lab where I examined leadership and bias towards women, African-Americans and Arabs. I also developed two experimental studies assessing the effects of hostile and benevolent sexism on workplace-relevant tasks. Upon graduating, I served as a faculty member at a private non-profit school where I also fulfilled organizational functions. In my free time, I enjoy spending time with my family and friends, listening to music and traveling. While my current research interests lie in workplace discrimination and bias, I am genuinely curious about all topics within I/O Psychology, and I look forward to working with everyone at George Mason!

**Mark Gould**

I grew up in Little Hocking, Ohio and have lived in southeastern Ohio most of my life. I graduated from Ohio University with a BA in psychology in 2011. While an undergrad, I had the opportunity to become involved with a wide range of interesting techniques, topics, and methods as a research assistant in psychophysiology, cognitive (mathematical), and I/O laboratories. After graduating, I split my time between working at a residential mental health facility and crisis line, applying to graduate programs, and continuing to volunteer as a research assistant. Though most of my experience in I/O has been with motivation, loss aversion, and equal opportunity climate; I am interested in meta-
analysis and SEM. In my free time, I like to try my hand at photography, cooking, and target shooting.

Kathleen Keeler

I graduated from George Mason University with a BS in Psychology in May 2013. My research interests focus on occupational health, stress, and well-being. I enjoy singing, listening to music, hiking, being outside, and reading.

Cierra Mautone

Hello! My name is Cierra Mautone and I'm an incoming I/O master's student. I grew up in central New Jersey and went to West Chester University of Pennsylvania for undergrad. At West Chester I majored in Psychology and minored in both Italian and Communication Studies. My research interests are primarily focused on workplace mistreatment, however I'm interested in expanding my research into other areas of I/O. I've always been interested in leadership development and would love to be involved in a project that focuses on leadership. Outside of academics, I love playing soccer and snowboarding. I also enjoy cooking, traveling, practicing yoga, and spending time with friends. I'm extremely excited to be a part of Mason's program and to join the Mason family!

Kristen Robinson

Hello! I'm Kristen. I'm from Roanoke, Virginia and spent my first two years of undergrad in Scotland at the University of St. Andrews and finished undergrad at Roanoke College. I'm twenty-two and will be moving to the area with my husband and my two dogs—Otis and Little Bear (English Bulldog and Collie/Sheppard mix). Research wise, I'm currently most interested in employee selection and testing, largely the psychometric aspects of this area and anything with statistics. Outside of school, I love to explore different restaurants, go out with friends, watch movies, and be lazy with my dogs. I love to travel and hope to do much more in the near future. Excited to meet everyone!

Hou Shuofei (Sofie)

Hi there! I’m Sofie from southern China. I also identify myself as Coloradan where I got my BA in Psychology from Colorado State University. My current interests are in discrimination and conditional strengths, but I’m thinking about taking a taste in occupational health as well. I live on two essences—physically, my hometown food, and mentally, Anime. I cook almost everyday trying to reproduce the taste of my hometown and making it occupy the DC area (fake). The current project that I’m working on is to move some time from watching Anime to studying (true). I’m looking forward to making friends with you all and making it a great time for everyone at Mason.

Rachel Tenenbaum

Hi! My name is Rachel Tenenbaum, and I’m from Flanders, New Jersey. I attended The College of New Jersey (TCNJ) where I earned my BA in psychology with an I/O specialization and a minor in photography. I also studied abroad in Florence, Italy during the spring of my junior year, where I took courses in photography and cooking and confirmed my love for traveling. While at TCNJ, I was involved in a variety of projects examining employee motivation, behavior, and performance. I was also involved in research on recruitment practices, vocational
self efficacies, and testing and assessment. I have a wide range of research interests and I look forward to exploring new areas of I/O psychology at George Mason. I’m also excited to start exploring the DC area and to meet everyone soon!

Kandace Thomas

I am Kandace Thomas and I am originally from a small town called Mount Pleasant, North Carolina. I went to the University of North Carolina at Chapel Hill for my undergrad where I majored in Psychology and minored in Women’s and Gender Studies. At UNC, I worked as a research assistant and later conducted my honors thesis in the Positive Emotions and Psychophysiology Laboratory focusing on social connectedness, social sensitivity, gratitude, and positive emotions in Pan-Hellenic sorority women. My research interests include emotions, personality, and individual differences. However, I am looking forward to expanding my interests at George Mason and through my research fellowship which I will begin in the fall with the Consortium Research Fellows Program. I am excited to start at Mason, explore D.C., and enjoy all the area has to offer.

Erin Vranicar

Hi everyone! My name is Erin Vranicar. I am originally from northern California, but have spent the last four years in southern California, where I received my BA in Psychology from the University of San Diego. Although I am eager to learn more about different areas of I/O psychology, I’m currently very interested in motivation and employee well-being. In my free time I enjoy hanging out with friends, finding good places to eat, and singing. Other than my semester abroad in Australia, I have never lived outside of California, so I am very excited to be moving out to the east coast and starting at Mason!

IOPSA Extends a Warm Welcome To All Our New Students!

*She and an Economy PhD student were the first two to receive doctorates from GMU

Spring 1986: Ed Fleishman is recruited to join Mason’s I/O Faculty. He served to enhance the program’s credibility in the I/O community and establish more of a full-time student, research culture

1988: Ed Fleishman recruits Steve Zaccaro

1989: Ed Fleishman recruits Mike Mumford

1990-1991: Ed Fleishman helps convince Mason admin to convert PsyD to PhD

1995: As Ed Fleishman began his retirement process, he actively recruited Rich Klimoski to serve as Direct of the AEIO Program. Rich would later serve to develop and promote the Mason I/O “brand” through publications and SIOP conference activity, forming IOPSA, and initiating the Mason reception at SIOP

1995: Mason formally joins the Consortium after having numerous previous doctoral students at ARI (many kudos to Steve Zacarro)

*As of 2012, 210 fellows from the Mason Psychology Department have been placed at ARI

1996: Rich Klimoski recruits the current SIOP President-Elect, Jose Cortina

May 1997: Rich Klimoski initiates the I/ON

2001: US News and World Report ranks Mason I/O program 8th

2001: Jose Cortina wins SIOP Ernest McCormick Award for Distinguished Early Career Contributions!

2001: Rich Klimoski named interim Dean, SOM

2003: Lois Tetrick accepts position as Director of Mason’s I/O program

(See History, page 10)
Second Years: Looking Back, Planning Ahead

Author: Mallory Freibis

On behalf of all second year students, I would like to offer some words of advice to our newest students: Enjoy every minute of your first year because it is going to go by faster than you can imagine. During our first year we stressed about Regression exams, explored a new environment, and met some wonderful mentors. We had many great times throughout the year but some of our favorite moments included prospective student days and traveling to SIOP in Houston together. Looking back now, I find it much easier to recall these favorite moments from class and social events than the fleeting stress of being a new graduate student.

Many of us are already putting the knowledge we gained in this past year to good use. For example, second-year PhD student Carolyn Winslow spent her summer improving performance appraisal systems and began her own experience-sampling study. Luckily, she still found time to enjoy a summer cruise with friends. Fellow second-year PhD student Isaac Sabat is looking forward to applying the knowledge he gained from his first year of statistics classes into his own research as well as in classes that he will be teaching for the first time this year. Isaac was also able to make time for some summer fun by traveling to Hawaii for the APA conference. Second-year Master’s student, Lynn Chen, had a very unique experience, as she spent the majority of her summer overseas in Shanghai, China. Here, she enjoyed her summer internship experience with C&D Management Consulting, a local I/O-focused firm. She was involved primarily in safety validation, safe work behavior training, 360-degree feedback assessment, and competency modeling. She learned that one major concern of applied research work in China is to gain trust and credentials of the CHRDs, which is an essential condition for cooperated work between a consulting firm and an HR department.

Although our first year as Mason graduate students was wonderful and seemed to fly by, we are looking forward to our second year with even greater excitement. Carolyn especially is looking forward to taking Psychometrics this upcoming year, while Isaac is most eager about teaching classes himself. Personally, I am most looking forward to meeting my new mentee. I hope that all of my fellow second years and I can share our experiences and offer advice on surviving your first year, just as our mentors and new peers did for us last year.

(See photo, page 11)
Another related issue is that I see a lot of problems with the way we think about theory. I have slowly come to the conclusion that the requirement of our top journals that a paper has to make a theoretical contribution is kind of insane. The result is that we have a proliferation of theory that no one ever tests, at least not more than once. It’s kind of a bizarre way to conduct a scientific field. So I also want to call attention to this issue, to try and figure out why it exists, and to try to convince other people this is a big problem and it’s worth their trouble to try to address it. I’ve interviewed a couple of prominent people about this, both methods people and editors. I’m also going to continue tracking down present and former editors of empirical journals to ask them the degree to which they see this as a problem and what they think might be done about it. That’s my big agenda item.

**ZS:** What kind of responsibilities do you have as a president?

**JC:** The president is a three-year term, including president elect, president, and past president. This year I am the president elect, next year (starting from the Hawaii conference) I will be the president, and then I will be the past president after the Philadelphia conference. The duties vary enormously. President elect is involved in all the SIOP initiatives that are ongoing as well as those that are starting up now. For example, I’m now chairing an advocacy committee made up of people who live the DC area, because we want SIOP to have more of an influence on policy makers. I’m also in charge of elections this year and making sure the committee assignments get filled. This is the sort of thing that happens when you are president elect. But it’s really not too bad; the tough year is next year. I will be involved with almost all the decisions during my year as president, in addition to pursuing my particular agenda. So lots of meetings and lots of stuff to keep track of—that’s a real challenge for me. The past president doesn’t have to do as much, but you do remain involved in initiatives begun during your term. The big responsibility for past president is you have to plan the presidents’ dinner at SIOP, where all of the past presidents and significant others go out to dinner and that will be a big challenge. Pick a bad restaurant and you will be vilified by all living past presidents, and most of the dead ones too.

**ZS:** What’s one thing that SIOP does well and you want to continue?

**JC:** Well, there are many things that SIOP does well. SIOP does really well at keeping members and bringing in new members, in a way that is very uncommon for a big division. We are one of the larger APA divisions, but among all 56 divisions, almost all of them are losing membership. Not only is SIOP gaining members every year, SIOP either gains more members than any of the other divisions, or is second. And there are a lot of reasons for that. The biggest reason is the conference. It has lots and lots of good content and draws lots and lots of people. SIOP also has a lot of initiatives to make members feel as part of the larger team. We have the international students’ reception, newcomers’ reception, the ambassador program, the CEMA reception, LGBT reception and other initiatives designed to make everyone feel welcome. SIOP also does a really good job using members’ dues to do stuff that members actually want. We’ve got the job placement services, and we are constantly working on the website to get people stuff they find useful. A lot of credit goes to Dave Nershi, the executive director of SIOP. He is the person that makes SIOP run. Because of him, things go really smoothly, and that makes the president’s job a lot easier.

**ZS:** Could you think of one thing that SIOP can do differently?

**JC:** Well, there are things people complain about, but I usually don’t agree with them. I think
SIOP does a great job. Practitioners complain that SIOP is too academically oriented and academics complain that SIOP is too practically oriented. But if we are supposed to be scientist-practitioners, then that makes a certain amount of sense. It’s probably a sign that we are doing it right, that everybody is complaining means we have struck the right balance between the two. It is impossible for SIOP to put something together that would be entirely satisfactory to practitioners and entirely satisfactory to academics, because they want conflicting things. SIOP also gets complaints that the executive board is just the insider network and there is no way to break in. But I think it’s really an open process. Generally people don’t run for the board until they’ve volunteered and served on various committees. If people want more involvement, they can always participate and volunteer for SIOP committees. That’s pretty straightforward. We also completely changed the governance structure of SIOP about 6 or 7 years ago, in response to some feedback from members. So I say SIOP is always responsive. And things that bothered me in the past are starting to change. When I was an APA council representative, Eden and I developed a policy statement, which said that we as SIOP don’t believe in discrimination in the workplace on the basis of sexual orientation. It was voted down at that time, but later it was brought up again and passed. So now SIOP has a policy statement, that we don't approve of discrimination on the basis of sexual orientation. That was something that bothered me in the past and it stopped. I think SIOP runs very well.

ZS: Could you briefly talk about the future that you would like to see in SIOP and in I/O psychology?

JC: As I mentioned in the broad agenda item, I’d like to see us be more rigorous regarding to our methods. I’d like for our review processes to facilitate excellence. The other thing I’ve thought about regarding the future of I/O is so many of our most productive researchers go to business schools. We have to do something to decrease the compensation discrepancies between management departments and I/O. That’s something that I’ve thought a lot about, and more and more people are figuring out that this is a big deal. But it’s a difficult problem to solve, because the discrepancy is so big. I think this long-term issue is really important, how can we continue to have top quality I/O programs and training for future I/O psychologists if so many of our most productive people are not in the I/O programs?

ZS: Is there anything I haven’t asked that you would like to add?

JC: I will have a party in the presidential suite in Philadelphia, all are invited!◆

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(Meeting Update, continued from page 11)

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(See Lab Updates, page 5)
Steve Zacarro

My research interests are in the areas of leadership, leader development, team dynamics and multi-team systems. I have long been interested in the attributes that denote successful leaders and foster effective leadership. I have argued for more complex constellations of leader attributes to predict leader emergence and effectiveness. I have also examined the development of skills related to leader adaptability and multicultural leadership. My research has focused on the particular training interventions necessary to foster adaptive readiness. I am currently supervising research efforts on shared leadership, and on leadership and innovation.

In the area of teams, I have examined team leadership behaviors that foster team synergy and effectiveness. My research team has focused especially on how such behaviors influence team emergent states that are the precursors of effective team action. More recently, I have been focusing on multi-team systems, including the shared and vertical leadership processes that drive actions in such systems, and the forces that emerge from the balance of within and between team dynamics. I am currently working with other faculty here and at other universities on multiple aspects of multi-team systems.

Joint Projects

Lois Tetrick, Steve Zaccaro, and Reeshad Dalal are working on a 3-year project, funded by the Department of Homeland Security, involving Cyber Security Incident Response Teams. This is a massive, more-or-less "full spectrum I/O" project, in the sense that it involves job analysis, performance taxonomies, employee selection and training, employee well-being, employee decision-making, and multiple levels of analysis (individual, team and multi-team system). Our collaborators on this project are from Dartmouth, Hewlett Packard, and the U.S., Swedish, and Dutch governments. ◆

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*Dr. Lowman is based in California and will therefore appear via Skype.

Please contact Carolyn Winslow (cwinslo2@masonlive.gmu.edu) if you would like to present at a brown bag session in the spring of 2014.

**Special thanks to Carolyn Winslow for providing this table.
Mentors’ Legacies

Author: Kristin Repchick

That time has come again where we are ready to start the semester without our fellow students and colleagues who have left Mason with their degrees in hand. They’ve set off to do great things in the field of I/O Psychology and the rest of us are thinking, “Wow, where did the time go?” For those with their Masters degrees, only two short years have passed, but that doesn’t make their impact on our program any less. This past year’s graduates have been a wonderful group to work side-by-side with. In their quest to better themselves, they’ve also bettered those around them with their knowledge, experience, dedication and complete willingness to help others. They’ve truly outdone themselves in their roles as mentors to the first-year students who came last fall.

My mentor was Lenny Pierce, and I can definitely say that not only did he make my transition to Mason much easier, but I’ve also gained a life-long friend. He was always there for me when I needed advice whether it was school-related or otherwise. He was always positive, honest, fun, and genuinely caring. He is truly an all-around great person and I hope to be the same kind of role model to my mentee as he was for me.

Andreina Daza, now a second-year Masters student, says: “Mike Brady was an awesome mentor to me both at Mason and ARI, where we also worked together. He made me feel welcomed and helped me adjust to life as a graduate student. Thanks Mike and congrats!”

Melanie Schukraft, also a second-year Masters student, says: “My mentor was Kristen Randolph, who became both a friend as well as a mentor to me. She was an outstanding, enthusiastic, and cheerful mentor who truly loved the program and was there for me with advice and insight whenever I needed it. I couldn’t have asked for a more helpful guide through my first year of grad school. Kristen was supportive, gave very helpful tips, and was always checking in to see how things were going. She definitely set the bar for what a good mentor should be!”

Kristen Gilson, a second-year Masters student, says: “My mentor was Nikki Giacopelli, and from the very beginning she was welcoming and helpful. Whenever I had a question about how to best prepare for a particular class or how to best manage my time, she was always quick to reply with an honest and straightforward answer. I also appreciated her ability to be unbiased in her responses, which allowed for me to have a solid objective perspective on how I should plan out my year. If there was ever a time when she did not have an answer to one of my questions, she would always make sure to contact someone else who could help me out. Her kindness and friendliness made the transition to Mason and grad school in general much easier, and I am very appreciative of that!”

Their accomplishments are admirable and provide those under them with a positive outlook for their own futures as well as a high standard of achievement to strive for. One thing is for sure, whenever a group of Mason students leaves to pursue their future in the I/O field, a high bar is set. Their contributions to the quality of our I/O program are far reaching, from their roles in IOPSA to their research with faculty, to their outside experiences in the applied world that they’ve graciously shared. Their camaraderie and shining personalities have also left the I/O program feeling more like a family than just a group of fellow students. They won’t stop there either. Their motivation and passion will leave footprints everywhere they go in the future. To those who have completed their Masters and PhD’s, we’re grateful to have you as alumni and wish you the very best in the future. We’re anxiously waiting to hear about your accomplishments!

(See Mentors, page 15)
Messages from the graduates to the rest of the program:

Kristen Randolph:
“Hello fellow I/O classmates- sending my well wishes for a fantastic semester! Spend a few extra hours in Robinson B this fall in my honor, and if you by chance decide to make a visit to the garden state, don't be afraid to look me up!”

Brendan Hunt:
“Best of luck to all of you in the coming year. Before you know it, you’ll have graduated and be making a 13-figure salary like me. Aim for the stars. Also, lie about your salary.”

Kate LaPort:
“When you graduate (and before) there is a vast network of Mason alumni out there! No matter if you’re working at an agency in the DC area, attending a national conference, or aiming for an adjunct teaching position, your path will keep crossing with your Mason colleagues and they are more than happy to offer help to their newer counterpart...just ask!”

To those students who are still with us, congratulations on receiving your Masters degree, and we look forward to experiencing your accomplishments and to continuing to learn from you.

Below are their messages to the rest of the program:

Alex Lindsey:
“1) Turn every class paper into a real paper. Publication is the name of the game, so you might as well get the most out of your course proposals. 2) Never turn down an opportunity to present your work. Presentations are a great outlet to receive feedback on your work while connecting with researchers who share your interests. 3) Be nice to everyone, because the I/O world is smaller than you might think. :)

Daniel Shore:
“Collaborating with older students is a great way to explore new research interests, learn and hone research skills, and get involved in publications early in your graduate career.”

Nicole Giacopelli:
“I'd like to pass down the best piece of advice I've ever gotten: "No matter what you're doing or where you are, make a contribution." I think this truly applies for your time at Mason. Don't let the semesters pass you by; make the most of the opportunities you're given. Whether it's in class, your research lab, your internship, or even just a Mason event, do your best to offer your knowledge, ideas, or humor. Even in the most challenging or uncomfortable situations, forcing yourself to contribute will help you grow as an individual, personally and professionally.”

Lenny Pierce:
“Learn as much as you can and try to actually retain as much information as you can at every opportunity. You may not be excited right now about learning things that you are not super into, but after you’re done, that’s what you have to take from your time here. Basically, get out as much as you put in, and you want to leave feeling like you gained a lot from your time at GMU. It’s on you to learn. Feeling like you know a lot about a subject is a great feeling and this is an excellent opportunity to do that.”

Kaila Simpson:
“I am so thankful to the faculty and to fellow students for all of the knowledge and experiences I gained in the I/O program. I will be forever grateful that I was able to learn so much during the program and graduate with an awesome job that I love. I even got to go on a site visit last week as part of a job analysis at work, and I was confident in my ability to do job observations/structured interviews/focus groups because of what we learned in school. I hope I can be involved as part of the GMU alumni group for years to come. Thank you, and go Mason!”
Mason I/O Faculty Job Post

Tenure-Line, Assistant Professor in Industrial and Organizational Psychology

The Industrial and Organizational Psychology Program at George Mason University invites applications for a tenure-track position beginning Fall Semester, 2014. The position has been approved at the Assistant Professor level (either at the new PhD or advanced assistant level) with possible consideration for more advanced faculty who have a demonstrated track record of research productivity and external funding. We are looking for an individual with a PhD in Industrial and Organizational Psychology (or a related field, such as Organizational Behavior, Human Resources, Management, and Labor and Industrial/Employment Relations), a strong research record, and evidence of or potential for teaching and mentoring excellence. The specific area of research interest is open, although teaching interests in “Industrial/Personnel” topics or quantitative methods would be a plus. The successful candidate is expected to maintain a highly productive research program, teach undergraduate and graduate courses in Industrial and Organizational Psychology and/or quantitative methods, and direct graduate students’ research.

Mason’s IO Psychology Program has a tradition of excellence in research and teaching. There are currently six IO faculty members, with a wide range of research interests. Two of our current faculty members have received university awards for excellence in teaching. In addition the IO Program has a tradition of professional service to SIOP, with soon-to-be four SIOP Presidents affiliated with the program. The faculty are moreover engaged in the American Psychological Association, the Association for Psychological Science and the Academy of Management (e.g., the Gender and Diversity in Organizations, Human Resources, Organizational Behavior, and Research Methods Divisions). The doctoral program has a strong research focus.

More information about the PhD, MA, and undergraduate concentration in IO Psychology and the psychology department can be obtained at http://psychology.gmu.edu/ and http://www.gmu.edu/org/iopsa/.

Applicants must apply online at http://jobs.gmu.edu and search for position number F5262z. Applications should include a cover letter, research and teaching statements, the candidate's CV, and (p)reprints [those not available electronically may be submitted to Ms. Ridley]. In addition, three letters of reference should be submitted, either online to sridley@gmu.edu or via USPS mail to Ms. Susan Ridley, I/O Search Coordinator, George Mason University, MS 3F5, Fairfax, VA 22030-4444. The search committee will begin reviewing applications on September 15, 2013, and continue until the position is filled. Women and minority candidates are particularly encouraged to apply.

Great Careers Begin at Mason!

Looking to connect with the Mason I/O program on LinkedIn? Join the George Mason University I/O Psychology Alumni Group:

http://www.linkedin.com/groups/George-Mason-University-I-O-1744037/about
Do You Know Personnel Testing Counsel/Metropolitan Washington (PTCMW)?

Author: Amber Hargrove

I am happy to introduce PTCMW to those who have not had the chance to share in the professional growth and networking opportunities made available through this local professional association. PTC was established to serve those in the local community interested in advancing the science and practice of I/O psychology and related fields. PTCMW provides a great opportunity to network with over 300 professional and student members, many of whom are industrial/organizational psychologists, attorneys, statisticians, human resources professionals, and EEO specialists from government, business, consulting, and academia.

PTCMW hosts monthly luncheon meetings and quarterly workshops affording a wide range of speakers from both research and practitioner backgrounds to address issues and research relevant to the I/O community. Meetings are held on the GMU Arlington Campus, Founder’s Hall where convenient metro access and parking are available. Recent topics have included: assessing EEO risk, validation, meta-analysis, and the scientific status of selection, strategic human capital planning, interactive, online career development tools, and trends in employee engagement survey research.

Whether you’re looking to network, keep yourself updated on the newest research in the field, or both, PTC is a great way to become involved in your local I/O community. This year I am serving as the liaison between PTC and GMU. If you’re interested in finding out more about PTC, feel free to contact me at amccorm5@masonlive.gmu.edu or go to www.ptcmw.org for more information.

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Recent Mason Student Publications


*All authors contributed equally to this chapter. Authorship order was determined randomly. We would like to thank Afra Ahmad for her research and organizational contributions on the chapter.


Recent APA & AOM Presentations


Congratulations to our recent PhDs

Dr. Gia DiRosa
Dissertation: Emergent Phenomena in Multiteam Systems: An Examination of Between-Team Cohesion

Dr. Phillip Gilmore
Dissertation: Toward a Stronger Motivational Theory of Innovative Performance

Dr. Veronic Gilrane
Dissertation: Behavioral Correlates of Metastereotypes: The Relationship Between Impression Management and Supervisor Perceptions of Women in STEM

Dr. Kristen Jones
Dissertation: From Baby Bump to Stressful Slump: An Episodic Model of Identity Management Behaviors in Pregnant Employees

Dr. Irwin Jose
Dissertation: Exploring the Role of Leadership in Understanding Subordinate Trait-Behavior Relationships

Congratulations To...

2013 GMU Masters Graduates:

Emily Antolic
Mike Brady
Nikki Giacopelli
Sam Holland*
Brendan Hunt
Sooyeol Kim
Alex Lindsey*
Qikun Niu*
Lenny Pierce
Sara Ragone
Kristen Randolph
Daniel Shore*
Kaila Simpson

*Masters Recipients who are currently in the PhD

From left to right: Top Row: Lenny Pierce; Brendan Hunt; Mike Brady; Alex Lindsey; Jose Cortina; Sara Ragone; Kaila Simpson; Lou Buffardi; Samantha Holland; Daniel Shore Bottom Row: Kristen Randolph; Nicole Giacopelli

*Photo cred: Kristen Randolph
Thank You for All of the Organizational and Individual Contributions to IOPSA!

As a student association at Mason with a very limited budget, we depend upon donations to maintain many of our activities such as SIOP receptions, alumni picnic events and printing and distributing The ION. Fortunately, we have great support! Thank you to the following:

Sponsoring Organizations

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Personnel Testing Council of Metropolitan Washington

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Michelle A. Marks, Ph.D.    Dr. Lois E. Tetrick

About The ION

The ION newsletter is published by graduate students of George Mason University’s Industrial/Organizational Psychology program. This newsletter is intended to serve as an impartial forum for information pertinent to the students and faculty of the program, as well as the general I/O community. We would like to thank the previous ION editors, Dr. Marisa Diana-Russo, Dr. Stephanie Payne, Dr. Lisa Boyce, Nikki Dudley, Mike Ingerick, Dr. W. Benjamin Porr, Deirdre Lozzi, Dr. Tiffany Bennett, Marissa Shuffler, Jordan Robbins, C. Brooke Orr, Jayme Pittsonberger, Elizabeth Conjar, Richard Hermida, Carrie Grimes, Irwin José, Phillip Gilmore, Kristen Jones, Alexis Gray & Kate Laport, Afra Ahmad, Alan Tomasetti, Nikki Giacopelli, & Sooyeol Kim.

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Nikki Giacopelli
Sooyeol Kim

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Carolyn Winslow
Zitong Sheng
Kristen Randolph
Seth Kaplan
Kristin Repchick
Alan Tomasetti
Amber Hargrove
Isaac Sabat
Mallory Freibis
Daniel Shore

About GMU’s I/O Program

The Industrial/Organizational Psychology Program at George Mason University is housed in the Psychology Department. The department itself is a part of the College of Humanities and Social Sciences, Deborah Boehm-Davis, Dean. For further information on the I/O Program, please contact Dr. Lois Tetrick at itetrick@gmu.edu or the graduate secretaty at psycgrad@gmu.edu. Please also visit our website at http://www.gmu.edu/org/iopsa.

If you are GMU I/O Alumni . . .

We love to hear what you’re up to! Please keep us informed of your life changes, from your mailing address to SIOP fellowship nominations. If you are willing to be interviewed for our alumni column or wish to contribute to the newsletter in any way, please e-mail us at ydong2@gmu.edu (Yan Dong) or kgilson@gmu.edu (Kristen Gilson).

Website and E-mail for The ION

Current and past issues can be viewed at our website, http://www.gmu.edu/ org/iopsa/thon.htm. For questions or comments, please contact us at ionnewsletter@gmail.com

Good News Corner:

♦ Faculty members Eden King, Stephen Zacarro and Lois Tetrick as well as fifth-year doctoral candidate Tracy McCausland received $89,951 of funding from the Alfred P. Sloan Foundation (Grant #: 222338). The project, Chronological Age and Training Outcomes: Examining Psychological Processes and Cognitive Ability, is an extension of Tracy’s dissertation.

♦ Meredith Ferro (I/O PhD 2011) and Gonzalo Ferro (MA 2003, current PhD student) are happy to announce the birth of their second son: Miles Nicolás Ferro was born on June 16 (Father's Day), at 1:22 pm. Big brother Lucas Agustin is very happy to have a new best friend.

♦ George Mason’s I/O program is ranked #2 in SIOP participation from 2003-2012, and ranked #8 in productivity of Top 10 Journals from 2003-2012.


♦ Kristen Jones PhD joining our faculty for 2013-2014
The I/ON — Fall 2013

Yan Dong & Kristen Gilson
I/O Psychology Program
George Mason University
4400 University Drive
Fairfax VA, 22030

CHECK OUT OUR WEBSITE AT
HTTP://WWW.GMU.EDU/ORG/IOPSA

4th Annual IOPSA Picnic

It's that time of year again—time to meet the past, current and new faces of the George Mason I/O Department!

Who: Current students, faculty, alumni and friends of the Mason I/O program

What: A picnic potluck! Students and faculty provide the food—friends and alumni just come and enjoy!

Where: Roundtree Park—3411 Casleor Road, Falls Church, VA 22042

When: Sunday, October 13 from 4:00-7:00 pm

See you there!

Please RSVP to Andrea Dede at adede@gmu.edu