Mason Legal Corner: Multicollinearity in the Court System
Author: Cliff Haimann

Given the relevance of law to the I/O field and our proximity to Washington D.C., I am crafting a small column, inspired by the “On the Legal Front” column in The Industrial-Organizational Psychologist. Because regression analysis is a topic that we can all relate to, I am going to focus this installment on its application in the courts.

The I/ON is Pleased to Welcome The Incoming Class of 2012. Meet Them All on Page 6!

The Official Newsletter of the Industrial/Organizational Psychology Program at George Mason University

The 2012 – 2013 George Mason University (GMU) Industrial Organizational Psychology Student Association (IOPSA) would like to welcome our new students to the program. We are thrilled to have such a talented incoming class, and we look forward to working with you all! Additionally, we would like to welcome back our outstanding returning students and faculty members for another exciting and productive year. We sincerely hope that everyone had a relaxing and pleasant summer.

Presidential Address
Author: Alex Lindsey

Letter from the Faculty Editor
Author: Seth Kaplan

It is my pleasure to be able to introduce the first issue of the SEVENTEENTH volume of the I/ON. To provide some historical perspective, a quick internet search revealed some of the major happenings occurring around the time of the first issue... the Backstreet Boys were popular, stirrup pants were considered stylish, and Jerry Garcia had just passed away. I think we’d agree that we’re better off for the passing of the first two.

Mason’s Professors in Editorial Roles
Author: Afra Ahmad

Most people in the world of academics know the importance of editors and the editorial board in the publication process. These individuals have the power to make your research efforts worthwhile by publishing your work or allow your manuscript to be hidden away in the “file drawer”. But, who are these people with all this power? They are none other than some of our Mason faculty!

Mason’s faculty members are not only busy publishing their own work, but they also devote their time in helping other’s work get out into the scholarly world. Serving on an editorial board is an honor given to reviewers who have provided valuable feedback. The prestigious position of editor or associate editor requires individuals to help manage the journal and make final decisions regarding a manuscript. Mason’s faculty serve in different editorial positions and on a variety of journals with high impact.
The new IOPSA board is very excited for the year to come. However, I cannot move forward discussing the new board without first acknowledging the impressive accomplishments of the previous IOPSA board. Their efforts have helped to improve our entire program, and we are all very appreciative of their hard work. Led by past President Cliff Haimann, last year’s IOPSA board reached several ambitious goals. Perhaps this board’s greatest accomplishment was revamping the IOPSA website, which is now a fully functional and strong face for our program. I must specifically thank Alexis Gray for her work on this website, as the finished product would not have been possible without her efforts. We are very thankful for all the effort put forth by last year’s board, and we are certain that the previous board members and more senior students will continue to provide their invaluable advice and insights as our new board moves forward.

At our preliminary IOPSA meetings, the current board has discussed several goals and projects that we would like to work on in the upcoming year. First, we would like to continue working on initiatives set forth by the previous two IOPSA boards by striving to strengthen our alumni relations while also successfully orienting our new students to the program. We are very fortunate to have outstanding alumni and a talented group of incoming students. Thus, the current board will strive to reach out to these two important groups early and often to get them as involved in the program as possible. Additionally, under the guidance of Dr. Eden King, the current IOPSA board will work to develop GMU’s very own brand of Volunteer Program Assessment (VPA). VPA is a program that provides pro bono consulting services to volunteer organizations while also providing students with consulting experiences that would not otherwise be possible so early in their careers. We are very excited at the prospect of adding VPA to our program.

As the fall semester begins, I want to wish everyone the best of luck with your studies and research activities throughout the upcoming year. Personally, I am excited for classes to start up again. I have truly grown to appreciate the cohesion among our current students, alumni, and professors. Finally, I would like to invite everyone to attend the IOPSA picnic, which will now serve as an event to reconnect with alumni while also welcoming new students to the program. Once again, I am excited for the year ahead and remain confident that the current IOPSA board will help our program continue to evolve and grow.
Interview with Recent Ph.D. Graduate:
Xiaoxiao Hu

Author: Qikun Niu

Xiaoxiao Hu graduated from the program this past spring and will be starting as an Assistant Professor of I/O at Old Dominion University this fall. I recently had the chance to chat with her.

Qikun: Could you share some thoughts about how you decided to work in academia and what were your efforts towards this goal in the past five years?

Xiaoxiao: My experience of doing research at Mason made me believe that research is fun. I really enjoyed sharing and discussing ideas with other people in the program and loved the opportunities to try and learn new things. I also found teaching a very rewarding and exciting experience. I guess these reasons pretty much explain why I’ve decided to work in academia. In terms of my efforts, I was determined to graduate in five years from the start, so I guess I just abided by the five-year timeline strictly. For instance, I started to prepare my dissertation proposal right after I passed comps, so I could finish my proposal in the fourth year.

Qikun: Could you tell us about your job hunting process? Any particular suggestions for your fellow students?

Xiaoxiao: Job hunting is a very stressful process, but it can also be exciting and fun (e.g., you get to meet interesting people from other programs and they take you to great restaurants!). I guess the most important part of the whole process is the interview because you won’t be able to change your CV much once the process starts. Based on my own experience, it seems that the interviewee’s (i.e., my) prediction about the interview result is often inaccurate. Perhaps this is not surprising given that it’s hard to guess how one’s behaviors are perceived by various interviewers and there are many unknown factors that may influence the selection process. Given this unpredictability, my personal suggestion is just to be yourself and show your personality (while acting professionally) in the interview. By doing this, you let others form judgments based on the real you. If you ever feel that you screwed up an interview, forget about it and move on. You never know whether you’ll get an offer at the end!

Qikun: Do you think your experience in the past 5 years in Mason will contribute to your future career? How?

Xiaoxiao: Absolutely. The training I received from our program taught me how to do good research in the I/O field. More importantly, the faculty members’ enthusiasm about conducting high-quality research and their dedication to helping students grow were very inspiring, which have exerted a deep and long-lasting impact on my career goals. In addition, I was fortunate enough to have an incredibly wonderful mentor. My experience of being Seth’s mentee largely helped me form my own mentoring philosophy which will guide my future mentoring practice.

Qikun: Say something to the fellow students in our program with one sentence.

Xiaoxiao: Thank you all so much for being excellent researchers and teaching me things I’ll carry with me for the rest of my life. I will miss you all.

Qikun: Say something to the faculty members in our program with one sentence.

Xiaoxiao: Please cherish your time at our awesome program and enjoy every bit of it. If time travel were real, I would experience the last five years all over again.

(Letter, continued from page 1)

In a time when every day seems to bring new ideas and initiatives, the majority of which do not even begin, let alone endure, 17 years for a student-run newsletter is pretty darn impressive! While I am proud to have been a part of the newsletter for the past 7 years, the newsletter continues to thrive only because of the time and effort that the students devote to it. The I/ON is both a reflection of, and a contributor to, our program’s climate and success.

I would especially like to acknowledge the work of our editors. Last year’s editors, Afra Ahmad and Alan Tomassetti were absolutely wonderful and set a very high bar. The current editors, Nicole Giacopelli and Sooyeol Kim seem to have picked up right where the past editors left off. I would estimate that Nicole and Sooyeol have spent at least 40 hours putting together this issue. They do this solely because they are “good citizens” who care about the program. . . . and due to the threat of extra coursework if they refuse (kidding about that last part). I also want to thank all of the contributors. Again, these students write articles voluntarily and for the good of our program. All of the faculty are most grateful for their time and effort.

As you will see in the following pages, we have a number of exciting articles written by current and former students, along with our new students’ bios. On behalf of the I/ON, I would like to welcome all of the new students. I am sure that your experience here will be an excellent one. . . despite Jose’s attempts to make it otherwise. Happy reading everyone. . .
This statistical technique and its assumptions were a prominent part of Dr. Cortina’s regression class, and it seems that many concepts from that class are very important in a court of law. This article, consequently, will address some of the courts’ views of multicollinearity, which represents the extent to which predictors are correlated in a regression equation.

The topic of the use of regression analysis in legal contexts is important for a couple of reasons. First, I/O psychologists use regression often (in validation work, for example), and it is possible that our work may be challenged in a court of law. Knowing the courts’ perspectives on regression and its components therefore can allow us to conduct regression analyses that will stand up to legal muster. Further, judges are not statistical experts, and in many cases, they have to rely on expert witnesses for guidance regarding statistics. In some instances, though, (e.g., Cook v. Rockwell International, 2006), they also rely on previous rulings to guide their decisions. Thus, it can be helpful to understand what previous court rulings have stated regarding multicollinearity. So, using Lexis Nexus, I searched for the term multicollinearity and reviewed the court opinions that included this topic. A short summary of what I found is written below.

Multicollinearity in the courts. From a statistical point of view, multicollinearity can potentially change beta weights and increase standard errors. It (arguably) makes a model less accurate. From a court’s view, multicollinearity can potentially affect the probative value of a regression model or the extent to which it can be used to prove something in a legal dispute (Freedland v. AT&T, 2006). Legal decisions must consider this fact along with the statistical realities of correlated predictors.

For instance, outside of I/O psychology where individuals were attempting to predict price changes with regressions, the Judge had probative value in mind when considering a statistical analysis. In this instance, the plaintiff argued that a certain variable did not need to be included in the analyses because it was highly correlated with other variables in the model. The Court opinion, though, noted that without the variable, the model would be incomplete and not useful to the Court. It must be noted, however, that some Courts also have expressed caution regarding over-inclusion of variables (Vuyanich v. Republic National Bank of Dallas, 1980), and there appears to be some variability in terms of when variables should be included or omitted. Overall, one has to consider how complete a model is when determining the value of adding or removing predictors.

Not only does multicollinearity have to be considered along with the probative value of a model, one also must be cognizant of the times.
Faculty Lab Updates

Compiled by
Kristen Randolph

I asked the faculty to provide a brief summary of their current research projects. Here is what’s going on in labs this semester!

**Eden King**: The Workplace Diversity Research Group (AKA the Kingsters) is working on several exciting projects. A few of these deal with questions around how individuals with concealable stigmatized identities (e.g., LGB individuals, religious minorities, pregnant workers) make decisions about disclosure. Several others deal with understanding and improving the experiences of leaders from disadvantaged groups (e.g., ethnic minority leaders, female leaders). New group members and ideas are always welcome!

**Reeshad Dalal**: One of Reeshad’s research interests is decision-making. Current projects in this area for Reeshad’s lab involve individual differences in decision-making competence and maximizing (versus satisficing), as well as the technique known as policy capturing. A second research interest is situational strength. Current projects in this area include the study of telework and goal-setting from a situational strength perspective. A third research interest is counterproductive work behavior. A current project in this area includes the study of counterproductive work behavior among teleworkers. In addition to these research areas, Reeshad is interested in organizational citizenship behavior, the giving and taking of advice, and mood and emotions in the workplace.

**Seth Kaplan**: Our lab is doing research in two main two areas. First, we examine the nature of employee emotions and well-being and ways to improve such. Current projects include 1) evaluating the effectiveness of various self-guided activities to enhance employee well-being, and 2) examining the influence of implicit affect on employee task satisfaction and behavior. We also conduct research on team functioning during crisis-like situations. We currently are investigating factors related to team (in)effectiveness in pediatric trauma teams and mine rescue teams. Please come to a lab meeting to learn more and get involved!

**Lou Buffardi**: Our research group has a few projects underway this summer and through the fall. Most involve the construct of Perceived Organizational Support (POS) and its impact on other work attitudes and behaviors. We’re particularly excited this summer to be putting together a longitudinal database of Employee Attitude Surveys conducted in 2006, 2009, and 2012 along with recognition awards won by employees over that time. One research question for this data set concerns whether POS is a consequence of receiving the award or is it an antecedent of the award. Also, one of the current research group members is curious about the possible downside of recognition awards. How will employees react to NOT winning one of the awards? Finally, we have a separate meta-analytic database on all the empirical studies published on POS and will be working to examine the norms of the construct and whether they are influenced by culture or by when the study was conducted. In the past, I’ve been known to bring blueberry mini-muffins to the research meetings, although the group has been commenting that we should try to recruit a real baker!

**Lois Tetrick**: Our research lab will be involved in several projects in a variety of research areas, three of which are as follows. One project is the evaluation of the pre-retirement workshop sponsored by Fairfax County and investigation of antecedents to successful retirement transitions and civic engagement after retirement. Another ongoing project involves testing a model of the parallel processes and cross-over in the work-family domain based on the job demands-resources model of occupational stress explicitly integrating the notion of psychological capital. We intend to follow this project with a second data collection effort allowing comparisons of cultural differences. Lastly, the research team that focused on ethical climate and leadership will continue to examine the data on teams that we collected last year.

**Steve Zaccaro**: Z-lab will be doing some projects that are examining leadership and motivational processes in multiteam systems. We are using cross-national MTSs in our study. Our other studies, led mostly by students, include a meta-analysis of leader attributes, a study of shared leadership in business class teams, archival and field studies of leadership functional behavior, especially under extreme conditions, and lab experiments on team conflict.

**Jose Cortina**: The ongoing project in our lab is a review of moderated mediation articles. I’m also planning to start a project on path analysis on meta-analytic correlation matrices. We may additionally start a second project related to moderated mediation. Specifically, there are some models that weren’t covered in Edwards and Lambert that could use some attention.
Meet the New Students!

**New Ph.D. Students**

**Aiva Gorab**

I am originally from Lithuania, but last year I became a proud citizen of the U.S. I began my undergraduate studies back in Lithuania and continued them at the University of South Florida, where I graduated with a B.A. in psychology. For the last two years, I had the pleasure of earning my MA in I/O psychology at George Mason University. Because the faculty and students in this program create a friendly and intellectually stimulating environment, I feel very fortunate to continue my educational and professional development as a first year doctoral student right here at Mason. Although my deepest passion lies in the areas of Occupational Health psychology and wellbeing, I rarely come across an I/O topic that I do not enjoy exploring. I work with my wonderful advisor and inspiring mentor Dr. Lois Tetrick. So far, I have had the opportunity to work on projects examining a leader’s role in establishing team ethical climate, as well as individual and organizational factors that influence retirement transition processes and outcomes. This year I am planning to focus my research efforts on individual attributes and coping strategies that are associated with increased ratings of objective and subjective performance under stressful conditions. In my free time, I enjoy yoga, dancing, traveling, playing card and board games, listening to music, and finding new favorite songs that I have been known to compile into an eclectic collection of CDs.

**Emily Medvin**

Hi everyone! My name is Emily and I am an incoming first year Ph.D. student. I grew up in Princeton, NJ and graduated from Northwestern University in 2009 with a B.A. in Psychology. After graduation I moved to Washington, DC and have been working as a Statistical Support Associate in the Assessment division of the American Institutes for Research. I am very excited to join the I/O community at George Mason University! My research interests are multiteam systems and the effect of virtual communication on team dynamics and productivity. In my spare time I enjoy theater, watching sports, and exploring the many neighborhoods of DC. Can’t wait to meet you all!

**Isaac Sabat**

Hello! My name is Isaac Sabat, and I am extremely excited to be joining the George Mason I/O Ph.D. program! I am originally from Ft. Lauderdale, FL, and I just completed my bachelor’s degree in Psychology and Kinesiology from Rice University (Houston, TX). During my years at Rice, I fell in love with I/O Psychology, and I had several wonderful opportunities to pursue my passion for research on the psychology of discrimination. Thus, I couldn’t be happier to be joining Dr. Eden King’s diversity and discrimination lab this coming Fall! In my free time, (if I have any) I plan on exploring DC, going out, dancing, playing volleyball, exercising, and meeting new people!

**Zitong Sheng**

My name is Zitong Sheng (Sarah) and I’m an incoming doctorate student working with Dr. Jose Cortina in GMU’s I/O psychology program. Perhaps I’m not new to some of you because we’ve met in the SIOP conference back in April. It was really happy time meeting all of you! I just finished my undergraduate studies in psychology at Peking University, China this summer. My former research included topics such as job search, emotional labor, creativity, and other areas. I plan to concentrate more on quantitative methods, leadership and OHP issues after joining GMU. As for my hobbies, I’m deeply into literature and arts and the museums in the DC area are really compelling to me. I also love doing sports (especially badminton, table tennis, yoga) and watching sports games. In my spare time I also like to watch some US TV series, such as Friends and Desperate Housewives. I look forward to enjoying myself hanging out with new friends! China is a beautiful
of Applied Behavior Systems. After graduating, I continued participating in research at the Center of Excellence in Neuroergonomics, Cognition and Technology at George Mason as a research assistant. Just recently, I started working as a research fellow at the Army Research Institute for Behavioral and Social Sciences where I will assist in identifying, developing, and validating personnel tests for use in commissioned officer selection and branch assignment. My research interests include personnel assessment, especially the research and psychometric aspects of that area. During my free time, I simply enjoy having a good time with good people whether it’s watching movies, playing soccer, exploring DC, listening to music, discovering new restaurants or visiting the dog park with my cocker spaniel, Sandy. I’m looking forward to the new school year and can’t wait to meet everyone!

Yan Dong

My name is Yan Dong (the way to pronounce "Yan" is similar to how you pronounce the Japanese currency "yen"). I grew up in Beijing, China and attended college at Ohio Wesleyan University in the United States studying psychology and East Asian studies. After graduating from college I went back to Beijing and took a gap year, doing some internships, volunteer work and traveling. My research interests include emotions at work, job stress, and work-life balance. In my free time I enjoy reading, watching movies and traveling to all kinds of places! I am very excited to join the I/O psychology program here at Mason and look forward to meeting everyone there!

Mallory Friebis

Hi! I'm Mallory and I'm from Gahanna, Ohio. I received my BA in Psychology from Ohio Wesleyan University and I also minored in Humanities. I conducted my honors research on country, and I’ll be really willing to show you around if you have chance to visit and tell interesting stories about her.

Carolyn Winslow

I attended the University of Pennsylvania, where I graduated with a B.A. in Psychology. Throughout my undergraduate career, I gained exposure to many different types of psychological research, including clinical, developmental, and cognitive. Now, however, I am pursuing graduate study in I/O because I am interested in studying ways of increasing people's well-being at work, and, consequently, in life in general. My current research interests include emotions at work, job stress, and work-life balance. In my free time I enjoy running, cooking, and hiking. I've lived in the Philadelphia area my entire life so I'm looking forward to living in the D.C. area!

New Masters Students

Lynn Chen

My name is Lynn and I am originally from Beijing. I went to Butler University in Indianapolis for my undergrad where I double majored in Psychology and mathematics. My research interests are mainly in the area of occupational health psychology. I enjoy hiking, travelling, yoga and hanging out with friends. I'm also a food lover! I am looking forward to meeting everyone!

Andreina Daza

Hey everyone! My name is Andreina Daza. I was born in Arlington, VA but have lived in nearby Alexandria, VA most my life. In 2011, I graduated from Virginia Tech with a B.S. in Psychology and a minor in Statistics. There I got my first taste of research as a field study for the Center (See New Students, page 8)
Kristen Gilson

Hi everyone! My name is Kristen, but a lot of my friends call me KG, which is fine too. I'm from Dallas, Texas, and I completed my undergraduate work at Purdue University, receiving degrees in both Psychology and Communications, with a minor in Organizational Leadership and Supervision. At Purdue, I was highly involved in the Interpartner Violence Laboratory, but I am excited to be switching my attention away from clinical psychology at George Mason. My research interests focus mainly around Perceived Organizational Support, Motivation, and Selection, but really all aspects of I/O seem fascinating to me. My hobbies include swimming (I recently competed at the 2012 Olympic Trials in the 200m backstroke), running, and almost any outdoor activity.

Amber Hargrove

Hi! My name is Amber Hargrove. I was born in Houston, Texas, but I spent my childhood mainly in Georgia. Later, I spent several years in the Carolinas before transferring to the DC area. As my accent bears out, there is no mistaking my southern background! After working with an engineering consulting firm for several years, I finally returned to college (a late bloomer) and graduated with a B.S. in Psychology from Mason this year. My experience in the business world, undergraduate research experience, and the work on my honors thesis, Examining Positive Self-Guided Activities in Enhancing Work-Related Affect and the Moderating Role of Self-Efficacy cemented my desire to conduct I/O research. I look forward to continually exploring new research topics as part of a lifetime of educational and professional development, but I am currently most attracted to a range of research interests, which include the positive aspects of well-being, self-efficacy, aging, emotions, resilience, and individual motivations in the workplace. I am excited about continuing my graduate studies at Mason and look forward to meeting everyone soon!

Celise Remy-Lewis

My name is Celise Remy-Lewis, and I was born in the twin islands of Trinidad & Tobago. My family moved to the US when I was 16 and since then I've lived in DC, NY, WV, and FL. I received my first B.A. in Photography at Hofstra University and my B.S. in Psychology at the University of Central Florida. The majority of my research experience involves team-building and leadership but I also have interests in personnel selection, training, and work/family conflict. During my time at UCF I was a research assistant at an I/O lab and a Human Factors lab where I worked with some amazing people, both students and professors. I was able expand my knowledge of the workforce and the processes that go into building and maintaining a productive work environment. My hobbies include cooking, photography, reading, and exercise but I'm still looking to add a few more to that list. I look forward to everything that GMU has in store and to meeting my new colleagues.

Kristin Repchick

I'm originally from Lenoxville, PA- a pretty rural area about thirty minutes north of Scranton, PA. I attended high school at Mountain View in Kingsley, PA where I was later assistant coach of the Girls’ Varsity Soccer team. Soccer is a love of mine and something I would like to stay involved in throughout my life. I attended Marywood University, a small college in Northeastern PA, for my undergraduate in Industrial and Organizational Psychology. They offered a great program, and under my advisor, I was fortunate to
be very involved in research, create assessments and obtain some practical experience as well. I largely focused on personality, how attitudes are affected by personality, stress and the influence of these variables on safety behaviors. Occupational safety was my main interest, and I completed an internship with a forklift company where I reconstructed their safety program. I am also interested in leadership development and how leadership affects safety attitudes and behaviors. A little about me- I’m generally a laid-back person. I enjoy being around my friends and family and try to spend as much time with them as possible. I am very driven, but I like to have fun as well. I love problem-solving and figuring things out, which is probably why I was drawn to this field. I love finding new places to explore, hiking, swimming, fishing, boating and going to the beach in the summer. I absolutely love being outdoors and enjoy being active and healthy. In the winter, I enjoy snowboarding and snowmobiling. I love a good book and I hope to travel a lot throughout my lifetime. I’m very excited about starting at Mason, meeting new people, and starting a new chapter of my life!

Melanie Schukrafft

My name is Melanie Schukrafft, and I’m an incoming I/O Mason student. I grew up in downstate NY (go Yankees!) and graduated from the State University of New York at Geneseo with a B.A. in Psychology and a minor in Biology. I spent the past year after graduation working as a Human Resources Coordinator at SUNY Geneseo, which further solidified my decision to pursue I/O. As an undergrad, I was a research assistant for three years in a lab focused on women’s well-being as it relates to intimate couple relationships. I hope to continue doing research with fellow students and faculty at Mason as well! My I/O research interests lie mainly in leadership training and executive development, but I look forward to learning more about all the different areas of I/O. In my free time I like to hang out with my friends, take Zumba/fitness classes, cook, and read. After five years of living in upstate NY, I’m more than excited to move down to and explore the DC area and look forward to meeting everyone in the program!

The I/ON Staff wishes our new students, returning students, and faculty a great year!
You Have Arrived: Tips and Tricks to a Successful Grad School Beginning

Compiled by: Daniel Shore

Welcome to grad school and the Mason I/O Program!! We are ready for you, the incoming class, and have combined forces to create the “Top 5 Things to Think About” as you start your graduate career. There are plenty of changes to prepare for as you transition from an undergraduate or work experience. For this project we’ve brought in some experienced Mason I/O students. Here’s what they have to share:

1. **Saying “No” is okay.** There are lots of opportunities available to students in our program—from teaching to research to committees. Check them all out, but don’t feel obligated to take on more than you have time for, and start out slow. Everyone understands that there are lots of demands on your time and resources.

2. **There’s learning outside the classroom.** Developing your critical thinking, writing, and professional skills is a prominent focus of what we do. Beyond the classroom and coursework, you will have the chance to engage in research, collaborative projects, and intellectual conversation.

3. **Prioritize and make time.** Some things have to get done, and other things can get done. Do the *have-to’s* first. There’s always more work that you can do. Sometimes, to find time for yourself and your personal life, you have to make that conscious decision.

4. **Get involved and involve others.** The professors are always looking for students to join projects and research. We also have the internally-run student organization IOPSA (I/O Psychology Student Association) that helps us create social and academic events for the students in our program while also expanding our professional networks.

5. **Allow your class projects and interests to intertwine.** Nothing makes the school part of grad school more enjoyable than when you are writing about topics that you want to write about. Our professors will encourage you to do this, and you can only strengthen your repertoire of research interests by following this advice.

That’s not all of the advice and guidance you will use in the coming semesters, but I hope that you find it to be a useful beginning.

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Special thanks to the following students:
Cory Adis
David Geller
Cliff Haimann
Vias Nicolaides
Alan Tomassetti

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A Day in the Life: Mason I/O Master’s Student

Author: Brendan Hunt

The life of a George Mason I/O student can be very diverse and rich, and can differ drastically from student to student. To say that there is a “typical experience” here at Mason would be a bit foolish, as the student truly has the power to make the experience his or her own. This might sound like tired rhetoric you have seen in every graduate brochure in the country, but I hope to prove that it is the truth here. . . by detailing experiences from a few random days in my life. What are those experiences? Three things come to mind: The SEC, Corgis, and Stand-up Comedy.

**The SEC:** Like most Mason Masters students, I have an applied internship that helps supplement my education both financially and intellectually. I work for Federal Management Partners (FMP), a growing Human capital consulting firm based in Alexandria.

At FMP, I have been asked on several occasions to help facilitate focus groups and interviews with different government agencies, including the US Securities and Exchange Commission (SEC). These have been very interesting and exciting opportunities for me, as I have gotten to meet and hear from high-ranking leaders of such agencies about the challenges that they face. I then get to take what I hear from these meetings and apply what I have learned in my coursework to think critically about these issues with others. It’s a very unique and rewarding experience to get to use what I learn in school in “real world” settings that can have real impact on things I find important.

**Corgis:** I’ve always wanted a dog since I was very young-specifically, a Welsh Corgi. But, I have yet to be in the right situation to own one. You wouldn’t think that I would be discussing this fact during an I/O class project, but I ended up doing just that during my Social Psychology class. As part of the class, student pairs teamed up with a liaison from UNC-Charlotte in order to consult a non-profit organization; in this case, I was able to help consult a regional Humane society in Ohio.

(See *A Day in the Life*, page 12)
factors (*Journal of Applied Psychology*) and diverse audience members such as the military (*Military Psychology*). Although the amount of work and time commitment is heavy, Mason’s faculty members describe their experiences as beneficial. Eden King reflects on her role and says, “I enjoy being a part of the process of publishing science. I like to see what reviewers comment on and the creativity with which authors respond. I’ve learned a lot through my role as both a reviewer and associate editor.” Seth enjoys the entire learning process including being able to think about things in different ways. The publishing process is a cycle of giving and receiving and we truly appreciate the dedication given by Mason’s faculty.

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<td>• <em>Journal of Applied Psychology</em>, Associate Editor</td>
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<td>• <em>Personnel Psychology</em>, Editorial Board</td>
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<td>Dr. Reeshad Dalal</td>
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**Katherine:** GMU’s I/O Program helped prepare me for my job in three important ways: 1) Deciding on a career path, 2) Teaching me fundamental I/O knowledge and skills, and 3) providing a graduate school experience analogous to the way I would work as a consultant. First, GMU’s program helped me decide on my career path. Before joining Deloitte, I used GMU’s extensive alumni network and opportunities like Practicum with Dr. Buffardi to both gain experience in I/O Psychology-related work and narrow down the career path I wanted to pursue upon completing my PhD.

Second, I use the formal I/O knowledge and skills that I learned in classes and research in both my client work and internal projects. For instance, my hands-on job analysis project for my Personnel Selection class with Eden King helped me understand how to conduct rigorous job analyses through structured interviews and validation surveys, allowing me to successfully build a competency-based Career Development Program (CDP) for my Intelligence Agency client. Courses like Motivation in the Workplace (with Lois Tetrick) and Groups and Teams (with Steve Zaccaro) helped me understand the types of motivational influences and dynamics affecting implementation of new programs like the CDP. Lately, the rush of interest around trends in “big data” and predictive analytics means my Regression and Multivariate Statistics courses with Jose Cortina and Seth Kaplan (respectively) have come in handy, allowing me to speak intelligently to the applications of analytics to client and internal projects. My research interests have also proven to be valuable; I am often asked to do white papers, presentations and client engagements related to age diversity (my dissertation topic), a very salient issue these days in government where only 10% of employees are under the age of 30 while 42% are over the age of 50.

Third, the lessons I learned through simply being a graduate student in GMU’s program have been extremely important. A key aspect of being a successful consultant is being able to use rigorous methods to investigate and solve problems, which I learned a lot about while doing research with various GMU I/O labs. By investigating beyond the immediately apparent issue, I am able to deliver client solutions that solve underlying problems, rather than just applying band-aids to surface-level symptoms. Moreover, many organizations value one’s ability to be a “self-starter” but at the same time “know when to say no,” lessons that were hard but important to learn in graduate school and have continued to be extremely important professionally. And lastly, organizations increasingly promote foster a very team-oriented culture, so the social and collaborative way the GMU students and research teams operated was a great primer for how I do work in my job today.

To get in touch with Vanessa or Katherine, please feel free to reach out to them at:

vtendick@deloitte.com    katryan@deloitte.com

This was a pilot run of a program that GMU hopes to continue: carrying out organization/program assessments with volunteer programs across the country free-of-charge. The apex of this project was a consult call with the volunteer organization in which we presented our findings and recommendations from a survey distributed to the members of this organization. We got to actually deliver meaningful results that would impact how that organization functioned for the better and have fun while doing it - my corgi pseudo-obsession became a humorous pause amidst the conversation. Granted, there are still normal, straightforward lecture classes we take at Mason, but even these classes still contain moments similar in caliber to these that really can bring what you’re learning to life.

**Stand-up Comedy:** Just because you are in graduate school doesn't mean that every other aspect of your life is officially over; to the contrary, many students live very rich and engaging social lives outside of school. In my case, I do comedy- stand-up, improv, you name it. The Washington, DC area provides ample opportunity for students like me to explore and enjoy my hobby; whatever you like doing, chances are there’s an outlet for you. In addition to the actual city, there are also frequent concerts and events at George Mason that students can usually get discounted tickets for. I would be lying if I said I still wasn’t very busy between school and my internship, but it is definitely possible to still have a lot of fun too!

So, there you have it- a typical day of experiences for a Mason student. Of course, this is just what is typical for me; every Mason student brings his or her own personality and goals to the program. As aforementioned, this is one of the biggest strengths of the IO program at Mason - each student can bring this uniqueness and make experiences his or her own. It is truly a great opportunity to grow not only as an academic, but as an individual.
## Fall 2012 Brownbag Schedule

<table>
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<tr>
<th>Date</th>
<th>Presenter</th>
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<tr>
<td>29 - Aug</td>
<td>Welcome back</td>
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<tr>
<td>5 - Sep</td>
<td>Student Summer Research / Internship Opportunities</td>
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<tr>
<td>12 - Sep</td>
<td>Dr. Richard Tonowski (EEOC)</td>
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<tr>
<td>19 - Sep</td>
<td>Dr. Albert Espinosa (American University)</td>
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<tr>
<td>26 - Sep</td>
<td>Dr. Michael O’Leary (Georgetown University)</td>
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<td>3 - Oct</td>
<td>Applied Brownbag, Panel Discussion (FMP, FMG, AIR, OPM)</td>
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<tr>
<td>10 - Oct</td>
<td>PTC Event (no brownbag)</td>
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<tr>
<td>17 - Oct</td>
<td>Student Presentations, TBD</td>
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<tr>
<td>24 - Oct</td>
<td>Dr. David Wilson (GMU)</td>
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<td>31 - Oct</td>
<td>Research Ideas Discussion Roundtables</td>
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<tr>
<td>7 - Nov</td>
<td>Dr. Whitney Botsford (University of Houston - Downtown)</td>
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<tr>
<td>21 - Nov</td>
<td>No Brownbag (Thanksgiving)</td>
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<tr>
<td>28 - Nov</td>
<td>Dr. Lou Buffardi (GMU)</td>
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<tr>
<td>5 - Dec</td>
<td>Semester Wrap-Up</td>
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Thanks to Samantha Holland for organizing the BB schedule! If you are interested in presenting at Brownbag in the Spring, please contact her at shollan7@gmu.edu

## Thank you for all of the individual and organizational contributions to IOPSA!

- **$1500+**
  - Fors Marsh Group, LLC
- **$1000+**
  - Personnel Testing Council of Metropolitan Washington
- **$500+**
  - Dr. Michelle A. Marks
- **$100+**
  - Dr. Whitney Morgan Botsford
  - Federal Management Partners
  - Dr. Crystal M. Harold
  - Mr. Mike J. Ingerick
  - Dr. Lois E. Tetrick
- **$50+**
  - Ms. Ashley Agerter
  - Ms. Sherean Miller
  - Dr. Tiffany M. Bennett
  - Ms. Dena A. Papazoglou
  - Ms. Alexis L. Gray
  - Dr. Ben Porr
  - Dr. Eden B. King
  - Ms. Cristina F. Wilcox

## IOPSA Picnic

*Hey, Mason Alumni, Current Students, and Incoming Students!* It’s that time of year again – time to come out and introduce yourselves to the past, present, and new faces of the George Mason I/O psychology department.

Last year we had a great turnout of alumni who came to see old friends and connect and network with new ones. We hope more of you will join us this year!

**Who:** Current Students, Faculty, Alumni, and Friends of the Mason I/O Program

**What:** A Picnic Potluck! Students and Faculty will bring the food — Friends and Alumni just come!

**Where:** Olney Park (1840 Olney Road, Falls Church 22043)

**When:** Saturday, Sept. 15th, 4:00-7:00 pm

Please RSVP to Sara Ragone at sragone@masonlive.gmu.edu.
Congratulations to Our Recent PhDs!!

Katherine Elder

Jeff Herman
Dissertation: Self-concept complexity and authentic adaptability of multicultural leaders

Xiaoxiao Hu
Dissertation: The truth behind the smile: Employees’ management of emotional expressions in interactions with leaders and peers

Dr. Johnathan Nelson
Dissertation: Talk isn't cheap: Moral messaging tactics used in content of ethics-centered communication

Jordan Robbins:
Dissertation: Toward an integrative model of organizational commitment and identity: An empirical examination of a model linking these constructs

Congratulations to…
2012 GMU I/O Master’s Graduates!

Afra Ahmad*
Amanda Anderson*
Lindsey Bartholomew
Jenna Bender
Lisa Black
Rachel Feyre
Aiva Gorab*
Alexis Gray
Cliff Haimann*
Shane Henriksen
Tammy Levy
Alyssa Marciniak
Stephanie Odenheimer
Alan Tomassetti*

*Master’s recipients who are currently in the Ph.D. program

From left to right: Afra Ahmad, Amanda Anderson, Lisa Black, Rachel Feyre, Stephanie Odenheimer, Alyssa Marciniak, Shane Henriksen, Tammy Levy, Alan Tomassetti, Jenna Bender, Lindsey Bartholomew, Alexis Gray, Dr. Lou Buffardi
Recent Publications by Current Students:


Good News Corner:

- Congratulations to our very own Dr. Reeshad Dalal on being elected the next Psychology Dept. Chair. Reeshad currently is the "Chair-Elect" and is slated to take over in August 2013.

- Ph.D. student Elizabeth Conjar got married over Memorial Day weekend (May 26, 2012).

- Recent M.A. graduate Tammy Levy married Fabrizio Rotati on June 24 in Pearl River, NY.

- On July 13th, Ph.D. student Tiffani Chen gave birth to a healthy 6lb 11oz baby girl named Cadence An-yi. Cadence is excited to be part of the George Mason I/O family.

- Dr. Jose Cortina won the 2011 SIOP Distinguished Teaching Contributions Award

- Ph.D. student Kristen Jones won the SHRM Foundation Dissertation Grant

- Ph.D. student Kristen Jones won the Sandra Schwartz Tangri Memorial Award for Graduate Student Research

- Ph.D. student Kristen Jones won the SIOP Graduate Student Scholarship

- Ph.D. student Kristen Jones won the Osher Lifelong Learning Institute (OLLI) Scholarship
The I/ON – Fall 2012

Nicolette Giacopelli & Sooyeol Kim
I/O Psychology Program
George Mason University
4400 University Drive
Fairfax VA, 22030

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

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, Jack Censer, Dean. For further information on the I/O Program, please contact Dr. Lois Tetrick at tetrick@gmu.edu or the graduate secretary 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 would like to be interviewed for our alumni column or wish to contribute to the newsletter in any way, please e-mail us at ngiacopé@masonlive.gmu.edu (Nicole Giacopelli) or skim55@masonlive.gmu.edu (Sooyeol Kim).

Website and E-mail for The I/ON
Current and past issues can be viewed at our website, http://www.gmu.edu/org/iopsa/theion.htm. For questions or comments, please contact us at ngiacopé@masonlive.gmu.edu (Nicole Giacopelli) or skim55@masonlive.gmu.edu (Sooyeol Kim).

About The I/ON
The I/ON 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, faculty, and alumni of the program, as well as the general I/O community. We would like to thank the previous I/ON editors, Marisa Diana-Russo, Stephanie Payne, Lisa Boyce, Nikki Dudley, Mike Ingerick, W. Benjamin Porr, Deirdre Lozzi, Tiffany Bennett, Marissa Shuffler, Jordan Robbins, W. Benjamin Porr, Deirdre Lozzi, Tiffany Bennett, Marissa Shuffler, Jordan Robbins, W. Benjamin Porr, Deirdre Lozzi, Tiffany Bennett, Marissa Shuffler, Jordan Robbins, W. Benjamin Porr, Deirdre Lozzi, Tiffany Bennett, Marissa Shuffler, Jordan Robbins.

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Katherine Ryan
Samantha Holland
Seth Kaplan

Current Editors:
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Sooyeol Kim

Faculty Advisor:
Dr. Seth Kaplan