President’s Address: Mason Gets A Makeover
By Tracy McCausland

First and foremost, the 2010-2011 Industrial/Organizational Psychology Student Association (IOPSA) would like to extend a warm welcome to our incoming students and a fond welcome back to our returning students and faculty members!

We anticipate that this upcoming year will be an exciting one characterized by continued growth and improvement. But, before we can begin to look forward, we need to first recognize our past. The hard work and dedication of the 2009-2010 IOPSA officers positioned the current board to move ahead more efficiently and effectively by creating new board positions and restructuring officer responsibilities. This shared workload and renewed enthusiasm combined with the experience and leadership of our more senior students promises to be the ingredients of a productive and successful year!

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Mason’s Involvement in SIOP’s New Perspectives Journal
By Richard Hermida

The Industrial and Organizational Psychology: Perspectives on Science and Practice (Perspectives) journal debuted in March 2008, with a goal of featuring interactive exchanges on important topics related to science and practice in the field of I/O Psychology. For those unfamiliar with this relatively new journal, Perspectives takes a focal article–peer commentary–response format, where the focal article is a position paper on an important issue related to science, practice, or public policy. After the focal article is posted on SIOP’s website, Perspectives publishes not only the focal article, but also corresponding peer

Letter from the Faculty Advisor
By Seth Kaplan

With great pleasure, I introduce the first issue of the 15th volume of the I/ON. Fifteen years ... that’s about 5 years longer than the Beatles were together and only 5 years shorter than the Lawrence Welk show ran. Pretty impressive! That the I/ON continues to thrive (let alone survive) with my being the Faculty Advisor for the past four years is a testament to all of the hard work that the students put into the newsletter!

(See President’s Address, page 5) (See Advisor’s Letter page 12)
Hey, Mason Alumni!

Would you like to see some old faces and maybe meet some new ones?

At the beginning of every school year, the Mason I/O Psychology program hosts our traditional “Kickoff Picnic” to welcome incoming students and welcome back returning students and faculty members.

This year we’d like to include Mason I/O Alumni and Friends! We want to reconnect the larger Mason community, so please join us for our First Annual Alumni Picnic!

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. 25th, 4:00-7:30 pm

Alumni and Friends of the Mason Program, please RSVP to Tracy McCausland at tmccaus1@gmu.edu.

We hope to see you there!

Mason Students Continue to Thrive in Internships

By Tiffani Chen

As a new crop of I/O graduate students joins our ranks this year, internship opportunities continue to be a topic of conversation and interest. I took an informal survey of some of our current PhD and Master’s students to find out more about their internship experiences and gathered a number of interesting tidbits and sound advice that I’d like to share here regarding (1) the potential for a permanent job opportunity after graduation, (2) how to find an appropriate internship, and (3) the location of our students’ internships.

(See SIOP Primer, page 5)
As students (and researchers), it is easy to overlook the applied value of the theories we spend so much time studying. However, some argue that understanding the application of our research is critical to our success. As part of a continuing series of articles in future I/ONs, in this column we will discuss the applied value of our research. While a far shot from bridging the divide between researchers and practitioners, we seek to highlight both the theoretical and practical implications of our work here at Mason. This issue’s topic: situational strength.

**Research: Situational Strength**

By Irwin José

It is generally agreed upon that in predicting behavior, one must simultaneously consider the individual and the situation. In personality and social psychology as well as organizational behavior, it is conventional wisdom that personality matters most in “weak” situations and least in “strong” situations. These notions can be traced back as early as 1922 with Weber’s description of bureaucracies as “iron cages” wherein expectations are clear, latitude for discretion and personal autonomy is reduced, and behavior is rendered predictable.

The notion of situational strength as “strong” or “weak” is primarily attributed to the personality theorist Walter Mischel. Specifically, Mischel (1973, p. 276) provided the foundation of this area of thought by suggesting that, “Psychological situations and ‘treatments’ are powerful to the degree that they lead all persons to construe the particular events the same way, induce uniform expectancies regarding the most appropriate response pattern, provide adequate incentives for the performance of that response, and instill the skill necessary for its satisfactory construction and execution.”

Mischel also argued that individual differences are most likely to have the strongest effect on behavior when the situation (unlike that described above) is ambiguously structured and possesses no clear expectations about the most appropriate behaviors (Mischel, 1973). For decades, the notion of situational strength has influenced the social sciences and has promoted many developments in the theorizing of personality. However, certain fundamental questions regarding situational strength still remain unanswered. Most importantly, the body of literature still lacks a well-accepted way to both conceptualize and measure situational strength. To date, researchers have relied on ad hoc proxies of situational strength (e.g., Barrick & Mount, 1993; Smithkrai, 2008; Bowles, Babcock, & McGinn, 2005). This lack of an agreed upon conceptualization and measurement strategy has led our lab, led by Dr. Dalal, to develop and validate a measure of situational strength.

For the past year, the lab has been working on developing and validating a measure of situational strength with the support of a grant funded by the Army Research Institute. In a 2010 paper by Meyer, Dalal, and Hermida in the *Journal of Management*, the authors proposed that situational strength is multidimensional and encompasses four facets: clarity, consistency, consequences, and constraints. To empirically examine this conceptualization, the lab collected data through StudyResponse, which is a project that facilitates online research for behavioral, social, and organizational sciences by distributing participation requests to a tailored sample of adult recipients. In addition, the lab is focusing on moving beyond a measure of situational strength and is also working on the development of a measure to assess an individual’s preference for situational strength. This line of research is most relevant to literature regarding the impact of fit and misfit in organizations and subsequent work related outcomes.

**Application: U.S. Army**

By Irwin José & Dr. Len White (U. S. Army Research Institute)

To meet the emerging demands of the 21st century, the U.S. Army is currently moving beyond its current set of predictor measures and is incorporating the assessment of non-cognitive attributes (e.g., personality) in predicting performance criterion. However, the Army encompasses a wide range of Military Occupational Specialties (MOSs) that range from Infantry to Human Resource Specialist. It is evident that these two occupations present Soldiers with distinct situational contexts and possibly varying degrees of situational strength. For example, a Soldier serving as a Combat Medic is more likely to operate in a situation wherein Soldiers are required to perform under conditions of extreme consequence and uncertainty (i.e., weak situations). Alternatively, Soldiers operating as HR Specialists are more likely to experience stronger situations because of specific policies and practices that are in place. Considering the use of non-cognitive measures in research in conjunction with its application across MOS, research on situational strength has direct implications for personnel selection research in the U.S. Army.
Inherent to the notion of situational strength is the proposition that criterion-related validities of non-cognitive predictors vary across degrees of situational strength (i.e., stronger validities in weaker situations). Thus, if the amount of situational strength that is experienced by a Soldier varies as a function of the specific duties and circumstances across MOSs, research on non-cognitive predictors needs to account for this variance. Effectively, the notion of situational strength has direct implications for Human Resource practices in that it would not be wise to assume that the predictive validities of Soldier dispositions are similar across MOSs. A developed and validated measure of situational strength would support an investigation of this hypothesis and improve the inferences made by our research efforts in the Army.

Beyond having implications on observed validities, examinations of situational strength can inform our research at ARI regarding Soldier retention. A critical component of Soldier selection is Soldier classification, that is, classification of a Soldier into a particular MOS. The notion that individuals may possess preferences for situational strength speaks to the possibility of a person-job misfit if the MOS does not provide the desired degree of situational strength. The current body of literature suggests that a misfit is likely to lead to job dissatisfaction, psychological strain, and turnover intentions. A method of assessing an individual’s preference for situational strength can further inform the classification process of Soldiers in the Army. Effectively, such an effort may reduce the attrition rates in the Army and also increase Soldier satisfaction and performance.

Note: All statements expressed in this article are those of the authors and do not necessarily reflect the positions of the U.S. Army Research Institute or the Department of the Army.

Mason Goes High-Tech
By Chad Peddie

Many areas of research within I/O psychology frequently call for the utilization of longitudinal designs to examine predictors and criteria of interest. At the same time, many researchers are also designing studies to focus on criteria that do not lend themselves to self-report data (e.g. physiological outcomes). Whereas data collected through non-self-report techniques offer the advantage of less bias from participants and repeated measures designs tend to add value over cross-sectional data, these types of data can be labor intensive and requires some finesse. To help address some of these more complicated methodological concerns, investigators have looked to technological advances for assistance.

A good number of researchers in other areas of psychology have investigated phenomena with the use of sophisticated technology. For example, Greenwald, McGhee, and Schwartz (1998) developed the computer-based Implicit Association Test to gather participant responses to sensitive topics (e.g., attitudes toward different racial stimuli), or information possibly distorted when collected through self-report measures. Also utilizing sophisticated technology, Richeson, Baird, Gordon, Heatherton, Wyland, Trawalter, and Shelton (2003) enlisted fMRI technology to identify the brain activity of individuals following an interaction with individuals of different racial groups.

In this same vein, I have had the opportunity to participate in two studies at Mason that successfully incorporated technology into research design. The first study was a multidisciplinary investigation of the experiences of newly hired lesbian, gay, and bisexual (LGB) individuals in the workplace. Conducted by a team of researchers from Mason’s I/O and Clinical programs (Eden King, Johnathan Mohr, Kristen Jones, Matthew Kendra, and myself) this study explored the organizational, situational, social, and intrapersonal elements that contributed to disclosure and concealment of sexual identity at work. To explore these elements, we had participants carry handheld computers (also called Personal Digital Assistants, or PDAs) on workdays for a three-week period. The PDAs contained surveys for participants to complete every time they became aware of is-sues related to revealing or concealing their sexual identity. The PDAs were programmed with software specifically designed to run experience sampling studies (i.e., the Purdue Momentary Assessment Tool), allowing us to capture data specific to the experience as close to the occurrence of the actual event in its natural setting as possible, thus eliminating bias attributable to recall effects. In fact, a number of participants completed surveys within minutes of identity-salient events. This approach also allowed us to capture unexpected events and to analyze the processes, both between-person and within-person, that come into play when the need to manage a stigmatized identity arises. Additionally, we found the PDAs helpful in that they effectively housed collected data throughout the period of participant involvement and structured the data for easy export to spreadsheets.

(See High-Tech, page 12)
Mason I/O experience, both academically and socially, for current students and faculty members, as well as to reconnect and strengthen the bonds of the larger Mason community.

You may be wondering what this “Mason Makeover” will involve. Well, to name a few projects, we are in the process of remodeling the Robinson B labs, revamping the Mason I/O website, and reconnecting with our alumni.

As students, the labs of Robinson B are our second home and it is time this home underwent a little remodeling. We recently acquired new desks and chairs and are in the process of painting walls and updating signage. We are even giving our website a facelift, and will be updating its layout over the course of the year, with a special emphasis geared towards prospective students and alumni.

Finally, Mason is quite fortunate in that a large number of our alumni remain in the greater DC area, and we are taking steps to connect more with these members of the Mason community. First and foremost, we are in the process of updating our contact information, so please feel free to email me at gmu.io.alumni@gmail.com with any recent changes or just to guarantee that our database is current. We want to make sure we have the most recent information to get the word out regarding exciting upcoming activities such as our First Annual Alumni Picnic on September 25th. In addition, we are in the final stages of developing a mentoring program, which will connect second-year Master’s students with alumni (Master’s and PhD) in hopes of kicking off a beneficial relationship for the students and alumni.

As the school year begins, I wish everyone the best of luck and I would like to conclude with one parting thought. I have only been in the program one full year, of luck and I would like to conclude with one parting thought. I have only been in the program one full year, but the cohesiveness of our program makes it feel as though I’ve been a part of Mason’s I/O program much longer than that. The relationships that I have already formed with my peers and professors are truly amazing and I can’t imagine what the upcoming years will hold. I would love for everyone to feel this type of connection to the Mason community and the best way to foster this type of sentiment is to get involved.

For the current students, I suggest you come relax over dinner after a long day of classes at the Ratskeller (which became quite a tradition last semester) or take the lead on an event or project that you are passionate about (you don’t need an official IOPSA title). For the alumni, I hope you’ll come to our Alumni Picnic to reconnect with old friends and meet the new faces, participate in our Master’s-Alumni Mentoring Program, or attend our weekly Brown Bag series, which will be held on Wednesdays at noon this fall semester.

I am looking forward to getting started again, and if you have any comments, concerns, or questions, please contact me or any of the other IOPSA officers!

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**Carefully review and follow all proposal format requirements**

**Make it easy for the reviewer to understand what the purpose, goals, and contribution of your submission are**

**Clarify how your submission is relevant to researchers and/or practitioners**

**Make it clear to the reviewer what will actually be presented**

**Get feedback from peers and faculty**

**What are the types of submissions and how are they different?** There are a number of different session types, but poster and symposium submissions are some of the most common.

**Poster submissions** require you to submit a complete paper of no more than 3,500 words. While this requires some writing up front, if your goal is to submit your work for publication (which is typically the goal, particularly for Doctoral students), then preparing a poster submission helps you begin the writing process and allows you to get reviewer feedback as you finish your journal submission. While you can present conceptual, applied, or empirical research on a poster, you need to make sure reviewers can actually picture what would appear on the poster. As such, figures and tables can be particularly important for this type of submission.

**Symposia submissions** require less writing up-
front, but involve other preparations not required for a poster submission. First, you need to connect with others interested in a particular topic. Talk with faculty and watch for listserv postings for potential opportunities. This can take time so be sure to start this process early. Presenters should represent at least two different affiliations and reviewers often like to see even more diversity in affiliations. These submissions are not blind-reviewed, so it can be helpful to include widely recognized researchers or practitioners as presenters and/or discussants. Thus, being involved in a symposium (or co-chairing one as a student) can help in establishing relationships with a variety of professionals in the field as part of the submission process itself. Lastly, keep in mind that reviewers often like to see symposia that include presentations that are all truly related to an overarching topic.

**What do I do if my submission is not accepted?** Do not despair; there are always more great submissions than space permits in the SIOP conference program. Despite your best efforts, your submission may not be accepted. Look over whatever reviewer comments you may have received and do some reflection on your submission and how it might be improved. Often, you can take this feedback to revise your submission and submit it to another conference including other large annual conferences such as AOM or APA (you can even elect to have your submission automatically considered for the APA conference if it is not accepted to the SIOP conference as part of the submission process). In some cases, you may also decide to do extensive work on your paper such as collecting additional data or completing a follow-up study and re-submitting to SIOP the following year.

**Parting thoughts:** Presenting your work at SIOP is an important part of your professional development as either a Master’s or Doctoral student. Start early, but don’t be intimidated by the review process. Mason has a strong history of being well represented at SIOP with over one hundred accepted submissions in the past five years, so draw from the previous experience of your fellow students and faculty.

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commentary that often challenges or critiques the original article, or expands on issues not addressed in the focal article.

Mason’s I/O program has been a frequent contributor to *Perspectives* regarding several issues. First, several Mason faculty members have contributed to *Perspectives* in the form of focal article authorship.

If you would like to check out their work, here are two focal articles authored by Mason faculty members. In their article entitled “The Social and Economic Imperative of Lesbian, Gay, Bisexual, and Transgendered Supportive Organizational Policies,” Dr. Eden King and Dr. Jose Cortina offered practical suggestions for creating supportive organizations for workers that are Lesbian, Gay, Bisexual, or Transgender, while discussing the proposition that I/O psychologists have an ethical obligation to promote such supportive environments. The authors derived these suggestions from empirical evidence that LGBT workers face discrimination in ways that are not protected by Federal law, and that such discrimination generates tangible physical and mental problems for LGBT workers.

In their article entitled “What if Industrial/Organizational Psychology Decided to Take Workplace Decisions Seriously?” Dr. Reeshad Dalal and colleagues called for more consideration to be paid to methods and findings from judgment and decision-making literature in order to better inform I/O researchers and practitioners.

Second, Mason faculty members have also contributed to *Perspectives* in the form of peer commentary article authorship. In their article entitled “Oops…We did it again: Industrial-Organizational’s Focus on Emotional Intelligence Instead of on its Relationships to Work Outcomes,” Dr. Seth Kaplan, Dr. Jose Cortina, and colleague Dr. Gregory Ruark offered commentary on I/O Psychology’s foray into the study of emotional intelligence. They note that I/O Psychology would do well to disentangle the confusion regarding emotional intelligence and its predictive ability by focusing more on the criterion when investigating emotional intelligence. The authors then proposed a three-step process for such a criterion-driven approach.

In another article entitled “Defining Employee Engagement for Productive Research and Practice,” first author Dr. Reeshad Dalal and colleagues provided a treatise regarding employee engagement. The authors focused on the difficulty in defining employee engagement, with respect to the psychological state of engagement and also the inclusion of dispositional and behavioral constructs to cognitive-affective constructs in defining employee engagement.

*Perspectives* offers the I/O community a great chance to engage in productive dialogue about the scientific, practical, and ethical issues of I/O Psychology. It also serves as a useful classroom tool to show students a variety of opinions regarding contemporary issues in our field. Hopefully, Mason will continue its pace of involvement as we move into the future.
Welcome to the Program!

In the grand tradition of the Fall issue of the I/ON, we are pleased to introduce you to the newest additions to our Mason family!

New PhD Students

**Afra Saeed Ahmad** — I am a local, born and raised in Woodbridge, Virginia, and proud Mason alumna. I graduated in May of 2008 with a B.A. in Psychology and a minor in Islamic Studies. Through the Psychology Honors Program at Mason, I was fortunate to meet and work with Dr. Eden King, who exposed me to the world of I/O. For my undergraduate honors thesis, we looked at discrimination toward Muslim women in job applications. As a result, my research interests include diversity and cross-cultural issues in the workplace. After graduating, I spent a year conducting research in the United Arab Emirates on the Fulbright Fellowship and had the opportunity to travel to Egypt and Oman as well. I’m married and have an active one-year-old son who keeps me very busy and happy. I enjoy being with my family, traveling around the world, reading, and learning how to cook ethnic Pakistani food. I’m very excited to be returning to GMU and look forward to being a part of the I/O family!

**Amanda Anderson** — I am originally from the small town of Cape Elizabeth, Maine, but I’ve been living in Virginia for the past seven years. I graduated with a B.A. in Psychology from the University of Virginia (UVA) in 2007. At UVA, I was involved with research on affective forecasting, mood and stereotyping, children with ADHD, and cognitive aging. Since graduating, I’ve been working at Fors Marsh Group in Arlington, Virginia, where I’ve worked primarily on survey research projects for Department of Defense clients. My research interests currently include emotions and decision-making, workplace diversity, and occupational stress. In my free time I love traveling, spending time with family and friends, baking, and going to the beach. I also like to stay active by playing tennis and finding new things to do in the D.C. area. I look forward to starting grad school at Mason!

**Kristen Jones** — My name is Kristen Jones and I am a third-year student in Mason’s program. I’m originally from Richmond, Virginia and completed my undergraduate degree in Psychology at the University of Virginia (UVA) in Charlottesville, Virginia. Technically, it is my first year as a doctoral student because I’ve spent the past two years as a Master’s student. I work with Dr. Eden King on research related to diversity in the workplace. I am especially interested in the work experiences of socially disadvantaged individuals who have concealable stigmas. In my free time, I enjoy hanging out with friends, dancing, good wine and sangria, and exploring new places!

**David Geller** — I received my M.A. in I/O Psychology from Mason in May 2010. Recently accepted to Mason’s doctoral program, I am fortunate to continue my educational and developmental journey working with Dr. Steve Zaccaro. Mason offers an environment for immense student growth, and seeing where I started, I am eager to continue on. My research interests follow three paths. On campus, I investigate conflict, its management, and how it influences team dynamics, as well as leadership and talent development. With the U.S. Army Research Institute, I investigate cross-cultural competence under the mentorship of Dr. Allison Abbe. Originally from Richmond with family still there, and with more immediate family in Fairfax Station (including a wonderful nephew), I am unquestionably a Virginian. When not buried in literature or work, I enjoy hiking, camping, whitewater kayaking, refereeing soccer, any outdoor sport/activity, and spending quality time with friends and family.
Cliff Haimann — My name is Cliff Haimann, and I am a first-year Ph.D. student originally from Southeastern Michigan. I attended Northwestern University (NU) and graduated with a degree in Economics and Psychology. While at NU, I was exposed to many research topics, but now I would like to study work-life balance and stress in the workplace. Outside of school, I enjoy a variety of sports and am looking forward to playing some nice golf courses in Virginia. Additionally, I enjoy a wide range of music and became an Elvis Presley fan at the young age of 8. I am looking forward to living in the D.C. area.

Jim Kurtessis — I am originally from the Albany, New York area, but in an effort to escape the snow, I attended the University of North Carolina at Wilmington, where I majored in Psychology and graduated in 2005. I am returning to George Mason to pursue my Ph.D. after graduating from the Master's program in 2008. Since graduating from the M.A. program, I have worked for the American Institutes for Research in Washington, D.C. Working in between my M.A. and Ph.D. studies has given me the opportunity to expand and refine my research interests and put my I/O knowledge to practical use. In my free time, I like to make macaroni pictures with glitter and pieces of yarn. I look forward to seeing everyone again and meeting those of you I have not yet met.

Alan Tomassetti — My name is Alan Tomassetti. I received my undergraduate degree in Psychology at Saint Louis University. I am still trying to hone my research interests, and have faith that the students and faculty at George Mason University will be more than helpful in my search. I am an avid concert goer and have seen the likes of Bob Dylan, Chuck Berry, B.B. King, James Taylor, Red Hot Chili Peppers, Talib Kweli, and more. I have recently taken an interest in photography (I hope you all like the photo with George Mason that I took with my 35mm). I also love playing soccer, and am excited that the I/O program already has an intramural team. I look forward to seeing all of you this fall.

New Master’s Students

Lindsey Bartholomew — I was born in central Pennsylvania where I have lived my entire life. This past May I completed my undergraduate degree at the Pennsylvania State University, receiving a B.S. in Psychology with a Sociology minor. As an undergraduate, I worked for the Penn State fitness center and as a research assistant in two developmental labs. One of the more recent projects involved investigating the role of positive affect as a protective factor for the mental and physical health of children. My research interests include personnel selection, leadership and team dynamics (affective transference), and occupational stress and resiliency. I enjoy reading, exercising, spending time with friends and family, and a good cup of coffee. I am very excited about attending the M.A. program at George Mason University, and hope to pursue a Ph.D. in the near future.

Jenna Bender — Hi, everyone! My name is Jenna. I was born and raised in Atlanta, Georgia. I decided to give snow a try, so I completed a B.A. in Psychology at Michigan State University. I examined factors affecting successful leadership succession for my senior research paper. I also assisted in conducting communication research on how liking affects compliance while I worked on my minor in Communication Arts & Sciences. I enjoy learning about factors related to leadership development and training. However, I hope to get a better grasp on all of the different areas of focus that I/O has to offer. I believe I have gotten my fill of Michigan winters, so I am hoping Virginia's climate may be a promising compromise between Georgia and Michigan. Outside of school, I love to play volleyball, tennis, golf, and spending time with my two kitties. I look forward to meeting everyone and becoming a part of the George Mason family!
Lisa Black — My name is Lisa Black. I am an active duty Captain in the U.S. Army. I am originally from Copperas Cove, Texas, but have lived in many places since graduating from Copperas Cove High School in 1993 (Hinesville, Georgia; El Paso, Texas; Ansbach, Germany; Columbia, South Carolina; and Junction City, Kansas). I have also seen many parts of the world on Army deployments, including Kuwait, Bosnia, and Iraq. I graduated from the University of Tampa with a B.S. in Accounting in 2002. I am returning to school now as part of the Army’s Advanced Civil Schooling (ACS) program, with a follow-on assignment as an Instructor in the Department of Behavioral Sciences and Leadership at the United States Military Academy at West Point. I am interested in leadership development and work performance. I met my husband in Tampa while pursuing my undergraduate degree. We have been married almost 8 years and have two children, Madysen (5 years old) and Braxton (two months old). As you can imagine, they keep me very busy! I enjoy spending time with my family, traveling, cooking with my daughter Madysen, and outside activities. I love the northern Virginia area and am excited for this great opportunity at George Mason.

Rachel Feyre — My name is Rachel Feyre, and I am from Chicopee, Massachusetts. I graduated with a B.A. in Psychology and Spanish from Fairfield University this past spring. While at Fairfield, I was actively involved in the Fairfield University Student Association (FUSA), as well as Best Buddies. I also studied in Seville, Spain, for one semester. I worked in the EEG lab as a research assistant for three years studying the German and English languages and the resulting cultural differences in relation to comprehension and tolerance for ambiguity. In regards to I/O Psychology research, I am still unsure where my interests lie, but currently I am drawn to leadership qualities, team dynamics, and work/life balance. I love to cook, read, and travel as well as enjoy these interests with new people! I cannot wait to meet each and every one of you as well as explore D.C. and Virginia together!

Birute “Aiva” Gorab — My name is Birute “Aiva” Gorab, and I go by Aiva, as most people find this nickname easier to pronounce. I grew up in Lithuania—a small country in Northeastern Europe. My undergraduate education also began in Lithuania, where I studied sports psychology and assisted in a lab investigating coaching strategies and team dynamics of basketball players. While continuing my B.A. in Psychology at the University of South Florida (USF), I met some wonderful I/O Psychology professors and discovered my own affinity for the field. During my time at USF, I was also involved with work-family conflict (WFC) research. The study examined working mothers and their children while focusing on the relationships between WFC, family food choices, and health. My current research interests include effective leadership, personnel psychology, group/team performance, occupational stress, and work/life balance. I am also interested in individual differences and various organizational factors (e.g., support, ethical climate) as predictors of workplace perceptions, attitudes, performance, and satisfaction. In my free time, I love listening to music, reading, and traveling. My favorite choices of exercise currently range from aqua fitness to Pilates and Yoga. I am also a huge “Survivor” fan, mainly because in general, I am happy to engage in most activities that allow me to draw inferences about personality, group dynamics, human decision-making processes, and behavior.

Shane Henriksen — I was born in Las Vegas, Nevada, on January 19, 1986. I lived there my whole life until I went to Brigham Young University (BYU) for my undergrad in 2004. I took two years off from 2005 to 2007 for a service mission for The Church of Jesus Christ of Latter-day Saints in Argentina, where I learned to speak Spanish. When I got back, I decided to major in Psychology with minors in Business and Spanish, and I graduated in December 2009. While at BYU, I met my wife, Laura, and we were married in February 2009. In addition to taking classes at George Mason, I will be working as a Consortium Research
Fellow at the U.S. Army Research Institute when I arrive in Fairfax. When I am not working, I enjoy football, ultimate Frisbee, and board games. I look forward to meeting my fellow Master’s I/O students in the coming months!

Tammy Levy — Although you may see Tamar written on my papers, I have gone by Tammy my entire life. I was born and raised in the suburbs of New York and lived there until the age of 18. I then moved to Israel for a few years where I fulfilled a year of national service and began my college career. After a year at Bar Ilan University, I transferred to the University of Maryland, where I gained a strong interest in I/O Psychology. I spent a few semesters working in the I/O Graduate Lab under the guidance of Dr. Paul Hanges, conducting research in various areas of leadership. Since graduating in 2008, I have been working in management consulting for Accenture. I am truly excited to get back to the classroom and the lab. My research interests include leadership development, executive coaching, and cross-cultural leadership. Outside of work and school, I enjoy traveling, dancing, and painting. I am looking forward to joining the George Mason I/O Psychology program!

Alyssa Marciniak — I grew up in Florida, and though I am originally from Orlando, I have spent the last five years in Gainesville, where I graduated from the University of Florida in May of 2009 with my B.S. in Psychology (go Gators). During my undergraduate years, I was a member of Psi Chi, an undergraduate teaching assistant, and a research assistant in four different labs. Through my research experiences, I have developed interests in social stigma, gender issues, work-life balance, emotions, and personality. I am looking forward to pursuing at least a couple of those in the coming years. In my free time, I enjoy swimming, kayaking, reading, spending time with my family and friends, and watching television. Having lived in Florida my whole life, I am excited to experience living in the Fairfax/Greater D.C. area.

Stephanie Odenheimer — My name is Stephanie Odenheimer. I was born in Ann Arbor, Michigan, but have spent almost all of my life in Maryland. I received a B.A. in Psychology in 2009 from the University of Maryland (go Terps!). During my time at Maryland, I was a research assistant in the Judgment and Decision Processes Lab. I am currently interning in the Human Resources Department at Human Genome Sciences in Rockville, Maryland. Although my research interests are still changing and developing, I am interested in motivation, work-life balance, leadership, and group dynamics. In my free time I enjoy spending time with my friends and family, drawing, painting, and watching sports. I am excited to meet everyone and start the next chapter of my life at George Mason!

Internships can help achieve several goals — including long term ones. While some students may initially be interested in an internship solely as a way to ease the financial burden of graduate school, other students have been able to parlay their internship position into a full-time job upon graduation.

While researching for this article, I was able to interview Landon Mock, a recent MA graduate. Landon held an internship at the Office of Personnel Management (OPM) for part of his time in Mason’s program and is now working full-time at OPM as a Personnel Research Psychologist. For students who are hoping to move to a full-time position at their current company upon graduation, Landon recommends finding out “if it will be possible for your internship to become a full-time position after you graduate, [talking] to your supervisor about the requirements necessary to do that, and [doing] both of those things as early as possible.” Other current student interns strongly recommend selecting an internship that matches the student’s interests, rather than jumping at the first available opportunity, regardless of where it is.

There are a few ways to go about choosing an appropriate internship. Since we are lucky to have different types of internship opportunities available to us through the Mason network in the Greater Washington, D.C. area, students should give some serious consideration to what type of work they would like to do upon graduation. Students can easily tailor their internship experience to complement their interests. For example, students leaning toward a research focus or academic career may be interested in more research-focused
locations such as the U.S. Army Research Institute, while others may be better suited to applied-focused organizations such as Federal Management Partners (FMP). So what are students to do if they are still figuring out their preferences for research- versus applied-focused work? Find a place that looks initially interesting – there’s no better way to find out than to get experience in an area. Eventually finding an internship that dovetails with a student’s long-term career plans is likely to be the most advantageous for both the student and the employer, as many employers hire interns as a method to preview their potential as full-time employees. Additionally, many students have held the same internship for their entire tenure in our program. So even if the internship doesn’t turn into a full-time position after graduation, it still is a formative experience during a student’s tenure at Mason and a source of helpful contacts and references.

Another strategy to securing the right type of internship is talking to current and former Mason students to get an idea of the company’s culture and to learn about what the internship will actually entail. Current and former interns have a wealth of information about the position and company and will be able to provide interested students with the “inside scoop” to help make an informed decision. With a little bit of extra research and planning, students can find an internship opportunity that will be a great fit for their interests and personality, and even may offer the potential for a full-time position upon graduation.

So where are our students actually working? As the table below reveals, perhaps surprisingly, these internships are split approximately evenly between the public and private sector. About half work at government agencies as part of the Consortium Research Fellows Program (CRFP), which is a partnership between the Consortium of Universities of the Washington Metropolitan Area and several Department of Defense agencies. If you are interested in any of the particular organizations below or learning more about a particular student’s experience with an organization, please feel free to contact me (twilege@gmu.edu) and I will be more than happy to put you in contact with a student associated with that organization.

### Good News Corner

Mason folks have been busy people these last few months. Below is a quick list of just some of the things people have accomplished. Congratulations, everyone!

- Faculty member Dr. Steve Zaccaro was elected Fellow of SIOP.
- Alicia Stachowski just accepted a fixed term position at Minnesota State University - Mankato.
- Johnathan Nelson, Jeff Herman, and Steve Zaccaro have published their article “Strategic information provision and experiential variety as tools for developing adaptive leadership skills” in the Consulting Psychology Journal.
- Kristi Ratwani, Sena Garvin, David Geller, and Steve Zaccaro have published “The role of developmental social networks in effective leader self-learning processes” in Rothstein and Burke’s newly published Self-management and leadership development.
- Xiaoxiao Hu and Lois Tetrick presented work at a round table discussion at the conference of the International Association of Chinese Management Research (IACMR) this June.
- Faculty member Dr. Jose Cortina began his 3-year term as Editor-in-Chief of Organizational Research Methods on July 1st.
- Second-year Ronald Vega received a $1,000 research grant through the generosity of the Nancy and Jorge Kfouri Foundation.
- Second-year Suzette Tassin received DMDC’s Core Values Award for “getting things done.” Her work includes assisting with the Federal Voting Assistance Post-Election Survey and Military Family Life Project, among others.
- Third-year Kristen Jones was recently awarded funding from the Elyse B. and Donald R. Lehman Graduate Student Research Award Endowment. She plans to use the money to continue research with pregnant women six months after childbirth to examine their post-maternity leave work experiences.
- Whitney Botsford Morgan won the Sage Best Dissertation Award and the Dorothy Harlow Best Paper Award at this August’s Academy of Management Conference.

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**Table: Internships**

<table>
<thead>
<tr>
<th>Employer</th>
<th>Number of Internships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Booz Allen Hamilton</td>
<td>1</td>
</tr>
<tr>
<td>DMDC*</td>
<td>4</td>
</tr>
<tr>
<td>Federal Management Partners (FMP)</td>
<td>2</td>
</tr>
<tr>
<td>Fors Marsh Group</td>
<td>3</td>
</tr>
<tr>
<td>Office of Personnel Management (OPM), Individual Assessment Branch</td>
<td>2</td>
</tr>
<tr>
<td>OnPoint</td>
<td>1</td>
</tr>
<tr>
<td>PDRI</td>
<td>1</td>
</tr>
<tr>
<td>SRA International, Inc.</td>
<td>1</td>
</tr>
<tr>
<td>U.S. Army Research Institute*</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

**Note:** Table reflects results from an informal survey and does not include all internships currently held by Mason students.

* Participants in Consortium Research Fellows Program

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(See Good News, page 15)
As this is the first issue of the new school year, I would like to use this Letter from the Faculty Advisor to tell you about some exciting new initiatives and projects underway here. First, the faculty has recently instituted a new Master’s student mentoring program. In the past, Lou Buffardi served as the advisor for all of the Master’s students – quite an undertaking! In order to lighten Lou’s load and provide students with more mentoring time, we now have created a system in which each Master’s student is paired with a faculty member. This system allows students to spend more time discussing classes, research, career plans, the meaning of life, whatever, with faculty. The reaction so far from both the faculty and students has been overwhelmingly favorable.

Second, this year’s IOPSA Board is continuing the work that last year’s Board began in strengthening our alumni relations. Mason I/O grads are “everywhere.” They are academics and practitioners all over the world (literally!). The current faculty and students are committed to developing a much stronger and more cohesive network among the Mason family. Doing so would be beneficial for several reasons.

First, it would provide for countless networking opportunities and potential collaborations for Mason grads among those working in both the academic and applied arenas – and perhaps even between those in the two arenas! Also, it would provide the current students with contacts in the applied world and with the insights those grads have to offer. Remember when you were a grad student wanting to know what the applied world really was like and looking for connections? Finally, this strengthened network would allow all of us to hear about one another’s personal and professional achievements and significant life events. Whether it is the birth of a child, a move to a new city, or a professional accomplishment, people want to know. Because I know that people often will be too modest to share this information themselves, the task of conveying this information is incumbent upon others! So, go ahead and gossip/brag about your fellow Mason alumni.

I also have an assignment for Mason alumni! With regard to this second objective – that of strengthening the Mason alumni network, I want to emphasize that IOPSA’s success in achieving this goal is largely dependent upon the help of the alumni. Many of you already keep in touch with other Mason alumni and have “mini” Mason alumni networks. Now, we need your help in integrating those networks. So, your job is to send the name and e-mail address of at least two other Mason alumni to gmu.io.alumni@gmail.com. Please do so right now. . . it will take less than a minute and I know you all have your email programs open anyway! With this information, we can continue increasing the size and cohesiveness of the Mason alumni network. Thanks and happy reading!

The second technology-reliant study that I was involved with at Mason utilized a very different technology to investigate the effects of regulatory focus (mis)match in the completion of daily occupational tasks on physiological well-being. This was in response to a widespread call for the development of more integrated and comprehensive approaches to health promotion in the workplace. In this study, I collaborated with a subset of Lois Tetruck’s Occupational Health Psychology Research Group, (Kate LaPort, Julie Agar, and Lois), to begin answering that call.

Drawing from regulatory focus theory research, we found evidence to suggest that when individuals with a chronic (or trait-like) regulatory focus operate under conditions that induce a (state-like) focus that does not coincide with their chronic focus, they tend to “feel less right,” receive less pleasure from tasks, and report those tasks as more stressful, thus influencing employee well-being. Our study examined the direct link between regulatory focus (mis)match and both self-reported and physiological measures of stress on a work-related, laboratory task.

To gain information concerning the change in participant blood pressure throughout the experiment, we utilized a repeated measures design that called for the recording of blood pressure readings at several points throughout the study. We used programmable, ambulatory monitors to get these data as unobtrusively as possible. These monitors were set to collect data at five-minute intervals and to retain those readings throughout the session. While the capabilities of these particular monitors allow researchers to collect cardiovascular information on participants involved in daily activities for periods up to one month, the shorter time program options proved perfect in collecting the data we needed. Results did indeed reveal that those participants in a regulatory focus mismatch exhibited increasing systolic blood pressure compared to those in a regulatory focus match condition.

Although this article highlights only two studies that employed more technologically-advanced resources in their development and execution, it is important to realize that the use of more sophisticated technology in I/O psychology research may be one of the next big trends for our field. In fact, the 2009 SIOP Conference saw the launch...
of the popular SIOP Exchange, a web center boasting an interactive blog format designed to spark conversation over “hot-topic issues, findings not yet published, and applications of I/O psychology that are new and innovative.” This tool is the result of SIOP’s Electronic Communications Committee’s effort (ECC) to enhance field communication through the advent of newer technologies. Recent interest in examining novel outcomes and the call for longitudinally based research designs coupled with the example set by SIOP suggests a combination of factors likely to encourage innovative research methods. Add “user-friendly” interfaces and intuitive programming platforms to these factors, and it seems quite probable that the amount of research produced with the aid of cutting-edge technology will only continue to rise.

Note: Contributions to the development of the SIOP Exchange made by GMU alumnus Dr. Zack Horn.

Local Opportunities Review: Mason Co-Hosts INGRoup Conference

By Kate LaPort

This summer was certainly packed with a variety of things to keep residents of the Greater Washington DC area busy. There were the Fourth of July fireworks over the Washington Monument, strolling through Old Town Alexandria, and kayaking on the Potomac, just to name a few activities. Of course, there were plenty of opportunities for professional development as well. Of these, the INGRoup Conference hosted by George Mason’s School of Management was certainly a highlight.

For those of you unfamiliar with this organization, INGRoup stands for the Interdisciplinary Network for Group Research. As its name would suggest, INGRoup aims to (a) bring individuals from different social scientific disciplines together to promote communication about group research across fields and nations, (b) advance understanding about group dynamics through research, (c) foster interest in group research among junior scholars, (d) promote and support the next generations of group scholars, and (e) develop a sense of community for those who study groups.

One of the major ways in which INGRoup attempts to achieve these goals is through its annual conference. This year, the conference took place July 22-24 at the Hilton Arlington, and attracted over 200 participants. Like similar conferences that I have attended, these days were filled with a number of interesting symposia, panel sessions, and posters from a number of different schools and countries—all centered on group research. As a group researcher myself, I found the conference’s sessions, particularly panel discussions on the future of shared leadership and

Local Opportunities Preview: PTC/MW Fall Event

By David Geller and Jim Kurtessis

Mason’s Industrial/Organizational Psychology Student Association (IOPSA) strives continually to find and help support opportunities that strengthen the field of I/O psychology. Recently, some IOPSA members, including both current students and alumni, have dedicated energy to support a fall event being held by the Personnel Testing Council of Metropolitan Washington (PTC/MW) that will bring together field experts, practitioners, researchers, and students.

On May 11th President Obama signed a memorandum calling for a sweeping overhaul of the Federal government’s recruitment and hiring practices, including moving from essay-style questions to a competency-based model in the Federal hiring process. As the first hiring reform since the Civil Service Reform Act of 1978, these changes will have widespread implications for both government employees and contractors, and especially for the many industrial/organizational psychologists in the Washington, DC metropolitan area. To explore the implications of this change, PTC/MW will offer a day-long special event on Thursday, October 21, 2010, at the Ronald Reagan Building in Washington, DC.

PTC/MW’s event will focus on overall Federal hiring practices, with a special emphasis on the implications of the recent reform enacted by President Obama. The event will feature presentations by leading experts, interactive roundtable discussions focusing on Federal hiring reform and adverse impact research, and ample networking opportunities during catered meals and an evening reception. With prominent speakers addressing timely human-capital topics, this event offers a rich opportunity for practitioners, researchers, and students alike. Furthermore, the event is likely to attract a high caliber audience of practitioners and academics representing a variety of institutions from around the region, which will create a strong networking environment.

As a professional organization, PTC/MW strives to provide professional learning and development opportunities to its members. Meanwhile, IOPSA seeks to serve the GMU I/O community by continually seeking to expand and strengthen its professional network and provide learning opportunities for students, faculty, and alumni. Recognizing these shared goals, IOPSA recently has developed and expanded a collaborative relationship with PTC/MW (see page 11 of the Spring 2010 issue of the I/ON at http://www.gmu.edu/org/iopsa/Spring_ION_2010.pdf for more information on PTC/MW).
multi-team systems research, very intriguing. Other highlights from the conference included the presentation of the Joseph E. McGrath Lifetime Achievement Award to J. Richard Hackman, as well as a lovely dinner reception at Charlie Palmer Steak in downtown DC followed by an evening tour of some of the famous DC sights.

For me, two things distinguished this conference from other conferences I have attended (e.g., SIOP, APA). The first was a plenary session chaired by Mason’s own Matthew Cronin. In this session, senior leaders from the MITRE Corporation presented an applied problem to representatives from various disciplines in academia (Ruth Wagaman, Marshall Poole, and Norbert Kerr). This session provided the audience with insight into not only when to expect challenges working across domains and organizational boundaries, but also some understanding of how to effectively deal with these challenges. The second distinguishing feature was the intimate nature of the conference. With a little over 200 participants, the conference provided a breadth of sessions, but was small enough to allow excellent conversation and networking opportunities. For graduate students who are perhaps timid about approaching more senior researchers, this was a wonderful environment to make connections. It is also a great atmosphere to gain presentation experience as well. In fact, a number of Mason students and faculty presented their work at this year’s conference (see table below for details).

Just in case you missed out on this year’s conference, you can catch it next year, July 21-23, when it will be held in Minneapolis, Minnesota. If you’re simply interested in learning more about INGROup, you can visit their website at www.ingroup.info and join their public listserv. Hope to see you in Minneapolis!

<table>
<thead>
<tr>
<th>Mason’s INGROup Conference Contributions</th>
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</thead>
<tbody>
<tr>
<td><strong>Authors</strong></td>
</tr>
<tr>
<td><strong>Seth Kaplan, Kate LaPort, &amp; Mary Waller</strong></td>
</tr>
<tr>
<td>Dave Luvison, Michelle Marks, Leslie DeChurch, &amp; Barry Barnes</td>
</tr>
<tr>
<td>Laurie Weingart, Gergana Todorova, &amp; Matthew Cronin</td>
</tr>
<tr>
<td>Rhetta Standifer, Michelle Marks, Stephen Zaccaro, Leslie DeChurch, &amp; Sjir Uitdewilligen</td>
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<tr>
<td>Stephen Zaccaro, Craig Pearce, Michelle Zbylut, Prasad Balkundi, &amp; Elizabeth Davis</td>
</tr>
<tr>
<td>Ming Ming Chiu, Seth Kaplan, Nale Lehmann-Willenbock, Renee Meyers, &amp; Mary Waller</td>
</tr>
<tr>
<td>Wendy Bedwell, Miliani Jimenez, Leslie DeChurch, Eduardo Salas, Stephen Fiore, &amp; Michelle Marks</td>
</tr>
</tbody>
</table>

Are you a Mason I/O alumni? Would you like to mentor a second-year Master’s student at Mason? Then we would love to hear from you!

How the program works:

- Meet your student at the Alumni Picnic
- Meet with your student at least once per semester after that
- It’s informal — structure the relationship in the way that works best for both of you
- Alumni of any experience level are welcome to participate

Please contact Brian Robinson at jrobin4@gmu.edu or Tiffani Chen at twhtef@gmu.edu if you are interested!
With a special emphasis on expanding the learning and networking experiences of I/O students, IOPSA members have worked with PTC/MW to create several unique opportunities for all students in the area at the event. Along with a discounted registration fee for all student attendees, an interactive roundtable discussion will be offered during the event about finding that first job in I/O and the keys to success for early career I/O professionals. Additionally, PTC/MW is looking to enlist the assistance of student volunteers interested in lending a hand during the event. Student volunteers are needed to help with registration, documenting the event’s sessions, and other general support activities. Volunteers will be able to attend the conference free of charge.

For more information about the event or to express interest in volunteering, please contact David Geller (dgeller@gmu.edu) or Jim Kurtesis (jkurtesis@gmu.edu). We hope to see you there!

**Event Details**

PTC/MW Fall Event
Thursday, October 21, 2010
Ronald Reagan Building
1300 Pennsylvania Avenue Northwest
Washington, D.C. 20004
Cost: TBD
www.ptcmw.org

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**Congratulations Class of 2010!**

The I/ON would like to extend a warm congratulations to the newly graduated class of 2010! Our most recent graduates were:

**Ph.D. Graduates**

Phillip Gilmore  
Veronica Gilrane
Katherine Ely  
Andrea Gooden  
(Hildebrand)  
Adam Grim
Katherine Ryan  
Katrina Hsen
Bryan Wiggins  
Kristen Jones  
Hana Lee

**M.A. Graduates**

Marisa Lee  
Landon Mock
Julie Agar  
Vias Nicolaides
Joseph Caramagno  
Allegra Roundy
Torrey Coriden  
Jacob Sauser
Stacy Everett  
Tina Thomas
David Geller  
Alex Zinicola

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- Incoming first-year student **Lisa Black** welcomed a son, Braxton Woodhull Black (below), into her family on April 22nd at 12:58 pm.
- Second year **Katy Butler** and her fiancé Grant have set their wedding date for May 28, 2011.
- Alumnus **Allegra Roundy** wed her fiancé Dave Sandak on August 14th.
- Alumnus **Jake Sauser** and his fiancée Christina Andries will be wed November 20th.
- **Beth Heinen** and her husband welcomed their second daughter, Eve Marilyn Heinen, into the world this July. She was 8 pounds, 6 ounces, and 21.5 inches long.
- **Seth Kaplan** recently welcomed a son, Aiden Jacob Shokek-Kaplan, into the world this past May.
- Alumnus **Major Adam Grim** moved to West Point and is preparing to teach introductory psychology in the fall. He is currently living on post at West Point and would like to have some GMU friends come visit the premier military leadership institute in the world. NYC is only an hour away from West Point...come on up!

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Pictured from left to right, top row: David Gellar, Vias Nicolaides, Landon Mock, Jake Sauser, Andrea Gooden, Alex Zinicola, Stacy Everett, Adam Grim. **Bottom row:** Tina Thomas, Julie Agar, Veronica Gilrane, Kristen Jones, Katrina Hsen, Marisa Lee.
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 Censor, Dean. For further information on the I/O Program, please contact Dr. Lois Tetrick at letrick@gmu.edu or the graduate secretary at psycgrad@gmu.edu. Please also visit our web site at: http://www.gmu.edu/ org/iopsa

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 agrayd@gmu.edu or klaport@gmu.edu.

I/ON Website and E-mail

Our website is at http://www.gmu.edu/org/iopsa. We can also be contacted at agrayd@gmu.edu or klaport@gmu.edu.

I/ON Newsletter

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 and faculty of the program, as well as the general I/O community. We would like to thank the previous I/ON editors, Dr. Marisa Diana-Russo, Dr. Stephanie Payne, Dr. Lisa Boyce, Nikki Dudley, Mike Ingerick, Dr. W. Benjamin Porr, Deirdre Lozzi, Tiffany Bludau, Marissa Shuffler, Jordan Robbins, C. Brooke Orr, Jayme Pittsonberger, Elizabeth Conjar, Richard Hermida, Carrie Grimes, Irwin José, Phillip Gilmore, and Kristen Jones.

Previous Editors:
Phillip Gilmore
Kristen Jones

Current Edition Contributors:
Tiffani Chen
Jim Kartessis
David Gellar
Kate LaPort
Alexis Gray
Tracy McCausland
Richard Hermida
Johnathan Nelson
Irwin José
Chad Peddie
Seth Kaplan

Faculty Advisor:
Dr. Seth Kaplan