**The Consortium Showcase Event**

**By: Whitney Botsford**

George Mason University’s IO program and the Consortium Research Fellows Program joined forces to put forth the first ever Consortium Showcase Event on October 19th at GMU. The event was to recognize and to celebrate the strong and lengthy partnership between these entities and foster old and new relationships among dignitaries, mentors, faculty, and students. The event was the brainchild of Dr. Lois Tetrick and would not have been a success without the support of Dr. Bob Ruskin, Director of the Consortium Research Fellows Program.

What is the Consortium Research Fellows Program? It is a unique partnership that has included over 150 GMU students since the Fellows Program’s beginning in 1981 and currently includes 21 GMU student fellows. Students, when accepted as Research Fellows, are funded by the sponsoring government research agencies for one to four years. Fellows serve under the mentorship of two senior researchers in applied aspects of the discipline and often complete doctoral dissertations and master theses with the data compiled in these agencies.

The event opened with introductions of the attending GMU and Consortium dignitaries including President Merten, Provost Stearns, Matt Kluger (Vice President for Research), and Bob Smith (Chair of Psychology) from GMU, and Mr. John Childers (President, Consortium of Universities of the Washington Metropolitan Area), Dr. Zita Simutis (Director, ARI), and Dr. Tim Elig (DMDC) from the Consortium. There was also a strong showing of Consortium Mentors supporting their Fellows work and research.

(Consortium continued on page 10)

**27th Annual IOOB Conference Embraces Innovation, Expansion**

**By: Zachary Horn**

The 27th Annual IOOB Conference, to be held at the Fairfax campus of George Mason University from February 24-26, 2006, is shaping to offer several innovative and technological enhancements while maintaining the great traditions of previous IOOB conferences.

The theme of the conference, “Branding IOOB,” was chosen to gather the graduate student voice and amplify innovative ideas with regard to marketing and publicizing IO Psychology, Organizational Behavior, Human Resources, and other related fields to the business world and to the general public. Every graduate student has an opinion on how to make our profession more easily understood and widely known in both the business community and the general public; the structure and events of this 2006 IOOB conference have been dedicated to making this voice heard.

The first annual Networking Social will provide an opportunity for graduate students and representatives from many sponsoring organizations to network and build professional acquaintances that may lead to partnerships in the future. While the intent for this Networking Social is to introduce high-profile applied research organizations with top graduate student talent, several organizations have expressed interest in obtaining shortened résumés or business cards of students who are soon to be “on the market.” This golden opportunity to network will take place from 3-5pm on Friday, February 24, so make sure your travel plans get you to the conference early!

Another event unique to the upcoming conference is our Branding Panel Discussion. Staffed with a handful of the top academic and applied minds in our field, this expert panel will provide insight into some of the major issues concerning the branding of our profession, along with offering potential ways in which we can begin to make our field more widely known. This event will be held in the afternoon on Saturday, February 25. Following this event is the traditional IOOB Jeopardy Tournament, in which groups of graduate students will square off in a battle of IO and OB trivia. Be sure to sign up on your registration form!

( IOOB 2006 continued on page 11)
A Word from the Editors
By: Jordan Robbins & Marissa Shuffler

Happy Holidays! As the calendar year comes to an end and finals descend upon us we would like to thank everyone who helped us put this issue together.

In this issue we highlight some past and future events at GMU, such as the Consortium Showcase Event, and the 27th Annual IOOB Graduate Student Conference. These events have helped build bridges between our program and the outside world and have served as milestones in our program's development. We also have interviews with alumni and faculty and articles about the work that members of our program have been doing both at GMU and beyond. We hope that these vignettes will provide you with some insight to the work going on in our department and by our alumni.

Our program has been very lucky to have loyal friends and supporters, from local organizational sponsors to generous alumni. Every contributor is vital to building a program that can produce an industry-leading quality of research. Even the smallest contribution to the program will go a very long way toward funding research and developing top professionals in the field.

If you are interested in making a donation please visit our website at: http://www.gmu.edu/org/lopsa/donate.htm.

We hope that you enjoy this issue, and wish you a happy holidays and a great new year.

What's New at GMU?
By: Katherine Hildebrand

Construction Begins in Northeast Sector Development Project - Looking around GMU this semester, it's hard not to notice that the university is growing. In an effort to keep pace with an ever-increasing student body, construction broke ground this semester on the Northeast Sector Development. This construction project will be the largest in Mason's history, adding seven new buildings to the Fairfax campus. The new additions will include five new residence halls, new dining facilities, a fitness center, and office spaces. The project will be completed in phases, with the last buildings scheduled to be complete in 2008.

Branded Casual Restaurant Comes to Fairfax Campus - With the opening of Damon’s Grill this semester, GMU is now home to the first full-service branded casual restaurant on a university campus. The restaurant is serving the chain restaurant's full menu including barbecue ribs and other items from the grill. The restaurant also features a Damon’s Express for students on the go, and, pending liquor license approval, will also offer a full bar.

College of Arts and Sciences Will Split - The breaking apart of the College of Arts and Science (CAS) is official. Starting in the Fall of 2006, Psychology, along with other CAS departments not in the physical or natural sciences or mathematics will officially take up residence in the College of Liberal Arts and Human Sciences (CLAHS). A search committee is currently interviewing candidates to serve as the dean of the newly created CLAHS. The physical sciences, natural sciences, and mathematics will join the School of Computational Sciences and become the College of Science.

George Mason Contributes $1.6 Billion to Virginia Economy - George Mason professor of Public Policy Dr. Stephen Fuller calculated that GMU contributed $1.6 billion to the Commonwealth's economy in fiscal year 2005. At more than $255 million, Mason’s payroll expenditures were cited as the single biggest economic impact with vendor contracts of goods and services ranking as the second largest with more than $151 million in expenditures. Also noted were the spending of off-campus students, as well as visitors to the university.

George Mason University Fundraising Surpasses Goal – GMU's first comprehensive fundraising campaign concluded this semester after raising $142 million. Gift announcements include $3 million to fund the expansion of the performing arts academic facilities, $1 million to advance George Mason’s Helen A. Kellar Institute for Disabilities, and property and funds worth $10.7 million to create an international retreat and conference center focused on conflict analysis and resolution.
Editors’ Interview: Dr. Jeff Beaubien and Dr. Kara Orvis
By: Marissa Shuffler and Jordan Robbins

GMU’s IO graduates take a variety of positions upon graduation; some enter the world of academia while others venture out into the field of consulting. Recently, the ION editors spoke with two alumni of the GMU PhD program, Dr. Jeff Beaubien and Dr. Kara Orvis, who currently work for Aptima. Aptima is a consulting firm focused on human-centered engineering and has offices in both Washington, D.C., and Woburn, Massachusetts. Both Jeff and Kara work within Aptima’s Organizational Effectiveness Division.

How did you decide to pursue this line of work?

Jeff: I had previously worked in a very large research organization. Like any large organization, there was a lot of bureaucracy, and limited room for professional development. I was attracted by Aptima’s small size (about 60 people when I joined, but now about 90), which provides numerous opportunities to grow both as a researcher and as a project manager. I also liked the wide variety of projects that we have here. Since I started about a year and a half ago, I have worked on several different types of projects – personnel selection, training development, leadership development, and survey research – so I’m very fortunate that I don’t have to do the same thing every day. I have also been fortunate to write – and win – several competitive proposals since starting at Aptima. I have a great deal of freedom in choosing the types of projects that I get to work on, and the people who I work with.

Kara: I know I am a researcher first and a consultant second. So when I was looking for an applied job, I knew I needed to be in an organization that stressed research, theory, and professional development. I also knew that I needed to have autonomy in my position, and the ability to choose and manage my own projects. I’m also a social person who likes to have fun, so I needed a place to work with smart people who don’t take themselves too seriously. I found what I was looking for at Aptima.

What projects are you currently involved in at Aptima?

Jeff: I’m currently working on several projects. A good example of the kind of work we do at Aptima is my project on scenario-based training (Aptima continued on page 8)

(IOPSA continued on page 9)
The Academic Side: Preparing for Academia
By: Johnathan Nelson

“By failing to prepare, you are preparing to fail.”
~Benjamin Franklin

For those interested in entering the world of academia there is no better time to prepare than the present. The first question you may ask yourself is why anyone would want the life of a professor. To this question our respondents often answered with a common theme: the freedom that an academic position brings. Many noted that despite the heavy workload an academic position can bring, it was worth it to them because of the freedom it brought to pursue, ponder, and discuss the areas they are most interested in. Some of our current faculty members and some of Mason’s recent graduates have been kind enough to provide helpful advice students can implement now.

Dr. Meni Koslowsky noted many important points. First, read relevant (and current) journal articles, and focus particularly on the discussion sections. These sections shed light on what the author(s) thought came out of the work, what the limitations of the work were, and what could or should be done in the future. By focusing on these sections students can better build off of previous work, and think of ways to move work forward and in new directions to address past limitations and future needs. Second, he noted the importance of being facile with research. We need to be developing the skills necessary in order to frame research ideas in terms of methodology. Finally, he reminded us of how special our time as students really is. We should be talking about our interests and ideas with fellow students, and with faculty members. These discussions will help us to interact with our ideas and formulate them better. He noted that these conversations do not need to be formal, but the important thing is to interact with each other, and with our ideas.

Dr. Steve Zaccaro noted the importance of publishing early, and publishing often. We should be fully engaged in research. Like Dr. Koslowsky, he stressed the importance of working to form the foundations necessary to identify and initiate our own programs of research as soon as possible. Students interested in academia should be using class proposals, etc. to form self initiated research projects.

Dr. Crystal Harold, who graduated May 2005 and is a current faculty member, did her research in IO psychology and studied in Europe. Her focus was on international education. She currently works for the German Academic Exchange Service (DAAD) and helps evaluate international programs. She shared her experience with the grad students and post-docs present.

The Applied Side: From International Student to International Education Program Evaluator
By: Katja Petereit

My name is Katja Petereit. I graduated in 1991 as the first German Fulbright student at GMU with a MA in IO psychology. Today, I have a small company called the “Fachbuero für Internationales Bildungsmangement” – Office for International Education Management. We specialize in the evaluation and organizational development of international exchange programs. Located in Bonn, the former capital of Germany, we are still surrounded by many international institutions such as UN agencies or the German Academic Exchange Service (DAAD), the federal agency for international university collaborations, and one of our main clients. Currently we are evaluating a series of recently installed international Bachelor and Master programs at German Universities, which aim to attract international students. As you can see, I ended up on the other side from where I started as international student at GMU. What did I learn there, that shaped my future? I learned to cooperate with Master students who already held positions outside the university, which shaped my professional appearance for the first job as a management consultant in Dallas afterwards. Very recently I found some old term papers. And with the today’s eye of an evaluator, the questions and tasks looked meaningful, applicable and well prepared. What else can I say? If you would like to do an internship in Germany, establish a joint research project or need an international lecturer, do not hesitate to write or call! I would love to close the circle and bring back what I learned since then. If you would like to contact me, please email me at k.petereit@arcor.de.

The Professor’s Wish...

A grad student, a post-doc, and a professor are walking through a city park and they find an antique oil lamp. They rub it and a Genie comes out in a puff of smoke. The Genie says, “I usually only grant three wishes, so I will give each of you just one.” “Me first! Me first!” says the grad student. “I want to be in the Bahamas!” Poof! He’s gone. “Me next! Me next!” says the post-doc. “I want to be in Hawaii, relaxing on the beach with a professional hula dancer on one side and a Mai Tai on the other.” Poof! He’s gone. “You are next,” the Genie says to the professor. The professor says, “I want those guys back in the lab after lunch.”

Dr. Tetrick’s Psychological Contracts Meeting

Katie Elder, Jordan Robbins, Luke Brooks-Shesler, Tine Köhler, and Douglas Haynes after Dr. Tetrick’s Psychological Contracts Meeting
IO Students Volunteer

By: Kevin Smith

At hectic times, it is all too often easy to forget about what you can do to enhance the well-beings of others. Paramount on the list of ways to help others is volunteering in your community. Attending graduate school is hectic, so the graduate students who can still find the time to extend their arms to worthy groups in the community are especially laudable. Quite a few Mason IO graduate students deserve this commendation due to their significant commitment to a diverse and deserving group of causes. This article is meant to highlight a few of the last contributing Mason students have left on the Metropolitan DC area and other communities nationwide.

Marissa Shuffler volunteers with the Fairfax County Court Appointed Special Advocates (CASA) program. As an Appointed Special Advocate, Marissa is assigned to court cases in which child abuse or neglect is suspected, and she assures the children’s best interests are represented. She spends time talking to social workers, family members, teachers, therapists and the children themselves to stay abreast on the given situation. Marissa is also responsible for reporting her opinions regarding the child’s best interests to the designated judge on the case. Marissa hopes to implement her accumulating knowledge in Industrial Organizational Psychology in the form of self-designed training workshops for future Special Advocates. To learn more about the CASA program go to www.casafairfax.org

Megan Shaw is an active volunteer with the Opportunities Alternative Resources (OAR) program of Fairfax, Virginia. She educates family members of incarcerated individuals about the available support groups, parenting courses, violence intervention, and employment assistance available through the OAR program. She is currently undergoing badge training so that she can serve as a mentor to those currently constrained inside correctional facilities. Once she completes the training, she will teach employment skills to interested incarcerated individuals. To find out how you can help the OAR program of Fairfax, you can access their website at http://www.oarfairfax.org.

Katie Elder and Erin Swartout cooked up pasta in exchange for donations benefiting victims of Hurricane Katrina. The supplies were donated to the D.C. Armory which was temporarily housing Hurricane Katrina victims. Laura Poms co-leads her daughter’s Girl Scout troop and they also contributed to the Hurricane relief effort by having a bake sale. To provide more support to victims of Hurricanes and other disasters, visit the American Red Cross’s website at http://www.redcross.org.

Jonathon Nelson spends time with the young men’s youth group at his church organizing and leading enrichment activities. Cary Kemp

Research with Dr. Meni Koslowsky

By: Tine Köhler & Douglas Haynes

This year the George Mason Psychology Department has a visiting professor on loan from Bar-Ilan University in Israel, Dr. Meni Koslowsky. Like the other IO faculty, Dr. Koslowsky has organized a research group for the duration of his stay. After the foundation of the group, many topics were discussed as possible avenues of research, among them was researching coping mechanisms people use to deal with stress on their everyday commute.

This topic immediately elicited enthusiastic interest among the graduate students who wanted to participate in Meni’s research meetings. Dr. Koslowsky says that nearly everybody can relate to commuting stress and its influences. Everybody has a story or two to tell of bad commuting experiences.

After picking this research topic, the research group started to gather information about coping mechanisms for commuting stress. As a joined effort, the graduate students and Dr. Koslowsky developed a preliminary questionnaire on commuting stress and coping mechanisms. There is also an interest in how commuting stress affects employee behavior at work. This questionnaire is currently in the process of being refined and will soon be finalized to start data collection.

Sample questions from the questionnaire include:

- How many days per week do you commute to work?
- Do you leave extra time as a buffer for your commute?
- Approximately how far is your commute in miles (one way)?

Tiffany Bludau, 3rd year PhD student, is highly involved in the commuter stress project. “It’s been nice this semester to have a new faculty member around. Meni provides a lot of enthusiasm, and he’s good about directing the group. We have all been working on creating items for a study on commuting stress, and currently we are collecting data on our preliminary survey. Once we refine our measures, we are hoping to send it out to people all around the DC metro area and country.”

“Dr. Koslowsky has been a pleasure to work with. He always has a great example or story to share concerning research, and he has let us get really involved in the creation of the items and methodology.”

The final goal of the research group is a paper publication.
Faculty Interview: Dr. Steve Zaccaro
By: Luke Brooks-Shesler

What are your main research interests?

My general interests are leadership, leadership development and adaptation, and team performance and adaptation.

I’m interested in leadership characteristics—attributes that promote effective performance in dynamic and complex environments. I look at ways of training, developing and assessing those attributes, and how leaders help teams to be effective—in particular how they help teams to be adaptive.

What are some of your current research projects?

I am investigating leadership attributes that are associated with leadership adaptation. Effective leadership is an integrated constellation of attributes. Adaptation might be a joint influence of a leader’s conceptual complexity and social skills combined with personality attributes such as openness, openness to experience and tolerance for ambiguity.

Other research projects investigate training strategies that promote leader and team adaptability. Relevant aspects include training designs, the role of work experience, and self-development, regulation and awareness processes. In one study, we are using SIM City as a platform to manipulate different training design parameters as related to adaptability.

Why do you emphasize adaptability?

The current operating environment for leaders is dynamic, complex and global. Today’s leaders need to learn more about attributes for adaptation and how to train adaptation. Although there has always been a need to adapt, technology has quickened the pace of change and created more turbulent environments. The increased international focus and global interconnectedness cause greater social and task complexity for leaders.

What improvements can be made in your field?

I am trying to create a greater interconnectedness between leadership research and leadership practice. I am encouraging leadership researchers to be more responsive to issues that are important to practitioners and to be more contextual in their thinking of leadership. Leadership practitioners need to be more receptive to research and play a larger role in shaping that research.

What is your favorite war story?

[The light went out of Dr. Zaccaro’s eyes. He slumped forward and muttered—trance-like—“I bear the burden of José, José, José… I bear the burden of José, José, José…’”]

2006 IOOB Graduate Student Conference
George Mason University
February 24-26

Featuring the 1st Annual Networking Social

Registration Now Open
The Social Side

By: Katie Elder

The purpose of this article is to update our readers on some of the fun social events that the students in our program have been participating in over the past few months. Whoa, did I just refer to the word “social” in the context of graduate school without describing some theory that lead to research on cohesion in small groups (see Zaccaro, any year, any class). Surely graduate students do not have time to be social! In all seriousness, many of my colleagues and I feel that one of the major bonuses to attending George Mason University is the wonderful cooperative and social atmosphere that it has to offer. We are proud of it, and would like to share it with you.

This year the other IOPSA officers and I wanted to continue to facilitate a cooperative and social environment by inviting all of the first year students to a mentor-mentee dinner at Marissa Shuffler, Erin Senter, and Mike Camburn’s house. Before the first year students arrive at GMU, they are assigned a mentor to give them advice, answer questions, and help them with anything they need to make them feel more at home here in VA. This year’s dinner was on August 24 and was a big hit. We started the evening off with some icebreakers involving M&M’s and ended the evening with a wonderful potluck style meal provided by the mentors. Thanks to everyone that participated!

We also kicked off the semester with our annual Applied/Experimental Picnic. We held the picnic at the beautiful Dunn Loring Park in Vienna on August 27th. The Human Factors students joined us for an afternoon of basketball, tennis, bocce, and of course, eating! I would like to send a special thanks to Jon Kirchhoff who manned the grill all afternoon. While at the picnic, we decided it would be a wonderful idea for Human Factors to nominate a social coordinator and to have some joint social events with us throughout the semester. David Cades was appointed, and since then, he has invited the IO students to numerous fun events including a tubing trip down the Potomac River, bowling, movie nights, the Harry Potter premier, and numerous happy hours. We are excited to continue this relationship with the Human Factors program—thanks, David!

In theory, if I was writing this article chronologically, now would be when I talk about the numerous happy hours we have had throughout the semester. But do we really need to announce the ins and outs of what happens at happy hours to everyone on our mailing list? Let’s just move on to intramurals. So far this year the Psyclones have participated in co-ed soccer, men’s flag football, and women’s flag football. We are happy to say that all three teams made it to the playoffs. Congrats, everyone!

We have had a busy fall semester and are looking forward to some exciting social events coming up in the spring. Stay tuned in with the next ION to hear about these events to which we are looking forward, including: our annual scavenger hunt in DC, numerous happy hours, intramural basketball and softball, and of course our reception at SIOP.

Alumni Updates

By: Beth Heinen

This “Alumni Updates” column is designed to keep current students, faculty, alumni, and friends of George Mason informed about the many accomplishments and whereabouts of our MA and PhD alumni. If you are a GMU IO psychology alumni and have any announcements or updates (e.g., new job, promotions, awards, marriages, babies, etc.), please email us at ion@gmu.edu so we can spread the word and include them in a future issue of the ION!

New jobs…

Dr. Tom Goddard, (PhD, 2004), made a job move this summer from heading up his own 4-year-old healthcare management consulting firm, Integral Healthcare Solutions, to global strategy and technology firm, Booz Allen Hamilton. Following the trail (and advice) of GMU classmate Lori Zukin, Dr. Goddard joined the Organizational Change and Transformation Team in July, where he focuses on the Global Health Initiative of this 90-year-old firm. Also, Dr. Goddard is now the Director of Integral University’s Center for Integral Healthcare. Integral University is a new on-line university dedicated to exploring the applications of Integral Theory to a wide variety of disciplines and domains.

Dr. Nikki Dudley graduated with her PhD in August, 2005, and, after a 3-week adventure in Hong Kong, Cambodia, and Thailand, she started her new job in Beachwood, Ohio (suburb of Cleveland) on Sept. 1, 2005. She is working with a team of consultants at Shaker Consulting Group, Inc. At Shaker, one of the specialty areas includes developing customized, interactive web-based selection systems.

Marriages & New Arrivals…

Dr. Stephanie C. Payne (Ph.D., 2000) gave birth to her son, Steven Benjamin Payne on August 2, 2005. Steven weighed in at 6lbs, 8oz. and was 20 inches long. Dr. Payne is currently an Assistant Professor of Psychology at Texas A&M University. Congratulations!

Jamie Donsbach (M.A., 2001) is engaged and getting married this April to David Levy. Best Wishes!

Awards…

Dr. Karen Amendola (Ph.D., 1996) has just been awarded a $1 million grant from the National Institute of Justice to examine the impact of shift work on health, safety, performance, and quality of life in law enforcement. Way to go!

Dr. Donna (Williams) Greenwood (Ph.D., January 2000) just completed a two-year certification by the Family Firm Institute as a Family
for officers in the Army National Guard. The purpose of this project is to improve coordination between military and civilian agencies in emergencies, such as natural disasters or terrorist attacks. When done, the training program will provide Guard officers with 15 different scenarios that are designed to train nine different leadership skills. We started this project long before Hurricanes Katrina and Rita, but the lessons that we have learned are directly relevant. Another project I’m working on is a web-based leader assessment tool which will assess Army leaders’ level of “wisdom” – the ability to make effective, value-based decisions in ill-defined settings that have no single correct answer. This tool will present the participants with a series of reality-inspired situations, automatically score their open-ended responses, and give them personalized feedback. All of the projects I am working on are exciting, both from scientific and practical standpoints.

**Kara:** I am also working on several projects, including the “wisdom” project that Jeff mentioned. I am working on another project that’s building an online self-development tool for Army leaders. This is a kind of “virtual mentor” where leaders are able to log on, list their work experiences, get feedback on the development of their current leadership competencies, and then the tool suggests future experiences they should pursue based on their profile. I also just completed a project on developing and administering a team-building workshop for a non-profit organization executive team.

**What do you enjoy most about what you do?**

**Jeff:** There are so many things that I like about my job. First, I like the freedom that I have to write proposals that bring in new and interesting work. Proposal writing is actually a very enjoyable experience, because you get to come up with a lot of creative ideas. Second, I really like Aptima’s culture of collegiality and openness. People at Aptima definitely respect you for who you are as a person and the skill set that you bring to the company. I can’t put into words how good it feels when a very senior person – such as a vice president – asks for your input on a technical question and then gives you public credit for it. In other places, they would just take the credit themselves. Finally, I really like the people that I work with. Not only are they some of the nicest people that you will ever meet, but they come from widely diverse backgrounds, including human factors psychology, cognitive psychology, experimental psychology, and industrial engineering. So when you work on a team at Aptima, you get a lot of really great perspectives on how to approach the task.

**Kara:** The things that I enjoy most about what I do are the things that first attracted me to Aptima. The people here are wonderfully smart, creative, collegial, and friendly. Most of my projects involve collaboration between I-O psychologists, cognitive psychologists, software engineers, user-interface designers, and modelers. Having experience in team research, I know that this is potentially disastrous, but at Aptima, we’re able to successfully work in a functional, diverse, team environment by having patience and a willingness to teach others around us. Another thing I enjoy at Aptima is the ability to pursue projects that interest me and that I can oversee from start to finish. And I also enjoy the emphasis on research and continuous development – although Aptima does a lot of product development, as a researcher, I appreciate the company’s emphasis on using sound theory and research in the development of its products and services.

**What do you wish you would have known before graduating from GMU?**

**Jeff:** I knew early on that I did not want to be an academic, but I didn’t realize how the consulting business – whether non-profit or for-profit – works. I wish I had known more about that from the beginning. I would encourage students who are interested in pursuing an applied career to learn about various types of research funding programs (6.1 vs. 6.3 research) and vehicles (SBIRs, STTRs, and IDIIs) that are out there. I would also encourage them to learn the basics of cost accounting. Finally, they should spend some time learning about the different funding agencies and the type of projects that they support. In the final analysis, research doesn’t just happen: somebody has to pay for it. More often than not, that somebody is the Federal government.

**Kara:** I feel great about all my GMU experiences. However, I do wish I had a little more experience writing proposals. Proposal writing is a good skill to have whether you plan to be an academic or practitioner. Luckily, I had the opportunity to review proposals while completing my post doc at the Army Research Institute, which helped me jump into the proposal writing process here at Aptima. I would suggest that students team up and try their hand at writing a proposal or seek out a related experience in their internships. Even if you do not win, the experience would be very developmental. Also, it is nice to have your dissertation financially supported! A second experience I wish I had before graduating is the opportunity to consult for non-government clients. I now have commercial clients at Aptima. Whether working as a researcher assistant, research fellow, or an independent consultant, all of my previous positions have been funded by the government. This is wonderful, but the commercial world is somewhat different. Although those projects have been successful, having some experience working with this consumer base in a lower-risk environment would have been nice.

**Any words of wisdom for current GMU students?**

**Jeff:** This is going to sound silly, but I’ll say it anyway: be a good friend. Take the time to listen to your friends and to help them out, even when it may be personally inconvenient for you. If you are a good friend, you will develop a group of colleagues who are always looking out for you.

**Kara:** I don’t think what Jeff said sounds silly at all. I agree that it is important to be a good friend and supportive colleague. In fact, I think that is the best advice to give.

**Are you interested/willing to have students contact you for advice/internship opportunities?**

**Jeff:** Aptima is continually looking for good interns from solid programs like GMU. Students can visit our website at http://www.aptima.com/Careers/index.html. I’d also be happy to talk with anyone from GMU who’s interested or has questions. I can be reached by phone at 202-842-1548 ext 327 or by email at jbeaubien@aptima.com.

**Kara:** I’d be happy to talk to GMU students at any time about internship opportunities at Aptima! I can be reached at 781-496-2417 or by email at korvis@aptima.com. Students can also contact Aptima’s Human Resources Manager, Mary Grace Springthorpe, at aptima_personnel@aptima.com.
member at Indiana University Purdue University Indianapolis, points out students must understand why they want to enter academia in the first place; whether it is for teaching, research, or both. Depending upon your answer to this question you should search for opportunities for teaching and research, but remember that most positions will expect you to be engaged in both activities. She noted just how long the research process is. “The research process is a long one, so you should get involved with research on day 1 of grad school and really be prepared to develop your own research by the end of your first year.” She also noted that research should be submitted early as well (ideally in your third year) if you plan to have a first authored paper in a top tier journal by the time you go on the market.

Dr. Andi (Rittman) Lassiter who graduated May 2004 and is at Minnesota State University notes the importance of learning to multitask while in graduate school. The need to balance many projects will only get worse. In preparing to teach she stressed the importance of gaining teaching experience so “you have some idea about what it’s like to prep a class and keep up with all the lectures, class activities, grading, etc.” She also emphasized writing a lot so you can learn to appreciate that aspect of the research and publishing process. She also emphasizes that consulting experience is important for preparing for academic positions too, and not just for applied positions.

There is no time to prepare like the present, and there is no point in waiting to begin acting like a professor if that is the life you hope to someday live. Thank you to those who were willing to share advice on how we can begin preparing right now.

Business Advisor after mentoring under an attorney in Boston who specializes in this field and demonstrating competence in the behavioral sciences, management, law and finance. This certifications allows her to consult to family businesses with their unique business needs that include traditional IO areas, such as selection (e.g., should the family adhere to primogeniture or not), performance management (e.g., parental roles and supervisory roles overlap in family businesses yet must be differentiated as well), talent succession (e.g., family versus non-family managers), business decision-making processes, organizational development, top management team development, and so on.

Publications...


Dr. Karen Amendola (Ph.D., 1996) is authoring four articles for the Encyclopedia of Law Enforcement published by Taylor and Francis and edited by Jack Greene. These include: 1) stress and police work; 2) psychological fitness for duty; 3) shift schedules and fatigue, and 4) technology, records management, and calls for service.

Dr. Donna (Williams) Greenwood (Ph.D., January 2000) is currently co-authoring a book on reflective leadership with Kirk Rogg, Senior Vice President, Aon Consulting, entitled My Leadership Journey: Turning Personal Insights into Leadership Wisdom.
After mingling and a delicious lunch, three senior Consortium Fellows and GMU IO doctoral students (Ben Porr, Mike Ford, and Krista Langkamer) presented one of their projects with the Consortium as exemplars of the excellent work that is a result of this unique partnership. Each fellow remarked on their time with Consortium as well as commented on the enriching experiences with their Mentors over the years.

The formal presentations were followed by an informal poster session where Consortium Fellows had an opportunity to display one or multiple projects that they are currently working on or have completed as part of the Consortium Research Fellows Program. Participating Fellows included Karin Orvis, Jen Lee, Meredith Cracraft, Laura Poms, Jeff Herman, Eugene Pangalos, Marissa Shuffler, Andre Jackson, Eric Kidwell, Brooke Orr, Erin Senter, and Eric Raymond. Dignitaries, mentors, faculty, and students interacted to learn more about the current research taking place and also used the time to forge new relationships between all present.

Overall, the event was a huge success with unprecedented attendance, presentations, and conversations. This was an excellent opportunity to continue to build bridges between GMU and the Consortium Research Fellows Program and we look forward to future collaboration and endeavors between the programs.

A special thanks goes to Jeff Herman and Katherine Hildebrand for coordinating with catering, and to Jordan Robbins for his photography throughout the event.

Gabrielle Wood volunteers for the Tragedy Assistance Program for Survivors (TAPS). TAPS provides support for surviving family members of military personnel who were killed while serving our country. She volunteers as a mentor in the Kid’s Good Grief Camp. Mentors provide the children with support, counseling, and coping skills that many of them may not receive elsewhere. To find out how you can contribute to TAPS please go to www.taps.org.

I would also like to thank all of the praiseworthy Mason students who volunteer but were not mentioned above. Never forget the importance of giving back to your community!
To truly make this *Branding* theme a success, a major goal for the upcoming conference is to expand the traditional attendance to upward of 300 attendees, many of whom will be traveling from around the U.S. and from Canada. To make the whole process easier for the attendee, registration – including payment – has now been automated over the Internet and is easier than ever! In addition, you can **save $5 off of your registration fee** by submitting a 150-word branding strategy of your own at the time of registration. To make travel easier, we are providing complimentary transportation to and from both local airports on Friday and Sunday, along with transportation for those who need it from the Hyatt Fair Lakes to the Conference activities at GMU (see web site for details).

So what are you waiting for? Throw those stamps away, register and pay your fees online, and don’t forget to submit your paper(s) early!! The deadline for paper submissions is approaching fast (December 23), and because of our rolling acceptance, you will be notified of acceptance within 2-3 weeks of submission. Share your research with your peers and get another line on that vita! Remember: we accept both empirical and theoretical papers – so dust off those coursework research proposals, turn those hypotheses into propositions, and submit your paper summaries soon!

From all of us at the 2006 IOOB Committee, we look forward to seeing you in February! Be sure to visit our web site for all the details: [http://www.gmu.edu/org/iopsa/ioob2006.htm](http://www.gmu.edu/org/iopsa/ioob2006.htm).

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The GMU IO program has been very fortunate over recent years to have loyal friends and supporters, from local organizational sponsors to generous alumni. Each contributor is integral to building a GMU program that can produce an industry-leading quality of research, such that even the smallest contribution to the program will go a very long way toward funding research and developing top professionals in the field.

If you are interested in making a donation please visit our website at: [http://www.gmu.edu/org/iopsa/donate.htm](http://www.gmu.edu/org/iopsa/donate.htm)
GMU IO 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 Arts and Sciences, Daniele Struppa, Dean. For further information on the IO Program, please contact Dr. Lois Tetrck at lttetrick@gmu.edu or the graduate secretary at psycgrad@gmu.edu. Please also visit our web site at: http://www.gmu.edu/org/iopsa

ION Newsletter

The ION newsletter is published by graduate students of George Mason University’s Industrial/Organizational Psychology program. This newsletter is intended to serve as an impartial forum for information pertinent to the students and faculty of the program, as well as the general IO community. We would like to thank the previous ION editors, Dr. Marisa Diana-Russo, Dr. Stephanie Payne, Dr. Lisa Boyce, Nikki Dudley, Mike Ingerick, W. Benjamin Porr, Deirdre Lozzi, and Tiffany Bludau.

If you would like to be included or removed from the mailing list, please e-mail us at ion@gmu.edu. The deadline for contributions to the newsletter is three weeks before distribution, which occurs on or around the first of April, August, and November/December.

ION Website and E-mail

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

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