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Department of Psychology
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I/ON: The Official Newsletter of the I/O Program at George Mason University

http://www.gmu.edu/org/iopsa

The Search is On...
I/O Program Launches Pursuit for New Director

By Crystal Harold

Do you want to be part of a winning team? Better yet, how would you like to lead a cast of all-stars that includes the likes of Dr. Steven Zaccaro, Dr. Lou Buffardi, and the ever-spirited Dr. Ted Gessner? Not to mention hard-working and productive faculty like Dr. Jose Cortina, Dr. Lynn McFarland, and Dr. Robert Ployhart. If you think you have what it takes to fill the shoes of the great Dr. Richard Klimoski (see Spotlight on...Dr. Klimoski for more information), than GMU wants you! The Industrial and Organizational Psychology Program at George Mason University is currently looking for an advanced Associate or Full Professor in Industrial-Organizational Psychology to fill the position of Director.

So, why is Director of GMU’s I/O position so appealing, you ask? Maybe it’s our first rate faculty, who emphasize the importance of research and providing career-enhancing opportunities for their students. Or, the students whose enthusiasm for learning can be witnessed by all who grace the halls of the Robinson and David King I/O labs. Maybe it’s our strong commitment to organizational citizenship behaviors, to helping one another in our professional endeavors, the many prestigious applied and academic positions held by our alumni, or our hard work over our 20+ year history exhibited in our recent top 10 ranking by U.S. News and World Reports.

For whatever reason, both faculty and student alike can agree that GMU is a great place to be. We’re looking for a Director who can share our enthusiasm for the field of I/O in general, and our program in particular. So, if you have a commitment to high-quality teaching and are willing to participate in continued innovative program development, GMU may be the place for you.

Interested? If you’d like more information about the I/O program, see our website: http://www.gmu.edu/org/iopsa.

We encourage applications from women and minority candidates. George Mason University is an Affirmative Action/Equal Opportunity Employer. If you have any questions, please contact Dr. Jose Cortina (jcortina@gmu.edu). An advertisement can also be found in the July issue of TIP and the latest issue of the APA Monitor.

Spotlight on... Dr. Richard Klimoski

By Deirdre Lozzi

For those people out of the GMU I/O loop, Dr. Richard Klimoski, a person who was a forerunner in establishing this program, recently became Dean of the School of Management (SoM). He had served as interim dean for the past year, but became the official Dean on July 1, 2002. We at the I/ON are sure that Dr. Klimoski will put the same dedication and determination into his new position as he did for us. We wish you all the luck in the world Dr. Klimoski. Thanks for your leadership.

I caught up with Dr. Klimoski in his office to ask him a few questions about his new position.

What position do you currently hold and what does that entail?

I am the Dean of the School of Management here at George Mason. It is one of twelve academic units at George Mason, which includes Arts and Sciences, Education, and so forth. As the Dean I have all the responsibilities of this aspect of the university. I think is a big portion of my job involves teaching, promoting scholarship, making sure our enrollments look good and relating to the business community.

Why did you move to the School of Management?

When a situation occurred in the SoM that called for senior leadership, I was asked to serve as interim dean. After speaking with the I/O faculty, the chairman of the Psychology department, and the Dean of Arts and Sciences, Daniel Strupa, I thought this would be a great move. Why did you move to the School of Management?

For whatever reason, both faculty and student alike can agree that GMU is a great place to be. We’re looking for a Director who can share our enthusiasm for the field of I/O in general, and our program in particular. So, if you have a commitment to high-quality teaching and are willing to participate in continued innovative program development, GMU may be the place for you.

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A Word from the Editor

By W. Benjamin Porr

Welcome to the first issue of the I/O Network Newsletter for the academic year 2002-2003. The I/ON has received a face lift this year, but still contains the same informative articles as always. I would like to thank the I/ON editors of yesteryear for a long-lasting foundation this newsletter resides on. I would also like to thank Mike Ingerick and Dr. Rob Ployhart for their helpful comments on putting this issue together. I would also like to thank all the authors of this issue. They worked hard to convey the information we feel you, the reader, want to see.

This issue is choc-full of information as always and includes articles about: a) the search for a new director of the I/O program; b) Dr. Klimoski’s new position in the School of Management; c) introductions of the first-year students entering the I/O program and re-introductions of our faculty; d) what to do while in Washington D.C.; e) the experiences of students working at the U.S. Office of Personnel Management; f) Pictures from SIOP 2002 in Toronto, Canada; g) updates on GMU alumni; and as always Patrick Fleming adds an article on his sardonic point of view of comprehensive exams.

As always the contributors of the I/ON will be working on ways to bring you up to the minute information on I/O in general and GMU in particular. If there is any questions, concerns, ideas or gripes please email me at ion@gmu.edu.

What’s New at GMU?

By Mike Ingerick

The I/O faculty recently completed a review of the I/O curriculum. Based on the review, some changes to the course requirements for PhD students were proposed and should take effect this Fall. While the total number of hours required for graduation will remain the same (88), 3 hours of advanced quantitative methods are being shifted to the directed readings and research requirement, with the expectation that students will develop advanced skills through their practica and research experiences. In the future, PhD students will be required to complete a total of 20 hours of practica (PSYC 730) and/or directed readings and research (PSYC 897). No changes were proposed for the MA curriculum. Stay tuned to the IOPSA listserv for details and copies of the revised curriculum.

Mark your calendars! The annual I/O program meeting is currently scheduled for Friday, September 6th. Time and location are forthcoming. All students (MA and PhD) are expected to attend to hear the latest news on the program and to discuss program-related issues.

News from GMU’s Psychology Department! Dr. Robert Smith, Department Chair, will be on sabbatical for the 2002-2003 academic year. While Dr. Smith completes his (well-earned) sabbatical, Dr. Jim Maddux will serve as acting chair for the Fall semester, and Dr. Jane Flinn will serve as chair for the Spring. The Department is currently recruiting for an Undergraduate Program Assistant. Amy Eaton, moving over from the Undergraduate Office, is now the Graduate Programs Assistant. Dana Park is now the Grants and Budget Administrator.

Grading and syllabi distribution goes high tech! Starting this Fall semester, instructors at GMU will be required to submit course grades through the university’s new web-based grading system. As part of the new system, instructors can e-mail important course updates and files to their entire class in just a few, easy steps. The Psychology Department has announced that it will be adopting this feature as the required method for distributing course syllabi to students. Using this method will eliminate the paper duplication of syllabi, thereby helping the Department save valuable financial resources for other needs, such as dissertation and travel support. The new web-based grading system is part of webGMU.

IOPSA Action

By Katie Baughman

Welcome to all our new/current students and faculty! As a new year gets started here at George Mason we have lots of new IOPSA Action to report!

First of all, we have new IOPSA Officers for the 2002 – 2003 season. If you have any questions or concerns, please don’t hesitate to contact any of us!

President: Katie Baughman (me) kbaughma@gmu.edu
Vice President: Crystal Harold charold@gmu.edu
Treasurer: Gabrielle Wood gferro@gmu.edu
Secretary: Brian Holtz bholtz@gmu.edu
Social Chairs: Gonzalo Ferro gferro@gmu.edu
Web Masters: Cary Kemp ckemp1@gmu.edu

Web Masters: Luciano Viera, Jr. lviera@gmu.edu

Also, this year we will be continuing the weekly Brown Bag sessions, with a few minor changes. The Brown Bags will continue to take place each Friday during the semester. However, the times will vary in order to accommodate different schedules. Some Brown Bags are still scheduled for late Friday afternoons to accommodate those who work, while others will be scheduled earlier in the day. See the IOPSA website for more information (http://www.gmu.edu/org/iopsa/events.htm).

Something else a little new this year…each Brown Bag will officially commence 15 minutes before the speaker begins. These short meetings will provide everyone a forum in which to raise questions or concerns. Our hope is that these meetings will give all students and faculty the opportunity to stay more informed about news and developments in the program. Maintaining a strong sense of community has always been an important aspect of our program, and we hope these brief informal meetings of students and faculty will help to support that sense of community.

We are excited about the IOPSA website, which was updated and improved last year! We want to continue to use this great resource to inform others about our program and the current projects of our students and faculty. We encourage everyone to check out the website and to post his or her own personal web page. It’s a great way to let the whole world know about you, your current work and accomplishments! Speak with the IOPSA webmasters for more information on this topic.

We are eager to begin the new year and want to do all we can to make it a great one for everybody! We welcome everyone’s suggestions and participation on anything and everything! Again, welcome and good luck with the coming year!
Who’s Who at GMU

Have you done something noteworthy that you would like to IPSOA world to know about? Please send e-mails to the column author at ckemp1@gmu.edu. It is not bragging, it is representing your alma mater. Thanks to all who contributed information for this column, and congratulations to all who have been putting those I/O skills to good work!

By Cary Kemp

First and foremost, I think I will take this opportunity to congratulate GMU’s I/O program. According to the July issue of The Industrial-Organizational Psychologist (TIP), only four I/O programs in the nation ranked among the top ten on each of four measures of program success: faculty publications, US News ranking, presentations at SIOP, and presentations at IOOB. These programs are George Mason University, Bowling Green State University, Penn State University, and University of Akron (see full article at http://www.siop.org/tip/TIPJuly02July02v2versions.htm). Dr. Robert Smith, director of the Psychology department at GMU, commended our program for this recognition: “To me, this really confirms the reputational index used by US News and World Reports. Led by Dr. Richard Klimeski, the faculty of the I/O program deserves a tremendous amount of credit for the quality program they have built on a shoestring” said Dr. Smith.

Kudos to everyone who earned recent awards:
- Dr. Edwin A. Fleishman, professor emeritus, was awarded the 2002 Distinguished International Alumnus Award from the University of Maryland
- Luciano Viera, Jr. was the recipient of the First Annual Stanley M. Gully Award
- Mary Williams and Sidney Fisher were awarded Commander’s Coins and letters of commendation from Dr. Simulis, acting director of the Army Research Institute, for their work on a recent project.

Recent and upcoming publications and presentations…you guys typed these up at the pool, right?

Kudos to Dr. Buffardi, Katie Baughman, Nikki Dudley, Brian Griepentrog, Dr. Klimeski and Karin Orvis for their recent contributions to the annual Academy of Management conference in Denver, CO.

- Buffardi, L., Baughman, K., & Vagalebre, M. (2002). Perceived support and affective commitment at the organizational and local work unit levels. In R. Eisenberger (Chair), Perceived organizational support: Employer commitment to employees.

Congratulations to Dr. Buffardi, Dr. Wendy Casper (GMU alumn) and W. Ben Porr on their contributions to the APA annual conference in Chicago, IL.

- McKinstry, Casper, W., Buffardi, L., & Ritzer. (August, 2002). Parental agreement regarding parenting style, work-family conflict, and life satisfaction. In Casper (Chair), Emerging directions in work and family research.

Kudos to Mike Ingerick, Dr. McFarland, Dr. Ployhart, and Luciano Viera, Jr for their contributions to the annual IPMAAC conference in New Orleans, LA.


Last but not least, congratulations to Dr. Wendy Casper (GMU alum), Dr. Gilad Chen (GMU alum), Sidney Fisher, Tom Goddard, Brian Holtz, Dr. McFarland, Dr. Ployhart, Dr. Stephanie Payne, (GMU alum), W. Ben Porr, Dr. Sheila Webber (GMU alum) and Dr. Zaccaro on their recent and upcoming publications.


Congratulations to Tom Goddard for his recent conference presentations:

- Goddard, T.G. (2002, October). Integral approaches to managed care quality management and accreditation. In A. Martin (Chair), Accreditation Readiness: The ART of Balancing Standards and Strategic Operational Goals. Symposium conducted at the Best Practices in Medical and Pharmacy Management Conference of the Blue Cross and Blue Shield Association, Chicago, IL.

In addition, Dr. Lynn McFarland was recently quoted by business and technology writer Alan Joch, in a column entitled “Take the Gamble Out of Employment Screening,” found on the human resource website http://www.availability.com.

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Welcome New Students!

By Brian Holtz

This year, GMU’s I/O faculty and current students are very pleased to welcome five new PhD and fifteen new MA students to our program. The incoming class comes to GMU with a diverse range of interests and experiences that will facilitate their personal success along with the continued progression of our program. The following interviews provide a brief introduction to our new colleagues.

PhD Students

Meredith Cracraft

Where are you from? Where did you complete your undergraduate degree?

I’m from Wichita, Kansas. I just graduated from Kansas State University.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I became interested in I/O when I first heard about it in a freshman seminar class for psych majors. I chose I/O, first because of how much I like learning about my areas of interest. Second, because I like to share what I know and learn and I think that I/O research can benefit people in many ways! My current research interests are leadership, team performance, and motivation.

What are your hobbies/what do you like to do in your spare time?

My favorite hobby is playing golf. I like doing different things outdoors. Also, I know this sounds grandma-like, but I crochet afghans. My favorite thing in the fall (I don’t know if this counts as a hobby) is watching college football!

What skills do you feel you can bring to the program?

I think that I have good analytical skills, I’m good at helping plan things out. I may be a little quiet at first, but that’s because I’m generally thoughtful and deliberate in the things I do.

Zack Horn

Where are you from? Where did you complete your undergraduate degree?

Born and raised in Los Angeles, though my family recently moved to the San Francisco Bay area. I attended University of California, Santa Cruz.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

My dad got a Master’s in Counseling Psychology, and uses his skills as a sales closer for software companies. I grew up with the combination of psychology and business, so when I started studying I/O in school I became interested very quickly! Knowing my fascination for behavior in the workplace, as well as my natural comfort in a corporate setting, it was only a matter of time before I chose I/O... and it didn’t take long. Currently, I’m interested in leadership and work motivation, but I’m open to learning about new and interesting topics in other areas as well.

Justin Lebiecki

Where are you from? Where did you complete your undergraduate degree?

I am from Kalamazoo, Michigan. I received my undergraduate degree from Michigan State University.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I became interested after discussing my interests with a cognitive psychology professor I was a research assistant for at MSU. He informed me of the field and said that my interests would align more with I/O. After discussing my interests with the I/O faculty at MSU and reading more about the research done in that area I realized I/O was right up my alley. My current research interests are sort of broad at the moment but mainly deal with performance appraisal and performance management in employment selection and promotion.

What are your hobbies/what do you like to do in your spare time?

Some of my hobbies include: playing ice hockey, hiking, reading, and hanging out with friends.

What skills do you feel you can bring to the program?

I believe that by applying diligence, persistence, and determination to every undertaking I choose in graduate school, I will learn a great deal from the faculty and other students around me and facilitate learning in them as well.

Nicholas Vilelle

Where are you from? Where did you complete your undergraduate degree?

I am from Cole Camp, MO, home to just over a thousand people. I completed my undergraduate degree at Southwest Missouri State University (SMSU).

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I became interested in I/O when I got involved in some I/O research with former GMU student Dr. Thomas Kane at SMSU. I am currently hoping to become involved in research dealing with differing types of leadership and how they are and are not effective.

What are your hobbies/what do you like to do in your spare time?

I love sports. Baseball, softball, tennis, racquetball, basketball, and football are the sports I play the most. I’ve also spent most of my life singing in advanced choirs as a baritone, which I plan to do again if at all possible. But mostly, I’d have to say I love working out. For me, lifting weights has always been a stress-free activity, one that I look forward to for many different reasons.

What skills do you feel you can bring to the program?

Statistics (or, math in general) has always been a strong point for me. A lot of knowledge about computers, including some web design. I’m a quick learner, highly ambitious, and I’ve also got great communication skills.

(Continued on page 6)
What to do in DC?

By Gonzalo Ferro

So, you are a first year graduate student, a prospective student, or you have been here longer but have yet to leave the confines of the GMU library. Do you want to know what to see or do in the Nation's Capital? If yes, then read on, because here is my list of the places you must see before you leave. A good starting point is to visit the official tourism site of Washington, DC, (http://www.washington.org) to get all the information you need to either plan an excursion, or just satisfy your need for knowledge. From this website you can learn just about anything you need to get around and find out what parts of DC most interest you. It is important to decide, since DC has a lot to offer to captivate just about any traveler.

Basic Facts and Information
Washington DC has a population of about half a million for DC proper and a total of 5 million for the metropolitan area. The District is divided into four quadrants: Northeast, Northwest, Southeast, and Southwest. The Capitol building marks the center where all the quadrants meet. Getting around is very easy since numbered streets run North-South, and lettered streets run East-West, becoming 2 syllable names and then 3 syllable names as you move further from the center. Watch out for avenues named after US States, since these run diagonally and can get you confused (Massachusetts and Pennsylvania Avenues are pretty cool and have some good sites). Getting around DC is pretty easy, unless you decide to travel by car, which can be very difficult during rush hour in the morning and late afternoon/early evening. Most people recommend driving to one of the Metro stations with parking (usually a $2.50 flat fee for parking) and taking the Metro into the city. For more information on the metro, or a Metro map, you can go to their website at http://www.wmata.com.

Once you are in the city, there are more things to do than you have the time or energy to do. One of the first things most tourists or new students want to do is check out the monuments. If you take the Metro (either the Blue or Orange lines) and you get off at the Smithsonian station, you will be within walking distance from almost all the monuments and places you will want to visit on your first excursion into DC.

The Mall
When you get off at the Smithsonian stop, you should exit at “The Mall.” The Mall is the area bordered by the Capitol building on the east, the Lincoln Memorial on the west, and the Smithsonian Museums in the middle. As you come out of the Metro, the Capitol building will

Spotlight on…
Our Faculty

By Gabrielle Wood and W. Benjamin Porr

Dr. Louis Buffardi

Dr. Buffardi completed his Masters at Fordham University and did his doctoral work at Kansas State University. “As you might imagine, there was a substantial “culture shock” going from New York City to Manhattan, Kansas!” remarked Dr. Buffardi.

His primary research interests are in the area of work and family issues. Currently, his research group is working on a follow-up survey on the quality of work life for George Mason employees. They are still looking at data from the previous survey and are investigating the support-commitment relationship at both the organizational and local work unit levels and the relative impact of those constructs on organizational citizenship behavior. He is particularly interested in the various ways that people react to the multiple demands on their time in an attempt to lead balanced lives.

Dr. Buffardi’s most cherished publication is the Journal of Applied Psychology, 2000 article that investigated the prediction of human error from the abilities required by tasks. Even though he is not currently pursuing that research area, it represented the culmination of a 5-year project (and many revisions!) that was both exciting and demanding. To ensure that somebody reads the article, it is now required reading in his PSYC 636 Survey of Industrial Psychology course!

Dr. Buffardi has worked at Mason for 31 years, nearly his entire professional life, so there are many fond memories that he has of the place and especially the people. He says, “Universities are special places in the world. Faculty get to pursue their interests in searching for

(Continued on page 13)
(New Students continued from page 4)

What are your hobbies/what do you like to do in your spare time?

I do all kinds of sporting things in my spare time. If it involves something athletic, I am up for it. Besides that, I enjoy reading and playing with my two cats, Peekay and Tonto.

What skills do you feel you can bring to the program?

I work hard at whatever I do, that is the best thing I think I bring to the program.

Bryan Wiggins

Where are you from? Where did you complete your undergraduate degree?

I am from Pittsburgh and attended Penn State University.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I began college interested in psychology and added business to keep my options open, that led me to I/O and from there I became very interested in the field. I’m interested in research on team building, specifically the transition of adding new members to an existing team. I also have done work on workforce diversity.

What are your hobbies/what do you like to do in your spare time?

My hobbies include traveling; I’ve been throughout Europe and am currently planning a trip across the U.S. Another hobby I enjoy is finding drink specials.

What skills do you feel you can bring to the program?

I feel I bring an upbeat attitude and enthusiasm everyday, or at least try.

MA Students

Dianna Eve-Orion Belman

Where are you from? Where did you complete your undergraduate degree?

Philadelphia, PA. I received my degree from Penn State University.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

My parents have a home dental practice. Over the years, I helped them to reorganize their office systems and witnessed the effects of occupational stress on the home environment. In doing so, I became interested in the psychology of the workplace. I want to create methods, which will make the workplace a fun place for people to co-exist. My current research interests include: super-ordinate identities and systems, counter-productive behavior, and occupational stress.

What are your hobbies/what do you like to do in your spare time?

Opera singing; running and other exercise; reading fiction; music (Led Zeppelin & Rolling Stones); and all dogs.

What skills do you feel you can bring to the program?

Conscientiousness, creativity, honesty, and hard work.

Mehmet Murat Celebioglu

Where are you from? Where did you complete your undergraduate degree?

I am from Ankara, Turkey. I received my undergraduate degree at the US Military Academy at West Point as a foreign exchange cadet.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I was a Behavioral Sciences and Leadership/Military History major at the Academy. I am an officer in the Turkish Army and I/O relates to my job. The Army provided me with the opportunity to study I/O in the States for the first time this year. I am interested in performance evaluation systems.

What are your hobbies/what do you like to do in your spare time?

My hobbies include soccer, basketball, and volleyball.

What skills do you feel you can bring to the program?

I am Turkish (different culture). I am in the Military (different sub-culture). I am a West Point graduate, so I know the American culture, and military in the States. I think I can bring a multi-cultural flavor to the program.

Danielle N. Dorling

Where are you from? Where did you complete your undergraduate degree?

I have lived in Northern Virginia for three and a half years, Atlanta before that. I completed my undergraduate degree at Berry College.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I started working in Human Resources when I moved to VA. I knew that I wanted to use psychology in the "business" world. My current research interests include predictors of job success, and assessments of "soft skills."

What are your hobbies/what do you like to do in your spare time?

Reading, singing (in the car), and cooking.

What skills do you feel you can bring to the program?

I have worked in a variety of HR related fields in several different industries, so I hope to be able to leverage that experience in the program.

Michael Ford

Where are you from? Where did you complete your undergraduate degree?

I am from Baldwinsville, NY, a town just outside of Syracuse. I received my undergraduate degree from Hamilton College in upstate New York.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I became interested in I/O through my senior thesis advisor, who had a background in I/O, as well as through an undergraduate course in Organizational Psychology. I chose I/O because I was interested in its topics and the many ways in which they could be applied. I am interested in work and family issues, survey research, and decision-making processes.

(Continued on page 12)
(Spotlight on... Dr. Klimoski continued from page 1)

So, in that regard, it was an evolutionary process. It started out as a kind of corporate citizen assignment with very interesting yet challenging possibilities and it turned into a kind of life choice.

What do you miss about being in the I/O program?

I miss the collegiality of scholars. I have less contact with graduate students now. I have less time for just thinking and discussing research. I think those things I miss the most. I'm not teaching currently. I can teach, perhaps, when I get my sea legs. I miss that a little bit. This last year, when I was in transition I didn't teach and that was the first time in about 32 years, so it was different. Teaching has a certain cycles to it, rhythms if you will, it is sort of reassuring, sort of like the actions of the waves on the beach. So now I have some new rhythms, mostly tied to budget cycles, enrollment cycles, planning cycles, recruiting cycles. So there are some new rhythms and I am still learning about them. I miss teaching though.

What do you see for the future of the I/O program?

One of the ways in building a brand that I stressed from the beginning is powerful visibility at national conferences, SIOP conferences, and also the Academy of Management. That has to be sustained. If we let up, we’ll lose something. Every week, every month, one has to feel a certain edginess that this is something that has to be nurtured and encouraged. I tried to bring that appropriate edginess as the Director of the I/O program. I think the current faculty will continue to do that, but I think everyone has to constantly ask the question “What have we done lately?” And if there are not a lot of things in play, if there’s not a lot of action, conference going, publications, professional activities, networking, recruiting of prospective students, if those things are not alive and well, it should be seen as a signal.

How will you continue to help the I/O program?

I think an important way of helping is in the recruitment of the senior position. So formally and informally I am willing to be involved. Certainly when people are visiting campus I would like to have some time with them, maybe even host them.

In terms of the relationship between the School of Management program and the I/O program, I think there are things that I have done and will be doing. To illustrate, “we” in the School of Management do not have doctoral students although we do have research obligations and our faculty often needs research assistants. So we are trying to develop a system for recruiting and inviting doctoral students from psychology to work with and support our faculty. We have acquired a total of 11 faculty (2 just recently) in the School of Management all of whom will get graduate research support at some level. A subset will have research interests that are quite similar to those in I/O.

We also have teaching needs, even before I arrived I knew of some advanced students in I/O who had come over ABD and taught in the undergraduate curriculum. So I expect to see that increase as well.

A third interface is in regard to scholarship and research. I would hope that I could support conversations between appropriate faculty in the School of Management and the I/O program that lead to collaborative work. There is also room for joint appointments. There are various arrangements here, or levels of engagement if you will, but the most informal is called a courtesy appointment. That's where you have bragging rights, but not major obligations.

In sum, I think there is a lot of room for collaboration and under the right circumstances the two programs could continue to grow and reinforce each other’s national reputation.

Are you happy in your new position?

I am very happy with the decision. It's exciting, it's challenging, it is sometimes daunting. It's different but I have no regrets. As mentioned, I think there are things that I do miss about leading the I/O group, but I do feel I certainly can make a real difference here in the near future.

For more information about Dr. Klimoski please visit his website at http://www.som.gmu.edu/faculty/klimoski.htm. To read more about Dr. Klimoski’s new position in the SoM, see the Mason Gazette article at http://www.gmu.edu/news/gazette/0204/klimoski.htm

Partners in Education

This column is designed to highlight community partnerships that contribute to the professional development of our students. These partnerships offer students tremendous opportunities to apply the knowledge and skills learned in the classroom to real world problems. Any current GMU students interested in sharing your work experiences and being interviewed for the column please e-mail us at ion@gmu.edu. This edition contains reflections from Christine Halpin and Erin Hardin on their positions at the U.S. Office of Personnel Management (OPM). For more information about OPM go to http://www.opm.gov.

U.S. Office of Personnel Management (OPM)

By Christine Halpin and Erin Hardin

OPM? “What’s that?”, people ask. No, it’s not a small division of a company. No, it’s not a private consulting firm. Actually, the U.S. Office of Personnel Management (OPM) is essentially the human resources office for the entire Federal Government.

For the past year we have both had the opportunity to work in the Office of Employment Policy (OEP) at OPM. OEP is responsible for rewriting the Code of Federal Regulations and will be instrumental in the development of a human management system for the newly established Department of Homeland Security. Within OEP we work in the Examination and Qualification Policy Division (EQPD). Our duties include providing guidance to agencies on examination procedures, researching the use of competencies in Federal hiring practices, and guidance on current qualification standards.

While at OPM, we have worked primarily on three projects:

- A summative evaluation of implementing competency-based qualifications in the IT occupation.
- Developing training materials on examination procedures.
- Developing an informational website to provide agencies with guidance on the Federal Government’s use of competencies.

For the first project, we helped gather data from various government agencies. We also helped facilitate focus groups with agencies to gain feedback on the advantages and disadvantages of implementing competency-based qualifications. Additionally, we analyzed the data collected from agencies and co-authored a report documenting the findings.

One of the responsibilities of the EQPD is to provide guidance to agencies on examination procedures. We are currently involved in the
For more pictures go to http://www.gmu.edu/org/iopsa/pics.html
Reception (Toronto, Canada)

For more pictures go to http://www.gmu.edu/org/iopsa/pics.html
Words from the Wise...

GMU’s I/O program alumni have pursued a wide variety of careers, ranging from academia to more applied routes. Current students could certainly benefit from the experiences of our alumni. If you are interested in being interviewed for the column or would like to be added to our alumni web page (www.gmu.edu/org/iopsa/alumni.htm), please e-mail us at ion@gmu.edu. And now, a word from our featured alumni...

Lisa Sergent

When did you graduate from GMU and what was a lesson you learned from your advisor(s)?

I graduated the MA program in 1983. I honestly do not remember any specific lessons. I do remember one comment from a professor about some findings I had presented in writing: “Your brevity obfuscates your findings.” I remember having to look up “obfuscates” and got a kick out of his very brief comment on my very brief presentation. I did learn the importance of doing thorough research and of presenting your findings in an organized, clear and succinct (but not too succinct) manner. My first job was primarily research based so this really helped me out.

Why did you decide to pursue a graduate degree in I/O?

My father’s company hired an industrial psychologist at one point. My father kept remarking how much money his company was paying this person and what an interesting job he had. At that time, I was in the Counseling program at GMU. After a bit of research about I/O psychology, I applied to transfer to the I/O program.

What kind of work did you do as an I/O student at Mason?

I was a teaching assistant and taught laboratories in Statistics, and Tests and Measurements. I also held a job at an arts and crafts studio where I sold art supplies and taught calligraphy classes. When money really got short, I painted house numbers on street curbs for $10 a pop.

What are the most valuable skills you learned while in the program?

Actually, the teaching assistantship was invaluable in helping me be comfortable speaking in front of groups. I found out that I really enjoyed teaching. I learned that the better you prepare in advance, the better the class will go. This also applies to meetings with clients! As I mentioned earlier, the research skills I learned were invaluable as well.

What advice do you have for new students?

Hone your writing and verbal communication skills. Be computer-literate (Word, Excel, PowerPoint, Project, Photoshop, etc.). Know how to navigate and perform research over the Internet. This advice is more for graduating students I guess: If you apply for a position over the Internet or via e-mail, include your cover letter and resume as an attachment. Do not try to cram all the information into the e-mail, it looks bad and is hard to read. Your resume is a sample of your work and makes your first impression. A nicely formatted document that can be printed out and circulated around the office creates a better impression. Also, proof read your e-mails very carefully. My first cut at sorting through resumes is to toss those full of typos and those that are very badly written.

Where have you been since you graduated?

I performed my I/O internship at Allen Corporation of America. After completing my internship, they offered me a full time position as a research assistant. I was at Allen for about two years. I then joined Evaluation Technologies as a writer (we called ourselves “writer scum”) and developed a number of training courses for the Army. Later, with a desire to get involved in multimedia, I joined Applied Science Associates (which was later purchased by Analysis & Technology). I was there over eight years, serving in a variety roles from staff scientist to program manager. During my tenure at A&T, I took several months off and traveled throughout South America. After leaving A&T, I spent a year and a half at Universal Systems, Inc. as the director of training and development. I joined PowerTrain, Inc. in 1995. PowerTrain is a great company to work for.

Describe your role at your present job?

I am the Vice President and one of the owners of PowerTrain (http://www.powertrain.com). We are a woman-owned, small business headquartered in Annapolis, MD. I work out of our primary office space in Landover, MD, just off the New Carrollton Metro stop. PowerTrain specializes in the application of advanced technologies to enhance human performance. We do a great deal of multimedia and web-based training for both government and commercial clients. Our staff includes project managers, instructional designers, scriptwriters, video producers, directors, programmers and graphic artists.

My role at PowerTrain is multifaceted. I write proposals and management plans, do marketing, manage multiple projects and oversee instructional design staff. Technically, I’m currently involved in test validations, conversion of websites and training materials to be Section 508 and SCORM conformant, and the creation of Communities of Practice (CoP) for a number of our clients. I also participate in hiring. Resumes are always welcome.

Are you willing to be a point of contact for students to answer questions?

I’d be happy to. My email address is lsergent@powertrain.com.

Survival of the Fittest

By Patrick Fleming

Some of you are currently enjoying the first three years of doctoral study—those delightful, idyllic days of freedom, of late mornings in bed, of long weekends, of seemingly endless summer-like existence punctuated by the occasional exam and research project. One day, the tranquil adolescence of your I/O career will come to an end. Your world will come to a screeching halt, things you thought important or worthwhile will cease to exist, and you will come face to face with cruel fate. At that time, all else will fade to black and there will be nothing in your life save a single, overpowering, all-encompassing, monstrous inevitability. You will take comps.

It is important that you survive. For many important jobs, such as fighter pilots and Navy SEALs, the inherent dangers of training sometimes result in the death of a student. This is bad, not only because of the tragic loss of life, but also because of the sunk costs, in terms of time, money, and resources, expended in training that student. Comps is kind of like that. It would be a shame to spend three years in such a rigorous program as ours, and then die during comps. Following are some brief tips that will help ensure your survival.

First, ignore it. Any quarterback knows that getting crushed by a blitzing linebacker hurts much less when he didn’t see it coming. Second, don’t “study”. Study is an ominous and depressing concept sometimes result in the death of a student. This is bad, not only because of the tragic loss of life, but also because of the sunk costs, in terms of time, money, and resources, expended in training that student. Comps is kind of like that. It would be a shame to spend three years in such a rigorous program as ours, and then die during comps. Following are some brief tips that will help ensure your survival.

These tactics and many more are expounded in my forthcoming book, “Surviving Comps: A Game of Chance, Wit, and Healthy Sarcasm.” In a few months, I’ll let you know whether I can help you actually pass.
be to the east, and you’ll be surrounded by most of the buildings that comprise the Smithsonian Museums (I’ll return to the Smithsonian in a moment!). If you enjoy walking you can turn west and head towards the Washington Monument.

From the hill on which the Washington monument lies, you can see the Lincoln Memorial to the west, the White House to the North and the Jefferson Memorial to the south. If you have a couple of hours to spare, you would be able to see all of these memorials plus the Vietnam Memorial.

The Smithsonian
Recently I took a couple of the new PhD students sightseeing to the Smithsonian. Meredith Cracraft, Zack Horn, and Zack’s father, Mark (not a student, but he wants to be) and I decided to tackle a couple of the museums. However, this was not an easy task since we had quite a few choices. I mentioned to my awe struck visitors that the Smithsonian is the largest museum and research complex in the world, with 16 museums and galleries to choose from. They were impressed at the fact that I knew this bit of information, which led to a fomenting in me a sense of knowledge that wasn’t really there. This led me reciting “facts”, which were bits of information I remembered from some of my previous trips, about each museum in the Smithsonian in an attempt to decide which museum we should go to. Since I have only read about the Museums of Natural History, American History, and Air and Space, it was a difficult task. I mentioned the fact that the world’s largest diamond, the Hope Diamond, is located at the National History museum, and the first computer is located at the American History, so we decided to go to those two. I did not want to mention that the only museums I have actually visited since I moved here were the Holocaust Museum (been there twice, and it is one of the most powerful museums I’ve ever been in, seriously, it is a must – you need to call ahead and reserve tickets (202) 488-0400. Tickets are free, you just need to make a reservation because there is a limit on number of people who can attend on any given day), and the Museum of African History. I’ve been to some of the others, but that was 5 or 6 years ago. In my defense, I plan to visit more of the museums in the coming year, and anyone is invited to accompany me.

Once we decided that we would go to the American History and the Natural History museums, we decided to only check out those exhibits that we were interested in. At the museum of American History we got to see the Star Spangled Banner, which is going through a complicated restoration process to help preserve it. In addition, there are several very interesting exhibits on the Information Age, which described the evolution of code breaking machines used in WWII to the first huge computers and eventually, to the invention of the personal computer. They had a Commodore 64, an Apple II, and the first IBM personal computer, for those of us who remember playing with those things.

After viewing the exhibits that we wanted (which took about an hour and a half) Meredith, Zack, Mark and I headed over to the National Museum of Natural History to check out the “Geology, Gems and Minerals” exhibit. In addition, we went and saw the bones, reptiles and live insect’s exhibits. If you plan your trip ahead of time, there is no reason why a person cannot see two museums over a period of 3-4 hours. At this point, we were tired, hungry, and thirsty. Good thing that most of the Museums have at least one cafeteria on its premises and if you walk outside, there are a few vendors selling anything from sausages, to pretzels, to lots and lots of ice cream. Other museums that deserve to be visited are the Air and Space Museum, the Freer Gallery of Art, and the Hirshhorn Museum and Sculpture Garden.

Georgetown
Georgetown is a five minute drive from the Smithsonian, located in the NW part of DC, centered around M street and Wisconsin Ave. across the river from Rosslyn, VA. Georgetown is a historic neighborhood that is quite popular among young professionals and students alike. The neighborhood is filled with a variety of excellent restaurants from all over the world. Additionally, there is a piano bar, ice cream stores, bookstores, and a large number of retail stores such as Banana Republic, Diesel, Pottery Barn, to name a few. Georgetown borders on the river where a few restaurants are located that overlook the water and are very popular in the summer, especially after work hours. George Mason I/O students are known to frequent Georgetown throughout the year.

However, Georgetown is not the only neighborhood worth visiting in DC. There are a couple of others that have a lot to offer for people of all tastes.

Adams Morgan
The area centered around 18th St. and Columbia Ave is called Adams Morgan. This area has a reputation for being the most diverse neighborhood in Washington, and it is in the heart of the Latino community. At night, the area is frequented by students from various universities (including Mason students) because it is filled with a number of locales offering different types of entertainment such as live bands, club music, wine bars, lounges, pubs and restaurants. In particular, there is a place called Madams Organ, where you can go and listen to live music on most nights. The great thing about this place is that the music varies from night to night (I’ve heard Latin Jazz, Funk, Blues, and Rock) and all the bands are great. Madams Organ is a narrow place so it has quite an intimate atmosphere that adds to the enjoyment of the music. I suggest to call ahead and find out what kind of music they are playing for the week and what the cover price will be.

Dupont Circle
Located about half way between the White House and Adams Morgan, Dupont Circle is a beautiful neighborhood to walk around. It is comprised of Victorian row houses and Beaux-Arts mansions. The heart of the neighborhood is a park surrounding the Dupont Memorial Fountain, which was sculpted by the same artist who did the Lincoln Memorial. On the weekends you can see people having a picnic on the park, sunbathing or playing chess. Quite a few of the embassies are located west of Dupont Circle, some of them are very interesting to look at because of their architecture. The area has a large number of excellent restaurants, intermixed with art galleries, boutiques and museums. Additionally, if you are planning on visiting Washington, there are a number of small bed and breakfast places that are quaint and not that expensive.

These are some of my favorite places in DC. However, I’ll be the first to admit that these are only the tip of the iceberg. Washington is very culturally diverse with each quadrant having its own points of interest, which deserve to be visited. I will not even go into what Virginia and the area surrounding George Mason have to offer. Maybe that will be my next column...
Krista Langkamer

Where are you from? Where did you complete your undergraduate degree?

I am from Allentown, PA and completed my undergraduate degree at Monmouth University in NJ.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I became interested in I/O Psychology through a Small Groups class I took as an undergrad. I chose I/O because I enjoy both psychology and business and this field has applications to both. My research interests include team building, leadership, and conflict resolution.

What are your hobbies/what do you like to do in your spare time?

My hobbies include jogging, watching sports, especially football and hockey, and golfing when I get the chance.

Lee Howell

Where are you from? Where did you complete your undergraduate degree?

I am from Charlotte, NC. I graduated from University of North Carolina - Chapel Hill.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I became interested in I/O Psychology through a Small Groups class I took as an undergrad. I chose I/O because I enjoy both psychology and business and this field has applications to both. My research interests include team building, leadership, and conflict resolution.

What are your hobbies/what do you like to do in your spare time?

My hobbies include backpacking and the outdoors, all sports.

What skills do you feel you can bring to the program?

The attributes I will bring to the program are that I work hard, I am a natural mediator, and I have a good sense of humor.

Kursten Jackson

Where are you from? Where did you complete your undergraduate degree?

I am from Tappahannock, VA and completed my undergraduate degree at George Mason University. I’ve always had an interest in psychology, but didn’t want to take the clinical route. I discovered a description of the I/O program in the GMU catalogue and I’ve wanted to learn more ever since.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I have done some research in the Psychology Honor’s program on attachment styles in the workplace and that's one interest I am certain I wish to continue. I am also interested in a lot of the current research in the field and would like to participate in a variety of areas.

What are your hobbies/what do you like to do in your spare time?

I enjoy writing fiction when I have free time and quiet social events, especially with family.

What skills do you feel you can bring to the program?

I believe that my desire to learn more about topics in I/O will encourage me to continue the research. I hope that while expanding my own knowledge I will do the same for the I/O program and community as a whole.

Deirdre Lozzi

Where are you from? Where did you complete your undergraduate degree?

I'm from Haymarket, VA and completed my degree at George Mason University.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

When I took PSYC 100, my teacher happened to be an I/O psychologist and taught us very, very little about the subject of I/O. After that I was so interested in learning more about the field, so I took an undergraduate class on I/O. It had everything I was looking for in a profession that could not find in any other profession. I always knew I would work in the business field, but I really wanted to interact with people on a daily basis, while helping them as well. I am very interested in both selection issues and training issues. I am also interested in organizational fairness and decision-making issues.

What are your hobbies/what do you like to do in your spare time?

I run whenever I can. I also like to just hang out with my friends and be goofy whenever I can.

What skills do you feel you can bring to the program?

I think my work ethic will help me get through the program successfully, and I hope others share my same feelings.

Mimika Maloutas

Where are you from? Where did you complete your undergraduate degree?

I was born in the U.S., but I was raised in Greece. Soon after I graduated from a Greek high school, I came back to the U.S. in order to continue my studies. I managed to receive an Associate’s Degree at Northern Virginia Community College (A.S. with specialization in Psychology), and a Bachelor’s degree in Psychology at George Mason University.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?

I became interested in I/O in my senior year in college when I took a course in Personnel Training and Development, which was taught by Dr. Lynn McFarland. It was a great experience because through this course I became familiar and fascinated with the field, so later on I decided to pursue a Master’s degree at GMU (since both the I/O programs and our faculty have such a good reputation!!!). My current research interests are related to personnel selection and training.

(Continued on page 15)
This summer, Dr. Buffardi traveled to "non-exotic" places including Kansas City (MO), Wichita (KA), Santa Cruz (CA), Saratoga (NY), and Seattle (WA). He spent the rest of the time updating the syllabus for the PSYC 741 Work Motivation course and preparing for an Academy of Management symposium presentation.

Students that are currently doing research with Dr. Buffardi include, Sidney Fisher, who is working on a dissertation proposal (likely on a woman's decision concerning employment after having a child); Katie Baughman, Jennifer Lee, and Viktoria Pieber (an undergrad honors student pursuing quality of work life topics); and Jessica Rice is finishing up a project on goal orientation.

If you would like to get in touch with Dr. Buffardi, the best way is to email him at buffardi@gmu.edu. If he does not respond he is most likely watching the New York Yankees on T.V. or down at the Patriot Center watching the GMU Men's Basketball team.

Dr. Jose Cortina

Graduated from Michigan State University with his doctorate in 1994.

Dr. Cortina is primarily interested in personnel selection research, and statistical and methodological issues. Over the past year Dr. Cortina and several students (Katie Baughman, Nikki Dudley, Mike Ingerick, Dalit Lev-Arey Margalit, and Karin Orvis) have been developing a conditional reasoning measure of adaptability with feedback from Dr. Larry James (University of Tennessee-Knoxville) and James LeBreton (Wayne State University). Dr. Cortina also works closely with several students on research involving psychological contracts. Among others, he is working closely with Eric Barger, Katie Baughman, Karin Orvis, and Nikki Dudley. Dr. Cortina holds regular research meetings to discuss students' current research efforts. Dr. Cortina is currently overseeing the dissertations of Eric Barger, Jeff Beaubien, Tara Carpenter, Kara Incalcaterra, Dalit Lev-Arey Margalit and Mike Ingerick.


This past SIOP, Dr. Cortina gave a speech identifying the pitfalls that we as I/O psychologists need to be wary of. The speech was part off his receiving the Ernest J. McCormick Early Career Contributions development of training materials explaining Federal examination procedures. These materials will be administered to agencies government-wide. We have developed a step-by-step instructor's manual, a student's manual, and the presentation materials that will be administered to participants in the training program.

While the evaluation and the development of training materials were our major projects this past year, we also were responsible for designing the architecture of a website. As part of the competency-based qualifications initiative we designed a website to provide agencies with information on the use of competencies. We were the leaders on this project and were responsible for meeting and corresponding with a contractor in order to get a working infrastructure of the website.

Our experiences working in OEP have not only provided us with increased knowledge of I/O practices, but they have also provided us with an operational perspective and exposure to policy and law. From our experiences at OEP we have strengthened both our written and oral communication skills. We have learned how to communicate and express ideas to managers. Additionally, our coursework from GMU has prepared us to actively participate in discussions at work regarding applicant testing, assessment strategies, and scoring procedures.

Working at OPM has also provided us with a unique opportunity to attend work-related events outside the office. We were recently given the opportunity to hear President Bush speak at Constitution Hall regarding the newly established Department of Homeland Security. The President spoke to hundreds of Federal employees, emphasizing the important role they would play in the development of the Department of Homeland Security. This is definitely a unique opportunity that was unforgettable. It is not everyday you get to hear the President speak! We have also been given many opportunities to attend conferences and seminars regarding employment issues which have helped enhance our professional development.

Throughout it all, our supervisors and mentors have provided us with continuous support and guidance. Not only did we contribute to these projects, but we were also entrusted to take the lead on aspects of these projects. Throughout our experience working at OPM we have always been treated as equals. Since we work in a collaborative, teamwork environment our ideas and suggestions have always been valued.

Overall, working at OPM has been a very rewarding experience. Since we are employed under the Cooperative Education (co-op) Program we are also entitled to receive full benefits. If you are interested in finding a co-op position with the Federal Government go to www.USAJobs.opm.gov and click on Student Jobs. Additionally, anyone interested in obtaining a co-op position at OPM can contact either Christine Halpin (chalpin@opm.gov) or Erin Hardin (eeardin@opm.gov).

IMPORTANT ANNOUNCEMENT!!!

Let's face it, the use of paper is slowly becoming a thing of the past. Most people do not mail letters to each other when they can just send an email. Some people even read the paper online (see where I am going?)

The I/ON has been on the IOPSA website for the last two years. Due to our ever-growing mailing list and our ever shrinking budget, we will be distributing fewer paper copies of the I/ON. For those people who wish to receive copies of the I/ON via the internet through email, we ask that you please email us at ion@gmu.edu. We personally enjoy the Internet version because pictures are in color and soon animation will be incorporated. We thank you in advance for your response.

(Continued on page 14)
(Spotlight on...Our Faculty continued from page 13)

Award at SIOP 2001 for his outstanding contributions to the field of I/O psychology. More recently Dr. Cortina has been named an Associate Editor of Journal of Applied Psychology. For the academic year 2002-2003 he will serve as interim director of the I/O psychology department at GMU.

Dr. Cortina prefers to foster a level of independence in the students he works with. He believes this independence, starting early in the student's graduate career, helps to foster original research ideas and promotes students' self-confidence to take their own views. He enjoys a close one-on-one relationship with all of the graduate students he works with.

Outside of the office, he can be found on the golf course, racquetball court, or settling down for a game of bridge. He has also been known to throw a very nice and relaxed party at the end of each semester. If you would like to contact Dr. Cortina his email address is jcortina@gmu.edu.

Dr. Ted Gessner

Graduated from University of Maryland with his doctorate in 1971. Dr. Gessner's research interests include measuring sense of humor and studying the personality correlates of destructive behavior. More specifically, he has been collecting data on employee ratings of supervisors' sense of humor to examine organizational differences in the sense of humor displayed by supervisors and its influence on employees. Additionally, he has been investigating the moderating effects of sense of humor on occupational stress in occupations with intermittent periods of high stress (i.e., paramedics).

His work has appeared in the American Journal of Psychotherapy, Journal of Personality and Social Psychology, and Leadership Quarterly. Of his work Dr. Gessner's favorite publication is Riskind, J. H., Williams, N.L., Gessner, T.L., Chrosniak, L., & Cortina, J. (2000). The looming maladaptive style: Anxiety, danger, and schematic processing. Journal of Personality and Social Psychology, 79, 837-853. Dr. Gessner envisions new students taking an active role in collecting data for a study that has already been designed as well as playing an important role in the management and preliminary analysis of that data. He also expects new students to become familiar with literature relevant to the study, and to participate in the preparation of any conference presentations and publications the study produces.

If you would like to contact Dr. Gessner his email address is tgessner@gmu.edu.

Dr. Lynn McFarland

Graduated from Michigan State University with her doctorate in 2000. Dr. McFarland's primary research interests involve non-cognitive measurement (e.g., personality tests and interviews), explanations for subgroup differences in both cognitive and non-cognitive selection measures, and faking in personality and biodata tests. Students she has been working with are Crystal Harold, Nikki Dudley, Cary Kemp, Deirdre Lozzi, Eric Odin, Luciano Viera, Jr., and Janet Yun.

Currently, Dr. McFarland and her students are examining applicants' verbal and non-verbal impression management use in interviews. Her research group is also examining potential explanations for gender differences in math test performance. Finally, she is examining the stability of work performance over several years and how changes in performance affect the validity of cognitive measures.

Dr. McFarland's work most prized article is McFarland, L.A. & Ryan, A.M. (2001). Variance in faking across non-cognitive measures. Journal of Applied Psychology, 85, 812-821. Dr. McFarland's advice for incoming MA and PhD students is to become heavily involved in research in multiple areas as soon as possible. Further, she advises students to recognize that their professional careers begin in graduate school. The level of professional excellence the student aspires to in graduate school sets the tone for his or her entire career.

Her free time outside of I/O currently involves riding a Harley and working on her brand new "top of the line" computer. She will be on sabbatical this semester so if you would like to contact her the best method is through her email address which is lmcfarla@gmu.edu.

Dr. Rob Ployhart

Dr. Ployhart completed his MA at Bowling Green University and his doctorate at Michigan State. His research interests include personnel selection, modeling latent job performance, statistics and measurement, and organizational justice.

Students currently doing research with Dr. Ployhart include Brian Holtz, W. Ben Porr, Crystal Harold, Luciano Viera, Jr., Katie Baughman, Janet Yun, Deirdre Lozzi, Brian Griebentrog, and Cary Kemp.

In the future, Dr. Ployhart plans to conduct a lab study examining psychological reasons for differences between web and paper-and-pencil measures of noncognitive constructs; investigate the uses and abuses of ANCOVA in organizational research; some Monte Carlo work on growth modeling via RCM and LGM; and examine individual differences in perceptions of justice violations in selection contexts.

His most prized published article is Ployhart, R.E., & Hakel, M. D. (1998). The substantive nature of performance variability: Predicting interindividual differences in intraindividual performance. Personnel Psychology, 51, 859-901. For the article, Dr. Ployhart spent an entire summer teaching himself latent growth modeling, HLM, proc mixed, and longitudinal statistics. He worked on the data for four months straight.

Dr. Ployhart loves to work at GMU because of the energy, excitement, and action! And, to be able to say "I work with the Line Dancing Champion of the World!" This summer, "I flew an airplane, spent a week in New Orleans, ordered a brand new 2003 100th year Anniversary Harley, tried to sell every bike I owned, and killed almost all of the grass in the front yard."

If you would like to contact Dr. Ployhart, the best way to reach him is through email at rployhar@gmu.edu.

Continued on page 16)
(New Students continued from page 12)

What are your hobbies/what do you like to do in your spare time?
My favorite hobby is swimming

What skills do you feel you can bring to the program?
I am very excited that I have been accepted into the Master’s program, and I believe that my hard work, my excitement for learning new things, along with my enthusiastic and energetic personality are the main factors that will enhance my contribution to the program.

Masayu Ramli

Where are you from? Where did you complete your undergraduate degree?
I'm originally from Malaysia. My family immigrated to the U.S. when I was 10 years old. After moving around for a few years, we settled in Savannah, GA. This is where I call home. I graduated from the University of Georgia in 1998 with a degree in Psychology.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?
I enrolled in an I/O Psychology class taught by one of my favorite professors, Dr. Karl Kuhnert, and I immediately became fascinated with the field. I love psychology, and I've always seen myself as a businesswoman. I figured a career in I/O Psychology would be a good way to combine the two. My current research interests include selection, job satisfaction, and work-family issues.

What are your hobbies/what do you like to do in your spare time?
In my free time, I like to watch the Travel Channel and daydream about the places I would like to visit. I also like to read, spend time with friends, and go shopping.

What skills do you feel you can bring to the program?
After I graduated from college, I worked in the private sector for three years. From this experience, I learned the skills required for being successful in the "real world" and the importance of professionalism. In addition, I was involved in various research projects as an Extended Studies student at Mason last year. I learned valuable research skills that will help me in my graduate studies.

Melissa Schuessler

Where are you from? Where did you complete your undergraduate degree?
I'm from Goldsboro, NC. I graduated from the University of North Carolina - Chapel Hill.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?
My undergraduate degree was in psychology and while working with PricewaterhouseCoopers (PwC) I became interested in the psychological relationships of the workplace, (i.e. between team members and team leaders or between the company and the clients). I also was intrigued from the organizational side of how to improve processes and performance of companies. The senior partner of my project is an I/O psychologist and through my work with her, I became interested in this field. This field has the combination of psychology and business aspects which hits on both of my main interests. I am interested in several different research areas, mainly from the organizational standpoint since my work at PwC centers around measuring and improving an organization’s performance. One other interest I have outside of my work at PwC is in the cross-cultural influences on workplace diversity and team performance, leadership and effectiveness.

What are your hobbies/what do you like to do in your spare time?
I like to travel, read, and play piano.

What skills do you feel you can bring to the program?
Analytical, technical, teamwork, and communication.

Gavin Stevens

Where are you from? Where did you complete your undergraduate degree?
I was born and raised in the Fairfax area, but have lived in California, Utah, Tennessee, and Bolivia for short periods in my life. I received my undergraduate degree in Psychology at GMU.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?
I became interested in I/O Psychology my senior year at GMU. I knew a few friends already in the field who introduced me to some of the issues I/O psychologists address, which led me to discover a new realm of research opportunities. My research interests include team performance, leadership, cross-cultural integration, and variables associated with maximum workforce efficiency/productivity in general.

What are your hobbies/what do you like to do in your spare time?
My hobbies include soccer (actually, I only coach right now until I get knee surgery), basketball, snowboarding, outdoor activities (nature rules!), music (piano and guitar), reading (that just sounds good), and traveling. Sometimes I just like a good movie.

Abigail Toner

Where are you from? Where did you complete your undergraduate degree?
I am from Long Island, NY (West Babylon). My undergraduate degree is from the University of North Carolina - Chapel Hill.

How did you become interested in I/O Psychology and what made you decide to pursue an advanced degree in this field? What are your current research interests?
Unfortunately I can’t remember. It was before I even went to college. I think the combo of psychology and business interested me. I did not want to become a clinical psychologist, but I find social psychology fascinating, and it’s a lucrative way to put this interest to work. I can use psychology and still be in a business setting with out the business degree. P-O fit is my favorite topic.

What are your hobbies/what do you like to do in your spare time?
Dance, try different foods (I try to go to a different international restaurant at least once a week), I just started to learn about computer security and find that interesting, read, work out, sing.

What skills do you feel you can bring to the program?
I already have an applied I/O background with surveys, training, focus groups, etc., so I can easily help people see where the classes we take apply to real life. I have also taken a few classes before entrance into the program and have some insight as to how the program works. I work really well with other people, so for group work, I’m a plus.

Unfortunately the following MA students could not be reached by the time this issue went to press: Amber Beam and Julisara Mathew. We looked forward to learning more about these individuals in the next issue of the I/ON.
Special IOPSA Announcement: 
Search Launched for 2003 IOPSA 
Distinguished Alumni Award Winner

Two years ago, IOPSA established a special Distinguished Alumni Award to honor our alumni (MA or PhD) who have significantly contributed to I/O psychology, our program, and its students. Dr. Robert Kilcullen, of the Army Research Institute, was our 2001 award winner. Our 2002 award winner was Dr. Deborah Whetzel, currently of Caliber Associates. IOPSA is pleased to announce the start of the search for the 2003 honoree of the Distinguished Alumni Award.

The Distinguished Alumni Award is an annual award conferred by current GMU students on alumni who best meets the following criteria:

- Exemplifies best practices in research and/or application of I/O psychology.
- Achieves distinction through his/her professional contributions (i.e., publications, presentations, awards).
- Demonstrates exceptional mentoring and/or advisory efforts with current and/or former students.
- Contributes significantly to students’ professional development through the establishment of internships and/or employment-related opportunities.
- Involvement with IOPSA-sponsored initiatives and activities.
- Active in professional, educational, and/or honorary associations (i.e., SIOP, APA, AoM).

Award winners receive a plaque and a small gift of appreciation (along with many heart-felt thank you’s from our students). Additionally, winners will be recognized at GMU’s annual SIOP reception, and in the I/ON.

Nominations are solicited from current students and faculty. An IOPSA committee comprised of current students selects the winner based on an evaluation of nominees using the above criteria.

Details regarding the nomination process will be distributed to current students and faculty in September. A formal announcement of this year’s winner will be made in January 2003.

If you are a current student interested in serving on this year’s committee or have any questions pertaining to the award, please contact Mike Ingerick at mingeri1@gmu.edu.

IOPSA Listserv

The IOPSA Listserv is open to current GMU students and faculty as a means to facilitate communication among members of our I/O program. You can subscribe to the IOPSA listserv by sending an e-mail to the following address: listproc@gmu.edu. In the body of the message, simply type, “subscribe IOPSA [your name].” Then hit “send”.

Once you have subscribed to the IOPSA Listserv, you can post messages to the listserv. To post a message, address your e-mail to IOPSA@gmu.edu. Fill in any subject you like, and type your message as usual. Be sure that the message is coming from the account you subscribed under.

IMPORTANT: Please remember that any messages sent (or forwarded) directly to IOPSA will go to everyone who has subscribed to IOPSA. If you have any questions, please e-mail Brian Holtz at bholtz@gmu.edu.

(Spotlight on… Our Faculty continued from page 14)

Dr. Steve Zaccaro

Dr. Zaccaro completed his doctorate at the University of Connecticut in 1981.

Dr. Zaccaro’s research interests include leadership, leader development, leader-team interfaces, team performance, and multi-team systems. Students currently doing research with Dr. Zaccaro include Paige Bader, Deanna Banks, Lisa Boyce, Gonzalez Ferro, Patrick Fleming, Kara Incalcaterra, Cary Kemp, Sean Marsh, Kara Orvis, Andi Rittman, Steve Ruth, and Gabrielle Wood. "We are working on one project that assesses leader adaptability, leader career development, and leader attributes. In another project we are developing training and development interventions to grow particular leader attributes. In still other projects, we are examining (a) training design and leader adaptability, (b) team mental models, (c) vision and organizational leadership, and (d) leader self-development. These projects will be our main focus for the next few years.”

Dr. Zaccaro has edited and contributed to books in the area of leadership. He says these books are his most proud accomplishment. One book we suggest reading would be “The Nature of Executive Leadership: A Conceptual and Empirical Analysis of Successs.” He also has articles published in the Journal of Applied Psychology, Academy of Management Review, Leadership Quarterly, Organizational Research Methods, and Personality and Social Psychology Bulletin.

He loves working at GMU because of the quality of the program and the commitment of the students. His summer consisted of working on several research projects, teaching a class, and dancing at 3 country-western dance competitions.

The best way to get in touch with Dr. Zaccaro is through email, which is szaccaro@gmu.edu. I suggest putting “Country line dancing tournament” in the subject line.

I/ON - GMU’s I/O Network

Dr. Zaccaro showing his stuff to some of the Z-group members. (from left) Andi Rittman, Paige Bader, and Cary Kemp.
Alumni Updates

By Crystal Harold

The goal of the Alumni Updates column is to keep current students and faculty informed as to the happenings of our esteemed alumni. To all of the alumni out there, please send any exciting news and updates you would like included in the upcoming editions of the I/ON to charold@gmu.edu. For those of you moving please send us an email at ion@gmu.edu to let us know where you will be living. This way you will be sure to receive your I/ON and your fellow GMU colleagues will also know where to find you.

First, kudos to Dr. Deborah Whetzel for winning the 2003 IOPSA Distinguished Alumni Award.

On the Move…

I’m happy to report that many of our newest MA alumni from the class of 2002, have recently found employment throughout the D.C. Metro area and beyond. Tyler Maxey has begun working at HumanR as an Organizational Development Consultant, specializing in web-based survey design. Farrasha Jones is currently at Caliber Associates, working in their Quality of Life Research Group conducting program evaluations and needs assessment for the Military. Amy Harvey has taken a position with American Institutes for Research (AIR) as a Research Associate. Amanda Gilbert has just started a new job at Computer Sciences Corp, working as an Employee Development Specialist. Chris Silipigno has opened his own consulting firm, CAS Management Consulting, in Saratoga NY. He has recently been working with Encore Paper and Atkins Training and Development on a leadership assessment and development project. Chris has also been doing some pro bono work for the State of New York’s Department of Domestic Violence (DDV). In addition, Chris has recently been voted onto a local charter airline’s board of directors. Good luck in your new positions!

New Additions…

Congratulations are due to our new and expecting parents. Dr. Marissa Russo (formerly Marisa Diana) is expecting a baby, due the end of December. Dr. Gilad Chen and wife Terri, are happy to report the newest addition to the Chen household. Baby girl Dalia was born on June 8th, 2002 (see picture to the right).

Kudos to Lori Boyd, Maggie Collins, Jamie Donsbach, and Debbie Ford for their recent contributions to the annual IPMAAC conference in New Orleans, LA.

Publications from our Alumni…

Recent and upcoming publications of our alums include the following:


Last but not least we would like to report some very sad news. John Hempstead of the MA class of 1978 passed away recently. Everyone here at the I/ON sends their condolences to his family and friends.
The Consortium Research Fellows Program, founded in 1981, is a unique educational and research partnership that focuses on the training and development of young scientists. The Fellows Program collaborates with the twelve Consortium universities and colleges in this area. Over the past ten years, George Mason’s I/O program has played an important and impressive role in the partnership. With this donation, we express our deep appreciation of a program with which we are proud to collaborate. For more information on the Consortium Fellows Program please contact the Director, Dr. Robert S. Ruskin (ruskin@ari.army.mil).

PDRI, the premier research and consulting firm in the field of industrial/organizational psychology, designs, develops, and implements human resource systems based upon recent advances in the behavioral sciences and the highest principles of professional practice.

PDRI’s Washington DC area office is located at 1300 Wilson Boulevard, Suite 1000, Arlington, VA 22209. If you would like more information about PDRI visit our website at www.pdri.com, or contact Elizabeth Marino at (703) 812-3081.

Since its inception in 1951, HumRRO has maintained a solid reputation for enhancing the effectiveness of our clients’ human resources. HumRRO’s professional staff is dedicated to the application of state-of-the-art scientific principles and technologies to improve individual, team and organizational performance. If you would like more information about HumRRO, please contact Dr. Beverly Dugan at (703) 549-3611 or bdugan@humrro.org.
HumanR is a leading provider of organizational development services and enterprise performance management software tools. The company has core competencies in employee and customer surveys, performance management, developmental assessment and training.

HumanR’s office is located at 6 Pidgeon Hill Drive, Suite 300, Sterling, VA 20165. If you would like more information about HumanR, please visit our website at www.humanr.com or contact Mary Saily at 703-450-1101.

CPS Human Resource Services has been the nationwide test administration and selection services expert for Public Agencies for over 65 years. CPS has extensive experience in coordinating occupational tests and licensing and certification exams. The knowledgeable and resourceful team of industrial organizational psychologists provides professional and innovative technology for all human resource services including assessment centers, organizational development, performance management, recruitment, selection and more. If you would like additional information about CPS Human Resource Services, please contact Dr. Bruce Davis at 1-800-822-4277 or Bruce@cps.ca.gov.

GMU’s Friends and Supporters Program

We gratefully acknowledge the generous support of our Friends and Supporters. Their support is instrumental to the publication of our newsletter, the I/ON, and to other IOPSA-sponsored initiatives.

Information on Friends and Supporters can also be found on our website at: www.gmu.edu/org/iopsa/friends.htm. If you would like to become a Friend and Supporter of GMU’s I/O students, please contact Eric Odin at eodin@gmu.edu. You may also download information and forms from the website. Thank you!
GMU 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 Arts and Sciences, Daniele Struppa, Dean. For further information on the I/O Program, please contact Dr. Jose Cortina at (703) 993-3074 or jcortina@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

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 ion@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, Lisa Boyce, and Nikki Dudley.

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.

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