Spotlight on... Our Faculty

By Eric Odin and Janet Yun

Fall is almost upon us, and so is the start of the academic year at GMU. To help orient our incoming students, we interviewed the faculty to get the latest on their research interests, publications, expectations of new students, and hobbies outside of I/O. Here are our findings...

Dr. Louis Buffardi
Associate Professor of Psychology
Kansas State University, 1970

Dr. Buffardi’s research interests center around work and family issues. More specifically, he is interested in how work/family issues relate to organizational outcomes such as perceived organizational support, employee job satisfaction, organizational citizenship behaviors, and quality of work-life. He is currently undertaking a comprehensive study examining quality of work-life issues involving GMU employees. Dr. Buffardi and Dr. Carol Erdwins (from GMU’s Clinical Psychology program) hold a weekly research meeting to discuss work and family-related research.

In August, Dr. Buffardi made a presentation on child care issues and employee work attitudes at the 61st Annual Academy of Management Conference in Washington, DC. For the presentation, Dr. Buffardi reported on work attitude data gathered in three different studies from the U.S. Office of Personnel Management (OPM). Additionally, Dr. Buffardi co-authored several presentations for the recent American Psychological Association (APA) conference with several current (Sidney Fisher) and former students (Morgan Morrison, Dr. Allison O’Brien, Dena Papazoglou).

Dr. Buffardi recently published a paper in the Journal of Applied Psychology. The paper investigated the relationship between ability requirements and human error in job tasks. The paper was co-authored with Dr. Ed Fleishman, and two former students, Drs. Ray Morath and Patrick McCarthy. Data for the paper was collected from a series of studies funded by the Nuclear Regulatory Commission (NRC). His work has also appeared in American Psychologist, Science, The Industrial-Organizational Psychologist (TIP), and Family Relations: Interdisciplinary Journal of Applied Family Studies.

Dr. Buffardi expects that students in the I/O program display great enthusiasm for the field and its intellectual challenges. He believes that the best students universally have such enthusiasm, which in turn enables them to achieve recognition from both the faculty and their peers.

Most of Dr. Buffardi’s free time is spent rooting for the New York Yankees, as well as for GMU’s basketball team. He and his wife also enjoy the performing arts, having been subscribers to GMU’s Center for the Arts since its inception.

(see “Faculty” on page 5)

Spotlight on... Dr. Rob Ployhart

By Janet Yun

GMU extends a warm and enthusiastic welcome to the newest addition to our faculty, Dr. Rob Ployhart. Dr. Ployhart is a graduate of Michigan State University and a winner of the SIOP 2001 S. Rains Wallace Dissertation Award. He is a significant contributor to research on applicant reactions, situational judgment tests, and customer service behaviors. Students and faculty are excited and looking forward to working with him. It is my pleasure to introduce you to Dr. Rob Ployhart.

Where did you grow up? What did you want to be while you were growing up?

I grew up on a farm in North Dakota, about 5 miles north of Fargo (where most of the state’s population lives). The town that I actually went to school in was Argusville, and it had about 100 people who lived in it. In high school, I either wanted to be an engineer or a classic auto restorer/customizer. Well, I really wanted to race motocross motorcycles, but I did have some sense of reality!

(See “Dr. Ployhart” on page 4)

Table of Contents

| Spotlight on...Our Faculty | 1, 5, 10 |
| Spotlight on...Dr. Rob Ployhart | 1, 4 |
| A Word from the Editor | 2 |
| What's New at GMU? | 2 |
| IOPSA Action | 2 |
| Who's Who at GMU? | 3 |
| Welcome New PhD Students | 4, 6 |
| Partners in Education: PDRI | 7 |
| Pictures from SIOP Reception | 8-9 |
| You Might be a Grad Student If | 9, 14 |
| IOPSA Announcement | 11 |
| IOPSA Listserv | 11 |
| Welcome New MA Students | 11-12 |
| Alumni Updates | 12-13 |
| A Word from Our Alumni: C. Shawn Burke | 13-14 |
| A Dose of Humor | 14 |
| Friends and Supporters Page | 15 |
A Word from the Editor

By Mike Ingerick

Greetings everyone and welcome to the first issue of the I/ON newsletter for the 2001-2002 academic year! I would like to take the time to thank the past I/ON editors: Dr. Marisa Diana, Dr. Stephanie Payne, Lisa Boyce, and Nikki Dudley. Their hard work, advice, and efforts on the newsletter have helped to make my transition to editor an easy one. Also, I would like to thank all the contributors to this issue (and future issues to come). Their contributions are greatly appreciated.

In this issue you will find: information on GMU’s I/O faculty (see page 1); an interview with our newest faculty member, Dr. Rob Ployhart (see page 1); introductions from our incoming M.A. (see page 11) and Ph.D. students (see page 4); IOPSA’s plans for the upcoming school year (this page); two pages worth of pictures from our 4th annual SIOP reception (see pages 8-9); updates from our current students and faculty (see page 3); words of wisdom from one of our alumni, Dr. C. Shawn Burke (see page 13); and the comedic stylings of Patrick Fleming (see page 14). Additionally, there is a new column on alumni updates (see page 12). This will be a regular feature and will contain professional and personal updates from our many alumni. If you have any updates you would like to share see the column for contact information.

This should be an exciting year for the newsletter. A number of informative features are in the planning stages, as well as a new layout. Stay tuned.

If you have any questions, ideas for features, or are interested in contributing, please e-mail me at ion@gmu.edu. I look forward to hearing from you!

What’s New at GMU?

By Sidney Fisher

The registration process for PSYC 998 and 999 will change beginning Fall 2001. Starting in the Fall, students will be able to register for 998 through the 4GMU phone registration system. To be able to register, students will need a call number and a PIN. If you have questions about registration procedures and call numbers for psychology, please call 993-1548. To begin the process of registering for 999, send an e-mail to casdiss@gmu.edu.

Dr. Richard Klimoski has been tapped by to serve as the acting dean of GMU’s School of Management. During his tenure as acting dean, Dr. Debbie Boehm-Davis will assume responsibility for directing the Applied-Experimental Program and Dr. Steve Zaccaro will direct the I/O program.

The following are important dates for the Fall 2001 semester:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Day of Classes</td>
<td>August 27</td>
</tr>
<tr>
<td>Labor Day (University Closed)</td>
<td>September 3</td>
</tr>
<tr>
<td>Last Day to Drop Classes with No Tuition Liability</td>
<td>September 5</td>
</tr>
<tr>
<td>Last Day to Add Classes</td>
<td>September 11</td>
</tr>
<tr>
<td>Last Day to Drop Classes</td>
<td>September 28</td>
</tr>
<tr>
<td>Columbus Day Recess</td>
<td>October 8-9</td>
</tr>
<tr>
<td>Thanksgiving Recess</td>
<td>November 22-25</td>
</tr>
<tr>
<td>Last Day of Classes</td>
<td>December 8</td>
</tr>
<tr>
<td>Reading Days</td>
<td>December 10-11</td>
</tr>
<tr>
<td>Exam Period</td>
<td>December 11-19</td>
</tr>
</tbody>
</table>

Note that Dr. Steve Zaccaro’s seminar on leadership (PSYC 739) has moved to Robinson B205.

It is never too early to start thinking about funding for conference-related expenses. Information about the Graduate Student Travel Fund (including application and procedures) can be found at http://www.gmu.edu/org/gstf/index.html. There are five application deadlines for the 2001-2002 academic year. They are: September 14th, November 16th, January 25th, March 8th, and April 26th.

IOPSA Action

By Crystal Harold

Welcome back to returning students and a warm welcome to all our incoming M.A. and Ph.D. students!

Before I discuss some of our plans for the upcoming semester, I would like to briefly introduce the 2001-2002 IOPSA officers. They are:

- President: Crystal Harold
- Vice President: Karin Orvis
- Treasurer: Nikki Dudley
- Secretary: Brian Lappin
- Social Chair: Brian Griepe
- Social Chair: Mike Ingerick

With the school year now underway, the new IOPSA officers have been hard at work finding ways to continue in the footsteps of our predecessors. The Mentor-Mentee program returned for its third year for the Doctoral students, and second year for the Masters students. The purpose of this program is to assist the incoming students with their transition to graduate school. To facilitate this, mentors and mentees were provided with each other’s contact information over the summer. Doing this enabled students to not only to start getting to know their future colleagues, but also help incoming students prepare for the upcoming school year.

Additionally, IOPSA has been planning the Mentor-Mentee dinners. These dinners provide current and incoming students the opportunity to meet one another and put faces to the names we have been hearing so much about over the past few months. I would like to thank everyone who helped in the planning of these dinners. We look forward to seeing everyone!

As in years past, IOPSA is planning a series of “Brown Bags”, at which students will be able to learn more about internship and job opportunities throughout the area. We hope to maintain and strengthen our relationships with many of the local organizations, thereby increasing internship and employment opportunities for our students. The “Brown Bags” will also give students and faculty a chance to showcase and receive feedback on their research.

One of the primary goals of IOPSA is to aid in the professional development of our students. But all work and no play...so, we are planning to organize a number of social events throughout the school year. These events will give students a chance to unwind and interact in a more relaxed atmosphere. Our annual Fall “kick-off” picnic will be coming up in September.

We are really excited about making this school year a success for everyone. Your comments, suggestions, and feedback will be greatly appreciated. If you have any ideas for professional and/or social events or if you want to get more involved in IOPSA, please let any of the officers know.

Enjoy the semester!
Who’s Who at GMU?

By Karin Orvis

We enthusiastically acknowledge our current students and faculty members’ achievements. If you would like to acknowledge someone, please email us at ion@gmu.edu.

Congratulations are in order for Brian Griepentrog and Krissy Fischer who were married July 30th in a ceremony in their hometown of Wauwatosa, WI. Brian and Krissy celebrated their union with a Grand Cayman honeymoon. We wish you both the very best!

Kudos to Dr. Lee Kiechel-Koles who successfully defended her dissertation entitled “The Impact of Feedback-Induced Self-Attention on Antecedents of Team Performance” on April 24, 2001.

On April 25, 2001, Dr. Alison O’Brien successfully defended her dissertation entitled, “Disposition, Control Perceptions and Satisfaction with Life and Job.” Dr. O’Brien is currently a visiting assistant professor in GMU’s School of Management. Congratulations Alison!

Karin Orvis has been awarded the 2001 Outstanding Graduate Teaching Assistant Award by GMU’s Psychology Department.

The following students and faculty should be commended for their contributions at professional conferences this summer.

Contributors to this year’s Academy of Management (AOM) conference held in Washington D.C. are as follows:


In addition, Dr. Jose Cortina chaired the Junior Faculty Consortium for the HR division and Dr. Louis Buffardi was an invited panelist for the workshop: “Building and Rejuvenating Research: Developing Cross-generational, Cross-national, and Cross-disciplinary Research Ties.” Dr. Richard Klimoski chaired the symposium titled, “Team Boundary Management:

I/ON – GMU’s I/O Network

New and Eclectic Models and Theories.” He also served as a Facilitator for the paper session titled, “Older Workers and Disabled Workers: A Look at Two Underutilized Groups,” and was one of the coordinators for the “All-Academy Reception: Cabaret and Conversation.”

Several GMU students and faculty also presented at this summer’s American Psychological Association (APA) conference in San Francisco, CA. Presenters included Dr. Louis Buffardi, Sidney Fisher, Crystal Harold, Morgan Morrison, Dr. Alison O’Brien, and Dena Papazoglou.


Congratulations are also in order for Dr. Buffardi, Sidney Fisher, Tom Goddard, George Hammer, Andi Rittman, Dr. Alison O’Brien, and Dr. Rob Ployhart who presented at other conferences held this summer. Dr. O’Brien, Sidney Fisher, Dr. Buffardi, and Carol Erdwins presented, “Measuring Child-Care Satisfaction: Further Evidence for a Five-Factor Scale,” at this year’s American Psychological Sciences (APS) Conference held in Toronto. Tom Goddard presented, “Comply With What? Using an Integral Philosophy to Redefine the Task of Compliance” and “Class Certification in Suits Against Managed Care Plans” at the 12th Annual Managed Care Law Conference of the American Bar Association and the American Association of Health Plans. George Hammer presented, “An Assessment of a U.S. Environmental Protection Agency Information Technology Unit: Aiming for Optimal Future Performance,” at the Portland International Conference on Management of Engineering and Technology. Andi Rittman presented, “Institutionalizing the Assessment of Graduate Education,” with Dr. Ruth Green at this year’s American Association of Higher Education Assessment Conference held in Denver, CO. Dr. Ployhart presented, “Enhancing Customer Service Through the Assessment of Noncognitive Attributes,” at the Human Resources Research Organization 50th Anniversary Conference held in Washington, D.C.

Additionally, two of our incoming M.A. students, Evan Brownstein and Gabrielle Tarmy, contributed to presentations made at the Christian Association for Psychological Studies (Richmond, VA) and the Virginia Academy of Science (James Madison U, VA) conferences, respectively.

Last, but not least, we’d like to extend our congratulations to several current students and recent grads with summer publications. Congrats Dr. Wendy Casper, Lisa Donahue, and Dr. Alison O’Brien.


Drs. Steve Zaccaro and Richard Klimoski recently edited and contributed to a book from the SIOP Frontiers Series on organizational leadership. Deanna Banks and recent graduate, Dr. Lee Kiechel-Koles also contributed to chapters in the book. Great job everyone! Keep up the hard work.
Welcome New PhD Students!

By Nikki Dudley

This year, GMU’s I/O faculty and students are proud to introduce six new additions to our Ph.D. program. With the brief interviews to follow, we hope to give you a glimpse into each of their lives.

Please extend a warm welcome to our new doctoral students, Kathryn Baughman, Brian Holtz, Carolyn Kemp, Jessica Rice, Marilee Vagalebre, and Luciano Viera.

Kathryn Baughman

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

I am from Jacksonville, Florida. I completed my undergraduate degree at the University of Georgia in May 2000.

What did you want to be when you were a kid?

At that time, I wanted to become an obstetrician.

How did you become interested in I/O and choose GMU?

In college, I had an excellent professor, Dr. Karl Kuhnert, for a class entitled, “Psychology of the Workplace.” My enjoyment of this class led to further interest in this area. I chose GMU because my professors spoke highly of the program. In addition, I liked GMU’s location and the opportunity it offered to gain teaching experience. In terms of research, I am currently interested in leadership as well as work-family issues.

What do you like to do in your spare time?

I like to eat, talk, run, and read cheesy romance novels.

Where do you see yourself in 5 years? In 10 years?

In five years, I will be finishing up my Ph.D. In ten years, I see myself happily married with children teaching at a college in a small town.

Brian Holtz

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

I was born in Michigan. I completed my undergraduate degree at Portland State University in June 2000.

What did you want to be when you were a kid?

I wanted to be a defensive back for the Seattle Seahawks.

How did you become interested in I/O and choose GMU?

I stumbled upon I/O while taking a lower level psychology course. I chose GMU in part due to the faculty’s reputation and in part due to the opportunities available in the DC area. In terms of research, I am interested in selection issues.

What do you like to do in your spare time?

In my spare time, I enjoy mountain biking, hiking, camping, trail running, as well as participating in other sports.

Where do you see yourself in 5 years? In 10 years?

In five years, I will be finishing up at GMU. Ten years from now is just too far ahead for me to plan. Although whatever it is, it will most likely involve paying off student loans!

(See “PhD Students” on page 6)

How did your interests in I/O psychology develop?

I took an introductory I/O class my second year of college. For years I had worked as a foreman on my parent’s small excavating and water blasting company. The work was physically demanding and required really long hours (anywhere from 12-18 a day). Most of the people I worked with were young and employed part-time for the summer. Motivating them was a problem I faced on a daily basis, and nothing I seemed to do made much of a difference. The I/O class at least gave me some ideas to try the next summer, although I’m sad to say that my application of those theories didn’t make much of a difference. But it was that class coupled with my work experience, that got me interested in I/O.

What in particular are you looking forward to at GMU?

This one is easy--working with students and other faculty on research! I really enjoy working with students, whether it is my research or helping them conduct their own research. I believe that students should strive to be independent researchers, and I try to help them accomplish that goal.

What will you be teaching at GMU?

At the graduate level, a course on applied decision-making. I intend for the first 1/3 of the course to be all theory and basic research, and the remaining 2/3s to be devoted towards exploring applications of this research. It’s going to be a great class and I’m really excited to teach it! I will also be teaching an undergraduate class on training and development in the Fall and Spring.

Please give us some details about your current and future research pursuits.

Once my lab is set up, I’m going to be manipulating different characteristics of tests to understand how they contribute to perceptions of face validity/job-relatedness. We keep telling people that they should make tests more face valid, but we haven’t done a very good job of saying, specifically, the best way to accomplish this. I’m also going to be conducting some research on situational judgment tests (SJTs) and customer service performance: the goal is to determine whether creating more “high-fidelity” SJTs improves the measurement of service orientation. My guess is that it will, but understanding why is the real question. I may also conduct a study on how test feedback relates to applicant reactions, and what kinds of people benefit from different types of feedback.

What are your interests outside of I/O? (If you had a free I/O-less Saturday, what would you do?)

Most of my free time is spent with my wife; we have started about a million home renovation projects (a few of them are actually done). When we’re not doing that, we ride motorcycles. I have been into Harleys for a long time, and try to put on about 5,000 miles a year on my bike (my goal is the 10,000 mile summer, but it has never happened). I really like working on bikes and cars, and I have a ’65 GTO that I bought for restoration about 14 years ago that I’m looking forward to working on again.

Upcoming 2001-2002 Conferences

12th Annual International Conference on Work Teams in Dallas, TX September 10-12
33rd Annual IOOB Conference in Tampa, FL March 1-3
17th Annual SIOP in Toronto, Canada April 12-14
14th Annual APS in New Orleans, LA June 6-9
**Dr. Jose Cortina**

Associate Professor of Psychology  
Michigan State University, 1994

Dr. Cortina is primarily interested in personnel selection research, and statistical and methodological issues. More recently, Dr. Cortina and several students (Nikki Dudley, Mike Ingerick, Dalit Lev-Arey, and Karin Orvis) have been developing a conditional reasoning measure of adaptability with help from Dr. Larry James and James LeBreton (U. of Tennessee). Dr. Cortina is also working closely with several students on research involving psychological contracts. Among others, he is working closely with Eric Barger, Karin Orvis, and Nikki Dudley. Dr. Cortina holds regular research meetings to discuss students’ current research efforts.

Dr. Cortina recently co-authored a book chapter on personnel selection with Dr. Neil Schmitt (MSU), Darin Wiechmann (MSU), and Mike Ingerick to appear in the Handbook of Psychology. Additionally, he has recently co-authored a paper with Dr. William Dunlap (U. of Tulane) and GMU Ph.D. graduate Dr. Gilad Chen on structural equation modeling, and is co-author on a paper in press at Psychological Bulletin with former student, Dr. Chuck Keill. Dr. Cortina’s work has appeared in the Journal of Applied Psychology, Journal of Management, Organizational Research Methods, and Personnel Psychology.

This past SIOP, Dr. Cortina was awarded the Ernest J. McCormick Early Career Contributions Award for his outstanding contributions to the field of I/O psychology.

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.

**Dr. Ted Gessner**

Associate Professor of Psychology  
University of Maryland, 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).

Recently, Dr. Gessner worked on a project with Dr. Jose Cortina and several professors from GMU’s Clinical Psychology program on the psychometric and predictive properties of a revised measure of looming maladaptive style (LMS). His work has appeared in the American Journal of Psychotherapy, Journal of Personality and Social Psychology, and Leadership Quarterly.

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.

**Dr. Robert Holt**

Associate Professor of Psychology  
University of Illinois, 1978

Dr. Holt’s research interests fall in the area of human cognition and social behavior. More recently, he has been involved in research projects modeling aircrew interactions, cockpit automation, pilot training, and web-based instruction.

Dr. Holt recently co-authored two chapters on resource management training to a book on improving teamwork in organizations. His work has also appeared in Human Factors, Journal of Applied Social Psychology, and Journal of Educational Research.

Dr. Holt recommends that new students come to graduate school with a motivation to learn, interest in the field, and a willingness to think flexibly. During their first year, he would expect students to collect and analyze data and write reports. Dr. Holt typically works in research teams with informal regular group meetings.

On the personal side, Dr. Holt is an accomplished single-engine pilot.

**Dr. Richard Klimoski**

Professor of Psychology; Director of the Center for Behavior and Cognitive Studies; Director of Applied Experimental Graduate Studies Program  
Purdue University, 1970

Dr. Klimoski’s current research interests revolve around group and team activities, especially: project team leadership; the interactions between project leaders and group members; staffing, recruiting, and development of team leaders and members; and a typology of project teams according to project parameters such as length of projects, level of risk involved, and business-to-business (B2B) requirements.

Dr. Klimoski is involved in several students’ dissertation projects. One project examines team and group issues, including the effects of feedback, its type and nature to group members, and the relation of this feedback to performance. Another project concerns an examination of the factors and processes involved in stereotyping and bias among group members, with its subsequent impact upon information sharing among the group. Several of the students Dr. Klimoski is working with are Lisa Donahue, Tom Goddard, Brian Griepentrog, and Kara Incalcaterra.

Dr. Klimoski is also heavily involved in several written work products, including chapters for I/O psychology texts, a publication with Dr. Ruth Kanfer (Georgia Tech) and Dr. Robert Lord (U. of Akron) regarding the role of emotions in work organizations, as well as a volume in a handbook series for I/O with Dr. Wally Borman (USF). Recently, Dr. Klimoski collaborated with Dr. Steve Zaccaro for a book on organizational leadership, and co-wrote a chapter on person perception in organizations with Lisa Donahue. He is also involved in the ongoing debate regarding the licensure of I/O psychologists. His work has appeared in the Journal of Applied Psychology, Personnel Psychology, Journal of Management, and Academy of Management Journal. Dr. Klimoski is a fellow of SIOP and the American Psychological Society (APS).

Dr. Klimoski’s expectations for students in the I/O program are high. In treating students as both colleagues and incipient professionals, Dr. Klimoski hopes and expects that students will be able to absorb the wisdom the program has to offer, as well
Carolyn Kemp

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

I was born and raised in Birmingham, Alabama. I have spent the last four years at Centre College in Danville, KY, where I completed my undergraduate degree in May 2001.

What did you want to be when you were a kid?

I wanted to be a veterinarian.

How did you become interested in I/O and choose GMU? What are your current research interests?

I realized I/O was the field for me while doing research in cognitive psychology last summer at the University of Florida. After visiting GMU, I knew it was my number one choice. The faculty showed genuine enthusiasm about their research and the graduate students were highly self-motivated and active within the department. Overall, it was very impressive! In terms of research, I am interested in work teams and leadership styles.

What do you like to do in your spare time?

I enjoy running. At the moment, I am training for the Marine Corps Marathon in October. I also love to play tennis, swim, and go hiking. At night, I like to go out on the town.

Where do you see yourself in 5 years? In 10 years?

In five years I plan to graduate with my Ph.D. and search for a job. In ten years, well, that is just too scary to think about.

Jessica Rice

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

I grew up in Albion, New York, which is a tiny village about halfway between Buffalo and Rochester. I graduated from Loyola College in Baltimore, Maryland, in May 2001.

What did you want to be when you were a kid?

When I was a kid, I wanted to be something different every week. However, I remember everyone telling me that with a name like Luciano Viera, Jr., I was going to be a lawyer. Go figure!

How did you become interested in I/O and choose GMU? What are your current research interests?

My professors suggested that I look into I/O because it aligned with my interests. I chose GMU because of the program’s flexibility. Also, I liked the people and the location. In terms of research, my main interest is leadership.

What do you like to do in your spare time?

I love to travel. I am addicted to the Discovery and Travel Channels.

Where do you see yourself in 5 years? In 10 years?

Besides having my Ph.D., I am uncertain because I do not know whether I will take an applied or academic route.

Luciano Viera

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

My family is originally from Puerto Rico, but I was born and raised in Brooklyn, New York. I graduated in June 2001 from York College, City University of New York.

What did you want to be when you were a kid?

As a kid, I wanted to be something different every week. However, I remember everyone telling me that with a name like Luciano Viera, Jr., I was going to be a lawyer. Go figure!

How did you become interested in I/O and choose GMU? What are your current research interests?

I became interested in I/O after taking some I/O courses as an undergraduate. Two management courses further piqued my interest. I chose GMU mainly because of the honesty and genuine excitement exhibited by the students and faculty during my interactions with them. In terms of research, my current interests include the measurement of personality, adverse impact in testing, and the dynamics of the interview process.

What do you like to do in your spare time?

In my free time, I usually like to catch a movie or go to an inexpensive concert. I also enjoy keeping in touch with old friends via e-mail.

Where do you see yourself in 5 years? In 10 years?

In five years, I will probably be starting a job after touring the world to recover from my dissertation. In ten years, I hope to be successfully accomplishing my goals, while never forgetting to enjoy life along the way.
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 Kara Incalcaterra on her internship at Personnel Decisions Research Institutes (PDRI).

Personnel Decisions Research Institutes (PDRI)

By Kara Incalcaterra

Where are you working?

In May I started working at Personnel Decisions Research Institutes (PDRI) in the Washington DC office (the office is actually located in downtown Arlington, right across the street from the Rosslyn Metro Station). Dr. Elaine Pulakos is the director of the DC office. Dr. Wally Borman is the CEO and heads-up the PDRI office in Tampa, FL. Dr. Jerry Hedges is the President and heads-up the PDRI office in Minneapolis, MN.

What kind of I/O work is done there, in general? Specifically, what kind of work have you been doing that is relevant to your I/O studies?

PDRI specializes in researching and developing customized human resource products and services to a variety of public and private sector organizations. This includes everything from conducting job analyses and developing selection and training systems, to consulting with organizational managers about the pros and cons of implementing popular HR strategies (e.g., pay-for-performance compensation). Although some may characterize the majority of work done here as more “task-oriented,” it is now more clear to me than ever that it takes at least some “O” to successfully accomplish most “I” work.

In my short time at PDRI I have been given the opportunity to work on a variety of projects. My primary assignment is working with Dr. Sandy Fisher on the development of performance standards for a group of jobs in a government organization. During my employment interview, Dr. Fisher described that this would be a “soup-to-nuts” project, so I would be involved in developing a client product from start-to-finish (and would learn practical things I could never learn from Jose [Cortina]). It has been a great learning experience. Some of the things I have been involved with include developing a job analysis questionnaire, conducting focus groups with job incumbents, collecting and quantitatively analyzing job analysis data, and developing performance standards that will serve as the basis of the client’s Performance Appraisal Review (PAR).

I have also been working with Dr. Gary Carter, Dr. Dave Dorsey, Dr. Mike Wasserman (from the School of Management at GMU), and Lauren Wall on a multi-faceted project design to address some of the potential deficiencies in O*NET™. Our main goals are to develop solutions that will enhance the acceptance and usability of O*NET™ and to contribute to efforts aimed at developing a dynamic solution for updating O*NET™ information in a timely manner.

I have been providing some support to Dr. Dorsey and Dr. Eleanor Smith on a literature review for a new contract. Every now and again I also have an opportunity to do really interesting things like pull together references to help generate evidence supporting a position that will be used in litigation. In all, I could not have asked for a better internship experience.

How has this internship opportunity helped you develop professionally?

Developmentally, this internship has been wonderful. I am seeing and working with all of those things I have been reading about for the last four years. I am learning so much about “how things really work.” One day I was talking with one of the research associates and she debriefed me on a workshop she conducted earlier that day. I think it was a little bit rough because at one point she said, “it’s like living the Murphy & Cleveland book!” All of this has given me a new perspective for approaching how I think about I/O psychology. I know that this will serve me well as a practitioner and as a scholar.

Approximately how many I/O PhDs, I/O Masters, and I/O students are employed there? Are there any GMU I/O alumni currently working there?

Currently, there are seven full-time PhD research scientists working out of the DC office. I am the only I/O graduate intern. Both Doctorate and Master’s interns have worked for PDRI in the past, including the GMU alumni Dr. Gilad Chen, Stephanie Glancy, and Dr. Lee Kielch-Koles. Another GMU alumnae, Rita Lazzarini, worked with Dr. Pulakos when the DC office opened. In addition, Dr. Lynn McFarland worked at PDRI before she came to GMU.

Are there internship opportunities available at this organization?

Yes, internship opportunities are available at PDRI. The demand for interns ebbs and flows with the work demands from different contracted projects, so sometimes you have to be persistent in pursuing a job.

What benefits are available to students (e.g., health insurance, tuition remission, library access)?

As a part-time employee at PDRI, I am eligible to join their medical and dental insurance policy. I can contribute up to 10% of each paycheck to my 401k with an employer match of 25%. I am also eligible to participate in a Pre-Tax Benefit Plan to help manage commuting expenses and other medical expenses not covered by my regular insurance.

Is it possible to complete your dissertation at this company/organization?

I really have not inquired about the possibility of collecting my dissertation data at PDRI because I have already (roughly) decided on a methodology for my dissertation that involves lab simulation. However, there is no shortage of opportunities to use applied ideas and field data to inform theory and research via publication and professional presentations (e.g., SIOP).

What is your favorite part of the job?

Can I have several favorite parts? First, I have great work accommodations. I often joke that the best part of the job is that I have an office... with a door. Although the graduate student workspace at GMU is really very nice (especially since all of the renovations in Robinson B last summer!), a change of scenery has been nice. Second, I am the only intern so in some sense everyone is my mentor. It’s great because I really admire and respect the people at PDRI. Third, this job has provided me with an experience I was greatly seeking. It’s almost as if I was at a point in my graduate school career where I had to take a step back to get a better grip on my where I am going.
4th Annual GMU SIOP
Reception (San Diego, CA)
Dr. Steve Zaccaro  
Professor of Psychology  
University of Connecticut, 1981  

Dr. Zaccaro’s primary research interests involve team performance in adverse environments, leadership, leader development, leader-team interfaces, and multi-team systems. For the past several years, he and his students have been conducting a series of studies funded by a multi-year grant from the Army Research Institute (ARI) on team adaptability and multi-team systems. Students working with Dr. Zaccaro have included Paige Bader, Deanna Banks, Lisa Boyce, Patrick Fleming, Kara Incalcaterra, Sean Marsh, Tyler Maxey, Kara Orvis, and Andi Rittman. Research from these projects has been presented at several national conferences, including the annual SIOP conference.

Dr. Zaccaro recently wrote a book published by the American Psychological Association (APA) on the nature of executive leadership. He also edited and contributed to a book with Dr. Richard Klimoski on organizational leadership. One of the chapters was co-authored by Dr. Zaccaro and current student, Deanna Banks. Additionally, Dr. Zaccaro has been involved in a cooperative inter-university effort with former student, Dr. Michelle Marks and Dr. John Mathieu (U. of Connecticut) on several projects related to team processes and performance. This collaboration has yielded a recent Academy of Management Review article. His work has also appeared in the Journal of Applied Psychology, Leadership Quarterly, Organizational Research Methods, and Personality and Social Psychology Bulletin.

Dr. Zaccaro expects that first-year students acquire basic and advanced research skills, so that by the end of their first-year they are developing their own research directions. By early second year, he expects students to be contributing to a conference submission. Dr. Zaccaro prefers to give students independence in making research decisions, as the responsibility builds skills that are useful at the dissertation stage or subsequent post-graduate work.

Outside of GMU, Dr. Zaccaro cheers for any sports team from New York City, listens to country music, and has been known to country-line dance on the “spur” of the moment.

You Just Might be a Graduate Student If…

...you can analyze the significance of appliances you cannot operate.  
...your office is better decorated than your apartment.  
...you have ever, as a folklore project, attempted to track the progress of your own joke across the Internet.  
...you are startled to meet people who neither need nor want to read.  
...you have ever brought a scholarly article to a bar.  
...you rate coffee shops by the availability of outlets for your laptop.  
...everything reminds you of something in your discipline.  
...you have ever discussed academic matters at a sporting event.  
...you have ever spent more than $50 on photocopying while researching a single paper.  
...there is microfilm in the library that you consider “yours.”  
...you actually have a preference between microfilm and microfiche.  
...you can tell the time of day by looking at the traffic flow in the library.  
...you look forward to summers because you are more productive with out the distraction of classes.

(see “Grad Student” on page 14)
Welcome New MA Students!

By Brian Lappin

A warm welcome to our new M.A. students! This year, seventeen students have come aboard. With varied backgrounds, talents, and interests, these students have much to offer our program.

We hope the M.A. Mentor-Mentee Program will help the new students acclimate themselves. As the mentor-mentee dinner and Fall semester approach, we look forward to familiarizing ourselves with members of the incoming class. To speed up this process, the new students have been kind enough to introduce themselves...

Evan Brownstein

I received my undergraduate degree this past May from Virginia Commonwealth University in Richmond, Virginia. Currently, I am very interested in research examining workplace grudges and how unresolved grudges can affect social and economic issues in the workplace. Also, I am very interested in personality and performance assessment in the workplace.

Professionally, I would like to be part of an organizational behavior/development firm that performs a wide variety of consulting services to their clients. I also have a strong desire to continue research, so if I could mix consulting with research I would be very happy. When I am not studying I like to hang out in my studio in my basement. There I spend a lot of time creating hip-hop music and doing tricks on my turntables. During the winter months, I like to go snowboarding. Other than that I really just like to relax and chill.

Gonzalo Ferro

I am 27 years old. I was born in Boston, MA, but grew up in Bogota, Colombia, and at age 12, moved to Ottawa, Canada. So, I have moved around a couple of times. I graduated with a B.A. (Honors) in Psychology from the University of Waterloo, in Canada. I am interested in the organizational side of I/O, more specifically, in-group dynamics. I hope to eventually consult with companies interested in expanding into Latin America. When I am not studying, I like to play Capoeira (an Afro-Brazilian martial art/dance form) as well as jogging, blading and reading.

Matthew Galeone

I grew up in New England but have been living in Virginia since college. I graduated from Mary Washington College down in Fredericksburg. I am interested in leadership, team dynamics, and task vs. contextual performance studies. Currently, I am an organizational development (OD) consultant working on government interagency programs. My hobbies are camping, whitewater rafting, and snowboarding.

Christine Halpin

I grew up in Chantily, VA. I received my B.S. in psychology from Virginia Tech in May 2001. My current research interests are motivation, leadership, and the use of competency-based job profiles. I am currently working as a co-op student at the Office of Personnel Management (OPM) working on an evaluation of a competency-based job profile pilot for federal IT employees. After receiving my Master's I hope to work in the private sector as a consultant and maybe one day start up my own consulting firm. In my free time I like to do anything outdoors including, running, hiking, boating and soccer.

(I am very interested in research examining workplace grudges and how unresolved grudges can affect social and economic issues in the workplace. Also, I am very interested in personality and performance assessment in the workplace.

Professionally, I would like to be part of an organizational behavior/development firm that performs a wide variety of consulting services to their clients. I also have a strong desire to continue research, so if I could mix consulting with research I would be very happy. When I am not studying I like to hang out in my studio in my basement. There I spend a lot of time creating hip-hop music and doing tricks on my turntables. During the winter months, I like to go snowboarding. Other than that I really just like to relax and chill.

Evan Brownstein

I received my undergraduate degree this past May from Virginia Commonwealth University in Richmond, Virginia. Currently, I am very interested in research examining workplace grudges and how unresolved grudges can affect social and economic issues in the workplace. Also, I am very interested in personality and performance assessment in the workplace.

Professionally, I would like to be part of an organizational behavior/development firm that performs a wide variety of consulting services to their clients. I also have a strong desire to continue research, so if I could mix consulting with research I would be very happy. When I am not studying I like to hang out in my studio in my basement. There I spend a lot of time creating hip-hop music and doing tricks on my turntables. During the winter months, I like to go snowboarding. Other than that I really just like to relax and chill.

Gonzalo Ferro

I am 27 years old. I was born in Boston, MA, but grew up in Bogota, Colombia, and at age 12, moved to Ottawa, Canada. So, I have moved around a couple of times. I graduated with a B.A. (Honors) in Psychology from the University of Waterloo, in Canada. I am interested in the organizational side of I/O, more specifically, in-group dynamics. I hope to eventually consult with companies interested in expanding into Latin America. When I am not studying, I like to play Capoeira (an Afro-Brazilian martial art/dance form) as well as jogging, blading and reading.

Matthew Galeone

I grew up in New England but have been living in Virginia since college. I graduated from Mary Washington College down in Fredericksburg. I am interested in leadership, team dynamics, and task vs. contextual performance studies. Currently, I am an organizational development (OD) consultant working on government interagency programs. My hobbies are camping, whitewater rafting, and snowboarding.

Christine Halpin

I grew up in Chantily, VA. I received my B.S. in psychology from Virginia Tech in May 2001. My current research interests are motivation, leadership, and the use of competency-based job profiles. I am currently working as a co-op student at the Office of Personnel Management (OPM) working on an evaluation of a competency-based job profile pilot for federal IT employees. After receiving my Master's I hope to work in the private sector as a consultant and maybe one day start up my own consulting firm. In my free time I like to do anything outdoors including, running, hiking, boating and soccer.

(See "MA Students" on page 12)
I am waiting to see what interests develop while I am in the program and follow wherever that takes me. For fun, I am an avid hockey fan (Go Avs!) and I enjoy traveling.

Chelsey Hibbard

I actually moved here from Idaho two years ago. I received my B.A. in Psychology from Idaho State University then moved to Virginia two months later. I landed a job at HumRRO that really opened my eyes to the whole I/O field, thus prompting me to pursue my graduate degree in I/O. I cannot say I have a specific topic I am interested in, but I tend to do a lot of papers about more social aspects of the work environment, such as employee selection, person-organization “fit,” affirmative action, etc. Once I am done with my Master’s degree, I am not sure if I will apply for the Ph.D. program. I plan to keep working here, however. In my free time, I like to garden (or garden what living plants I have) and learn more about computer programming and web surveys.

Jennifer Lee

I am from Doylestown, PA, a suburb of Philadelphia and have been living in Charlottesville since I graduated from University of Virginia in May 2000. My research interests are varied (work-family issues, measurement, and selection). Once I complete the M.A. I will probably look for a government job, but I will consider pursuing a Ph.D. In my free time I like to sew, go hiking or watch movies and I also teach aerobics at UVA part-time.

Eric Odin

I attended Virginia Military Institute in Lexington, Virginia, for two years of undergraduate studies. After determining that a military uniform is a lot less fun to wear than to look at, I transferred to Northwestern University (Evanston, IL) to complete my undergraduate studies with a B.A. in History. In 1994 I graduated from George Washington University National Law Center and practiced law full-time for approximately four and a half years in Northern Virginia, with an emphasis on commercial litigation, real estate, land use and zoning. I have spent the last year taking the required undergraduate psychology courses to achieve my goal of obtaining a degree in I/O psychology.

The areas that interest me the most in I/O are those to which my legal training is of use, both practically and theoretically. I currently live in Reston with my companion of several years; a furry, four-legged eating machine named Charlotte (a black Labrador) whose personal career goal is to ascertain whether the earth contains any non-edible materials. I enjoy all outdoor sports, although I’m poor at virtually all of them, as well as reading and playing mindless computer games.

Gabrielle Tarmy

I am from Newport News, VA. I completed my undergraduate work at Christopher Newport University.

I am interested in many traditional areas of I/O, such as job satisfaction and selection processes, leadership, and group dynamics.

I plan to obtain a position doing research. Then, I would like to write a book related to the research I do, and would like to finish up by teaching. When I am not studying, I like to read, play role-playing games, listen to music, see live bands, and other nightlife activities.

Mary Williams

I am from the sprawling metropolis of Greenville, SC and received my undergraduate degree from Furman University. My interests seem to be gravitating towards the more social and organizational aspects of the field, but at this early stage I am not going to exclude anything as a research or career possibility. I love watching cartoons and am currently trying to teach myself how to needlepoint (so I can feel like I am being a productive human being while I am watching cartoons). I love listening to music and going to concerts, museums, and plays. I plan to exploit Fairfax and DC for every cultural opportunity available!

Karen Williamson

I just moved up to Fairfax from Raleigh, North Carolina, where I’ve lived for the past four years. Before that I attended college at Michigan State University, but I am originally from Dallas. I am interested in studying employee selection and leadership during my experience at GMU, but am not yet sure exactly what path I will take upon completion of my studies. During down time, I love to go on long runs with my husband Dan and dog Sidney. I also enjoy digital photography and socializing with friends. I look forward to getting to know everyone in our department and forming new friendships.

Unfortunately, the following students could not be reached: Sarah Aiken, Amber Beckes, Charlotte Katz, Walter Porr, and Amy Shillady. We look forward to meeting them in the next issue.

Alumni Updates

By Lisa Donahue

This is a new column intended to keep current and former students, program faculty, and others in the I/O community informed of the many activities of our M.A. and Ph.D graduates. If you have information you would like to share with the I/ON readers regarding promotions, publications, awards, and any major life event (i.e., marriages, children, moves), please e-mail me at ldonahu1@gmu.edu. Also, feel free to send me any information you may have about other alumni.

Moving Up...

Dr. Cindy Parker is now a Project Manager with Aon Consulting’s Management Consulting Group. Best of luck in your new position, Cindy.
**I/ON – GMU’s I/O Network**

**A Word from Our Alumni**

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 (mason.gmu.edu/ion/Alumni.html), please e-mail us at ion@gmu.edu. And now, a word from our featured alum...

**Dr. C. Shawn Burke**

By Andi Rittman

When did you graduate from GMU and who was your advisor?

I graduated in May of 2000. Dr. Steve Zaccaro was my advisor.

What was the greatest lesson you learned from your advisor?

The greatest lesson that I learned from my advisor was the importance of a good theory (go Kurt Lewin)!

Where have you been since you graduated?

I’ve been working at the Institute for Simulation and Training (IST), which is part of the University of Central Florida in Orlando, FL.

Where are you now, what is your position, and how long have you been there?

I work as a Research Associate at IST. I have been here a little over a year now. We are located in Research Park near several industry partners, as well as military partners (e.g., Navy, Army). As our name suggests, we focus primarily on simulation and training. I work within the Department of Human Systems Integration Research; translated that means that although I primarily work with psychologists (human factors, I/O, cognitive, applied experimental), we also have computer scientists and computer engineers to draw from as additional resources. It is a challenging place to work as not only am I exposed to I/O related problems, but problems from other areas such as human factors. For example, I just finished a project where we examined factors contributing to emergency vehicle accidents within fire rescue departments. We are also working on a similar project with law enforcement.

How did you decide to pursue this line of work (e.g. academic vs. applied)?

While at George Mason I taught a couple of classes and also worked at the Army Research Institute (ARI) where I conducted research on training shared mental models, measurement indices for shared mental models, and team effectiveness. While at Mason I found that I enjoyed doing research more than teaching so that is the concentration I pursued. However, I have the best of both worlds where I work. Most of the work that we do is research based (some basic, some applied), but I also have the opportunity to teach courses at the University of Central Florida (UCF).

What are your current research projects/interests?

My interests continue to be along the lines of teams, team training, and team performance measurement. Most recently, I started working on projects involving the development of adaptive teams and the role that team leaders may play in this process. I am also interested in teamwork in medical and firefighting teams.

(See "Alumni" on page 14)
A Dose of Humor...
By Patrick Fleming

20 Reasons to Be Happy You Are an I/O Grad-Student at GMU

1. You can finally stop mooching off your parents and go into debt for yourself.
2. You will never get tired of hearing people say, “Industrial/Organizational Psychology, huh? Oh boy do we need you in our office...heh-heh-heh.”
3. In April, a nice trip to sunny San Diego for the SIOP conference, where you can lie on the beach, jog beside the bay, eat great seafood—oops, that was last year...sorry.
4. You are living in an area where the traffic is not as bad as New York City.
5. You are living in an area where the cost of living is not as high as San Francisco.
6. If you are lucky, at some point you’ll get to be an “intern in Washington D.C.”
7. We have awesome happy hours every couple semesters or so!
8. The Graduate Student Travel Umbrella will take care of your every need.
9. The summer after your 3rd year, you will get to take the adventurous journey to the edge of insanity and back again (while taking comprehensive exams).
10. If you are ever feeling discouraged, you can just look at the 4th-year students and think to yourself, “Gosh, if I work real hard, in 2 short years I’ll be just like them!”
11. At the very least you will graduate with extremely marketable administrative skills: copying, word processing, data entry, Windows software, SPSS...
12. Some of us get to play with computer games a lot.
13. The satisfaction that you are learning how to make the world a better place! ...or at least how to make organizations more effective—close enough.
14. If you are really nice to the older students, one of them might show you where the top secret “Meat Locker” is.
15. Every couple of months: Free Pizza! ...oh yeah, and “Brown Bag” seminars.
16. You will never again have the blind faith in test results, survey findings, polls, interviews, or experiments like you did when you were a child.
17. Eric Barger is a student here.
18. You will finally realize that 98% of everything you have ever said or wrote was plagiarized, because you didn’t properly cite the true author.
19. Not only is our faculty top-notch in their field, they are some bad-%@# racquetball players!
20. Hours of amusement (or something) trying to imagine Dr. Zaccaro country line dancing.

I/ON – GMU’s I/O Network

(“Alumni” from page 13)

What do you enjoy most about what you do?
I enjoy the variety of topics that I have the opportunity to work on and the challenge that this variety presents me with.

What one thing, if anything, did you least anticipate about transitioning to work?
I didn’t anticipate how little free time I would have. I hate to say this, but I’m not sure it changes that much from graduate school.

How do you stay involved in the I/O community?
I attend conferences such as SIOP, Academy of Management, and APA. There are also a few of the top journals that I attempt to stay current on. Finally, being that I am in a position that is associated with the university I also stay involved by talking with fellow colleagues. And of course, I continue to write papers and present at conferences.

What aspect of your graduate experience was most useful?
I have two answers: First, the statistics classes that I took. Second, I also found working for ARI to be very useful upon graduating. Specifically, being able to conduct both laboratory and field research. The variety of experiences I gained at ARI has helped in the contracts that I am currently working on at UCF.

What one piece of advice would you give to GMU students?
I’m not sure I can settle on any one piece of advice so I will offer two. First, take all the statistics classes that you can. Second, make sure that you obtain the skills that enable critical thinking because they allow you not only to present your ideas in a skillful manner, but also to evaluate the ideas of others.

Are you interested in having students contact you for advice/possible research collaborations? If so, what is the best way for students to contact you?
I would be happy to help in any way that I can. Students can contact me via e-mail at sburke@ist.ucf.edu or phone at 407-882-1326.

(“Grad Student” from page 10)

...you regard ibuprofen as a vitamin.
...you consider all papers to be works in progress.
...you find the bibliographies of books more interesting than the actual text.
...you have given up trying to keep your books organized and are now just trying to keep them all in the same general area.
...you have accepted guilt as an inherent feature of relaxation.
...you find yourself explaining to children that you are in the 20th grade.
...you plan your vacations by when and where the next professional conference is held.
...you start referring to stories like “Snow White et al.”
...you frequently wonder how long you can live on pasta without getting scurvy.
...you wonder if APA style allows you to cite talking to yourself as “personal communication.”
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.

HumRRO

Custom Solutions to Today’s Human Resource Challenges
66 Canal Center Plaza, Suite 400 • Alexandria, VA, 22314 • 703-549-3611
www.humro.org

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
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. Richard Klimoski at (703) 993-1356 or rklimosk@gmu.edu or the graduate secretary at psycgrad@gmu.edu. Please also visit our web site at: http://mason.gmu.edu/~ion/

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 Website and E-mail

Our website is at http://mason.gmu.edu/~ion/ion.html. We can all be contacted 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, Dr. Stephanie Payne, and Lisa Boyce.

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, September, and November.

I/ON Newsletter Staff

Past Editor
Nikki Dudley

Present Editor
Mike Ingerick

Contributors
Paige Bader
Lisa Donahue
Nikki Dudley
Sidney Fisher
Patrick Fleming
Crystal Harold
Kara Incalcaterra
Mike Ingerick
Brian Lappin
Eric Odin
Karin Orvis
Andi Rittman
Janet Yun