



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

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IOPSA Presidential Address
 Author: Tiancheng (Allen) Chen

Greetings from the Industrial/Organizational Psychology Student Association (IOPSA) board members! We want to extend a very warm welcome to our returning students and hope you have all had a great summer. And to our new students, welcome to Mason! Upon the arrival of a new academic year, I would like to take this opportunity to both reflect on the past and look to the future.

Reflecting on the past, I would first like to congratulate all the recent MA and Ph.D. graduates! The GMU I/O community is proud of your achievements and excited for your future endeavors.

(Continued on page 2)

From the Desk of the I/O Program Director

Author: Steve Zaccaro

Hi everyone! It's time to start the new academic year! I want to particularly welcome our new MA, MPS, and PhD students. To all of you who are new to the program, I and the other faculty are especially glad you are joining us for the next journey in your careers. You will find our program to be a highly collegial one - feel free to reach out to the faculty and the returning students.

We continue with transitions that started last year with Dr. Phil Lee. This year, Dr. Deborah Rupp has joined us! She received her PhD from Colorado State University and has been on the faculties of the University of Illinois at Urbana-Champaign and Purdue University. She is a former editor-in-chief of the *Journal of Management*, and a fellow of APA, APS, and SIOP. Her research areas include organizational justice, corporate social responsibility, behavioral ethics, employment-related legal issues, and emotions in the workplace. Her publications have already received over 14,000 citations. Welcome, Deborah!

I also want to announce that Dr. Afra Ahmad has joined us - or rather has rejoined us! She is the Program Director of the new Master in Professional Studies online program that started in April 2019. I say that she rejoined us, because she was an BA, MA, and PhD student in our department. After graduating from Mason, she was an Assistant Professor of Management at Zayed University in Dubai for three years. Her program of research focuses on diversity and inclusion and well-being in the workplace. Her work appears in leading journals of the field, including *Organizational Research Methods*, *Personnel Psychology*, the *Journal of Business and Psychology*, and the *Journal of Occupational Health Psychology*.

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Letter from the I/ON Faculty Advisor

Author: Lois Tetrick

Welcome to the new academic year here at George Mason University. The ION is the newsletter for the Industrial and Organizational (I/O)

Psychology Program, and is created by the I/O graduate students. I am fortunate to be the faculty advisor to the ION, supporting the students in any way I can as they develop the stories included here. The editors manage the production process; however, all the I/O students contribute in some way. The ideas for the stories captured in the newsletter are contributed by the students with occasional input from faculty based on events in our community. My thanks to all of you who participate in making the ION happen.

There are several new and exciting things happening at Mason this year, which you'll learn about in this issue. We hope that you enjoy the issue, which is designed to update our community in I/O (alumni, students, faculty, and colleagues outside of Mason) to

happenings since the release of the last edition, as well as current events and plans for the coming year and an introduction to our incoming graduate students. If you would like more information on any of the events and projects described in this issue, please contact the ION editors (ionnewsletter@gmail.com) who will ensure that your request reaches the most appropriate person.

(From the Desk of the I/O Program Director, continued from page 1)

Her professional activities include serving as a Global Ambassador and reviewer for AOM's Gender and Diversity in Organization Division as well as the Chair of the Training Committee for SIOP's Committee on Ethnic Minority Affairs (CEMA). She is an excited and enthusiastic leader of the MPS program, and we welcome her (back)!

In my column in the last ION, I announced that we had received approval for the MPS in Applied Industrial and Organizational Psychology program. Several of our alumni wrote letters in support of the program and we thank them! The first cohort began the program in late April and they will have completed their first 2 courses in the program by the time this newsletter comes out. For more information, please see page 17.

To all of you, go and have a great year!

(IOPSA Presidential Address, continued from page 1)

A mentor of mine used to joke that we I/O psychologists are "doomed" to explain what *exactly* I/O is to people for the rest of our lives, but that this is where we have our fun. Educating others on I/O now lies in your hands!

I would also like to thank the outgoing board members of IOPSA for their service to the program, dedication to our students, and guidance throughout the board transition process. The success of our program and IOPSA is owed to your hard work and assiduous efforts.

When looking to the future, there are several exciting pieces of news that I am happy to share. The first is that Dr. Deborah Rupp will officially join Mason's I/O faculty in the fall of 2019! Dr. Rupp's wide range of experience and extraordinary expertise will indeed bring significant breadth to our program. We are thrilled to have her!

The second piece of news I would like to share is that our very own Master of Professional Studies (MPS) in I/O Psychology Program has been launched over the Summer of 2019! A huge thanks to MPS Program Director, Dr. Afra Ahmad, and all other faculty who helped to make this program possible.

The last piece of news I will share concerns some internal improvements on campus here at Mason. We have re-designed the I/O office spaces over the summer: we brought back the MA students' lounge, and designated a room for private conversations and meetings, a quiet study area, and various research discussions and collaboration space. The current Vice President of IOPSA, Shea Fyffe, has worked diligently to design a room reservation system and a website for all room requests. We hope students will take advantage of these new resources, and we are happy to hear any suggestions or feedback.

As we head into the new academic year, I am honored to take on the role of IOPSA president. The IOPSA board members are dedicated to continuing our services to Mason's I/O community and to honoring the spirit of unity among our students. As many presidents before me, I have an open-door policy. Please feel free to chat with me about any concerns or recommendations you might have to improve our program. Also, please reach out if you are seeking guidance or have any questions. I am here to help and so are my board members!

And last, I would like to thank the faculty for their continuing support. I look forward to working with all of them and cannot wait to see how our I/O community will continue to thrive in the upcoming academic year!

I/O Brownbag

IOPSA invites you to attend Brownbag on Mondays, from 3:00 p.m. to 4:15 p.m., in Krug Hall room 5.

August 26

Dr. Stephen Zaccaro
A Brief Introductory to Brownbag

September 9

Wade Williams
I/Os Working in Non-I/O Areas

September 16

Michael Shulman
Techniques in Graduate School

September 23

Shea Fyffe
Stop Lying to Yourself, You'll Never Learn R

September 30

James Grand
Want to Become IO Psych's Next Top Model(er)? Foundations & Principles of Computational Modeling for Organizational Researchers

October 7

Mandy O'Neil
So, You Want to Work in a Business School?

October 15

Joseph Costa
The Impact of Job Analysis

(Continued on page 4)

The Consulting Challenge

Author: Alex Fernandes

Coming in as a first-year Master's student, I heard all about the Consulting Challenge held by the Personnel Testing Council of Metropolitan Washington (PTCMW). It began when I spoke to a current student (at the time I was still an applicant) and continued by way of advisors, professors, additional students and even in professional settings. At first, I was apprehensive about diving into a consulting challenge about half-way through my first semester as a graduate student. Not only did I feel I knew nothing, but I was also still getting a feel for what's out there in the applied world and just starting to figure out this networking thing - like what PTCMW, SIOP and various other acronyms have to offer. No matter how much I heard about it, I felt like I was going into it blind. But I took the repeated advice, signed up, and if it weren't for the ravings, I may have missed out on one of the best learning experiences of my life.

In the Consulting Challenge, teams are given a request-for-proposal (RFP) derived from a real-life scenario, with a comprehensive executive summary and presentation due by the deadline. This past year, the challenge was sponsored by Aon, and presentations were given to a panel of experienced I/Os at Aon's impressive (and maybe even intimidating) DC office. The challenge lasts only one weekend, but I have since found myself returning to the experience constantly for lessons learned on teamwork, answering an RFP, presenting with the goal of procuring a contract, and many other aspects. The short time-span drives home insights on teamwork and efficient delegation so that the project can be completed, played to each members strengths, and cohesive as a whole. Presenting to I/O experts and receiving their honest feedback is a unique experience that you will refer to internally and in interviews. All of this in one weekend!

It's a flurry of a weekend, and that is a good thing. You and your team will be amazed at what you achieve over less than four days, regardless of the outcome of the competition. Teams are mixed in terms of experience and degree of candidacy, but, even so, you will find that everyone has unique input to contribute. And the benefits don't end with the challenge itself: the networking opportunities are extremely valuable both because you will meet impressive people and because you will have a dynamic, welcoming environment to hone some networking skills as you delve into the I/O world. You will meet other students in the DC I/O-sphere, many members of PTCMW, professionals from organizations (sponsoring and other), and judges on the panel, who come from all over the world to lend their expertise.

Of course, there is always the opportunity to compete in your second year (or even other years for the PhDs). I can only speak about the experience as a first-year, but from that I know to highly recommend signing up and competing in the PTCMW Consulting Challenge during your time at George Mason, echoing the good advice given to me.

SEPTEMBER 2019

Students, faculty, alumni, and friends of the GMU I/O Program are welcome to join for the fall potluck picnic at Van Dyck Park.

Follow up details will be provided with an invitation. Please contact Gabriella Spence at gspence4@gmu.edu with questions.



GMU IOPSA PICNIC

Faculty Lab Updates

Seth Kaplan

Our lab works to improve the **experience of work** and to enhance **individual and organizational effectiveness**. Current initiatives examine topics including the following:

- Team processes and temporal dynamics in extreme contexts
- Prospective cognition and affective forecasting at work
- The impact of telework on daily task performance
- The experience and use of downtime/idle time at work
- Positive psychology programs to enhance workplace empowerment
- Statistical methods for comparing the importance of model parameters

Please contact me at skaplan1@gmu.edu for details regarding lab meeting times and location.

Reeshad Dalal

My students and I study what it means to perform well at work. In terms of specific forms of job performance, we are particularly interested in studying why people engage in counterproductive work behavior and organizational citizenship behavior—the “bad” and the “good,” respectively. In terms of methodological approaches, we are particularly interested in studying why people’s performance levels often fluctuate markedly over small units of time such as minutes, hours, and days.

A second focus involves the interplay of personality and situations in determining job performance. Here, we are particularly interested in “strong situations” (their content, impact, and causes) and, more recently, in “strong personalities” and nonlinear personality–performance relationships.

A third focus involves judgment and decision-making at work. Here, we are particularly interested in decision-making skill and style, in understanding how people make decisions (typically via a technique known as “policy capturing”), and, most recently, in applying behavioral economics interventions (such as default values) to organizational settings.

Steve Zaccaro

ZLAB is working on two sets of projects surrounding leadership and multiteam systems (MTSs). The leadership stream focuses on leader individual differences and leadership development. We are collecting data on the schemas and individual differences that contribute to effective development. The MTS research stream focuses on uncovering mechanisms promoting between-team and MTS-level effectiveness. We are collecting qualitative data from a variety of MTSs, including those in business, the military, hospitals and emergency care, fire and rescue, science, and cybersecurity.

Lois Tetrick

Our research group (Carol Wong, Xue Lei, Ze Zhu, MJ Kolze, Haixin Chen, Yennifer Castro, Hannah Licea, Jessica Tees, and myself) continues to develop research ideas and carry out projects primarily in the area of Occupational Health Psychology, which focuses on the development and maintenance of a healthy and safe work environment for employees and their families. Specific topics include expanding our understanding of the

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(I/O Brownbag, continued from page 3)

October 21

Kayo Sady
TBD

October 28

Elliot Lasson
The Applied Perspective

November 4

Kevin Rockmann
To Commute or to TeleCommute,
That Is The Question

November 11

Michael Shulman
Comps Presentation

November 18

Meredith Burnett
Persistent Injustice Effects in HR
Management

November 25

TBD

December 2

TBD



A special thank you to the following individuals for their generous donations!

Up to \$100:

Dr. Jen K. Gibson

Over \$500:

Dr. Reeshad S. Dalal

*The I/O Student Fund helps graduate students attend conferences, collect data for research, and pursue other research-related opportunities. If you'd like to donate, please visit <https://psychology.gmu.edu/give> and use code **011608** for the I/O Student Fund.*

About IOPSA

IOPSA is the Industrial/Organizational Psychology Student Association at George Mason University. Our purpose is to provide career development opportunities and to create a spirit of unity among students in the program and our alumni. For more descriptions about us, please visit <https://io.gmu.edu/iopsa>

President	Tiancheng (Allen) Chen
Vice President	Shea Fyffe
SIOP Chair & Treasurer	Lauren Campbell
Master's Student Liaison	Katelyn Hedrick
Student Representatives	Caitlin Rodgers
	Alex Fernandes
	Haylee Gans
ION Editors	Shivam Nemani
	Joy Zhou
Webmaster	Gabriella Spence
Social Chair	Gabriella Spence
PTCMW Liaison	Emily Kimble
Alumni Liaison	Mikala Jones

(Faculty Lab Updates, continued from page 4)

work-family interface by analyzing the data we have from couples and their experience of work-family conflict, work-family enrichment, and the impact on well-being; development of an organization's climate for health and safety; the different forms of job crafting and their antecedents and consequences, and the role of job and community embeddedness in role adjustment and well-being. In addition to these topics, we may begin exploring new developments in the employee-organization relationship (EOR), including psychological contracts and their effects on creativity, innovation, productivity, and health this academic year.

Lauren Kuykendall

My lab continues to work on projects focused on understanding how decisions about work and nonwork roles impact well-being. Balca Alaybek, Lydia Craig, and I are continuing to develop an account of effective work-life decision-making. Xue Lei, Ze Zhu, and I are in the final stages of a project looking at how active versus passive leisure choices impact well-being (spoiler: if your main hobby is watching Netflix, you may want to expand your horizons!). We are also continuing work (led by Lydia Craig) focused on understanding the role that friendships play in promoting employees' well-being (relative to family/spousal relationships). This past semester, we started a new project (led by Melissa Stiksma) seeking to understand why employees often don't use their paid vacation time, along with a project (led by Ze Zhu) focused on understanding how prioritizing different types of recovery activities impacts well-being.

Deborah Rupp

This fall, the Rupp lab will be focused on projects related to organizational justice, corporate social responsibility, and equal employment opportunities (EEO). We have quite a few open projects related to gender and disability at work, the reduction of adverse impact in selection, equal pay, and ethical behavior in the workplace. The fall will also mark the release of the Oxford Handbook of Corporate Social Responsibility; and we will be hard at work on a new book under contract with Oxford University Press focused on legal issues in EEO. We also continue to work with organizations on issues related to assessment, selection, and diversity/inclusion.

Phil Seok Lee

In 2018, the main research topics of Dr. Lee's lab include developments and applications of modern psychometric modeling to the practical problems of I/O settings. For example, what is the best way to construct fake-resistant multidimensional forced choice (MFC) assessments using item response theory models? How applicable are current multidimensional linking, concurrent calibration, or differential item functioning methods to MFC data? Which person-centered measurement model (latent profile analysis, bifactor latent profile model, or factor mixture model) is more effective to identify level or shape effects when a strong general (g) factor exists in the multidimensional data? Besides those questions, Dr. Lee's lab is interested in the development of noncognitive personnel assessments and various issues of game-based assessment in personnel selection (e.g., reliability, validity, scoring, adverse impact, faking, cross-cultural use, and applicant reaction). Dr. Lee's lab welcomes students who are passionate about research in personnel selection and/or psychometrics.

Learning Leadership in Italy

Author: Katelyn Hedrick

Throughout my time at George Mason University, I have developed a love for the study of leadership. When I heard of the opportunity to study leadership in Italy under Dr. Zaccaro and Dr. McCarron I immediately sought out additional information. This was the perfect opportunity for me to travel around Italy with professors who could assist me with translating, developing cultural capital, and understanding the Italian context. I cannot emphasize how glad I am that I was able to take this course as it was so much more than great food, great company and of course GREAT gelato! The class was made up of undergraduate students from various years, as well as graduate students from different programs. Every student attended class each day to discuss various theories and concepts of leadership. The graduate students attended additional classes to go over more advanced material and ensure that we were developing a deep understanding of the important leadership theories. Our classes were held in a different beautiful location each day including the steps of Santa Croce, the Dodge's Palace café, and our hotel rooftop terrace which provided a 360-degree view of Rome.

During our time in Italy we traveled to Venice, Florence, Assisi and Rome. I was able to go on a gondola ride in Venice, explored the Uffizi in Florence, and threw a coin in the Trevi Fountain. We had the opportunity to eat at some amazing restaurants and enjoy gelato every day. We explored each city together and separately in smaller groups based on our interests. During this free time, we were encouraged to look for examples of leadership behaviors and be prepared to discuss them in relation to the leadership theories and concepts presented in the various lectures. These discussions allowed for cultural comparisons between the Italian and American context and served as a real-life example of the importance of understanding the leadership context. The examples that we discussed within the class, along with my personal observations, have truly helped me understand several important leadership concepts including followership models and several issues surrounding gender and leadership.

A large part of the reason I enjoyed this trip so much was the impromptu discussions that occurred among all of the students. For instance, we discussed leadership over meals, while we were exploring Italy and even when we were on the bus. These discussions were not only enjoyable but they really furthered my education. Each student assisted one another in understanding concepts from the readings along with simply discussing what we thought was interesting. Dr. Zaccaro and Dr. McCarron consistently joined in on these conversations and were available to discuss leadership at any time as well. This was truly a unique aspect of this trip, as everyone was always available to discuss concepts that we found confusing, interesting or exciting. The constant focus on leadership truly helped me hone in on important aspects in a way I have not experienced before. Furthermore, when we arrived back in the USA, the study of leadership did not end. We could reach out to other students and the professors throughout the summer while we were completing assignments and delving deeper into the concepts.

A unique aspect of this course was the various backgrounds of all of the students within the class. In several of my graduate school classes we have discussed the importance of taking a multidisciplinary approach to research. This course served as one of my first real-life examples of how much this can help everyone grow. During our class discussions, each graduate student brought up points that I never considered and approached the concepts from a different perspective. I truly enjoyed having discussions about how we were all approaching the concepts and I believe that I came to a greater understanding of the different leadership theories as a result.

I have to thank Dr. Zaccaro and Dr. McCarron for an amazing experience. Their constant planning and availability to discuss leadership concepts at any given time ensured that every student had an amazing and instructional experience. I cannot emphasize enough how much fun it was exploring Italy with this group of people.



Things To Do in NOVA!

Author: Helen Laraia & Amy Bisker

The Northern Virginia / Washington, D.C. area is full of things to do and places to explore. There is something for everyone - whether you are looking for a tasty place to eat or drink, are excited to explore the outdoors, or just want to hang out with friends. Here are some of our suggested highlights to explore this fall.

For the foodie:

The local area is bursting with great places to eat and drink. A few steps away from Mason is Old Town Fairfax, with lots of great restaurants such as Bollywood Bistro, Sisters Thai, and Carribean Corner. The Mosaic District, Fairfax Corner, or Springfield Town Center all offer a variety of shops, restaurants, and entertainment. Venture out to Annandale and eat at The Block, a food hall, or chow down on Korean BBQ at Kogiya or Honey Pig and end the night singing karaoke at Dain Cafe.

The area also has a growing brewery scene, including

Caboose Commons, Settle Down Easy Brewing, and Ornerly Beer Company. For a fun weekend, check out the Loudoun County (LoCo) Ale Trail, including Ocelot Brewing Company, Crooked Run Brewing, and Rocket Frog Brewing Company. You could pack a picnic and enjoy one of the many great wineries in the region - a few local suggestions include The Winery at Bull Run, Barrel Oak Winery, and Paradise Springs Winery.

If you are looking for a local coffee shop to stay caffeinated while you study, check out De Clieu in Old Town Fairfax or Northside Social in Arlington and Falls Church.

More places to check out: Bon Chon Chicken, Hot Spot, the Eden Center, Sushi Yoshi, RAWR Sushi, Maneki Neko, Taco Bamba, Chuys, Dolcezza Gelato, Sugar Mama's Ice Cream

For the nature enthusiast:

Nearby campus, enjoy the walking trails and water activities at Burke Lake Park. Venture out to Great Falls Park to view the scenic overlooks of the Potomac River or hike one of several trails, including the Billy Goat Trail. To view local wildlife, take a walk on the unique raised boardwalk winding through the wetlands of Huntley Meadows Park.

For fresh fruits and veggies, visit the Fairfax City Community Farmers Market held from May to October, or one of the many other local farmers markets. Also, for a fun fall activity, go pick apples and pumpkins at Homestead Farm or Butler's Orchard.

More places to check out: Van Dyke Park, Old Rag (hiking), Shenandoah National Park

For the weekend adventurer:

Be sure to catch a baseball game at Nationals Park or cheer on the Capitals at a hockey game at Capital One Arena. The area

CONGRATS TO OUR RECENT GRADUATES!

MA Graduates:

Amani Allen	Cory Moore
Haixin Chen	Sara (Alex) Nydick
Jalyn Gatling	Mitchell Pontikies
Katie Guarino	Danielle Powers
Elizabeth Kuebler	Semret Yibass
Katelyn McCoy	Jenna Eagleson
	Marjani Edwards



is also home to a number of other entertainment and music venues, including Eagle Bank Arena on campus, as well as The Anthem and Wolf Trap. For all of your shopping needs, head to nearby Tysons Corner or Fair Oaks Mall, or search for a bargain at the outlets at Potomac Mills.

More places to check out: D.C. Zoo, Baltimore Aquarium

For the film buff:

There are plenty of places to see movies in the area. For an ultra-comfortable experience with luxurious reclining seats, visit Regal Springfield Town Center. If you're into foreign films, anime movies, or other niche flicks, check out what's playing at Angelika Film Center & Cafe at Mosaic. Cinema Arts in Fairfax also offers some indie movies. If you're on a budget, stop by University Mall Theaters, which offers GMU student discounts and \$2 movie Tuesdays.

More places to check out: Cinemark Fairfax Corner, Regal Fairfax Towne Center

Just for fun:

Right across the street from GMU is The Cave Gaming Center, featuring PC gaming, a variety of pay-per-play Japanese rhythm game cabinets, and regularly scheduled video game tournaments. There is also Dave & Buster's in Springfield Town Center, a combination arcade and restaurant/bar for a more casual, social environment. If you're a cat lover, check out Patriot Pawsabilities in University Mall where you can hang out with adoptable cats and kittens, and ask for the student discount.

More places to check out: Escape Room Fairfax, Topgolf

(Continued on right)

Grad School vs. the *Real World*

Author: Carol Wong

I have had the opportunity to take on a human capital internship this summer with FMP Consulting, and I would like to share my reflection on some of the differences between graduate school and the *real-world*.

Most of us are familiar with cleaning data and running analyses in SPSS. Although SPSS might not be our favorite software program, it is deeply integrated into most of our graduate classes and research projects. Despite this, SPSS definitely has its limitations. For example, SPSS does not allow you to run confirmatory factor analysis (CFA) or conduct structural equation modeling (SEM). Furthermore, the license for SPSS is very costly once you are no longer a student. Some other software programs we commonly use as graduate students include Mplus (which is very costly as well) and R (which is free and open-source). For more information on the particular differences between R and SPSS, please refer to Shea Fyffe's piece, *It's Time to Get Off the Bus: The Transition from SPSS to R* in the Fall 2018 ION for more information. However, in the *real-world*, Excel might be the program playing a bigger role than you anticipated during graduate school.

In consulting, depending on the clients you work with (especially government agencies), Excel might be the only software that you are able to access to conduct analyses. . . Thus, you, as IO graduate students, should try to become very familiar with Excel, such as the different formulas and functions for data analysis, as well as how to create macros. There are many resources online that can help you become a true expert on Excel, which you can use to your advantage when you enter the job market. Another program that is used a lot in the *real world* is Tableau, a data visualization software. The Mason Library provides an InfoGuide on Tableau and hosts workshops throughout each semester on how to use Tableau; so make sure you utilize these resources.

In the real-world, not everyone you encounter (clients or coworkers), will have taken advanced statistics classes. Consequently, an important role that you play, as someone who has been trained in psychometrics and statistics, is to translate your knowledge from the classroom in order to explain to your clients various best practices. For example, if your client only wants one item per competency in a survey, how do you convey the pros and cons of single-item versus multiple-item scales in a way that will be easy to understand? Each of us can play a role in addressing the Scientist-Practitioner Gap if we can improve our communication such that information is more consumable for those in the *real-world*.

The *real-world*, just like graduate school, requires you to be proactive. Therefore, it is equally important to ask questions when you come across things that you don't understand as it is to ask for feedback from those who are more experienced. To witness the content and information you have learned in the classroom utilized in practice can provide a valuable opportunity for you to further develop as an IO psychologist.

An Introduction to the MPS Program

Author: Afra Saeed Ahmad



Hi everyone!

It is great to be back home with my Mason family as the Director of the new Master of Professional Studies in Applied Industrial and Organizational Psychology program! I'm really excited about this new chapter in our I/O program's history. The MPS program is completely online and will allow us to bring our Mason expertise to a wider and more diverse population of individuals from across the country, including active military personnel and

international students. Our program is geared towards supporting the career goals of working and aspiring professionals in I/O and HR-related positions. The program consists of 30 total credit hours which includes several foundational courses such as Survey of Industrial and Organizational Psychology, Selection, Research Methods and Applied Data Analytics, along with several elective courses and two practicum courses. I've been working closely with Dr. Steve Zaccaro, the entire I/O faculty team and alumni to ensure the success and brand of this program. If you have any questions, would like to share any ideas, are hoping to send students our way, or would like to be involved in supporting our new program, please do not hesitate to contact me at aahmad14@gmu.edu. For more information and application materials, please visit our website:

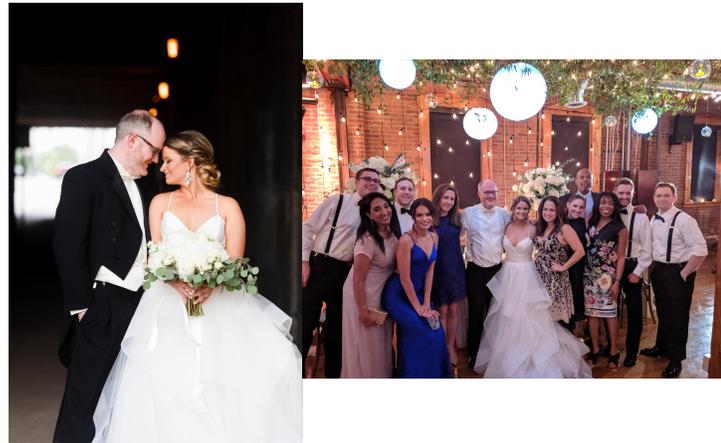
<https://masononline.gmu.edu/programs/master-of-professional-studies-in-applied-industrial-organizational-psychology/>

Good News Corner

- George Mason University was the university with the most alumni/students registered at SIOP 2019!
- Dr. Tim Judge visited the I/O Psychology Department on April 24 and gave an inspiring talk on leadership!
- GMU I/O alumni Jim Kurtessis (PhD) and Kathy Stewart (MA) welcomed Sylvia Ruth Kurtessis on 2/25/19.
- Charlotte Brock had two baby boys, Adlai and Ariel, in January!
- Angelica Garza had a recent promotion to Senior Consultant at FMP Consulting.
- In March, Eric Kidwell took a new role as Director of Quantitative Insights at GLG in Austin, TX.
- Sooyeol Kim, the master student of 2013, has recently moved to a new position of assistant professor at the department of management and organization at National University of Singapore (NUS)
- Cliff Haimann will be starting Georgetown Law’s part-time JD program in the fall. Some of his research at Mason centered on legal issues, so this has been an interest area of his for a while!



- Kristen Jones got married on July 5th! Her husband is PhD alum Alex Lindsey who graduated in 2016 and Kristen graduated from the PhD program in 2013.
- Dr. Kristen Jones & Dr. Alex Lindsey's wedding was filled with lots of love from Mason alumni and their former advisor, Dr. Eden King, who officiated their wedding



- Helen Laraia, a current MA student, got married to Michael Kim on June 8, 2019!



Recent Publications

Ahmad, A. S., Sabat, I., Trump-Steele, R., & King, E. (2019). Evidence-based strategies for improving diversity and inclusion in undergraduate research labs. *Frontiers in Psychology, 10*, 1305.
Keywords: diversity, inclusion, undergraduate students, research assistants, faculty mentors
Summary: In this paper, we highlight some challenges faced by underrepresented students and provide evidence-based solutions on how to recruit, select and retain diverse students in undergraduate research labs.

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(Recent Publications, continued from page 9)

***Ahmad, A. S.**, *Anderson, A. J., King, E. B., & Gilrane, V. (2019). Subtle and Overt Behaviors Toward Ethnic Minority Leaders and the Moderating Role of Competence. *Journal of Leadership & Organizational Studies*, 1548051819859289.

Keywords: leadership, stereotypes, individuating information, competence, race/ethnicity

Summary: Using an experimental study, we examine overt and subtle discrimination toward African American, Asian American, Middle Eastern American and White male leaders and the role of stereotypes and individuating information.

Goldberg, C., & **Ahmad, A.S.** (2019). Improving the measurement of sexual harassment climate. *Industrial and Organizational Psychology: Perspectives on Science & Practice*, 12, 64-67.

Keywords: sexual harassment, measurement, training

Summary: This commentary provides an overview of the sexual harassment measure, identifies its limitations, and proposes solutions on improving the measure to have a better understanding of the situational factors predicting sexual harassment training effectiveness.

Lindsey, A., King, E., Sabat, I., **Ahmad., A.** (2019). The benefits of identity integration across life domains. *Journal of Homosexuality*. <https://doi.org/10.1080/00918369.2019.1607683>

Keywords: identity management, disclosure, LGB, disclosure disconnects, identity integration

Summary: In this manuscript, we analyze the benefits and consequences of disclosure decisions across life domains for working LGB individuals in the United States.

Dishop, C. R., Green, A. E., **Torres, E. M.**, Aarons, G. A. (in press). Predicting turnover: The moderating effect of functional climates on emotional exhaustion and work attitudes. *Community Mental Health Journal*.

Keywords: Psychological climate Turnover Emotional exhaustion

Summary: This study examines the relationship between emotional exhaustion, work attitudes, psychological climate, and worker turnover.

Shuman, C. J., Ehrhart, M. G., **Torres, E. M.**, Veliz, P., Kath, L. M., Powers, K., Banaszak-Hall, J., Titler, M. G., & Aarons, G. A. (revise & resubmit). Implementation leadership of frontline nurse managers: Validation of the Implementation Leadership Scale in acute care. *Worldviews on Evidence-Based Nursing*

Keywords: Leadership, scale validation, evidence-based practice

Summary: This study provides psychometric support for a brief measure of implementation leadership within a nursing context.

Dalal, R.S., Alaybek, B., & Lievens, F. (in press). Job performance variability over short timeframes: Theory, research, and practice. In press at *Annual Review of Organizational Psychology and Organizational Behavior*.

Keywords: job performance, within-person, within-subject.

Summary: This paper reviews the antecedents of within-person job performance variability over short timeframes, and presents directions for future research and recommendations for practice.

Dalal, R. S.*, Alaybek, B.*, Sheng, Z., Holland, S. J., & Tomassetti, A. J. (in press). Extending situational strength theory to account for situation-outcome mismatch. In press at *Journal of Business and Psychology*.

(*The first two authors contributed equally: Ordering is arbitrary.)

Keywords: situational strength, unintended consequences, counterproductive work behavior

Summary: This paper extends conventional situational strength theory by demonstrating that situational strength weakens the personality-behavior relationship only in conditions when situational strength cues match the outcome domain.

Keeler, K., Alaybek, B., Cheung, H.K., & Cortina, J. M. Climate level and strength: A meta-analysis of their relationship and their effects on work outcomes. In **Keeler, K. R. & Alaybek, B.** (Chairs), *Current Directions in Climate Level and Climate Strength Research*. Symposium presented at the 2019 annual conference for the Academy of Management, Boston, MA.

Keywords: climate level, climate strength, meta-analysis

Summary: This meta-analysis focuses on the nonlinear relationship between climate level and climate strength along with its implications.

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(Recent Publication, continued from page 10)

Kuykendall, L., Craig, L., & Tay, L. (in press at *Journal of Organizational Behavior*). Work-contingent self-esteem: A boon or bane for worker well-being?

Keywords: work-contingent self-esteem; well-being; work-nonwork conflict

Summary: This paper examines how work-contingent self-esteem (i.e., the extent to which a person's self-esteem is based on workplace performance) affects well-being at work and outside of work.

Craig, L. & Kuykendall, L. (in press at *Journal of Vocational Behavior*). Examining the role of friendship for employee well-being.

Keywords: friendship, self-esteem, work and nonwork relationships

Summary: This paper seeks to explain why supportive friendships are important for well-being, focusing on the provision of self-esteem as a key mechanism through which supportive friendships promote well-being beyond the effects of supportive spousal and family relationships

Tetrick, L. E., Sinclair, R. R., Sawhney, G., & Chen, T. (in press). We've got (safety) issue: Current methods and potential future directions in safety climate research. *Research Methods in Human Resources Management*

Keywords: Safety Climate, Conceptualization of Safety Climate, Measurement, Level of Analysis, Dimensionality, Research Methods

Summary: This is a review of the literature for the five years from 2013-2018 focusing on research methods and measurement issues.

McLeod, P. L., Cunningham, Q., DiazGranados, D., Dodoiu, G., **Kaplan, S.**, Keyton, J., Larson, N., LeNoble, C., Marsch, S. U., O'Neill, T., Henrickson Parker, S., Semmer, N. K., Shuffler, M., Su, L., Tschan, F., Waller, M. & Yang, Y. (in press). Hacking teamwork in healthcare: Addressing adverse effects of ad hoc team composition in critical care medicine. *Healthcare Management Review*.

Keywords: Hackathon; Teamwork; Healthcare

Summary: This paper summarizes a "Hackathon" (or, as we called it "Hackmanathon") – named after Richard Hackman – that we organized and participated in at the annual INGRoup Conference.

About *The I/ON*

The I/ON 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, Marisa Diana-Russo, Stephanie Payne, Lisa Boyce, Nikki Dudley, Mike Ingerick, W. Benjamin Porr, Deirdre Lozzi, Tiffany Bennett, Marissa Shuffler, Jordan Robbins, C. Brooke Orr, Jayme Pittsonberger, Elizabeth Conjar, Richard Hermida, Carrie Grimes, Irwin José, Phillip Gilmore, Kristen Jones, Alexis Gray, Kate LaPort, Afra Ahmad, Alan Tomassetti, Nikki Giacobelli, Sooyeol Kim, Yan Dong, Kristen Gibson, David Wallace, Mark Gould, Charlotte Brock, Alex Morris, Charlotte Brock & Alex Morris, James Wilcox & Leah Alley, Jalyn Gatling & Katie Guarino.

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Current and past issues can be viewed at <https://io.gmu.edu/the-i-o-newsletter-ion/ion>. If you would like to be included or removed from the mailing list, or have questions/comments, please contact us at IONNewsletter@gmu.edu. The deadline for contributions to the newsletter is four weeks before distribution, which occurs on or around the first of April, and the end of August.

If you are GMU I/O Alumni...

We love to hear what you're up to! Please keep us informed of your life changes, from your mailing address to SIOP fellowship nominations. If you are willing to be interviewed for our alumni column or wish to contribute to the newsletter in any way, please e-mail us at IONNewsletter@gmu.edu.



Welcome to our Incoming Master's Students



Hello everyone! My name is **Alexis Román** and I grew up in Northern Virginia. I went to Florida State University, where I got my Bachelor's degree in psychology with a minor in business. I have worked in several research labs over the years, but my primary lab was focused on discrimination and prejudice. My research in this lab fueled my interest in discrimination and its relationship with workplace productivity and satisfaction of both majority and minority groups. In my free time, I like to work on my pottery, go for walks (Riverbend Park in Great Falls, VA is my favorite!), read, binge-watch TV, and spend time with my friends, family, and cats. I look forward to meeting everyone soon!



Hi everyone! My name is **Mike McGraw** and I'm an incoming MA student. I'm from the Philadelphia area and studied at Purdue University and La Salle University for my undergraduate degree. Originally a pharmacy major at Purdue, I realized that my passions lie elsewhere. I eventually discovered the field of I/O psychology and never looked back. My particular areas of interest lie in leadership and organizational effectiveness, but I am always open to other aspects of the field. I'm a big sports fan (go Birds!) and I love cooking, reading, and working out. I also love traveling nationally and internationally and am on my way to having visited every state in the US. I'm very excited to get started at George Mason and can't wait to meet all of you; see you soon!



Hi everyone! My name is **Erin Lu** and I'm really looking forward to joining the I/O community at George Mason. I'm from San Diego, CA, but I lived in Taiwan for 7 years and went to college in Maine. I love to travel and I really enjoy film photography. I really hope I'll still have time for these while I'm at Mason. My current I/O interests surround the recruitment process, but I'm eager to learn about many more topics. Looking forward to meeting everyone this fall!



Hi, everyone! My name is **Ivey McCartney**. I am from a small town in South Georgia called Adel, but I have lived in Athens, Georgia for the past five years. I graduated with my Bachelor's degree in psychology from the University of Georgia in May 2018, and I spent the past year working at UGA's Human Resources Department as an HR Managing Consultant for the classification and compensation team. My research interests currently include employee health and well-being, multi-team systems, and work-family issues, but I am definitely interested in exploring other topics in I/O. In my free time, I love traveling, going to concerts and sporting events, and spending time with my pup, Muffin. I've never lived outside of Georgia, so I'm excited to move to Virginia! I'm looking forward to meeting everyone and getting started at GMU!

(Continued on page 13)

(Incoming Master's Students, continued from page 12)



Hi! My name is **Gabrielle Van Volkenburg** and I recently graduated from Clemson University with a major in psychology and a minor in management. I was raised in Great Falls, VA and, while I loved spending my time during undergrad in South Carolina, I am so excited to be back in the DC area for graduate school! In my free time I love to try out new recipes, watch college football (especially the National Champion Clemson Tigers!) and spend time with my friends and family. I am especially interested in research that focuses on leadership and the leader-follower relationship. I'm looking forward to meeting everyone at George Mason and can't wait to get started!



Hello all, my name is **Zoe Nerantzis**, and I'm thrilled to be joining the Mason I/O program. I have lived in Rockville, Maryland my whole life, and I attended Christopher Newport University for undergrad, where I graduated this spring with a BA in psychology and a minor in leadership studies. The realm of leadership is a research interest of mine, as well as emotional intelligence, decision-making, and morality in group settings. I completed an internship at a small management/HR consulting firm during the summer of 2018 and had an absolute blast. During my free time, I can be found swimming, dancing, traveling, reading, playing the piano, and eating too much sugar. I am greatly looking forward to meeting and learning from you all.



Hello everyone! My name is **Sarah Sultzer** and I am from a small town in southern Florida. I attended the University of Florida and graduated this past May with a BS in psychology and a minor in leadership. During my undergraduate career, I served as a research assistant, a teaching assistant, and president of our university's I/O Psychology club. My current research interests are in areas such as employee satisfaction, work motivation, and recruitment. I've been really interested in I/O since I first heard about the field and I am incredibly excited to start this program at GMU.

I've recently been hired in GMU's University Life office as a Well-Being Graduate Assistant and I'm looking to really get involved on campus. In my downtime, I like to curl up with a good book or a binge-worthy Netflix show. I'm most excited to explore the DC area and check out the museums and monuments. Being from out of state, I'm unfamiliar with the area and the people so I am really looking forward to getting to know you all!



Hi folks! My name is **Pia Tomasello**, and I am originally from southwestern CT but have called Somerville, MA home for the past three years. I graduated from the University of Vermont in 2013 with a BS in animal science. I have spent my time since in various jobs, where I quickly realized that the modern workplace is a mess, and it needs our help! After confirming my interest in I/O psychology through graduate courses at a local university, I decided to apply to GMU, and I am thrilled to be joining you all in the fall. Right now my research interests include work life, leadership, and motivation. In my free time I like to ride my bike, make ceramics, bowl, and watch Netflix.

(Continued on page 14)

(Incoming Master's Students, continued from page 13)



Hello everybody! I am **Matthew Klocke** and I will be a new MA student this fall. I was born in Alexandria, Louisiana, but I have lived in Guam, Florida, West Virginia, Virginia, and most recently North Carolina! I completed my undergraduate degree in Psychology at West Virginia University. As an undergrad, I assisted with behavior analysis research with rats and pigeons. However, I've always been interested in studying I/O psychology. The main area of research I am interested in is leadership, although I'm excited to branch out and learn about different topics. Outside of school, I enjoy visiting new places, trying different restaurants, and watching various Netflix series. I'm looking forward to meeting you all soon!



Hi friends! I [**Alec Campbell**] was born and raised in sunny South Florida. After 18 years of palm trees, I headed to North Carolina to actually experience the seasons changing. While there, I attended High Point University and received my BBA with minors in psychology and French. I'm pursuing I/O because I want to change our perception of "work." My research interests include selection, employee well-being, teams, leadership, and above all: mindfulness (seriously, let's talk about mindfulness). My personal interests range from basketball and hiking, to piano and beatboxing. I am absolutely thrilled to see what we all can achieve together during our time at GMU!



Hello everybody! My name **Joravar Singh Hira**, but all of you can call me Joey. I was raised in Loudoun County, Virginia and I received a BS in psychology from George Mason University. During my time as an undergraduate I was involved with Dr. Robert Pasnak's cognitive interventions research, where I worked with kindergartners in Alexandria, Virginia. My current research interests are rather broad at the moment, but I'm confident that I will find some direction in the coming months. In my free time I enjoy reading, writing, traveling, and history.



Hi everyone, it's a pleasure to meet you all! My name is **Quyen Dang** and I'm super excited to be a part of the I/O psychology program and GMU community. I graduated from the University of Virginia last year with a degree in cognitive science and have lived in the Fairfax County area for my whole life, currently residing in Vienna. The areas of research that I'm most interested in are employee mental health and team building. As far as hobbies go, I like to keep myself active with various sports such as weightlifting, basketball, and flag football. On the more sedentary side of things, I really enjoy playing video games, watching anime, following the NBA, and browsing Reddit. Oh yeah, I am also a very big Taylor Swift fan. I can't wait to see you all around soon!

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(Incoming Master's Students, continued from page 14)



Hello everyone! My name is **Olivia Pagan**. I was born in Washington DC and have lived in Alexandria Virginia for all of my life. I love this area and ideally would like to continue to live and work here in the future. However, I also love traveling and meeting new people. I have not had the chance to do much traveling outside the US but I have been to 36 states so far and I hope to visit them all someday! I have played the piano since I was seven and playing and listening to music are some of my favorite things to do. Some other things that I enjoy include photography, hiking, reading, and watching Netflix. I graduated with a BS from Mason's IO psychology undergraduate program last semester. I have had a wonderful experience here at Mason for the past four years so I was thrilled to be accepted to the Master's program and I look forward to continuing to work with the amazing faculty here. I have been involved in research at Mason into affective forecasting for the past two years and have become interested in issues related to emotions, decision making, and motivation. Some of my other broad research interests include well-being, cross-cultural issues, and personality. I look forward to getting to know all of you!



Hello! My name is **Alex Veerasammy**, and I'm from Queens, New York. I received my BA in forensic psychology from Macaulay Honors College at John Jay. I researched secondary violence exposure at the University of Alabama as part of the Scholarship in Child and Adolescent Health and Injury Prevention (SCAHIP) cohort, as well as hospitalist communication frameworks at Macaulay Honors College for my senior honors thesis. I've presented research at the 2017 UAB Summer Research Expo and the 2019 Northeast Regional Honors Council Conference.

I love music (especially post-hardcore rock), enjoy movies (especially Tarantino's), and like art (especially Late Renaissance). Puzzles, riddles, and crime dramas fascinate me endlessly- I love the process of solving things. And my coffee intake rivals my oxygen consumption.

My current research interests include dark triad traits in leadership, applications for AI to aid remote workforces, and effective methods for promoting open communication in order to foster workplace trust. Thank you for reading my blurb, and I look forward to meeting everyone!

Incoming PhD Students



Welcome!

Hi, everyone! My name is **Sarah Zarsky**, and I am originally from Philadelphia but grew up right outside the city. I graduated this year from George Washington University with a BA in psychology and a minor in organizational science. While at GWU I worked in the WAVE Lab under Dr. Tara Behrend. During this time I deepened my interest in technology and completed an independent research project on workplace tracking. My research interests also include telecommunication, leisure, and work-life balance. In my spare time I like to listen to music, visit breweries with friends and go on walks with my dog, Misha. I am excited to begin life at Mason and expand my understanding of I/O!

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(Incoming PhD's Students, continued from page 15)



Hi, everyone! My name is **John Aitken** and I am from Montville, NJ. I graduated this past spring from The College of New Jersey with a BA in psychology and history. I suppose you could call me the consummate Jersey boy, but I am very excited to spread my wings and get to know Virginia, DC, and GMU! While at TCNJ, much of my research and coursework focused on issues of diversity and inclusion. Two years ago I worked with data from several departments at TCNJ to assess the opportunity gap at the school. Topping off the proverbial glass, my thesis project investigated the intersection of the glass cliff, which describes a circumstance where women are more likely to be selected as leaders during crisis, and authoritarian ideology, which would normally resist change. Though diversity has been a major theme of my research in I/O, my current research interests are employee well-being and psychometrics. During my free time, I keep myself busy with a number of different hobbies: cooking, playing the same six songs on the guitar, Dungeons & Dragons, and road trips. All in all, I am excited to meet everyone and settle down at GMU!



Hi everyone! [**Stephen Zhou**] I am entering the PhD program this fall to study under Dr. Zaccaro. I previously received a BA in I/O psychology and a MA in religion from Pepperdine University in Southern California. After that, I spent a couple years working in the Bay Area California, as a Senior Associate handling talent acquisition, employee relations, and data analytics at a rapidly growing global food subscription company. I've also had exciting experiences in teaching, as a graduate assistant for Organizational Behavior and instructor for K-12 speech and debate, and I hope to invest heavily in learning and improving in pedagogy. My prior research experience centers around leadership development, particularly among student and volunteer populations. I look forward to continuing research on leadership development, both in individual and team settings, and I hope to expand to researching non-monetary based motivation in education and non-profit settings. My wife and I are excited to make the cross-country move (neither of us have ever lived outside of California) to Virginia, and I look forward to meeting everyone!

Hi everyone! My name is **Jessie Cannon** and I am a native Seattleite. I've spent most of my life on the West Coast, receiving my Bachelor's in psychology from Whitworth University in Eastern Washington and a Master's in I/O psychology from Seattle Pacific University. I took three years off between undergraduate studies and the Master's program, working with Amazon as a technical recruiter. Originally, I had not intended to study I/O psychology, but was drawn to it when I realized I spent more time thinking about the effects of leadership styles on our team dynamics than I did thinking about my actual work!

Through the Master's program at Seattle Pacific I've had the opportunity to work with a wide variety of Seattle businesses including the Gates Foundation, VillageReach, a global nonprofit, and Trident Seafoods. I've worked on teams and individually to consult on business strategy, team dynamics, and, most recently, creating a training module on organizational culture and change management. My research interests include leadership, team dynamics, culture and organizational change.

In my free time, I have been co-hosting a podcast on I/O topics with friends from SPU. I also love being active while simultaneously socializing, so hiking with friends and salsa dancing are some of my favorite activities. I am looking forward to new challenges, new friends and a new life in Fairfax!



MPS Students (Summer 2019 Cohort)



My name is **Joi Hamm** and I am from Richmond, VA. I graduated from Virginia Commonwealth University with a BA in psychology in 2015. I am currently a mental health counselor for children and adults, which I have been doing for three years. Prior to working in the mental health field, I was enlisted in the United States Army for 8 years. I'm excited to be a part of the MPS program and hope to bring a new set of skills to the United States Army as an Industrial/Organizational Psychologist.



My name is **Janelle Hope** and I am originally from Virginia Beach, VA. I graduated from Howard University with a Bachelor's of Business Administration in hospitality management in 2014 and immediately moved to Las Vegas, NV to work for MGM Resorts. Five years later in early 2019, I relocated to Alexandria, VA to begin my career with Capital One on the Chief of Staff team for Small Business & Canada Tech. A fun fact about me is that my parents and I were all born on Wednesdays (in our respective months and years).



My name is **Vinnie Jayara** and I am originally from Barrington, Illinois, a small town with about 10,000 people. I graduated from Northeastern Illinois University with a Bachelor's in public administration in 2013. Right out of college, I started my career in the public sector and within a year I moved to the DC area after receiving a promotion in the human resources field. I decided to pursue the MPS program in I/O psychology because I want to help organizations understand and manage positive relationships in the workplace with their employees.



My name is **Grayce Liu**, and I am from Los Angeles, CA. I graduated with a BA in anthropology from the University of California, Santa Cruz, and a JD from Loyola University, Los Angeles. I am currently the City Engagement Officer for the City of Los Angeles where I oversee recruitment, hiring, examinations and engagement for the 48,000 full time workforce. I am excited to be a part of the MPS program in I/O psychology where I am already using a lot of what I'm learning to create innovative initiatives in the city's personnel processes.

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(Summer 2019 MPS Students, continued from page 17)



My name is **Arianne Mann**, and I am originally from the San Francisco Bay Area. My undergraduate and first Master's degree are both from the University of Mary Washington in Fredericksburg, VA. I was a teacher for over ten years and just wrapped up my last year as an educator to pursue my next career in I/O! I have always been interested in I/O and am finding the program's flexibility perfect for my current stage in life. I am able to work, take care of my family, and spend the rest of my time on grad work!



My name is **Dacie Marshall** and I am a native of Arlington, VA. I graduated from Elon University with a BA in Anthropology. I have spent the bulk of my career working at Deloitte, originally in Federal Human Capital Consulting, and now I work as an internal consultant with Deloitte's National Talent Strategy & Innovation Community of Excellence. I am excited to deepen my HR expertise through Mason's MPS I/O program and have enjoyed the challenge thus far.



My name is **Allison Reese** and I'm from Roanoke, VA, currently living in Harrisonburg, VA. I graduated with my BS in psychology and anthropology from James Madison University. I currently work for the Virginia Department of Corrections as a Probation and Parole Officer. I'm excited to be in the MPS program to enhance my skills and start a new career path.



My name is **Layne Pawlik** and I live in Arlington, VA. I graduated from Loyola University, New Orleans with a BA in psychology. I am currently working in human resources at Allied Telecom Group in Crystal City, VA. A fun fact about me is that I spent over three years living, working, and traveling throughout Asia.

(Continued on page 19)

(Summer 2019 MPS Students, continued from page 18)



My name is **James Smith “Tony”** and I’m originally from Georgia. I lived for 24 years in the Washington, DC area, but recently relocated to New York City for a new job in Manhattan. My undergraduate degree is from George Mason. I have a Bachelor’s in individualized study with a concentration in organizational psychology and diversity with a minor in well-being. I currently work for Accenture as a consulting manager in the Financial Services Talent and Organization practice specializing in organizational change and workforce transformation. I am an Air Force Veteran with 20+ years of management experience in the public sector and commercial communications and technology focused on organizational effectiveness. I’m excited about the MPS program because it aligns well with my new career shift to commercial consulting focused on workforce transformation and my personal purpose of “helping others to help themselves.”



My name is **Tom Verbanic** and I’m from Chantilly, VA, currently living in Arlington, VA. I graduated with my BS in psychology from James Madison University in 2013. I am currently working for Booz Allen Hamilton out of the Crystal City, VA office. I am excited to be part of the MPS program to further my knowledge of psychology and better help organizations reach their full potential!



My name is **Munazza Zaheer** and I am from Fort Washington, MD. I graduated with a Bachelor of Science in psychology from George Mason University in 2016. After graduation, I worked as a manager for an independent company for two years. Currently, I am a stay at home mom to two boys. I am very excited to be a part of Mason’s MPS program so I can start my career path in I/O psychology.



My name is **Anoud Zejly** and I’m from Springfield, VA. I graduated from George Mason University with a Bachelor’s degree in psychology in 2012. I worked at a life insurance office for six years and I’m currently a stay at home mom to three boys. I am very excited to be a part of the MPS program because I’d like to build a career centered around helping employees and their managers improve their communication skills, performance, and overall well-being in the workplace.

MPS Students (Fall 2019 Cohort)



My name is **Adam Abosedra**. I'm originally from Boulder, Colorado but spent 10+ years in Washington, DC before recently moving to Ann Arbor, Michigan. I graduated from the University of Colorado with a BA in political science and American University with an MPA. I work at Deloitte in the HR Talent group with previous experience in Human Capital consulting. I'm excited to start with the George Mason MPS program to further my understanding of how to foster strong leaders and teams in the workplace.



My name is **Dina Abughannam** and I'm from Fairfax, VA, but have deep roots from Palestine. I graduated from George Mason University in the fall of 2018 with my BS in psychology. I currently work at Valiant Integrative Services as a People Operations Administrator. I am thrilled to be a part of the MPS program here at GMU so that I can bring cultural awareness and enhanced diversity to organizations at large!



Hello all! My name is **JoAnn Armstrong**, I am from Newport News, Virginia, home to the world's greatest builder of Navy ships and submarines. I was born and raised in Newport News and have raised my children here as well. My Bachelor's degree is in I/O psychology from Christopher Newport University. Currently, I am employed as the Supervisor of Compensation and Benefits with Newport News Public Schools. Pursuing a Master's degree was always a part of my plan and I am excited to finally be able to get started. An interesting fact is that my son is a rising junior on the Fairfax campus of GMU.



Hi everyone! My name is **Ayanna Baker** and I am excited to be returning to George Mason University as a graduate student in the Industrial/Organizational Psychology MPS program. I am originally from Queens, New York, but I was raised in the Northern Virginia area. I graduated with my Bachelor's degree summa cum laude in psychology with a concentration in I/O psychology from George Mason in 2017. I currently work as a Talent Acquisition Specialist in Fairfax, VA where I recruit cleared professionals for the Department of Defense and Intelligence community. I'm excited to continue my education in I/O psychology to learn more about improving the workplace environment.

(Continued on page 21)

(Fall 2019 MPS Students, continued from page 20)



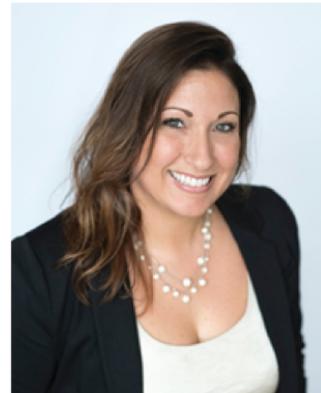
My name is **Susan Barbini** and I am from Leesburg, Virginia. This is one of my favorite pictures of my daughter and I. I am the one in the blue dress. My undergraduate degree is from Strayer University and is in business administration. I am a courtroom clerk for a Circuit Court Judge in Loudoun County as well as a team leader. I have worked for Loudoun County Circuit Court for nineteen years. I am excited to be a part of the MPS program to make connections with other students and professionals.



Bonjour, cohorts! My name is **Stacy Celestin** and I currently live in Los Angeles, CA. I work for Inner City Law Center (ICLC) as their Director of Human Resources in which I am responsible for addressing strategic HR initiatives at the intersection of human capital and business processes, while maximizing talent strategies, implementing strategic workforce planning, engaging talent, and developing employees to their fullest potential. I have over 10 years of extensive experience in diversified HR and project management functions. Prior to ICLC, I worked at U.S. Citizenship and Immigration Services (USCIS) as the Chief of Staff in which I was responsible for the management of 10 programs, ranging from data analytics to congressional outreach efforts for the largest district in the nation. During my tenure at USCIS, I was recognized as the highest ranking African American on the west coast for this agency. Outside of work, I enjoy traveling, reading and a good bourbon.



My name is **Abdul Wahab Ebadi** and I am from Manassas, Virginia. I graduated from George Mason University with my Bachelor of Science in psychology in 2018. Since graduating from high school in 2008, my company has been a service provider for Merck, a fortune 500 company, located in Rockville, Maryland. Having to manage employees on a daily basis for over 10 years has allowed me to develop new and profound sense of purpose and desire to put my leadership skills to better our world. I am thrilled to be a part of this innovative program which allows me to continue working full-time, spend time with my family, and spend the rest of my time learning more about what I am most passionate about.



My name is **Sabrina Cushing** and I am from Gainesville, VA. I recently graduated last Spring from George Mason University with a Bachelor of Science in psychology with a concentration in Industrial/Organizational Psychology. In the past, I have worked at Verizon for over 10 years as a General Manager. I am excited to be a part of the MPS program because during my time at Verizon, I saw first-hand the importance of great leadership and the impact of employee motivation (or lack of). Therefore, I would love to utilize the expertise from this cohort as well as my past work experience to enhance the employee experience within organizations.

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Hey y'all! My name is **Nichelle Harper** and I'm from Converse, Texas. I received my BS in psychology from Henderson State University in Arkadelphia, AR in 2016. I work as a Communications Specialist and I also handle the HR responsibilities at a non-profit called *Youth Empowerment Services, Inc.* I worked as the sole HR representative for some time with my current employer where I helped create the hiring process, hiring assessments, and interview protocol for my organization. We hire educators for five different charter districts here in San Antonio, TX. With the many variables that impact retention in our districts, I learned very quickly how important it is to find real solutions for teachers employed within our districts and how it directly affects the student experience. I am excited to move forward in learning new ways to take what I learn and apply it to my career and to help improve the quality of learning for students in the process.



Hello everyone! My name is **Isaac Hintz**; I'm from Alexandria, Virginia. I have lived in the D.C. Metropolitan area for the last 15 years. Before that, I was traveling the world while serving in the U.S. Air Force. I received my BA in psychology from Argosy University in 2014. I currently work as a Radiologic Technologist at George Washington University Hospital. One of the responsibilities that I have that is relevant to I/O psychology is giving performance appraisals to students that are learning to become Radiologic Technologists. I'm both honored and excited to be a part of the MPS program at GMU, because it will give me the opportunity to expand the knowledge and skills I have obtained in my professional life and apply them to new professions such as an organizational effectiveness consultant or a talent manager.



Hello! My name is **Hannah Koontz** and I was born and raised in Vienna, Virginia. My undergraduate degree is a BS in sociology from Radford University where I graduated in May of 2018. I am currently an Assistant Director at Vienna's Tiny Tots Village Pre-School. I am excited to grow my knowledge in the field of I/O psychology to help my passions and goals coincide. This has always been something that is important to me, and I am so honored to be part of this program.



Hello everybody, my name is **Kelsey Kurzawski**. I was born and raised in Old Bridge, New Jersey, but I'm in the process of moving back to Maryland with my fiance. I received my B.S in Psychology from Towson University in 2018. While at Towson, I worked as an associate at Panera, a supervisor at Starbucks, and a facility and event manager at the gym on TU's campus. I volunteered as a research assistant for my I/O psychology professor which really sparked my interest in the field and got me applying concepts from class to organizations I was part of. I can't wait to jump back into continuing my studies this year. On the more sedentary side of things, I really enjoy playing video games, watching anime, following the NBA, and browsing Reddit.

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Hey guys! My name is **Patricia Lindholm** and I'm so incredibly excited to be a part of this group and to get to know all of you! After attending high school in Northern VA, I received my Bachelor of Science in psychology in 2015, and for the last three years I have been working as a recruiter in several different industries. My current position is by far the most fulfilling, and I am incredibly lucky to be a part of this team. We support retiring and transitioning military in finding their next "home"-- it is such an incredible community of men & women to support. I am ecstatic about being accepted to the MPS program and believe it will help me to grow and challenge myself, both personally and professionally. I look forward to taking part in this journey with you all as I work toward my ultimate goal of becoming an Industrial/ Organizational Psychologist to improve the quality of life of professionals and organizations everywhere.



Hi everyone! My name is **Miriam Logan** and I was born and raised in the VA/DC area until I moved to the Gulf Coast for high school in 2010. I received my BS from the University of Southern Mississippi in July 2019, and I am now ready to begin the I/O graduate program at George Mason. I have worked in dance studios choreographing for competition teams the past five years, however, I will soon be moving to Ohio and plan to look for new a new job this fall. Hopefully I can find a job that will offer experience in the psychology field. I have always loved learning and I am dedicated to my education. I want to expand my knowledge base and have a greater skill set to better aid in the productivity of the workplace and wellbeing of employees. For those reasons, I have chosen to pursue this MPS program.



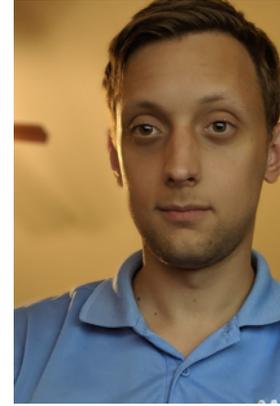
Hey everyone! My name is **Taylor Lionnet** and I am extremely excited to start the MPS Industrial/ Organizational Psychology program at GMU. I was born and raised in New Orleans, Louisiana and received a BA in public relations from Louisiana State University in 2013. For the last 4 years I've worked at Ochsner Health System in New Orleans as an IS Analyst on Ochsner's Telemedicine team. I look forward to beginning this program and putting myself on track to begin transitioning my career at Ochsner from a technical focus to a place where my time will be focused on helping our employees improve the quality of their lives both personally and professionally.



My name is **Jacquelyn Morris** and I live just outside of Seattle in Auburn, WA. I graduated from Washington State University with a BS in psychology. I have been self-employed for the past 15 years working in the human resources field for clients globally. I chose GMU because I wanted to further expand my knowledge in the industry. I am particularly interested in employee motivation and development in the workplace as it relates to overall productivity.

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Hi my name is **Khalia Muhammad**! I am originally from Memphis, TN (undisputedly home of the best BBQ), but I graduated with my BS from Syracuse University in May of 2018. I moved to Northern Virginia after graduation because I couldn't endure any more of Syracuse's terrible winters. I live in Fairfax, and I currently work at an IT staffing firm in Falls Church where I process payroll and on-boarding paperwork for our contractors. In my free time, I develop social media content for my beauty and lifestyle YouTube channel.

Hello everyone! My name is **Joshua Nuhfer** and I'm from Charlotte, North Carolina. I received my Bachelor's degree in psychology in 2015 from the University of North Carolina at Charlotte. Since graduating I have focused more heavily on my professional career. Currently I work for caliber collision as an operations manager. I believe the Industrial and organizational MPS program at George Mason University is a great program for experienced working professionals such as myself who want to expand their academic and professional goals conjunctively. I am excited to join George Mason this fall because it will allow me an opportunity to return to my academic pursuits.



Hello everyone! My name is **Jahbril Nwosu** and I am originally from Atlanta, Georgia. I earned my Bachelor's degree in psychology in December of 2018 from Chaminade University of Honolulu while serving as an active-duty member of the United States Marine Corps. I currently work at Marine Corps University in Quantico, Virginia and I am excited to be a part of the Master's program for Industrial/Organizational Psychology here at George Mason University. My primary study interests include: exploring objectives that enhance job satisfaction, retention, quality production, benefits and compensation, and developmental leadership. In the little spare time I get, I enjoy spending it with my family, traveling and journaling. I'm really looking forward to learning I/O psychology more in depth and utilizing my skills in order to create more healthy work-life balance.

My name is **Nancy Smith** and I was born and raised in Fort Lauderdale, Florida. I came to the DMV for college and just graduated with my BA in psychology with a minor in Criminal Justice from George Washington University in May 2019. I currently reside in Fairfax, VA and work as a Recruiter at a federal contracting company under the Department of Defense. I am excited to obtain my degree to help improve the personnel selection process, diversity in the workplace, as well as improve the workplace environment and culture for workers.

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Hello everyone! My name is **Brittany Story** and I am very excited to be an incoming graduate student for the I/O program at George Mason. I am from, and currently reside, in a small town in Southwest Virginia called Marion. I received my BA in human resources management in 2014 from Ashford University. Traveling with my husband during his military career and meeting people from all over the globe, is what sparked my interest in Human Resources and the psychology behind it all. I currently work for District Three Governmental Cooperative as the Personnel Manager. We are the Area Agency on Aging as well as Public Transportation provider for six counties and two cities. I love what I do, and I am eager to learn more to enhance my company's culture, employee morale, and our overall performance to improve our outreach to clients. In my spare time, I enjoy developing fundraisers for our local schools to spread Autism Awareness and the funds collected go to improve the classroom and curriculum for children with special needs.



Hi my name is **Semene Tesfaye**. I am from Stafford, Virginia and have recently received my undergraduate degree from Virginia Commonwealth University. I am currently interning in Process Improvement for Human Resources. I am excited to continue my education at George Mason University in I/O psychology and learn more about improving the workplace environment.



My name is **Emily Szabo** and I currently live in Los Alamos, NM. I have two BAs in each anthropology and criminal justice from the University of Central Florida. I am currently working as a background investigator for CACI International. I chose GMU's MPS in Industrial/Organizational Psychology program because I am interested in what motivates people in their employment, how to match the skills and interests of employees with the right career and how organizations might efficiently recruit the right candidates for employment to their ultimate benefit.



Hello everyone, I am **Siobhan Tischler**. I grew up in Maryland and moved to Vienna, VA about one year ago. My undergraduate degree is in management with a concentration in human resources from Salisbury University. Currently, I work as a Human Resource Business Partner for a cyber security company in Reston. Since graduating in 2014, I have worked in recruiting and HR roles doing everything from interviewing, payroll, employee relations, performance management, and training & development. I am passionate about learning, and I enjoy watching others grow and develop. That passion sparked my interest to pursue a career in HR and to continue my education in I/O psychology. I am very much looking forward to being a part of the MPS program!