THE I-ON
Official Newsletter of the Industrial-Organizational Psychology Program of George Mason University

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Hi everyone! Welcome to the 2022-2023 academic year! I am excited for the new year, and I hope you are too. In the last year, we were coming out of the pandemic-forced remote work and learning, with more face-to-face classes and more folks on campus. Hopefully, this trend will continue this year as we “return to normal.” All our professional conferences were in-person, with several having hybrid components. We did not have our official annual SIOP GMU reception during the previous conference, but our students got together and put together an informal one. Thank you for that! It shows the Mason I-O spirit! This year, we expect to hold our official reception and reconnect with our alumni. The 2023 SIOP conference will be April 19-22 in Boston, MA. The call for proposals will open on August 16, and the deadline is October 12. Mason has always been one of the top universities in terms of representation at SIOP – so let’s keep that up!

Last year, we conducted a faculty search to replace Prof. Lois Tetrick, who retired after years of service to the program. That search resulted in our hiring of Dr. Yijue Liang (p. 7) from the School of Labor and Employment Relations at the University of Illinois at Urbana-Champaign. Her research interests include workplace sexual harassment and bystander intervention, occupational well-being and health, and leadership and teams. She brings both depth and breadth to our collective faculty research interests. We are very excited to have her join us!

I also want to welcome our new PhD (p. 15), MA (p. 16), and MPS (p. 20) students. We are so glad you have chosen to join us! You are now part of a strong and collegial program. In recent months, U.S. News and World Report published their ratings of Industrial and Organizational Psychology programs, and our program was ranked 5th nationally, as well as 4th among public institutions! Here are links to the original report and the announcement from GMU:

https://www.usnews.com/best-graduate-schools/top-humanities-schools/industrial-organizational-psychology-rankings

https://io.gmu.edu/articles/17299

We are quite proud of this achievement: it represents a continuation of the excellence and reputation we have established for decades. This is due to the quality of our faculty and to the work, commitment, and dedication of our students. You show pride in our program and represent us so well in many professional settings.

I also want to give a shout-out to our most recent PhD graduates: Dr. Carol Wong and Dr. Melissa Hickin (Stiksma). Congratulations, not only to them, but to Prof. Lauren Kuykendall, who advised both dissertations! I also want to congratulate our MA and MPS students who graduated in May and August. I will add that four of our MPS students were accepted into doctoral programs! Please continue to keep in touch with us and let us know how you are doing.

As we do every fall, we have a new IOPSA Board (p. 24), led by Annie Nottingham and Zion Howard. I saluted the previous Board in my last column. We strive to be very collegial in our program, and IOPSA plays a big role in fostering such a climate. They put together another great learning series this year; as with the ones in the last two years, they will be virtual to allow our MPS students to attend and to bring in speakers from outside the local area. The list of speakers for the fall is noted on pages 3 and 4.

That’s it for now! To all of you: Go and have a great year!
Greetings from the Industrial-Organizational Psychology Student Association (IOPSA) board members! After a successful year of in-person learning, we are excited to welcome back our returning students. We hope your summer was enriching, yet also relaxing and well spent with family and friends. Navigating this past year was filled with adjusting back to on-campus interactions, and I was overwhelmed by the warmth of faculty, staff, and students in the department.

As important and exciting as welcoming back our returning students is welcoming our incoming graduate students. As you embark upon your journey at Mason, know that we look forward to opportunities to collaborate with you, to learn alongside you, and to grow together. We extend our heartfelt congratulations to the recent graduates from the PhD, MA, and MPS programs. We are cheering you on and celebrating your career accomplishments.

Thank you to the outgoing IOPSA board members for the time and effort you devoted to enriching our program over the past year. To our outgoing President, Joanna Zakzewski, we thank you for confidently leading IOPSA through the year and flexibly orchestrating Prospective Students’ Day this past Spring, ensuring that potential students felt comfortable and welcomed. JeongJin Kim, our outgoing Vice President, coordinated an exceptional slate of virtual Learning Series speakers in which our community listened, learned, and asked insightful questions. We appreciate the effort JeongJin devoted to providing a meaningful and engaging weekly experience for our program.

We recognize the hard work of the faculty and staff this past year as we adjusted back to in-person learning. Our department’s faculty and staff devoted a concerted effort to ensure that students felt both supported and challenged in their academic pursuits this past year, and for that, we could not be more thankful. We are especially excited to welcome Dr. Yujie Liang to her first semester as a Mason I-O faculty member this fall. Dr. Liang’s research expertise spans the areas of workplace sexual harassment, bystander intervention, occupational well-being and health, and leadership and teams. We are thrilled that Dr. Liang is joining our program and eagerly anticipate the growth and collaboration her research expertise will engender.

As the fall semester commences, I am eager to reconnect with returning students, faculty, and staff as well as warmly welcome our incoming students. If you have any questions or simply want to chat, please feel free to reach out to me. Aligned with the mission of previous IOPSA presidents, I am here and available to our program. I am enthusiastic about what is to come for Mason’s I-O program this year, and I wish everyone well this fall!
Welcome to the incoming Fall 2022 Cohort 11 and congratulations to the Summer 2022 Cohort 6 group on graduating! The last few months have opened the door for folks to get connected in person. I am thrilled to have had the opportunity to meet so many MPS students in person at the 2022 SIOP Annual Conference in Seattle, Washington. It was a joy to watch students experience the magic of SIOP! Students met with well-known names in the field, connected with other students from around the country, and learned from the variety of sessions at the conference. While the GMU I-O program did not host a formal reception, many students across the PhD, MA, and MPS programs, alumni, and faculty were able to connect informally. It was wonderful to see so many familiar faces and meet new ones. We look forward to supporting students’ attendance at the 2023 SIOP Annual Conference in Boston, MA.

In May, several students across graduating cohorts from Fall 2021, Spring 2022, and Summer 2022 came together to celebrate graduation in person. Students enjoyed the university-wide commencement ceremony, the departmental celebration, and walking across the stage. I am so proud of all of the accomplishments of our students and alumni! Fun fact, I have participated in Mason graduation celebrations several times, as a high schooler, undergrad, Master’s and PhD graduate, but it was my first time attending as a faculty member! My homeschooled kindergarten daughter also joined in on the fun!

Now that we have developed all of our courses, we are transitioning into our 3-year course revisions. If you have ideas or want to chat about opportunities to support our online program, please reach out to me at aahmad14@gmu.edu. We are looking forward to another successful academic year!
Many organizations have initiated programs to incorporate DEI concepts and principles in organizational policies and practices. On their face, these programs help to demonstrate that the organization values DEI, but how do they measure the effect of DEI efforts on organizational efficiency? As a member of several newly formed employee resource groups (ERGs), diversity board of directors, and diversity field boards, I know firsthand the challenges organizations face in establishing a process for diversity efforts to influence pre-existing processes—such as organizations being able to gain a diverse applicant pool for staffing and recruiting for future positions. How do organizations leverage the information generated from the various groups to achieve successful outcomes?

The unfortunate death of George Floyd rocked the nation and challenged thoughts of diversity within America. This tipping point challenged organizations to act and fueled diversity, equity, and inclusion initiatives. Diversity is important in the workforce, and it fosters creative solutions, higher innovation, faster problem solving, and better decision-making (Delgado, 2017). But how do organizations create efficiencies through diversity efforts? How do organizations measure success through diversity efforts? Although academic research and industry have been addressing DEI efforts for over 50 years, organizations still struggle to achieve results-based goals. I-O psychologists can assist organizations in identifying diversity issues and gaining organizational efficiency through interventions.

With the rise of Diversity, Equity, and Inclusion (DEI) efforts in the workplace, leaders may start asking themselves how DEI is improving their organizational efficiency or how it is affecting the bottom line. Research studies demonstrate there are many benefits to DEI efforts in the workplace such as creating a competitive advantage and maintaining organizational growth through hiring and retention processes (Creary, Rothbard, & Scruggs, 2021; Barak & Levin, 2002). Seventy percent of potential employees are looking for an organization with focused DEI efforts. Job satisfaction is key in organizational retention, and job satisfaction tends to be lower in employees lacking a support system and sense of belonging Barak & Levin, 2002). Both data points suggest organizations should strategically prioritize DEI. It is becoming necessary for organizations to diagnose problems and employ remedies, especially in a people-centric environment to stay relevant and competitive.

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I-O psychologists and practitioners can assist organizations narrow in on deliberate efforts to improve organizations’ diversity programs by identifying issues through data collection from employees, advising on overarching issues that affect diverse concepts, and assisting with intervention implementation (Creary, Rothbard, & Scruggs, 2021). Qualitative and quantitative data can provide critical information in identifying organizational issues. For example, before my organization established a DEI program, they conducted numerous focus groups and surveys to determine the need of the different employee populations. Analyzed data provides the puzzle pieces for a roadmap to develop DEI efforts. Combining both quantitative data, such as measurement of job satisfaction, and qualitative data, such as questionnaires to explore reasons for issues help to inform inputs for inventions and diversity program design. I-O psychologists and practitioners can advise on overarching issues that affect diverse concepts. For example, DEI must be infused into the culture and the individuals within the organization. I-O psychologists and practitioners can provide other non-related information that can highlight symptoms of issues to allow organizational improvement (Creary, Rothbard, & Scruggs, 2021). Lastly, I-O psychologists and practitioners can assist organizations with performance by seeing the changes through. For example, my organization would benefit from an assessment to measure the effects of the diverse efforts.

Organizations can use the assessment information to reinforce the necessity of interventions and program design efforts while driving organizational change. I-O psychologists and practitioners have important work to do in the DEI landscape. Helping organizations understand how to employ DEI efforts to achieve organizational efficiency may seem like a daunting task, but it only requires a practical look into pre-existing processes and infusing DEI efforts into the processes through data-informed solutions.

References


Introduction to GMU’s New I-O Faculty Member

We got a chance to sit down with our newest professor, Dr. Yijue Liang, who started here at GMU this semester! Yijue earned her Ph.D. in Human Resources and Industrial Relations from the University of Illinois at Urbana-Champaign in 2022 and is bringing her knowledge and experience to the table. Yijue is teaching Psychological Tests & Measurements (PSYC 320) courses this semester. Welcome to the GMU family, Yijue!

1. What have been 3 major milestones in your life as an I/O psychologist?

Being admitted to grad school, obtaining my PhD degree, and getting a job in the I-O psych department at George Mason.

2. What is your current research focus and where do you see your research headed in the next five years?

My research focuses on sexual harassment bystander intervention. There are many research questions left unanswered and it is unclear why and when people intervene. My research concerns how people intervene. Specifically, I developed a scale for sexual harassment bystander intervention and would like to look further into what motivates people to intervene differently. Also, I care about how targets, harassers, and bystanders are affected by the intervention behaviors. For example, an interesting question to look at would be what types of intervention behaviors targets would find helpful.

My research plan for the next five years is to have my grad school projects submitted for publication in my first year. In my second year, I would like to mentor new Ph.D. students and start new projects. In addition, I will apply for external grants starting in my second year, and work on my new projects. I will get them published in my third to fifth year.
3. How did you initially become interested in I-O Psychology?

When I did my undergrad in business school, the school adapted a western model of liberal arts education and added a psychology course (similar to PSYC 100 and PSYC 101) to the curriculum as part of such adaptation. I became interested in I-O psychology while taking this course, which was taught by an I-O psychologist. Later, I joined the professor’s lab as a research assistant and started my journey.

4. Was there anything in particular that influenced you to choose academia over the applied world and join us at GMU?

First, I love teaching. I enjoy teaching and trying my best to have positive influences on future practitioners. Also, I enjoy the job autonomy in academia in deciding what I want to research. Talking about job autonomy, I acknowledge that more and more companies are adopting flexible work schedules. However, academia offers autonomy in research topics, which is a unique advantage over the applied world. Last but not least, I dreamed of becoming a professor since high school. I thought that it would be a cool job!

5. Why GMU?

GMU is an R1 research institute and has one of the top I-O programs in the nation. I was told by a couple of GMU alumni that the climate here is really nice and welcoming. In addition, as an Occupational Health Psychology (OHP) researcher, I love to work in an I-O psychology program that cares about OHP topics. Also, I was told by many GMU alumni that Fairfax is one of the best places in the USA. I can’t wait to join the GMU community and explore the area!

6. What is the biggest piece of advice you would give to students?

Read more and write more.

7. Do you have any advice for students to maintain work/life balance?

Make sure to find a boundary between work and life. For me, I am much more productive in the morning (yes, I am a morning person), so I usually try my best not to work after sunset. Also, have at least one hobby, so you can stop thinking about work in your spare time. When I am not working, I enjoy cooking, playing video games, watching comedy and drama, and petting Alfi, my fluffy and adorable cat.

Interviewed by Lida Ponce
Another way to ensure you have a good work-life balance while working from home is to set a schedule and stick to it. This tricks your brain into seeing the natural break between work and life. Be sure to take breaks throughout your scheduled work hours as well. When you were in the office full-time, you had natural breaks throughout your day—whether that was to get up and use the restroom, fill up your water bottle, or when your co-workers would stop by your office and you would begin talking for 15-30 minutes about their weekend or their family. These breaks no longer happen as frequently when working from home. Taking active breaks every hour or so helps relieve work stress and gives your eyes a break from staring at a screen for 8+ hours straight. These breaks could be running quick errands, taking your dog for a short walk, or grabbing coffee down the street at a local cafe.
Take your entire lunch break! When I first started working from home, I grazed all day long and did not stop working for a full 9 hours. I worked more hours at home than I ever did at the office. When I began taking my full lunch break every day, my days went by faster. Talking to coworkers, friends, and my network, I have come across this common trend among many. Typically companies do not pay their employees for their lunch break. Stop giving your employers a free 30 minutes to an hour when you could spend that time nourishing your body and taking a well-deserved break.

Do not go back onto your computer once you have logged off. Instead, leave your work in your at-home office space and go focus on your life. Log off from work and start enjoying the day. Take a moment to decompress after logging off. I had a 30-minute commute home after work every day. Now I take my dog on a 20-30 minute walk to switch my brain from work to fun.

Work-life balance can be hard for many people, especially now that our work lives are in our homes with us, and many people do not have a separate work area within their homes. Changing small aspects of your everyday life can make a huge difference when it comes to improving your personal life.

I-O PROGRAM
FALL PICNIC

We invite students, faculty, alumni, and friends of the GMU I-O Program to attend the Fall picnic

Saturday, September 10th
2 - 4 PM
Van Dyck Park

More details will be provided in an invitation later

Please contact Lida Ponce at lponce@gmu.edu with questions
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 recent interest involves interventions customized not just to the person, but also to the time and place: in other words, “Just-in-Time Adaptive Interventions.” Another recent interest involves the impact of remote work (i.e. telework) on counterproductive work behavior.

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), “strong personalities,” and, most recently, employees’ preferences for strong or weak situations.

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

Rather than big lab meetings, I hold smaller project-based meetings. Information and opportunities for new students will be sent out over email.

Seth Kaplan

The “Kaplab” 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 (e.g., aviation, nuclear power plant control rooms)
- Interventions to help employees with workplace emotion management and well-being
- The phenomenology of working
- Affective (i.e., emotional) influences on well-being and performance
- The psychological benefits of working
- Using NLP to measure development and refinement (with Phil Lee)

I tend to hold meetings about particular projects rather than large lab meetings. Information and opportunities for new students will be sent out over email.
My students and I focus on employee well-being, burnout, and work-nonwork balance. Current topics we study include:

- **Work-rest rhythms and recovery from work stress** – We have several projects focused on understanding the behaviors that supervisors engage in that help or hinder their employees’ recovery processes during nonwork time (referred to as supervisor support for recovery). We are also focused on understanding the motivational barriers to engaging in recovery-supportive supervisor behaviors, and we are just beginning to study how team dynamics impact work-rest rhythms.

- **Work-nonwork decision-making, time allocation, and well-being** – We have several projects focused on understanding how employees’ decisions about allocating time and energy across work and nonwork roles impact well-being and can be impacted by decision-making biases.

- **Paid leave policies** – We also focus on organizational work-life policies (e.g., parental leave policies, vacation policies), with an emphasis on understanding the consequences of such policies for employee well-being and barriers to policy utilization.

I currently hold project-based meetings. Feel free to reach out to me (lkuykend@gmu.edu) for more information.

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**Philseok Lee**

Welcome to Psychometrics and Individual Differences (PAID) Research Lab. PAID Lab is an industrial-organizational (I-O) psychology research lab supervised by Dr. Philseok Lee. Some general research directions related to PAID Lab include:

- Measurement issues of personality and various individual differences
- Faking issues in personnel selection
- Applications and developments of psychometric models to organizational research
- Machine learning and big data application to work-settings
- Application of text mining/natural language process to personnel assessments
- Technology and test-taker’s reaction in personnel selection settings
- Development/application of computerized adaptive testing
- Game-based personnel assessments in employee selection

Rather than big lab meetings, I hold smaller project-based meetings. Feel free to contact me (plee27@gmu.edu) if you are interested in these research topics.
Yijue Liang

The “Liang Lab” aims at protecting employees’ welfare and well-being against negative experiences at work. Current research topics involve:

- Bystander intervention in workplace sexual harassment
- Customer complaints, customer mistreatment, and customer sexual harassment
- Gender harassment at work
- Workplace gossip
- Work stress

I prefer holding project-based meetings. Don’t hesitate to email me (yliang21@gmu.edu) if you are interested in the topics listed above.

Deborah Rupp

RuppLab continues to focus on research that uncovers actionable solutions for creating fairness, justice, diversity, equity, and inclusion in the workplace. RuppLab projects for this coming year include a comparative analysis of adverse impact metrics for multiple-hurdle selection processes; the identification of fair and inclusive social-media assessments practices; an epistemology for understanding what we really know about HR management; an exploration of how assessment centers can be used to measure inclusion competence in leaders; and race and gender biases in job analysis and new methods for avoiding them. Deborah also has NSF funding to work with colleagues on testing new pedagogies for training researchers on developing high-impact research questions that address critical societal issues.

Steve Zaccaro

The “Z-Lab” focuses on research in two main areas: leadership and multiteam systems.

Leadership initiatives include:

- Early childhood leader development: Using models, theories, and principles from the child development literature to explore processes of leader development in children and young adults. Project leads for different projects are Jessie Cannon and MJ Kolze.
- Developmental templates: Examining how cognitive schemas of appropriate personal leader development experiences influence leadership development choices and commitment. Project leads for different projects are Elisa Torres and MJ Kolze.
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development experiences influence leadership development choices and commitment. Project leads for
different projects are Elisa Torres and MJ Kolze.
• Taxonomy of leader development: Constructing a classification of leadership development activities.
Project lead is Joanna Zakzewski.
• Military leadership development: Conducting an historiometric analysis of the careers of 4-star Army
officers. Project lead is Lauren Campbell.
• Chief of State position: Conducting an analysis of the CoS position in organizations. Project lead is Steven
Zhou.
• Dark side of shared leadership: Steven Zhou’s dissertation tests a model of negative effects of different
forms of shared leadership, and their moderators.
• Leadership and humor: Allen Chen’s dissertation tests a model of followers’ characteristics and their
effects on follower perceptions of leader humor and followers’ affective, attitudinal, and behavioral
outcomes.

Multiteam System initiatives include:
• Emergent states in MTs - Elisa Torres’s dissertation uses interviews and agent-based modeling to
examine how trust and shared cognition emerge in MTs.
• MTS resilience - examining the factors that promote different forms of MTS resilience. Project lead is
Lauren Campbell, and this is the topic of her dissertation.
• Cross-cultural MTS - examining how component teams from different cultures and nations influence MTS
functioning. Project lead is Joanna Zakzewski.

Finally, we have a growing focus on human-machine teaming. The lead for this focus is Michael Shulman.

Calling current PhD, MA, & MPS students!

What is the Volunteer Program Assessment (VPA)?
VPA is an online survey assessment of the engagement and burnout
levels of the people who volunteer their time to nonprofit
organizations such as animal shelters, wildlife rescue organizations,
health services organizations, arts and science organizations, and
volunteer police organizations. The survey also evaluates volunteers’
perceptions regarding the nonprofit’s strengths and areas for
improvement. All the questions on the VPA survey come from
published research. VPA consultants, who are graduate students in
industrial and organizational (I-O) psychology, work with Volunteer
Coordinators and upper management at nonprofits to administer the
survey, interpret the results, and discuss tailored recommendations.
VPA is a “win-win” opportunity: it benefits nonprofits by providing
them evidence-based and completely free assessments of their
volunteer programs that are otherwise difficult and costly to obtain,
and it benefits I-O graduate students by providing them useful applied
experience. Learn more at https://io.gmu.edu/vpa

I am an I-O Psychology graduate student at Mason. How do I sign up as a VPA Consultant?
Just email our Director, Ms. Ami Patel
(apatel53@gmu.edu). We welcome MA, MPS, and PhD.
students. There will be an initial orientation/training
session in August or September. Subsequently, the time
commitment to be a VPA Consultant is 2-3 hours per week
during the academic year.

I am the Volunteer Coordinator at a non-profit organization. How do I sign up
as a VPA Client?
Just email our Client Outreach Coordinator, Ms.
Georgia Bizzell (gbizzell@gmu.edu). New clients
can start the VPA process at any time during the
year.
Hello (again) all! My name is Peter McEachern, but most people call me Pete. I'm thrilled to be sticking around for a PhD after completing my MA in I-O here at Mason last May. I grew up just outside of New Haven, CT and completed my BS in Applied Psychology at Southern Connecticut State University. Before making the switch to I-O, political psychology was my intended area of study, and this perspective still influences my research interests in organized labor, the employment relationship, the ideology of work, anti-work, and other topics related to work's "dark side." With my advisor, Dr. Lauren Kuykendall, I also conduct research on the work/non-work interface and worker wellbeing, with a particular interest in how these things are influenced by power dynamics. I started my undergrad career as a music major and still play saxophone in a band called JULAI and the Serotones back home in CT when not doing academic things. We released our debut album (self-titled) on all major streaming platforms this past summer. I'm also a big baseball fan and attend a lot of games both in DC and New England. Looking forward to continuing to work with everyone here!

Virginia Cheng

Hi! My name is Virginia Cheng. I was born and raised in Salisbury, Maryland. Traveling across the Chesapeake Bridge, I graduated from the University of Maryland, College Park with a bachelor's degree in psychology. There, I worked in research labs on projects related to leadership, machine learning, psychometrics, and diversity & inclusion. My passion for exploring applicable measurement and selection ideas to the workplace became evident. Now, as I cross the state border, I am excited to continue research with Mason's professors and students! In my free time, I enjoy binging Netflix shows, learning new instruments (currently trying to learn the drums), traveling, and spending time with my newly adopted cat, Sushi. I look forward to meeting everyone and starting my new journey at Mason!

Peter McEachern

Hi everyone! My name is Madeline. I grew up around Atlanta, Georgia, and I just graduated from the University of Kentucky with a major in psychology and a minor in Spanish. During my time in Lexington, I served as a lab manager where I worked on various projects surrounding emotions, stress, and health. My experience in the lab, as well as taking a class on positive psychology in the workplace, ultimately led to my passion for I-O psychology. My primary research interests revolve around stress and well-being, as well as work-life balance, team dynamics, character strengths, and career development. Outside of academics, I am an avid cat lover, a wine connoisseur in-progress, and a game night enthusiast. I'm looking forward to exploring all of the outdoor activities around the area and checking out the restaurant scene. I can't wait to connect with the team at Mason!

Madeline Wonders
Hi everyone! My name is Saylor Bane, and I am very excited to start Mason’s I-O psychology MA program this August! I am from Salem, Virginia and graduated from William & Mary with a BA in Psychological Sciences this past May. During my time at William & Mary, I worked as a research assistant in the CultureLab, a cross-cultural psychology research lab. Our work was primarily focused on underrepresented groups and DEI, which I continue to be interested in with respect to I-O psychology. In addition, my current I-O research interests are work-life balance, work motivation, leadership, and workplace stress. I am eager to further explore these topics during the next two years. In my spare time, I enjoy traveling (I will be studying abroad in Antarctica this January!), spending time outdoors, staying active, and baking. I am looking forward to meeting everyone this upcoming semester and beginning my next chapter at Mason!

Hey everyone! I am extremely excited to begin the IO master’s program here at George Mason University and get involved as much as possible on campus! I just moved to Maryland last month from California, where I graduated with my BA in I-O psychology from CSU San Bernardino. I lived in California for the past 7 years, and before that, I was from Augusta, Georgia. I am interested in any and all research opportunities so I can get a well-rounded feel for all specialties and choose what I love most. I can’t wait to meet everyone and get to know y’all through my time at Mason.

Hi everyone! My name is Mary Castle, and I am so excited to join the MA program! I grew up in Annapolis, MD but have spent the past two years living in Richmond, VA after getting my bachelor’s from Randolph-Macon College. After I finished undergrad, I began working as a neuropsychological technician. In this role, I administered cognitive assessments and conducted research using patient data. It was through this experience that I discovered my passion for positive psychology and well-being. My decision to pursue a master’s in I-O psychology was driven by my desire to help people optimize their performance and daily functioning. As a future master’s student, I look forward to diving deeper into those subjects as well as other topics such as personalities, relationships, motivation, and teamwork.

In addition to psychology, I enjoy traveling to new places and meeting new people. I hope to visit every continent in my lifetime. I often spend hours watching cooking videos and attempting to recreate recipes. Unfortunately, I would not consider myself a very successful cook. I do; however, love trying new or undiscovered restaurants with fantastic food. I look forward to beginning this new chapter and getting to know you all!!
Hello everyone! My name is Lani, and I am excited to be an incoming MA student. This past spring, I graduated from George Mason University with a love for learning, a passion for helping people, and a Bachelor of Science in psychology. During my undergraduate career, I had the opportunity to research in Dr. Zaccaro's I-O psychology research lab. In his lab, I worked with a wonderful doctoral student (Joanna Zakzewski) and gained knowledge on leadership development, cross-cultural teams, and MTSs. My research interests include leadership development, employee well-being, and team performance. I am eager to begin my career as a MA student at GMU.

Hello everyone, my name is Matthew Hailemariam, and I am delighted to be a part of George Mason’s M.A. program this year! I am from Wheaton, MD (just outside of Washington DC), and I just graduated from the University of Maryland, College Park, with a B.A. in psychology. In my free time, I enjoy watching and playing basketball, fashion, and exploring DC. During my undergraduate career, I was involved in several I-O-related research experiences, where I developed a strong foundation of research skills that I hope will help me excel at George Mason. From these experiences, I developed an interest in factors that influence behavior in an organization. Specifically, I am interested in interventions that try to change the behavior of people in an organization to achieve outcomes related to diversity and inclusion, motivation, and productivity. I am eager to expand my knowledge on these topics and the field of I-O as a whole during my time at George Mason. I look forward to meeting and working with you all this fall!

Hey mates! My name is Julie Jasewicz (she/her), and I am from Upstate, NY in the Adirondack mountains. I completed my undergraduate degree in psychology with minors in leadership and international studies at the University at Albany. I completed my honors thesis on building resilience where I developed and tested a training program measuring participants’ levels of resilience, empathy, psychological well-being, and university satisfaction pre- and post-training. What drew me to I-O psychology is how research can be used as a catalyst for social justice. I hope to utilize my knowledge and skills to continue to work towards diverse, inclusive, and equitable workplaces. In my downtime, I like exploring new places, spending time in nature, and learning new recipes. I am excited to begin this new chapter of my life and make lasting connections!
Hi everyone. My name is Eugene Jung, and I am excited to be joining GMU’s MA I-O psychology program this fall. I was born and raised in Los Angeles, California and got my bachelor’s from UC Riverside. My interests include diversity in the workplace—specifically amongst Asian-Americans, leadership training, employee selection and training, and discrimination in the workplace. I am an avid baseball and basketball fan and also like to read and hike in my downtime. I look forward to meeting and working with you all.

Hi everyone! My name is Lilian O’Sullivan, and I will be joining the I-O program this fall. I am from Richmond, VA, and I graduated from GMU in Spring 2022 with a B.S. in psychology. I am thrilled to be able to continue my education here at Mason. During my undergraduate career, I discovered my love for research through my work under Dr. Sarah Wittman, which I will continue this year. My current research interests include employee identity and well-being, diversity in the workplace, and employee loyalty/turnover. I’m looking forward to growing in my knowledge of research and the I-O field and learning from everyone here. See you all soon!

Hi everyone! My name is Prashamsa Pandey, and I am thrilled to be starting the MA program in I-O psychology at GMU! I was born and raised in Kathmandu, Nepal. I acquired a bachelor’s degree in business studies and a post-graduate diploma in counseling psychology from Tribhuvan University, Nepal. After my training, aside from working as a school counselor, I also worked with a start-up called Happy Minds, which partners with corporate organizations to cater to the mental health needs of their employees. My experiences have inspired me to learn more about motivation, work-life balance, job satisfaction, and worker well-being. In my free time, I like to bake, watch true crime documentaries, and spend time with friends and family. I cannot wait to meet everyone and start a new chapter of my life at GMU!
Avani Singh

Hello everyone! I am beyond excited to join the GMU I-O psychology program this fall and look forward to meeting all of you! I have been in the DC area for the last 11 years. I went to George Mason University where I studied International Affairs and loved the area so much I stayed after graduation. Upon graduation, I worked at Deloitte as a federal consultant for 3 years and then as an internal DEI consultant for 3 years. It was during my time as a DEI consultant that I became interested in the intersections of identity, psychology, and oppression in the workplace. Currently, I work at Capital One as a DEI Manager, where I help the DEI team develop and execute their strategy. At GMU, I look forward to exploring how to identify and dismantle systemic forms of oppression in the workplace and within other organizations. Though I consider DC home at this point, I am originally from Rutherford, NJ. On the weekends, you can find me with my 6-year-old cockapoo, Teddy. I love spending time outdoors with friends and family and knitting. I look forward to meeting and learning from you all!

Imani Wiltshire

Greetings! My name is Imani Jamila Wiltshire, and I am excited to be a member of the I-O psychology MA cohort. Prior to being enrolled at GMU, I earned a master’s degree in education from The University of Pennsylvania and a bachelor’s degree in English from Howard University. I love I-95 and have lived in five cities along the northeast corridor. However, I am originally from New York City. My research interests include talent training and development, leadership development, and performance assessments. Understanding how to motivate and retain high-quality talent by honing their skill acquisition and performance success are my central interests. In addition, I am interested in how to measure success by applying qualitative and quantitative methodologies. Beyond work and school, I love fashion, hiking, reading literature, and traveling to New Orleans (it is one of my favorite cities). I am excited to return to the DMV and meet all of you.

Morgan Young

Hello everybody! My name is Morgan Young, and I am a first-year MA student. I completed my undergraduate career at Mount St. Mary’s University where I earned my bachelor’s degree in psychology. I also competed as a thrower on the track and field team. My current research interests include DEI, employee well-being, workplace attitudes, and job satisfaction. I look forward to meeting and working with everyone soon!
Welcome to our incoming MPS students

Crisalyn Allen
United States Air Force
Air Force Liaison

Shaakirah Asad
Amazon
Program Manager

Allyson Bel
Science Applications International Corporation (SAIC)
Talent Acquisition Analyst

Ryan L. Bridgett
VA Department of Human Resource Management Diversity, Equity, and Inclusion (DEI) Consultant

Sandi Slappey Brown
Fairfax County Department of Family Services Children, Youth, and Families Assistant Division Director

Aimee Durrance
Durrance & Co.
Operations Manager and Behavior Specialist

Destiny Fennell
Consumer Direct Care Network
Program Coordinator

Jaylynn Frazier
H.O.P.E Family Support Services
Human Resource Specialist

Jeni Gozart
Student
George Mason University

Drew Mathews
Booz Allen Hamilton
Human Capital/Talent Transformation Consultant

Hatisha Mehta
George Mason University- Office of University Branding
Human Resources Coordinator

Hannah Moore
Freddie Mac
Leadership Development Professional
Ian Mullins
Self-Employed/Business Owner

Jason Neiswinter
Marcum - Nonprofit & Social Sector
Search Associate, Consulting

Nikita O’Leary
Posh Salon
Hair Stylist

Brandon Salazar
Agency for Persons with Disabilities
Personal Care Assistant

Michelle Smith
Student
George Mason University

Kashara Terrell
Fulton County Public Schools
Educator

Jaida Tillman
Centene Corporation
Customer Service Representative

Austen M. VonPaays Soh
AMI Expenditure Healthcare
HR Administrator

Alex Worrell
Goldman Sachs
Business Transformation Vice President, Human Capital Management

Rachel Yeager
DC Air National Guard
Engine Management Production Controller
Lydia (Craig) Aulisi (PhD, 2022) was married to Joseph Aulisi on June 4, 2022 in Traverse City, MI. They moved to Raleigh, NC in May.

Tiancheng (Allen) Chen (PhD candidate) promoted to brown red sash in Yuen Kay Shan Wing Chun system in March and performed Wing Chun in a demo at the George Washington Masonic National Memorial in June. He worked as a Global Hiring Science Intern for Amazon during summer 2022.

Rick Commissio (MPS, Cohort 5) started a new job as Director of Leadership Development at Lippert.

Ashley Hunsberger (MPS, Cohort 10) left her position at Blackboard to join Tackle.io on August 1st as the new Director of Developer Experience. This role entails guiding the department as Tackle scales their organization, focusing on the people and their experiences in tech - from culture to motivation and more! She recently gave a talk at Agile Testing Days on the Ethics of Data Collection. She was also a keynote speaker at the SAS Institute on July 21st.

Faith Gaile (MPS, Cohort 7) closed on her house in June 2022 and started a new role at Laurel Ridge Community College as a Human Resources and Equity Consultant. She also rescued a new puppy named Beignet (“Beni”) on June 27, 2022!

Eric Kidwell (MA, 2007) became the Head of Research for Professional Services Firms at GLG in Austin, TX.

Maria Elena De la Flor Musso (MPS, Cohort 6) was selected in June 2022 as a member of the SIOP International Affairs Committee.

Katelyn McCoy (MA, 2017) moved to New Orleans, Louisiana in April 2022 and started a new role at the Center for Creative Leadership (CCL) as an Evaluation Associate, Insights & Impact in June 2022.

Rozina Hirani (MPS, Cohort 8) got married to her now-husband, Travis, on June 4th, 2021 at the Woodrow Wilson House in Washington, DC.

Karin Orvis (PhD, 2007) was appointed in April 2022 as the Chief Statistician of the United States (CSOTUS).

Zihao Jia (PhD candidate) got married to his wife Molly Zhang in June.

Michaela Topacio (MPS, Cohort 8) started a summer internship with Suited as an Assessments Intern.

Carol Wong (PhD, 2022) started working at Capital One’s Talent Assessment team.

Hina Ullah (MPS, Cohort 6) was promoted to Human Capital Consultant I at Federal Management Partners (FMP) Consulting in Arlington, VA.

Landon Mock (MA, 2010) and his wife Caitlin welcomed their first child, Eireann, in February 2022.

Congratulations to you all!
GRADUATION 2022

Carol Mindy Wong
Mel Hickin

Please join us in wishing all our graduates the very best in all of their future endeavors!

MA
Yvette Claros
Adrien McCulloch
Isabella Cosentino
Danielle Powers
Jennaveve Yost
Peter McEachern
Quinn Keegan
Kristina Wright
Chelsea Blocker
Alan Soroka
Rachel Roessel
Natalie Johnson
Margaret North
Emily Flynt

PhD
Carol Mindy Wong
Mel Hickin

MPS Spring
Deja Ausberry
Zachary Brown
Teresa Bui
Katelyn Campbell
Richard Commissio
Zoë Dehmer
Marty Desforges
Azia Dixon
Bethany Elliott
Carolyn Farley
Menaka Gangwani
Juan Aguilar Garcia
Colleen Gavaghan
Aseba Green
Jonathan Hall
Kevin Harrison
Gabrielle Kelim
Rose Kemmel
Richard Kolster
Anna Liddle
Don Maish
Anthony Mallardi
Josephine McKinley
Sarah Morris
Brittany Pestco
Joshua Phillips
Tahshon Reese
James Smith
Karla Vargas
Philip White
Eliza Whitmore

MPS Summer
Mishal Amjed
Taylor Bolinger
Angela Charles
Gabriela Cohen
Jamal Cottman
Ekong Ekong
Elena Frosh
GiaLinh Hoang
Jordan Iverson
Jacob Johnson
Alexandra Klimanova
Kelly Knox
Eddie Lam
Gavin Lathrop
Nicholas Lion
Ana Lowetz
Stephanie Mardell
Diana Marroquin
Justyce Mcghee
Bailey Middleton
Carlos Montes

Kaitlin Murphy
Maria De La Flor Musso
Rachel Rettger
Mikayla Richardson
Valeria Rodrigo
Gretchen Seeling
Mariah Spencer
Katherine Tackett
Mandana Tadayon
Nicolette Thomas
Hina Ullah
Silke Vrouletis
Katelyn Yoo
Arusa Zama

CONGRATULATIONS!
To all our students:  
**Welcome back to school! We are beyond excited to begin this year together!**

To all our authors & readers:  
**We are so thankful for your support & contributions to this issue of the I-ON!**

## IOPSA Board for 2022-2023

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<tr>
<td>MPS Liaison</td>
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<td><a href="mailto:jmontei3@gmu.edu">jmontei3@gmu.edu</a></td>
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Recent Publications


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 all student editors, faculty editors and writers for their contributions.

Previous Editors: Katelyn Campbell & Natalie Johnson
Current Editors: Saylor Bane and Juliana Freire
Faculty Advisors: Afra Ahmad & Philseok Lee

**Recent Presentations**


**Website and E-mail for The I-ON**

Current and past issues can be viewed at [https://io.gmu.edu/the-i-o-newsletter-ion](https://io.gmu.edu/the-i-o-newsletter-ion). If you would like to be included or removed from the mailing list, or have questions/comments, please contact us at ionnewsletter@gmail.com

The deadline for contributions to the newsletter is four weeks before distribution, which occurs around mid April and the end of August.

**Current GMU Students & I-O Alumni**

If you have any professional (e.g., new job, promotion, tenure, grant, publication, presentation, etc.) or personal (e.g., wedding, engagement, baby, moves, etc.) good news to share, let us know! If you are willing to be interviewed or wish to contribute to the newsletter in any way, please reach out to us at ionnewsletter@gmail.com


- **Zhou, S.** (2022, October 20-22). *Writing an op-ed: A workshop on teaching psychology students to write for public audiences, not for researchers* [Conference presentation]. Society for the Teaching of Psychology Annual Conference, Pittsburgh, PA, United States.