

# Industrial/Organizational Psychology

August to August Newsletter 1999

Volume 11 Issue 1

## Congratulations To Our 1999 Graduates!

Congratulations to those who have graduated from their respective programs! We are proud to recognize their achievements.

Ph.D.

### Larry J. Laffitte, Ph.D.

Measurement equivalence of a 360-degree feedback assessment with confirmatory factor analysis and item response theory. Advisor: Dr. Raju.

**Amy Larmore, Ph.D.** The relationship between leader match, direct report perceptions of transformational leadership and CEO effectiveness. Advisor: Dr. Ayman.

**Joseph A. Jones, Ph.D.** Differential functioning and cutoff scores in personnel decision making. Advisor: Dr. Raju.

### Jennifer Runkle, Ph.D.

Development and initial validation of a measure of race schematicity. Advisor: Dr. Morris.

Master's Level

**Michael Barr, M.S.** The moderating effect of goal orientation on self-efficacy. Advisor: Dr. Roch.

**Mark Frame, M.S.** Executive level multi-rater performance ratings: Measurement equivalence across source and gender. Advisor: Dr. Ayman.

Master's - PHRD

Sandra Lewis, M.S.  
Marina Magid, M.S.  
Jana Szostek, M.S.

## Presentations & Publications

Our faculty, alumni, and students have been busy and successful in their areas of research. It is always a pleasure to report their contributions. This list is complete *as far as we know*, so we apologize to those whose work has not been mentioned. \* Indicates IIT student or alumni.

Ayman, R. (in press). Leadership: Past achievements and future challenges. In E. F. Borgatta and R. J. V. Montgomery (eds.) Encyclopedia of Sociology, Revised Edition.

Ayman, R., and \*Connor, M. (in press). 24th International Congress of Applied Psychology, San Francisco: A summary report. Applied Psychology: An International Review.

Ayman, R., Chemers, M. M., and Fiedler, F. E. (1999, May). Contingency Model of leadership effectiveness: A level of analysis and source variance contribution. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA

Ayman, R. and Hong, S. (July 1999). Korean and American men and women's cultural values and their schema of ideal leader's behaviors. European Congress of Psychology, Rome, Italy.

Baker, D. P., & \*Mulqueen, C. (1999, May). I/E rater training: Guidelines for development. Proceedings of the Tenth International Symposium on Aviation Psychology, Columbus, OH.

Baker, D.P., & \*Mulqueen, C. (1999, September). Training pilot instructors to assess Crew Resource Management (CRM): The utility of frame-of-reference (FOR) training. Paper presented at the International Aviation Training Symposium, Oklahoma City, OK

Baker, D. P., \*Mulqueen, C., & Dismukes, R. K. (in press). Training raters to assess resource management skills. To appear in E. Salas, C. Bowers & F. Edens (Eds.). Applying Resource Management in Organizations: A guide for training professionals. Matwah, NJ: Lawrence Erlbaum Associates.

Collins, WC., Raju, N. S., & Edwards, J.E. (in press). Assessing Differential functioning in a satisfaction scale. Journal of Applied Psychology.

Craig, S. B., & Raju, N. S. (1999, May). Using item response theory to update Benchmarks. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Craig, B., Raju, N. S., \*Zieleskiewicz, J., & \*Fromen, A. (1999, May). Measurement equivalence of the Benchmark ratings across four rating sources. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA

Flowers, C. P., Oshima, T. C., & Raju, N. S. (in press). Assessment of polytomous -DFIT Applied Psychological Measurement.

\*Frame, M., Ayman, R., Raju, N. S., and Goff, M. (1999, May). Executive level multirater performance appraisal: Measurement equivalence across source and gender. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.



Presentations & Publications (cont'd)

- \*Garman, A.N., & Hellkamp, D.T. (1998). Why an issue on training and development? Consulting Psychology Journal: Practice and Research, 50, 203-206.
- \*Garman, A.N., \*Zlatoper, K., & Whiston, D.L. (1998). Graduate training and consulting psychology: A content analysis of doctoral - level programs. Consulting Psychology Journal: Practice and Research, 50, 207-216.
- Leslie, J., Raju, N. S., \*Barr, M. A., & \*Zieleskiewicz, J. (1999, May). The fidelity of the translation of the Benchmarks survey into French and UK English. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- \*Lobsenz, R. & Morris, S.B. (1999, May). Is tacit knowledge distinct from g, personality, and social knowledge? Poster presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Maurer, T. J., Raju, N. S., & Collins, W. C. (1998). Peer and subordinate performance appraisal measurement equivalence. Journal of Applied Psychology, 83, 693-702.
- McDonald-Mann, D., Raju, N. S., \*Fromen, A., & \*Shih, M. H. (1999, May). Differential functioning of the Benchmarks across African-American and Caucasian managers. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Morris, S.B. (in press). Distribution of the standardized mean change effect size for meta-analysis on repeated measures. British Journal of Mathematical and Statistical Psychology.
- Morris, S.B. (1999, April). Sample size required for adverse impact analysis. Poster presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- \*Mulqueen, C., & Baker, D. P. (1999, May). Assessing I/F training effectiveness: Issues in measurement. Proceedings of the Tenth International Symposium on Aviation Psychology, Columbus, OH.
- Oshima, T. C., Raju, N. S., Flowers, C. P., & Slinde, J. A. (1998). Differential bundle functioning using the DFIT framework: Procedures for identifying possible sources of differential functioning. Applied Measurement in Education, 11, 353-369.
- \*O'Sullivan, B. J., & Roch, S. G. (1999, May). FOR and FOR/observational trainings' effects on rating accuracy and recall. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Raju, N. S. (1998). APA Council of Representatives: August Report. The Score Newsletter, 21, 2, 6.
- Raju, N.S. (1999). APA Council of Representatives: February Report. The Score Newsletter, 21, 2, 6.
- Raju, N.S. (in press). Review of the Wiesen Test of Mechanical Aptitude. In J. C. Impara and B. S. Plake (Eds.), The Fourteenth Mental Measurement Yearbook. Lincoln, NE: Buros Institute of Mental Measurements of the University of Nebraska.
- Raju, N.S. (in press). Review of the Employment Values Inventory. In J. C. Impara and B. S. Plake (Eds.), The Fourteenth Mental Measurement Yearbook. Lincoln, NE: Buros Institute of Mental Measurements of the University of Nebraska.
- Raju, N.S., Pelligrino, J.W., Bertenthal, M., Jones, L. R., & Mitchell, K. J. (Eds.). (in press). Grading the Nation's Report Card: Research from the Evaluation of NAEP. Washington, DC: National Academy Press.
- Raju, N.S., Reyhan, B., Edwards, J.E., & \*Fleer, PE (1999). Accuracy of population validity and cross-validity estimation: An empirical comparison of formula - based, traditional empirical, and equal-weights procedures. Applied Psychological Measurement, 23, 99-153.
- \*Zieleskiewicz, J.R. (in press). Subject-matter experts' perceptions of the relevance of the NAEP long-term trend items in science and mathematics. In N. S. Raju, J. W. Pelligrino, L. R. Jones, and K. J. Mitchell (Eds.) Grading the Nation's Report Card: Research from the Evaluation of NAEP. Committee on the Evaluation of National and State Assessments of Education, Board of Testing and Assessment. Washington, D.C. : National Academy Press.

### Student Professional Activities

In the last year our students, new and returning, have not only been "students." Many of these students have worked or are currently working with our own alumni! This shows that the IIT "Network" really does exist and works!

**Amy Antanis** at Advocate HealthCare.

**Michael Barr** defended his thesis and is currently working with alum Linda Jeleniewski, Ph.D. at Organizational Resources with a company called Human Resource Management Systems.

**Sharon Bosletis** working as a Benefits associate at Hewitt.

**Michael Callans** was highlighted in the April 5, 1999 edition of the Chicago Tribune, for his work at Wonderlic Consulting. Not only did the article give IIT some press, it also extends recognition to Michael's

Those that know, do. Those that understand, teach.  
-- Aristotle

Student Professional Activities (Cont'd)

**Michael Collins** worked for Human Capital Management Group this summer and is currently working at the Center for Research and Services at IIT.

**Michelle Connor** worked with Szostek and Associates this summer, the new consulting company just started by graduate Jana Szostek, M.S. She also spent a week as an assessor for PricewaterhouseCoopers, with fellow students Michael Barr and Mark Frame. She is currently working for the Center for Research and Services at IIT

**Heiko Dorenwendt** is working at Hewitt.

**Jennifer Dembowski** is a recently promoted Senior Consultant for Wonderlic, Inc.

**Dan Derby** worked at Bridgestone/ Firestone, Inc., in Decatur, IL.

**Andrew Garman** is working for Rush Medical College in the Health Systems Management department. Not only does he serve on several boards and teach classes, he is also busy as an internal consultant. He has also had several publications in the last year.

**Liza Gitlin** is currently doing an internship at Stanard & Associates.

**Michael Henry** is working full-time at Stanard & Associates.

**Mark Frame** defended his thesis and presented it at SIOP. He did project work this summer for Organizational Strategies Inc.,

Personnel Decisions International (PDI), Saville & Holdsworth Ltd. (SHL), and PricewaterhouseCoopers. He is currently teaching two undergraduate courses at IIT.

**Alan Fromen** is doing an internship at United Airlines.

**Chris Georgeff** has been working as a contract vocational evaluator for the Veterans Administration in Indiana. He is also beginning his fourth semester teaching introductory I/O Psychology at Purdue University - Calumet.

**Renee Maciasz** completed an internship at Zenith Controls, Inc.

**Dana Moore** works at Ameritech, which was highlighted by his ability to travel around the mid-west conducting focus groups and developing a training module on Customer Attentiveness.

**Casey Mulqueen** is a Research Scientist at the American Institutes for Research.

**Noelle Newhouse** is currently doing an internship at United Airlines.

**Brian O'Sullivan** defended his thesis and presented it at SIOP. He is working full-time as a consultant for Stanard & Associates.

**Rebecca Romano** is working at Personnel Decisions International (PDI).

**Lisa Sandora** is working as a researcher at Microsoft Corporation in the People Research group in Seattle.

**Eleni Speron** is a HR manager at Ameritech.

**Angela Sternburgh** is at Ameritech.

**Jennifer Thompson** is working at United Airlines.

**Norberto Valbuena** completed an internship at National Computer Systems (NCS).

**Jennifer Weiss** is working with alum Linda Jeleniewski, Ph.D. at Organizational Resources.

**Jennifer Zieleskiewicz** is working at Hewitt.

Alumni Professional  
Activities

Our I/O program at IIT would not exist without the dedication and perseverance of our alumni. They have provided us with resources, support, and feedback, just to name a few of the gifts they have given. Once again, the list of activities of alumni is complete *only as far as we know*. We apologize to those whose activities are not listed.

**Melanie Anderson** is working at Peoples Energy as a Performance Measurement Specialist.

**Dennis Armstrong** is currently at the Limited in Ohio.

**Leah Groehler** is working at Mediappraise in Raleigh, N.C.

**Brad Johnson** is working at Classified Adventures.

Much have I learned from my teachers, more from my colleagues, but most from my students.

## Alumni Professional Activities (Cont'd)

**Dan Lezotte** is a founding Principal at Organizational Strategies, Inc., here in Chicago. His clientele varies from insurance and financial services to government agencies.

**Sandra Lewis** is doing project work for Amen tech.

**Marina Magidis** is working at Arthur Andersen.

**Douglas Quartetti** is working at Human Resources Research Organization (HumRRO) as a Research Scientist. He has done work with the Social Security Administration and the Federal Law Enforcement Agency. Doug has also been very active in presentations and publications.

**Jana Szostek** has launched her own consulting company, Szostek & Associates.

## Faculty Activities

The students and alumni would not be where they are today without a little help from our faculty. A look at what they have accomplished between teaching, advising, and publishing depicts a dedicated and hard-working faculty.

**Roya Ayman** has been collaborating with Sylvia Roch and Matthew Bauer from the Computer Science Department at IIT on research, for which they successfully received a grant from IITRI. They are doing research comparing face-to-face team communication and Internet communication on team decision making and leadership emergence. Roya has also been working on a couple of Diversity training projects. She developed and conducted a training on "Communication of men and women in the workplace" for Lucent Technologies. This could not have been done without the help of fellow students and alumni Melanie Anderson, Michelle Connor, Sandra Nelson, Anne Tobey-Garcia, Michael Barr, Jana Szostek, Noelle Newhouse, and Dan Spizzuco.

On another diversity project, Roya developed and conducted training, with the assistance of Michelle Connor, on "Value of diversity in business: How should we deal with mis-understandings?". Roya has also done work on the issues of women's education and recognition. She has been working with the working groups of the Governors commission on the Status of Women in Illinois since the Fall of 1997. Roya also presented at President Clinton's Commission on the Celebration of Women in American History in Washington, D.C. Northeastern Illinois University invited her to serve on a panel on Women: Their career and religion. Roya was invited to present at a Persian American Cultural conference about the challenges of minority women in the workplace (in Persian and English). Her year was not over though! The Army Research Institute invited her to two conferences on the Future Leadership Research Agenda in Alexandria, VA. In these sessions, both military and academia leadership experts were invited to discuss leader assessment measures and research ideas. In addition to her regular work as a reviewer for several journals, and as being on the editorial boards of Leadership Quarterly and Applied Psychology: An International Review, she was also a reviewer for the Academy of Management conference and SIOP. At the Academy of Management, she chaired a session on the topic of women and careers. She also continues to serve on two editorial boards. She recently discovered she was mentioned in the "Best Professor Series" on the topic of Rating of Women Leaders!

**Scott Morris** served as an ad hoc reviewer for the Journal of Applied Psychology and SIOP Conference Program Committee. During the 98-99 year, Scott served as the Treasurer for the Chicago Industrial/Organizational Psychologists (CIOP). For this upcoming year, he will be serving as the Secretary and Membership Chair. Scott's Research Group has been exploring a number of issues in personnel selection. One topic has been new developments in gender bias research. Specifically, they have been discussing what happens when people try to avoid forming biased impressions. The group is beginning to develop research on individual and situational factors that

influence stereotype suppression. They have also discussed research on a number of non-traditional predictors of job performance.

**Tony Paquin** has been active working for the Center for Research and Service preparing and presenting training proposals to prospective clients and working as an assessor for assessment centers. He has also collaborated with Sylvia Roch and Bruce Fisher to develop an assessment center for the undergraduate psychology program. Tony has also been active in the process of recruiting students for the undergraduate program. He and Sylvia Roch are also working together on a series of laboratory experiments on the NPI theory of motivation and the role of motivation in performance appraisal. Tony and Dana Moore have been studying the magnitude of expressions of frequency and amount.

**Nambury Raju** has centered most of his research activities around meta-analysis/validity generalization, utility of organizational interventions, and differential item functioning (item bias). He serves on six editorial boards, including Journal of Applied Psychology, Journal of Educational Measurement, Educational and Psychological Measurement, Applied Psychological Measurement, Journal of Outcome Measurement, and Journal of Human Resource Costing and Accounting (Sweden). Nam continues to serve on the APA Council of Representatives (1998-2000), representing Division 5 (Evaluation, Measurement, and Statistics). He is also a member of the Research Advisory Committee of the Ball Foundation, the Technical Advisory Panel for the state of Georgia Department of Testing and Assessment, and the PACTS National Advisory Committee - Board of Regents of the University System of Georgia. Working with Noelle Newhouse and Bruce Fisher, they completed a BAB/GATB equating project for the Ball Foundation. He also reviewed manuscripts for Psychometrika, Multivariate Behavioral Research, Psychological Methods, Personnel Psychology, British Journal of Mathematical and Statistical Psychology, and Organizational Research Methods Psychology.

## Faculty Activities (Cont'd)

**Sylvia Roch**, working in collaboration with Roya Ayman and Matthew Bauer of the Computer Science Department at IIT, received the IITRI grant for their research on comparing face-to-face communication and Internet communication on team decision making and leadership emergence. She also reviewed for SIOP and the Academy of Management and participated as an assessor in the assessment centers run by the Center for Research and Service at IIT. Sylvia is also collaborating with Tony Paquin and Bruce Fisher in the design and implementation of an assessment center for undergraduate psychology majors at IIT.

### Progress At The Center for Research and Service

My first year as Director at the Center has been both exciting and challenging. We have increased center revenue over 300% from the previous year, while building an infrastructure to drive future growth. With proposals pending and a solid base of clients, prospects for the coming year look very good.

Owing to our business activity, we were able to fund two full-time graduate assistantships. In addition, many graduate students were able to grow, develop and contribute through their involvement in the center's consulting assignments.

Dr. Nambury Raju, Distinguished Professor and Senior Scientific Advisor to the Center, was pivotal in developing several significant clients for the Center this year. His work included a contract for large scale psychometric analyses of a popular 360-degree feedback instrument published by a major consulting firm. This work has contributed a large database that is currently being used in two masters

theses and one doctoral dissertation. Other substantial projects during this past fiscal year include: development and implementation of a custom 360-degree feedback system for manufacturing supervisors; design and implementation of an assessment center for selection of team members and team leaders in a major financial services center; team building for partners in a nationally recognized law firm; an organizational survey for a major oil company; several training needs analysis surveys with follow-up curriculum design and delivery of training programs; and the development and validation of an industrial math skills test.

We owe our success to many people who have supported the center in various ways. While these supporters are too numerous to list, I would especially like to thank our board members, our clients, and the members of the IIT community, including our administration, institute faculty, and graduate students. Let's look forward to another great year together!

—Bruce Fisher, Director  
Center for Research and Service



### CIOP

(Chicago  
Industrial/Organizational Psychologists)

Chicago Industrial/Organizational Psychologists (CIOP) is a society of human resource professionals from the greater Chicago area. Dr. Scott Morris' involvement and influence has increased our awareness of the benefits of the organization. CIOP sponsors several meetings each year to discuss current issues in I/O psychology, and to provide opportunities to interact with other professionals in the field. Last year, average program attendance was over 70 attendees and included practitioners, professors, and students. New members are always

welcome. Joining CIOP allows you to: learn about and discuss current issues in I/O Psychology; network with other applied psychologists and human resource professionals; and visit sites that employ I/O psychologists.

CIOP membership costs \$50 annually, and \$25 for students. This annual fee allows you to attend 6 half-day programs hosted by area businesses and academic institutions. Meetings are free with paid membership, or cost \$25 per meeting (\$10 for students) for non-members. Those interested in joining CIOP should contact:

Scott Morris  
Institute of Psychology  
Illinois Institute of  
Technology  
3101 S. Dearborn  
Chicago, IL 60613  
312-567-5932  
[scott.morris@iit.edu](mailto:scott.morris@iit.edu)

To learn more, visit CIOP's web page at [www.iit.edu/~ciop](http://www.iit.edu/~ciop). Tentative dates of the meetings are listed in the "Dates to Remember" section of this newsletter.

### Program News

We would like to thank particular individuals who have assisted us last year

**Dr. Dan Lezotte**, Principal at Organizational Strategies, Inc., taught Compensation and Benefits last Spring. We appreciate his attention and time.

**Dr. Roya Ayman** accepted the offer to continue as Director of the I/O Program for her third term! Congratulations!

The IIT reception at SIOP was supported by the donations to the I/O Program and continued support of **Dr. M. Ellen Mitchell**, Director of the Institute of Psychology.

We are always indebted to those who continuously support and provide opportunities for the advancement of our program and students. We would like to express our sincere gratitude to those who have contributed to our program!

## 1999-2000

### Teaching Assistants

From year to year, the program has been able to fund at least four full-time teaching assistantships, and when available, half-time teaching assistantships. These are the students that seem to be "always there!" Having the opportunity to work with the professors and give back to the program is one that is appreciated and should not be missed. This year, there are five teaching assistants working for the program and professors. Congratulations!

**Amy Antani** is working with Dr. Paquin and is responsible for Orientation and the Newsletter.

**Heiko Dorewendt** is working with Dr. Raju and was responsible for Orientation.

**Sandra Nelson** is working with Dr. Ayman and was also involved with Orientation.

**Norberto Valbuena** is working with Dr. Morris and Dr. Roch and is also working on the Newsletter.

**Jennifer Weiss** is working with Dr. Roch and Dr. Morris and is the contact person for Comps.

### New Students

On August 24, 1999, a new wave of future colleagues emerged. We are very excited to welcome our new students and colleagues to our program!

#### INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

Dana Brotman  
Brian Dausman, M.S.  
Andrew Day  
Erica Hartman  
Illiana Hevia M.S.  
Sebastian Luabe  
Manesh Sharma  
Chris Thompson  
Adrienne Woods

#### PERSONNEL & HUMAN RESOURCE DEVELOPMENT

Selim Civelek  
Garth Davidson  
Amy Deno  
Shetal Desai  
Hong Xia Li

## Student Perspectives

### NOTES ON SIOP...

As we know, this past year's annual Society for Industrial and Organizational Psychologists (SIOP) was held in Atlanta, GA. Going to SIOP offers a wide spectrum of opportunities for students, professionals, and practitioners. It is an opportunity to mingle with the "best of the best". Here is what two students, both new to the experience, had to say about their first SIOP

#### *Liza Gitlin*

As a first year student attending SIOP I had no idea what to expect. I was both excited and nervous as I packed a fresh tablet of paper atop my black (and only!) suit. I was ready... somewhat. As we flew to Atlanta, I tried to imagine what the next three days would involve. Well, here is a quick summary of the weekend scattered thoughts from a weekend at SIOP.

It was exciting to see so many individuals gathered together with the same background: Industrial/Organizational Psychology; everyone wearing nametags with his or her affiliation on them. Moreover, the big names were there—what an amazing concept. These names on the top of countless journal articles were now personified.. Barrett, Arvey, Hogan (times two!) and so many others. I'm sure that our very own professors were those infamous names to others.

I attended the welcome reception, one hosted by my undergraduate alumni, the end of the weekend bash, and of course, IIT's gathering. It was wonderful to get to know my classmates from several years in both professional and interpersonal settings. We attended presentations together, discussed the recent findings, and ended the evenings in a social atmosphere. It was a wonderful opportunity both to network and to get to know my peers as individuals. I'm sure everyone felt the same way.

Next year I will be an experienced attendee at SIOP I would highly recommend the experience, especially for the new students. In addition, it will be held in New Orleans—my hometown. I can almost guarantee an all-around eventful weekend!

#### *Angela Sternburgh*

My first time attending SIOP was as a second year. The first year I had opted not to attend because of financial reasons. However, I was envious of the stories my fellow students enparted about their experiences that first year. After attending the convention myself, I now am able to advise students that attending this conference is well worth the time, effort, and expenses.

The conference was not only a wonderful learning experience, but a great networking experience. Where else can you, in one weekend, hear presentations by some of the greatest minds in our field, seek out potential internship positions, and see a great city? I would highly recommend that all students try to attend the convention. It truly is a great experience.

#### NOTES ON ORIENTATION...

Orientation is an exciting day for everyone—new students, professors, TA's, and alumni. Each year, it gets better and better, and definitely bigger! Here is what two students, one a TA and one a new student, had to say about their experience at orientation.

#### *Amy Antani, 1999 TA*

After the summer of preparation, orientation had finally arrived. It is an exciting time for everyone, and also one of nervousness. The number of people there for our picnic was close to 70, which was great. It may have even seemed like more because the weather, after 15 years, decided to say "hello!" The day started hazy and turned to thunderstorms. But that was no indication of the day and its events. The day went smoothly, with the TA's making a great transition from the outdoor picnic to an indoor, Life Sciences-room 240 picnic!! The room was no longer the room we all had struggled in during class, but rather it was an atmosphere of fun, community, and warmth. The festivities, hosted by the TA's, were filled with food, dessert, drinks, and music. Sitting back and watching students, new and old, faculty, and alumni interact gave a great sense of community and pride. The evening was a definite success, regardless of the stormy weather. Because inside, we were enjoying the sounds of Lenny Kravitz and each other!

STUDENT PERSPECTIVES (CONT'D)

From the perspective of a new student....

*Adrienne Woods*

Imagine arriving to unfamiliar faces and strange places. Everything is new and you're not sure what to make of it. The I/O Orientation and picnic soothed all the butterflies these new people and surroundings can bring. Professors and students introduced themselves and the program was brought to life. The TA's guided us through the dreaded process of registration. The reception that followed allowed students, new and returning, to meet each other on a more personal level. Alumni were also present to shed new light on the process we were about to begin. Ultimately, the experience made it much easier to go to that dreadful first day of classes. More importantly, I believe it welcomed all of us into our "new home."



**From the desk of  
Roya Ayman...**

**G**reetings! This year I start my third term as the Director of our program. I feel excited when contemplating the opportunities and all that can be achieved within the next five years. As I look back to the day I accepted to be the Director of the Program in the Fall of 1989 and the progression of our program activities since then, I see a number of encouraging developments. We have grown from a three-person faculty program to a five faculty Ph.D program. We have the addition of the Personnel and Human Resources Development master's degree. We have been systematically offering specialized short courses on topics such as Compensation. Every other year, regardless of the number of faculty present, we have been represented in national and international conferences. The student applicants have been strong and diverse. We now have four and a half teaching assistantships for second year students in the

Ph.D. program and we have given about five half-tuition scholarships to first-year students. As I look to the future, the program is well-situated with excellent faculty and students and strong support from our alumni and friends. Our student internship experiences, which have all been paid positions, are expanding in type of organizations. We are adding to our short courses to include Multi-Level Analysis (offered for the first time this Fall) and Assessment Centers (this Spring). In my experience, it is the students and alumni that make the name for the program. Therefore, I look forward to you for providing us with recommendation and support as we move into the new millennium. I would like to extend our special thanks to our dear alumni **Loren LaCien** from Towers Perrin, **Linda Jeleniewski, Ph.D.**, from Organizational Resources, and **Rebecca Zwolinski** from Square D, for generously giving their time and presenting at the internship meetings about career issues and internship opportunities. I would like to thank all of you who have continuously and selflessly supported the program and generously given to protect and advance our excellence.

Yours,

**Roya**

PS. Don't forget your program and help us connect with all the alumni. So if you meet an alumnus through work, please get their address, phone number, and a business card and send it to me. It is our care and pride for each other and their achievements that makes us unique!

**Dates to Remember**

**1999**

September 24  
CIOP : Adaptability in the workplace

November 6  
I/O Open House party at Roya's

November 11  
CIOP Making selection decisions based on personality assessment

December 10  
CIOP Approaches for increasing employee retention

**2000**

January 14  
CIOP I/O Psychology and the law

March 17  
CIOP: Current theories about leadership

April 14-16  
SIOP Conference in New Orleans, LA

May 12  
CIOP Technology and performance assessment

June 16  
CIOP dinner meeting

The CIOP dates are tentative due to speakers and locations. Keep posted!