This past spring the GWU Industrial-Organizational Psychology program graduated two exceptional students, Salman Jaffer and Rebecca Fraser.

Under the supervision of Dr. Lynn Offermann, Dr. Jaffer successfully defended his doctoral dissertation which examined the impact of transformational leadership and LMX on two different types of organizational innovation.

Under the supervision of Dr. David Costanza, Dr. Fraser’s dissertation was titled "The Impact of Context on Responses to Episodes of Incivility". Her dissertation was a comprehensive look at the impact that incivility has on OCBs and CWBs.

Garett Howardson was the winner of the Personnel Testing Council of Metropolitan Washington’s Outstanding Student Essay on the Science and Practice of I-O Psychology Award. The contest invited students to submit essays that offer novel insights or opinions for improving the science and practice of I-O psychology. Garett’s essay, "Assessing Self-Regulatory Constructs in Personnel Selection: A Possible Solution to the Proximity/Generalizability Tradeoff," addresses the tension between measuring proximal job performance predictors (e.g., job knowledge tests) and the limited generalizability of such measures across multiple jobs. The paper argues that assessments of self-regulatory processes (e.g., goal-choice, goal-striving) are more proximal to job performance while also being generalizable across many different jobs. Congratulations, Garett!

Michael Karim is the recipient of this year’s Mosel Award for Research Creativity for his first-authored work on remotely proctored testing titled "Cheating, Reactions, and Performance in Remotely Proctored Testing: An Exploratory Experimental Study." Michael developed an innovative research design to explore the effects of electronic monitoring on cheating, test performance, and applicant reactions during online testing. Findings suggest that electronic proctoring is effective in reducing cheating, though it also leads to negative perceptions regarding invasion of privacy. The paper concludes by offering researchers a taxonomy of electronic proctoring characteristics for future study. Sam Kaminsky and Dr. Tara Behrend are co-authors on the paper, which is currently under encouraged review at a prominent journal. Congratulations, Mike!

Dr. Tara Behrend won the 2013 Best Reviewer Award for Academy of Management’s Organizational Communication and Information Systems Division. Congratulations, Dr. Behrend!
Dr. Jonathon Mote is an Assistant Professor of Organizational Science at GW. His research interests focus on the interrelationship between organizational environments and networks of science and innovation. His research has been funded by NSF, the Department of Energy, the National Oceanic and Atmospheric Administration, and Industry Canada. Prior to joining GWU, he was an assistant professor of Management at Southern Illinois University. From 2003-2009, he was an assistant research scientist at the University of Maryland. Dr. Mote got his doctorate in sociology from the University of Pennsylvania. Prior to attending Penn, Dr. Mote was a program associate at The Pew Charitable Trusts, where he was responsible for a diverse portfolio of grants totaling approximately $10 million. After leaving the Trusts, he worked with two large-scale initiatives that focused on the redevelopment of low-income neighborhoods in Philadelphia.

Dr. Meina Liu joined the department in Fall of 2013, after teaching at the University of Maryland, College Park, for eight years. Her research and teaching focus on intercultural communication, organizational communication, and negotiation and conflict management. Her recent research is concerned with the influence of emotion and social cognition on negotiators’ interaction patterns and negotiation outcomes, as well as cultural variations in these processes. Dr. Liu’s research has also examined gender and diversity issues in organizations, particularly as related to careers and work-life balance.

Dr. Liu is originally from China, where she completed her B.A. in English at Beijing Language and Culture University and M.A. in Applied Linguistics at Tsinghua University. She earned her Ph.D. in organizational communication at Purdue University in 2006. She has two daughters, an 11-year-old and a 5-year-old, and enjoys music, Chinese calligraphy, and traveling in her spare time.

Meredith Bentley grew up in Frisco, Texas and is a loud and proud member of the fightin’ Texas Aggie class of 2013. She graduated from Texas A&M University with a major in Psychology. As an undergraduate, she became interested in I-O psychology after talking with a professor about her research interests, which included groups, teams, and leadership. She also spent two years working in the Infant Cognition Lab which focused on the development of infants’ knowledge of objects and working in a lab called ADVANCE where research was focused on increasing participation and advancement of women in STEM academic careers. In her free time, she enjoys reading, baking, and participating in water sports.

Jon Willford received his B.S. in Psychology from Arizona State University where he became interested in I-O psychology after taking an intro course. He was drawn to the field by its ideal combination of theory, research, and application to real world settings. While at ASU he conducted research in healthcare settings studying leadership style, job satisfaction, and performance, as well as in educational settings studying reading comprehension. Between completing his Bachelor’s degree and joining the program at GWU in the Fall of 2013, Jon worked at Go Daddy in web hosting support where he became interested in web-based technology. This led to his interests in the use of technology in organizations, especially selection, training, and recruitment. In his spare time, Jon enjoys baseball, music, and spending time with his family.

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NEW GRANTS AND FUNDING OPPORTUNITIES

DR. OFFERMANN’S SHRM GRANT
Dr. Lynn Offermann recently received a grant from the Society for Human Resource Management (SHRM) to study a cohort of 195 college women leaders from the mid-1980s to see how they fared in the workplace. Did they achieve the leadership positions to which they aspired, or, if not, what happened to prevent them from reaching their career goals? In this two-year grant, Dr. Offermann, Kaitlin Thomas, Lindsey Smith, and Dr. Cheryl Beil will survey this cohort of prospective women leaders and follow up with a smaller sample of them with qualitative interviews. They have considerable data on these women’s college experiences, including leadership roles held, achievement styles, and post-college aspirations to compare to future career activities and achievement. The grant provides the opportunity to consider moderators of career success, including mentoring, harassment, work-family choices, and organizational support.

Women are still grossly underrepresented at the most senior levels of U.S. organizations, representing a huge loss of talent. Sheryl Sandberg’s controversial recent book suggested how women might “lean in” to achieve greater success; this grant takes a system perspective to explore how organizations can best support women in achieving their leadership goals.

RECENT I/O ALUM CREATES “DREAM FUND” FOR NEW STUDENTS
As an I-O graduate student, Sumona Basu DeGraaf, Ph.D. 2012, was always interested in visioning. Now as a successful alumnus working for Bloomberg LP in Atlanta, she has her own vision. Along with her husband, Justin, she has founded a new fund for I-O Psychology doctoral students called the “Dream Fund.” As a student, Sumona was one of many students gratefully receiving funding to present research at SIOP from the Gowing Travel Fund—a endowed fund set up by another alum, Dr. Marilyn Gowing, to provide travel funding for I-O students with accepted papers. But she also remembers her time as a first-year student, wanting to go to SIOP but not having had the opportunity to submit anything. Since first-year students arrive with only two weeks before SIOP submission deadlines, their first submission opportunity is usually at the beginning of their second year. Yet most first-years want to attend SIOP and try to figure out what meals to skip to pay their way (or discover how many I-O students can fit into a single hotel room).

Seeing a need, Sumona and Justin wanted to target their donations to GW’s I-O program to provide first-year students travel funding for SIOP and have now set up the Dream Fund for that purpose. They hope that their vision can be yours, too. This year you may designate contributions to the I-O program to the Dream Fund in addition to the existing Mosel Scholarship Fund or I-O Program Fund. A contribution slip for donations is enclosed with this newsletter—your contributions truly make a difference!!

STUDENTS AND FACULTY TRAVEL TO SOUTHEAST ASIA TO STUDY ORGANIZATIONAL CULTURE
Dr. David Costanza and Nikki Blacksmith took eight undergraduate students to China, Vietnam, and Singapore to study organizations. Specifically, they toured each country and attended various presentations led by organizational leaders in each country. They came away with great insights on how national culture impacts organizational culture and how these both influence human resource practices.
RECENT PUBLICATIONS & PRESENTATIONS


*Indicates student publication.

“WELCOME FIRST YEARS” HAPPY HOUR!

MEDIA COVERAGE

Dr. Tara Behrend was interviewed by the Boston Globe, which was sparked by their interest in her publication titled “Similarity effects in online training: Effects with computerized trainer agents.”


Dr. David Costanza was interviewed and quoted by The Exchange, a Yahoo Finance Blog. He was interviewed due to his recognized expertise in leadership and personnel psychology research.

**NEW FACILITY UPGRADES!**

A number of upgrades to the Organizational Sciences facilities have taken place over the last few months. A few highlights are noted below:

- The third floor conference room is now equipped with state of the art presentation equipment, including an 80-inch monitor. (top left photo)
- A Hungarian tapestry now graces the north wall of the conference room and is kept company by a new plant. (bottom left photo)
- The faculty offices received new furniture and equipment as well.
- The reception area now has a new sofa and 46-inch monitor that welcomes all who enter. (top right photo)
- New desk chairs and floor lamps give the lab an at-home feel.
- The lab kitchen was upgraded with new cabinet space.
- New back patio and lounge furniture were also added. (bottom right photo)

Everyone in the department is very appreciative and proud of the improvements to the facilities.

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**RESEARCH DISCUSSION SERIES**

**FALL 2013 SCHEDULE**

Come join us for our ongoing Research Discussion Series. We have an exciting group of speakers lined up!

- **October 25th** - Dr. Jonathon Mote
- **November 1st** (3:30-5:00) - Panel discussion with the Diversity Collegium (See www.diversitycollegium.org for more information), a think tank of senior diversity professionals.
- **November 22nd** - Dr. Jeffrey Cucina, U.S. Customs and Border Protection
- **December 13th** - Dr. Meina Liu

All Research Discussion Series, are from 12-1pm, unless otherwise noted.

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**ANNUAL I–O PSYCHOLOGY FALL BRUNCH**
Jess Badger collected and analyzed her dissertation data while continuing her work as a Consortium Research Fellow at the U.S. Army Research Institute.

Michael Karim worked (and is currently working) at Fors Marsh Group on their military research team. Mike also began working on solidifying dissertation ideas.

Nikki Blacksmith spent the summer conducting research with Dr. Costanza, Dr. Behrend, and Dr. Crede and also had a research contract with Gallup.

Jamie Severt worked on the Cohesion Team at the Army Research Institute this summer. Jamie made progress on his dissertation.

Samuel Kaminsky worked for Fors Marsh Group as a research intern and for OSPrI as a research assistant. Sam also worked towards completing his second year project on callings and career choice attitudes.

Allison Brown Yost continued working as a personnel research psychologist at the U.S. Office of Personnel Management. Allison also made progress on her dissertation.

Lindsey Smith spent the summer working on a research study with Dr. Offermann, Dr. Cheryl Beil, and Kaitlin Thomas. She also conducted research with Dr. Crede. Additionally, Lindsey worked in GW’s Office of Survey Research and Analysis.

Ryan Horn worked at the Farm Service Agency (FSA) as a personnel psychologist intern. In addition to his time spent at FSA, he worked at OSPrI as a research assistant.

Garett Howardson worked as a Consortium Research Fellow at the United States Army Research Institute for the Behavioral and Social Sciences in the Foundational Science Research Unit.

Kaitlin Thomas worked at The Impact Center as a research associate. Kaitlin also worked as a research assistant for Dr. Sharon Hill and Dr. Offermann on a team composition project and with Dr. Andy Cohen and Dr. Bret Crane on a shared leadership project.

GWU I–O Students Presenting at APS & SIOP Conferences
Many of the I-O doctoral students assisted with collecting data for an NSF-funded research project along with Dr. Behrend and her collaborators at the GWU School of Education. Doctoral students traveled to Antioch, CA; Columbus, OH; Boston, MA; and Denver, CO where they assisted with focus groups and interviews with teachers, students, administrators, and business partners. More information about the OSPri project can be found here: [http://ospri.research.gwu.edu/](http://ospri.research.gwu.edu/)

**GWU I-O Students Travel Around the Nation to Collect Data at STEM High Schools**

Whether the students are hanging out in the lab studying hard (top left and top middle), decorating the lab for seasonal festivities (top right), celebrating each other’s birthdays out on the town (bottom left) or taking advantage of DC’s famous 1920’s Smithsonian Soirees (bottom right) they are always enjoying each others’ company!

**Cheers to a Charming & collegial Organizational Culture!**

**SIOP Fun!**

The faculty and students always have a blast when they attend conferences and SIOP 2013 was no different! They took Texas by storm, riding bulls and learning tons. As they rode off into the sunset they felt the warm embrace of the many exciting new research ideas!
Thank You

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