As we embark upon another academic year, the faculty and students of GW’s I/O Psychology Department have a great deal to look forward to. This fall, we are pleased to welcome Dr. Steven Knapp as the 16th President of our University. Dr. Knapp came to GW with nearly 30 years of higher education experience, serving most recently as provost and senior vice president for academic affairs at The Johns Hopkins University. A visionary leader, Dr. Knapp hopes to engage all members of the GW community to advance the mission of the University. His strong interest in academic research is evident from the Research Symposium to be hosted on the Foggy Bottom Campus, where faculty and students will showcase their current research projects and interests. We are thrilled to have a number of our students and faculty representing the Department at this event. Inaugural activities for Dr. Knapp will commence on November 13th, with a series of University-wide events planned in celebration of this monumental occasion. Among his many distinguishing qualities, Dr. Knapp is the first President of GW University to reside on the Foggy Bottom Campus.

**MEET THE NEWEST I/O FACULTY: DR. DANA DUNLEAVY**

Last fall, we had the pleasure of welcoming a new faculty member, Dr. Dana Dunleavy. Now that she is all settled in, to help introduce her to our community we conducted an interview with her. We hope to give you some insight into her research and personality!

**Roots...** Anyone who walks into Dana’s office, or hears her say “ya’ll” will come to know quickly that she is a Texan at heart. After attending the University of Texas for undergrad, she enrolled at the University of Houston to pursue and receive her Ph.D. in I/O. She came to DC to be near her (then boyfriend, now husband!), and was informed of the position at GW by her former mentor at UH. The rest is history.

**I’ve always known...** Dana’s interest in I/O psychology began in the 6th grade, when she was inspired by the characters of the book, “Cheaper by the Dozen.” She decided that it was the job she wanted, where she could organize everything!

**The AHA moment...** After taking numerous psychology classes, due to scheduling at UT, Dana took an I/O class, which helped her realize that in fact, this subject is exactly what Frank and Lillian Gilbreth did in the movie!! Thus, she became an I/O psychologist and followed the decision she had made years prior.

**The Golden Years...** While at UH, Dana’s interests ranged from primarily O topics (teams), to social exchange and psychological contracts, and finally to psychometrics and item-response theory. While throughout her graduate career, many of her mentors had left UH, she made the decision to fuse her interests together, and fuse her I and O interests. As a result, her research shaped into incorporating social exchange into models of non-response, working with Christiane Spitzmüeller. Her dissertation compared classical test theory and item response theory to develop performance appraisal tools.

**In the works...** Dana’s current research interests focus on performance appraisals, as well as the predictors of organizational citizenship behaviors. Continued on page 5...

> “...The alumni carry with them the knowledge, ideals, and experience they have made their own. And we hope to engage them as we develop an ever stronger sense of GW as a lifelong and worldwide community.”

- Dr. Steven Knapp, President
Ken Matos, a fourth year graduate student, was recently awarded the Mosel award Award for Research Creativity for his paper, titled *The Illusion of Anonymity: Selective Demographic Nonresponse*. His second-year project emerged from his work on a grant awarded to his advisor, Dr. Lynn Offermann, by the National Science Foundation. On a corporate survey distributed to employees, he observed that individuals would respond to many items on the survey but did not consistently respond to demographic items (race/ethnicity and gender). His study examined this possibility through the relationship between demographic item nonresponse and organizational attitudes, using data from employee attitude surveys from over 48,000 employees of a large service sector organization. He hypothesized that nonresponders are dissatisfied and omit particular demographic items (such as race/ethnicity) that they feel might be used to identify them, in an attempt to retain their anonymity and be less vulnerable to retaliation.

Results indicated that employees who reported lower levels of job satisfaction, intent to stay, job security, and opinions of supervisor were more likely to be demographic item (especially race/ethnicity) nonresponders. The implication from this study is that there’s a possibility that research examining differences in the opinions of employees across demographic groups, such as race/ethnicity, may lose essential data (employees with more negative opinions) when examining means and trends for specific demographic groups, because they are unable to assign the demographic nonresponders to their appropriate demographic group for analyses. If the generally more negative demographic nonresponders cannot be allocated to their respective demographic groups then the means for each group are likely to be positively skewed, giving researchers an overly positive picture of employee attitudes across demographic groups, especially for underrepresented minorities whose means are more likely to be impacted by the loss of even a small number of respondents.

Currently, Ken works as a survey analyst at Defense Manpower Data Center (DMDC) and in his free time plans to look for a way to squeeze ice hockey classes back into his schedule this winter. He also looks forward to buying new dishes with the prize money so he can finally have a dinner party with a set of matching dishware.

**ACROSS**

1. Taz is the name of which faculty's pet?  
3. What student consistently has car troubles?  
5. Which graduate student avoids fruits and vegetables?  
6. Which graduate student will always ask for chili flakes at restaurants?  
8. What student has been recently engaged?  
9. Which student can be caught wearing a turquoise scrunchie during finals?  
10. What faculty serves on the board of directors at their church?  
11. Which graduate student got married in another country this summer?  
12. What profession would Nick have if he wasn't a professor?  
14. This graduate student just brought a future I/O psychologist into the world!

**DOWN**

1. Which faculty has two cats?  
2. Which student loves cheese?  
4. What student is never seen without a smile?  
7. Who is planning on buying matching dishware?  
12. What student just passed comps and got married?  
13. Which graduate student has a great Texan accent?
RESEARCH LABS

DAVID COSTANZA dcostanz@gwu.edu

My lab is working on several projects related to leadership and performance. The students on the team are Jess Deares and Becky Fraser. Current projects include an effort to propose a model of leader performance and the implications of the model for leadership research (a joint effort with Steve Zaccaro at George Mason), a study of the hierarchical impact of leadership on individual and group outcomes, and a qualitative study of leadership constituencies and the roles that they play in individual satisfaction and organizational performance.

DANA DUNLEAVY dglen@gwu.edu

Performance lab: Dr. Dunleavy’s performance lab (which includes Salman Jaffer, Becky Fraser, and Jessica Deares) continues to study employee performance. Currently, we are focusing our attention on projects that explore individual and organizational influences on organizational citizenship behaviors (OCBs), counterproductive work behaviors (CWBs), and the performance appraisal process. First, we are pilot testing a lab study that examines how outcome and goal interdependence impact OCBs/CWBs through role perceptions, and plan to collect data for the full study in Spring 2008. Second, we are continuing our study of social factors that affect the performance rating and feedback process with a series of field and laboratory studies. We are currently collecting data on how rater goals affect the quality of peer ratings of performance and the tone (positive/negative) of feedback. We are also in the planning stages of a study that explores how organizational culture affects the quality of ratings and feedback through rater goals.

Nonresponse lab: Dr. Dunleavy’s nonresponse lab (which includes Ken Matos, Becky Fraser, and Jessica Deares) examines survey response behavior. Currently we are partnering with GW’s Office of Academic Planning and Assessment to examine potential nonresponse bias in paper-and-pencil and on-line course evaluations. We also continue to work on meta-analysis of predictors of survey nonresponse and are planning a study that investigates how information included on a survey cover letter affects survey response rates.

Dana is always happy to talk about research. If you have any questions or think your organization might benefit from more information about survey nonresponse and nonresponse bias, please feel free to send her an email.

LYNN OFFERMANN lro@gwu.edu

Diversity Research Lab: (Sumona Basu, Nadeeka Jayatilake, Ken Matos) This group is working on a large number of projects stemming from my NSF grant dealing with diversity at work. In the last two years, papers from this group have been presented at APA, APS, and SIOP, another accepted for SPSP 08, and two more submitted for SIOP 08. Phil Wirtz consults with the group on several projects. Specific projects include: Relational demography and organizational outcomes, the effect of diversity climate on Return on Investment, Selective Demographic nonresponse (with Dana Dunleavy, Ken Matos, lead), Supervisor/subordinate age differences (Nadeeka Jayatilake, lead), and Qualitative data collection.

Virtual Team (VT) Lab (with Dr. Nils Olsen, Raluca Graebner, and Sumona Basu). This group is examining implications of virtual teams for organizations. Raluca has taken the lead on a paper dealing with conflict in VTs that was presented at APS in 07, and Sumona is taking the lead on a project dealing with how personality factors play out in VTs.

Microaggressions Lab (with Dr. Dana Dunleavy, Salman Jaffer, Raluca Graebner, and Sumona Basu). This recently started group is seeking to better understand microaggressions, that is, acts that may be perceived as discriminatory by some but may totally escape notice by others. Issues of how to measure microaggressions and their implications for work performance are being discussed, and studies planned.

NICHOLAS VASILIOPOULOS nlv@gwu.edu

The lab (which includes Jennifer Harvel and Megan Shaw) is working on a project that explores the construct and criterion-related validity of different approaches to measuring the personality dimensions of Conscientiousness and Emotional Stability. Personality is measured using both explicit (i.e., self-report inventories) and implicit (i.e., implicit association tests, itemresponse latencies) measures. The criteria consider include measures of typical and maximal performance as well as adaptability. It is hypothesized that explicit measures are better predictors of typical performance, while implicit measures are predictors of maximal performance and adaptability.
Good Eats in the Neighborhood

GW has a number of new restaurants for you to taste test. In case you’re in the neighborhood, we thought we’d give you the inside scoop on where to grab a bite to eat.

**Tonic:** Right across the street from the I/O offices, this new eatery is a great place to grab a sandwich, or a bowl of soup! Our own students highly recommend the tater tots.

**Carvings:** Conveniently located up the block from our graduate student lab, this place is well known for its hot sandwiches and subs, and has chocolates from various locations in the world! Try the Ritter Sport, it’s a favorite.

**Potbelly’s:** The debate between the meatball sub, chicken salad, or turkey with American is ongoing at the grad lab; one thing is for sure, these sandwiches are a must have! Don’t forget the hot peppers… but make sure to ask for a cup of water, just in case.

**Dunkin Donuts:** Yes, there is one on campus. Frequent by the students in the program, their coffee is a must have! Try the pumpkin muffin, it’s a program favorite.

Need a lunch partner? Stop by the grad student office (2101 F street) and let us take you around!

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Dr. Catina Smith successfully defended her dissertation on Sept. 21, 2007. *Factors of Resilience: African Americans in Predominantly White Environments:* The study explored background factors that may have contributed to the success of African Americans in predominantly White environments who have faced adversity in the form of racism/discrimination. The implications of her findings were that experiences with racism/discrimination have a negative relationship directly linked to African American academic success.

Dr. Magdalene Pua also successfully defended her dissertation on Sept. 21. Her study, *National Culture and Employee Perceptions of Teamwork, Management Accessibility, Participation in Decision Making and Innovativeness in a Multi-National Corporation,* examined the effects of individualism, power distance and uncertainty avoidance on employee perceptions in a large multinational company with offices in U.S., Japan, China and Germany. Measurement invariance was first conducted to see if there was measurement equivalence between the four countries. Results showed that aside from Participative Decision Making, all other scales were equivalent across the countries. For Teamwork in the organization, the study found mixed results for U.S. and Japan. Further, higher power distance cultures scored lower in Management Accessibility. The study found high scores for Participation in Decision Making for all four countries. Lastly, the study did not find any significant difference in the Innovativeness dimension across the four cultures.
This summer, GW’s current graduate students gained valuable experience in both the public and private sector.

**Welcome, Salman & Raluca!!**

**Salman Jaffer**

My name is Salman Jaffer and I hail from "Hotlanta"! I completed my undergraduate studies in Psychology at Emory University in 2005, and completed my Master's in Organizational Management from our very own Organizational Sciences department in 2007. I was born and raised in Karachi, Pakistan and moved to the U.S. in the early 90's.

Over the past 2 years, I have had a wonderful experience working for the U.S. Government Printing Office (Washington D.C.) in a strategic human capital capacity where I enjoyed my exposure to I/O Psychology. As a result, I am currently working with Dr. Dana Dunleavy and my research interests, in general, are performance appraisal systems and contextual situational factors. In addition, I am also a big fan of cross-cultural work and diversity issues as they pertain to leadership and various employee outcomes.

At some point in my life, I plan on becoming involved in an executive capacity at a non-profit organization. I am truly excited about my academic career in our department, as we do have a fascinating group of people conducting top-notch research.

**Raluca Graebner**

Hi! My name is Raluca Graebner. I graduated from The University of Bucharest, Romania, with a double degree in Communication and Political Science, and then received my Masters degree in Organizational Sciences from GWU. My work experience includes three years as a language and cross-cultural trainer for the Peace Corps. I am thrilled to continue my studies at GWU with a PhD in I/O Psychology, under the advisement of Dr. Lynn Offermann. My current research interests include the impact of communication technology and national culture on group conflict and performance. In my free time I am a traveling addict and always seeking interesting experiences.

We would love to know what you are up to! Stay tuned for an e-survey, designed to help you stay connected to the program and to your fellow colleagues around the world. Working on something interesting? Tell us about it!

**Meet the New Faculty**

...continued from page 1

**Teaching philosophy...** Dana thinks of her role as a guide to her students; to be there to ask though provoking questions, and not necessarily provide the answers. She feels that her role is to provide guidance to her students so that they may independently learn and make connections. She has an open-door policy, and wants students (both undergraduate and graduate) to feel free to talk to her about questions and bring new ideas. Dana feels very strongly about incorporating student ideas on projects not only because of the experience it provides students, but because it allows for fresh ideas and unique perspectives in research, which inevitably could transform ones’ model to something exceptional.

Welcome, Dana!

We are so thrilled to have you here!
Every donor is important to our program’s mission. To contribute, please use the enclosed donation form, or contact Alyssa by phone: 202-994-1878 or email: alrussel@gwu.edu. If you donate via our website at any time, please make sure you indicate “I/O Psychology PhD program” for your donation. If your organization would like to become a sponsor, please have them contact Nick Vasilopoulos at NLV@gwu.edu.

Hope you enjoyed the newsletter! We wish you a safe and memorable rest of the year.

Yours Sincerely,
07-08 Newsletter Editors
Sumona Basu,
Rebecca Fraser,
Megan Shaw