Second Year Experiences

What has been your favorite part of this program?

Noelle Devlin: My favorite part of the program was working on all the applied projects we did with various organizations. It was great to be able to apply our learning in the real-world and I was able to figure out what I was most interested in.

Kelsey Seabolt: Dr. Roesch’s multivariate statistics class.

Joyce Hwang: My favorite parts of the program were getting to know my classmates and professors, and working on projects together!

Simona Spiridon: The training we received, the applied projects we had the opportunity to participate in, and the friendships that we formed along the way.

Caitie Jacobson: My favorite part of the program was the integration between science and practice. I enjoyed reading research articles each week in seminar and then applying what we learned to our class projects. I can see this experience being very valuable moving forward!

Dustin Abbott: I don't have one favorite part of the program. If I had to narrow it down to two, I’d say the applied projects from our seminar classes and all the opportunities to present research from my labs.

Kristy Kay: One thing that makes this program truly exceptional is the opportunities to work on applied projects for real organizations. Taking what we’ve learned in the classroom and applying it in actual consulting projects really solidifies the concepts, but also provides a realistic experience of what it’s like to be an I-O psychologist working for an organization, and all of the challenges that come with that.

What do you know now that you wish you would have known when you started this program?

Noelle Devlin: That Mark doesn’t like chocolate, and how quickly 2 years can go by.

Kelsey Seabolt: Statistics isn’t that scary and you won’t fail!

Joyce Hwang: I wish I had sought more social support when I felt overwhelmed instead of trying to shoulder everything by myself.

Simona Spiridon: The program will fly by quickly, so enjoy every moment, no matter how difficult the workload gets.

Caitie Jacobson: I wish I would have known that everything can and will get done. It feels daunting at first getting used to the workload, but you do end up finding time to accomplish all of your work. Don’t stress!

Dustin Abbott: Read "How to Write A Lot" by Paul Silvia.

Kristy Kay: I’d say to give it your all. You get what you put into this program- nothing more, and nothing less. Set your goals and make plans to meet them.
Second Year Experiences (continued from page 1)

What are you doing after graduation or, alternatively, what do you want to do?

Noelle Devlin: Staying with Aptima Inc., the company I did my internship at, for now, but after that who knows!

Kelsey Seabolt: After graduation, I will be moving to downtown Chicago. I will be supporting Gallup’s consulting practice as a Statistical Analyst.

Joyce Hwang: After graduation I will be looking for work and I will get back to practicing speech as a hobby at Toastmasters.

Simona Spiridon: I would like to work as an external consultant.

Caitie Jacobson: I will be working as a Research Analyst at I/O Solutions in Chicago to help with selecting public safety officials.

Dustin Abbott: After graduation, I’ll be on the job market looking for a position as an external consultant.

Kristy Kay: First, I am getting lost for a long weekend in the ginormous trees of Sequoia National Park. For the summer, I will be continuing my internship with Aptima, Inc. Then I will transition into a full-time position with them as an Associate Scientist after my wedding in August.

What is the best advice you would give to someone just starting out in this program?

Noelle Devlin: Figure out how to manage your time as early as possible. Also, get to know your mentor and cohort as much as you can, it makes the good times better and the hard times possible!

Kelsey Seabolt: I wish I had prioritized getting to know my professors as soon as I began the program. Our department has amazing, enthusiastic faculty and their loving support has left quite the impression on me! Recognize their worth, not only as professors, but also as people with families, hobbies, and fantastic humor.

Joyce Hwang: Use the resources and support system around you. Enjoy the process!

Simona Spiridon: See answer to the second question above, and start on your thesis early!

Caitie Jacobson: Take advantage of every opportunity you can! Grad school is a great place to push your boundaries and explore what’s out there. This can involve making new connections, taking on additional projects, or pushing to connect material in seminar. These two years will go fast (even if it doesn’t always feel that way), so make sure it counts.

Dustin Abbott: The impostor syndrome is real, but don’t sweat it. You were selected out of a hundred applicants. You’re here because you’re supposed to be. Make friends with your cohort - you’ll support each other through the process.

Kristy Kay: The best advice I think depends on the person. But overall, I’d say to give it your all. You get what you put into this program- nothing more, and nothing less. Set your goals and make plans to meet them.
Thesis Defenses

Justine Zimiles – April 20, 2017
“Effectiveness of Religion and Social Support Coping Mechanisms in African American/Black and Caucasian/White College Students”
Chair: Scott Roesch

Joyce Hwang – April 21, 2017
“Asian American Leadership: Does Leadership Style Matter?”
Chair: Mark Ehrhart

Caitie Jacobson – April 24, 2017
“Measuring Personality-Performance Relationships: A Configural Approach”
Chair: Jeff Conte

Noelle Devlin – April 24, 2017
“Gender Role Stereotyping in Organizations: An Exploration of the Perceptions of Followers”
Chair: Mark Ehrhart

Kristy Kay – May 9, 2017
“The Social Pressure to Appear Busy: A Construct Validation Study”
Chair: Lisa Kath

Kelsey Seabolt – May 15, 2017
“Antecedents and Outcomes of Helping Norm Level and Strength”
Chair: Lisa Kath
Dr. Dev Dalal

Dr. Dev Dalal is a PhD graduate of Bowling Green State University, and is currently an assistant professor at University at Albany, State University of New York. He has worked for the United States military doing performance appraisal, and also was an associate at the RAND Corporation.

Dev’s research has covered such topics as judgment and decision making, selection, measurement theory, and research and quantitative methods. Currently, he is looking into how numbers are understood in organizations, and how to properly communicate statistics so that the general public can understand them. Specifically, he has been studying the area of effect sizes so that they may be converted to “Common Language Effect Sizes”.

His research is influential in that statistics do not reach the public in a manner that they can be easily understood, and he is trying to ascertain the best way to frame data to the public. The presentation that he provided our students with brought new insight to the area of data presentation and framing so that our audience may quickly and efficiently understand what is being communicated to them.

Bruce Griffiths

Captain Bruce Griffiths is an organizational consultant and founder of Organization Systems International (OSI). He has done work specifically concerning competency modeling and leadership with leaders in organizations to select and develop the best candidates for the job.

In his presentation to our students, he covered the types of clients that his company provides services for, and how his competency program, Polaris v4.0, allows executives to identify the areas in which they are strongest. This program includes a card deck of 41 competencies which is based upon high performers in an organization.

With this card deck, our students were involved in an activity to select the five most critical components for a successful industrial organizational consultant. With his 44 years of experience, Bruce was able to provide his insight and expertise throughout this process to educate and inform us about the ins and outs of professional consulting for major organizations.

Dr. Karsten Müller

Dr. Karsten Müller is a professor at the University of Osnabrück, Germany in Industrial and Organizational Psychology with an emphasis on Cross-Cultural Business Psychology. He has studied in various places such as Mannheim, Istanbul, and Costa Rica. His research has been focused on work-related attitudes, cooperate social responsibility, and cross-cultural business psychology.

Dr. Müller’s presentation on sustainability and Corporate Social Responsibility (CSR) provided our students with an insight into how the actions of a company can affect their overall impression to the public. His research has found that across all countries, CSR has a positive effect on employees’ affective commitments to the company.

His presentation highlighted an issue that is much more prevalent in our current technological age where every action of a company can be easily communicated to the public, and thus, companies must pay attention to how they handle their business in relation to the population they serve. CSR should be understood as a corporate effort to make a positive contribution and most importantly minimize negative effects.
This year’s SIOP Conference was in the muggier, East Coast version of San Diego: Orlando, Florida. With the theme being Exploring New Frontiers, the conference did not disappoint in offering a plethora of novel research in I-O. Of our 13 master’s students, 7 were in attendance. Below, student attendees reminisce on their fulfilling experiences at this year’s conference.

**What was your favorite session?**

**Joyce Hwang:** I’m not a morning person so I prefer sessions later in the day. I actually had the most fun at the poster sessions.

**Caitie Jacobson:** I really liked the "debate" session this year about selection. Panelists were tasked with representing four different types of popular selection measures and had to advocate for their measure in two different scenarios. It was engaging and I also learned a lot!

**Kristy Kay:** There were a number of great sessions that I attended, but I think that by far the most interesting was the symposium entitled: “Exploring new frontiers: Building better teams on Earth and Beyond.” The speakers discussed fascinating, diverse research being conducted in very real and very high-stakes contexts.

**What advice would you give to graduate students attending SIOP next year?**

**Joyce Hwang:** Bring business cards.

**Dustin Abbott:** There will be more sessions that you are interested in attending than you have time to attend. Make a plan for what is most important or most beneficial to you. Save time for networking.

**Caitie Jacobson:** Don’t forget to take time to relax! It’s fun going to all of the sessions and posters, but make sure you are taking a breather for lunch and at the end of the day. It’s easy to get wrapped up in the excitement but you will regret not taking a break once you realize you haven’t eaten since the crack of dawn.

**Kristy Kay:** If you can, try to schedule breakfast/lunch/dinner dates ahead of time with people you are interested in networking with – you’ll find that people are often scheduled to the brim at SIOP, and this is your chance to network with some really great people. Also – networking doesn’t always have to be about finding a job! I personally was not seeking employment and I think I enjoyed networking even more because finding a job was not my focus nor intention. Instead, I was able to take the time to just learn about what other people are doing.

**Did you utilize SIOP's placement center or other networking resources (including if you just did interviews there)? If so, what was your experience like, and would you recommend it to future attendees from our program?**

**Joyce Hwang:** If you wish to use the placement center, know that you may need to prepare months in advance to get the most out of it. I was able to attend the Master's Consortium which I highly recommend.

**Dustin Abbott:** Yes, I used the placement center and attended a few networking events. Generally, it was a positive experience.

**Caitie Jacobson:** I signed up for the Placement Center and don’t regret it for one second! I was able to see job postings leading up to SIOP (and apply for those I was most interested in). This wasn’t only helpful right now but also gave me a better idea about different job title keywords to use and what position types to aim for once I have more experience. 10/10 would recommend for future second year SIOP goers!

**Kristy Kay:** I participated in the Master’s Consortium. This day was jam-packed with information that is very relevant to master’s students and soon-to-be graduates. They did a really great job of tailoring the entire day to what we really wanted to know, while keeping us engaged. If you participate in the Master’s Consortium next year, I recommend a) knowing who the speakers are and b) preparing some questions to ask them.
Alumni Spotlight: An Interview with Edie Goldberg

By Kristy Kay

When did you attend SDSU and what have you been doing since you left the program?
I got a B.S. in Psychology in 1987 and a M.S. in I/O Psychology in 1989 at SDSU. While I was both an undergraduate and a graduate I was really fortunate to have had the opportunity to work at the U.S. Navy’s Personnel Research & Development Center in Point Loma. I went on to get my Ph.D. in I/O Psychology at University of Albany, SUNY in 2003. Realizing I hated living in the cold I immediately came back to California! I landed a job in Northern California and have stayed there ever since. My first job was with a boutique I/O consulting firm that specialized in assessment. While I did work in both the public and private sectors, I ultimately led their public sector practice. After 5 years with that firm I felt like I was very young to be an expert in anything and I really needed to broaden my skills, so I took a position as a Sr. Consultant with a global management consulting firm, Towers Perrin (now Willis Towers Watson). While at Towers I worked as the Asia-Pacific Liaison for the Human Capital Management practice (which meant I assisted and mentored colleagues in our Asia offices) and I was the firm’s Global Thought Leader in Career Management, Learning & Development, and Succession Planning, and the West Region Leader for Performance Management. In 2002 I left to start my own consulting practice, E. L. Goldberg & Associates. I utilize my I/O expertise to help my clients develop their HR Strategy or HR processes to help them attract, engage, develop, and retain top talent. I also do a lot of work in organization effectiveness.

What do you enjoy most about your career?
I love a good challenge and my clients are varied (from high technology, to retail, to building materials) and their issues are different. I don’t believe that one size fits all, so while I might do a lot of work in the area of performance management, all of the solutions I implement are different based on the size of company, the rhythm of their business, and the culture of each organization. I also love the freedom and flexibility my job as a consultant provides me. While sometimes (and it is often) I might work 12-14 hours a day 7 days a week for stretches at a time, I can also plan my own schedule (most of the time) and take unexpected time off. Since my husband is also self-employed, this really works for us.

What aspects of your job do you find the most challenging?
I have been consulting to companies for over 25 years, and I still hate “selling.” I am just uncomfortable with the process. I have gotten pretty good at it, but that does not mean I enjoy the process. Also, because I run my own business I have to balance prospecting new work while I am still doing work.

Are there certain skills you find most helpful in your field?
I rely on so much of my I/O training most students would be surprised! I regularly quote research from Goal Setting Theory when doing work in the area of performance management. So everything you learn in the area of Motivation Theory is very relevant to the workplace. Change Management and Organization theory is another body of work I regularly rely upon. But these are bodies of knowledge and not skills, so let me answer this differently. I think my education and training in research really helped hone my problem solving skills and this is probably the skill set I rely on most heavily. Nine times out of ten what a client asks me to do is not what their real issue actually is. It takes listening and asking questions to uncover the root cause of their performance issue. Communication skills are also critical for success in any business environment. Being able to translate what you know into language that a business person will understand is critical! I know a lot of brilliant data scientists that can’t make it in a business setting because they can’t communicate in layperson’s terms. Storytelling skills in another skill that I see as being increasingly important as companies grapple with big data sets they need to make sense of relative to their business strategy. If I were 20 (OK 30) years younger I would have stayed on the path of statistics and research (both of which I loved in graduate school). Unfortunately, the career opportunities you all have available to you today were not available when I graduated, and my skills got rusty. There will be tremendous career opportunities for people with statistics and research backgrounds. So if you are good at this and you like it, I highly encourage you to continue your education to get a Ph.D. because you will have AMAZING career opportunities ahead of you.

Do you have any post-graduation advice for the second-year students?
The business world is really starting to appreciate what I/O psychology can offer. Whatever job you take when you first get out of school, don’t worry about it being “THE” perfect job. It should be a great learning experience that will teach you something. Focus less on the title and more on the experiences you are building in your portfolio. Your career will be like a jungle gym, not a ladder. Move to new experiences that broaden your perspective and help you see the bigger picture.
Faculty and Alumni Publications

By Kristy Kay


Faculty and Alumni Presentations

By Kristy Kay


Kath, L.M. (2017, June). (Chair), The “Dark Side” of safety: Measuring what isn’t working. Symposium to be conducted at the biannual Work, Stress, and Health conference, Minneapolis, MN.
First Year Experiences

By Aaron McKnight

August 29th 2016; Give or a take a few days or months, dependent on when each respective student was told they were admitted into this program, is the date from which we could all claim we were graduate students. According to the SDSU academic calendar, that was the official start of the Fall 2016 semester. The official end of this past Spring 2017 semester? May 17th 2017. This is to say that we have been graduate students for 8 months and 19 days. Or, looked at from different perspectives, we have been graduate students now for 262 days (263 at the time of this writing, and even more by the time this is published and read). That’s 6,288 hours, or 377,280 minutes, or more useless yet, 22,636,800 seconds. Subtract out the official holidays, weekends, and time we spent sleeping and those hours spent consciously aware or actively engaged in graduate school work diminishes significantly.

Considering the average age of the students in our cohort is 27 years old, one can state that roughly 3.8% of our lives here on earth have been consumed with matters of graduate school. That’s nearly 4% of our lives spent on statistics exams, thesis literature reviews, lab meetings, grading for teaching assistantships, seminar discussions, presentations, group projects, lab research, APSA duties, complaining, procrastinating, and generally getting stuff done. Think of all the information we have accumulated in that short amount of time. Imagine for a second what we didn’t know, before we had our seminars with Dr. Jeff Conte, and Dr. Lisa Kath, two semesters of statistics with Dr. Melody Sadler’s, and measurement with Dr. Dale Glaser. If I asked you to write down all the knowledge you’ve gained, I doubt you could - it is that expansive. Regardless of the amount of time we have spent as graduate students, remember that we still remain graduate students, and another year of some of the same is ahead of us. That’s a whole other year that we get to focus on ourselves soaking up the knowledge that our wonderful mentors share with us. We are excited to take advantage of this time.

Over the summer, in addition to work we will be putting into our theses and other various projects, we will all be gaining valuable applied experiences in summer internships. Our students will be interning at great companies such as the Center for Creative Leadership, FMG Leading, Qualcomm, UCSD Health Services Research Center, and Visa. As we reflect on our first year in graduate school, we can’t help but look forward to the one ahead of us; we relish the opportunity to be the “second years” ourselves and look forward to gaining more valuable knowledge through next year’s applied projects, research endeavors, seminar discussions, and statistics courses. But, before we go and wish ourselves ahead in time a final act of being first years: The class of 2018 would all like to wish Mark and Karen Ehrhart the best in their future endeavors at the University of Central Florida; and to Caitie, Dustin, Joyce, Kelsey, Kristy, Noelle, and Simona, we wish you all the best of luck entering the work force and the “real world.” Thanks for being there for us.
APSA Newsletter

Ode To Mark

By Lisa Kath

As most of you know by now, this year we are saying goodbye to Professor Mark Ehrhart, a member of our Applied Psychology program faculty since 2001. Both he and his better half, Professor Karen Ehrhart, have left an incredible mark on our program during their time here, but they are headed for a new adventure at the University of Central Florida, which is a mere 2,437 miles away from SDSU. Karen will be joining the Management Department there, patiently trying to point business students in the right direction, and Mark will be teaching and doing research with both undergraduate and doctoral students in the wonderful field of I-O psychology.

Many of you have memories of Karen’s warmth and kindness, as well as Mark’s... um, dry sense of humor. I will leave SDSU’s Management Department in charge of extolling Karen’s many virtues. What I’d like to do here is make sure you are all aware of Mark’s. He successfully mentored TWENTY NINE master’s theses during his time here. Think about how many drafts your thesis took. Multiply that by 29. This is an incredible contribution to our program and to the field of I-O psychology. He has served as a Graduate Advisor for the master’s programs before serving as Associate Chair of our department. Mark is also on the editorial board of two of the very best journals in our field (which is quite an honor, in case you don’t know). While doing all this, he has also brought in over $1.4 million in grant funding for his research (with Dr. Greg Aarons at UCSD) and literally wrote THE book on organizational culture and climate.

I figured many of you may not know what a rock star Mark is, because he is so self-deprecating and humble, but I can’t let him leave without letting everyone know what we’re losing here. In addition to all this, Mark has been an incredible mentor and friend to me throughout the 11 years I’ve been here. So, even though I wrote him a kick-butt letter of recommendation, I’m very sad to see him go. However, it’s not in my nature to leave things on a sad note. So, let me leave you with some song lyrics that seem appropriate to the occasion. You’ll have to figure out which song this is from on your own (with a little help from Google, if you’re too young):

“It might have appeared to go unnoticed,
But I’ve got it all here in my heart.
I want you to know I know the truth, of course I know it.
I would be nothing without you.”

I also want to say that I am also really excited to see how Mark’s career will blossom as he joins the doctoral program faculty at UCF, and I hope you’ll all join me in wishing Mark, Karen, and their kids the very best in this next chapter of their lives!

Parting Words

By Noelle Devlin

Ask anyone from the program and they can easily recall a memorable moment shared with Mark. Whether it be a meaningful conversation, a time he made you laugh, or an embarrassing moment when you said something that you wish Mark didn’t hear or correct, we all have our fair share of these encounters. From teaching us more than we could ever want to know about climate and culture, to providing guidance as a mentor, and to giving the perfect balance of nerdy academic and “Dad” jokes to anyone that would listen, the program just won’t be the same without Mark. Mark’s dedication to the department and the program, as well as providing a space for high-quality research among his students, set a great example for those around him. While we will not miss having to bring chocolate-free desserts, Mark’s presence in this program will be greatly missed by all! We wish him all the best in his next venture in Florida!
Faculty and Alumni Announcements

By Kristy Kay

Dr. Mark Ehrhart will be moving to UCF this fall.

Jeff Conte will serve as Associate Chair of the Department of Psychology starting in the Fall of 2017.

Elisa Torres will be starting in the Ph.D. program in I/O psychology at George Mason University in the fall.

Lindsay Palmer recently joined fellow alumni Melissa (Oates) Cutting and Alexa Young at Cubic Corporation as a Senior Learning & Development Advisor.

Starting Fall 2017 Lisa Kath will serve as Director of Undergraduate Research and Creative Activities.

Mike Smith left a role as HR Senior Manager at Oakley, having accepted a position as HR Director at Exemplis.

Zack Girgis was recently promoted to Manager, HR Business Partner at LinkedIn.

Angelina (Carmazzi) Sawitzky welcomed a baby boy, Evan into her growing family September 4, 2016.

Sean Tang analyzed data that were published in an interview about the product that he is working on, Creative Difference.


Dustin Abbott was awarded one of ten President’s Awards for his presentation at the SDSU Student Research Symposium.

SIOP Path to Membership

The SIOP Membership application can be accessed by visiting https://my.siop.org/

New Student Affiliate Membership

- Complete each screen of the application all the way through to submission
- Make an online dues payment upon completion of your application
- Your Student Affiliate membership benefits will be activated upon receipt of the dues

New Professional (Member, Associate or International Affiliate) Membership

- Complete each screen of the application all the way through to submission
- Your application will be evaluated by the SIOP Membership Committee, which may take up to 8 weeks to make a decision on your approval for membership
- If approved, follow the instructions in your approval email to make a professional dues payment to finalize membership
- If denied, view the reason(s) provided and follow the instructions on how to resubmit an application

It’s never too early to start planning for SIOP 2018!

April 19 – 21, 2018
Chicago, Illinois
The APSA Spring BBQ is an annual potluck event in which students, faculty, friends, and their children get together to enjoy food and drinks along with laughs. Lisa Kath hosted the event this year at her lovely, hilltop home. In addition to socializing at the BBQ, our students enjoy spending time together outside of academics.

Above: Students and professors appear on their best behavior.

Left: Karen and Mark Ehrhart are presented with a cake from students and faculty wishing them well at UCF.

Below: Dylan (far left), Brittniey, and Jeff (right) chow down.

Above: Caitie (left), Saige (Center), and Noelle (right) pose for the camera.
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- Recent thesis defenses
- Recent faculty publications and presentations
- Alumni announcements
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