NEW MASTERS DEGREE PROGRAM

People Analytics

To meet the growing demand for HR professionals with expertise in modern data analytics, we are launching a new M.S. degree program in people analytics. The degree will be offered through an interdisciplinary collaboration between psychology and computer science, providing a distinctive integration of training in industrial-organizational psychology with a strong foundation in data science and modern analytic methods. In addition to the courses in data science, psychometrics, and statistics, applications of analytic methods are integrated throughout the coursework on employee selection, performance management, and the assessment of organizational climate and employee engagement. A required internship will provide experience with real-word applications of analytics in an HR context. For more information visit our website.

NAMBURY S. RAJU ENDOWED CHAIR IN PSYCHOLOGY

Scott B. Morris

The I-O program congratulates Scott Morris, who has been named the Nambury S. Raju Endowed Chair in Psychology. The endowment was formed in 2011 in honor of Dr. Raju, who was a distinguished professor and renowned scholar in the areas of psychometrics, validity generalization, and other applications of quantitative methods in I-O psychology. The endowed chair was held by Ron Landis until his retirement in 2022. The endowment was granted in recognition of Dr. Morris' contributions to quantitative methods in I-O psychology, including work on meta-analysis and adverse impact analysis. An investiture ceremony is being planned for early in 2023—stay tuned for more information.
Congratulations to our 2022 graduates! We wish you all the best!

Masters Degree
Francesca Chavez
Asia Cooks
Sugandhjot Kaur
Mercedes Little
Palak Naik
Arash Shokri

Ph.D.
Daniel Gandara
Jordan McDonald
Emily Sanders
Catherine Savage

Dissertation Titles:

Danny Gandara, Spring 2022 (Advisor Kristina Bauer)
"Player Motivation and Training Effectiveness: Insights from a Structural Model of Game-Based Learning"

Jordan McDonald, Spring 2022 (Advisor Ron Landis)
"Embedding Relationships: The Indirect Effects of Work Relationships on Turnover Intent"

Emily Sanders, Spring 2022 (Advisor Ron Landis)
"Do Numeric Performance Ratings Have Merit?"

Catherine Savage, Spring 2022 (Advisor Ron Landis)
"The Impact of Shared Recruitment Information on Applicant Outcomes and the Influence of Moderating Variables"
JACOB GLUHOVSKI

I am excited to be part of the I-O Psychology program here at Illinois Tech. I am looking forward to expanding my knowledge of the field of I-O and to learning more about the real-world applications of I-O.

MELISSA HALL

I am so grateful to be surrounded by those who are also passionate about transforming the workplace. I look forward to using what I learn at Illinois Tech to dismantle the oppressive systems found in American work culture.

JULIA HONDA

I am most looking forward to learning new ways to apply theory in the industry, as well as continuing research in related fields and submitting to future SIOP conferences. I am also looking forward to getting closer with my cohort and the people in the program.

JACK KWATINETZ

I am looking forward to learning more about I-O Psychology as well as getting to know my cohort and peers in the program.
POUNIAN AWARD

This year we would like to recognize Meghan Pickett and Margaret Burke for receiving the Charles "Arch" Pounian Award, which is given each year to top I-O graduate students in recognition of their academic and scholarly excellence.

Meghan Pickett is currently working on her dissertation where she is exploring the moderating effects of perceived trustworthiness on the relationship between leader humility and follower behaviors. Before that, she completed her master's thesis on the experience of work-family conflict among low-wage, immigrant workers. In addition to her academic pursuits, Meghan currently works as a leadership trainer for LifeLabs Learning, where she also runs its nonprofit partnership program.

Margaret Burke has researched and presented in the areas occupational stress and burnout. Her master's thesis was titled “Burnout Among Sexual Minorities: The Role of Concealment, Rumination, and Organizational Non-Discrimination Policies.” Recently, she presented this research as a poster at the 2022 SIOP conference. She works as a consultant with Daniels Consulting Group, where she focuses on change management, strategic planning, and leadership development.
STUDENT PROFESSIONAL ACTIVITIES

STEVEN BENTZ  
MARGARET BURKE  
MELISSA HALL-JACOBSEN  
JULIUS KHAMOO  
JACK KWATINETZ  
ISABEL MENDOZA  
ZAC PETERSON  
MELANIE STANDISH  
GRACE VESTUTO  
RALPH WOJTOWICZ  
People Analytics and Talent Mgmt. | Land O’Lakes  
Consultant | Daniels Consulting Group (DCG)  
Evaluation and Development Intern | SAFE Project  
Training and Development Intern | SWD Inc.  
Graduate Assistant | Illinois Tech Leadership Programs  
Graduate Assistant | Illinois Tech Leadership Programs  
Research Analyst | IO Solutions, Inc.  
Leadership and Org. Development Specialist | Lenovo  
Associate Consultant | IO Solutions, Inc.  
Regional Staffing Manager | Slalom Consulting

STUDENT ACHIEVEMENTS

Awards and Accomplishments

Melanie Standish: Illinois Institute of Technology 2022 Provost Online Teaching Award  
Tony Lam: Chicago Industrial-Organizational Psychologists Board Member  
Julius Khamoo: Mar Awa III Assyrian Church of the East Graduate Student Scholarship

Proctor and Gamble's I-O Business Challenge

“This past September, I had the opportunity to participate in Procter & Gamble's I-O Business Challenge and work collaboratively with a cohort of Ph.D. and master’s students from various institutions across the U.S. The week-long challenge occurred at P&G's headquarters in Cincinnati, which included many opportunities to network and learn about the company’s culture. Additionally, I worked with my cohort to investigate, develop, and present a solution for a company-specific business problem. At the end of the week, we presented our solution to senior leadership. Overall, I was impressed with P&G’s commitment to I-Os in the company and our broader community. This was such an enjoyable and formative experience. I encourage everyone to apply.” — Ashley Aguilar
ALUMNI PROFESSIONAL ACTIVITIES

TRENT ADAMS (M.S. 2018)  Manager Compensation Strategies | KPMG
SHUJAAT AHMED (PH.D., 2020)  Personelle Psychologist | U.S. Drug Enforcement Administration
MUNIRA AJMAL (M.S. 2021)  Senior Org. Effectiveness Specialist | Sacramento Municipal Utility
ANNA BROWN-NEUHENGEN (M.S. 2015)  Global Activation Director | Kantar
MIKE BURKE (PH.D. 1982)  Koerner Chair in Strategy and Entrepreneurship | Tulane University
FRANCESCA K CHAVEZ (M.S. 2022)  Career Development Assistant | Boston Consulting Group
RENEE CZERYBA (M.S. 2000)  Sr. Director Change Management | Cushman & Wakefield
CHRIS FREIBURGER (PH.D. 1993)  President & Founder | Human Capital Management Group, Inc.
DANIEL GANDARA (PH.D. 2022)  Product Innovation Consultant | DDI
ANDREW GARMEN (M.S. 2000)  Professor & Director | Rush Center for Health System Leadership
JIALIN HUANG (PH.D. 2015)  UX Lead | Meta, Data Scientist | Microsoft and Amazon
MARK LOVERTDE (PH.D. 1997)  Associate Principal Consultant | DCI Consulting Group, Inc.
FRANK MANIBUSAN (M.S. 2020)  Sr. Analyst Business Intelligence and People Analytics | Nordstrom
ISIS MARTINEZ (M.S. 2000)  Sr. Global HRBP, Engineering and Product Orgs | Eventbrite
JILL MAY (M.S. 2014)  Director of Assessment of Selection Methods | City of Chicago
JORDAN MCDONALD (PH.D. 2022)  Personnel Psychologist | Department of Homeland Security
RACHEL MEREDITH (PH.D. 2017)  Social Impact Leader | Nestle
DANA MOORE (M.S. 2001)  Managing Director | EY
BRENDAN NEUMAN (PH.D. 1994)  Organizational Psychologist | Basil Consultants
PALAK NAIK (M.S. 2022)  DEI Analyst | Russell Reynolds Associates
EVAN PEARSON (M.S. 2021)  Researcher | Society for Human Resource Management (SHRM)
ANDREW RAND (PH.D., 2017)  Founder & President | Rand Consulting Group, LCC
ERICA SPENCER (PH.D. 1994)  VP Global Talent Management | Axalta
ARASH SHOKRI (M.S. 2021)  Analyst, Training Operations-Global Business Solutions | Tik Tok
ANGELA STERNBURGH (PH.D. 2011)  Vice President of Talent | Camping World
JOANNE STROUD (PH.D. 1995)  Owner | LEAD AND RETAIN Management Consulting
DENNIS TRAN (M.S. 2021)  Data Analysis Manager | Talogy
JEREMY WATSON (PH.D. 2014)  Senior Consultant | Vaya Group
MEGAN WHEELER (M.S. 2012)  Director of Role Sponsor Development | LifeLabs Learning
BRAD WILLIAMS (M.S. 2011)  VP HR Technology & People Analytics | Northwestern Mutual
NAMRATA YADAV (M.S. 2008)  Global Head of Inclusion | Bank of America
ALUMNI ACHIEVEMENTS

Andrew Garmen: Wrote a book titled *Healing our Future: Leadership for a Changing Health System*

Jill May: Served as Membership and Programming Chair of the Great Lakes Employment Assessment Network

Jordan McDonald: Selected to be on a NASA tiger team that systematically assessed NASA’s human capital needs

Daniel Gandara: SIOP LGBTQIA+ Committee’s as Practice Subcommittee Chair

Renee Czeryba: Brandon Hall Gold Award for Excellence, the Brandon Hall Group (August 2022); Cushman & Wakefield Top 100 Performer Award (April 2022)

Angela Sternburgh: Founding member of Hacking HR’s HR Experts Council

ALUMNI SPOTLIGHT

Jialin Huang

The alumni spotlight section of the annual newsletter is written to share the exciting work of our alumni. This year we sat down with Jialin Huang (Ph.D. 15’). She shares her work and advice for those considering a career in the machine learning and data science field.

Jialin works as a senior quantitative UX researcher at Meta. Previously she worked as a research scientist and a data scientist at Amazon and Microsoft. Dr. Huang leads projects building new machine learning applications, especially using natural language processing of human-centered data. She has also served as a reviewer of books on TensorFlow and its applications and taught Machine Learning to graduate students at Illinois Tech.

When asked about her career path in I-O psychology, Jialin attributes her success to the rigorous statistical training received at Illinois Tech. While she had a strong statistical background, she had to learn the specific skills needed for the field on her own. She emphasizes that it is important to understand the entire scope of analytics and machine learning. Her advice for students and I-O practitioners looking to work in the tech and data analytics field is to find a mentor who can guide you through your studies and professional work. We look forward to watching her continued success in the machine learning and data science field.
Scott Morris

Scott Morris' research explores the analytic tools for ensuring the effectiveness and fairness of employee selection systems. Along with his students, he has been working on several research projects related to measuring and reducing adverse impact. Other projects explore methods for computer adaptive testing in non-cognitive domains (e.g., personality and attitudes scales) and applicant reactions to the use of artificial intelligence in hiring. Scott serves as director of the I-O program and teaches courses in personnel selection, legal issues, and multivariate statistics. He is an associate editor for *Journal of Applied Psychology*, where he helped develop the journal’s new standards for transparency and open science practices.

Roya Ayman

Roya Ayman has been working on research projects with the leadership lab and the work family lab. Additionally, she worked with Alexandra Bullock last year to complete a consulting project for a client about women in STEM. Roya also wants to thank the alumni who attended the internship meetings last year to share their experiences with students and to help them develop their efficacy and identity in the field of I-O and to network with them, including Joanne Stroud (Adams), Erica Spencer, Sandra Nelson, Timothy Kroeker, Gregory Erickson, Megan Petra (Wheeler), and Amber West. Roya is still serving on the editorial boards of *Leadership Quarterly* and *International Journal of Cross-cultural Management, Journal of Organizational Management, and Journal of Business and Psychology* in addition to ad hoc reviews for other journals and academic conferences. She is also still enjoying her classes on leadership and organizational attitude behavior seminars, which she teaches in the spring, and Organizational Psychology, which she teaches in the fall. Roya offered her research methodology course of NIDA in Thailand for the 10th year. Finally, Roya’s three labs are still active: leadership research, work-family interface, and gender and diversity in the workplace with a focus on racism and sexism.
Kristina Bauer

Kristina Bauer is an assistant professor in the I-O program and associate chair of the department. Kristina and her lab continue to be engaged in research projects related to technology-enabled instruction, self-regulated learning, and transfer of training. Ongoing projects include collaborations with alumni such as Daniel Gandara on game-based training and with students such as Caribay Garcia Marquez on team game-based assessments. Kristina and her collaborators Ivan Mutis from engineering and Gady Agam from computer science are continuing work on a National Science Foundation (NSF) grant to examine the use of holograms in engineering education. She is also part of a recently funded NSF future of work planning grant focused on using virtual reality to examine the integration of robots into the construction industry. She continues to teach Performance Appraisal and Training and Development at the graduate level and Psychological Testing, Training and Development, and Introduction to I-O at the undergraduate level. Kristina is an active member of SIOP, serving as co-chair of the applications subcommittee of the Membership Committee, and has reviewed for several conferences and journals. She is currently on the editorial board at the Journal of Business and Psychology and the International Journal of Selection and Assessment.
Rob Keating

Rob Keating is excited to continue with the I-O program and psychology department in a permanent faculty role as an assistant teaching professor. Rob is currently teaching undergraduate and graduate statistics and introduction to I-O psychology. In addition to his role at Illinois Tech, he is completing his dissertation work for the I-O psychology doctoral program at Northern Illinois University. His dissertation study involves an examination of employees’ daily inclusion experiences to test a model of workplace inclusion antecedents and outcomes. Rob is also working with collaborators on other research projects related to DEI and stigma in the workplace. These include studies focused on identity management and disclosure experiences of workers with disabilities and functional limitations and the impacts of COVID-19-related disruptions to organizational DEI practices and policies on employees’ felt inclusion experiences. Insights from this work were presented at SIOP and AOM conferences in 2022.


Keating, R. T. (2022, August). From compliance to inclusion: Going beyond accommodations to create inclusion of disability/ability divergences in organizations [Panel discussant]. C. Nittrouer & A. M. Santuzzi (Chairs). Panel symposium conducted for the 82nd Annual Meeting of the Academy of Management, Seattle, WA.
Keating, R. T., & Santuzzi, A. M. (2022, April). Does inclusion mean the same to everyone? Measurement invariance across races. Poster presented at the 37th Annual Society for Industrial-Organizational Psychology Conference, Seattle, WA.


With each year, GAIOPS strives to grow and expand in order to best serve the needs of the industrial-organizational graduate students. Although the coronavirus pandemic presented significant obstacles, the I-O faculty and students demonstrated adaptability and resilience in the face of such a novel challenge.

As the year comes to an end, we take pride in celebrating all that we have accomplished. For the first time since 2019, we were able to send students to SIOP in person! In total, GAIOPS supported 18 students in attending the 2022 SIOP Conference in Seattle. GAIOPS is proud to contribute to the professional development of students through opportunities to present original research and network with other I-O professionals.

Moreover, like many of us emerging from pandemic-related restrictions, we have sought out opportunities to resume in-person connections with friends and colleagues. To this end, our chief information officer, Alexandra Bullock, organized two in-person GAIOPS socials and a holiday gift exchange. Additionally, Alexandra created the first-ever GAIOPS Instagram account (https://www.instagram.com/iit.gaiops/) in order to highlight current students and alumni, announce I-O related events, share student-submitted I-O memes, and create a community amongst the graduate students. Similarly, our chief communications officer, Francesca Chavez, helped to develop relationships between current students and alumni by continuing the GAIOPS mentorship program.

Thanks to the GAIOPS executive board, which includes Alexandra, Francesca, Delaney Diehl (chief financial officer), and Palak Naik (vice-president), we were able to successfully collaborate and accomplish our goals for the year. Looking forward, GAIOPS is excited to welcome new leadership that will continue to carry the torch and improve upon all that has been established. Thank you for a great year!

Jonathan DuFresne
The Center for Research and Service is a research and consulting firm working through the Office of the Provost and partnering with the Department of Psychology. Led by George Langlois (Ph.D. PSYC ’89), the Center thrives on an organizational model that combines the expertise of full-time consulting professionals with the creativity of graduate students majoring in industrial-organizational, clinical, and mental rehabilitation psychology. As such, the Center is built on a start-up culture in which everyone is leading and contributing to a vast array of projects and services, thus giving them learning opportunities to complement their academic major. It also provides support for full tuition funding to select graduate student employees. Some of the I-O students working in key positions at the Center are Sheng Zhang (project lead), Alexandra Bullock (leadership academy program manager), Erin Young (associate consultant), Isabel Mendoza (graduate assistant of Leadership Program), Jack Kwatinetz (graduate assistant of Leadership Program), and Jacob Gluhovski (project assistant).

The Center provides a wide range of consulting services to clients in helping organizational change including working on assessments, assessment centers for executive leadership, interactive dashboards, executive summaries, and thematic analyses. Over the past year, The Center has gotten more involved with diversity, equity, and inclusion (DEI) surveys. Several external clients have requested help with developing, administering, and analyzing DEI surveys and providing actionable I-O-related recommendations. The Center has also been involved in strategic planning for various colleges and functional areas of Illinois Tech. Deriving from the analytical background of student employees, the Center prides itself in utilizing data analytics, visualization, reporting, and management throughout its spectrum of projects.
Additionally, the Center runs M.A. and the Lila Self Leadership Academy for 30 undergraduates, who are selected through a rigorous assessment process and are provided opportunities designed to develop their leadership potential and empower them to effect positive change. Alexandra has been managing the program; organizing leadership development retreats, interactive seminars, and networking events; and acting as a mentor to the Leadership Academy scholars. The Center’s staff continued to work throughout the pandemic in a hybrid model and adapted to different situations and challenges as they continued to work collaboratively with one another.

For more information, visit https://www.iit.edu/crs
SIOP 2022

For the first time since 2019, SIOP’s annual conference met in person in Seattle. We had a great turnout of Illinois Tech alumni and current students. Below are the presentations from Illinois Tech students, faculty, and Alumni:

**Margaret Burke:** “Burnout Among LGBTQ: Role of Concealment, Rumination, and Organizational Policies” (virtual poster presentation)

**Dr. Scott Morris:** “Key Determinants of Predictive Bias in Bifactor SEM” (poster)

**Cintya Caribay Garcia Marquez (Chair):** Thriving in a Hybrid Environment: A Multidisciplinary Look at Hybrid Work (Discussion Panel)

**Cintya Caribay Garcia Marquez:** When Is a Nudge Sludge? The Dark Side of Workplace Nudges (Discussion Panel)

**Dr. Kristina N. Bauer & Daniel Gandara:** “All Work and More Play: An Expanded Model of Digital Game-Based Learning” (poster)

**Dr. Kristina N. Bauer:** “Trainer Behaviors Matter: Development of a Trainer Effectiveness Competency Model” (poster)

**Dr. Robert Keating:** “Does Inclusion Mean the Same to Everyone? Measurement Invariance Across Races” (poster)

**Steve Discont (Chair), Andrea Arango Pardo, and Dr. Scott Morris:** Beyond SCOTUS’ Bostock Decision: What’s Next for LGBTQ+ Protections in the Workplace? (discussion panel)

**Dr. Scott Morris:** Implementing Pareto-Optimal Selection in Practice: Challenges and Opportunities (virtual discussion panel)

**Dr. Mark Loverde:** Consult the Consultants: How to Handle Challenging Consulting Situations (discussion panel)

**Dr. Jeremy Watson:** “How to Round Ourselves Out as I-O Practitioners” (presentation)
Annual Social Gathering

This year we resumed the annual tradition of the I-O Open House at Roya Ayman's home. Faculty, alumni, and current students had the opportunity to meet and discuss their current work in the I-O field. We are grateful for Roya's generosity and for keeping this meaningful tradition going!

2022–23 Teaching Assistants

JULIA HONDA
AMANDA NEUMAN
ASHLEY AGUILAR
HO-CHUN TSAI
This past year saw a number of positive changes as we put the challenging years of the pandemic behind us. For faculty and students alike, the return to in-person teaching and the opportunity to engage face-to-face in the classroom has been a welcome change. Similarly, many of the faculty and students attended the SIOP conference in person in Seattle, and we were delighted to reconnect with so many of our alumni at the I-O Program’s SIOP reception.

We are excited to announce a new M.S. degree in people analytics, which will be offered alongside our existing I-O M.S. and Ph.D. degrees. The people analytics degree will allow I-O students to benefit from cross-disciplinary training in data science and will prepare them to meet the growing market demand for HR professionals with expertise in modern analytics. We will be enrolling our first cohort in fall 2023.

Our faculty continue to be engaged in innovative and impactful research. I want to highlight the exceptional accomplishments of Kristina Bauer, who landed two NSF grants to study technology-enabled training, while at the same time earning the Provost’s Service Award for her exceptional work as the associate chair of psychology. Amazing!

This past year, we were fortunate to have the support of excellent adjunct faculty, including graduate courses offered by Steve Laser and Alan Mead, and undergraduate courses by Alexandra Bullock, Michelle Jackson, Melanie Standish, and Sheng Zhang. Kudos to Melanie Standish, recipient of the Provost Online Teaching Award.

As always, we are extremely grateful for the support of alumni who volunteer their time and networks to assist in the professional development of our students. All of you who offer internship opportunities or participate in networking events play a critical role of our distinctive educational experience. I wish to thank Jose Alba, Maura Burke, Khalid (Kermit) El-Amin, and Jialin Huang for participating in student orientation, as well as Gregory Erickson, Timothy Kroeker, Sandra Nelson, Megan Petra (Wheeler), Erica Spencer, Joanne Stroud, and Amber West for speaking at internship meetings. We are also grateful to George Langlois and the Center for Research and Service, which continues to provide exceptional professional development experiences for our students.

The GAIOPS student organization has been active in supporting students through a mentoring program and by raising funds for attending SIOP. My thanks to the GAIOPS executive team: Jon Dufresne, Alexandra Bullock, Francesca Chavez, Delaney Diehl, and Palak Naik.

I hope you will stay in touch and continue to keep us posted about career developments and achievements. Please email me at scott.morris@iit.edu with thoughts and suggestions for the program. If you have an internship or position announcement, please contact ayman@iit.edu. I also ask for your help to build our network. If you know someone who has lost touch with us, please encourage them to contact me.

Warmest regards,
Scott