



# Industrial/Organizational Psychology Program NEWSLETTER

MIDDLE  
TENNESSEE  
STATE UNIVERSITY

Spring Issue

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## *Exciting Announcement!!*

### **MTSU'S NEW CENTER FOR ORGANIZATIONAL AND HUMAN RESOURCE EFFECTIVENESS (COHRE)**

The Industrial/Organizational Psychology graduate program at MTSU started in 1968. In its 35-year tenure the program has grown to include seven full-time and dedicated faculty members who specialize in different aspects of the field. Their vision has helped create a high quality, competitive program that attracts national and international applicants. Alumni of the program now work as I/O consultants, and HR Directors and senior staff for public and private institutions around the nation. The dedication and hard work of the faculty continue to pay dividends. This year, 2004, the I/O Psychology program was earmarked as the first signature program in the College of Education and Behavioral Science.

With this acknowledgement, comes the approval for a new consulting center. The consulting services and expertise currently offered by the I/O faculty and graduate students will now be formalized. In August 2004, the MTSU Center for Organizational and Human Resource Effectiveness, COHRE, will be available to the community.

The vision of the center is to provide a self-supporting service and research center that will help move the I/O Psychology Program to the upper echelon of master level I/O programs in the country. The center will advance and facilitate the consulting and research efforts of the I/O Psychology program to enhance the educational experience of the students, serve the community and clientele, and provide financial support to the program. The center serves as a focal point for bringing together the expertise of the I/O and Quantitative Psychology programs at MTSU to solve organizational problems for clients and to conduct organizational research.

The Center is an opportunity to build on the students' applied learning experiences, a marker that helps differentiate MTSU's program from others around the nation. As part of a student-centered learning environment,

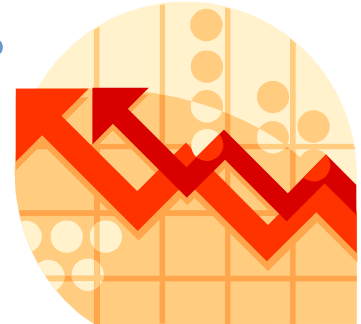
graduate level I/O students will have the opportunity to become data-based problem solvers under professional supervision, and undergraduate I/O students will have apprenticeship opportunities.

The Center will help the program achieve academic excellence by providing funding for scholarships and graduate assistants. A continuous rise in the quality of students raises the profile for the program and the school. This in turn helps attract and maintain quality faculty as opportunities for applied research and consulting projects continue to develop. This cyclical process benefits all involved.

Faculty and students are currently working to bring the vision of COHRE to life. The team is scouting site locations, researching governance and structural provisions for operating procedures, and investigating the appropriate hardware and software needs for the business. The learning curve is large but rewarding. Once these elements have been solidified, the team will move forward with publicizing the center to the community.

COHRE will enhance the quality of the I/O Psychology program, serve its students, represent the University with pride, contribute to the community, and impact organizations with integrity. This will be achieved by adhering to high professional ethics, operating the center with fair and democratic processes, and respecting the professional and personal development and priorities of others. COHRE will strive to apply sound practice and science to improve the lives of people and the effectiveness of organizations, as well as enact strategies to ensure the financial success of the center.

We are delighted about the opportunity to take the MTSU I/O Psychology program to the next level. We look forward sharing more news about this in the future.



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*"Destiny is not a matter of chance, it is a matter of choice; it is not a thing to be waited for, it is a thing to be achieved."*

*William J. Bryan*



## SECOND YEAR STUDENTS

**Almost ready to graduate, here is some info about our Second Year Students' accomplishments as interns!**

**Ava DeFonzo** worked as an intern at **Progeny Marketing Innovations** in the Compensation and Benefits Department. As an intern, her job was to create job analysis questionnaires for the purpose of generating job descriptions for the whole company. She helped to involve upper management in the job analysis process. As a part of this process she worked on a compensation analysis project, and helped in the Human Resources Strategic Planning for 2004 – 2006. She was also able to involve herself in various projects at the company such as the United Way Carnival, College Fair Recruiting, Diversity Training for employees, and 2004 Benefit Information Sessions. At Progeny, she gained valuable experience in employee relations, recruiting, policy writing, and compensation.

**Lacey Berns** worked for **American Healthways**, the nation's leading provider of comprehensive care enhancement and disease management services. Lacey was responsible for creating an Affirmative Action Plan (AAP) for the company. Lacey's work on the AAP gave her the opportunity to become extremely familiar with the laws, rules and regulations set forth by the U.S. Department of Labor and two of its governing bodies, the EEOC and the OFCCP. Lacey also has work experience in the area of training. Most recently, she has worked with a consulting team to develop job aids for a large food manufacturer opening a new factory in the area.

**Brandi Champ** worked at **Verizon Wireless** in the human resources department. She helped hire over 1000 employees. Part of the internship consisted of screening employees through a computer simulation test. She also became familiar with Peoplesoft. In addition, she was introduced to how to handle employee issues and aided in handling such issues. She learned a great deal about the business world and all the guidelines you have to follow. Brandi's hard work was rewarded, as she was offered a full-time HR position at Verizon Wireless where she is now employed.

**Mary Ellen Gwynes** worked at **Louisville Ladder Group**, a plant is Smyrna, TN as an interim Human Resource Manager. As an HR manager, she was in charge of all administrative aspects of HR such as weekly payroll, safety, benefits, worker's compensation, hiring, terminations, and rewriting job descriptions. Through this experience she obtained more understanding of the field of HR, which will help her pursue a career in her areas of interest.



**Back Row:** (L to R) Kevin Tompson, Lori Willeford, Brandi Champ, Ayako Yamazaki, Ava Defonzo, Abudurrahan Ozturk  
**Front Row:** Jessica Nyce, Lacey Berns, Luther Tanley, Cecil Wampler, Michelle Keen, Hal Harrington, Mary Ellen Gwynes (not pictured)

**Cecil Wampler** and **Hal Harrington** have been working with two current MTSU faculty members, Dr. Patrick McCarthy and Dr. Richard G. Moffett, on an organizational diagnosis consulting project. The project has consisted of conducting interviews with employees at varying levels of the organization, analyzing interview data, and formulating initial diagnoses. Cecil and Hal developed and analyzed survey items, administered to the organization in March 2004. The analysis produced development of formal recommendations, which will be presented to the organization in late Spring 2004. The opportunity to work on a project of this magnitude and be mentored by two professional consultants has greatly enhanced their knowledge of the consulting process. The interviews, meetings, analyses, and survey implementation have helped Hal and Cecil take classroom knowledge and apply it directly to an organizational setting.

**Jessica Nyce** worked with Chief Motivating Officer Kevin McNulty of **Humadyn Consulting**. She was able to assist Mr. McNulty with many different clients from his consulting business, including assisting people with resumes and relocation issues. She also started a workshop with Mr. McNulty to help those from the military become more marketable and business ready when they leave the military. This was a great internship that allowed Jessica to experience all the different aspects of consulting. She is currently busy finishing her thesis and searching for a full-time job.

*"The things taught in schools and colleges are not an education, but the means of education."*

Ralph Waldo Emerson



**Luther Tanley** worked at the **Davidson County Sheriff's Office** for his practicum. As part of his experience, Luther had the opportunity to participate in survey development. Luther gained first-hand knowledge working with upper management. The survey provided a better understanding of employee attitudes with regards to management, departments within the Sheriff's Office and the employee working environment. From this experience Luther was able to learn many aspects of human resources. Overall, his practicum was an incredible learning experience and one that he was very thankful to have participated in.

**Kevin Thompson** is currently working with **Community Health Systems** supplementing existing training materials for middle managers at hospitals nationwide. He is assisting with the process of converting those training materials to an on-line format. He has also developed training materials using *Flash* which allows the program to become interactive and animated. Kevin especially enjoys this work because on-line training is an area he wants to pursue in his career. He also completed a summer internship for **Toshiba** in which he created an e-learning module for their employees.

**Lori Willford** is currently working for **Community Health Systems** in Brentwood, TN providing a full range of support in the development of training materials for directors and managers at hospitals nationwide. Her responsibilities include converting training materials to an on-line format as well as developing supplemental training materials. Lori has also worked in the human resource department and marketing department last summer. She is eager to develop her knowledge and skills in training and in other areas of HR. She will be graduating in May and will be looking for full-time employment in the Nashville area.

**Ayako Yamazaki** worked at a company called **Win Advisory Group** as an intern during the summer. The company recruits American management employees for Japanese-owned organizations that are trying to localize themselves in the U.S. Ayako's experience included procedures in selection and some work in consulting and training. These experiences gave her an opportunity to experience cross-cultural issues dealt with by many contemporary organizations. Her focus/interest is not primarily on cultural issues, but this perspective will be an important asset for her since she plans to work at a multinational organization in her career. She is currently heavily involved with school work and graduate assistant

## INVITED SPEAKER SERIES *Fall 2003*

### Dr. Barbara Haskew

Dr. Barbara Haskew, who became Interim Director of the Tennessee Center for Labor-Management Relations in July 2003, spoke to the I/O graduate students and faculty in October about her role as the director of the center and her experience as a practicing arbitrator and mediator. Dr. Haskew has worked with MTSU for over 20 years as Provost, Vice President for Academic Affairs, Dean for the College of Business and Chair for the Department of Economics and Finance. She started arbitrating very early in her 30-year career.

The center provides educational opportunities for management and labor groups throughout Tennessee in order to support better labor relations and organizational productivity. The center hosts an annual conference recognizing outstanding labor/management relations and other related conferences and institutes. They also assist labor-management committees in the workforce. The center is a consortium of the Tennessee Department of Labor and Workforce Development, Middle Tennessee State University and the Tennessee Board of Regents.

Arbitration is a process that is entered into if labor and management groups have a grievance in the interpretation of a contract. As Dr. Haskew pointed out, "the law of the arbitrator is to interpret the contract." An arbitrator, who is mutually selected by both parties, is called upon to make a decision in regards to the understanding of the contract. Once an arbitrator has been selected, he/she sets up a hearing to understand the issue and gather evidence from both parties on the grievance. It is important that trust is built between both parties. Usually, after the hearing has taken place, one or both parties may file post-hearing briefs to supplement their case. An arbitrator then reviews this information within 30-60 days and

*(Continued)*



Dr. Haskew, also known as Madam Arbitrator in certain situations, speaking to the I/O faculty and students.

makes a decision, usually rendering an award. Dr. Haskew stated, “generally, the courts will uphold the awards of the arbitrator.” Therefore if you do not win arbitration, there is usually no further path in the court system.

Mediation, however, is a process more similar to facilitation. It is an extension of negotiation. The goal of mediation is to get the parties involved to a mutual agreement. A mediator will go into a situation with a grievance and separately talk to each of the parties. The situation presented will most likely be flexible. According to Dr. Haskew, mediation helps people explore possibilities yet maintain positive outcomes for their situation. As a mediator, Dr. Haskew uses a different set of skills than she does as an arbitrator. Whereas an arbitrator analyzes information and interprets a contract to make a decision, a mediator is more concerned with helping both parties involved reach an amicable outcome. Usually, the decision made is one that both parties actually created rather than the mediator. Dr. Haskew’s perspective on mediation was clear when she said, “I make more money when I

arbitrate; I feel better when I mediate.” She believes the future of mediation looks very bright and is popular not only amongst labor management disputes, but family and board disputes as well.

Dr. Haskew also delved into the issue of labor unions in today’s workforce. She believes that unions must prove that they can improve productivity better than management alone, to survive in today’s world. Many of the obvious reasons that unions were needed in the early part of the 20<sup>th</sup> century, such as fighting for health benefits and child labor laws, are not as critical now. Issues today are not as clear in regards to the necessary benefit to the employee. Regardless of whether an organization is unionized or not, Dr. Haskew feels that employees must be engaged in the corporation and have an opportunity to express themselves and have ownership in their work.

For more information on the Tennessee Center for Labor-Management Relations, please call 615-895-4166 or visit their website at <http://mtsu32.mtsu.edu:11324>.

## Mr. Satoshi Egawa

The fall speaker series held on November 21, 2003 featured Mr. Satoshi Egawa from the Win Advisory Group, Inc. Mr. Egawa was kind enough to come and talk to I/O students about U.S. and Japanese culture and their quality consciousness. Mr. Egawa is originally from Japan and came to the United States in 1990. He has 7 years of consulting experience as an industrial engineer in addition to 12 years of experience at an automotive company related to Nissan and Honda. He is currently a consultant who facilitates the selection and recruiting of American managers and technical individuals for Japanese companies. His primary recruiting region includes Kentucky, Tennessee, and Mississippi.

Mr. Egawa understands the difficulties surrounding national cultural, organizational culture, and the fit between people and organizations. In his line of work, integrating a job/person fit and person/organization fit are his biggest challenges. On a daily basis, he integrates American and Japanese culture by recruiting and selecting American managers for Japanese companies. In dealing with both Americans and the Japanese, Mr. Egawa has to keep in mind societal culture as well as business culture. He conveyed to students that finding a good match between the people and the place is the key to his business success. Looking at where the company is physically located is also important in deciding whether a certain manager and company are a good fit for one another. In addition, preexisting perceptions about management often have characteristics of a national root. These perceptions can often lead to a real disconnect between Japanese management and American management. Therefore, Mr. Egawa has to be especially keen to those differences when placing new managers.

Another primary goal of Mr. Egawa’s presentation was to help students become aware of one of the vital Japanese management approaches of creating a better organization. Mr. Egawa talked about the approaches to “quality” in America and in Japan. Both American and Japanese quality consciousness are



developed based on their own cultural background. Quality consciousness in America and Japan has brought both countries to a top world-class level. While several American companies have used innovation and out-standing creativity to rise to the top, some Japanese companies have used high quality/low cost products to rise to a world-class level. Mr. Egawa was able to provide remarkable insight into how the Japanese conduct business compared to the American way. He also shared the Japanese philosophy of a teamwork approach to business. The team approach to business fosters a strong work ethic and motivation to Japanese workers. Students gained a broader view of how cultural perspectives influence organizational processes with a greater knowledge of differing cultures.

### Side Note:

Mr. Egawa was introduced to the I/O program by one of our own, Ayako Yamazaki. Ayako is also from Japan and through her own networking met Mr. Egawa and secured a summer internship with his company. She has a unique cultural awareness that will allow her to be successful in many different situations and locations. She assisted Mr. Egawa in the selection and recruiting of American Managers for Japanese companies.

*“Learn from yesterday, live for today, hope for tomorrow. The important thing is not to stop questioning.”*

*Albert Einstein*



## E-learning module from training class won MT-ASTD Technology Award 2003

One of the strengths of the MTSU I/O program is the emphasis on applied experiences. Dr. Steve Jones believes that applied experiences correlate positively with success in the job market. Applied projects have been the core of his advanced training classes. In the Fall of 2003, Dr. Jones' Advanced Training class was faced with the challenge of developing a computer-based training module for specialists at Ingram Book Company. The program was intended to serve as a training module for new workers, as well as a reference for the veteran employees.

Students converted screen shots of the Specialist's computer system to a computer-based training module by implementing various information concerning the screens and their functions. The project involved the use of interactive learning and therefore the students had the opportunity to learn and use the computer software program, Macromedia Flash MX. Knowledge of this software became crucial as the students used information from the organization along with their own creativity to develop movies, video footage, animation, interactive quizzes, and interactive games, all of which were incorporated to facilitate learning. In order to keep the learning process from being boring or

tedious, the people at Ingram Book created a mascot named "Scout," a humorous dog who enhances the learning process of users by providing information to them throughout the process. Students incorporated Scout into the training program, and he plays a role as a guide and facilitator.

Throughout the project, the people at Ingram Book were cooperative and supportive of the students. The project was a success and the employees at Ingram Book responded with positive reactions during the final presentation of the finished product in December. The hard work of the students was also recognized when this project won the American Society for Training & Development (ASTD) 2003 Technology Award from the Middle Tennessee ASTD Chapter.

Benefits of applied projects include the opportunities to work with corporate people in the business world, exposure to organizational dynamics and current and recent issues in the field, and basic business experience with practices. Teamwork and achievement that stem from challenging projects provide beneficial experiences that students can take with them in their future career.



An award from the MT-ASTD Chapter



The mascot "Scout"

## SEPA / SIOP - 2004

March and April are two of the busiest months for both I/O faculty and students. The largest academic conferences, regionally and nationally, are usually held around this timeframe.

In March 2004, the Southeast Psychological Association (SEPA) held their 50<sup>th</sup> annual conference in Atlanta, GA. Several of our faculty and students participated in the conference and presented their studies. Dr. Beverly Burke presented her collaborative study with graduate student Jason Pendleton and Dr. William Langston, on "Appearance and behavior of the survey administrator and response validity." Brandi Champ and Lori Willeford presented their theses.

As a part of the SEPA conference, Dr. Patrick McCarthy organized and led a symposium. Renowned behaviorists Dr. Aubrey Daniels and Dr. Julie Smith were invited to speak, and they presented on the approach of behaviorism in

business settings. Behaviorism may not be the most popular approach in business settings, however Drs. Daniels and Smith made a convincing argument that this approach is of value and an important principle in business.

Networking is one of the key benefits that both faculty and students gain from attending conferences. For example, members of the I/O program had an opportunity to converse with graduate students from other universities throughout the conference and exchange program information. Current students were also able to meet prospective students of the I/O graduate program.

The 19<sup>th</sup> annual national conference for the Society for Industrial and Organizational Psychology (SIOP) was held in Chicago, IL at the beginning of April. Dr. Judith Van Hein presented her study on "Playing favorites in the work place: Personality, emotions and behavioral outcomes." Also, Dr. Rick Moffett participated in an education forum with other I/O program coordinators on curriculum of Master level I/O programs and their effectiveness.



Presenters top to bottom: Dr. Beverley Burke, Brandi Champ, and Lori Willeford



## Stepping Into the Working World of HR and OD

By Christie Williams Carlisle

Organizations are opening up the Human Resources and Organizational Development (HR/OD) world. In the past, HR was considered “personnel”, “overhead”, and “the payroll department”, and was not considered an integral part of the strategic planning of the business. HR professionals have now earned their seat at the table and are a valued partner in organizational planning.

What can Industrial/Organizational Psychology students do to gain that edge to be a step ahead of the game in earning their “seat” at the HR table? Get experience. Volunteer for any internship or opportunity to gain insight into today’s organization. I went through the MTSU graduate program for Industrial/Organization Psychology and finished in 1998. I had this tremendous wealth of knowledge and thought I knew all of the answers. The faculty at MTSU equipped me with all of the tools that I needed to jump into the corporate world, but I had no idea what I didn’t know, that experience is invaluable.

Organizational culture became my reality. This is what they can’t teach you in school. They can prepare you for it, but they can not tell you what the culture will be in your first experience. Words of wisdom, check the pulse of the organizational culture. Set up meetings with everyone in the organization to gain knowledge, and most importantly, LISTEN. Knowledge acquisition will give you the competitive advantage to get ahead.

Next, do not hesitate to speak up and share your ideas or challenge the system. You will be more valued for sharing your knowledge than if you take a passive stance and accept things as they are. That’s why they hired you. Your job is to make things better.

So what can you expect in your first full-time role as an HR professional?

1. Earn your seat at the table. Show your value and deliver high quality, measurable results. Executives recognize contribution and the dollar value that HR delivers.
2. Develop a relationship with your business partners. Building a rapport with key players in the organization is invaluable.
3. Again, never be afraid to challenge the system. Share your knowledge.
4. Never be afraid to say, “I don’t know.” You will be respected for admitting that you don’t have all of the answers. You will realize every day how much you don’t know.
5. Never compromise your integrity. Stick to your morals and what you know is fair.
6. Keep up with the latest trends and technology.
7. Learn the culture. Your toughest challenge will be “learning the ropes” and the organizational norms. Politics always thrive in an organization, but you can manage it if you stick to what is right.
8. Last, but not least, utilize your resources. There are experts in every field and what they can contribute will lead to the success of any project. It also gains “by-in” and support for your efforts. If you remember this one, your job will be a piece of cake.



Christie Carlisle is an alumna of 1998. She is currently Corporate Director of Human Resources at American Healthways, Inc., Nashville, TN.

## Congratulations!!

The academic award banquet was held by the College of Education and Behavioral Science on April 1st, 2004. Hal Harrington received the outstanding I/O student award. Ayako Yamazaki was recognized as an outstanding research assistant for the psychology department.



"It is an immense honor to receive this award. There are so many great students in this program. I was really surprised to hear that I was chosen. There are several students I feel the faculty would have been justified in choosing."

Hal Harrington

## I/O Students enter the workforce!

### Brandi Champ:

Brandi was hired full-time at Verizon Wireless because of her stellar work as an intern. See details on page 2.

### Jeff Craig:

We'd like to extend a special congratulations to Jeff Craig who graduated from the program in December of 2003. He is now the Human Resources Director for Rutherford County Government which has roughly 1,000 employees. The Human Resources Department is brand new, which means that Jeff's primary responsibility is establishing an HR department from the ground up. Current projects include revision and restructuring of the county's pay plan, developing a Wellness Program, providing On-Site Medical services for employees to help reduce health insurance costs, and handling a broad range of personnel issues. Jeff loves his job and has truly "hit the ground running."

Jeff also provided an opportunity for the current I/O graduate students to gain some applied experience. The job analysis and performance appraisal class, directed by Dr. Mike Hein, will be working to develop a performance appraisal system for the Instructional Technology group for Rutherford County. They will also be doing a job analysis/job design for the Computer Support personnel in other county departments.

### Julie Lamb:

Julie Lamb has begun her career working with Organizational Management and Development issues. She is currently employed by the Tennessee Department of Transportation working (TDOT) under the Chief of Environment and Planning. The Bureau of Environment and Planning is a newly formed division/department of TDOT, and the Chief works directly with the Commissioner of Transportation. Julie is currently

aiding in the creation of a process to systematically identify future transportation projects and funding while still looking at larger 25-year transportation plans for Tennessee. This will require intimately working with citizens, businesses, legislatures, and local governments. She is working to help change the image of TDOT in the community and is part of a major organizational change effort to re-structure the Environment and Planning Bureau. Julie is also in charge of re-vitalizing Tennessee's Wildflower program and hopes to do more with the program in the spring and summer of this year. Julie loves her job and is enjoying staying busy. She is learning a great deal about leadership and management processes through her supervisor.



### Jeff McNeese:

Jeff McNeese is currently working as the Director of Foreign Operations for DTS America, Inc. DTS America is a Nashville based medical transcriptions firm. They provide medical records production for hospitals, clinics, and surgery centers. He is finishing his thesis and expects to graduate in August. He has done a variety of things for DTS and has been involved in the development of the organizational structure of a new foreign division, as well as staff training. He is currently working on a project to help the company's operations become more aligned with the business strategy.



*"Our greatest glory consists not in never falling, but in rising every time we fall."*

*Oliver Goldsmith*

## Holiday Party December 2003

At the beginning of December the mentor group had a holiday party for all the first and second year students. Each student brought his/her favorite food. In addition, the students exchanged gifts through a party game. The party was a good way for students to relax and get to know each other outside the classroom. Details of the I/O spring social will be highlighted in the next issue.





## ALUMNI UPDATES



**Jim Bauer (98)** just finished working on a 2-year sailboat renovation project on his 1971 16' Lugar sailboat. He is excited to launch this boat, Butterfly Moon, for the first time this Spring. Also, there is a new member of his family, a chocolate Labrador retriever. She was born Oct. 3 and her name is Odeliah Delilah Bauer.

**Jason Burgamy (03)** is currently working on a project to open a new office for his company in the north Atlanta market. He and his wife are expecting their first child this spring.

**Alice Grunau (97)** has a three year old boy, Max.

**Jennifer Wright Hall (97)** and her husband Wes had a baby girl in February 2004.

**Mickey Hanner (97)** now has his first child, Owen Thomas Hanner.

**R. Wayne Hauenstein (96)** had his first child, William Garrett Hauenstein, born March 7, 2003.



From William Garrett Hauenstein's one year old birthday party

**William (Bill) Kiefer (00)** and his wife Eliesha have a child, Windsor who is now two.

To I/O Alumni:  
Please keep us informed  
of your life changes and  
other exciting news!!

**Andrea Moody (96)** has a child, Jackson Lee Moody born November, 2002.

**John Opron (93)** married a wonderful woman, Patricia, in September, 2002. Their first child, Dominic John, was born February, 2004.



John Opron and his first child Dominic John

**Derek Wiseman (00)** and his wife Desha have a boy, Liam Christopher, born February, 2002.

**Martina Young (00)** purchased a home in April 2003 and is having a blast working on it and the yard.

**Andrew Wright (96)** and his wife are expecting their second child in June, 2004.

I/O Newsletter Contributors:

Dr. Rick Moffett  
Brandi Champ  
Kim Newman  
Lori Willeford  
Ayako Yamazaki  
Other 2nd year students

Special thanks to our alumna, Christie Carlisle, for her contribution to this issue.

Thanks to Brett Kling our photographer

Upcoming Topics:

The Center Project  
Project from Classes  
New Students 2005  
SEPA 2005  
Spring Social 2004  
Faculty Updates  
Alumni Updates

etc.

### CONTACT INFORMATION

The Psychology Department at MTSU offers a Master of Arts degree in Psychology with an Industrial / Organizational Psychology emphasis. The Program offers a wide range of courses and includes an emphasis on applied experience. The courses and applied experience are designed to prepare individuals for positions in human resource departments, consulting, or for entry into an I/O doctoral program. For further information on the MTSU I/O program, please contact Dr. Patrick McCarthy at (615) 898-2126 or pmccarth@mtsu.edu. Please also visit our website at: <http://www.mtsu.edu/~iopsy>

MTSU I/O NEWSLETTER  
P.O. Box 87  
1301 East Main Street,  
Murfreesboro, TN 37132  
Attention: Rick Moffett

