

MSU OP Alumni Newsletter

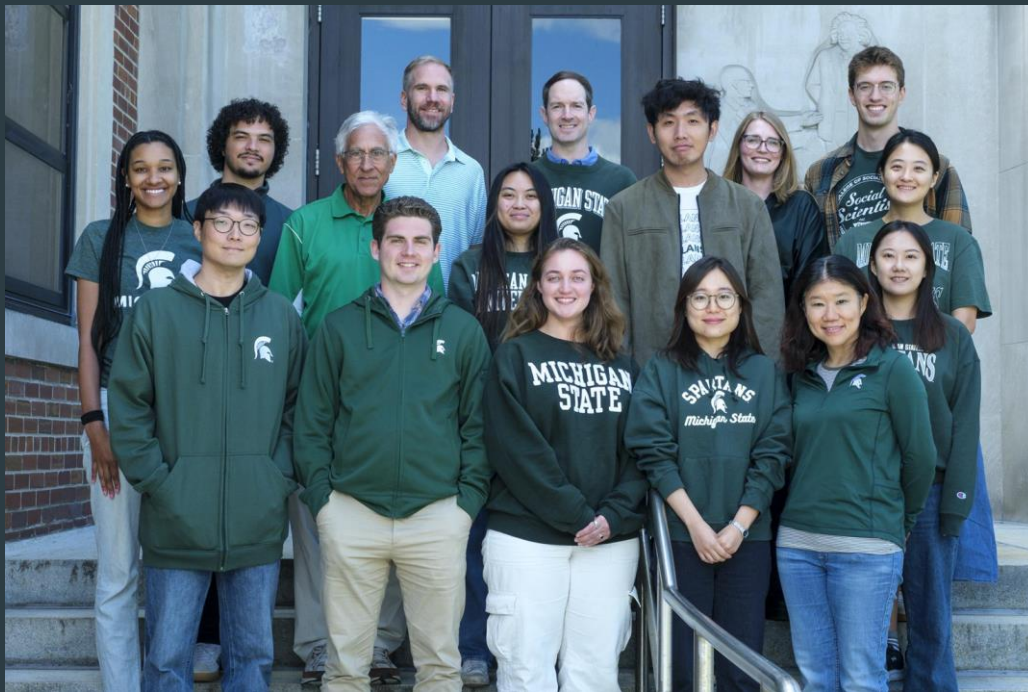
Fall 2025

Master's Program (p. 3-4)

Learn more about MSU's new Master's Program. In this issue, we spotlight the program's inaugural cohort, curriculum philosophy, and the vision guiding this exciting expansion of our department's educational offerings.

Alumni Spotlights (p. 6-10)

Spartans are everywhere. Alumni are building careers that span cultures, industries, and continents. See what our I-O Psychology PhD alumni are accomplishing around the world.



Connect with Us!

Feel free to reach out to us at: msuorgpsychcolloquia@gmail.com

Join our LinkedIn Group!

'Alumni & Graduate Students of Michigan State Organizational Psychology'



Follow us on Instagram! @MsuOrgPsy



Internship Spotlight



Joie Magalona

You interned with Jackson National Life, can you tell us about your role as a Workforce Analytics intern?

I was a member of the Workforce Analytics team from Fall 2023-Summer 2025. On this team, I worked with other I/Os and data scientists to support various processes throughout the business. One of my key responsibilities involved creating interview guides and work samples for various hiring managers across departments. I was also heavily involved in administering various surveys, analyzing data, and creating dashboards for relevant stakeholders. During the second year of my internship, I also had the opportunity to meet with vendors and assist with migrations to new technologies and softwares.

What did you like most about your internship?

Working at Jackson provided me with countless learning opportunities; I gained exposure to software and programs such as Jira and Tableau, and I was also provided resources for continued learning (e.g., access to DataCamp to complete workshops in R). I also appreciated how frequently I got to interact with other teams and departments, learn about their roles, and support them using the expertise I gained from classes and research projects.



Jordan Holmes

You intern with Honeywell. Can you tell us about your role as a Talent Assessment Strategist intern?

I have been working on the Assessment Team for the past 2.5 years, supporting a wide range of selection and assessment initiatives across the organization. I currently oversee our manufacturing assessment in Mexico. Over time, I have contributed to developing structured interviews, conducting validation studies, and assisting with leadership development assessments used across multiple business units. With the rapid emergence of generative AI, my work has expanded to focus on the creation, implementation, and responsible adoption of AI tools within Honeywell's talent processes. In October 2023, when adoption was still in its earliest stages, I helped launch a Copilot pilot study, evaluating employee perceptions, time savings, and ROI. My current projects center on developing methods to assess AI-related skills, as well as establishing strategies for mitigating cheating.

What do you like most about your internship?

The opportunity to work within a truly global organization. Any given day might include collaborating with colleagues from India, Mexico, and various parts of Europe. I also work closely with directors and key stakeholders across the business, which has given me a front-row seat to high-level decision-making. It's fascinating to compare what we learn in the classroom with how it's done in real organizational contexts. With the rapid rise of AI, it has been especially exciting to watch how a large company navigates emerging technologies.

MSU Master's Degree in Work & Organizational Psychology

The program started with our first cohort in August 2025. We were excited to get so many applications - 47 of which we accepted 21. The graduate students are all working full time in variety of position types including Human Resources, Design strategist, Finance, Systems Management, Engineering, and IT from large companies such as General Motors, Ford Motor and Google to midrange and smaller companies. They come from all over the country and represent a nice mix of jobs in manufacturing, insurance, multimedia, and service companies. Most of the students have between 2 and 7 years of work experience, which is the target experience level we were looking for from applicants.

A woman with dark hair, wearing a red cable-knit sweater, is speaking at a podium. She is gesturing with her hands as she speaks. A microphone is positioned in front of her. The background is slightly blurred, showing a green and white logo.

**THRIVE IN
TOMORROW'S
WORKPLACE.**

**MASTER'S DEGREE IN WORK &
ORGANIZATIONAL PSYCHOLOGY**



MSU Master's Degree in Work & Organizational Psychology

What motivated the department to launch the new MS Program in Organizational Psychology?

Daisy and Kevin started talking about the need for an MS program back in 2022. The field has rapidly expanded, and our PhD program has a research focus and can only serve a small number of graduate students. We saw a need as well as the challenge of developing a top-notch MS program for working adults. Our aim from the very beginning was to equip students with practical skills while also nurturing one's intellectual curiosity, social responsibility, and creativity in order to prepare them for the challenges of tomorrow. In addition, we saw the potential of generating additional revenue for the I/O program that could be used to for a variety of purposes down the line, including supporting our PhD program. Given budget concerns in higher education today, perhaps we were prescient about the importance of a new revenue stream!

What makes this MS program unique compared to similar programs at other universities?

First, the program is geared towards working professionals - those who are in full-time jobs - who are looking to enhance their skill set for career development and advancement. Second, the curriculum was developed in partnership with our Alumni Board of Directors, which is made up of nine graduates of our PhD program including Sarena Bhatia, Tony Boyce, Jacob Bradburn, Courtney Bryant Shelby, Cori Davis, Ann Howell, Carrie Ott-Holland, Samantha Perry, and Charlotte Powers. They helped us identify the knowledge and skills that would be most useful for students to obtain, including skills in areas such as talent assessment and development, survey design, data analysis, training design and evaluation, and project management. The Alumni Board are also more than willing to help us by connecting with students as our program evolves. In addition, one member of our Board of Directors, Charlotte Powers, will be the instructor for our Talent Development course. Third, the program is based on a cohort model in which students are admitted each year and take the same courses in the same sequence so as to provide opportunities for peer-to-peer learning. Fourth, we offer five-week courses that emphasize hands-on learning, portfolio-building projects, and learning from top experts in the field in order to hone skills that are directly applicable to students' jobs or career aspirations. Finally, we also wanted to ensure each cohort does not go above approximately 20 students to provide opportunities for individualized instruction.

What are our hopes for the program's future development over the next few years?

We are now accepting applications for our second cohort which will start next August 2026. We look forward to connecting more with our Alumni Board and to continuously improve our course offerings based on our experiences with our first cohort. We are also looking into developing a certificate program for those individuals who want to develop new skills but do not seek a MS degree.



Program Information

- Master's of Science
- 30 credits / 21 months
- 5-week course structure ideal for adult learners
- Low student-faculty ratio

 Online

 Applications are open for August 2026. Apply today!



Dr. Kevin
Ford
Director



Dr. Daisy Chang
Director

Annual Apple Picking



This fall, students from MSU's Organizational Psychology program gathered for the annual apple-picking event at Phillips Apple Orchard. The outing provided a wonderful opportunity for students to connect, relax, and enjoy Michigan's beautiful fall scenery. It was a perfect blend of fun and fellowship, reminding everyone of the importance of taking a break and enjoying the simple pleasures amidst the busy semester.

MSU Alumni Spotlights



Michigan State University's Organizational Psychology alumni continue to make an impact across the globe. This section highlights the international work, professional accomplishments, and global experiences of Spartan graduates who are applying their skills and training in academic settings far beyond Michigan.

Alumni Spotlight:

Jingjing Ma

Jingjing Ma received her PhD in I-O psychology from MSU in 2019. She is currently an Assistant Professor of Management at The Hong Kong University of Science and Technology.



What aspects of your MSU training or environment most strongly contributed to your success?

One of the most valuable aspects of my training at MSU was the multi-mentor approach. It wasn't until after graduation that I truly realized how unique and formative this model was. Having the opportunity to work with several faculty members - each with their own perspectives, expertise, and mentoring styles - was incredibly enriching. At times, navigating their different approaches felt challenging as a student, but in hindsight, that diversity of guidance prepared me so well for the variety of perspectives that come from collaborators and reviewers. I'm deeply grateful for how this mentoring system cultivated both my academic growth and my adaptability as a researcher.

What is one piece of practical advice you would give MSU graduate students preparing for the job market?

If I could share one piece of advice, it would be: polish your job talk. Your job talk is more than just a presentation - it's your chance to tell your story as a researcher. It really represents your academic identity. Now that I've sat on the other side of the table for a few years, I can really see the difference a thoughtful, well-prepared talk makes. Even strong candidates with great publications can fall short if the presentation doesn't click. The good news is that this is something you can (somewhat) control. Practice with mentors, friends, or anyone willing to listen. It's your moment to show people how you think, teach, and connect with others.

What do you find most rewarding about being a faculty member abroad?

I've been able to maintain my connections and collaborations with scholars in the U.S. while also building new partnerships with researchers across Asia - in places like Hong Kong, Singapore, and mainland China. On a more personal note, living closer to my parents and relatives has been a real gift.

How do you sustain motivation and work-life balance in a competitive academic environment?

Work-life balance still feels like an ongoing experiment for me. As a mom of two, I often feel like I'm constantly juggling one thing after another. But one thing I've truly learned is the importance of work-life enrichment - just as the research says! I use some of the same project management skills from my research life to keep our household running smoothly, and that helps me feel a sense of control over both worlds (at least most days!).

Becoming a mother has also given me new energy and perspective for my research. In many ways, my family life reminds me why I do the work I do, which helps sustain my motivation, especially when things get hectic. And I've noticed that parenting has made me more patient and empathetic, which carries over into how I mentor students and collaborate with others. It's definitely not a perfect balance, but I'm learning to embrace the overlap between my roles instead of fighting it.

Alumni Spotlight:

Sandra Fisher

Sandra Fisher received her PhD in I-O psychology from MSU in 1997. She is currently a Professor of International Business and Management at FH Münster University in Germany.



What aspects of your MSU training or environment most strongly contributed to your success?

Working together with the other students and with the professors. Many of the other students are still close friends and colleagues. We learned so much from each other during those years and really leaned on each other for support (and to have a little fun). I always enjoy catching up with former professors at conferences.

What do you find most rewarding about being a faculty member abroad?

A lot of interesting new experiences. My husband, Mike Wasserman (Strategic Management PhD from the MSU College of Business), and I teach in undergrad and master's degree programs with students from all over the world. As I answer these questions I am in Portsmouth, England visiting a partner university and will be spending the next two days around town recording 360-degree video for a virtual reality project in our new intercultural competence VR lab. The focus on both technology and intercultural competencies has opened us up to exploring new ways of teaching and new research projects.

What were the most pivotal decisions or events that shaped your academic trajectory?

Marrying well was critical - we both support each other's careers and enjoy the journey together. For me, starting my career in consulting was also pretty important. I needed to learn more about how to practice I-O psychology before I could feel comfortable teaching it.

Can you tell us about your journey from MSU to your current location? What brought you there?

After leaving MSU I went to Arlington, VA to work with Elaine Pulakos, another MSU grad, at PDRI. Five years later Mike and I decided to move to upstate New York and both worked in the School of Business at Clarkson University. During that time, we started leading study abroad trips to Germany/France and China. That eventually led to us taking our current positions in Münster, Germany (where we were able to host Jenna Van Fossen for one year). We can definitely recommend that you stay open to new opportunities but maintain the connections to your roots!

Alumni Spotlight:

David Chan

David Chan received his PhD in I-O psychology from MSU in 1998. He is currently Professor of Psychology and Director of the Behavioural Sciences Initiative at the Singapore Management University.



What aspects of your MSU training or environment most strongly contributed to your success?

I would say a group of talented faculty who are not only smart but good people, the open climate for discussion in classes that allows us to test out ideas, and the strong emphasis on research that is both scientifically defensible and practically relevant. One aspect that most strongly contributed to my career success is the experience of working with Neal Schmitt, who played a central role in shaping my development as both a researcher and a consultant. He has been a consistent role model - someone who combines deep expertise with genuine humility and openness to different viewpoints. His mentoring style is defined by generosity. Perhaps most influential is his commitment to work that is both rigorous and relevant; he consistently demonstrates that high-quality science can and should address real-world problems. His example has shaped my own approach to research and consulting - grounded in evidence, open-minded collaboration, and a drive to produce work that makes a tangible, positive difference.

What were the most pivotal decisions or events that shaped your academic trajectory?

My experiences as a police officer prior to joining academia convinced me that many real-world problems require evidence-based understanding, and seeing things from another's perspective. That realization pushed me toward research that is both rigorous and relevant. Early in my academic path, I made a deliberate commitment to bridge science and practice, guided by my professional background and core values. This approach led me to pursue research questions grounded in practical needs, collaborate with researchers and practitioners across disciplines and cultures, and ensure that my findings had direct implications for public policy and organizational practice. That commitment has shaped every aspect of my work - selecting research topics, mentoring students and junior faculty, partnering with experts from diverse fields, advising governments and organizations, consulting on documentary projects, writing op-eds, and contributing to community causes. A major milestone was accepting opportunities to advise government agencies and engage in consulting. These roles broadened my understanding of how scientific evidence can inform large-scale decision-making and strengthened my dedication to producing research that is both empirically rigorous and genuinely useful to those who need it.

Based on your diverse experiences as professor, researcher, consultant, and public intellectual, what are some practical advice you would give to MSU graduating students and early-career researchers?

First, aim for research that is both scientifically rigorous and practically relevant. Second, prioritize the skill of translating scientific knowledge into practical applications.

Alumni Spotlight:

Guiyun Park

Guiyun Park received her PhD in organizational psychology from MSU in 2010. She is currently Professor of I-O Psychology at Korea University.



What aspects of your MSU training or environment most strongly contributed to your success?

The MSU I/O program had a super collaborative learning environment. Faculty openly discussed their research ideas and respected one another's work. As grad students, we shared our knowledge, skills, and ideas to help each other, and we talked honestly about both our failed and successful events research and beyond.

What is one piece of practical advice you would give MSU graduate students preparing for the job market?

Just know that your first job is not your last job. You will eventually end up in a role that's a good fit for you, and things will work out—so persevere. Oops, I'm starting to sound like my advisor, Rick DeShon.

What do you find most rewarding about being a faculty member abroad?

I never imagined being a faculty member abroad when I was in grad school. My husband and son are American, so I assumed I would live in the U.S. forever. The fact that I've now been living outside the U.S. for 15 years—and still kicking—reminds me that you can never fully predict your future. As for the most rewarding part, it's being able to represent and spread I/O psychology knowledge and research on the other side of the world.

What were the most pivotal decisions or events that shaped your academic trajectory?

When I was a sophomore at MSU, Christine Scheu (MSU alumna) took me on as her RA, and I started working with her and Aaron Schmidt (MSU alumnus). In return for my RA work, they taught me how to conduct hierarchical linear modeling using SAS. I loved it. They occasionally included me in their research meetings with Rick DeShon, who later became my honors thesis advisor. One time, he printed out an article he thought was relevant to my thesis, and I felt so special. That's how I, a fellow nerd, fell into the I/O psychology "cult."

How do you sustain motivation and work-life balance in a competitive academic environment?

I've managed work-life balance by taking a nontraditional life path. I got married before starting my undergraduate studies, and I had my son before beginning my work. My advice is: know what you want in your life. Everyone is different, and you don't need to follow anyone else's pathway.

What unique opportunities or challenges have you encountered in your current position?

I love my current position at Korea University. I have a lot of autonomy, bright students, and fantastic colleagues. Because I am the only I/O professor here, there are many things that need to be built—an I/O curriculum, career guidance for I/O students, and an I/O research program. I'm tackling these challenges with gratitude.

Capital Area Humane Society Visit



Organizational Psychology faculty and graduate students toured the Capital Area Humane Society (CAHS). The visit, organized by Humane Educator Caitlyn Sanders, included a guided tour of the full CAHS facility, giving students an inside look at how the shelter manages complex, high-volume animal care across its operational spaces. Staff walked the group through intake procedures, daily care routines, and the broader mission of supporting animal welfare across the Lansing community. During the tour, students also learned how CAHS strategically organizes and deploys its volunteer network, which donates approximately 36,000 hours each year, to support essential functions such as animal socialization, walking, fostering, housekeeping, and special events. This coordination allows the shelter to operate efficiently while maximizing service capacity and community impact. The highlight of the tour was spending time playing with the animals.

Recent Publications

- Hanna, L., Hoff, K. A., & Rounds, J. (2025, in press). Interest in Context: Using Work Tasks to Measure Occupational Interests. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-025-10034-7>
- Heimpel, N. F., Hoff, K., Liu, Z., Chu, C., Oswald, F. L., & Rounds, J. (2025, in press). Expanding links between work values and occupations: Development of the occupational values inventory (OVI). *Journal of Career Assessment*. <https://doi.org/10.1177/10690727251332587>
- Chu, C., Hoff, K. A., Liu, Z., Heimpel, N., Greco, A., Oswald, F. L., Rounds, J. (2025, in press). Interest fit beyond the RIASEC: The Comprehensive Assessment of Basic Interests—O*NET (CABIN-NET). *Journal of Career Assessment*. <https://doi.org/10.1177/1069072725132252>
- Runnalls, B. A., Blume, B. D., Huang, J. L., Wang, Z., & Ford, J. K. (2025). Sink or Swim? Empowering Trainees for Informal Learning to Improve Transfer and Distal Outcomes. *Human Resource Management*, 64(3), 637-653.
- Mitchell, R., Roberson, Q. M., & Briggs, C. (2025). A Resource for Whom? An Investigation of the Functions of Employee Resource Groups. In *Academy of Management Proceedings* (Vol. 2025, No. 1, p. 13923). Valhalla, NY 10595: Academy of Management.
- Aguinis, H., Ashcraft, K., Benschop, Y., Blancero, D. M., Cheng, C., Cornelius, N., Roberson, Q. M., ... & Zanoni, P. (2025). Voices from the academy: a response to President Donald Trump's anti-DEI policies. *Equality, Diversity and Inclusion: An International Journal*, 44(2), 151-157.
- Avery, A., Massey, M., Roberson, Q., Jauron, D., Brown, K. G., Sylvara, A., ... & Kemp, A. (2025, June). Governing and Integrating AI in a New Age of Technology and HRM Practices. In *Academy of Management Proceedings*. Academy of Management Valhalla, NY 10595.
- Schimmelpfennig, R., Elbæk, C., Mitkidis, P., Singh, A., & Roberson, Q. (2025). The “WEIRDEST” organizations in the world? Assessing the lack of sample diversity in organizational research. *Journal of Management*, 51(6), 2460-2487.
- Grégoire, D. A., Tröster, C., Kotha, R., Zhu, J., Farh, C., Roberson, Q., & Gruber, M. (2025). Compelling Empirics in Quantitative Studies. *Academy of Management Journal*, 68(4), 669-679.
- Gruber, M., Langley, A., Roberson, Q., & von Krogh, G. (2025). Special Research Forum—Our Transformational Era: Implications for Management and Organizations. *Academy of Management Journal*, 68(5), 875-880.
- King, E., Roberson, Q., & Hebl, M. (Eds.). (2025). *International Perspectives of Diversity, Equity, and Inclusion*. Emerald Group Publishing.
- Ion, A., Georgescu, A., Iliescu, D., Nye, C. D., & Miu, A. (2025). Events-Affect-Personality: A Daily Diary Investigation of the Mediating Effects of Affect on the Events-Personality Relationship. *Psychological Reports*, 128(3), 1861-1886.
- Li, W. D., Oh, I. S., Wu, C. H., Nye, C., De Fruyt, F., Parker, S., & Lievens, F. (2025). From Personality Traits to Personality Dynamics: New Approaches to Personality Research in Organizations. *Journal of Organizational Behavior*, 46(8).
- Nitttrouer, C. L., Arena Jr, D., Silver, E. R., Avery, D. R., & Hebl, M. R. (2025). Despite the haters: The immense promise and progress of diversity, equity, and inclusion initiatives. *Journal of Organizational Behavior*, 46(1), 188-201.
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- Silver, E. R., Hebl, M., & Treacy, P. (2025). Effects of Racial Demographics, Ideology, and Economic Threat on Majority Group Discrimination Claims. *Journal of Business and Psychology*, 40(4), 959-976
- Budin, M., Waite, L., Stewart, D., Silver, E., & Hebl, M. R. (2025). Revealing Mental Health in Student-Athlete Recruitment: Exploring Coach Perceptions and Bias. *Journal of Intercollegiate Sport*, 18(3).
- Budin, M., Waite, L., Stewart, D., Silver, E., & Hebl, M. R. (2025). How Revelations of Mental Health Issues Harm Recruitment of College Student-Athletes. *Journal of Intercollegiate Sport*, 18(3).

Recent Publications

- Phillips, N. L., **Carter, N. T.**, King, K. M., Hyatt, C. S., Owens, M. M., Lynam, D. R., & Miller, J. D. (2025). Additive and Interactive Relations of Personality and Cognition With Externalizing Behaviors. *Clinical Psychological Science*, 21677026251320289.
- Stark, H. P., Smith, R. W., & **Carter, N. T.** (2025). Organizational Commitment Profiles and Employee Well-Being: Exploratory and Confirmatory Latent Profile Analyses. *Occupational Health Science*, 1-35.
- Harris-Watson, A. M., Miller, J. D., & **Carter, N. T.** (2025). Revisiting the inhibitory effect of general mental ability on counterproductive work behavior: The case for GMA-personality interaction. *Journal of Business and Psychology*, 40(1), 207-236.
- Li, C., Yang, L. Q., Wang, X. H. F., Johnson, R. E., **Chang, C. H. D.**, & Zhou, Z. (2025). Feeling the approach to challenges and the avoidance of hindrances: Stressors, affective shift, and employee behaviors. *Journal of Occupational Health Psychology*, 30(4), 272.
- Van Fossen, J. A., Watson, G. P., Schuster, A. M., Baker, N. M., **Chang, C. H.**, & Cotten, S. R. (2025). Striving for the self: a self-regulation model of positive identity maintenance in platform-based gig drivers. *Journal of Organizational Behavior*, 46(7), 980-996.
- Wang, S., Mack, E. A., Kalani, N., **Chang, C. H.**, & Cotten, S. R. (2025). Workforce development in the trucking industry: A comprehensive analysis of truck driver training entities. *Transport Economics and Management*, 3, 23-34.

News & Announcements

- Quinetta Roberson is taking over as Editor-in-Chief at Academy of Management Journal

