

SAN JOSE STATE UNIVERSITY
M.S. PROGRAM
INDUSTRIAL/ORGANIZATIONAL (I/O) PSYCHOLOGY
FALL 2021

PROGRAM OVERVIEW

The mission of the Master of Science (M.S.) program in Industrial/Organizational (I/O) Psychology at San Jose State is to provide students an intensive grounding in theory, research, and application in the field of I/O Psychology. As the purpose of I/O Psychology is to apply psychological theory, research, and methodologies to organizational settings, the M.S. I/O program at San Jose State has three primary goals for its students:

- To acquire knowledge in key content areas in I/O psychology
- To develop skills in research methodology and data analysis
- To apply the knowledge and skills acquired in their coursework to organizational situations

The I/O program strives to instill the values of the scientist-practitioner model: to have students understand and appreciate theory and research as they apply their knowledge and skills to meet the needs and challenges of organizations. As such, our ideal graduate is broadly educated and critically minded – a good thinker and problem solver who has the desire and ability to effectively apply theory and methods to real-world settings.

The I/O program is intended to prepare graduates for professional practice or academic study in areas such as:

- Work engagement and motivation
- Talent acquisition and management
- Organizational development and change
- Workforce diversity and inclusion
- Organizational culture
- Job satisfaction and productivity
- Employee selection and retention
- Learning and development
- Compensation and performance management
- Job analysis and competency modeling
- Survey development and administration
- Statistical analysis and data analytics
- Research design and data collection

The location of San Jose State in the heart of Silicon Valley affords many opportunities for the practice of I/O psychology. Organizations in which recent graduates of the I/O program have developed internships and permanent full-time positions include the following:

- Adobe
- Amazon
- Aon
- Apple
- Barracuda Networks
- Cisco Systems
- Deloitte
- Electronic Arts (EA)
- Equinix
- Facebook
- FireEye
- Cohesity
- Gap, Inc.
- Google
- Hewlett Packard (HP)
- Humu
- Impossible Burger
- Intel
- Intuit
- Juniper Networks
- Lawrence Berkeley Labs
- LinkedIn
- Mercer
- NVIDIA
- Oracle
- PG&E
- Radford
- SAP
- Salesforce
- Tesla Motors
- Twilio
- Uber
- Varian Medical Systems
- Walt Disney Company
- Waymo
- Wisk
- Workday
- Workforce
- Xilinx

Detailed information about the I/O program (including application materials) may be found at <http://www.sjsu.edu/psych/Graduates/industrialpsych/index.html>. Inquires about the program are welcome and may be directed to i-o-psychology@sjsu.edu.

PROGRAM REQUIREMENTS

Coursework

The I/O program requires 30 units of graduate-level work consisting of both required and elective courses. The required courses are designed to give students a comprehensive coverage of critical topics and issues in I/O psychology, whereas the electives provide the opportunity to explore one's areas of interest. The classes strive to provide a balance of theory, methodology, and application, often involving guest speakers and class projects with local organizations. The coursework addresses the majority of competencies set forth by the Society for Industrial and Organizational Psychology (SIOP) (www.siop.org).

Listed below is the recommended two-year sequence of courses:

- First year:**
- Fall: Psyc 270 (Seminar in Industrial/Organizational Psychology)
Psyc 240 (Applied Psychometrics)
Elective course
- Spring: Psyc 271 (Seminar in Personnel Psychology)
Stat 235 (Multivariate Analysis)
Elective course
- Second year:**
- Fall: Psyc 249 (Supervised Field Work in I/O Psychology (Internship))
Elective course
- Spring: Psyc 299 (Master's Thesis)

Examples of I/O elective courses include Psyc 272 (Training and Development), Psyc 276 (Groups at Work), and Psyc 293 (Organizational Development). Students may also take elective courses in other SJSU departments (i.e., Business Administration, Communication Studies, Education), identified with the assistance and approval of program faculty.

Supervised Field Work (Internship) (Psyc 249)

Students are required to complete an internship in a supervised field setting, typically working for 6-12 months on a part-time or full-time basis. The goal of the internship is to have students apply the knowledge and skills learned in their coursework to organizational settings. Furthermore, internships may result in the student being offered a full-time permanent position. Students in the I/O program have obtained internships in many well known corporations in Silicon Valley; listed below is a partial list of organizations that have sponsored internships (also refer to the organizations listed earlier):

- Adobe
- Cadence Design Systems
- California Public Utilities Commission
- eBay
- Genentech
- Intel
- NASA Ames Research Center
- Pacific Gas and Electric (PG&E)
- Santa Clara Valley Water District
- Valley Transit Authority (VTA)
- Varian Medical Systems
- VMWare

Projects completed by recent interns include:

- Developed social media campaigns for leadership development programs for Adobe. *(Campion)*
- Tracked career progression to predict attrition of key jobs at PG&E. *(Curyulha)*
- Revised intern onboarding program for SAP. *(Liz)*
- Developed maternity procedures and policies for Tesla Motors. *(Bilow)*
- Analyzed eAward employee incentive program at HP. *(Fernandez)*
- Redesigned new hire and exit surveys for Intuit. *(Telke)*
- Enhanced performance management training materials and website for Varian. *(Stephens)*
- Coordinated events for LSI Corporation interns and their managers. *(Nguyen)*

Master's Thesis (Psyc 299)

As a culminating experience, all students in the I/O program must complete a master's thesis: an original empirical research project conducted with the ongoing support and assistance of a three-person faculty committee. Recently completed theses include the following:

- *The impact of performance management system characteristics on perceived effectiveness of the system and engagement.*
- *The effects of psychological contract breach on job outcomes.* (N Ballou)
- *The moderating effect of supervisory support on the relationship between second-generation Latino and Asian's assimilation level and work-family conflict.* (Perez)
- *Perceived organizational support and perceived supervisor support as antecedents of work engagement.* (B Miller)
- *The moderating effect of perceived job mobility and procedural justice on the transformational leadership-organizational citizenship behavior relationship.*
- *Job embeddedness and turnover intentions: The moderating role of perceived supervisory support.*
- *The work engagement and job performance relationship: Exploring the mediating effect of trait emotional intelligence.* (L Jackson)
- *Identification of motivational drivers of Generation Y employees.* (C Aguilar)
- *Affectivity and impulsivity as predictors of workplace deviance.* (B Trice Trice)
- *Making hiring decisions using Facebook: How job applicants are evaluated.* (T Rozenblum)

Links to other theses may be found at http://scholarworks.sjsu.edu/psych_grad/.

Time Commitment to the Program

Because students are expected to complete the program in two years, we've found this to be extremely difficult for students who are working full-time, especially for those with inflexible work schedules. Although most courses are taught in the late afternoon/early evenings, this is not always the case. Many students do work part-time, although their schedules must be able to accommodate the coursework, internship, and thesis requirements. Students failing to make satisfactory progress towards completion of program requirements may be subject to probation or dismissal.

UNDERGRADUATE PREPARATION FOR ADMISSION

The Psychology Department requires all admitted students in its graduate programs to have completed at least 30 semester units (10-11 courses) in Psychology-related classes. Within these 30 units, applicants for the I/O program are expected to have completed many of the following undergraduate courses:

- industrial/organizational psychology
- psychological research methods and/or experimental psychology
- elementary and intermediate statistics
- psychological testing and measurement

In addition, completion of courses from the following list of topics is recommended:

- social psychology
- personality psychology
- clinical and/or health psychology
- developmental psychology
- organizational behavior
- human resource management
- computer applications in psychology

We recognize that many universities do not offer extensive course offerings in I/O psychology; students facing that situation are encouraged to take related courses in their business school or other social science departments. Also, factors such as relevant research, volunteer, or professional experience are taken into consideration in the admissions process, and strengths in some areas may offset weaknesses in others.

APPLICATION INFORMATION

To be eligible for consideration for the I/O Program, the candidate must:

1. Have completed either a baccalaureate degree (BA/BS) in psychology *or* any baccalaureate degree and 30 semester (45 quarter) units (10-11 courses) in psychology.
2. Have a minimum grade point average (GPA) of 3.0 (on a 4-point scale) in psychology coursework and in the last 60 semester (90 quarter) units of undergraduate coursework.
3. Meet all University Graduate Studies admissions requirements (see the 'Admissions Requirements' tab at the top of <http://www.sjsu.edu/graduateadmissions/>).
4. Submit an application to the I/O program (information about the application may be found at <http://www.sjsu.edu/psych/Graduates/industrialpsych/index.html>).
5. Submit an application to the SJSU Graduate Admissions and Program Evaluations (GAPE) Office (see the 'Want to Apply' tab at the top of <http://www.sjsu.edu/graduateadmissions/>).

Please note that the deadline for submitting materials to the Psychology Department has historically been **February 1st**, with applications only accepted for the Fall semester (we do not offer mid-year (Spring) admissions). Applicants are responsible for keeping informed of application deadlines and confirming that their submitted applications to the I/O program and the university have been received and processed.

ADMISSION INFORMATION

The I/O Program traditionally accepts 10-12 students each year; in the past, students have been admitted from a number of universities throughout the country and abroad, representing a wide variety of educational and cultural backgrounds. For example, during the period of 2012-2019, students admitted to the program represented diverse backgrounds: 8 UC campuses, 13 CSU campuses, 20 U.S. states, and 6 countries. Here is a partial list of students entering the I/O program during this time period:

- Arizona State University
- Binghamton University (NY)
- Boston University
- College of Charleston (SC)
- Colorado State University
- CSU Bakersfield
- CSU Fresno
- CSU Fullerton
- CSU Long Beach
- CSU Northridge
- CSU Sacramento
- CSU San Luis Obispo
- CSU San Marcos
- Drew University (NJ)
- Hawaii Pacific University
- Indiana University
- Lewis and Clark College (OR)
- Lillehammer University (Norway)
- Michigan Tech University
- San Diego State University
- San Francisco State University
- San Jose State University
- Sonoma State University
- UC Berkeley
- UC Davis
- UC Irvine
- UCLA
- UC Riverside
- UC San Diego
- UC Santa Barbara
- UC Santa Cruz
- University of Connecticut
- University of Copenhagen
- University of Durham (UK)
- University of Idaho
- University of Missouri
- University of North Texas
- University of the Pacific
- University of Washington
- Whittier College
- Youngstown State University (OH)

Unfortunately, due to the limited number of spaces available, as well as the demands of the program, not all students meeting minimum requirements can be selected. In recent years, the program has received 110-120 applications for 10-12 positions.

M.S. I/O Psychology Program at San Jose State University

Frequently asked questions (FAQ)

How is the program at San Jose State different from other I/O master's programs?

Although we don't closely examine other I/O programs, we believe we've identified several ways in which our program may differ from others. First, in terms of admissions, we (a) require an undergraduate degree or extensive coursework in psychology, (b) admit a cohort of students each year rather than have years in which no students are admitted, (c) do not have rigid minimum cutoff scores for the GRE but instead use it to supplement other information in the application, (d) do not base admission on the similarity between an applicant's and faculty members' research interests, (e) do not assign students to faculty research labs but instead support students in developing their own research and applied interests, (f) do not require students to know their thesis topic when they enter the program but instead help them develop their thesis topics, and (g) are unable to provide tuition waivers or half-time assistantships as financial aid. Second, in terms of emphasis, our program attempts to provide a balance between research and application and cover many of the main aspects of I/O psychology rather than emphasize either the 'I' or 'O' side of the field. Third, in terms of formal requirements, we are a full-time program with no part-time or online alternative, do not accept students on a probationary or conditional status, require a supervised internship, and require a research master's thesis that's published in the university library.

How many people apply and are admitted to the I/O program? Are applicants admitted every year?

The I/O program typically receives 110-120 applications for 10-12 admitted positions. We admit a cohort of students every year, meaning we do not have years in which no students are admitted.

What is the profile of the 'typical' admitted student?

Admissions decisions are based on a somewhat equally-weighted combination of *academic achievement* (GPA, performance in I/O-related and psychology coursework, and (to a lesser degree) GRE scores), *work and research experience* utilizing knowledge, skills, and abilities relevant to I/O psychology, *involvement in academic and non-academic communities*, *personal characteristics* such as maturity, leadership, collaboration, and initiative, and the *fit between the applicant's interests and goals and the I/O program*. Strengths in some of these areas can offset weaknesses in other areas.

In terms of a profile of students who enter the program, a range of educational and geographic locations are represented that's evenly distributed across large and small public and private colleges, with 25% graduating from colleges outside of California. The majority of students have been out of college for at least one year.

The average college grade point average (GPA) of admitted students is 3.5 - 3.6, with average GRE scores at the 60th percentile. The typical student has taken an undergraduate course in I/O psychology or organizational behavior/human resources, two statistics courses, two research methodology courses, and courses in a variety of psychology sub-disciplines (personality, social, clinical, developmental, health, etc.).

Outside of the classroom, students have often served as a research assistant (RA), teaching assistant (TA), tutor, peer mentor, in a leadership position in a university club or group, and in a volunteer position in the local community. Students have been employed in a wide range of jobs, perhaps related to I/O or HR, but often not (e.g., retail sales, restaurant worker, admin assistant, camp counselor, sports instructor or coach).

Do I have to have an undergraduate degree in Psychology to apply to the program?

Yes, the Psychology Department requires applicants to either have an undergraduate degree in psychology or have completed 30 semester (45 quarter) units (10-11 courses) in psychology. The 30-unit psychology requirement allows the I/O program to move at a faster pace because students enter the program with a similar grounding in psychology. There is a slight amount of flexibility in these requirements, such that a small number of courses taken in other departments may be considered to be equivalent to psychology courses. Applicants who do not have an undergraduate degree or extensive coursework in psychology may wish to consider applying to I/O programs at other universities that do not have these requirements.

How do applicants who do not have an undergraduate degree in Psychology meet the 30 semester-unit psychology course requirement?

The 30-unit requirement may be met by taking lower-division or upper-division courses at two-year (community) colleges or four-year universities; please refer to the 'Undergraduate Preparation for Admission' section of the I/O Program Brochure for a list of recommended courses. These courses may either be in-person or online courses; however, each course must result in a letter grade that appears on an official transcript to be submitted as part of the application to the I/O program.

Is preference given to applicants who have taken a course in I/O psychology?

For several reasons, the program does give some preference to applicants who have completed coursework in I/O psychology. First, it allows the graduate courses to move at a higher and faster pace. Second, and more importantly, it decreases the likelihood that a student admitted to the program will feel he or she has made a mistake in pursuing a degree in I/O psychology.

What must my GPA be in order to be eligible for admission into the program?

The Psychology Department requires applicants to its graduate programs to have a minimum GPA of 3.0 in psychology coursework and in the last 60 semester (90 quarter) units of undergraduate coursework. Please note that this is higher than the university's 2.5 GPA requirement.

Is preference given to applicants who have already graduated from college?

Given this is an applied program in which students often end up working in the public or private sector, a certain amount of preference is given to applicants who have already graduated from college. However, the goal of I/O program is not to provide mid-career vocational training in which one obtains a degree solely to further one's individual career. Instead, students in the program are expected to invest their time and energy in enriching the experience of both their fellow students and future students.

Must I already have work experience in I/O psychology before applying to the program?

The I/O program does not require applicants to have already been employed in I/O-related positions. However, the opportunity to perform I/O or HR-related activities, such as selection, training, team building, mentoring, survey administration, or organizational change as part of one's position in a group or organization is useful in that it helps applicants decide whether they want to invest the time and resources required for grad school in I/O psychology. Also, a certain amount of preference is given to applicants who have been employed in public or private sector organizations in the United States.

How important are applicant's research interests in the admissions process?

Admission to the I/O program is not based on the fit between an applicant's and faculty members' research interests – instead, admission is based on the fit between an applicant's background, interests, and goals and the I/O program's emphasis and requirements. Individual faculty members do not admit students in order to have them work on their research projects or assign them to their research labs. Furthermore, we do not require (and do not even want) students to indicate the topic of their master's thesis until after their first year in the program. We believe students should first be exposed to I/O-related courses and activities before they start to determine and focus their thesis interests and preferences. Also, students in the I/O program often develop their thesis topics from their coursework and internship experiences.

How can I find information about faculty members' research interests?

You can learn about faculty members' research interests by visiting <http://www.sjsu.edu/psych/Faculty-Staff/>. It is important to understand that the gaining of research experience is a fundamental difference between masters and doctoral education. Students in the I/O program are welcome and encouraged to join faculty members' research programs. However, given the short amount of time the program has to expose students to the many topics related to I/O psychology and prepare them for the start of their careers, we place a greater emphasis on curriculum and practical application than formal research training.

How do I submit my application to the I/O program?

The application materials must be sent in pdf format in one email to i-o-psychology@sjsu.edu. For more information on submitting the application materials, click on the links provided below the "Application Materials" heading at <http://www.sjsu.edu/psych/Graduates/Industrialpsych/index.html>.

Can someone from the I/O Program evaluate my application or transcripts before I apply?

No – applicants are responsible for determining whether their experiences and education has prepared them for the program; see the “What is the profile of the ‘typical’ admitted student?” question for more information.

What transcripts should I send to the Psychology Department?

You must send unofficial transcripts or photocopies of official transcripts to the Psychology Department as part of your application to the I/O program. Note that official transcripts must be sent to the Graduate Admissions and Program Evaluations (GAPE) office as part of your university application.

I did a semester abroad while in college – do I need to send transcripts from that university?

Applicants doing a study abroad program do not need to send separate transcripts from the study abroad university to the Psychology Department or GAPE as long as the courses taken are listed on the transcripts of the college from which the applicant received the bachelor's degree. For example, if you did a semester abroad at College B while attending College A, you do not need to send College B transcripts as long as these courses are listed on the College A transcripts. NOTE: If your College A transcripts do not provide the names of the College B courses, we recommend you send unofficial College B transcripts to the Psychology Department as part of your application to the I/O program and provide College B's grading scheme. Also, you do not need to send transcripts from the study abroad university to WES (World Education Services).

Which GRE test must I take?

NOTE: Due to the COVID-19 pandemic, the GRE will be optional for Fall 2021. Applicants who choose to take the GRE should only take the General GRE test; we do not require the Psychology subject test. You should send a copy or photocopy of the ETS report of your GRE scores as part of your application to the I/O program.

What steps are followed in submitting letters of recommendation?

(1) The applicant fills out and signs three letter of recommendation (LOR) forms to indicate whether the right to see the letter has been waived; (2) the applicant gives a signed LOR form to each letter writer; (3) the letter writer completes the LOR form and, if desired, writes a letter of recommendation; (4) the letter writer emails the LOR form and letter of recommendation in one or two pdf files to i-o-psychology@sjsu.edu. IMPORTANT: All letters of recommendation must be accompanied by signed LOR forms; any letters without signed LOR forms will not be evaluated, which means the application to the I/O program is considered to be incomplete. Also, applicants should tell their letter writers to not upload their forms and letters to the Cal State Apply website but instead should email them to i-o-psychology@sjsu.edu.

How many letters of recommendation can I submit?

Applicants may submit a maximum of three letters. We limit the number of letters so that all applicants can be evaluated in a similar manner.

Who can write letters of recommendation?

We suggest letters be written by people who can comment on your activities, abilities, and accomplishments related to I/O psychology. At least one of the letters should be written by a faculty member; the others can be written by work supervisors or people with whom you have a relationship relevant to I/O psychology.

Who contacts the people writing letters of recommendation?

It is the applicant's responsibility to contact letter writers to provide them the signed letters of recommendation (LOR) forms and request letters of recommendation. We strongly recommend that the applicant check with their letter writers to confirm their LOR forms and letters have been sent.

Can letters be mailed to the Psychology Department or uploaded to the Cal State Apply website?

No – letters of recommendation (LOR) forms and letters of recommendation must be emailed by the letter writer in one or two pdf files to i-o-psychology@sjsu.edu.

Do I need to include a statement of purpose as part of my Cal State Apply application?

No – you do not need to provide any of the information asked for in the 'Supporting Information' section/quadrant of the Cal State Apply application. In other words, this section may be skipped and left blank. If you wish, in the 'Statement of Purpose' box, you may write "Sent to Psychology Department".

What kinds of jobs should I include in my resume or vitae? What if none of my jobs are I/O-related?

You should list any jobs you've had, even if they are not related to I/O psychology. Very few of our past students were employed in I/O or HR-related positions before entering the program.

What if I can't submit all of my application materials by the February 1st deadline?

You should submit as many of the materials as possible by the deadline and indicate on the "Checklist of Application Materials" the dates the other materials will be sent. Note that your application will not be evaluated for admission until all materials are received by the Psychology Department.

Does the I/O program hold an open house?

No – because 70-80% of the applications we receive are from people living outside of the Bay Area, we don't want applicants to feel they are at a disadvantage if they are unable to attend an open house at San Jose State. Instead, we are happy to meet with applicants at a day and time convenient to them; the best way to set up an appointment is to send an email to i-o-psychology@sjsu.edu.

Can I speak with current students or graduates of the program?

No – in order to protect their time, energy, and privacy, we do not post or distribute the names and contact information of students in the I/O program. Once an applicant is offered a position in the program, we provide the applicant's name and contact information to current students, who independently contact the applicant to share their experiences and answer questions.

Is the program full-time? Is there a part-time or online option?

The program is full-time only, with students expected to complete their coursework and be working on their thesis by the end of their second year. We cannot offer a part-time program because the required and elective courses are only offered once a year in a specific sequence. We are not an online program because we feel graduate education is based on shared knowledge and experiences resulting from collaboration in a community of students and faculty; this collaboration is best achieved through face-to-face interaction.

Are students admitted on a probationary or conditional basis?

No – because the courses are offered in a specific sequence, all students are expected to be able and prepared to take these courses when they enter the program.

Does the program have rolling admissions?

No - all applications are evaluated at the same time after the February 1st filing deadline. Admissions decisions are typically made between the middle of March and the middle of April.

Can I defer my admission to the program?

No – San Jose State does not allow students to defer their enrollment in the university. Consequently, you should only apply to the I/O program if you fully intend to enter the program in the school year for which you are admitted. Applicants who decide to reapply the following year (either after being admitted or not admitted to the program) must submit a new Cal State Apply application to the GAPE office. However, it may not be necessary to submit a new application to the Psychology Department; applicants in this situation should contact the Coordinator of the I/O program as soon as they decide to re-apply so that they can arrange to re-open and modify their earlier application as desired.

Is the I/O program STEM recognized or designated?

No, the I/O program is not recognized by the STEM Designated Degree Program of the Department of Homeland Security (DHS) as a science, technology, engineering or mathematics (STEM) field of study.

How much does it cost to attend San Jose State?

The current tuition and fees may be found at the Bursar website (<http://www.sjsu.edu/bursar/>) - select the 'Fees and Due Dates' tab at the top of the page – under this tab, select 'Tuition and Other Fees'. Once on this page, click on 'Fall Registration Fees'.

Are funding or tuition waivers available?

No - another difference between master's and doctoral training in that master's institutions typically can't offer fellowships, tuition waivers or half-time TA/RAs as financial aid. Consequently, students typically finance their education through personal resources, loans, and work outside of the university. Please keep in mind that full-time employment is not encouraged during the first year as it makes completion of the required coursework very challenging.

The Financial Aid Office informs us that for graduate students there are three main types of financial aid: State University grants that cover the State University Fee part of the fees, unsubsidized student loans, and work study. Depending on income and assets, students may qualify for all three types of aid. However, students with relatively high incomes typically only qualify for a loan.

There are a number of scholarships offered through the Psychology Department, the College of Social Sciences, and the university that we encourage and assist students in applying for during their first year.

Are new students assigned to faculty research labs?

No - faculty members do not admit students in order to have them work on their research projects or assign new students to their research labs. Students are of course more than welcome to become involved in faculty member's research. However, we feel that assigning students to research labs isn't an effective or efficient use of students' time and energy given the balance we strive to provide between research and application (i.e., between academia and the 'real world').

Are new students formally assigned to a faculty advisor?

No – we believe students should be free to work and talk with any or all faculty. Furthermore, we've found that students not only vary widely in their goals, interests, styles, and preferences, these things often shift and change while the student is in the program. As a result, we feel students are better able to determine which faculty they are more aligned with after they are in the program rather than before they begin.

Are the classes usually taught during the day or in the evenings?

Because students in the I/O program often work during the day for financial or professional reasons, the I/O classes are taught in the late afternoon and evening. Also, the two required I/O courses are typically taught back-to-back on two days of the week, and the elective I/O course is almost always taught one day a week, thereby limiting the number of days the student must come to campus. It is possible that elective classes taken in other departments may be taught at other times of the day and days of the week.

How are internships identified and obtained?

I/O psychology, unlike disciplines such as engineering, remains relatively unknown on the West Coast and there are relatively few established I/O psychology internship programs in the local business community. Consequently, students identify and obtain internships in a variety of ways: opportunities provided to the I/O faculty from local companies, current students in the program, graduates of the program, guest speakers in classes, career-oriented web sites, and the student's own personal and professional network.

Are the internships paid internships?

Virtually all internships are paid positions. The I/O program is somewhat flexible in what is an 'acceptable' internship – the internship requirement can be filled in a variety of positions: paid or unpaid, full-time or part-time, employee or contractor. The main requirement that must be met to meet the internship requirement is that a substantial part of the position must be project-based (as opposed to day-to-day administrative responsibilities) that requires knowledge, skills, and abilities relevant to I/O psychology.

Why does the I/O program require a master's thesis?

A thesis is an original empirical research project conducted with the assistance of a three-person committee that resembles articles in academic journals consisting of four sections (Introduction, Method, Results, Discussion). The I/O program requires a master's thesis for several reasons. First, the thesis is a public demonstration of the ability to take primary responsibility for all aspects of a research project, thereby demonstrating project management skills. Second, as organizations place increasing emphasis on analytics and data-based decision making, the thesis enhances the student's ability to analyze and interpret data. Third, unlike a comprehensive exam, the thesis provides an opportunity to work collaboratively with faculty over an extended period of time. Lastly, the reality is that not every student who reaches the thesis stage eventually completes the thesis - therefore, unlike other types of cumulating experiences such as a comprehensive exam or portfolio, the thesis is not a predetermined *fait accompli* but is instead a true accomplishment. It may be helpful to know that our students' theses are published in the SJSU library system (https://scholarworks.sjsu.edu/psych_grad/), with over a dozen I/O theses downloaded more than 5000 times and two theses (S. Fernandez and N. Ballou) downloaded almost 20,000 times!

Do I need to know the topic of my thesis at the time I start the program?

No – given students often enter the program with limited knowledge of I/O psychology, we feel it would be unrealistic to expect students to know the topic of their thesis before taking graduate coursework. Also, we've found that students who focus on their thesis early in the program are often unable or unwilling to openly experience the many different aspects of I/O psychology. Instead, the faculty work closely with students to help them identify and develop their thesis topics.

What percentage of students complete the program?

Approximately 90% of students who enter the program complete it successfully. Students who do not finish the program typically complete their first-year in the program but do not return for the second year for personal or professional reasons. The large majority of students complete the program in 2 or 2 1/2 years. Most delays in finishing in two years are due to students obtaining full-time internships and jobs that initially require a great deal of time and energy.

What percentage of students obtain employment after graduation from the program?

Although we don't formally track our students after graduation, we keep in touch with them both informally and professionally. We estimate that 80-90% of program graduates are employed in permanent part-time or full-time positions related to I/O psychology within one year of receiving their degrees. The next page lists job titles and companies of students admitted into the I/O program between 2013 and 2018:

Senior Business Data Analyst	Intuit
Senior Workforce Planning Analyst	GE Digital
Data Scientist, People Analytics	Aon
People Operations Specialist	Google
Project Analyst	Peking University Founder Group
Manager, Talent Management	Twilio
Data Scientist/Consultant	Aon
Senior Business Intelligence Analyst	Adobe
HR Business Partner	Varian Medical Systems
Client Service Manager	Sequoia Consulting Group
Senior Program Manager, L & D	LinkedIn
Strategic Market Analyst	Intel
Client Service Administrator	HUB International
Classification Analyst	Glendale Community College
Senior Analyst	Warner Brothers Entertainment
Compensation Analyst	Barracuda Networks
Human Capitol Consultant	Deloitte
AVP, HR Analytics	Synchrony Financial
Technical Recruiter	BuildingConnected
Senior People Research Analyst	Uber
HR Analytics Consultant	Egmont
Employee Experience Specialist	Tesla Motors
Talent Acquisition Coordinator	MedMen
Data Collection Lead	Amazon Labs
Compensation Analyst	Host Analytics
Compensation & Benefits Analyst	Gap, Inc.
HR Manager	TruValue Labs
User Researcher	BabyNoggin-Qidza
Talent Systems Analyst	CF Industries
Reporting Analyst	Workday
Program Manager	SAP
HR Business Partner	NVIDIA
Learning Specialist	Cisco Systems
People Analytics Lead	Cohesity
Survey Consultant/Project Manager	Radford
Research Intern	SC County Office of Education
Staff Development Representative	CA School Employees Assn
Survey Consultant	Radford
HR Intern	Livongo
People Analyst	Adobe
Mentor	Fresno City College
Program Specialist	Juniper Networks
Junior Product Manager	Equinix
Sales Support	RGP
Associate Survey Consultant	Radford
HR Leadership Program Intern	PlayStation
Business Data Analyst	Intuit
Talent Management (HR) Intern	Equinix
Talent Strategy Consultant	Mercer
HR Project and Program Senior Associate	Equinix
People Analyst	Adobe
HR Business Partner and Organizational De	Xilinx
People Team Intern	Waymo
People Analyst	Adobe
Talent Development Associate	SLAC
Business Data Analyst	Intuit
Virtual Learning Program Manager	Integral Talent Systems, Inc.

What percentage of students enter PhD programs after graduation from the program?

A small percentage (3-5%) of students in the I/O program choose to pursue doctoral training. For applicants considering a PhD, it is important to understand that many PhD programs do not give two years credit to students who enter their program with a master's degree. In other words, a graduate of our program may be treated as a first-year student in a doctoral program, which means they may need to take courses similar to those taken while at SJSU, as well as conduct a second master's thesis. Consequently, we advise applicants considering doctoral training to apply to both masters and doctoral programs at the same time and determine each doctoral program's policies regarding students who enter with a master's degree.

Why isn't San Jose State listed in SIOP's ranking of master's programs in I/O psychology?

In 2018, researchers from the University of West Florida published the article, "Ranking I-O master's programs using objective data from I-O coordinators". For several reasons, we chose to not participate in these rankings. First, we had concerns about the survey that was the basis of the rankings. The survey relied on program faculty to provide information on things such as graduation rates and time to graduation – we feel a study that relies upon self-report data cannot call itself 'objective'. Second, because the survey contained a number of items addressing the gender, ethnicity, and tenure status of the faculty, we were concerned that the rankings might be based on irrelevant information. Third, the survey did not distinguish between master's programs that are part of doctoral granting programs versus master's only programs such as ours, which we felt put us at an unfair disadvantage in terms of university support and resources.

The published article raised a number of other issues. First, we were not alone in our concerns in that almost half (46%) of master's programs did not participate. Second, we're confused about how the overall rankings (Table 6) were determined. Several programs (South Dakota State, University of Tulsa, Valdosta State) had top 20 rankings in two of the four dimensions but for some reason did not have a top 20 overall ranking. However, other programs (University of West Florida, University of Central Florida) were in the overall top 20 despite being in the top 20 in only *one* of the four dimensions. Finally, we have questions regarding the study's statistical analyses – for example, the significance levels of the correlations are incorrect (e.g., a correlation of $r = .29$ is not " $p < .01$ " for a sample size of $N = 69$).

We recognize the potential value of rankings in helping applicants identify and assess programs. Given the flaws in how this study was conducted, we're sorry it could not provide more valid and useful information.

What should I do before deciding to apply to the I/O program?

(1) Understand the mission, goals, structure, and requirements of our program and compare our program to others you're considering (2) Determine the extent to which you believe our program meets your needs and goals, (3) Compare yourself with the profile of the 'typical' admitted student described above, and (4) Compare your coursework with the courses listed in the 'Undergraduate Preparation for Admission' section.

What should I do to be a competitive applicant for the I/O program?

(1) Be aware of and meet the eligibility requirements (see the 'Applicant Information' section above), (2) Submit all application materials to the SJSU GAPE office and the Psychology Department by the stated deadlines, (3) Provide all of the requested information in the application to the Psychology Department, paying particular attention to the Statement of Purpose, (4) Follow up with your letter writers to confirm that their letter of recommendation (LOR) forms and letters have been emailed to i-o-psychology@sjsu.edu, and (5) Understand how admissions decisions are made (see the above "What is the profile of the 'typical' admitted student?" section) and write your application accordingly. Please note that we neither hold an open house nor require applicants to meet or talk with program faculty before applying.

Is there any reason to not apply to the program at San Jose State?

Yes – please do not apply unless you *fully* intend to enter the program the year in which you are admitted. Students who accept admission only to later decide to not enter the program seriously impair the academic and career aspirations of their fellow applicants. The I/O community is actually very small, and it is not in an applicant's best interest to develop a reputation as someone who lacks the responsibility, accountability, and integrity to honor their commitments.