SAN JOSE STATE UNIVERSITY
M.S. PROGRAM IN INDUSTRIAL/ORGANIZATIONAL (I/O) PSYCHOLOGY
FALL 2024

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 methods to organizational settings, the M.S. I/O program at San Jose State has three main goals for its students:

- Acquire knowledge and skills in I/O psychology, research methods, and data analysis
- Apply knowledge and skills to organizational situations
- Build and cultivate one's professional network

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 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
- Workforce diversity and inclusion
- Organizational development and change
- Talent acquisition and management
- Organizational culture
- Occupational health psychology
- Data analytics and statistical analysis
- Job satisfaction and productivity
- Learning and development
- Employee selection and retention
- Compensation and performance management
- Job analysis and competency modeling
- Survey development and administration
- 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
- Atlassian
- Cisco Systems
- Cloudera
- Deloitte
- Electronic Arts (EA)
- Equinix
- Facebook/Meta
- FireEye
- Flywire
- Gitlab
- Google
- Hewlett Packard (HP)
- Humu
- Impossible Foods
- Intuit
- Juniper Networks
- Lawrence Berkeley Labs
- LinkedIn
- Mercer
- NVIDIA
- Nike
- Quizlet
- Radford
- SAP
- Salesforce
- Sephora
- Switch Fix
- 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 https://www.sjsu.edu/psych/graduate-programs/industrial-organizational-psychology/index.php. 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 required and elective courses. The required courses give students a comprehensive coverage of critical concepts and issues in I/O psychology, whereas the electives provide the opportunity to explore one's areas of interest. The classes emphasize a balance of theory, methodology, and application, often involving guest speakers and class projects. The coursework addresses the majority of competencies set forth by the Society for Industrial and Organizational Psychology (SIOP), Division 14 of the American Psychological Association (APA) (https://www.siop.org/Events-Education/Graduate-Training-Program/Guidelines-for-Education-and-Training).

Listed below is the I/O program's 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 I/O program faculty.

Supervised Field Work (Internship) (Psyc 249)

The goal of the internship is for students apply the knowledge and skills learned in their coursework to organizational settings. 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, and 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
- Gilead Sciences
- 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 *(Campisi)*
- Tracked career progression to predict attrition of key jobs at PG&E *(Carvalho)*
- Revised intern onboarding program for SAP *(Le)*
- Developed maternity procedures and policies for Tesla Motors *(Ballon)*
- Analyzed eAward employee incentive program at HP *(Fernandez)*
- Redesigned new hire and exit surveys for Intuit *(Telles)*
- Enhanced performance management training materials and website for Varian *(Stephens)*
- Revised the new employee onboarding process at SAP *(Nguyen)*

Master's Thesis (Psyc 299)

As a culminating experience, all students in the I/O program must complete a master's thesis, which is 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 relationship between remote work and job satisfaction: The mediating roles of perceived autonomy, work-family conflict, and telecommuting intensity*
- *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)*
- *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 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 students' theses may be found at https://scholarworks.sjsu.edu/psych_io_grad/.

TIME COMMITMENT TO THE PROGRAM

Because students are expected to be able 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 program's coursework, internship, and thesis requirements. Students failing to make satisfactory progress towards completion of program requirements are subject to probation or dismissal.

UNDERGRADUATE PREPARATION FOR ADMISSION

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

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

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
- psychological testing and measurement
- computer applications in psychology

We recognize that many universities don't offer extensive course offerings in I/O psychology; students in this situation are encouraged to take related courses in their business or 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, each applicant 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 SJSU Graduate Studies admissions requirements (see the 'Admissions Requirements' box at http://www.sjsu.edu/graduateadmissions/).

4. Submit a Cal State Apply application to the SJSU Graduate Admissions and Program Evaluations (GAPE) Office (see the 'Want to Apply' tab at https://www.sjsu.edu/admissions/graduate/want-to-apply/index.php)

5. Submit an application to the I/O program (information about the application may be found at https://www.sjsu.edu/psych/graduate-programs/industrial-organizational-psychology/index.php.

The deadline for submitting application materials to the Psychology Department is **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 applications to both the I/O program and the university have been received and processed.

ADMISSION INFORMATION

The I/O Program typically accepts 11-13 students each year. Previous students have been admitted from a large number of universities throughout the country and abroad that represent a wide variety of educational and cultural backgrounds. For example, in the ten years between 2013 and 2022, the students admitted to the program graduated from 64 different universities that represented 8 UC campuses, 15 CSU campuses, 22 U.S. states, and 5 countries. Here is a partial list of students entering the I/O program during this time period:

- Appalachian State University
- Arizona State University
- Ball State University
- Binghamton University (NY)
- Boise State University
- Boston University
- Brigham Young (UT)
- College of Charleston (SC)
- Colorado State University
- CSU Fresno
- CSU Fullerton
- CSU Long Beach
- CSU Northridge
- CSU Pomona
- CSU Sacramento
- CSU San Luis Obispo

- CSU San Marcos
- Drew University (NJ)
- Florida State University
- Hawaii Pacific University
- Indiana University
- Lewis and Clark College (OR)
- Mount St. Mary's College
- Oregon State University
- San Diego State University
- San Francisco 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 Hawaii
- University of Houston
- University of Idaho
- University of Kentucky
- University of Missouri
- University of North Texas
- University of Pittsburgh
- University of the Pacific
- University of Washington
- Washington State University
- 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 120-130 applications for the 11-13 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 there are several ways our program differs from other master's programs. 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) have the GRE be optional instead of required and only 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 *requirements*, we're a full-time in-person program with no part-time or online options, don't accept students on a probationary or conditional status, do require a supervised internship, and do require a research master's thesis that's eventually 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 120-130 applications for 11-13 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 (optional) 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*. Please note that 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 30% 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 3.6 - 3.7. 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, or 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. This 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?

Yes - 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 much more importantly, it decreases the likelihood that a student admitted to the program will feel they 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?

Yes - 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?

No - 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 preference is given to applicants who have been employed in public or private sector organizations in the United States versus internationally.

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

Admission to the I/O program is not based on the fit between an applicant's research interests and those of the faculty – 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 assign them to their research labs or have them work on their research projects. Furthermore, we do not require (and do not even want) students to identify 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 https://www.sjsu.edu/psych/graduate-programs/industrial-organizational-psychology/meet-the-faculty.php. 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 of course welcome and encouraged to join faculty members' research labs. However, given the short amount of time the program has to expose students to the many topics in 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?

You will apply to the I/O program as part of your Cal State Apply application to the university. For more information on submitting the application materials, click on the links provided below the "Application Material" heading at https://www.sjsu.edu/psych/graduate-programs/industrial-organizational-psychology/index.php.

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 as part of my application to the I/O program?

You must submit *un*official (not official) transcripts as part of your application to the I/O program. We ask for unofficial transcripts because official tranmscripts are difficult to read and evaluate because of their small font size, color shading, and formatting NOTE: official transcripts must be included as part of your Cal State Apply application to the university.

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

No - applicants doing a study abroad program don't need to send separate transcripts from the study abroad university to the Psychology Department or GAPE if 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 don't need to submit College B transcripts if these courses are listed on the College A transcripts. NOTE: If your College A transcripts don't 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).

Do I have to take the GRE?

No - taking the GRE or reporting GRE scores is optional, not required. Applicants who choose to take the GRE should only take the General GRE test (not the Psychology subject test) and send a photocopy of the ETS report of GRE scores as part of the application to the I/O program.

What steps are followed in submitting letters of recommendation?

(1) Within the Program Materials quadrant of the Cal State Apply application, the applicant provides the name and email address of three recommenders and indicates whether the applicant waives their right to see the letters; (2) After submitting the Cal State Application, the applicant sends emails to each of the three recommenders asking them to submit their recommendation by going to this link: https://sjsu.qualtrics.com/jfe/form/SV_bgzVhvYwyWdawgC.

How many letters of recommendation can I submit?

Applicants may have a maximum of *three* (3) recommendations. We limit the number of letters so that all applicants are 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. IMPORTANT: At least one of the letters should be written by a university 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 email each of the three recommenders ans ask them to submit their recommendation by going to this link: https://sjsu.qualtrics.com/jfe/form/SV_bgzVhvYwyWdawgC . We strongly recommend that the applicant check with their recommenders to confirm they have used the lnk successfully.

Can letters be emailed or uploaded to the Cal State Apply website?

No –recommendations must only be provided using the link mentioned earlier.

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 all jobs you've had, even if they are not related to I/O psychology. Please note that very few of our 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 applicants have been offically offered spots in the program, we provide them the names and contact information of current students in order for the current students 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. Note that applications are only accepted for the Fall semester (ie, we do not offer mid-year (Spring) admissions).

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.

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' and then click on 'Fall Registration Fees'. Based on 2022-2023 fees, the total cost is approximately $9,500 per year for in-state (California) residents and approximately $16,500 per year for out of state students.

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/RAships 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 don't admit students to have them work on their research projects or assign them to their research labs. We feel assigning students to research labs isn't appropriate given the balance we strive to attain between research and application (i.e., between academia and the 'real world') and that placing students into labs may limit their ability and freedom to explore the field of I/O psychology. *Students are, of course, more than welcome to become involved in faculty research labs.*

Are new students formally assigned to a faculty advisor when they start the program?

No – we believe students should have the freedom to work and talk with any or all faculty. Furthermore, we've found students not only vary widely in their goals, styles, and preferences, but that these things often shift and change during their time in the program. As a result, we feel students are better able to determine which faculty they feel more aligned with *after* they are in the program rather than when 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?

Because I/O psychology remains relatively unknown on the West Coast, there are 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?

Yes - virtually all internships are paid positions. But the I/O program is flexible in what is an 'acceptable' internship such that 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 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, it 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 a comprehensive exam or portfolio, the thesis is not a predeermined outcome 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_io_grad/), with 60 I/O theses downloaded more than 1000 times, and four theses (Nichole Ballou, Marie Schall, Kimberly Leung, Laura Ricci) downloaded more than 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 inappropriate 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 very 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 93% 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 between two and three 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 85-90% 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 Dev	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, 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 did not participate in these rankings. First, we had concerns about the survey used to create the rankings. The survey relied on program faculty to provide information on graduation rates and time to graduation – we feel that a study that relies upon self-report data cannot call itself 'objective'. Second, because the survey contained many items addressing the gender, ethnicity, and tenure status of the faculty, we were concerned the rankings would 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 size, support, and resources.

The published article raised several other issues. First, we were not alone in our concerns - almost half (46%) of master's programs did not participate. Second, we're confused about how the overall rankings 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, several programs such as the University of West Florida (the researchers' university) 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 quality of the study's statistical analyses – for example, the statistical 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 value of rankings in helping applicants identify and assess programs. Given the many flaws in how this study was conducted, we're sorry it didn't 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 matches 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 three recommenders to confirm they have used the link you emailed to them to provide their recommendations, 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 intend to enter the program the year in which you are admitted. Applicants 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.