



College of Social and Behavioral Sciences
Department of Psychology

EXTERNSHIP MANUAL

Master of Science program in Industrial and Organizational Psychology

I/O Psychology Faculty Members

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INTRODUCTION

This manual was written as a resource guide for students (and faculty) of the Master of Science (MS) program in Industrial and Organizational (I/O) Psychology at CSUSB to assist students in their externship placements. This document also serves as a procedures manual outlining minimum requirements for externship eligibility, the “typical” externship, some comments on ethics, as well as some of the end products expected upon completion of your externship. Appendices of forms to be completed are also provided, with electronic copies of the appendices available at:

http://psychology.csusb.edu/graduatePrograms/industrial_organizational_program.htm.

The primary objective of the externship is for students to apply the principles and techniques learned in their I/O and other related business and psychology courses in applied settings. In addition, the externship should provide an opportunity to develop and enhance those skills necessary to succeed as a practitioner in an organization, be it a private company, a public sector employer, an educational institution, or an external consulting firm. These skills will be required throughout your professional career regardless of the specific setting. In other words, we wish to make your externship experience as professionally rewarding and productive as possible. In that vein, we must exercise control over the process to some extent, while realizing that one externship placement will not be the same as another and that student’s desires for their externship placement may vary depending on the previous experiences and long term goals of each student. Therefore, this document provides some helpful advice as well as cautionary comments and necessary rules that must be followed before, during, and upon completion of your externship placement in order to receive credit for PSYC 689. If you have any comments or questions regarding this manual, please let the current Externship Coordinator know so we may address your concerns and better serve future students.

Important: *You must consult the Externship Coordinator **before** beginning **any** work at a potential externship placement in order for the hours to count toward your externship credits.*

Please note: *Throughout this manual, you refers to a student in the MS I/O program and we or us refers to the principal I/O faculty listed on the cover of this manual. In addition, the terms externship and internship may be used interchangeably. Most potential employers will use and be familiar with the term internship, however the official title at CSUSB for the MS I/O program is externship.*

MINIMUM REQUIREMENTS FOR EXTERNSHIP ELIGIBILITY

Before you may begin an externship, the following requirements *must* be met (see Appendix A for a checklist summary):

1. **Completion of three of the four I/O content courses.** You must have successfully completed three of the following: PSYC601-604 before beginning the externship. The match between the courses completed and the nature of the intended externship will be assessed before permission will be granted. For example, if the intended externship will include personnel selection work, but you have not completed the PSYC603 course on *Personnel Selection and Validation*, we may recommend delaying the start of your externship until PSYC603 is satisfactorily completed.
2. **Completion of two of the quantitative courses.** You must have successfully completed two of the following: PSYC640 - *Advanced Methods in Psychological Research*, PSYC641 – *Analysis of Variance*, PSYC642 - *Regression and Non-parametric Statistics*, before beginning the externship. A basic grounding in quantitative skills is essential for you to serve a meaningful role in most externship settings.
3. **Completion of practicum requirement.** You must have successfully completed PSYC675 - *Practicum in Applied Psychology*, before beginning the externship. This experiential course will prepare you in applying the theories and methods learned in other courses to the practical problems encountered in organizations. This course will also provide an assessment of your various strengths and weaknesses.
4. **Completion of ethics requirement.** You must have successfully completed PSYC581E – *Ethical Issues in Organizations*, before beginning the externship. Exposure to the basic legal and ethical issues that applied I/O psychologists face in real-world human resource settings is critical to the prevention of potentially “costly errors” in the externship.
5. **Advancement to candidacy.** Completion of a significant portion of the graduate program enables us to determine your ability to complete an externship.
6. **Completion of externship application.** You must complete and submit an externship proposal at least 7 days prior to the intended start date of the externship. Failure to do so will result in you being unable to count any accumulated hours toward your externship until a submitted proposal is approved. In addition to assessing your level of preparation for the intended externship, we will assess the quality of the externship. We will normally act on your proposal within one week of receiving the application. The decision will be: (1) accept unconditionally, (2) accept with conditions or revisions, or (3) deny the externship proposal.

Please Note: A grade of “C” or higher is considered “successful completion” for all required courses listed above. In addition, the above are considered minimum requirements. Depending on the nature of the externship placement, we may require additional prerequisites. Specific externship sites may have additional minimum requirements.

NATURE OF THE EXTERNSHIP EXPERIENCE

The following guidelines describe the “prototypical” externship. These are meant to provide guidelines to help you develop an externship proposal that will be approved. While there will be flexibility in the application of these guidelines, minimum requirements are noted.

1. ***Duration of the externship.*** Because the externship may take place within the boundaries of the academic quarter, a 10-week experience will be expected. Slightly longer experiences will be acceptable to the extent that they do not delay your progress toward degree completion. *Eight weeks will normally be the minimum acceptable duration.*
2. ***Hours per week.*** You will be expected to be engaged in externship activities at least half-time (20 hours per week). Additional hours are acceptable (especially if the externship occurs during the summer term), but you must guard against over-extending the externship to the detriment of your academic progress (refer to the *Special Concerns About Externship Placement* section later in this document). A minimum of 8 hours per week may be acceptable if the duration of the experience is greater than 10 weeks. Even if you are employed full-time, the eight week minimum is recommended. Thus your total hours should typically be at least 150 hours.
3. ***Hours on-site.*** An externship that involves some off-site work may be acceptable, but *at least half your required hours must be spent on-site.* “On-site” includes field work directly related to the job.
4. ***Levels of responsibility.*** The nature of the work performed on externships may vary widely in job content, but we will strive for some consistency in reference to the quality of the work experience. Many externships will include a certain amount of “grunt work,” (almost all jobs do) but to meet educational objectives, they must also include higher level responsibilities. As examples, these higher level responsibilities might include writing or presenting reports, conducting or contributing to meetings, interviewing employees/clients, performing statistical analyses, performing job analyses, or any activity that challenges your ability to think, create, and interact successfully in a work environment. While these guidelines encourage you to develop a challenging experience, it is also critical that you not propose more than you are prepared to deliver. It is professionally unethical for you to overstate your skill level to potential employers.
5. ***Learning objectives.*** Your externship proposal **must** contain specific learning objectives. Specific objectives may vary widely from one externship to the next, but we will expect these objectives to:
 - a) describe learning above and beyond that which you would obtain within the classroom portion of our academic program.
 - b) be stated in *specific behavioral terms*. For example, rather than stating you will “learn about job analysis,” the objective should describe what you will do in reference to actual behaviors such as conducting interviews, organizing job content by task, and/or writing job descriptions.
 - c) reflect the general content of the materials presented in the classroom portion of our academic program. This does *not* imply that the externship cannot be in an area that may be somewhat peripheral to I/O (e.g., marketing, human factors, vocational behavior). Rather, it is meant to

suggest that you should propose to apply and expand upon knowledge and skills that are directly related to our curriculum.

6. ***How to find an externship.*** There are many locations in the Inland Empire and beyond where students have completed their externship (see Appendix E for a list of previous externship sites). Ultimately, **you** are responsible for identifying an externship site, although the I/O faculty members are an invaluable source of contacts. The I/O faculty members have *many* leads for paid and unpaid externships. The I/O faculty members are often contacted by previous graduates and others within the community with requests for student help to perform specific organizational projects. These opportunities are typically announced to I/O graduate classes and posted to the SPIOP e-mail listserv. Other sources include worldwide web pages (e.g., monster.com, siop.org, and shrm.org) and the traditional want ads advertising human resource jobs. ‘Word of mouth’ will usually be your best source of identifying a possible externship. Under certain circumstances, your current employment may be suitable. (See the section, *Special Concerns about Externship Placement: Use of current employment as your externship.*) As an alternative strategy, some students have identified firms for which they would like to eventually work (e.g., a city or county government) and made a cold contact with the personnel department (or particular department of interest to them) and have gained entrance to an organization through this means. Almost any organization will be receptive to the offer of free help, if pitched right. Although at first glance, it may seem intimidating to search for an externship, remember that the practice you gain in doing so will pay off later when you graduate and look for a job that fits your skills.

We realize that some externships may evolve somewhat as they progress and your ultimate learning may not perfectly reflect the stated objectives. You should inform the Externship Coordinator, however, as soon as you are aware of changes that will significantly alter your ability to meet a stated learning objective. In your final report to the Externship Coordinator (see the *End Products* section of this manual), you will be expected to reconcile discrepancies between your stated learning objectives presented in your externship proposal and the actual nature of your completed externship activities presented in your final report.

NATURE OF EXTERNSHIP SITE

Supervisor

Each extern **must** have an on-site supervisor. Your on-site supervisor will normally be identified during your externship search. Ideally, your externship supervisor will be an I/O psychologist. However, many professionals and practitioners other than I/O psychologists have served as excellent externship supervisors in the past. As you consider the externship site, here are some criteria for you to consider in your selection of a supervisor (see also Appendix B).

Ask yourself, is the person:

1. Able to devote adequate time to the duties of supervision? Externships will vary and therefore the number of hours will too, but we would expect a commitment of one hour a week to be minimum.

2. Sufficiently positioned in the organization that s/he would be able to protect you from office politics?
3. Interested in you as a learner and not an employee (volunteer) available only to do "go-fer" or "grunt" work?
4. Able to serve in a mentorship role and clarify your role and responsibilities to the organization?
5. Willing to recognize that as an extern you may make mistakes?
6. Willing to provide work appropriate to your level of education and competence?
7. Willing to provide on-going feedback to you about your progress, performance, and growth in the externship?
8. Able to provide a final evaluation upon completion of your externship placement?

Type of organization or department in which your externship occurs

The actual worksite may be broadly defined. Many externs will work within a human resource, organization development, training, or personnel research department, but other departmental titles are possible. Some of these others include: administrative services, public relations, human resource measurement, career development, or marketing research. The most important aspect of site selection is that it matches *your* needs and interests. Our goal is for you to learn something--not to serve merely as a "go-fer" or personal assistant. You will want to discuss your needs and interests with your supervisor, the Externship Coordinator, and academic/campus advisor before finalizing a site for your externship.

SPECIAL CONCERNS ABOUT YOUR EXTERNSHIP PLACEMENT

Becoming an employee at your externship site

It is not unusual for an externship to evolve into a permanent, full time job with the organization. Generally, this is a positive reflection of the quality of work an extern has done. However, there may be some special concerns that arise as a result of a job offer from the organization where you are currently externing. If the job offer is made contingent upon successful completion of the externship, you may feel great strain to perform; some supervisors might take advantage of such a circumstance and make unreasonable demands upon the extern. Similar difficulties could arise if you are offered a job and decline the offer. Accepting a job offer before the externship has terminated may also cause you and your supervisor confusion about the appropriate roles of extern and employee. The general advice is to be aware of the potential problems before you act (i.e., accept or reject a job offer) and take steps to prevent role conflicts or hurt feelings.

Use of current employment as your externship site

Generally, we discourage you from using current employment to fulfill the externship requirement, but there are several circumstances in which current employment may be suitable for this degree requirement. For example, if you were able to make a strong case to us that you are able to apply the principles covered in course work and the job tasks are consistent with your career goals, you may satisfy the externship requirement with your current employment. If you are *not* currently employed in a job that would meet these externship objectives, you may be able to use your contacts within the organization to develop a “special project” as part of your current job or for another department within the organization to fulfill this externship requirement.

Collecting your thesis data at your externship site

On occasion, students have had the opportunity to collect their thesis data as part of the externship experience. This is an excellent opportunity to “kill two birds with one stone” (so to speak). However, you must clearly communicate to the appropriate persons at your externship site what your needs and expectations are for your thesis data before, during, and after your data collection. In addition, if your data collection is part of a larger research process being conducted at the externship site, you also must be clear on what data will be “yours” and what data will be “theirs.” Finally, if you wish to eventually present or publish the findings of your thesis research, you must make this very clear upfront to the organization, and be prepared for the possible response that you may not be able to do so, due to the fact that the data, and subsequent results, may be viewed as proprietary by the organization.

Emergency procedures/contingency plans

As discussed earlier in this manual, the nature of the externship can be very diverse in terms of locations, duties, supervisors, or length. As such, there are several things that could go wrong during the externship placement. Although some of these are addressed below in the section on ethics, this section will address the following issue:

“What if my externship is terminated early due to a lack of funding, elimination of the department, transfer of my supervisor, or some other unforeseen circumstance?” Although this is a rare occurrence, it may happen. The major issue, for our purposes, is a determination of whether you have substantially met the requirements for the externship outlined earlier in this manual. While the faculty realizes that these types of situation are typically out of your control, there are certain requirements that must be met. This situation is analogous to missing a portion of a course due to a major family illness. A determination must be made, in this latter instance, by the professor of the course, whether you have satisfied the requirements of the course or whether additional work may be needed. The Externship Coordinator would be in a similar situation in the externship scenario noted above. For example, if there was only a week left in your externship but your supervisor could not provide the necessary evaluation, the Externship Coordinator would have to make a determination of whether you have sufficiently completed the requirements outlined in this manual. In the above instance, additional documentation or the completion of an additional paper may be sufficient to complete the requirements for the externship.

ETHICS AND YOUR EXTERNSHIP

As noted earlier, it is anticipated that all externs will have completed the PSYC 581E – *Ethical Issue in Organizations* requirement before beginning the externship. This section will not attempt to recapitulate that course here, but rather serve as a brief summary of some important concepts.

You are expected to uphold the federal and state laws that may apply to the specific duties of your externship and to advocate the ethics of your profession. We recognize that you are a student in the process of becoming a professional. When in doubt about any activity or action that appears to be an ethical or legal violation, talk to your campus advisor (i.e., SEEK GUIDANCE). Even when you are reasonably confident of your proposed actions, talk to your campus advisor or the Externship Supervisor -- there are many hidden pratfalls in the real world.

Some of the most difficult problems you could face are: 1) your supervisor (or other superior) asks you to do something you believe is unethical or illegal; 2) maintaining confidentiality of various kinds of information; 3) inadvertent use of organizational materials in class assignments, and 4) deciding between what the organization views as practical or expedient with what may be the best action based on “textbook” information.

Unethical or illegal requests from your supervisor

If your on-site supervisor asks you to do something you believe to be unethical, ask questions of him or her to clarify your supervisor's expectations. Preferably, you will have developed a sufficient rapport with your supervisor and will be able to ask him or her about the ethicality or legality of the specific action. For example, you may be able to say, "I was under the impression that releasing the test scores of the examinees to third parties was inappropriate because of the decision in the Detroit Edison case." If, after clarification and further examination, you still believe you have been asked to do something unethical or illegal *and if you do not believe you can directly confront your supervisor*, contact your campus advisor and discuss the situation with him or her. If your campus advisor is not available and you must act, contact another I/O faculty member to discuss the matter.

Maintaining confidentiality

Be very cautious in what information you release. Part of your development as a professional is knowing what information is appropriate for which audiences. You are expected to behave professionally and hold in confidence information told you in confidence (e.g., interviews with applicants, test scores) or information that may be considered proprietary by the company (i.e., specific techniques conducted by the organization or the development of test items used to select applicants). Before you speak or act, consider whether your words or actions could compromise somebody's job (e.g., an employee's identity from a morale survey) or cost the organization money or public goodwill. When in doubt, it is best not to volunteer information that has been collected under the guise of confidentiality.

Use of materials from your externship site in classes

Externship sites frequently give students unrestricted access to company records and material. Generally, you should assume that any materials available to you at your externship site are proprietary and may not be used in any other setting without explicit permission. Manuals, tests, scoring keys, and descriptions of programs developed by the organization may be copyrighted by the organization. Any use of materials not specifically permitted by the organization may be grounds for dismissal from the externship and cause by the organization to take legal action. Further, if a student incorporates organizational materials into papers or projects for a class without gaining permission to do so and without giving proper acknowledgement, the student may receive a failing grade for plagiarism and may be expelled from the program.

Expediency versus "textbook" science

Organizations vary greatly in their willingness to operate in what you (or other I/O scientists) may consider the "right way." Ideally, you have been able to secure an externship where your supervisor and other practitioners are as interested as you in mixing good science with good practice. However, most of us have "cut corners" to get a project done on time or under budget at some point. As an extern you will probably be faced with this very dilemma. Where does "cutting corners" become unethical? It is not possible to give a single prescription to avoid problems here. The best advice we can offer is that you *keep your campus advisor apprised of your externship activities.*

END PRODUCTS

Several "end products" will be needed as part of your externship to: (a) evaluate your performance and (b) provide documentation for record keeping purposes. The documentation will allow the I/O faculty and future students to have information on the different externship placements that students have completed and allow the I/O faculty to nurture and improve these placements for future students. As your externship draws to a close you will need to:

1. ***Provide a written summary report of the nontrivial assignments completed while in your externship placement.*** This should consist of a brief (2-3 pages) executive summary of the major projects and assignments completed.
2. ***Be evaluated by your on-site externship supervisor(s).*** A final performance evaluation [see Appendix C] needs to be completed by your on-site supervisor. The written evaluation will allow the Externship Coordinator to (a) provide feedback to you regarding your performance on the externship, for personal growth and development purposes, and (b) assign externship (PSYC689) credit. Your on-site supervisor may also choose to write a letter of evaluation (in addition to completing the recommendation form). This letter of evaluation may be useful to you later when seeking a permanent job.

3. ***Complete an exit interview form.*** Completion of the exit interview form [see Appendix D] will allow us to get your candid perspective on your externship experience and the externship site/supervisor. Although this information is collected, in part, for the purpose of assigning externship credit, its major purpose is to allow the I/O faculty to continually improve the externship placements and experiences of our current and future graduate students. The Externship Coordinator may request a face-to-face meeting with you to clarify your comments and/or ratings, however in most instances completion of the form is sufficient.

It will be your responsibility to keep the Externship Coordinator informed of the progress of your externship and to complete these requirements in a timely and expeditious fashion. All of the above requirements must be completed by the end of the term in which you register for PSYC 689 in order for credit to be assigned. Grades of incomplete are rarely assigned for externship units.

IN SUMMARY

We wish you a successful externship experience. Remember that the I/O faculty members are here to help you have a productive and worthwhile externship. However, there are many potential pitfalls and concerns you need to be cognizant of as you prepare for and complete your externship. Thus, we have prepared this manual with the hope that we have covered the major concerns that are most likely to arise in during the completion of your externship. Nonetheless, if after looking through this externship manual you are still unclear on anything or your question or concern wasn't adequately answered, please don't hesitate to discuss your issues or concerns with any one of the MS I/O faculty members. Our goal is to make sure you are able to take maximum advantage of this integral part of your graduate educational training. Many students have found the externship to be one of the most challenging and rewarding aspects of our program. We hope that you will as well.

Appendix A: Proposal for externship placement

Note that electronic copies of this appendix are available at https://csbs.csusb.edu/sites/csusb_csbs/files/ExternshipProposal_AppendixA.doc

Proposal for Externship Placement

Student's Name: _____

Approximate Dates of Externship: *Beginning* _____ *Ending* _____

Quarter You Anticipate Taking the Externship Units (Psyc689D): _____

Minimum Requirements - Have you completed the following courses [at least three of 601, 602, 603, 604; two of 640, 641, 643; 581E and 675]?

Term

Completed

Grade

Psychology 581E – Ethical Issues in Organizations

Psychology 601 - Performance Assessment

Psychology 602 - Organizational Development

Psychology 603 - Personnel Selection and Validation

Psychology 604 - Work Motivation and Reward Systems

Psychology 640 - Advanced Methods in Psych Research

Psychology 641 - Analysis of Variance

Psychology 642 - Regression and Nonparametric Statistics

Psychology 675 - Practicum in Applied Psychology

Have you advanced to candidacy? Yes No If yes, date: _____

In addition, your proposal for an externship placement should include at least the following information.

- **What organization has agreed to sponsor your proposed externship?**
- **Who, in the organization, will serve as your primary supervisor for the duration of the externship placement? Please provide a job title, address, phone number, and e-mail address for this person.**

- **Is this externship placement paid? Yes No**
 - **If yes, please provide an hourly rate or stipend amount: _____**
- **What do you propose to learn/gain from the externship that will complement or enhance what you have already learned in the academic portion of MS I/O program?**
- **In about one typed page, briefly outline your proposed duties for the externship (be specific and use behavioral terms). How many hours a week will you spend on the externship? What is the intended duration of the externship?**
- **Finally, the externship proposal needs to be signed by both you and your on-site supervisor.**

(Type Student's Name Above)

(Type Supervisor's Name Above)

Appendix B: Expectations of the Externship Supervisors¹

Each I/O extern must have an on-site supervisor. The Industrial/Organizational (I/O) Psychology program faculty members at CSUSB believe strongly in the importance of quality supervision for a successful externship experience, for both the student and the organization. We also recognize that supervision requires time in addition to the supervisor's normal duties. We appreciate your time and effort in helping our students become professionals and we hope that you find the experience worthwhile, as well.

Briefly, our structure for externships is as follows: The extern identifies a potential site for his/her externship, which will include a consultation with the intended on-site externship supervisor, to identify mutually satisfying objectives. The student prepares a proposal regarding his/her plans, learning objectives, and how they relate to the needs of the organization. The I/O Psychology Externship Coordinator then reviews the student's proposal. Once the Externship Coordinator approves the externship, the student begins work at the externship site. The on-site and campus advisor will maintain whatever contact necessary to review and guide the progress of the extern. At the completion of the externship, the on-site supervisor sends an evaluation to the Externship Coordinator who awards the final grade. The amount of time the extern spends on the externship is relatively flexible, but should on average total at least 150 hours, the majority of which is expected to be completed on-site.

We want to work with you to provide a quality experience that is mutually beneficial to the student and to you and your organization. If you have any concerns or questions, please contact the Externship Coordinator - Ken Shultz at (909) 537-5484 or kshultz@csusb.edu.

What do we ask of you in your role as an on-site supervisor?

1. **Time commitment.** Externships will vary but we would consider a commitment of one hour a week a typical minimum to meet with the extern to discuss his/her progress and development.
2. **A mentor.** The extern will need a mentor who can provide assignments appropriate to the student's ability, on-going feedback about his/her progress, and when necessary, impart constructive feedback, especially since externs may sometimes make mistakes out of naiveté.
3. **An organizational protector.** Will organizational politics pose a possible problem for the extern's success? The ability to deal with the different personalities and difficulties of human resources is an important aspect of any extern's development, but if you think your organization may have more than its share of office politics, will you have the time to shield the extern from counterproductive forces?
4. **A final evaluation.** Attached to this handout is the format we would like you to use so we can award a final grade to the extern.

¹The psychology department at CSUSB applies the term "externship" to refer to the experience often called an "internship" by other programs. We use the term externship throughout, but consider the terms to be synonymous.

Appendix C: Final Performance Evaluation

Note that electronic copies of this appendix are available at https://csbs.csusb.edu/sites/csusb_csbs/files/CSUSB%20Externship%20Evaluation%20%28Appendix%20C%29%20-%20%20Fill-in%20Form_0.doc

Appendix C: Final Performance Evaluation *(to be completed by on-site externship supervisor)*

MS in I/O Psychology Program Department of Psychology California State University, San Bernardino

Please mail, fax, or e-mail this form to Dr. Kenneth S. Shultz, Externship Coordinator, MS/IO, Department of Psychology, California State University, 5500 University Parkway, San Bernardino, CA 92407 (Fax: 909-537-7003), kshultz@csusb.edu

Student's Name: _____

Date: _____

Externship Supervisor's Name: _____

Instructions: The faculty of the Department of Psychology, Master of Science program in Industrial and Organizational Psychology, request that you complete this performance evaluation on the above named student who has been completing externship requirements in your organization.

Rating Factors:

- A. Problem Solving-** describes the ability to identify, analyze, and solve problems effectively within the workplace.
- B. Organizational Survival-** the student is able to recognize their role within the organization and is able to act accordingly.
- C. Written Communication-** components of student's writing assignments are well organized and prepared.
- D. Oral Communication-** the student displays knowledge and effectively communicates their thoughts to others.
- E. Organizing Skills-** involves the student's ability to effectively manage their assignments and workload.
- F. Interpersonal Skills-** describes ability to interact effectively with others within the organization.
- G. Technical Skills-** evaluates the student's ability to operate office equipment and use the necessary software.

Ratings reflect your organization's performance standards.

Please check one box for each of the following items:

<u>A. PROBLEM SOLVING</u>	Exceeds Standards	Meets Standards	Needs Improvement	Not Satisfactory	Not Applicable
1. Clarified/Identified relevant problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Identified causes for problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Identified possible alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Assessed alternative solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Made decisions based on factual information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Followed through on decisions once made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Was able to derive creative solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Considered consequences of decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Other: Comments:					

<u>B. ORGANIZATIONAL SURVIVAL</u>	Exceeds Standards	Meets Standards	Needs Improvement	Not Satisfactory	Not Applicable
1. Demonstrated flexibility/adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Demonstrated resiliency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Took responsibility for own actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Dealt with stress positively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Showed knowledge of the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Displayed self-confidence in actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Had awareness of organizational culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Other: Comments:					

<u>C. WRITTEN COMMUNICATION</u>	Exceeds Standards	Meets Standards	Needs Improvement	Not Satisfactory	Not Applicable
1. Showed knowledge of the audience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Used correct grammar and spelling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Was clear and organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Answered questions appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Was persuasive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Information was well thought out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Analyzed sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Used understandable formatting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: Comments:					

<u>D. ORAL COMMUNICATION</u>	Exceeds Standards	Meets Standards	Needs Improvement	Not Satisfactory	Not Applicable
1. Had knowledge of the audience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Articulated thoughts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Was persuasive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Had ability to think on their feet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Responded to questions appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Was professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Material was clear and organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Other: Comments:					

<u>E. ORGANIZING SKILLS</u>	Exceeds Standards	Meets Standards	Needs Improvement	Not Satisfactory	Not Applicable
1. Effectively managed time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Followed directions appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Planned/prioritized tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Met deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Required little supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Handled multiple tasks at once	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Anticipated project/client needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Other: Comments:					

<u>F. INTERPERSONAL SKILLS</u>	Exceeds Standards	Meets Standards	Needs Improvement	Not Satisfactory	Not Applicable
1. Was cooperative/team player	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Displayed sensitivity to others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Had the ability to listen effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Had ability to interact with difficult people/situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Consulting skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Listening skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Was able to understand questions/comments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Had a positive attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Other: Comments:					

<u>G. TECHNICAL SKILLS</u>	Exceeds Standards	Meets Standards	Needs Improvement	Not Satisfactory	Not Applicable
1. Ability to use office equipment (ie. fax, copier, phone)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Was able to use software programs needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Computer skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Statistical skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Other: Comments:					

<u>OVERALL STUDENT RATING</u>	Exceeds Standards	Meets Standards	Needs Improvement	Not Satisfactory	Not Applicable
Assignments:					
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.					
9.					
10.					

Appendix D: Exit Interview Form

Note that electronic copies of this appendix are available at
https://csbs.csusb.edu/sites/csusb_csusb/files/Exit%20Interview%20%28Appendix%20D%29%20-%20Fill-in%20form.doc

MS in I/O Psychology Program Department of Psychology California State University, San Bernardino

Student's Name: _____

Date: _____

Campus Advisor: _____

Pay: _____

Externship Supervisor's Name: _____

Phone Number: _____

Externship Supervisor's e-mail address: _____

Externship Location/Organization: _____

Externship Mailing Address:

Instructions: Completion of this exit interview form will allow the Externship Coordinator and the I/O faculty in general to get your candid perspective on your externship experience and the externship site/supervisor. While this information is collected, in part, for the purpose of assigning a final grade for the externship, its major purpose is to allow the I/O faculty to continually improve the externship placements and experiences of our current and future graduate students.

1. Did this externship placement meet your expectations? Yes No

Explain:

2. Would you recommend this placement to future students? Yes No

Explain:

3. Were your responsibilities/standards of performance clearly explained to you? Yes No

If no, please comment:

4. **Did you receive on-the-job training and instructions sufficient to enable you to perform assignments in a satisfactory manner?** Yes No

Explain:

5. **Was there any other type of training or instruction that would have been helpful to you in your externship placement?** Yes No

If yes, please identify:

6. **Do you have any comments/suggestions for the betterment of this externship placement for future students?** Yes No

If yes, please comment:

Appendix E: List of MS I/O Externships

Student Name	Entered	Location	Supervisor	Supervisor Title	Street	City	State	Zip	Spv-email	Spv - Phone	Pay?
Araki, Linda	Fall 1992	Kaiser Permanente	Annie Mansell	Dept. Administrator	1011 S. East St.	Anaheim	CA	92805		(714) 284-6756	SA
Casper, Lori	Fall 1992	Southern California Gas Comp	Cal Hoffman	Employee Devel. Mgr	555 W. 5th St., (16H1)	Los Angeles	CA	90013		(213) 244-3214	\$16.00
Davis, Carol	Fall 1992	Betty Ford Clinic	Dr. O'Brien								
Fogg, Rich	Fall 1992	CSUSB - Dept of Psychology	Chuck Hoffman	Department Chair, Psyc		San Bernardino	CA	92407		(909) 880-5700	Unpaid
Garrett, Lynn	Fall 1992	Regain- Vocational Rehab	Stephen C. Williams	Disability Mgt Consultant		Palm Springs	CA				
Kienapple, Casandre	Fall 1992	Regain - Vocational Rehab	Stephen C. Williams	Disability Mgt Consultant		Palm Springs	CA				
Swiget, Silvia	Fall 1992	LAUSD	Heide Hrowal			Los Angeles	CA				Unpaid
Thakur, Seema	Spring 1993	LAUSD	TR Lin			Los Angeles	CA				Unpaid
Yu, Angel	Spring 1993	City of Riverside									
Adhyatman, Alexandra	Fall 1993	City of La Habra	Robin Juengel	Personnel Manager	P.O. Box 337, 201 E. LaHabra Blvd	La Habre	CA	90633		(310) 905-9737	Unpaid
Ansoorian, Andrew	Fall 1993	LAUSD	TR Lin	Sr. Personnel Examiner		Los Angeles	CA				Unpaid
Baer, Joelle (Weckerle)	Fall 1993	City of Chino	Geriamn Kingslan			Chino	CA				Unpaid
Dirksen, Bruce	Fall 1993	LAUSD	TR Lin	Sr. Personnel Examiner		Los Angeles	CA				Unpaid
Dolen, Mike	Fall 1993	Southern California Edison	Janet Lenoards	Research Psychologist	8631 Rush Street	Rosemead	CA	91770			\$12.00
Haase, Stacy	Fall 1993	County of Hennepin (Minn.)	Nancy Skilling	Research Psychologist		Minneapolis	MN				\$5.00
Johnson, Cheris	Fall 1993	City of Riverside				Riverside	CA				Unpaid
Reichenbach, Todd	Fall 1993	Southern California Edison	Janet Lenoards	Mgr., Perf. Assmt Services	8631 Rush St., G04-1st. fl.	Rosemead	CA	91770		(818) 302-5018	\$15.00
Babasa, Bernie	Fall 1994	LAUSD	Robyn Warren	Personnel Analyst II	LAUSD, P.O. Box 2298	Los Angeles	CA	90051		(213) 765-3372	Unpaid
Christie, Maryann	Fall 1994	City of Corona	John Torres	Personnel Manager	815 West Sixth Street	Corona	CA	91720		(909) 736-2449	Unpaid
Haile, Leslie	Fall 1994	Southern California Edison	Janet Lenoards	Mgr., Perf. Assmt. Services	8631 Rush St., G04-1st. Fl.	Rosemead	CA	91770		(818) 302-5018	\$15.00
Huang, Danny	Fall 1994	Pauton Asian Stock Info.	Tony Wang	Assistant Manager	18224-6 E. Gayle Ave.	City of Industry	CA	91748		(818) 913-8999	SA
Kelum, Jennifer	Fall 1994	United Airlines	Denise Bossieux	Supervisor of on-board serv.		Chicago	IL			(415) 634-1958	SA
Marks, Steven	Fall 1994	Loma Linda Univ. Med Center	Sarah Moran	MS Risk Manager		Loma Linda	CA			(909) 824-4386	SA
Marriott, Michelle	Fall 1994	SB County Central Credit Union	Amy Brown	Director of Training	421 N. Sierra Way	San Bernardino	CA	92410			
Mersman, Jennifer	Fall 1994	County of Riverside	Tami Douglas	Sherrif's Personnel Officer	County of Riverside P.O. Box 1569	Riverside	CA	92502		(909) 275-2755	Unpaid
Simmons, Cheryl	Fall 1994	County of Riverside	Tami Douglas	Sherrif's Personnel Officer	County of Riverside, P.O. Box 1569	Riverside	CA	92502		(909) 275-2755	Unpaid
Snow, Carrie	Fall 1994	IAPA, CSUSB B-School	Bockman/Sirotnik	Professors	CSUSB, School of Business Admin.	San Bernardino	CA	92407			\$8.00
Vasquez, David	Fall 1994	Plotkin Group	Hank Plotkin	Owner/Consultant	661 N. Arrowhead Highway	San Bernardino	CA	92401		(909) 888-1957	
Young, Roger	Fall 1994	Zenger-Miller	Darlene Russ-Eft	Director of Research	1735 Technology Drive	San Jose	CA	95110		(408) 452-1244	\$15.00
Yu, Ming	Fall 1994	LAUSD	Laura Martin	Personnel Analyst	LAUSD, P.O. Box 2298	Los Angeles	CA	90051		(213) 742-7761	Unpaid
Paget, Kathryn	Spring 1995	County of SB	Christine Smith	Personnel Analyst	157 W. Fifth Street	San Bernardino	CA	92415		(909) 387-6086	Unpaid
Sanchez, Rudy	Spring 1995	City of Riverside	Rhonda Stroat			Riverside	CA				Unpaid
Becerra, Maria	Fall 1995	Key Connections International	Stacey Kobiyama	Vice President		San Juan Cap.	CA			(714) 489-0630	
Cloney, Mathew	Fall 1995	Systems One Research	Mike Saulnier			San Diego	CA				
Mohanty, Deepa	Fall 1995	Riverside County Sheriff's Dept.	Tami Douglas	Personnel Officer	P.O. Box 1569	Riverside	CA	92502		(909) 275-2755	Unpaid
Oliver, Victoria (Wintering)	Fall 1995	LAUSD	Laura Martin	Personnel Analyst	LAUSD, P.O. Box 2298	Los Angeles	CA	90051		(213) 742-7761	Unpaid
Schmitz, Heidi	Fall 1995	Park Bank	Robert Gorsuch	President	P.O. Box 8969	Madison	WI	53708		(608) 278-2855	\$12.00
Schott, Doren	Fall 1995	HayGroup	Thomas Rollins, Ph.D.	Sr. Consultant	700 South Flower Street, Suite 1500	Los Angeles	CA	90017		(213) 629-3921	\$12.00
Spiegel, Peter	Fall 1995	Eastern Municipal Waster Dist.	David Moore	HR Director	P.O. Box 8300	Perris	CA	92572		(909) 928-3777	
Vargas-Machuca, Isabel	Fall 1995	LAUSD	Heide Hrowal	Personnel Analyst	LAUSD, P.O. Box 2298	Los Angeles	CA	90051		(213) 742-7761	Unpaid
Weitzel, Larry	Fall 1995	LAUSD	T.R. Lin, Ph.D.	Principal Personnel Analyst	LAUSD, P.O. Box 2298	Los Angeles	CA	90051		(213) 742-7761	Unpaid
York, Shannah	Fall 1995	LAUSD	Seema Thakur	Personnel Analyst	LAUSD, P.O. Box 2298	Los Angeles	CA	90051		(213) 742-3536	Unpaid
Gust, Jeff	Fall 1996	Southern California Edison	John Mullholland, Ph.D.	HR Director	8631 Rush Street	Rosemead	CA	91770		(626) 302-5642	\$15.00
Lindbo, Tracy	Fall 1996	Southern California Edison	Rob Quadracci, Ph.D.	Consultant	8631 Rush Street (G04, 1st Floor)	Rosemead	CA	91770		(626) 302-5554	\$15.00
McCusker, Megan	Fall 1996	CONFAB Manufacturing Co.	Steve Bicjampm	Manager of HR		King of Prussia	PA			(610) 265-5000	Unpaid
Morris, David	Fall 1996	Southern California Gas Comp	Lisa Holden	Personnel Assessment Spv.	555 W. 5th Street.	Los Angeles	CA	90013		(213) 244-1200	\$16.41
Pelletier, Kathie	Fall 1996	Roadway Express	George Schneider	Terminal Manager	1740 Adelanto Road	Adelanto	CA	92301		(760) 246-4101	\$16.00
Pennock, Ryan	Fall 1996	County of SB	Claudia Crees	Employment Services Analyst	851 S. Mt. Vernon, Suite 22	Colton	CA	92324		(909) 872-1574	\$8.00
Pressl, Stefanie	Fall 1996	County of SB - Leadership Academy	Denise Walker	Human Resource Analyst		San Bernardino	CA			(909) 387-5993	
Ruiz, Leonard	Fall 1996	County of SB	Kathryn Paget	Human Resource Analyst	157 W. Fifth Street	San Bernardino	CA	92415		(909) 387-5575	\$11.00
Schulz, Michele	Fall 1996	Southern California Edison	John Mullholland, Ph.D.	HR Director	8631 Rush Street	Rosemead	CA	91770		(626) 302-5642	\$15.00
Tuck, Robin	Fall 1996	Key Connections International	Stacey Kobiyama	Vice President		San Juan Cap.	CA			(714) 489-0630	
Vasiga, Michelle	Fall 1996	City of Los Angeles	Donna Denning, Ph.D.	Personnel Research Psyst.	700 East Temple Street, Room 320	Los Angeles	CA			(213) 847-9134	\$14.00
Gokmen, N. Ahu	Fall 1997	Southern California Edison	John Mullholland, Ph.D.	HR Director	8631 Rush Street	Rosemead	CA	91770		(626) 302-5642	\$15.00
Hickey, Tim	Fall 1997	Professional Testing Services				Manhattan Beach	CA				
Holley, Kim	Fall 1997	Center for Creative Leadership	Karen Peterson	Program Coordinator	8910 University Center Lane, 10th Flo	San Diego	CA	92122		(619) 638-8032	\$5.00
Jacobs, Jesse	Fall 1997	LA County Probation Dept.	Mary Dedrick		1900 N. Sycamore Canyon Road	San Dimas	CA	91773		(909) 599-2391	
Lawrence, Marilyn	Fall 1997	LAUSD - Classified Selection	Joyce Layne	Personnel Research Analyst	450 N. Grand Ave., P-306	Los Angeles	CA	90012		(213) 625-6356	SA
Rodger, Carrie	Fall 1997	Southern California Edison	John Mullholland, Ph.D.	HR Director	8631 Rush Street	Rosemead	CA	91770		(626) 302-5642	\$15.00
Smith, Stacey	Fall 1997	LA County Sanitation District	Victoria Wintering			Whittier	CA			(626) 933-1922	\$12.00
West, Tammy	Fall 1997	Southern California Edison - ELP	George DeMaria	Mgr of Perf Partnership	8631 Rush Street	Rosemead	CA	91770		(626) 302-7525	\$15.00
Wood, John	Fall 1997	Southern California Edison	John Mullholland, Ph.D.	HR Director	8631 Rush Street	Rosemead	CA	91770		(626) 302-5642	\$15.00

Appendix E: List of MS I/O Externships

Student Name	Entered	Location	Supervisor	Supervisor Title	Street	City	State	zip	Spv-email	Spv - Phone	Pay?
Wanzung, Karen	Spring 1998	Olsten Staffing Services	Kristin Stairs	Peronnel Supervisor	1230 Auto Parkway	Escondido	CA	92029		(760) 233-2839	Unpaid
Barrah, Jaime	Fall 1998	County of Riverside - Sheriff's	Doren Schott	Human Resource Analyst	1500 Castellano Road	Riverside	CA			(909) 955-2460	Unpaid
Barrett, Chrissy	Fall 1998	County of Riverside	Anne Merrill	Human Resource Team Ldr	4080 Lemon Street, Room 109	Riverside	CA	92503		(909) 955-3578	\$10.00
Del Duco, Shawn	Fall 1998	Loma Linda Univ. Med Center	Steve Marks			Loma Linda	CA				Unpaid
Dennison, Colleen	Fall 1998	County of San Bernardino	Kathryn Paget	Human Resource Analyst	157 W. Fifth Street	San Bernardino	CA	92415		(909) 387-5575	\$11.00
Galloway, Bruce	Fall 1998	Naval Warfar Assessment	Roberta Spieler		P.O. Box 5000	Corona	CA	92878		(909) 273-5482	SA
Horman, Steven	Fall 1998	County of Riverside - DPSS	Tami Douglas	Team Leader	4060 County Circle Drive	Riverside	CA			(909) 358-3028	\$10.00
Kilinski-Dupuis, Helen	Fall 1998	Guthy-Renker, Corp.	Aleida Hernandez		41550 Eclectric Street	Palm Desert	CA	92260		(760) 733-9022	Unpaid
Ledterman, Alison	Fall 1998	Apple One	Jan Chick	Branch Manager	2525 E. Arkansas Lane, Suite 245	Arlington	TX	76010		(817) 275-3000	Unpaid
Pilch, Scott	Fall 1998	LAUSD	Robyn Warren	Sr. Personnel Examiner	315 East 21st Street	Los Angeles	CA	90011		(213) 743-3535	SA
Sowers, Shannon	Fall 1998	Jostens (Compass) Learning	Ely Curtis		9920 Pacific Heights Blvd, Ste 500	San Diego	CA	92121		(858) 646-6717	\$8.00
Styers, Bridget	Fall 1998	County of San Bernardino	Kathryn Paget	Human Resource Analyst	157 W. Fifth Street	San Bernardino	CA	92415		(909) 387-5575	\$11.00
Thrall, Robert	Fall 1998	Riverside County Economic Dev	Mark Christiansen		1151 Spruce Street	Riverside	CA	92507		(909) 955-3128	\$10.00
Valle, Dalia	Fall 1998	County of Riverside - DPSS	Tami Douglas	Team Leader	4060 County Circle Drive	Riverside	CA			(909) 358-3028	\$10.00
Chalmers, Rodney	Spring 1999	Main and Main	John Wiffen	General Manager	390 Hospitality Lane	San Bernardino	CA			(909) 889-9934	SA
Doran, James	Spring 1999	County of San Bernardino	Kathryn Paget	HR Analyst	157 W. Fifth Street	San Bernardino	CA	92415		(909) 387-5575	
Walker, Claudia	Spring 1999	HayGroup	Ryan Lahti	Consultant	700 South Flower Street, Suite 1500	Los Angeles	CA	90017		(213) 892-7039	\$20.00
Cheang, Alexius	Fall 1999	Workability IV (CSUSB)	Theron Pace, Ph.D.	Project Coordinator	CSUSB	San Bernardino	CA	92407		(909) 880-7207	\$12.00
Curry, Ryan	Fall 1999	Metrolink	Irene Shapiro	Manager, HR	700 South Flower St., Ste 2600	LA	CA	90017		(213) 452-0200	\$10.00
Elliott, Bonnie	Fall 1999	Kinkos Corporation	Rachel Austin	Prog Support and Ops Mgr	255 West Stanley Ave.	Ventura	CA	93001		(805) 652-4157	\$10.00
Evelyn, Janice	Fall 1999	County of San Bernardino	Kathryn Paget	HR Analyst	157 W. Fifth Street	San Bernardino	CA	92415		(909) 387-5575	\$11.00
Koller, Kim	Fall 1999	Disneyland Resorts	Lisa Meier	Sr. Comp Representative		Anaheim	CA			(714) 781-1725	\$15.50
LaBeur, Howard "Ted"	Fall 1999	CSUSB - Special Project	Mark Agars	Assistant Professor	5500 University Parkway	San Bernardino	CA	92407		(909) 880-5433	\$13.50
Laufenberg, Amy	Fall 1999	Law Offices of Sticker and Ball	Robert Stricker	Attorney at law	401 West A Street	San Diego	CA	92101		(619) 515-9686	
Loi, Jasmin	Fall 1999	Kelly Services	Debbie Walker	District Manager		San Bernardino	CA			(909) 381-4581	
Pham, Hieu	Fall 1999	County of Riverside	Sandy Kantor	Career Development Coord.		Riverside	CA			(909) 955-3174	
Quinones, Amy	Fall 1999	LAUSD	Seema Thakur	Personnel Analyst II	315 West 21st Street	Los Angeles	CA	90011		(213) 743-3536	\$16.28
Saltz, Dianna	Fall 1999	Target Corporation	Keith Sanders	HR Manager	14750 Miller Ave	Fontana	CA	92336		(510) 574-1003	SA
Torres, Michael	Fall 1999	NASA	Debbie Denton	Branch Chief - HR/TD		Houston	TX			(281) 483-3077	\$14.56
Villado, Anton	Fall 1999	LAUSD	Virginia Austin, Ph.D.	Senior Personnel Analyst	315 West 21st Street	Los Angeles	CA	90011		(213) 763-1473	\$16.28
Humes, Ilze "Sam"	Spring 2000	County of Orange	Marguerite E. Adams	HR Analyst	10 Civic Center Plaza	Santa Ana	CA	92701		(714) 834-6199	
Flye, Lindsay	Fall 2000	Riverside Community College - IR	David Torres	Dir of Institutional Research	4800 Magnolia Ave	Riverside	CA	91506		(909) 222-8075	\$14.22
Grech, Lisa	Fall 2000	Seedling Project	Sharyn Konick	Project Director	1504 Brookhallow Drive, Suite 117	Santa Ana	CA	92705		(714) 432-8584	\$13.00
Kerekes, Kendall	Fall 2000	Seedling Project	Sharyn Konick	Project Director	1504 Brookhallow Drive, Suite 117	Santa Ana	CA	92705		(714) 432-8584	\$13.00
Khajavi, Hedieh	Fall 2000	County of San Bernardino	Shelly Ward	HR Analyst	157 W. Fifth Street	San Bernardino	CA	92415		(909) 387-5574	\$11.00
Lien, Vy	Fall 2000	City of Los Angeles	Mike Wheeler	Personnel Research Analyst	700 East Temple Street, Room 320	Los Angeles	CA	90012			\$13.00
Petaishiski, Jayme	Fall 2000	Johnson and Johnson	Todd Lim		4940 Sheila Street	Commerce	CA	90040		(323) 267-6108	\$12.50
Rodriguez, Veronica	Fall 2000	Monjaras & Wismeyer Group	Steve P. Monjaras	Bilingual Vocational Consult.	4201 Long Beach Blvd, #410	Long Beach	CA	90807		(887) 984-7969	\$20.00
Schofeld, Larry	Fall 2000	SB County - PERC Division	Gloria Affatati		1950 Sunwest Lane, Suite 200	San Bernardino	CA	91405		(909) 387-8558	\$11.00
Baxter, James	Fall 2001	LAUSD	Betsy Barney	Sr. Personnel Analyst	1543 Shatto Street	Los Angeles	CA	90017		(213) 353-4210	\$17.26
Carroll, Autumn	Fall 2001	Burling Game Industries	Jim Hawkins	OD Director	3546 N. Riverside Ave.	Rialto	CA	92377		(909) 822-7052	\$16.00
Forsberg, Anna	Fall 2001	LAUSD	Betsy Barney	Sr. Personnel Analyst	1543 Shatto Street	Los Angeles	CA	90017		(213) 353-4210	\$17.26
Koch-Wain, Woody	Fall 2001	County of San Bernardino	Kathryn Paget	Sr. HR Analyst	157 West Fifth Street	San Bernardino	CA	92415		(909) 387-5575	\$10.00
Owens, Cindy	Fall 2001	Naval Warfar Assessment	Bruce Galloway	Training Officier	P.O. Box 5000	Corona	CA	92878		(909) 273-4702	\$10.00
Patrick, Brandon	Fall 2001	Navy Surface Warfare Center	Penny Campbell	Administrative Manager	2300 Fifth Street	Norco	CA	92878		(909) 273-5123	\$15.36
Philips, Sarah	Fall 2001	County of San Bernardino, PERC	Denise Walker	OD Manager	1950 Sunwest Drive	San Bernardino	CA	92415		(909) 384-8555	
Rabico, Charles	Fall 2001	Oil Corporation	Jim Moon	President	1802 Commercenter Drive, Suite A	San Bernardino	CA	92408		(909) 890-0907	SA
Rojas, Daniel	Fall 2001	LAUSD	Elizabeth Walker Dube	Personnel Analyst II	1543 Shatto Street	Los Angeles	CA	90017		(213) 353-4221	\$17.26
Santos, Nicole	Fall 2001	Covina Valley USD	Andrew Ansoorian	Director of Personnel Services	519 East Badillo Street	Covina	CA	91723		(909) 974-7600	\$12.50
Schmierer, Naomi	Fall 2001	Workability IV (CSUSB)	Amanda Spivey	Career Development Coord.	5500 University Parkway	San Bernardino	CA	92407	aspivey@csusb.edu	(909) 880-7207	\$12.00
Balisi, Michelle	Fall 2002	Hacienda-La Puente USD	Victoria Wintering	HR Coordinator	15959 East Gale Ave	City of Industry	CA	91716	vwintering@hlpusd.k12.ca.us	(909) 933-3922	\$15.00
Bidaki, Laila	Fall 2002	Burlingame Industries	Victor Torcat	Dir of HR and Safety Complianc	3546 N. Riverside Ave.	Rialto	CA	92377		(909) 822-6000	\$15.00
Coumbe, Kelly	Fall 2002	HumRRO	Sheila Schultz	Senior Staff Scientist	66 Canal Center Plaza	Alexandria	VA	22314	sschultz@humrro.org	(703) 706-5661	\$20.00
Graham, Benjamin	Fall 2002	Tain Consulting	Melrose Rebeiro	Consultant	Suite 316, Central Park Hotel	Pune, India					
Le Veaux, Pierre	Fall 2002										
Platt, Ryan	Fall 2002	Workability IV (CSUSB)	Ruth Howell	Education Services Specialist	5500 University Parkway	San Bernardino	CA	92407	rhowell@csusb.edu	(909) 880-7207	\$12.00
Robinson, Brandi	Fall 2002	Target Corporation	Diana Saltz/Carrie Haas		14750 Miller Ave	Fontana	CA	92336	Carrie.Haas2@Target.com		\$12.00
Anderson, Sue	Fall 2003	UCR	Marilyn Voce	Assitant Director of HR	1160 University Ave	Riverside	CA	92521	marilyn.voce@ucr.edu	(909) 787-4659	SA
Brody, Alex	Fall 2003	County of Orange	Marguerite E. Adams	Recruiting and Marketing Mgr	10 Civic Center Plaza	Orange	CA	92701	marguerite.adams@ocgov.com	(714) 834-6199	Unpaid
Grant, Lorissa	Fall 2003	Target Corporation	Carrie Haas	HR Representative	14750 Miller Ave	Fontana	CA	92336	Carrie.Haas2@Target.com	(909) 355-6241	\$12.00
Kimura, Shinko	Fall 2003	Affirmative Business Practice Assoc	Marie Hayashi Reichelt	Owner/Consultant	101 West Riverside Ave.	Orange	CA	92865	abp-associates@sbcglobal.net	(714) 921-6592	Unpaid
Moreno, Hikari	Fall 2003	CSUSB - WAIV	Amanda Spivey	Career Development Coord.	5500 University Parkway	San Bernardino	CA	92407	aspivey@csusb.edu	(909) 880-7207	\$9.00

Appendix E: List of MS I/O Externships

Student Name	Entered	Location	Supervisor	Supervisor Title	Street	City	State	zip	Spv-email	Spv - Phone	Pay?
Murasi, Toshio	Fall 2003	CSUSB - WAIV	Amanda Spivey	Career Development Coord.	5500 University Parkway	San Bernardino	CA	92407	aspivey@csusb.edu	(909) 880-7208	Unpaid
Nunez, Seana	Fall 2003	UCR	Marilyn Voce	Assistant Director of HR	1160 University Ave	Riverside	CA	92521	marilyn.voce@ucr.edu	(909) 787-4659	Unpaid
Sauer, Suzanne	Fall 2003	CSUSB - Special Project			5500 University Parkway	San Bernardino	CA	92407			
Segura, Gustavo	Fall 2003	National Science Foundation	Consuelo Roberts	AE/Disability Prog Mgr	4201 Wilson Blvd., Sute 255	Arlington	VA	22230	croberts@nsf.gov	(703) 292-7325x8020	\$13.00
Wyatt, William	Fall 2003	Sterling State Bank of Minnesota	Tom Winkles	Chief Operating Officer	102 South Broadway	Rochester	MN	55904	twinkles@sterlingstatebank.com	(507) 282-2900	
Anderson, Gilma	Spring 2004	Boeing	Jack Shuler	HR Director		Long Beach	CA		jack.g.shuler@boeing.com	(949) 790-1512	\$24.86
Collier, Erik	Fall 2004	County of Riverside	Jasmin Loi	HR Services Manager	P.O. Box 1569	Riverside	CA	92502	jloi@co.riverside.ca.us	(951) 955-1627	\$11.82
Cordero, Vincent	Fall 2004	Naval Warfar Assessment	Bruce Galloway	Training Officer	P.O. Box 5000	Norco	CA	92878	david.galloway@navy.mil	(951) 273-4253	\$12.50
Crimaldi, Christy	Fall 2004	Center for Creative Leadership	Karen Bryson	Mgr, Leadership Dev Program	8910 University Center Lane, Ste 100	San Diego	CA	92122	brysonk@leaders.ccl.org	(858) 638-8000	Unpaid
Horspool, Mike	Fall 2004	County of San Bernardino, PERC	Eugenia Turner	T&D Specialist	504 N. Mt. View	San Bernardino	CA	92415	eturner@hss.sbcounty.gov	(909) 396-5015	\$11.25
Ishibashi, Yoshimi	Fall 2004	Career Development Center	Carol Dixon	Director	5500 University Parkway	San Bernardino	CA	92407	cdixon@csusb.edu	(909) 537-7094	Unpaid
Lawton, Amy	Fall 2004	LAUSD	Carol Long	Sr. HR Specialist	1543 Shatto Street	Los Angeles	CA	90017	carol.long@lausd.net	(213) 353-4225	\$18.00
Locke, Tiffany	Fall 2004	Southern California Edison	Johh Mulholland	Mgr, Perf. Assessment Services	G04 Fround Floor, 8631 Rush St.	Rosemead	CA	91770	john.mulholland@sce.com	(626) 302-5534	\$22.00
Pengcharoen, Chanjira	Fall 2004	LAUSD	Scott Pilch	Sr. HR Analyst	1543 Shatto Street	Los Angeles	CA	90017	scott.pilch@lausd.net	(213) 353-4223	\$15.40
Soto, Victor	Fall 2004	Department of Veterans Affairs	Marcelle Habibion	Dir of Office Policy, Planning and	810 Vermont Ave, NW	Washington	DC	20420	marcelle.habibion@va.gov	(202) 273-5058	\$13.00
Brandt, Joshua	Fall 2005	LAUSD	Carol Long	Sr. HR Specialist	1543 Shatto Street	Los Angeles	CA	90017	carol.long@lausd.net	(213) 353-4225	\$18.59
Cremer, Jennifer	Fall 2005	Southern California Edison	Lorissa Grant	Director of Training	2131 Walnut Grove Ave.	Rosemead	CA	91770	Lorissa.Grant@sce.com	(909) 969-8671	\$18.00
Helmick, Augusta	Fall 2005	Pikes Ltd.	Jay Ramras	Owner/President		Fairbanks	AK		jayramras@hotmail.com	(907) 388-3000	unpaid
Hunzeker, Audrey	Fall 2005	LAUSD	Holy Levy	Principal HR Specialist	1543 Shatto Street	Los Angeles	CA	90017	holle.levy@lausd.net	(213) 353-4213	\$18.59
Karlak, Kevin	Fall 2005	LAUSD	Carol Long	Sr. HR Specialist	1543 Shatto Street	Los Angeles	CA	90017	carol.long@lausd.net	(213) 353-4225	\$18.59
McFarland, Jeremiah	Fall 2005	LAUSD	Betsy Barney	Principal HR Specialist	1543 Shatto Street	Los Angeles	CA	90017	betsey.barney@lausd.net	(213) 353-4215	\$18.59
Rice, Jennifer	Fall 2005	Futon Distributing	Jan Lotto	Owner	92689 Ave 45	Indio	CA	92201	alotto@fultondistributing.com	()	
Rodriguez, Daver	Fall 2005	LAUSD, Personnel Research	Leon Reyblat	Sr. HR Specialist		Los Angeles	CA		leon.rayblat@lausd.net	(213) 241-5628	\$18.00
Chang, Tina	Fall 2006	Blood Bank of SB and Riverside Co	Autumn Carroll	Mgr, Organizational Training	384 Orange Show Road	San Bernardino	CA	92408	carrolau@bbsbrc.org	(909) 885-6503 x445	\$10.00
Decal, Brian	Fall 2006	MTV	Stephani Leeds	Assistant Recruiter	2600 Colorado Ave.	Santa Monica	CA		stephanie.leeds@mtvnmix.com	(310) 752-8000	unpaid
Freed, Monica	Fall 2006	TelePacific Communications	Lalita Norquist	HR Director	515 S. Flower St., 47th Floor	Los Angeles	CA	90071	lnorquist@telepacific.com	(213) 213-3634	\$15.00
Jones, Marissa	Fall 2006	LAUSD	Hedieh Khajavi	Sr. HR Specialist	1543 Shatto Street	Los Angeles	CA	90017			
Kahler, Alyx	Fall 2006	County of Riverside	Jasmin Loi	HR Manager	1115 Spruce Street	Riverside	CA		jloi@co.riverside.ca.us	(951) 955-1627	\$12.52
Komori, Honorio	Fall 2006	UCR - Extension	Charlene Pratt	Assoc Dir of International Educ	1200 University Ave	Riverside	CA	92507	charlene@ucr.edu	(951) 827-1704	
Lee, Jennifer	Fall 2006	County of Riverside	Jasmin Loi	HR Manager	1115 Spruce Street	Riverside	CA		jloi@co.riverside.ca.us	(951) 955-1627	\$10.00
Paintal, Jyostna	Fall 2006	URC - HR Dept	Holly Evans	Recruitment Services Mgr	1160 University Ave	Riverside	CA	92521	holly.evans@ucr.edu	(951) 827-3237	unpaid
Stankova, Viara	Fall 2006	Co of Riverside - Mental Health Adm	Brande Schaefer	HR Services Manager	4095 County Circle Drive	Riverside	CA	92513	bschaefer@coriverside.ca.us	(951) 358-4583	\$19.23
Wallace, Devon	Fall 2006	AT&T (special project)	Robert Tiberi	Manager	1 Mills Circle, #207	Ontario	CA	91764	robert.tiberi@att.com	(909) 331-6030	
Wilhelm, Sabrina	Fall 2006	UCR - HR Dept	Sue Anderson	Educ and Devel Mgr	1160 University Ave	Riverside	CA	92521	sue.anderson@ucr.edu		Unpaid
Arellano, Daila	Fall 2007	Blood Bank of SB and Riverside Co	Autumn Carroll	Mgr, Organizational Training	384 Orange Show Road	San Bernardino	CA	92408	carrolau@bbsbrc.org	(909) 885-6503 x445	Unpaid
Cashmore, Daniel	Fall 2007	Southern California Edison	John Mulholland, Ph.D.	Dir. of Performance Assessment		Rosemead	CA	91770	john.mulholland@sce.com	(626) 302-5642	\$20.00
Dalvi, Tejas	Fall 2007	UCR - AA Dept	Antoneete Toney	Database Analyst	Office of Faculty and Staff AA	Riverside	CA	92521		(951) 827-5604 x2799	Unpaid
Encarnacion, Dane	Fall 2007	UCR - AA Dept	Brian Murphy		Office of Faculty and Staff AA	Riverside	CA	92521	brian.murphy@ucr.edu	(951) 827-7992	Unpaid
Garcia, Celina	Fall 2007	UCR - HR Dept	Sue Anderson	Ed and Dev Mgr	900 University Ave	Riverside	CA	92521	sue.anderson@ucr.edu	(951) 827-3145	Unpaid
Hopeck, Janell	Fall 2007	Blood Bank of SB and Riverside Co	Autumn Carroll	Mgr, Organizational Training	384 Orange Show Road	San Bernardino	CA	92408	carrolau@bbsbrc.org	(909) 885-6503 x445	Unpaid
Massmann, Rebekah	Fall 2007	UCR - HR Dept	Laura Stransbury	Principal Workforce Planning	1160 University Ave, Suite F	Riverside	CA	92521	laura.stanbury@ucr.edu	(909) 827-5588	Unpaid
Nedilskij, Alex	Fall 2007	US Dept of Energy	Tracey Berry	Deputy Director	US Dept of Energy	Washington	DC	20585	tracey.berry@hq.doe.gov	(202) 586-3238	\$18.85
Paige, Ciara	Fall 2007	Lawrence Berkeley National Lab	Harry Reed	Workforce Diversity Officer	1 Cyclon Road, MS 937R0600	Berkeley	CA	94720	H_reed@lbl.gov	(510) 486-4130	\$15.59
Parker, Johnny	Fall 2007	Paramount Pictures Corp	Todd Medrano	Director of Change Mgt	5555 Melrose Ave	Hollywood	CA	90038	todd_medrano@paramount.com	(323) 872-7929	Unpaid
Saldana, Anthony	Fall 2007	Mental Health Systems Inc.	Tim Smith	VP of CJ Div.	1234 Farnham St.	San Diego	CA		tsmith@mhsinc.org	(858) 573-2600	Unpaid
Vale, Melissa	Fall 2007	UCR - AA Dept	Gladys Brown	Prog Dir of AA		Riverside	CA	92521	gladysbrown@ucr.edu	(951) 827-7990	Unpaid
Bender, Mathew	Fall 2008	UCR - Staff Education and Dev	Sue Anderson	Ed and Dev Mgr	900 University Ave	Riverside	CA	92521	sue.anderson@ucr.edu	(951) 827-3145	Unpaid
Ceja, Eliana	Fall 2008	UCR - Staff Education and Dev	Sue Anderson	Ed and Dev Mgr	900 University Ave	Riverside	CA	92521	sue.anderson@ucr.edu	(951) 827-3145	Unpaid
Deane, Amanda	Fall 2008	UCR - Sexual Harrassment Office	Colleen Farnham	Diversity Education Specialist	349 Surge Building	Riverside	CA	92521	colleen@ucr.edu	(951) 827-6225	Unpaid
Deines, Paul	Fall 2008	CSUSB	Matt Riggs	Professor of Psychology	5500 University Parkway	San Bernardino	CA	92497	mriggs@csusb.edu	(909) 537-5574	Unpaid
Greer, Deborah	Fall 2008	Target Corporation									
Kordbacheh, Negin	Fall 2008	UCI - OCKids Neurodevelopment	Michael Baird	Outcomes Manager	1915 West Orangewood Ave, Ste 200	Orange	CA	92868	bairdm@uic.edu	(714) 937-3643	Unpaid
Kowallis, Daniel	Fall 2008	Planning Services Inc.	Paul H. Smith	President	2220 Eastridge Ave., Ste D	Riverside	CA	92507	paul@planningservicesinc.net	(800) 344-9391	\$16.00
Moreno, Rosalia	Fall 2008										
Shin, Young	Fall 2008	RCC District	Art Alcaraz	Director, Diversity and HR	3845 Market Street	Riverside	CA	92501		(951) 328-3871	Unpaid
Smith, Blakely	Fall 2008	City of Clarksville, TN	Will Wyatt	Director of HR	One Public Square, Ste 200	Clarksville	TN	37040	will.wyatt@cityofclarksville.com	(931) 648-2341	\$15.00
Arakawa, Casey	Fall 2009	UCR - Staff Education and Dev	Sue Anderson	Ed and Dev Mgr	900 University Ave	Riverside	CA	92521	sue.anderson@ucr.edu	(951) 827-3145	Unpaid
Crocker, Steven	Fall 2009	Sierra Canyon Day Camp	Adam Horwitz	Dean of Students	11052 Independence Ave	Chatsworth	CA	91311	ahorwitz@sierracanyonschool.org	(818) 882-8121	Unpaid
King, Naomi	Fall 2009	Southern California Edison	Teresa Marriott	Project Mgr Business Support	P.O. Box 6400	Rancho Cucamong	CA	91729	teresa.marriott@sce.com	(909) 942-8149	\$23.00
Patten, Anne	Fall 2009	County of Riverside	Jasmin Loi	HR Services Manager	4080 Lemon Street, Room 109	Riverside	CA	92502		(951) 955-1627	Unpaid
Qin, Lu	Spring 2009	China Petroleum	Xuhu Zhou			China			zhousuhu@163.com		
Spiteri, Sophia	Fall 2009	City of Los Angeles	Ingred Herda	Senior Personnel Analyst	700 East Temple Street, Room 320	Los Angeles	CA	90012	ingrid.herda@lacity.org	(213) 473-9171	\$19.74

Appendix E: List of MS I/O Externships

Student Name	Entered	Location	Supervisor	Supervisor Title	Street	City	State	zip	Spv-email	Spv - Phone	Pay?
Tripathi, Shachipriya	Fall 2009	City of Los Angeles	Ingrid Herda	Senior Personnel Analyst	700 East Temple Street, Room 320	Los Angeles	CA	90012	ingrid.herda@lacity.org	(213) 473-9171	\$19.74
Yam, Cho Yan	Fall 2009	County of Riverside	Elaine C. Paramo	Mid County Assistant Reg Mgr		Riverside	CA		eparamo@rivcoeda.org	(951) 304-5480	Unpaid
Didway, Jessica	Fall 2010	City of Los Angeles	Jacqueline Zarate	Senior Personnel Analyst	700 E. Temple Street, Room 320	Los Angeles	CA	90012	jackie.zarate@lacity.org	(213) 473-9183	\$19.74
French, Kim	Fall 2010	LifeStream	Brianna Roe	HR Specialist	384 West Orange Show Road	San Bernardino	CA	92408	broe@lifestream.org	(909) 885-6503	\$17.00
Grab, Karen	Fall 2010	Aflac	Olena Shea	Regional Sales Coordinator	1333 2nd Street, Unit 550	Santa Monica	CA	90401	olena_shea@us.aflac.com	(310) 744-6110	Unpaid
Hagen, Leslie	Fall 2010	CSUSB	Janet Kottke	Professor	CSUSB	San Bernardino	CA	91711	jkottke@csusb.edu	(909) 537-5585	Unpaid
Leake, Eric	Fall 2010	City of Los Angeles	Vincent Cordero	Personnel Research Analyst	700 E. Temple Street, Room 320	Los Angeles	CA	90012	vicent.cordero@lacity.org	(213) 473-0170	\$19.74
Lyle, Amber	Fall 2010	City of Los Angeles	Ingrid Herda	Personnel Analyst	700 E. Temple Street, Room 320	Los Angeles	CA	90012	ingrid.herda@lacity.org	(213) 473-9171	\$19.74
Padilla, Patty	Fall 2010	LAUSD	Marissa Krupat	Workforce Management	333 S. Beaudry Ave	Los Angeles	CA	90017	marissa.krupat@lausd.net	(213) 241-5224	Unpaid
Prieto, David	Fall 2010	LAUSD	Anna Forsberg	Senior HR Specialist	333 S. Beaudry Ave	Los Angeles	CA	90017	anna.forsberg@lausd.net	(213) 241-5399	Unpaid
Samreth, Khrynston	Fall 2010	LifeStream	Brianna Roe	HR Specialist	384 West Orange Show Road	San Bernardino	CA	92408	broe@lifestream.org	(909) 885-6503	\$17.00
Serrano-Grasser, Vivian	Fall 2010										
Williams, David	Fall 2010	CSUSB - Office of the President	Albert Karnig	President Emeritus	5500 University Parkway	San Bernardino	CA	92407			\$12.00
Borawski, T.J.	Fall 2011	City of Los Angeles	Tina Lee Rodriguez	Assistant Chief, Recruitment Div	700 E. Temple Street, Room 320	Los Angeles	CA	90012	tina.lee.rodriguez@lacity.org	(213) 473-9044	\$19.74
Cobb, Kevin	Fall 2011	County of Riverside	Ramora Liddell	Admin Services Mgr	10281 Kidd Street	Riverside	CA	92503	rliddell@riversidedpss.org	(951) 358-3028	\$15.31
Edwards, Yolanda	Fall 2011										
Gardenhire, Rhiannon	Fall 2011	RCC District	Chani Beeman	Directory of Diversity	450 W. Alessandro Blvd.	Riverside	CA	92508	chani.beeman@rccd.edu	(951) 328-3874	\$14.22
Martinez, Daniel	Fall 2011	County of Riverside	John Pugliese	Sr. Admin Analyst	4060 County Circle Drive	Riverside	CA	92503	jpugliese@riversidedpss.org	(951) 358-6554	\$15.31
Shindledecker, Emily	Fall 2011	CSUSB	Muriel Lopez-Wagner	Director of Institutional Research	5500 University Parkway	San Bernardino	CA	92407	mlopez@csusb.edu	(909) 537-5052	\$14.00
Sisikin, Misha	Fall 2011	SBCUSD	Steve Williams	Personnel Analyst	777 N. F Street	San Bernardino	CA	92410	steve.williams@sbcsud.k12.ca.us	(858) 964-8041	\$10.00
Tortez, Leanne	Fall 2011	City of Hope	Lisa Hart	Org Dev and Diversity Consultant	1500 E. Durart Road	Duarte	CA	91010	lhart@coh.org	(626) 301-8129	\$10.00
Vosoughian, Azadeh	Fall 2011	UCR	Sue Anderson	Staff Employment and Dev Mgr	1160 University Ave.	Riverside	CA	92521	sue.anderson@ucr.edu	(951) 827-3145	Unpaid
Beckles, Vanessa	Fall 2012	CSUSB - HR	Rowena Casis-Woityla	Manager of Training and Devel	5500 University Parkway	San Bernardino	CA	92407		(909) 537-5138	\$10.00
Dysart, David	Fall 2012	CSUSB - Rec Center	Rick Craig	Director	5500 University Parkway	San Bernardino	CA	92407	craig@csusb.edu	(909) 537-7141	\$9.25
Hilken, Colby	Fall 2012	Rushmore Loan Management Serv.	Kristen Raskulinecz	VP of HR	15480 Laguna Canyon Road	Irvine	CA	92618	kraskulinecz@rushmoreim.com	(949) 341-5719	\$15.00
Ledanois, Jean-Luis	Visiting Sch	Pomona College	Brenda Rushforth	HR Director	155 Peddleton Blvd, 8th Street	Claremont	CA	91711	brenda.rushforth@pomona.edu	(818) 321-3897	Unpaid
Malla, Kailash	Fall 2012	Urban Science	Victor Macias	HR Business Partner	3789 Kilroy Airport Way, Suite 700	Long Beach	CA	90806	vjmacias@urbanscience.com	(562) 988-6189	\$16.00
McCannagh, Jackie	Fall 2012	CSUSB - Institutional Research	Tanner Carollo	Research Analyst	5500 University Parkway	San Bernardino	CA	92407	tcarlolo@csusb.edu	(909) 537-5052	\$15.00
Medrano, Karla	Fall 2012	Co of Riverside - Ed Support Prog	Shoni Lee	Principal HR Analyst	4080 Lemon Street, Room 109	Riverside	CA	92501	srlee@rc-hr.com	(951) 955-0989	\$11.17
Nguyen, Bich	Fall 2012	County of Riverside - HR	Robin M. Downs	HR Division Manager	4079 Lemon Street, 7th Floor	Riverside	CA	92501	rdowns@rc-hr.com	(951) 955-5195	\$11.17
Roy, Brittany	Fall 2012	County of Riverside - HR	Robin M. Downs	HR Division Manager	4080 Lemon Street, 7th Floor	Riverside	CA	92501	rdowns@rc-hr.com	(951) 955-5195	\$11.17
Gershman, Dasha	Fall 2013	Tokio Marine Management (TMM)	Nora Diaz De Leon	HR Generalist	800 East Colorado Blvd	Pasadena	CA	91101	Nora.DiazDeLeon@tokiom.com	(626) 568-7887	\$15.00
Gomez-Canul, Gabino	Fall 2013	Co of Riverside - Human Resources	Diane Rundles	Compensation Services Mgr	4080 Lemmon Street, 7th Floor	Riverside	CA	92501	drundles@rc-hr.com	(951) 955-5159	\$11.17
Gonzales, Amanda	Fall 2013	CSUSB - Office of Student Research	Francisca Beer	Director OST	5500 University Parkway	San Bernardino	CA	92407	fbeer@csusb.edu	(909) 537-5058	Unpaid
Jasmer, Alisha	Fall 2013	UCR Extension	Yvonne Michel	HR Director	1200 University Ave	Riverside	CA	92507	ymichel@ucx.ucr.edu	(951) 827-1640	Unpaid
Petty, Alyssa	Fall 2013	Co of Riverside - Human Resources	Diane Rundles	Compensation Services Mgr	4080 Lemon Street, 7th Floor	Riverside	CA	92501	drundles@rc-hr.com	(951) 955-5159	\$11.17
Petty, Amanda	Fall 2013	Co of Riverside - Health Services	Veronica Pinkett-Veal	HR Services Manager	4065 County Circle Drive	Riverside	CA	92503	vveal@rc-hr.com	(951) 358-3937	\$11.17
Rose, Michael	Fall 2013	CSUSB - Institutional Research	Tanner Carollo	Research Analyst	5500 University Parkway	San Bernardino	CA	92407	tcarlolo@csusb.edu	(909) 537-3006	\$15.00
Safara, Benjamin	Fall 2013	HLPUSD	Joan Steigelmar	Senior Personnel Analyst	15959 East Gale Ave	City of Industry	CA	91716	joan.steigelmar@hlpusd.k12.ca.us	(626) 933-3922	\$18.00
Winters, Britney	Fall 2013	CSUSB - Institutional Research?	Tanner Carollo	Research Analyst	5500 University Parkway	San Bernardino	CA	92407	tcarlolo@csusb.edu	(909) 537-3066	\$15.00
Albrecht, Lauren	Fall 2014	CSUSB - UG Studies	Qiana Wallace	Director of Retension Projects	5500 University Parkway	San Bernardino	CA	92407	qwallace@csusb.edu	(909) 537-3031	\$19.74
Alvarado, Caludia	Fall 2014	CSUSB - IR	Tanner Carollo	Research Analyst	5500 University Parkway	San Bernardino	CA	92407	tcarlolo@csusb.edu	(909) 537-3066	\$16.00
Bennett, Jazmine	Fall 2014	SCE	Jeremy Hannah	Sr. Project Manager	1515 Walnut Grove Ave	Rosemead	CA	91770	jeremy.hannah@sce.com	(626) 302-0120	\$27.50
Bravo, Rachel	Fall 2014	City of Los Angeles	Patricia Badger-Alston	Examination Analyst	700 E. Temple Street, Room 150	Los Angeles	CA	90012	patricia.badger-alston@lacity.org	(213) 473-9040	\$20.54
Cazares, Eric	Fall 2014	CSUSB - IR	Tanner Carollo	Research Analyst	5500 University Parkway	San Bernardino	CA	92407	tcarlolo@csusb.edu	(909) 537-3066	\$16.00
Kerr, Trinity	Fall 2014	ROMO Apparel Group	Rhonda Valles	Found and CEO	3077 S. Harbor Blvd	Santa Ana	CA	92647		(714) 437-9310	unpaid
Lee, Jung-Jung	Fall 2014	LACOE - Head Start	Alicia Fernandez	HS Program Manager	10100 Pioneer Blvd, Suite #325	Sant Fe Springs	CA	90670	fernandez_alicia@laoe.edu	(563) 922-6816	\$20.91
Luksetich, Aurora	Fall 2014	Concord Music Group, Inc.	Karen Shirinian	HR Specialist	100 N. Crescent Drive, Level G	Beverly Hills	CA	90210	karen.shirinian@concordmusicgroup.com	(310) 385-4182	unpaid
Quinonez, Lesley	Fall 2014	CSUSB - IR	Joanna Oxendine	Institutional Effectiveness Assoc	5500 University Parkway	San Bernardino	CA	92407	joxendin@csusb.edu	(909) 537-3750	\$16.00
Radmall, Ryan	Fall 2011	CSUSB - Criminal Justice Dept	Janine Kremling	Associate Professor	5500 University Parkway	San Bernardino	CA	92407	jkremlin@csusb.edu	(909) 537-5566	unpaid
Shefa, Yalda	Fall 2014	LACOE	Shirley Chang	HR Coordinator	9300 Imperial Highway	Downey	CA		chang_shirley@laoe.edu	(562) 803-8357	\$20.91
Williams, Daniel	Fall 2014	SCE	Marcy Willis	Training Program Manager	1515 Walnut Grove Ave	Rosemead	CA	91770	marcy.willis@sce.com	(213) 379-0090	\$25.00
Caraveo, Tonia	Fall 2015	City of Temecula	Roberto Cardenas	Risk Manager - HR	41000 Main Street	Temecula	CA	92590	reberto.cardenas@cityoftemecula.org	(951) 693-3944	unpaid
Gass, Sarah	Fall 2015	CSUSB - ASI Office	Dacia Woods	Admin Coordinator	5500 University Parkway	San Bernardino	CA	92407	dwoods@csusb.edu	(909) 537-5932	\$14.00
Gomez, Ashley	Fall 2015	County of Riverside	Robin Downs	HR Division Manager	4080 Lemmon Street, 7th Floor	Riverside	CA	92501	rdowns@rc-hr.com	(951) 955-5195	\$15.00
Guevara, Marcos	Fall 2015	City of Los Angeles	Ingrid Herda	Senior Personnel Analyst	700 E. Temple Street, Room 150	Los Angeles	CA	90012	ingrid.herda@lacity.org	(213) 473-9171	\$20.54
Monge, Mariela	Fall 2015	CSUSB - COE OAR	Marita Mahoney	Director, OAR	5500 University Parkway	San Bernardino	CA	92407	mmahoney@csusb.edu	(909) 537-3621	\$15.00
Montgomery, Andrew	Fall 2015	Marriott Shadow Ridge	Guy Ryerson	Front Office Manager	9003 Shadow Ridge Road	Palm Desert	CA	92211	guy.ryerson@vacationclub.com	(760) 674-2600	\$15.00
Morin, Christopher	Fall 2015	HARC	Jenna LeComte-Hinely	CEO	75080 Frank Sinatra Drive - A 221	Palm Desert	CA	92211	jlecomte-hinely@harcdata.org	(760) 404-1945	\$15.00
Study, Daniell	Fall 2015	CSUSB - IR	Tanner Carollo	Assistant Director of IR	5500 University Parkway	San Bernardino	CA	92407	tanner.carollo@csusb.edu	(909) 537-5052	\$16.00
Guadagnuolo, Lucy	Winter 2016	CSUSB - COE OAR	Marita Mahoney	Director, OAR	5500 University Parkway	San Bernardino	CA	92407	mmahoney@csusb.edu	(909) 537-36321	\$17.00
Rodriguez, Jose	Winter 2016	Mt. Sac junior college	Barbara McNeice	Director of Institutional Research	1100 N. Grand Avenue	Walnut	CA	91789	BMcNeice-Stallard@mtsac.edu	(909) 274-4109	\$35.00

Appendix E: List of MS I/O Externships

Student Name	Entered	Location	Supervisor	Supervisor Title	Street	City	State	zip	Spv-email	Spv - Phone	Pay?
Caro, Daniel	Fall 2016	The Thaddeus Foundation	Kimmie Umsheid	Executive Director	640 S. Garey Avenue	Pomona	CA	91766	kimmie @ thethaddeusfoundation.org	(909) 599-2111	Unpaid
Carrasco, Heather	Fall 2016	CSUSB - ICDFR	Dr. Kelly Campbell	Professor and Assoc Director	5500 University Parkway	San Bernardino	CA	92407	kelly@csusb.edu	(909) 537-7687	\$15.00
Clemons, Jessica	Fall 2016	Advanced Imaging Solutions	Kristine Heisler	Conrtoller	3865 W. Cheyenne Ave.	N Las Vegas	NV	89032	kheisler @ ais-now.com	(702) 951-4247	\$24.50
Do, Amelia	Fall 2016	Performance Team LLC	Cynthia Martinica	Owner (?)	12920 Imperial Highway	Sante Fe Springs	CA	90670	cynthia.martinica@performanceteam.com	(562) 345-2207	\$15.00
Howard, Gino	Fall 2016	City of Los Angeles	Rhianna Kirchner	Personnel Research Analyst	700 E. Temple Street, Room 150	Los Angeles	CA	90012	rhiannan.kirchner@lacity.org	(213) 473-9184	\$21.80
Ingalls, Stephanie	Fall 2016	CSUSB - SSTSC	Dr. Izzy Diaz	Assistant Professor							
Marrott, Devon	Fall 2016	LACOE	Shirley Chang	HR Coordinator	9300 Imperial Highway	Downey	CA		chang_shirley@laoe.edu	(562) 803-8357	\$17.77
Mellegers, Matthew	Fall 2016	Northrup Grumman	Brian Wiggins		401 E. Hendy Ave.	Sunnyvale	CA		Brian.Wiggins@ngc.com	(408) 735-3228	\$28.00
Osorno, Arlette	Fall 2016	City of Los Angeles	Tiffany Tran		700 E. Temple Street, Room 150	Los Angeles	CA	90012	tiffany.tran@lacity.org		\$21.80
Williams, Rebecca	Fall 2016	City of San Bernardino - City Mgr	Tanya Romo	Assistant to the City Mgr	290 N. D Street, 3rd Floor	San Bernardino	CA	92401	Romo_TA@sbcity.org	(909) 384-5122	Unpaid
Bain, Amanda	Fall 2017	CSUSB - IR	Tanner Carollo	Assistant Director of IR	5500 University Parkway	San Bernardino	CA	92407	tanner.carollo @ csusb.edu	(909) 537-5052	\$16.00
Blanco, Martha	Fall 2017	City of Los Angeles	Nicole Bawa	Personnel Research Analyst	700 E. Temple Street	Los Angeles	CA	90012	nicole.bawa @ lacity.org	(213) 473-9172	\$22.30
Covarrubias, Arturo	Fall 2017	CSUSB - Grad Studies	Chaiyaporn Songsitticho	Administrative Analyst	5500 University Parkway	San Bernardino	CA	92407	csongsit @ csusb.edu	(909) 537-7128	\$15.00
DeOrsey, Michelle	Fall 2017	City of Los Angeles	Vincent Cordero	Sr. Personnel Analyst	700 E. Temple Street	Los Angeles	CA	90012	vicent.cordero@lacity.org	(213) 473-0170	\$20.54
Eshe, Chris	Fall 2017	City of Los Angeles	Alexis Nakamura	Sr. Personnel Analyst	700 E. Temple Street	Los Angeles	CA	90012	alexis.nakamura@lacity.org	(213) 473 - 9073	\$20.54
Lockhart, Daniella	Fall 2017										
Magana, Zytialy	Fall 2017										
Marshall, Rebecca	Fall 2017	County of Riverside	Brittnay Cobb	Sr. HR Analyst	4080 Lemon Street, 7th Floor	Riverside	CA	92501	rcobb@rivco.org	(951) 955-5159	\$15.00
Tombari, Jamie	Fall 2017	CSUSB									
Yao, Tong	Fall 2017	Jilin Zhongxi Science and Tech	Hongyu Yang	Coordinator of Recruiting	Lu Yuan Qu Xin Zhu Yuan, Unit 58	Ji Lin, China			792718682 @ qq.com	86-81068078	Unpaid

NOTES:

SPV - Bold = Alumni	Based on year 2000+	Low pay	\$9.00
Pay? - SA=Special assignment for full time worker; LAUSD* = Unpaid but possible remuneration via Examining assistant (approx \$7-12/hr)		High pay	\$35.00
		Mean Pay	\$16.17
		Median Pay	\$15.31