

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Assessment and Accountability                      **NO.:** AAC 07-27  
**COMMITTEE DATE:** June 6, 2007  
**BOARD DATE:** June 14, 2007

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**MOVED:**                      The Board of Higher Education hereby approves the expedited application of **Salem State College** to award the **Master of Science in Industrial/Organizational Psychology**.

One year after graduating the program's first class, the College shall submit to the Board a status report addressing its success in reaching program goals, as stated in the application and in the areas of enrollment, curriculum, faculty, resources, and program effectiveness.

Authority:                      Massachusetts General Laws Chapter 15A, Section 9(b)  
Contact:                        Aundrea Kelley, Associate Vice Chancellor for Academic Policy

# BOARD OF HIGHER EDUCATION

June 2007

## Salem State College

Master of Science in Industrial/Organizational Psychology

### INTENT

Salem State College has submitted a proposal to offer a Master of Science in Industrial/Organizational Psychology (I/O Psychology). The proposed Master of Science in Industrial/Organizational Psychology at Salem State College will prepare graduates for employment in two major subfields of I/O Psychology: *Human Resource Management*, including employee selection, placement, benefits management, training, and related activities; and *Organizational Development*, including advising of managers, evaluation and development of plans to enhance organizational functions, development of training programs, and assisting organizations through changes, such as expansion and downsizing. Training in both of these areas will emphasize the importance of understanding, using and applying research. Research ethics, including standard practices to ensure data privacy and participant confidentiality, will also be emphasized.

The proposed program was developed according to all relevant campus-based academic governance processes. Representatives from the College's Bertolon School of Business and the Dean of the Graduate School at Salem State College were consulted throughout the development process. The proposed program was approved by the Psychology Department's Graduate Education Committee and the Salem State College Graduate Education Council. The Salem State College Board of Trustees approved the program's proposal on June 7, 2006. The College sought to design the program with the intention of meeting accreditation standards of the Association to Advance Collegiate Schools of Business (AACSB).

The letter of intent for the proposed program was circulated by the Board of Higher Education on February 8, 2007.

### MISSION

The proposed program directly addresses several specific Salem State College-wide mission priorities, including the following.

- Provide access to quality graduate and undergraduate programs across a broad range of study responsive to societal needs in the arts, the sciences, and professional disciplines.
- Continue to develop and implement distinctive academic programs appropriate to a comprehensive institution of higher education.
- Provide programs, resources, and research to meet the needs of education, business, industry, human services, and government in an ever-changing society.

Further, in the context of the mission of the Graduate School of Salem State College, the MS in I/O Psychology program will work to promote the "cultivation of scholarship and the expansion of knowledge, the development of professional skills and scholarly research at an advanced level, and the interchange of ideas among students, faculty and staff."

## **NEED and DEMAND**

According to the *Occupational Handbook, 2004-05 Edition*, jobs for Industrial-Organizational Psychologists will experience average growth, i.e., an average increase of 10-20 percent per year (U.S. Bureau of Labor and Statistics). According to the College Board, "Government economists predict faster-than-average job growth for human resources managers between 2002 and 2012." A recent education forum at the Society for Industrial and Organizational Psychology Inc., reported that almost every Industrial/Organizational graduate program in attendance had an increase in applications from 2004-2005, with the most common response being a 20 percent increase.

Currently, Salem State College offers a Master of Science degree in Counseling and Psychological Services, with a five-course specialization in Industrial/Organizational Psychology. Several students in the current program have expressed an interest in combining industrial/organizational with business, and some have arranged to substitute business courses for the counseling/internship portion of the program. The Psychology Department also receives many inquiries from prospective students seeking an Industrial/Organizational program that does not involve counseling. In fall 2005, the Department designed a survey to determine student interest in four different graduate program areas: Mental Health Counseling, Gerontology, Industrial/Organizational Psychology, and a general Psychology program. The survey was administered to second-, third-, and fourth-year Psychology Majors in fall 2005. Out of the 161 students surveyed, 109, or 68 percent, indicated plans to pursue a graduate program following graduation. Twenty-five percent of the students surveyed (or 40 students) indicated a very high interest in enrolling in an Industrial/Organizational program.

The MS I/O Psychology at Salem State College will be the only such program offered by a public institution on the North Shore and even in the Greater Boston area. Within Massachusetts, Springfield College, a private college in Springfield, is the only college to offer an Industrial/Organizational master's degree program similar to the proposed program. Framingham State College in Framingham, Massachusetts, offers a master of arts concentration in Human Resource Management. While the concentration at Framingham overlaps with some Industrial/Organizational Psychology content, its narrow focus does not provide the range and depth that a full Industrial/Organizational Psychology program would offer.

The proposed program is specifically designed to train individuals for employment in I/O Psychology in North Shore and Greater Boston area workplaces. Because it also involves an internship component, it will continue to increase the connections between the College and other institutions (as occurs, for example, in the recently established Enterprise Center at Salem State College and in current internship programs in counseling).

## **ADMISSIONS AND ENROLLMENT**

The proposed admission criteria for the Master of Science in Industrial/Organizational Psychology follows the existing model of the College's Psychology Counseling program in requiring an undergraduate Statistics or Research Methods course and a strongly suggested four to six additional courses in the Behavioral Sciences. The program will have an annual admissions cycle with enrollments beginning in the fall. Based on current enrollment in the undergraduate psychology program and the results of its needs assessment survey, the College initially anticipates admitting 10-15 students per year into the proposed MS I/O Psychology program.

## **CURRICULUM** (Attachment A)

The proposed program will require completion of 36 credits. The curriculum will cover a comprehensive array of topics in human resource management and organizational development based on guidelines and related competencies for master's level education and training promulgated by the Society for Industrial and Organizational Psychology Inc. (SIOP), a division of the American Psychological Association (Division 14) and an Organizational Affiliate of the American Psychological Association. The master's program proposed for Salem State College addresses all four categories of competencies contained in the SIOP guidelines.

## **RESOURCES**

The proposed MS I/O Psychology will be overseen by the Dean of the Graduate School. The program, however, will reside primarily in the Psychology Department, with the Bertolon School of Business agreeing to open courses to students in the I/O Program.

### Faculty

Faculty for this program will come from existing full-time undergraduate faculty at Salem State College as well as from faculty currently teaching in the college's Division of Graduate and Continuing Education. A Graduate Program Coordinator, recommended by the Chair of the Department of Psychology, approved by the Department of Psychology and appointed by the Dean of the Graduate School, will oversee the program. The Program Coordinator will report to the Psychology Department Chair and to the Dean of the Graduate School. In addition, a coordinator with expertise in industrial/organizational work will develop a new set of internship sites and work to ensure that students receive appropriate internship experiences.

### Library

The Salem State College Library electronic and print holdings support the proposed M.S. in Industrial/Organizational Psychology. The Library's holdings include a print collection of over 6,500 books in management, industrial and organizational psychology, business ethics, and human resources. New titles in management, human resources, and organizational psychology are being added constantly to support the Bertolon School of Business's application for AACSB accreditation. In addition, the Library has a large collection of periodical databases covering scholarly and professional aspects of the discipline and is accessible both on and off campus.

Through the Library Web page, students can access materials on and off campus. The Library is open over 90 hours per week, with additional hours during exam periods. Professional reference service is provided 65 hours a week. Librarian subject specialists work with assigned academic departments to build collections, provide research assistance, and instruct in the use of library resources. There is currently a Business Reference and Instruction librarian. A search for a Social Sciences librarian is under way. The Business librarian is preparing the print and electronic collections for AACSB accreditation. In addition, subject specialists communicate with students by email and phone outside regular hours. The Interlibrary Loan Department retrieves materials from OCLC, an international network of lending libraries. Students may also borrow materials directly from sister libraries in the MCELPHI and NOBLE consortia. MCELPHI includes all of the University of Massachusetts libraries.

### Facilities

Many classrooms throughout the College Campus, including those at the new Bertolon School of Business at Central Campus, feature the latest in presentation technology available for academia. All classrooms at the Bertolon School possess a wide array of technology, including

SMART boards, gas plasma displays, video conferencing, a video storage server, data projectors, document cameras and the capability to remotely monitor the status of a room via a Web-accessed interface.

#### Budget (Attachment B)

This budget will be adjusted as the program grows, and the College is committed to increasing resources for library, staff, faculty and additional services as the needs arise. Adjunct faculty salaries, as well as the stipend for the Graduate Program Coordinator, will be paid for by the Graduate School.

The projected revenues from tuition and fees are expected to offset the expenses of the program to a great extent. Since the program draws primarily upon courses that are already in place and currently offered and which the institution expects will continue to be taught with the same if not increased frequency in the foreseeable future, the new program will require only modest expenses beyond the start-up year.

#### External Advisory Committee

The External Advisory Committee will be composed of representative program faculty, students, and eventually alumni of the I/O Masters Degree Program. Supervisors and appropriate employees at program internship sites will also be invited to serve on the advisory committee.

### **PROGRAM EFFECTIVENESS** (Attachment C)

The College described a number of planned program assessment strategies that will be used to ensure continuing quality, relevance and effectiveness. The College intends to conduct:

1. Exit interviews with graduating students.
2. A survey to graduates of the program in the fifth year to gauge job success and satisfaction.
3. An assessment retreat at the end of each academic year of the program that includes faculty and students meeting to discuss program goal achievement and to develop new strategic program goals and objectives.
4. A complete evaluation of program goal achievement at the end of the first five years of program implementation. Student progress in terms of expected time from admission to graduation and projected degree completion rates will be reviewed at this time, also.

Based on the existing Salem State College Master's Degree in Counseling Program, the estimated completion rate of the proposed program is upwards of 60 percent. The College also submitted program effectiveness goals, including timetables, objectives and strategies for achievement that are listed in Attachment C.

### **PROGRAM EVALUATION**

#### External Review

The Master of Science proposal was reviewed and reports received from two external reviewers, Dr. Catherine S. Daus, Professor of Psychology at Southern Illinois University; and James M. LeBreton, Ph.D., Professor of Psychological Sciences at Purdue University.

The reviewers endorsed the proposed program as “a masterful blend of psychology and business that capitalizes on several of the College’s already existing programs, faculty, course requirements, and facilities.”

The reviewers also provided specific recommendations to strengthen admissions standards by requiring that students complete at least two and perhaps three courses from a list of core courses (e.g., learning and memory, cognition, personality, social, developmental, history and systems, perception, biopsychology, etc.) or by requiring an undergraduate degree in psychology with statistics, methods, I/O, and tests and measures courses required. An earlier application deadline (March 15 instead of May 15) to encourage applications by stronger students was also recommended. One reviewer also suggested targeting applicants scoring at or above the 50<sup>th</sup> percentile on specific GRE tests, as well as targeting students with 3.25 or higher GPAs. This recommendation was based on the assertion that the GRE-Q test, the GRE-Psychology test, and undergraduate GPA are probably the best predictors of success in graduate school. (The GRE furnishes an index of ability/knowledge, while GPA furnishes an index of ability + knowledge + motivation.)

The reviewers also recommended enhancing the curriculum by increasing the number of credits and the number of practicum hours and by dropping the general methods course (taught by a clinical psychologist with an emphasis on methods in clinical settings) requirement, and instituting a statistics requirement in its place.

The reviewers also suggested exploring the extent to which the proposed and/or revised curriculum would prepare students for certification through the Society for Human Resource Management (SHRM). “SHRM offers an array of certifications that are becoming increasingly required for entry-level jobs in HR. Given the strong connections between the psychology department and the business school, it seems like the proposed coursework may very well prepare students for the entry-level certification.”

### *Institutional Response*

In response to reviewer recommendations, the College clarified and strengthened program admission requirements by adding the following: “An undergraduate major in psychology will be preferred. All applicants will need to satisfactorily complete the GRE test and submit a personal statement that reflects clear interest in and knowledge of Industrial/Organizational Psychology. A satisfactory undergraduate GPA and three letters of recommendation will also be required for admission.” The External Advisory Committee will help select specific target scores for the GRE and specific GPA cutoff levels for admission. The College agreed that a 50<sup>th</sup> percentile cutoff for the GRE and a GPA of 3.25 or better would be reasonable ultimate goals for the program. (Currently, a GPA of 2.7 is considered an absolute minimum standard for many graduate programs at Salem State.) In addition, the application deadline was changed from May 15 to March 15 (to be more in line with American Psychological Association guidelines).

The College also modified the proposed curriculum by

- increasing the total number of credit hours to 42
- increasing required internship hours (PSY940) from 150 to 300 per semester.
- adding Math747, Applied Statistical Inference
- adding two required non-I/O psychology courses
- deleting PSY700, Research Methods in Psychology (a general research methods course)

- substituting of PSY785, Research in Organizations, for PSY700, Research Methods in Psychology, as a prerequisite for PSY940, Internship in Industrial/Organizational Psychology
- changing of PSY733, Principles of Psychological Testing, from an elective to a required course

## **STAFF ANALYSIS AND RECOMMENDATION**

As stated in the review reports:

“Given the projected growth rates for jobs in I/O psychology and human resources (and the lack of a M.S. program in the Boston area), I would argue that the proposed M.S. program does in fact fill a need. Boston is home to the offices of several large international I/O psychology consulting firms (e.g., DDI, PDI) as well as many large general consulting firms (e.g., D & T, Accenture). Without a program to properly train master’s level I/O psychologists, such firms are forced to recruit solely from outside the Boston area. In sum, while there may not be a massive “shortage” of I/O psychologists, there is a very limited pool in the Boston area, and the proposed program is designed to increase the pool of properly trained I/O psychologists.”

“It is clear that all necessary resources are in place to ensure the delivery of a quality graduate education that will meet the needs of the surrounding community and prepare graduate students the College and region will be proud of.”

Following a thorough review of all documentation submitted, staff concurs. Recommendation is for approval of the Master of Science in Industrial/Organizational Psychology at Salem State College.

Upon graduating the first class for this program, the College shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

**Attachment A - Graduate Program Curriculum Outline**

<b>Major Required (Core) Courses (Total # of courses required = 9)</b>		
<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
PSY 780	Industrial/Organizational Psychology	3
MGT 780	Management Theory and Application	3
MAT 747	Applied Statistical Inference	3
PSY 733	Principles of Psychological Testing	3
PSY 785	Research In Organizations (new course)	3
PSY 940	Internship (new Course)	3
BUS 850	Ethical Issues in Business	3
	Non I/O Psychology Courses (Choose two):	
PSY 735	Philosophical Foundations of Psychology	3
PSY 720	Theories of Personality	3
PSY 701	Perspectives on Adulthood and Old Age	3
PSY 878	The Psychology of Small Group Leadership	3
	<b>Subtotal # Core Credits Required</b>	<b>27</b>
<b><i>Elective Course Choices (Total courses required = 5) (attach list of choices if needed)</i></b>		
<b>Human Resource Courses</b>		
MGT 804	Human Resource Management	3
PSY 781	Personnel Selection and Placement	3
PSY 783	Training and Development in Organizations	3
PSY 784	Measurement and Appraisal of Work Behavior	3
<b>Organizational Courses</b>		
MGT 800	Behavior in Organizations	3
PSY 782	Work Motivation, Job Satisfaction and Task Design	3
MGT 805	Leadership Studies	3
MGT 809	Labor Relations	3
MGT 820	Innovation and Megatrends	3
<b>Other Courses</b>	May Be Taken with Permission from the Program Coordinator	
PSY 875	Directed Study in Psychology	3
PSY990-PSY997	Special Topics in Psychology	3
	<b>Subtotal # Elective Credits Required</b>	<b>15</b>

### ***Curriculum Summary***

Total number of courses required for the degree: 14

Total credit hours required for degree: 42

***Prerequisite, Concentration or Other Requirements:***

The semester-by-semester sequence of courses will vary somewhat among students. However, all students will begin with PSY780 and MGT780 and then proceed through the sequence of courses that best fits their own schedule and interest areas, making sure that they complete the required core courses and all prerequisites for any other courses they choose. Each student will develop a program of courses in conjunction with the I/O Program Coordinator.

**Attachment B – Budget**

**NEW ACADEMIC PROGRAM BUDGET - SAMPLE FORMAT**

<b>One Time/ Start Up Costs</b>		<b>Annual Expenses</b>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	<b>Cost Categories</b>				
	Full Time Faculty (Salary & Fringe)	---	---	---	---
	Part Time/Adjunct Faculty (Salary & Fringe)	13,158	13,158	13,158	13,158
	Staff	3,280	3,300	3,320	3,340
	General Administrative Costs	5,000	5,000	5,000	5,000
	Instructional Materials, Library Acquisitions	2,500	2,500	---	---
	Facilities/Space/Equipment	---	---	---	---
	Field and Clinical Resources	---	---	---	---
	Marketing	3,000	1,500	500	500
	Other (Specify)	---	---	---	---
	<b>TOTALS</b>	<b>26,938</b>	<b>25,458</b>	<b>21,978</b>	<b>21,998</b>

<b>One Time/Start- Up Support</b>		<b>Annual Income</b>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	<b>Revenue Sources</b>				
	Grants	---	---	---	---
	Tuition	54,000	121,500	189,000	234,000
	Fees	---	---	---	---
	Departmental	---	---	---	---
	Reallocated Funds	---	---	---	---
	Other (specify)	---	---	---	---
	<b>TOTALS</b>	<b>54,000</b>	<b>121,500</b>	<b>189,000</b>	<b>234,000</b>

**Attachment C – Program Effectiveness**

<b>Goal</b>	<b>Measurable Objectives</b>	<b>Strategy for Achievement</b>	<b>Timetable for Assessment</b>
Ensure ongoing quality and relevance of program	Establishment of an External Advisory Committee for the program	Recruit faculty, students and college alumni in relevant academic or business occupations  Write to internship sites for volunteers	To be established by the end of the first full year of program implementation  Meetings to be held every two months during the academic school year
Integrate psychology and business faculty	Development of channels for regular communication between faculty within and between the Psychology Department and the Business School	All program faculty meetings  Program brown-bag lunches ----- Program Colloquia  ----- Mentoring program for new faculty	Twice per year beginning in the first full year of program implementation  Twice per year beginning in the second full year of program implementation ----- Twice per year beginning in the third full year of program implementation ----- Beginning in the third full year of program implementation
Facilitate students' application of knowledge and skills obtained in the program to real work - related activities	Establishment of diverse internship sites (up to 50 at any one time) related to human resource activities and organizational development goals	Frequent communication with the Salem State College Career Development Office and the Salem State College Enterprise Center  Referrals from External Advisory Committee  Referrals from Salem State College graduates	Beginning as soon as the program is approved by the Massachusetts Board of Higher Education and continuing throughout the life of the program

<p>Develop student participation in independent and faculty-developed research programs</p>	<p>Student presentations at Salem State College Graduate Research Day</p> <p>Student presentations alone and with faculty co-authors at relevant professional conferences</p> <p>Student and faculty co-authored publications in appropriate professional journals</p> <p>Student publications in student professional journals</p>	<p>Student participation in program research courses (PSY700 and PSY785)</p> <p>Student and faculty collaboration through graduate program assistantships</p> <p>Student work in directed study elective (PSY875)</p>	<p>Beginning in the first full year of program implementation and continuing throughout the life of the program</p> <p>Annual participation by students in research activities will be expected and encouraged.</p>
<p>Promote a diverse faculty and student population</p>	<p>An obviously diverse student body and faculty</p>	<p>Advertise and recruit for the program through media and other venues dedicated to reaching diverse student and faculty populations</p> <p>Work with the Salem State College Diversity Committee to develop ways of recruiting and retaining a diverse faculty and student body</p> <p>Encourage faculty and students in this program to participate in various on-campus diversity activities</p>	<p>Beginning as soon as the program is established and continuing throughout the life of the program</p>
<p>Develop distance learning opportunities within program</p>	<p>Two online courses per semester</p>	<p>Recruit and train willing faculty to offer online courses through faculty grants and programs offered currently at Salem State College</p>	<p>By the end of the second full year of program implementation</p>
<p>Create ongoing faculty and student assessment of the program</p>	<p>Annual program assessment by students at graduation</p> <p>-----</p> <p>Annual assessment</p>	<p>End-of-year written evaluation forms of courses by students.</p> <p>-----</p> <p>Annual faculty and student retreat to</p>	<p>Annually beginning in the first full year of program implementation</p> <p>-----</p> <p>Annually beginning in the</p>

	<p>of program by alumni</p> <p>-----</p> <p>Student mastery of knowledge, skills and abilities as outlined in SIOIP competency requirements</p> <p>-----</p> <p>Program implementation assessment</p>	<p>discuss program goal achievement and to develop new strategic program goals and objectives</p> <p>-----</p> <p>Individual course examinations, classroom performance, and class papers, theses, and projects</p> <p>-----</p> <p>Comprehensive program examinations</p> <p>-----</p> <p>Evaluation of program goals achievement by program faculty, program coordinator, and External Advisory Committee</p>	<p>second full year of program implementation</p> <p>-----</p> <p>At the completion of each course</p> <p>-----</p> <p>In the semester prior to graduation</p> <p>-----</p> <p>At the end of every five year interval during the program's existence</p>
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