

CURRICULUM VITAE

March 2011

NAME

Kenneth J. Kiser
Professor
Oklahoma State University

ADDRESS

408 Murray Hall
Oklahoma State University
Stillwater OK 74078
Phone: 405 744-6112

EDUCATION

University of Oklahoma, 1958-1961

Oklahoma State University, B.A. (Major: Political Science, Minor: Economics) 1963

Oklahoma State University, M.S. (Sociology) 1967

The Ohio State University, PhD. (Sociology) 1973

Dissertation, "Explorations in Organizational Change: A Case Study of a Federal Intervention Program."

PROFESSIONAL EXPERIENCE

1994 – Present Professor, Department of Sociology, Oklahoma State University

1976 – 1994 Associate Professor, Department of Sociology, Oklahoma State University

1988 – 1990 Visiting Professor, Department of Industrial and Systems Engineering, Virginia Polytechnic Institute and State University while on one year sabbatical and one year leave of absence without pay.

Associate Director of the Virginia Center for Organizational Quality and Productivity at Virginia Tech. Involved in research and development associated with organizational performances improvement models and processes in manufacturing and service organizations, both public and private. Specific research areas focused on organizational, group, and individual performance measurement, evaluation and reward systems; labor-management relationships in organizations undergoing change; strategic planning and implementation processes associated with quality and productivity improvement efforts; design and implementation efficacy of organizational, group, and individual change processes. Functioned as a facilitator, teacher/skill provider, and knowledge provider for a wide variety of clients and organizations throughout the United States. Served as advisor to several students in the Management Systems Engineering option at Virginia Tech.

1989 – 1990 Appointment with the Office for Educational Research and Improvement, United States Department of Education. Involved in monitoring and evaluating a number of educational reform and improvement activities in various states and local school systems. Specific focus on change and improvement strategies utilizing "site-based management" approaches and various restructuring processes both at the State and especially the local school district level. Also involved in analyzing various processes of the system performance measurement and evaluation practices of Common and Higher Education systems in America.

- 1970 – 1976 Assistant Professor, Department of Sociology, Oklahoma State University.
- 1968 – 1970 Associate Project Director and Director of Field research for “The National Teacher Corps Study.” Was co-designer of the research methodology developed to evaluate overall impact of a Federal Program (Teacher Corps) at 28 sponsoring universities and local educational agencies in both rural and urban settings throughout America. Recruited, trained, and led 6-person teams to sites over a two-year time span. Involved in analysis of data from multiple sources – questionnaires, interviews, project information, and nonparticipant observations. Funded by the Ford Foundation.

TEACHING

Primary Teaching Focus

Sociology of American Marriage and Family; Work and Family in Contemporary American Society; Sociology of Complex Organizations; Male-Female Roles and Relationships in Work, Social, and Intimate Environments; Sociology of Work and Professions; Sexual Behavior in Contemporary American Society; Social Demographic Patterns of Marriage, Divorce, Work, Fertility in American Society and Healthcare Change.

Courses Taught

Introductory Sociology
 Sociology of American Family
 Sociology of Human Sexuality
 Male-Female Roles & Relationships in Work and Social Environments
 Women: A Cross-Cultural Perspective
 Sociology of American Health Care
 Complex Organizations (Graduate)
 Seminar in the American Family (Graduate)
 Seminar in Industrial Sociology (Graduate)
 Organizational Change (Graduate)

RESEARCH

Current Research:

“Understanding acute healthcare clinicians, both nurse and doctors, resistance and, or acceptance to utilization of EMRs. (On-going)

“Modes of professional functioning of effective change agents in acute care hospital setting, including issues of legitimacy, credibility, and flexibility.”

“Cross-sex friendships and extra-marital involvements in contemporary white-collar and professional work environments – the development of a situation/opportunity model.” (On-going)

“Fertility-decision making among career women aged, 30-40. Understanding childlessness and the one-child family using Kiser’s force field model.” (On-going)

Past Research- Funded

“Critical Issues and Challenges of Organizational and Cultural Change in a Large, Complex, Acute Care and Teaching Health Care System.” Sponsored by the Oklahoma University Hospitals, and Oklahoma Medical Center. Time periods 6-1-93 to 9-30-96. Co-principal investigators Kenneth Kiser, Department of Sociology; Paul Rossler, Department of Industrial Engineering and Management. Funded amount \$100,000 (55% to A&S, 45% to Engineering).”

“An examination of two programs designed to reduce teenage pregnancies – are they effective strategies.” Funded by the U.S. Department of Health and Human Services, Office of Population Affairs, Division of Adolescent Pregnancy, through the Margaret Hudson Program, 1985-1986.”

“Evaluation of an employee involvement program in a unionized work environment.” Funded by Sheffield Steel Corporation; Sand Springs, Oklahoma. Field work carried out in 1984-1985.”

Past Research – Unfunded

“Childless by Choice: The Nature of Voluntary Childlessness Among Canadian and U.S. Couples.” Research carried out with Dr. J.E. Veevers, Department of Sociology, The University of Western Ontario, Canada, 1976-1980”

“Understanding Structural, Organizational, and Individual Resistance to Participatory Management in Male Dominated Organizations in both the Private and Public Sector.”

“Performance Appraisal Systems in the Public Schools – Can They Drive Merit Pay Programs.”

“Childlessness and the One Child Family, A Test of the Postponement, Force Field, and Situational-Contingency Models of Fertility Decision Making in Dual Career Marriages.”

“Differences and Similarities in Female-Male Leadership and Management Styles in Organizational Settings.”

PUBLICATIONS

Books:

Marshall Sashkin and Kenneth J. Kiser, *Putting Total Quality Management to Work*, San Francisco, Barrett-Koehler, 1993.

Marshall Sashkin and Kenneth J. Kiser, *Total Quality Management*, College Park, Maryland, Ducochon Press, 1991.

Journal Articles:

Marshall Sashkin and Kenneth Kiser, “What About the Unions?” *American Management Review*, February, 1992.

Edgley, Charles and Kenneth Kiser, "Polaroid Sex: Deviant Possibilities in a Technical Age," *Journal of American Culture*, Vol. 5, #1, Spring 1982, pp. 59-64.

Tarver, James, Kenneth Kiser, and C. Lee, "Urban Influence on Fertility and Employment Patterns of Women Living in Homogeneous Areas," *Journal of Marriage and the Family*, Vol. 32, #2, May, 1970, pp. 237-241.

Book Chapters:

Paul E. Rossler and Kenneth J. Kiser. "Why Organizational Change Fails: Unspoken Truths about Change." In *Applying Sociology: Making a Better World*, edited by William Du Bois and R. Dean Wright; Boston, Allyn and Bacon, 2001.

Ronald Corwin, Principal Author. *Reform and Organizational Survival: The Teacher Corps as an Instrument of Educational Change*; New York, Wiley Interscience, 1973.

Working Papers:

Paul Rossler and Kenneth J. Kiser, (2002) "Moving Beyond Installation to Effective Use of ERP Systems." Institute of Industrial Engineers Annual Conference, Orlando, Florida. Spring 2002. Currently being revised to incorporate the challenge of the installation, implementation, and optimal utilization of EMRs in acute health care systems.

Paul Rossler and Kenneth J. Kiser, (2004). "In Search of Implementation." In American Society of Engineering Management Conference Proceedings, Tampa, Florida. Fall 2002.

Paul Rossler and Kenneth Kiser, (2003). "Raising the Bar: The Ins, Outs, Ups, and Downs of Measuring Organizational Performance." Working paper under revision.

Paul Rossler and Kenneth Kiser, (2006). "Why Everything Works, Yet Nothing Does: Performance Improvement Stage Two Problem. Working paper, Oklahoma State University. Working paper under revision.

PRESENTATIONS MADE/PAPERS READ

Kenneth Kiser, "Implementing and Sustaining Change in Health care Systems: Myths and Realities." Consorta Annual Healthcare Conference, Chicago, Illinois; September 2007.

Kenneth Kiser, "Some Suggested Core Cultural Similarities of Better Performing Organizations." World Conference of International Confederation of Drum Manufacturers, Portofino, Italy; June 6, 2002.

"An Organizational Change model For Acute Care Hospital Systems," Nurse Managers Group, St. John Medical Center, Tulsa, Oklahoma; January 2006.

"The Difficult Challenge of Systemic Change in the Health Care Industry." The health care division of the American Institute of Industrial Engineers, annual meeting, Chicago, October 1994.

“Understanding the thick, versus the thin, aspects of complex organizations in the design and implementation of organization improvement strategies and techniques – or why practicing industrial engineers need more *wisdom* in implementation rather than *skills* in design.” Three hour presentation to senior I.E. students at Oklahoma State University; Fall 1993.

“Total Quality Management in the 1990s – the Myths and the Realities,” co-presented (with Paul Rossler, Department of Industrial Engineering, OSU) to the National Quality Month Forum. Sponsored by the American Society for Quality Control, The Williams Company, and the Nordom Group; Tulsa, Oklahoma; Fall 1993.

“A Model and Approach to Organization Assessment and Improvement,” with Marshall Sashkin, Seventh Annual Conference of the Society For Industrial/Organizational Psychology of The American Psychological Association; Montreal, Quebec, May, 1992.

“The Challenge – Not the Impossibility – of Change in American Health Care Organizations: The Critical Role of Nurses,” keynote presentation to annual state meeting of the Nurses Association of The American College of Obstetrics and Gynecology; Stillwater, Oklahoma; Summer 1991.

“Health Care in America in the 1990s – The Challenge to Change.” The Total Quality Management in Health Care Organizations Annual Conference. Sponsored by the American Hospital Association and the Quality and Productivity Management Association of America; Houston, Texas; Fall, 1990.

“Similarities and Differences in Performance Improvement and Measurement Strategies in Educational and Non-educational Organizations.” Presented to staff of the Office of Educational Research and Improvement, U.S. Department of Education, Washington, DC; 1988.

“Performance, Productivity, and Quality Measurement and Management in American Organizations of the Future: A Sociological Perspective.” The Electronic Manufacturing Association of Greater Philadelphia, and the Philadelphia – South New Jersey Chapter of the American Institute of Industrial Engineers; Cherry Hills, New Jersey; Fall 1987.

“The Coming Challenge of White Collar/Professional Productivity and Quality: A Sociological Perspective.” Annual state meeting of the Texas Institute of Industrial Engineers; Austin, Texas, Spring 1986.

“Performance/Productivity Measurement and Management in the 1980’s.” The Electronics Development Support Division, Tinker Air Force Base, Midwest City, Oklahoma; February 1986.

“Performance Management and Male-Female Relationships in White Collar Work Environments.” Oklahoma Word Processing Association, Tulsa, Oklahoma, 1985.

“Performance Action Teams: An Update on Continuing Developments,” with D. Scott Sink. Annual International Industrial Engineering Conference, Los Angeles, California; Summer 1985.

OUTREACH/KNOWLEDGE UTILIZATION ACTIVITIES

University Physicians Group – The University of Oklahoma Health Sciences Center, Summer 2001. Assisted in development of 3-5 year plan for organizational performance improvement in effectiveness, productivity, and quality.

Soterra Inc. Summers 2001-2009. Designed and facilitated planning/implementation/measurement process to identify and remove cultural and operational roadblocks to organizational effectiveness and quality.

St. John Medical Center, Tulsa, Oklahoma. January 2006. Facilitated development and ranking of short and long term performance/quality improvement objectives for various clinical operations with the nurse management group.

Greif Bros Inc – Summers 2001-2005. Served as outside advisor to Greif Inc. in the areas of change management including design and implementation, performance improvement and measurement, and organizational cultural assessment and improvement both at Corporate and as operational facilities throughout the United States.

Virginia Fibre Corporation – Summers 2001-2006. Design and Facilitation of on-going 5-7 plan for organizational assessment and improvement. Assisted in monitoring implementation and performance measurement on an annual basis.

The Painful Realities of Organizational Improvement Programs—Total Quality Management, Re-engineering, and Benchmarking.” Arts & Sciences and Engineering Extension Course. Tulsa in June 1994 and Oklahoma City in September 1994.

United States Navy, Naval Ship System Engineering Station; Philadelphia, Pennsylvania, 1988-1990.

Design and facilitation of 5 year plan for organizational performance assessment and improvement. Design and facilitation of a zero based examination and redesign of the performance measurement system at both organizational and department level. Assisted in assessment of implications for predictable budget reduction allocations from Naval Sea Systems Command.

United States Navy, Naval Ordnance Station; Indian Head, Maryland; 1987-1989.

Design and facilitation of 5-7 year plan for organization performance assessment and improvement. Identification of organizational/cultural roadblocks to improvement.

Pennsylvania Power and Light Inc; Allentown, Pennsylvania; 1990.

Design and facilitation of long term plan for enhancing employee involvement and empowerment processes. Assisted in examination of potential costs involved in other employee involvement experiences.

Bay State Gas Company; Canton, Brockton, Massachusetts; Portland, Maine; 1988-1990.

Design and facilitation of 5 year plan for performance, productivity, and quality improvement. Assisted in identification and assessment of organizational/cultural roadblocks to improvement of system performance.

Climax Portable Tools, Inc.; Newberg, Oregon; 1989.

Preliminary assessment of top management support/resistance of long term plan for organizational change and improvement which had a strong employee involvement component.

United States Navy; Naval Sea Support Center – Atlantic Fleet; Norfolk, Virginia; 1987-1988.

Design and facilitation of 5-7 year plan for organizational performance, productivity, and quality assessment and improvement. Monitored organizational/cultural resistance to implementation.

United States Navy; Norfolk Naval Shipyard; Portsmouth, Virginia; 1987-1988.

Design and facilitation of 5-7 year plan for organizational improvement. Monitored organizational/cultural resistance to implementation by both exempt and non-exempt employees.

Analysis & Technology, Inc.; Mystic and Groton, Connecticut; 1990.

Identification and preliminary analysis of organizational/cultural roadblocks to implementation of Deming's "Total Quality Management" process and philosophy.

NASA, Marshall Flight Test Center; Huntsville, Alabama; 1988.

Identification of organizational/cultural roadblocks to system change and improvement as seen by middle level management and employees.

United States Navy, Naval Aviation Engineering Support Unit; Philadelphia, Pennsylvania and Jacksonville, Florida; 1988.

Preliminary assessment and identification of organizational/cultural roadblocks to system change and improvement.

United States Navy, Naval Avionics Center; Indianapolis, Indiana; 1987.

Assisted in assessment and identification of organizational/cultural roadblocks to system change and improvement.

United States Navy, Naval Sea Systems Command, Superintendent of Ship Building and Repair; Arlington, Virginia; 1987.

Design and facilitation of a 5-7 year plan for organization performance assessment and improvement in a context of declining budgets. Examined organizational/cultural roadblocks to successful implementation of such a plan.

United States Department of Defense, U.S. Military Transport Management Command; Falls Creek, Virginia; 1987.

Assisted in preliminary assessment/analysis to organizational/cultural roadblocks to system change and improvement as seen by top and middle management, both civilian and military.

San Diego Gas & Electric; San Diego, California; 1985; 1986.

Design and facilitation of long term plan for overall system performance improvement (including profitability, productivity, and customer service). Identification of and intensive analysis of potential resistance to plan implementation at all management and employee levels.

United States Navy, Naval Air Forces Intermediate Maintenance Command. Whidbey Island NAS Washing; 1986

Identification of a preliminary analysis of system and people specific resistance to various strategies of organizational/cultural change.

Tennessee Valley Authority Industrial Engineering and Corporate Planning. Knoxville, Tennessee; Nuclear Power Division, Watts Bar, Tennessee, 1986.

Facilitation of high quality, intensive roadblock identification and removal process for forthcoming organizational restructuring.

State Life Insurance Company; Worcester, Massachusetts; 1986.

Design and implementation of various employee involvement strategies and techniques including utilization of the nominal Group Technique.

United States Navy, Naval Air-Aircraft intermediate Maintenance Command & Support Office, Pax River Maryland; 1985-1984

Design and facilitation of 5 year plan for productivity/quality improvement. Intensive identification and ongoing analysis of cultural resistance to various change and improvement strategies.

American Express Inc., Travel Related Services Division; Salt Lake, Utah, 1985.

Design and facilitation of development of 5 year plan for organizational performance assessment and improvement. Identification and analysis of organizational/cultural roadblocks to implementation.

Central Freight Lines, Waco, Texas; 1984.

Design of and identification of organizational/cultural resistance by top and middle management to a "productivity based" gain sharing compensation system.

Farmland Industries, Kansas City and St. Joseph, Missouri, 1984.

Design and facilitation of 5-7 year plan for organizational performance improvement identified and tracked potential implementation roadblocks.

Virginia Fibre Corporation; Riverdale, Virginia; 1988-1994.

Design and facilitation of ongoing 5-7 year plan for organizational performance assessment and improvement. Annual monitoring of successful implementation of plan. Ongoing cultural assessment to determine employee support, involvement, and commitment to top management's strategic and operational decision making.

Amherst County Public Schools; Amherst County, Virginia, 1992-1993.

Design and facilitation of a "site based" 5-7i year plan for organizational performance assessment and improvement. Frequent monitoring of both implementation successes and failures, including community and parent support for improvement plans.

Hillcrest Medical Center; Tulsa, Oklahoma; 1991-1992.

Current organization/cultural assessment of potential support or resistance to change, by both administration and clinical staff (both MDs and RNs), resulting from selected health care reform initiatives and models in the 1990s.

Tulsa Public Schools, Division of Instruction; Tulsa, Oklahoma; 1990.

Analysis of organizational/cultural roadblocks to system change (including restructuring) as seen by central office staff and administration.

Agrico Chemical Division of the Williams Company, Tulsa Oklahoma; Spring 1988.

U.S. Office of Education, The National Institute for Education; Washington, D.C.; 1986

Assisted in assessment of common educational probable response to various organizational change/improvement processes especially Total Quality Management and organizational restructuring.

The Oklahoma Teaching Hospitals, Oklahoma City, Oklahoma; 1987.

Examination of organization system's potential receptivity/resistance to Deming's ideas of Total Quality Management.

Southeast Kansas Regional Educational Center; Parsons, Kansas; 1983.

Assisted in assessment and discussion of the efficacy of various "site-based" management models associated with educational reform/improvement processes.

University Physicians Group – University of Oklahoma Health Sciences Center 1997-2000.

PROFESSIONAL ACTIVITIES

*Invited proposal reviewer by the U.S. Department of Education for the Regional Educational Laboratory Competition for 5 year funding, Fall 1990-Spring 1991.

*Invited participant and contributor to the Conference "Linking the Worlds of Family and Work. Family Dependent Care and Workers' Performance." Sponsored by the Ford Foundation and the Center on Work and Family – Boston University, Boston, Massachusetts, October, 1990.

*Co-presented with D. Scott Sink, 3 day workshop, "The Essentials of Organizational Quality, productivity, and Performance Improvement," sponsored by the American Institute of Industrial Engineers; 1990 – Boston, Massachusetts, San Francisco, California, 1989 – Atlanta, Georgia, Toronto, Canada, Phoenix, Arizona; 1988 – St. Louis, Missouri, Houston Texas; San Antonio, Texas; Orlando, Florida; 1987 – Phoenix, Arizona; Winston Salem, North Carolina, Washington, D.C.; Chicago, Illinois. Typical short course attendees were 20-40 senior and middle level managers from a variety of organizations including service, manufacturing, educational, and healthcare, in both the private and public sectors. While the majority of organizations represented were American many attendees came from organizations found in a number of other countries, most notably Canada and Mexico.

*Invited member of Organizational Productivity Audit Team, Indiana Labor and Management Council, Summer 1987.

*Program presented with D. Scott Sink for American Institute of Industrial Engineers, "Organizational Performance & Productivity – The Art of Management and Measurement," 1986, Dallas Texas, Boston, Massachusetts.

*Presented 3 day workshop with D. Scott Sink, "Organizational Performance and Productivity Measurement – Are We State of the Art." Sponsored by the American Institute of Industrial Engineers, 1985 – Orlando, Florida; Chicago, Illinois, Los Angeles, California.

*Faculty Associate, The Virginia Center for Productivity and Quality, Department of Industrial and System Engineering, College of Engineering, Virginia Tech; 1985-1991.

Participating faculty member and program presenter to Oklahoma State University's School of Industrial Engineering and Management's – Management Institute for Executives, "The Essentials of System and Individual Performance Management and Measurement," 1985 & 1984

"External Faculty Associate, The Oklahoma Productivity Center, Department of Industrial Engineering and Management, Oklahoma State University, 1979-1985.

*Participant in "The Outward Bound Experience for Corporate Managers: Development of a Training Program." Sponsored by U.S. Office of Education Fund for the Improvement of Post Secondary Education, 1979, 1980.

*Proposal Reviewer, Center for Population Research, National Institute of Child Health and Human Development, NIH, Bethesda, Maryland, Spring 1978, 1980.

*Invited participant to "Contractors Workshop on Childlessness and the One Child Family," sponsored by Behavioral Sciences Branch of the Center for Population Research, National Institute of Child Health and Human Development, National Institute of Health, Elkridge, Maryland, December 1978.

*Visiting staff member to the U.S. Office of Education, National Teacher Corps Training Institute, Richmond, Virginia, and Washington, D.C., Summer 1975.

DISSERTATION ACTIVITIES

Served as outside member for the Department of Industrial Engineering on doctoral dissertation for Eric Sobanski. Title: "Assessing Lean Warehousing: Development and Validation of a Lean Assessment Tool." Summer 2009

Invited as Visiting Professor as the School of Nursing, The University of Missouri-Kansas City so I could sit on the doctoral dissertation committee of Shelly Wells. Title: "A Comparison of the Nursing Costs Associated with the Implementation of the Mandated Nurse-To-Patient Ratios in the State of California." Fall 2009