

Kathryn E. Keeton, Ph.D.

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Summary of qualifications

- Experienced in providing a wide range of organizational development and strategic solutions with demonstrated abilities in managing, designing, and implementing organizational development strategies, conducting large scale surveys, designing effective assessment systems for job applicants, evaluating selection and training effectiveness, conducting job analyses, and designing instructional material and technical training evaluations.
- Experienced in managing a multi-million dollar research portfolio to produce operational deliverables to enable long duration spaceflight and coordinating the implementation of completed research deliverables into spaceflight operations
- Effective communicator and project management leader skilled in overseeing and supervising projects and research as well as establishing and maintaining positive rapport with diverse clients and managers, including senior management.
- Organized and adept at implementing and directing tasks to meet client deadlines and requirements for quality while remaining within budget.
- Extensive experience and graduate-level training in conducting quantitative and qualitative research and presenting research results in academic and corporate settings.
- Proficient in use of SPSS, SAS, and the Microsoft Office Suite including Access and Project.

Education

Ph.D., Industrial
Organizational
Psychology
August, 2008

University of Houston, Houston Texas. Dissertation Title: An extension of the UTAUT model: How organizational factors and individual differences influence technology acceptance, Supervised by Dr. Christiane Spitzmüller

M.A., Industrial
Organizational
Psychology
November 2006

University of Houston, Houston, Texas. Thesis Title: A new perspective on monitoring systems in organizations: How performance may predict employee acceptance, Supervised by Dr. Christiane Spitzmüller

B.A. August 2001 -
May 2004

University of Texas at Austin, Austin, Texas. Majors, Psychology and Sociology
Minor, Business

Licensed Psychologist

Examination for Professional Practice in Psychology- completed and passed April, 2011
Jurisprudence- completed and passed October, 2011
Oral Exam, complete and passed January, 2012

Received Licensure for Psychology, March, 2012

License Number: 36096

Experience

University of Texas- San Antonio

January 2017-Present

Position: Associate Professor of Practice, Associate Director of Executive Education

- Instruct undergraduate and graduate students in the College of Business; courses include executive coaching, entrepreneurship and innovation, business writing, and professional development
- Serve as the Associate Director for Executive Education for the Center for Professional Excellence

Minerva Work Solutions, PLLC

December 2013 – Present

Position: Chief Executive Officer and Managing Consultant

- Provide personalized consulting services to client organizations that improve profits, productivity, efficiency, resilience, and positive presence within their operating communities by leveraging psychological and scientific principles of business management (www.thewisdomthatworks.com)
- Provide executive and career coaching services to employees
- Support the design, development and implementation of customized applications to provide client organizations efficiencies OD, HR management, performance management, and customer relations practices
- Manage operational and contractual projects for the firm, including contract bids

NASA/Wyle Labs: Houston, Texas

Position: Organizational Development Consultant/ Innovation and Strategy Coordinator

December 2011 – February 2016

Organizational
Development

- Project Management Activities for the NASA Human Health & Performance Directorate (HHPD): coordinate and support HH&P strategic planning and implementation efforts
- HH&P Solution Mechanism Guide: charged to design, develop, implement, and evaluate a framework that will embed innovative tools within current business practices within the directorate; recognized by the JSC Director as a valuable tool that embodies JSC 2.0
- NASA@work- manage an internal innovative crowdsourcing platform; increase engagement of participants and utilization of this platform; train new and existing users
- Develop, implement, and evaluate benchmarking activities for strategic efforts and initiatives to evaluate return on investment and other evaluation metrics
- Center of Excellence for Collaborative Innovation- support Center of Excellence development (<http://www.nasa.gov/offices/COECI/index.html>)

Change
Management

NASA/EASI Inc.: Houston, Texas

Position: Senior Scientist/Behavioral Health & Performance Team Risk Manager

July, 2008 – December, 2011

Research Portfolio
Manager: Teams in
Space

- Team Risk Manager: Coordinated, managed, and oversaw all research that is conducted within the Behavioral Health & Performance Element that is relevant to the topic of teams for future space missions.
 - Determined content of future research necessary to address issues related to risks associated with long duration spaceflight missions
 - Worked with Principal Investigators of NASA grants to ensure all logistical aspects of research is being carried out efficiently (budget, timeline, deadlines, etc.) as well as the content and theoretical basis of the research is sound and funding that is provided produces needed deliverables and/or results.
 - Served as a liaison between research community and operational community to ensure research deliverables are successfully implemented within the operational spaceflight environment
- Principal Investigator for Team Studies: conducted in-house studies to address team-related issues within the Behavioral Health & Performance Element; Principal Investigator of one study that examined the impact of increasing team autonomy within a long duration environment on important team outcomes and validating standardized team measures that can be used aboard the International Space Station (ISS)

- Intern Manager: Managed ongoing intern program that is offered within the Behavioral Health & Performance Element; conducted selection of interns, training, and evaluation process as well as mentor throughout their time within the group.
- Data Management and Analysis: designed surveys for data collection purposes within analog environments to assess team dynamics; analyzed and evaluated collected data that were later used for risk assessment.

Methodist Hospital System: Houston Texas

Position: Process Improvement Specialist

May 2007-June 2008

Organizational Development

- Employee Development: Designed training programs to reduce resistance toward new technology; conducted training with employees and analyzed post data to measure increase in technology usage
- Training: Reviewed training material and training evaluation processes for new hires programs and other relevant programs; made necessary revisions to training content and design.
- Data Management: Strategized, designed, and developed design interfaces with multiple software programs used within the company to control employee data
- Benchmarking: Analyzed data to create reports used to benchmark current practices within various HR Departments and created balance scorecards based upon KPIs
- Best Practices: Used internally collected data to identify best practices for specific departments and implemented these best practices through training

ExxonMobil Applied Research: Houston Texas

Position: Research Assistant/Consultant

May 2005 – May 2007

Projects

*Job Analysis
Petroleum
Engineering*

- Engineering Job Analysis: Conducted SME interview sessions; developed task and KSAO lists; analyzed ratings; created tables to document and report results; presented results of job analysis collection to clients; created survey based on results of job analysis.
- Training on Item Writing: Conducted item writing workshop and trained employees on how to create and write appropriate items for selection survey.
- Training Development: Designed needs analysis for gaps in cultural-awareness and training.

*Design of
ExxonMobil Training
Programs*

- Assessment Development: Designed pre-training assessment of trainees to identify factors aiding in transfer of training to the job; met periodically with client for status reports.
- Data Collection and Analysis: Collected cultural, behavioral, and trait data of employees during training programs to link individual characteristics to training performance and transfer of training

*Designing Instructor
Effectiveness Project*

- Instructor Job Analysis: Conducted SME sessions; developed task and KSAO lists; analyzed ratings; created tables to document and report results; presented results of job analysis collection to clients; created survey based on results of job analysis.

*Cross-Cutlural
Training @ Esso*

- Training Program Design: Designed training program, 'Getting Results', to be used for nationals in Angola to aid in prioritizing, organization, and management skills.
- Conducted Training Program: Presented 'Getting Results' training program to nationals in Angola.

*ZADCO Protégé
Assessment*

- Mentor Training: Designed and conducted cultural and interpersonal training for mentors to help develop a positive relationship with their protégé so as to increase the performance and productivity of their protégé

- Employee Development: Created technical and non-technical profiles for protégés; conducted interviews; assessed technical competencies through 360 degree assessment
Supervisor: Don Best, Ph.D.

World Health Organization/Global Fund: Geneva, Switzerland

Position: Consultant

Sept 2006-Dec 2006

*Organizational
Development*

- Survey Design: Created survey to assess employee's views concerning organizational change within the company; interpreted data and feedback from open-ended questions.
- Report and Presentation: Created report and gave presentation based on findings to client of initial survey; followed up with additional surveys in other departments.
Supervisor: Christiane Spitzmüller, Ph.D.

Development Dimensions International Inc.: Pittsburgh, PA

Position: Consultant

May 2006-Aug 2006

*Conducting Job
Analyses*

- Job Analysis: Conducted internet search for information on job positions identified; developed task and KSAO lists based on information; peer-reviewed task and KSAO lists based on appropriateness of task and KSAO statement for job category identified.
Supervisor: Kelly Bolton M.A.

Assessment Development Incorporated: Houston, Texas

Position: Job Analyst

Sept 2005- May 2007

*Conducting Job
Analyses*

- Cultural Fairness Evaluations: Assessed test material for biased language and material.
- Validation: (multiple tests) Conducted readability analysis; identified problems/weaknesses in item content and format and revised tests accordingly.
- Test Administration: Administered assessment tests to recruits; scored assessments and reported results to recruiters and client.
- Test Design: Supervised and provided support for the conversion of paper and pencil tests to computer-based administration.
Supervisor: Jim Campion, Ph.D. and Stephen Mueller, Ph.D.

Management Personnel Systems: Houston, Texas

Position: Consultant

Sept 2005- May 2007

*Conducting
Assessment Centers*

- Assessment Center: Assisted in administration and scoring of assessment centers including structured interviews, case studies, and leaderless group discussions.
- Assessment Center Training: Trained client personnel to administer assessment centers and conduct employment interviews and provided coaching as needed during delivery.
- Validation of Selection Instruments: Conducted validation research for assessment center to ensure legal defensibility.
Supervisor: Clyde Mayo, Ph.D.

John M Campbell and PetroSkills: Houston, Texas

Position: Consultant

Jan 2006-May 2006

*Training Program
Design*

- Training Program Development: Created training modules for safety monitoring and safety auditing for petrochemical training company based on competency modeling.
- Training Research Presentations: Presented training modules to client; met with client to discuss factors influencing success of training efforts in safety.
Supervisor: Christiane Spitzmüller, Ph.D.

Research*Publications*

- Keeton K.E., Richard, E.E., & Davis, J.R. (in press). Strategic Innovation at NASA: The Solution Mechanism Guide. *Journal of Business Inquiry*.
- Davis, J.R., Richard, E.E., & **Keeton, K.E.** (2015). Open Innovation at NASA: A New Business Model for Advancing Human Health and Performance Innovations. *Research Technology Management*, 58(3), 52-58.
- **Keeton, K.E.**, Richard, E.E., & Davis, J.R. (2014). The Solution Mechanism Guide- Implementing Innovation within a Research and Development Organization. *Aviation, Space, and Environmental Medicine*, 85 (10), 1061-1062.
- **Keeton, K.E.**, Davis, J.R., & Richard, E.E. (2014). The Human Health and Performance Directorate: A Comparative Analysis of Innovation within an Organization. http://www.nasa.gov/sites/default/files/files/2014_Final_Rev1.pdf
- Dachner, A.M., Saxton, B.M, Noe, R.A., & **Keeton, K.E.** (2013) To Infinity and Beyond: Using a Narrative Approach for Identifying Team Training Needs for Unknown and Dynamic Situations. *Human Resource Development Quarterly*, 24(2), 239-267.
- **Keeton, K. E.**, Slack, K. J., Schmidt, L. L., & Malka, A. M. (2012). The rocket science of teams [Peer commentary on the journal article "Teams are changing: Are research and practice evolving fast enough?"]. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5(1), 32-35.
- Sandoval, L., **Keeton, K.**, Shea, C., Otto, C. Patterson, H., & Leveton, L. (2012). Perspectives on asthenia in astronauts and cosmonauts: Review of the international research literature. NASA TM-2012-217354
- Musson, D. & **Keeton, K.E.** (2012). Investigating the relationship between personality traits and astronaut career performance: Retrospective analysis of personality data collected 1989-1995. NASA TM-2011-217353
- David, E.M., Rubino, C., **Keeton, K.E.**, Miller, C.A., & Patterson, H.N. (2011). An Examination of Cross-Cultural Interactions aboard the International Space Station. NASA TM-2011-217351
- Morie, J.F., Verhulsdonck, G., Lauria, R.M., & **Keeton, K.E.** (2011) Operational assessment recommendations: Current potential and advanced research directions for virtual worlds as long-duration space flight countermeasures. NASA TP-2011-216164
- Noe, R.A, Dachner, A.M., Saxton, B., & **Keeton, K.E.** (2011). Team training for long duration mission in isolated and confined environments: A literature review, an operational assessment, and recommendations for practice and research. NASA TM-2011-216162
- **Keeton, K.E.**, Whitmire, A., Feiveson, A.H., Ploutz-Snyder, R.P., Leveton, L.B., & Shea, C. (2011). Analog Assessment Tool Report. NASA TP-2011-216146
- Maidel, V., Stanton, J.M., & **Keeton, K.E.** (2011). Unobtrusive Monitoring of Spaceflight Team Functioning. NASA TM-2011-216153
- Palinkas, L.A., **Keeton, K.E.**, Shea, C., & Leveton, L.B. (2011). Psychosocial Characteristics of Optimum Performance in Isolated and Confined Environments. NASA TM-2011-216149

- [Shea, C., Slack, K.J., Keeton, K.E., Palinkas, L.A., and Leveton, L.B. \(2011\). Antarctica Meta-analysis: Psychosocial Factors Related to Long-duration Isolation and Confinement. NASA TP: 2011-216148](#)
- Schmidt, L.A., **Keeton, K.E.**, Leveton, L.B., & Shea, C. (2009). *Risk of Performance Errors Due to Poor Team Cohesion and Performance, Inadequate Selection/Team Composition, Inadequate Training, and Poor Psychosocial Adaptation*, Human Research Evidence Book, NASA.
- **Keeton, K.E.**, Leveton, L.B., & Shea, C. (2009) The Analog Assessment Tool Report. NASA TP: 64983
- **Keeton, K.E.**, Leveton, L.B., & Shea, C. (2009) The Team Risk Report. NASA TM: 64986
- Spitzmüller, C., Neumann, E., Rubino, C., Sutton, M., Spitzmüller, M., **Keeton, K.E.**, & Manzey, D (2008). Assessing the influence of pre-application mentoring on organizational attractiveness. *International Journal of Selection and Assessment*.
- Spitzmüller, C. & **Keeton, K.E.** (2006). Job sharing. In S.G. Rogelberg (Ed.): *Encyclopedia of Industrial and Organizational Psychology*. Thousand Oaks, CA: Sage

*Selected
Conference
Presentations*

- Callini, C.J., **Keeton, K.E.**, Davis, J.R., and Richard, E.E. (2014). Collaboration Strategies within NASA: How to Accelerate Innovation. Presented at the Human Research Program's Investigators Workshop. Galveston, TX
- Davis, J.R., Richard, E.E., & **Keeton, K.E.** (2013). HH&P Engagement and the Solution Mechanism Guide. Presented at the MIT Innovation Lab Meeting, Boston, MA.
- Callini, C.J., **Keeton, K.E.**, Davis, J.R., and Richard, E.E. (2014) Collaboration Strategies within NASA: How to Accelerate Innovation. Presented at the Human Research Program's Investigators Workshop. Galveston, TX
- **Keeton, K.E.** (2011). Extreme teams: Is a paradigm shift required? Served as a panelist at the Human Factors Conference at Las Vegas, Nevada.
- **Keeton, K.E.** (2011). Spaceflight resource management for ISS operations. Presentation given as part of Behavioral Health & Operations panel; AsMA Conference in Anchorage, Alaska.
- **Keeton, K.E.** (2011). Updates & results: The behavioral health and performance research analog assessment tool. Poster given at the Humans in Space Conference, Houston, Texas.
- **Keeton, K.E.** (2011). Assessing Team Performance in Autonomous Environments. Poster given at the Humans in Space Conference, Houston, Texas.
- Schmidt, L. L., Slack, K. J., **Keeton, K.**, Barshi, I., Martin, L. H., Mauro, R., O'Keefe, W. S., & Huning, T. M. (2011). Houston, we have a problem-solving model for training. Poster session presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- **Keeton, K.**, Rubino, C., Schmidt, L. L., & Slack, K. J. (2011). The right stuff: Assessing high-performing teams in space analogues. In T. A. Rench, & S. W. J. Kozlowski (Chairs), Teams in space—A new frontier for organizational psychology. Paper presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Slack, K. J., Schmidt, L. L., & **Keeton, K.** (2011). Developing self-correcting astronaut crews. In E. David, & K. Keeton (Chairs), Staying alive! Training high-risk teams for self-correction. Paper presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- **Keeton, K.E.**, Patterson, H.P., Schmidt, L.L., Slack, K.J., & Shea, C. (2010) Creative job analysis techniques of astronauts using archival data. Poster presented at the 2010 Annual Conference for the Society of Industrial and Organizational Psychology that was held in Atlanta, Georgia.
- **Keeton, K.E.** (2010) The Behavioral Health & Performance Analog Assessment Tool. Presentation given at the NASA Human Research Program's Investigators Workshop, Houston, Texas.
- **Keeton, K.E.** (2010) The Team Risk in the Behavioral Health & Performance Element: Where We've Been and Where We're Going. Presentation given at the NASA Human Research Program's Investigators Workshop, Houston, Texas.
- **Keeton K.E.** (2010). The Behavioral Health & Performance Analog Assessment Tool. Presentation given at the NASA Human Research Program's Investigators Workshop, Houston, Texas.
- **Keeton, K.E.** (2009) The Behavioral Health & Performance Analog Assessment Tool. Presentation given at the Workshop on Human Behaviour and Performance in Analogue Environments and Simulations, Noordwijk, The Netherlands.

- Shea, C., Slack, K.J., **Keeton, K.E.**, Leveton, L.B., & Palinkas, L.A. (2009). Antarctica Meta-Analysis: Psychosocial Factors Related to Long Duration Isolation and Confinement. Presentation at the Workshop on Human Behaviour and Performance in Analogue Environments and Simulations, Noordwijk, The Netherlands.
- **Keeton, K.E.**, Rubino, C., McClure, A., & Spitzmueller, C. (2008). Examination of Cultural and Individual Differences and Transfer Training Intentions. Poster presented at the 2008 Annual Conference for the Society of Industrial and Organizational Psychology that was held in San Francisco, California.
- **Keeton, K.E.**, Milam, A. Rubino, C., McClure, A., Malka, A., & Spitzmueller, C. (2008). Investigating Organizational and Individual Factors That Impact Training Effectiveness. Poster presented at the 2008 Annual Conference for the Society of Industrial and Organizational Psychology that was held in San Francisco, California.
- **Keeton, K.E.**, Milam A., Rubino, C., Sady, K., & Spitzmüller, C. (2007). Transfer Training Intentions: The Role of Motivational and Dispositional Factors. A poster accepted for presentation during the 2007 Annual conference of the Society for Industrial and Organizational Psychology that was held in New York City, New York.
- **Keeton, K.E.** & Spitzmüller, C. (2007). Investigating Predictors of Monitoring Technology Acceptance: Does Performance Matter? A poster accepted for presentation during the 2007 Annual conference of the Society for Industrial and Organizational Psychology that was held in New York City, New York.
- Rubino, C., Milam, A., Spitzmüller, C., Raghuram, A., & **Keeton, K.** (2007). *A Cross-Cultural Look at Personality, Culture, and Communication Apprehension*. Poster presented at the annual conference of the Society for Industrial and Organizational Psychology, New York City, New York.
- Davison, J., **Keeton, K.E.**, & Sady, K. (2006). A Meta-Analysis of Autonomy and Employee Outcomes. Presented at a poster session during the 2006 Annual conference of the Society for Industrial and Organizational Psychology in Dallas, Texas.
- Glenn, D., Miller, K.R., & **Keeton, K.E.** (2006). Predicting Organizational Attitudes from Ethnic Identity and Perceptions of Diversity. Presented at a poster session during the 2006 Annual conference of the Society for Industrial and Organizational Psychology in Dallas, Texas.
- Spitzmüller, C., Neumann, E., Tunstall, M., & **Keeton, K.E.** (2006). Assessing the influence of Pre-Application Mentoring on Organizational Attractiveness. Presented at a poster session during the 2006 Annual conference of the Society for Industrial and Organizational Psychology in Dallas, Texas.

Memberships

American Psychological Association
Society for Industrial-Organizational Psychology

Awards

Winner of NASA’s Early Career Public Achievement Award	July 2016
Winner of the BioAstronautics Innovation Challenge	January 2014
Johnson Space Center Director’s Innovation Award	June 2013
BioAstronautics Contract Bravo Award	June 2011